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www.kier.co.uk

12 October 2012

Dear Shareholder,

This letter is accompanied by documentation relating to the scrip dividend, our 2012 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 <http://investors.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, 15 November 2012 at 12.00 noon and it concludes with a buffet lunch. We will be conducting votes using an electronic voting system, which will mean that registration may take longer than in previous years. You are advised to arrive in plenty of time before the meeting.

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.

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 12.00 noon on Tuesday, 13 November 2012.

I would like to thank you for your support over the year and I look forward to seeing you on 15 November.

Yours sincerely

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

M P Sheffield
Chief Executive

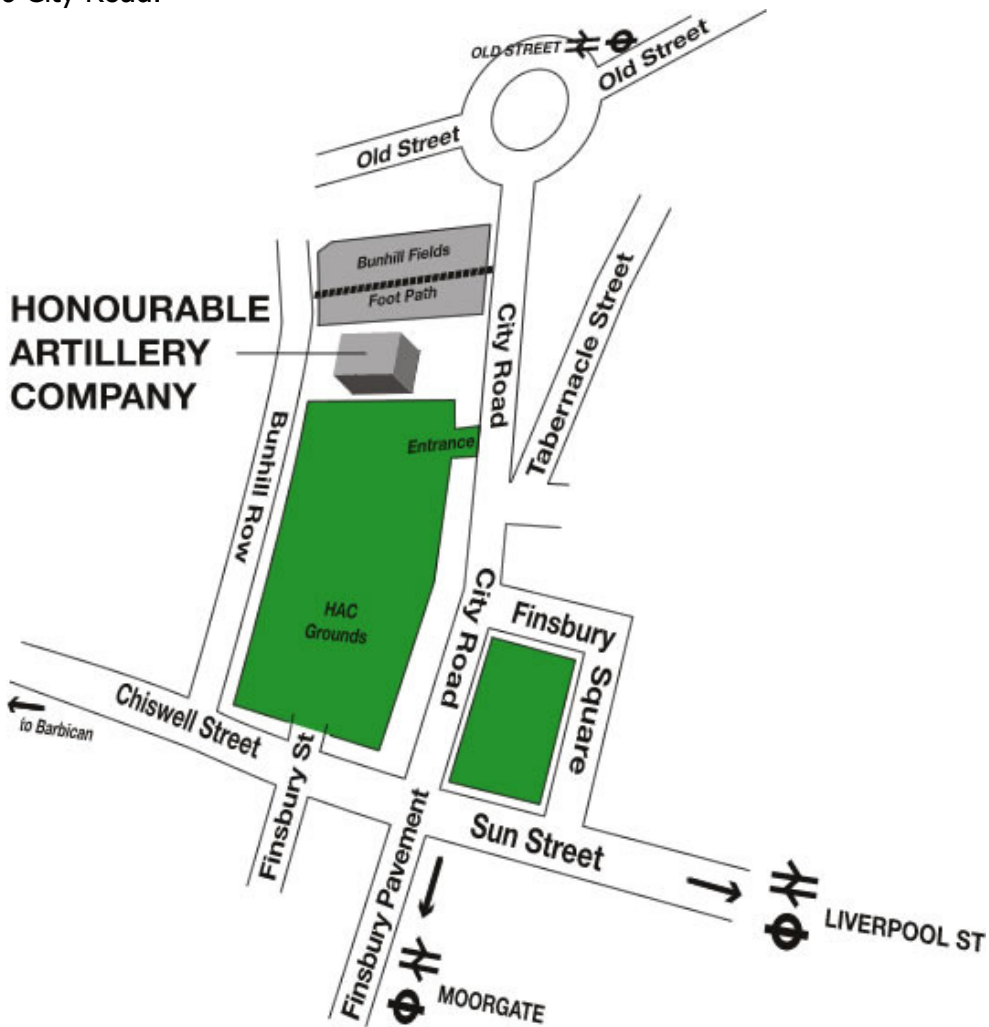
HOW TO FIND US

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