



Attendance card – Kier Group plc

2025 Annual General Meeting
(the 'AGM' or the 'Meeting')

Notice of availability – Kier Group plc

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The 2025 Annual Report and Accounts of Kier Group plc (the 'Company') and the Notice of AGM are available online at www.kier.co.uk. Details of the resolutions to be proposed at the AGM are set out on pages 3 to 5 of the Notice of AGM. An explanation of all the resolutions can be found on pages 6 to 9 of the Notice of AGM.

Lodging your vote

You can submit your voting instructions in the following ways:

- electronically using Equiniti's Shareview website, www.shareview.co.uk, and logging in to your Shareview Portfolio. To register for a Shareview Portfolio, go to www.shareview.co.uk and enter the requested information
- by completing the Form of Proxy and returning it to the Company's Registrars using the Freepost address on the back of the Form of Proxy. If you are posting outside the UK, please return the completed Form of Proxy in an envelope with the correct postage to Equiniti Limited, Aspect House, Spencer Road, Lancing, West Sussex BN99 6DA, United Kingdom
- via the CREST electronic proxy appointment service (for CREST members)
- for institutional investors, via the Proxyimity platform at www.proxyimity.io.

To be valid, your completed Form of Proxy or online instruction must have been received by 10.00 a.m. on Tuesday, 11 November 2025.

The Company Secretariat remain available to shareholders for any questions related to the AGM via cossec@kier.co.uk.

Shareholder Reference Number:

The Kier Group plc AGM will be held at 10.00 a.m. on Thursday, 13 November 2025 at Ashurst LLP, London Fruit & Wool Exchange, 1 Duval Square, London E1 6PW. Registration will commence at 9.30 a.m. If you plan to attend the Meeting, please bring this card with you. It shows that you are entitled to attend and vote at the AGM, and will speed up your admission to the Meeting. Please refer to the Notice of AGM for further information on the arrangements for the Meeting.

Form of Proxy – Kier Group plc

2025 Annual General Meeting (the 'AGM' or the 'Meeting')

The Kier Group plc AGM will be held at 10.00 a.m. on Thursday, 13 November 2025 at Ashurst LLP, London Fruit & Wool Exchange, 1 Duval Square, London E1 6PW. Registration will commence at 9.30 a.m.

Please refer to the Notice of AGM (which contains the full text of the resolutions and explanatory notes) for guidance on how to complete the Form of Proxy. The Notice of AGM is available online at www.kier.co.uk.

You may vote or provide your voting instructions to the Chairman of the AGM at www.shareview.co.uk instead of using this form. You will need your Shareholder Reference Number (provided below) to vote electronically. To be valid, all voting instructions must be received by our Registrars, Equiniti, no later than 10.00 a.m. on Tuesday, 11 November 2025.

Shareholder Reference Number:

I/We hereby appoint the Chairman of the Meeting or the following person

Name of proxy

No. of shares (if less than your full shareholding)

as my/our proxy, to exercise all or any of my/our rights to attend, speak and vote on my/our behalf at the Annual General Meeting of Kier Group plc to be held at 10.00 a.m. on Thursday, 13 November 2025 at Ashurst LLP, London Fruit & Wool Exchange, 1 Duval Square, London E1 6PW and at any adjournment thereof.

Please indicate below by inserting 'X' in the appropriate box the way in which your proxy is to vote. If you do not do so, your proxy can vote as they choose or can decide not to vote at all. The 'withheld' option is provided to enable you to instruct your proxy not to vote on any particular resolution. It should be noted that a vote withheld in this way is not a vote in law and will not be counted in the calculation of the proportion of the votes 'For' and 'Against' a resolution. For any business arising at the Annual General Meeting (including any procedural business and any resolution to adjourn), your proxy will vote at their sole discretion.

Ordinary resolutions

	For	Against	Withheld
1 To receive the Annual Report and Accounts for the year ended 30 June 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 To approve the Annual Report on Remuneration for the year ended 30 June 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 To declare a final dividend for the year ended 30 June 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 To re-elect Mr MJ Lester as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 To re-elect Mr SJ Togwell as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 To re-elect Mr SJ Kesterton as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 To re-elect Ms AJ Atkinson as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 To elect Ms AE Baldock as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 To re-elect Ms MC Browne OBE as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 To re-elect Ms MG Hassall as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 To re-elect Mr MH Saddiq as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 To re-elect Mr CG Watson as a Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ordinary resolutions

	For	Against	Withheld
13 To re-appoint PricewaterhouseCoopers LLP as the auditor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 To authorise the Risk Management and Audit Committee to agree the remuneration of the auditor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 To authorise political donations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16 To renew the Directors' authority to allot shares	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Special resolutions

	For	Against	Withheld
17 To renew the Directors' authority to disapply pre-emption rights (general)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18 To renew the Directors' authority to disapply pre-emption rights (acquisition or specified capital investment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19 To authorise the Company to make market purchases of the Company's ordinary shares of 1p each	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 To allow meetings other than annual general meetings to be called on not less than 14 clear days' notice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Signature
(see note 1)

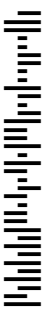
Date

Shareholders should send this Form of Proxy to the Company's Registrars, Equiniti Limited, Aspect House, Spencer Road, Lancing, West Sussex BN99 6DA, United Kingdom.

Notes

- This Form of Proxy must be signed and dated by the appointer or his/her attorney duly authorised in writing or, if the appointer is a corporation, it must be executed under its common seal or be signed by an officer or attorney duly authorised by the corporation.
- Any alterations made to this Form of Proxy should be initialled.

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Freepost RTHJ-CLLL-KBKU
Equiniti
Aspect House
Spencer Road
Lancing
BN99 8LU