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www.kier.co.uk

11 October 2013

Dear Shareholder,

This letter is accompanied by documentation relating to the scrip dividend, our 2013 annual report and accounts, the notice setting out the business to be conducted at the forthcoming annual general meeting and a form of proxy.

In addition to the hard copy version of the annual report and accounts, you will find a fully accessible, searchable and downloadable version on our website at www.kier.co.uk/shareholders.

This year, the annual general meeting will be held at The Honourable Artillery Company, Armoury House, City Road, London EC1Y 2BQ on Thursday, 14 November 2013 at 11.00 a.m. and concludes with a buffet lunch.

The meeting is a mixture of the "formal" and the "informal" and there will be an opportunity to raise questions about our business. If you are planning to attend the annual general meeting, you will find a location map and directions to The Honourable Artillery Company on the back of this letter.

As well as the usual items on our agenda, you will find a resolution to renew the authority to offer the scrip dividend alternative. Additionally, you will also find enclosed a resignation letter from KPMG Audit Plc. KPMG Audit Plc has instigated an orderly wind-down of its business, with its audit activities being transferred to KPMG LLP. This change is purely administrative, having no practical impact on the audit process. A resolution to appoint KPMG LLP as our new auditor is therefore also proposed.

Whether or not you will be attending, I would strongly encourage you to exercise your voting rights on the resolutions to be considered at the meeting. Shareholders with access to an internet-enabled computer can lodge their votes electronically at www.kier.co.uk/vote. Further details can be found on the notice of meeting; alternatively you can complete the enclosed pre-paid form of proxy. To be valid for the meeting please ensure our registrars receive your completed form by 11.00 a.m. on Tuesday 12 November 2013.

I would like to thank you for your support over the year and I look forward to seeing you on 14 November.

Yours sincerely

A handwritten signature in black ink, appearing to read "M P Sheffield".

M P Sheffield
Chief Executive

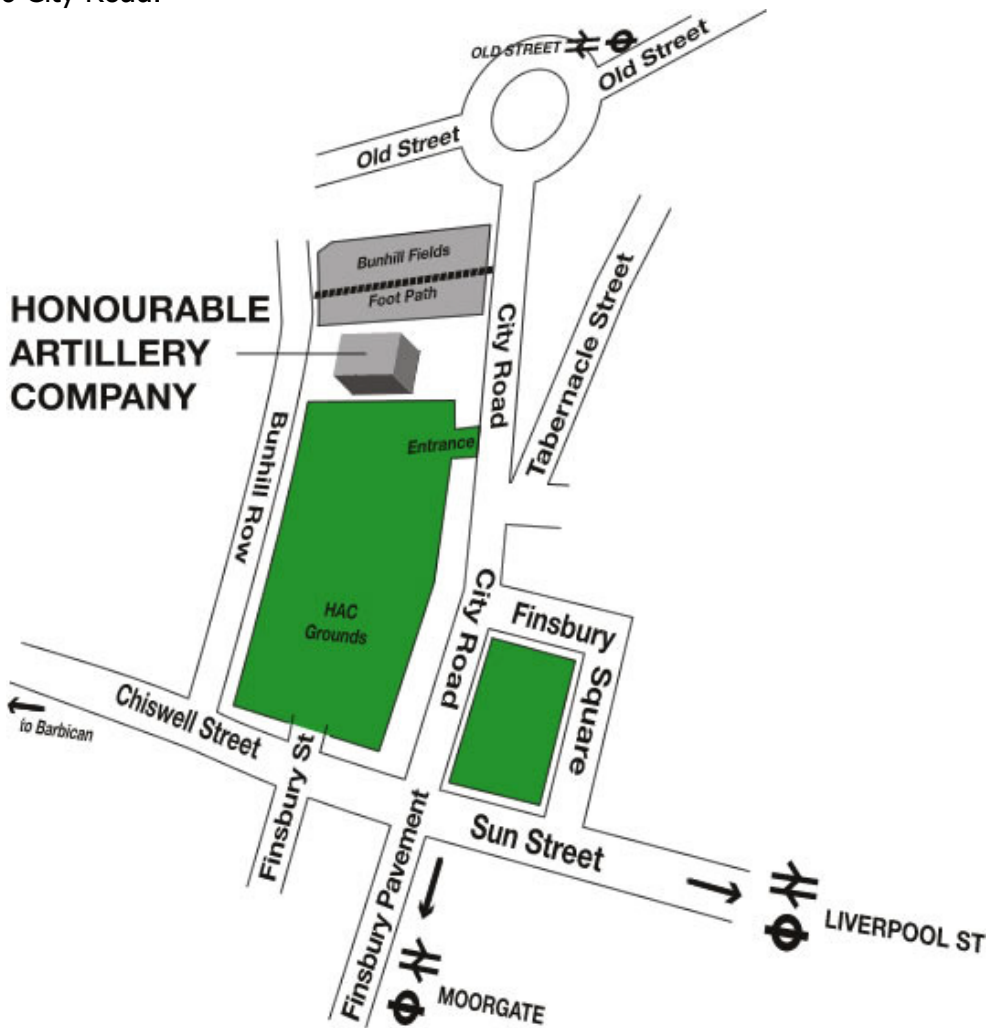
HOW TO FIND US

Tube Stations: Moorgate or Old Street (Exit 5)

Main Line Stations: Fenchurch Street, Liverpool Street, London Bridge, Moorgate

Ample street parking is available at Finsbury Square NCP Car Park

Our property frontage on City Road has a "castle" appearance and is situated directly next to 32-36 City Road.



Armoury House
City Road
London EC1Y 2BQ

HAC Booking..... 020 7382 1533
HAC Fax 020 7382 1538