



Wanlip Sewage Treatment Works

6 November 2025
Investor visit



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Presentation outline

Welcome and overview

- Stuart Togwell, Chief Executive, Kier

Living with Water: our water opportunity

- Andrew Bradshaw, Group Managing Director, NRNN
- Andy Lingham, Managing Director, NRNN

QuickSTATS Demonstration

- Richard Burdett, Applied Digital Services Director

Wrap up

- Stuart Togwell, Chief Executive, Kier



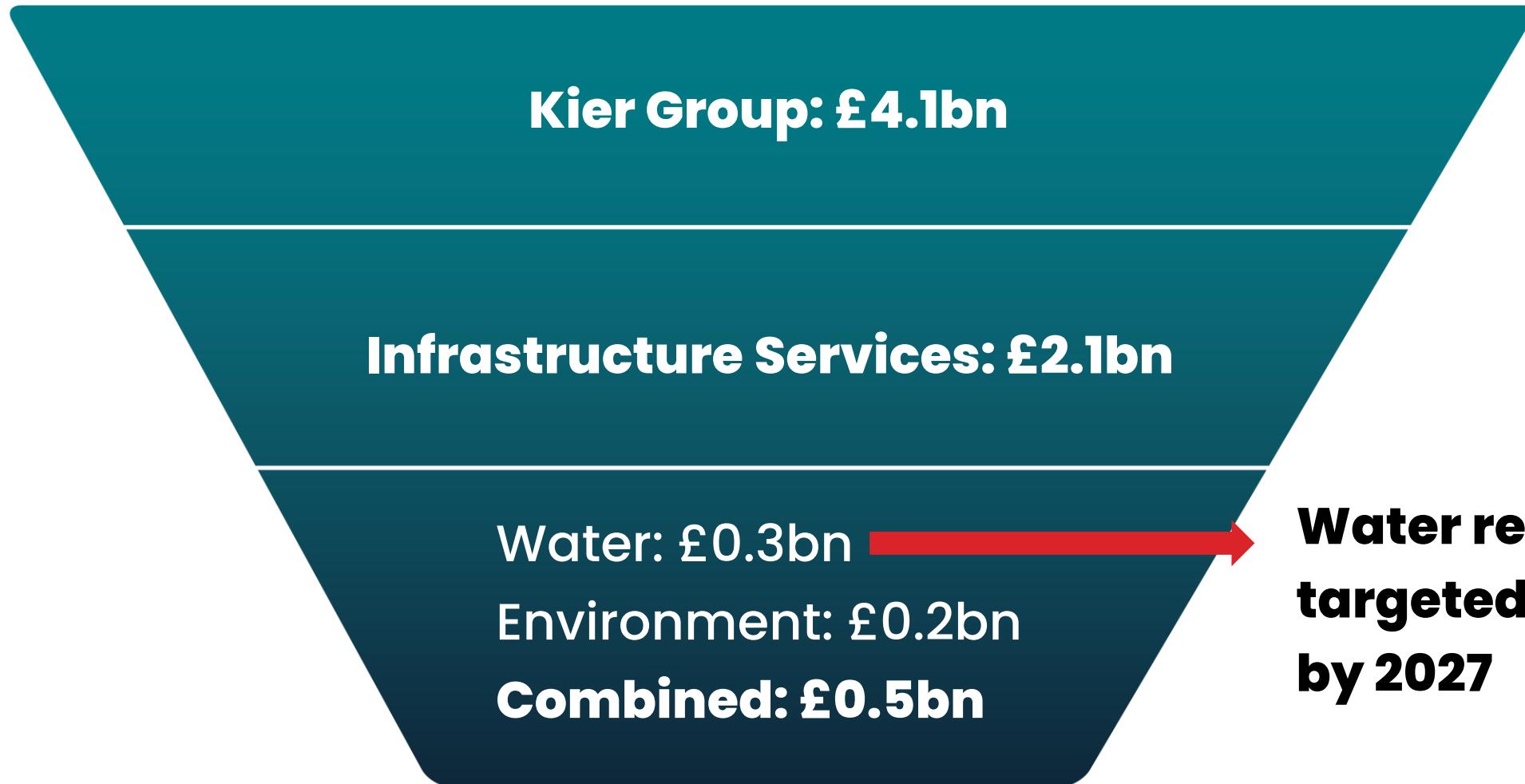


Welcome and overview

Stuart Togwell
Chief Executive



Kier and Water (FY25 Revenue)



Our Water Opportunity - *Defensive Growth*



Sizeable market opportunity



Visibility to 2030 and beyond



Fully funded



Proven 360 delivery



Our Kier Natural Resources, Nuclear & Networks team



Andrew Bradshaw
Group Managing Director

Kier Natural Resources,
Nuclear & Networks



Andy Lingham
Managing Director

Kier Water



Ross MacKenzie
Managing Director

Kier Natural Resources,
Nuclear & Networks



JP Staniforth
Project Director

Wanlip Sewage
Treatment Works Project





Living with Water: our water opportunity

Andrew Bradshaw, Group Managing Director
Andy Lingham, Managing Director

Natural Resources, Nuclear & Networks



Water investment – positioned for growth



Waste & Recycle



Transfer

Examples of
Wanlip
project work

Investment driven by:

- Population growth
- Climate change
 - Water scarcity
 - Water frequency
- Ageing asset base
- Environmental regulations
- New reservoirs and pipelines (Strategic Resource Options or 'SROs')



Defence & Storage

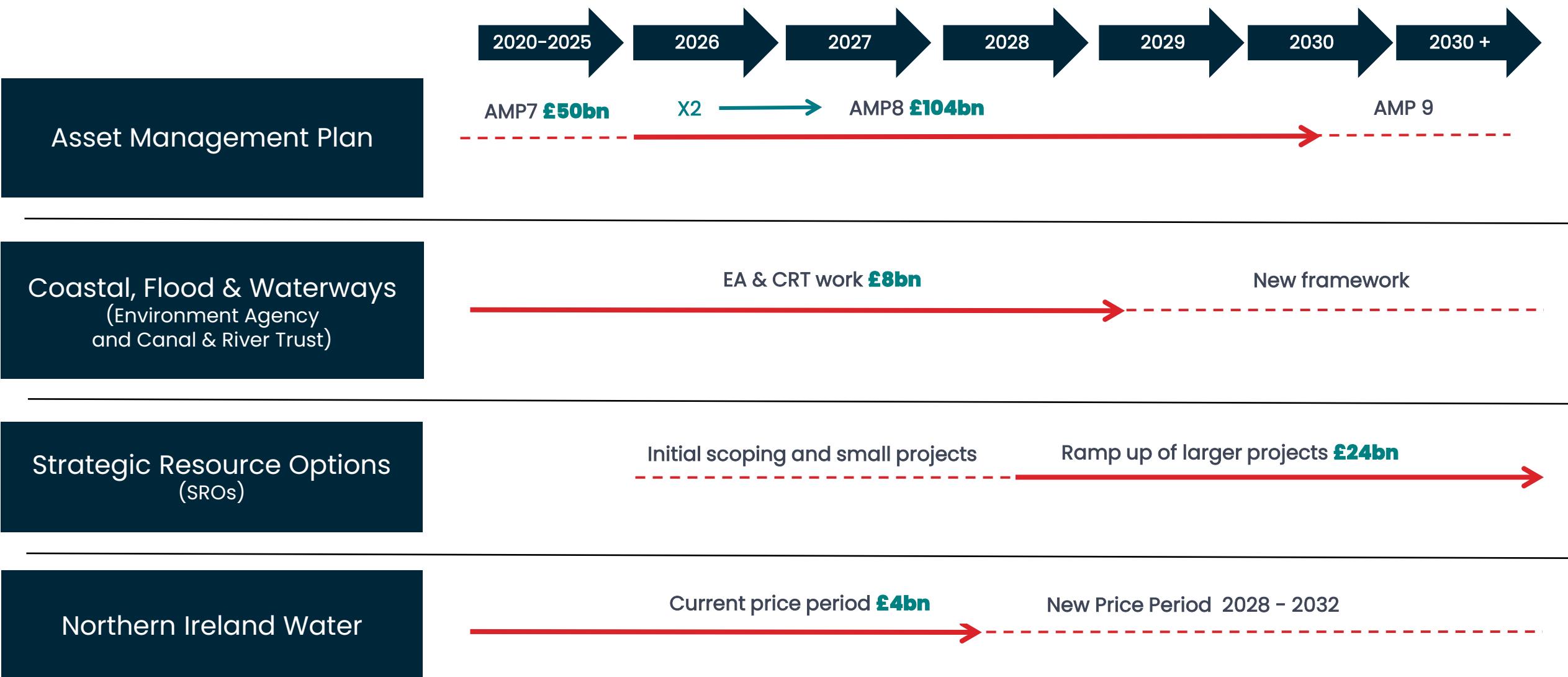


Clean water

Mansfield SUDS video

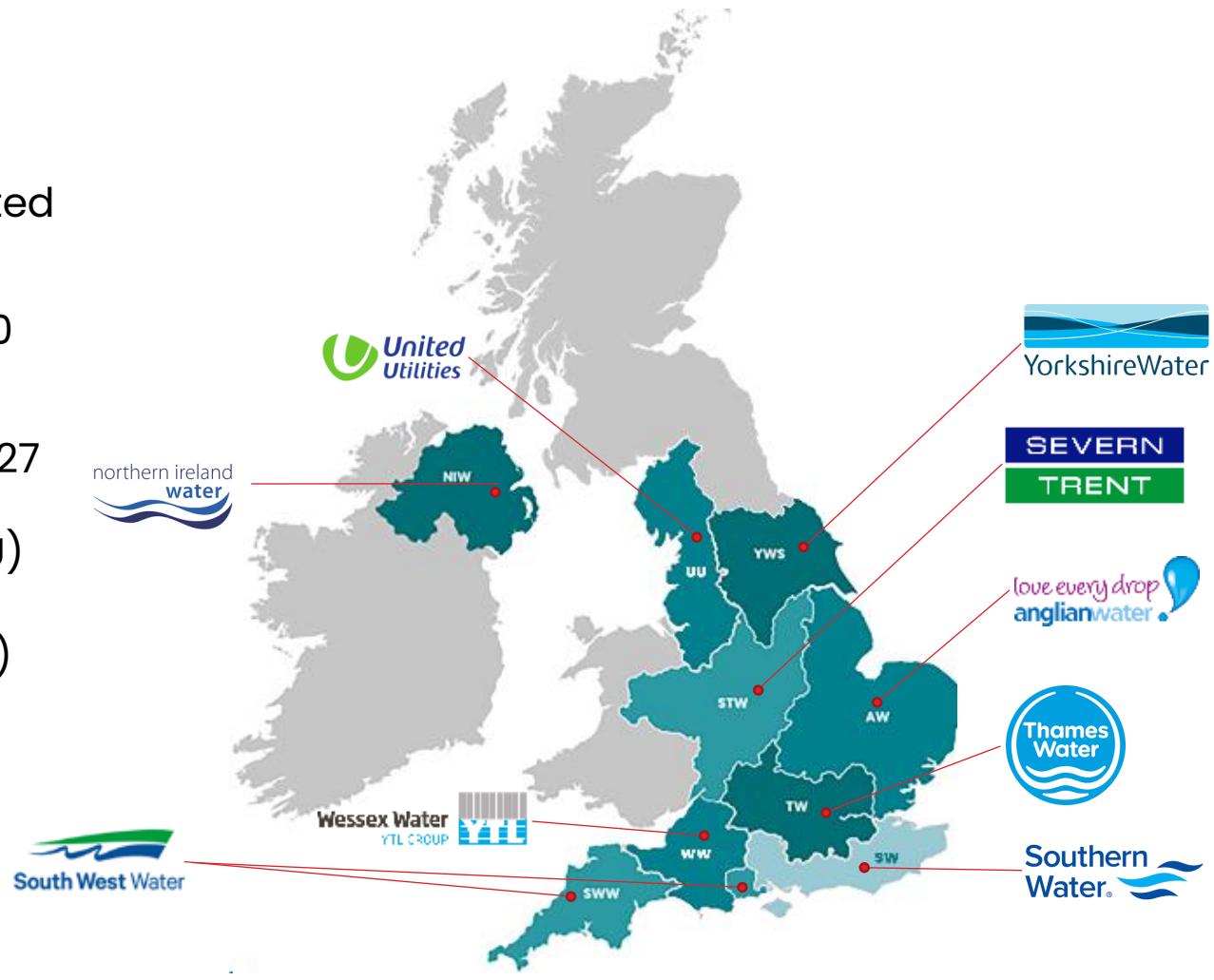


Water investment - timeline



Kier – positioned for growth

- **One of the largest Tier 1 players**, serving the UK regulated water industry
- **£15bn frameworks secured** (AMP8/9 – extendable to 10 years)
- **Kier Water revenue (£0.3bn)** targeted to **double** by 2027
- **New schemes** allocated to Kier (Wessex, Southern & UU)
- **Successful resourcing** programme underway (Wanlip)
- **Additional opportunity**, beyond AMP8/9, **through SROs** (new reservoirs, pipelines, waterways)



What we do – a change in emphasis



Repair, maintenance & metering



Storm water resilience (CSO)



Pipelines & pumping stations



Mechanical & electrical (M&E)

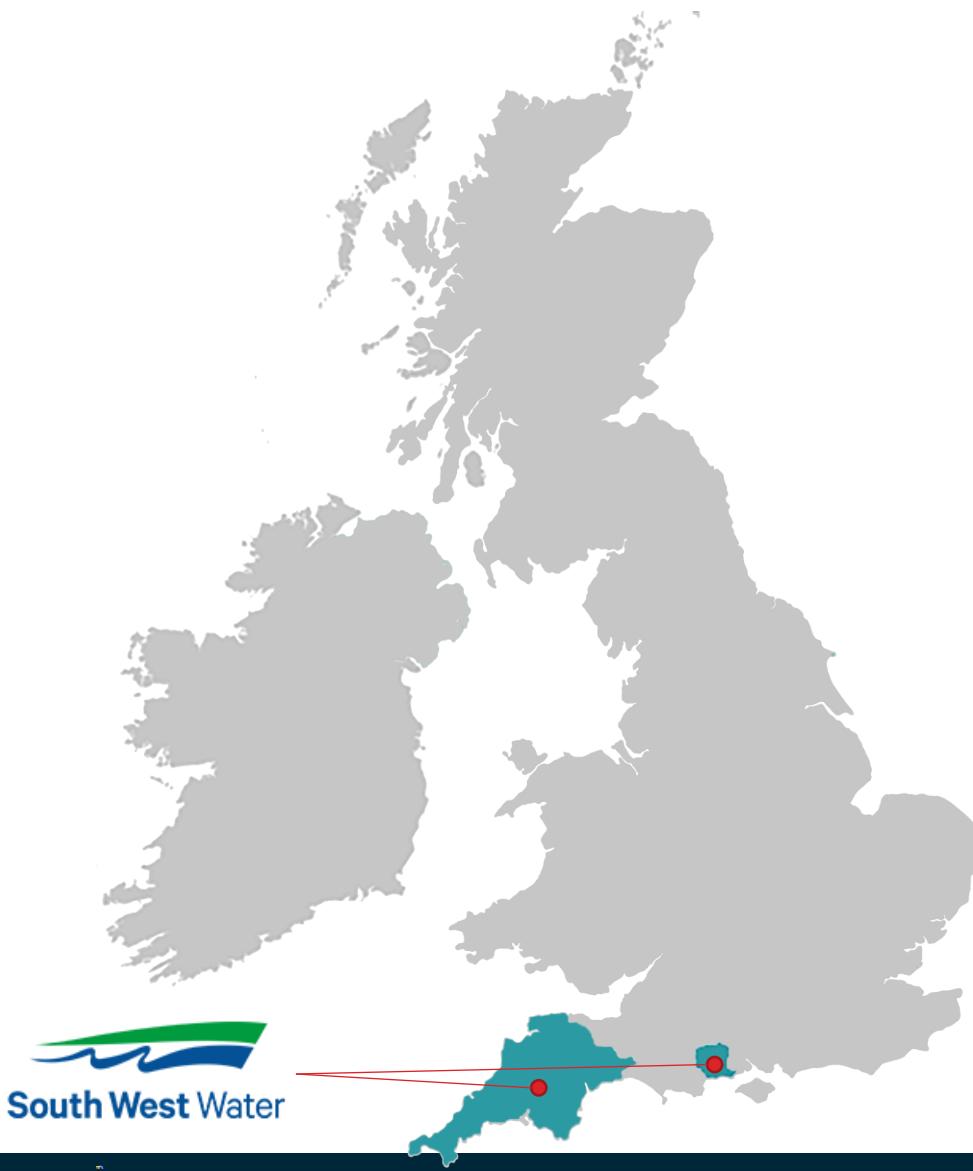


Sewage treatment works



Water treatment works

Where we work



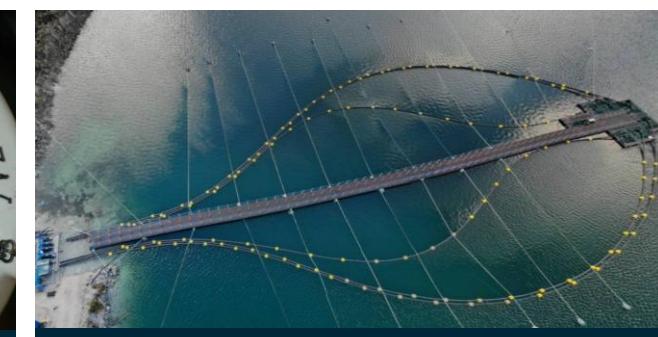
Water treatment works



Repair & maintenance



Meter installations



M&E

Where we work



Wessex Water
YTL GROUP 



Sewage treatment works



Water treatment works

Where we work

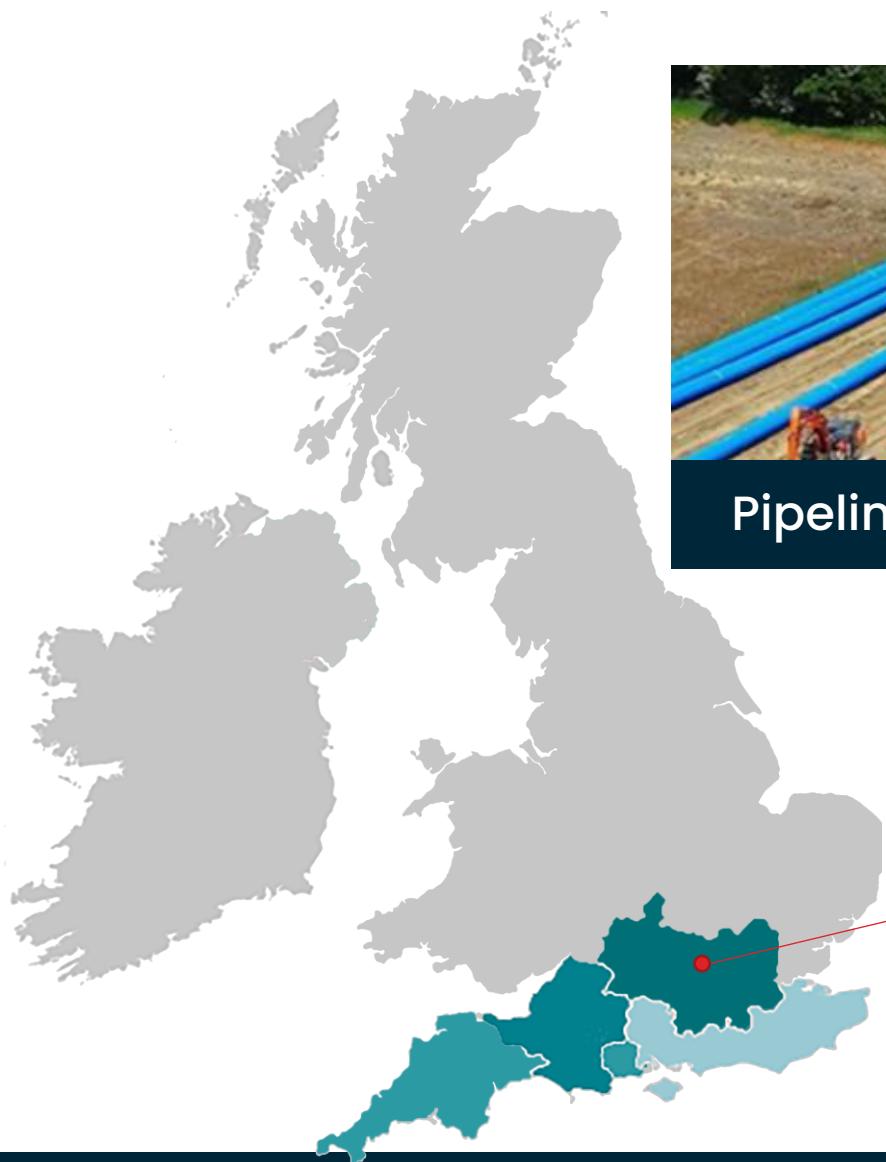


Sewage treatment works



Water treatment works

Where we work



Pipelines & pumping stations



Sewage treatment works



Waste Asset Assurance
Programme (WAAP)

Where we work



love every drop
anglianwater



Integrated operational
solutions alliance



Integrated maintenance &
repair alliance



Integrated metering
alliance

Where we work



UK first Ozone plant



CSO & storm resilience



Sewage treatment works

Where we work



Water treatment works



Sewage treatment works



Nature based solutions

Where we work

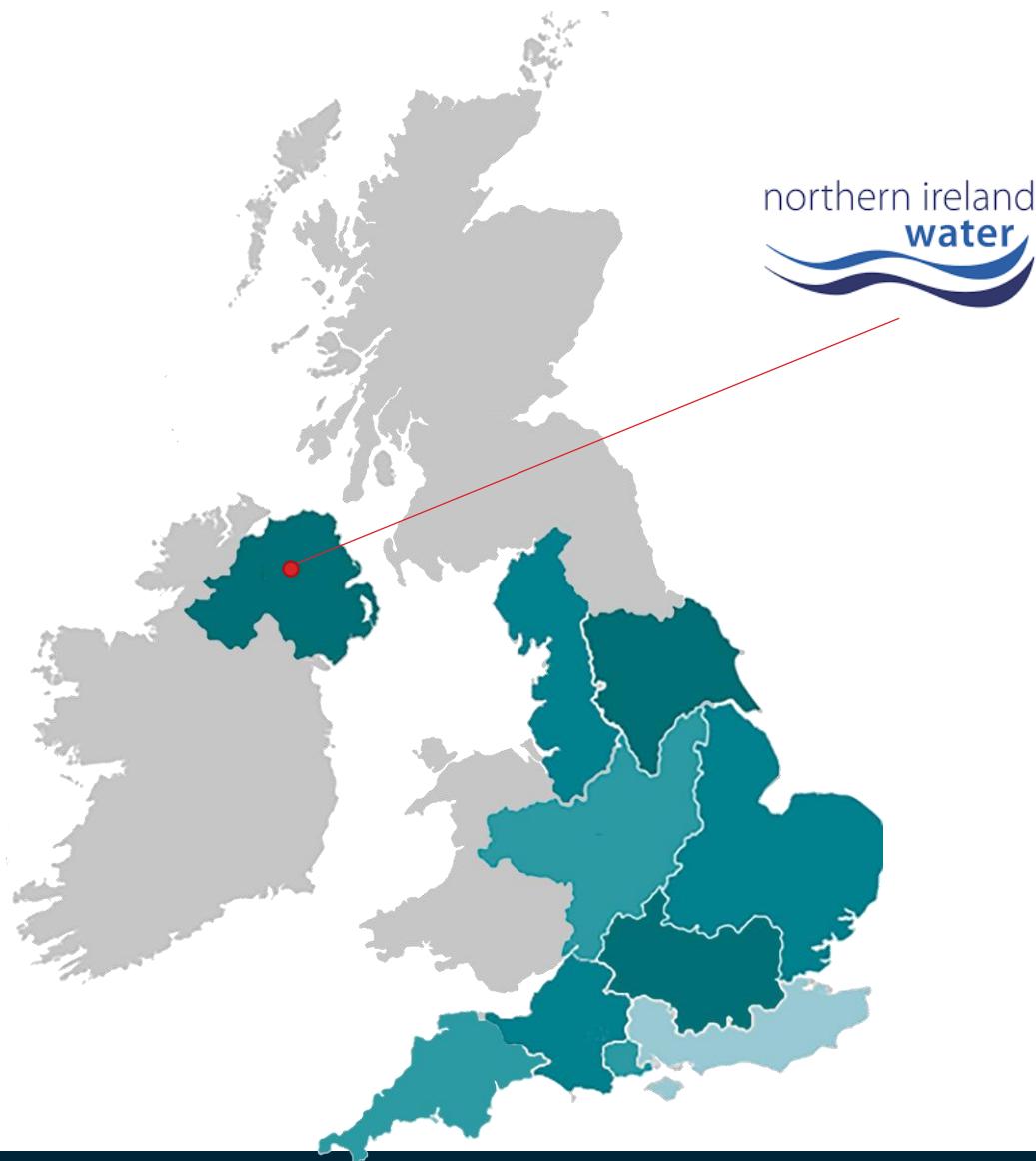


Sewage treatment works



Innovative solutions

Where we work

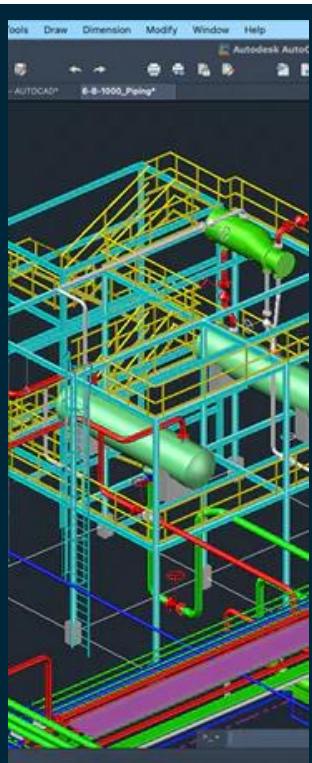


Sewage treatment works

How we do it



People



Design & build



Risk Management



Customer and Supplier partnerships



Kier 360



Innovation



Social Value

Social value – strengthening our competitive edge

£45m

Total social value delivered in FY25 by Kier Natural Resources, Nuclear & Networks



AMP8 framework selection:
c.30% weighting of social,
environmental, and carbon
performance



Social value and Net
Zero embedded in all
major flood and coastal
programmes for the EA



Mining Remediation Authority
cited our sustainability
leadership as a key factor in
contract selection



Thorpe Hesley: A holistic approach to social value

Project in South Yorkshire, for the **Mining Remediation Authority**, brought together local schools, community volunteers, supply chain partners, customers and colleagues for a **reed planting day**, combining social, environmental, and carbon benefits.

Participants from the **community**, including Kier staff, subcontractors, customers and local schools, planted **thousands of reeds**, to form **filtration beds to enhance** water quality, boost biodiversity, and act as a natural carbon sink within the new mine water treatment scheme.

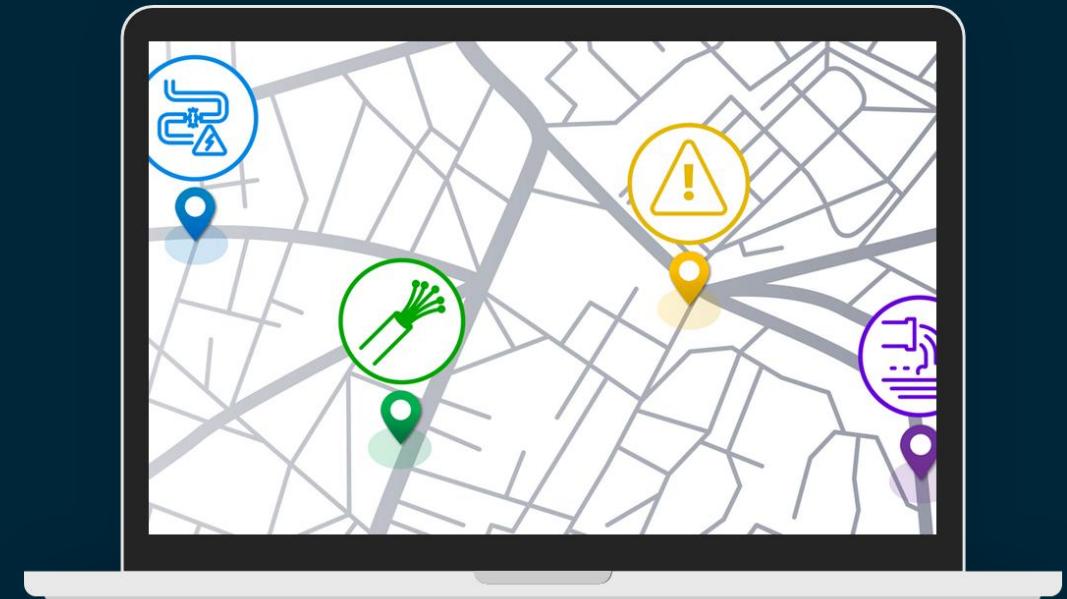
The event exemplified our **holistic approach to social value**, integrating **volunteering, education, and environmental enhancement** while strengthening relationships with the customer.



QuikSTATS

First to market, Kier developed, digital service.

 QuikSTATS®



Background

C2 search: comprehensive overground and underground mapping of utility infrastructure in the vicinity of design or excavation works

A legal requirement

Could take up to 10 days to collate manually

QuikSTATS can provide in an average of 27 minutes, in a single process



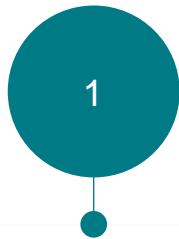


Origin

- Developed in-house by Kier's Applied Digital Services team
- Created from our own industry experience, now delivering measurable financial and operational results



Kier Business Value



Commercial Benefit

- High margin
- Applicable to most Kier contracts (Kier 360)
- Offered to competitors as well as asset owners



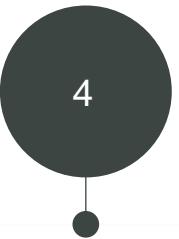
Operational Efficiency

- 93% productivity increase over legacy methods
- Consistent, reliable, measurable and centralised delivery
- Saves both time and cost across delivery teams



Up sell & Cross sell

- Future pipeline of upsell and cross sell identified
- Planned API integration with 3rd party software
- Scalable model with replication across sectors



Safety

- Enables safe excavation under emergency works
- Reduces risk of strikes and associated penalties or fines
- Provides better intelligence and safety to those on site

Customers

Water



**South West
Water**

Highways



Utilities



Local Authorities





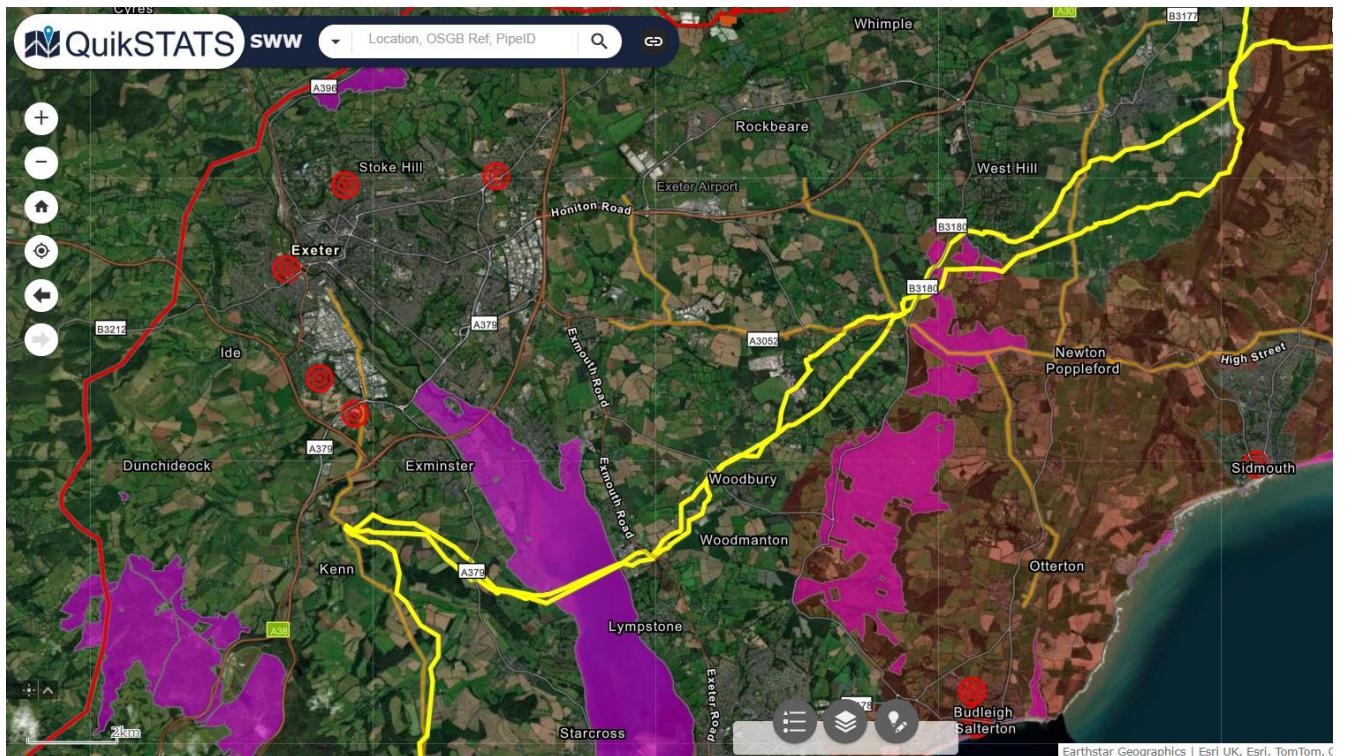
50,000
C2 searches
completed for water
authorities in 2024

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186,577
total C2 searches
since 2024

A quarter of all excavations nationally are
supported by QuikSTATS data.

Live Demo





Site tour



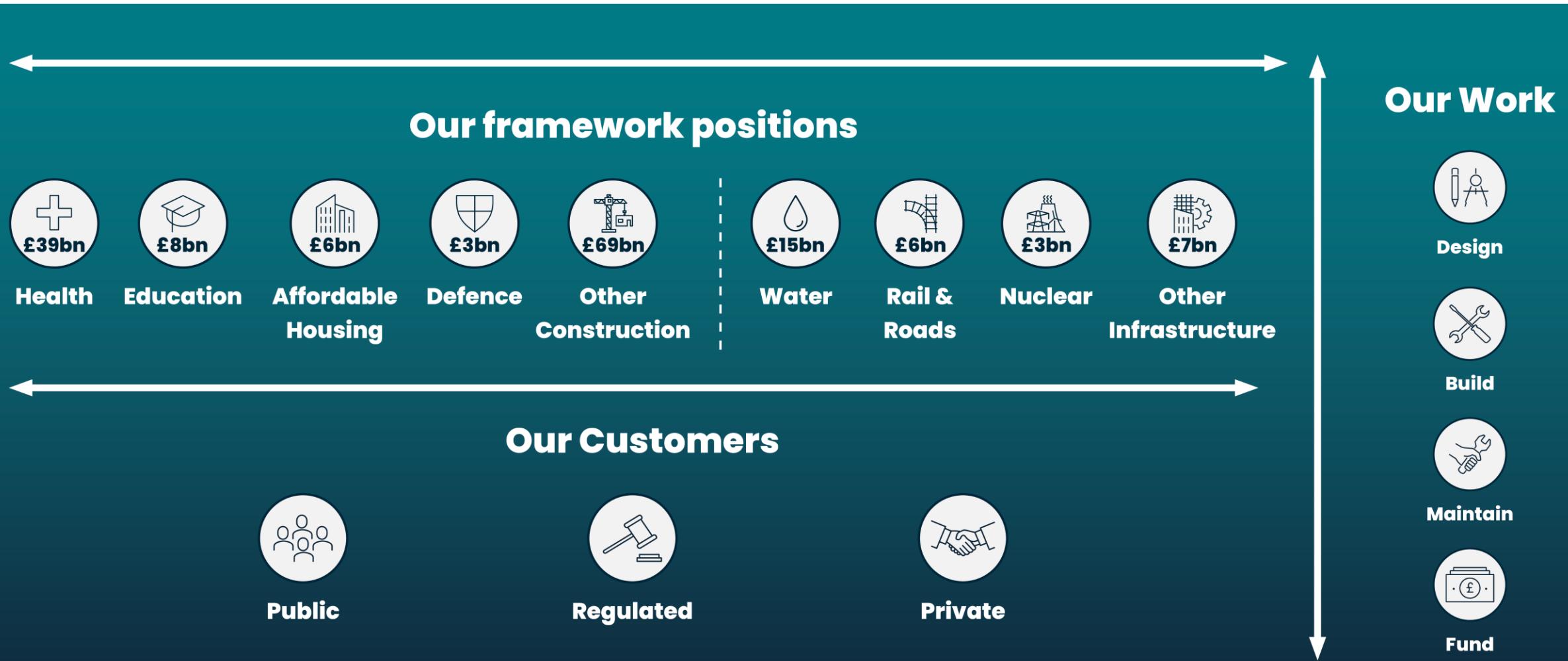


Wrap up

Stuart Togwell
Chief Executive



Kier's breadth and depth



Why Kier, for Water



Tier 1 contractor

with regional network



Holistic approach

e.g. serves all points of the water cycle

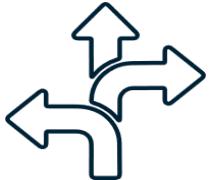


End-to-end delivery:

design, build, maintenance and MEICA



UK wide coverage



Agility



Major project competency



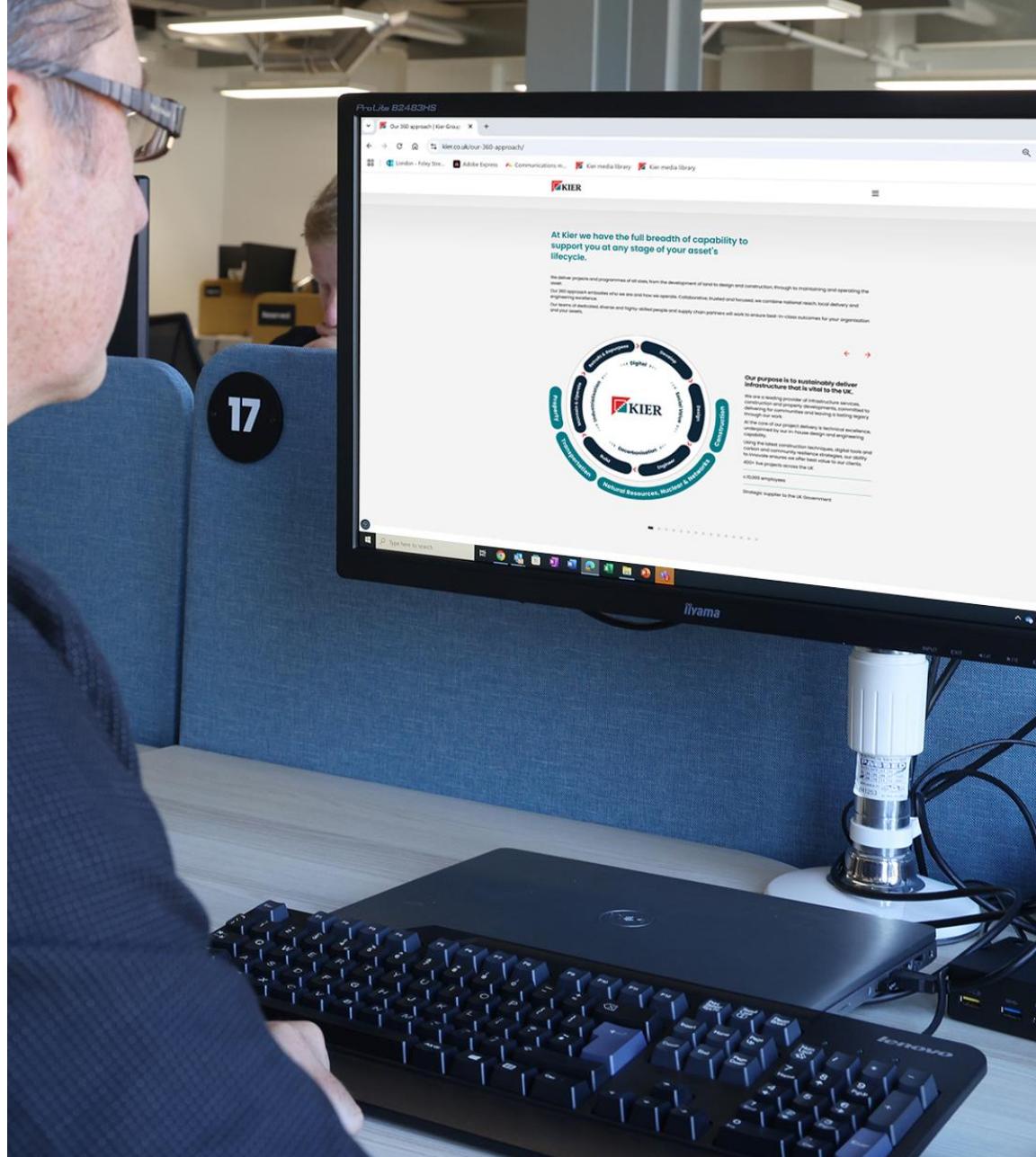
Kier 360 design capabilities



Unique skills and innovation



Social value contribution



Our Water Opportunity - *Defensive Growth*



Sizeable market opportunity



Visibility to 2030 and beyond



Fully funded



Proven 360 delivery





Thank you

