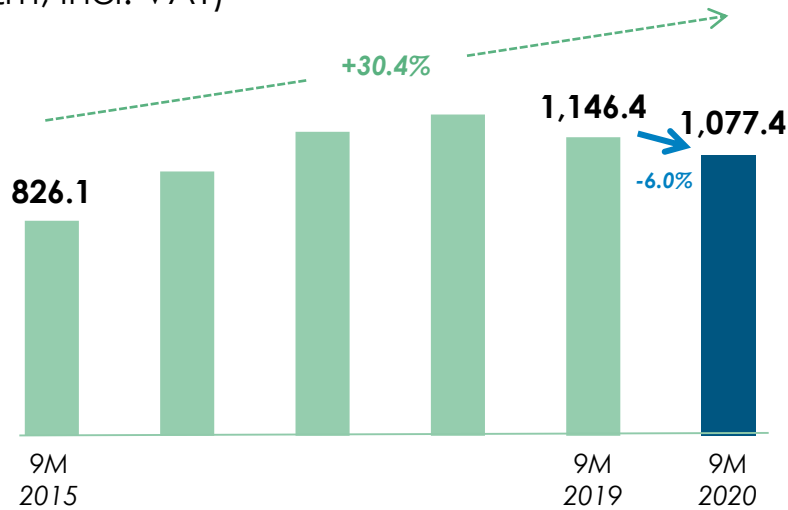


**RESULTS
FOR THE FIRST NINE MONTHS
OF FISCAL YEAR 2020
AND OUTLOOK**

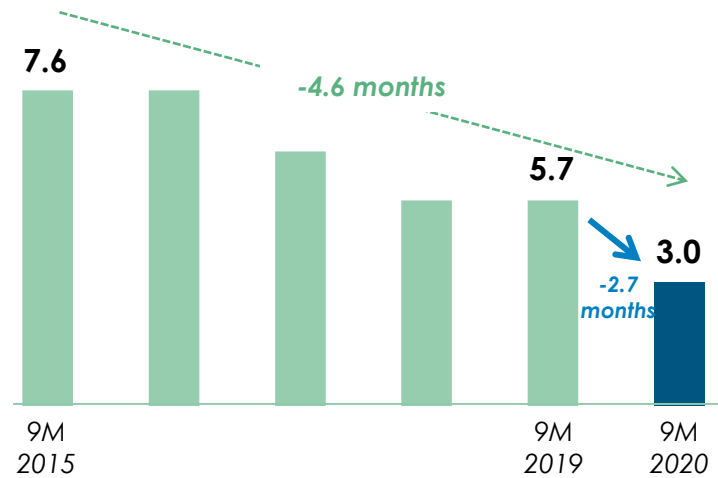
October 2, 2020

CONTROLLED GROWTH MOMENTUM MAINTAINED

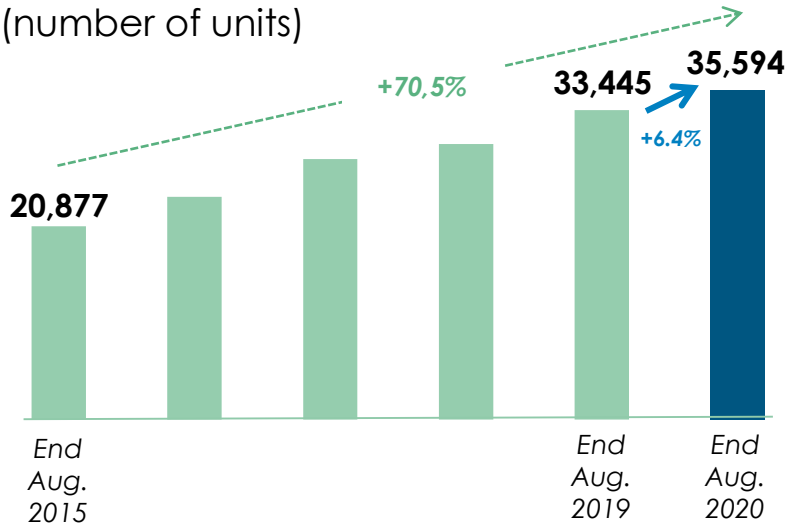
> Housing orders (in value, €m, incl. VAT)



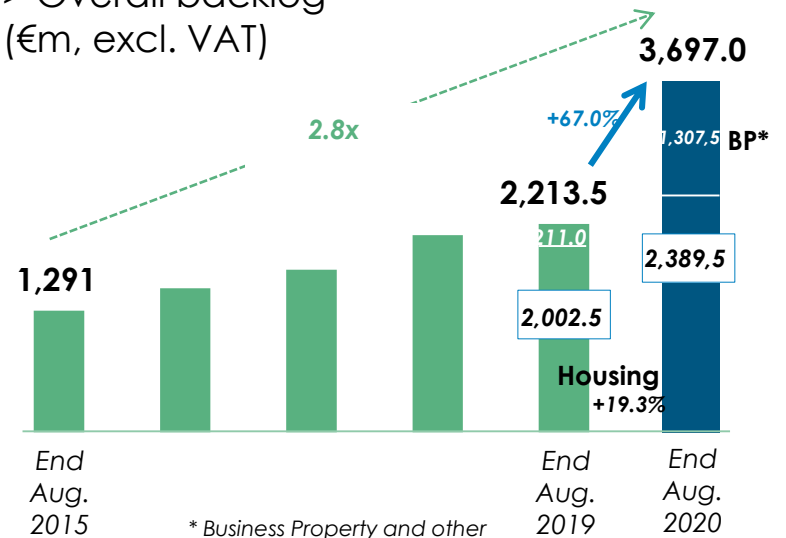
> Take-up period for housing (in months, over the 9-month period)



> Housing property portfolio (number of units)



> Overall backlog (€m, excl. VAT)



KAUFMAN  BROAD

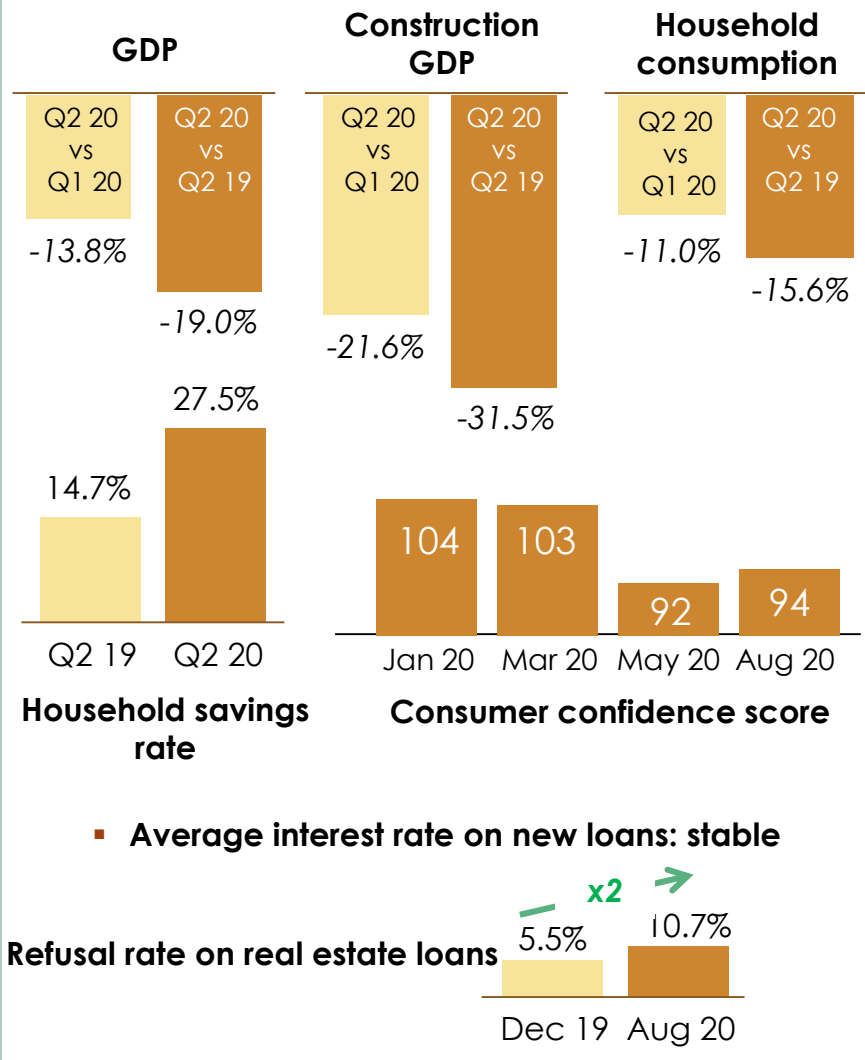
NEW HOUSING



DATA ON THE SITUATION IN FRANCE'S NEW HOUSING MARKET

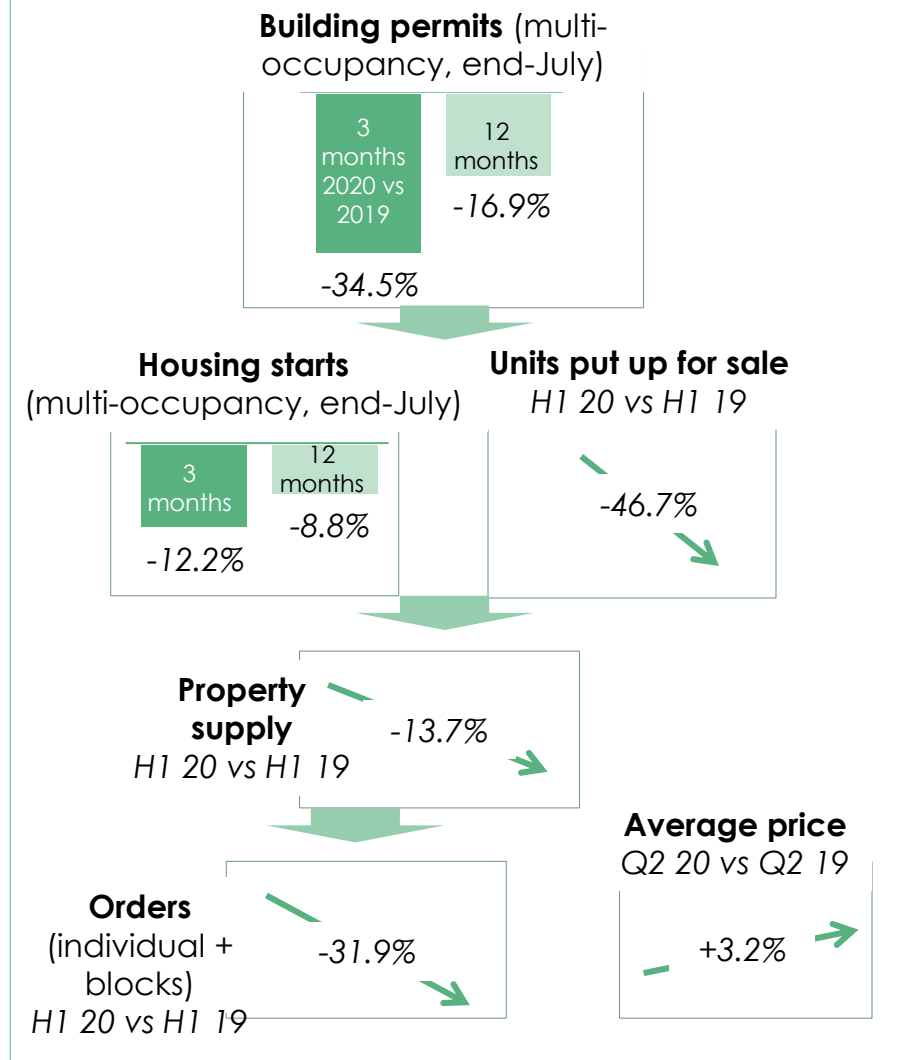
General economic conditions

(Source INSEE)



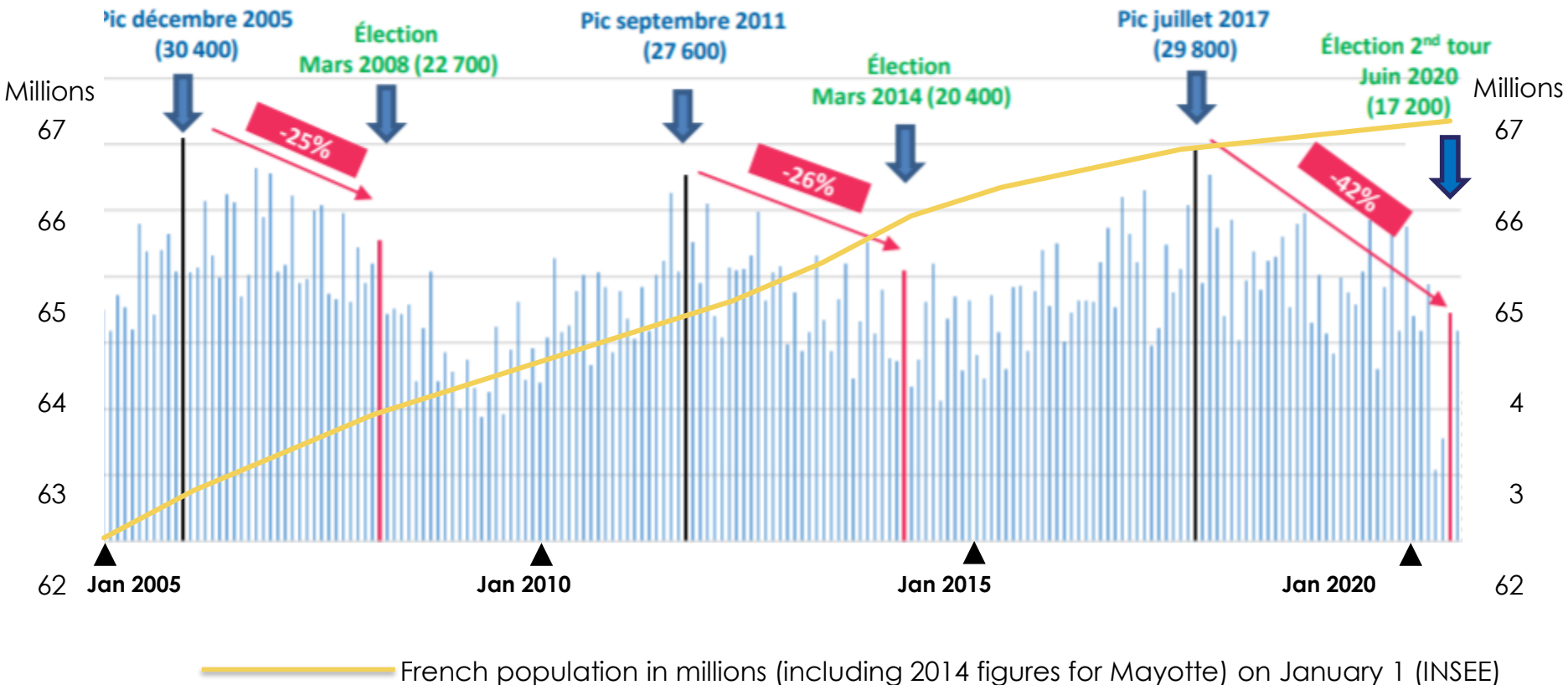
New housing market

(Source FPI)



OVERVIEW OF THE BUILDING PERMITS SITUATION

Monthly number of multi-occupancy housing units authorized
(Source FPI)



In 2020, the number of building permits delivered may fall by close to 100,000 units, i.e. a quarter of the yearly total (FPI).

A FUNDAMENTAL RE-RATING OF THE “NEW HOUSING” ASSET CLASS

Resilient
during the public health
crisis

The shortfall recorded by social housing landlords in terms of unpaid rents currently amounts to just €130 million, i.e. less than 1% of the €20 billion in rents received each year

Attractive
to investors

Private and public investors (excluding social housing landlords), both national and international, have provided a great deal of support for block sales and currently account for:

- two-thirds of orders received by KBSA for block sales in 9M 2020 (58% in 9M 2019)
- 54% of orders received on the market for block sales in Q2 2020 (22% in Q2 2019)

Upturn
in growth

- Value added multiplier: 0.57x
- Job multiplier (FTE) of 2x (€1 million invested sustains 12 jobs, 50% direct and 50% indirect) – Source PwC
- Use of many different trades with high levels of expertise

Solution
to the housing shortage

- Demographic factors (population growth, trend towards living alone, increasing life expectancy, etc.) : a need for 500,000 housing units/year over 10 years

Versus actual facts on the ground:

- 2015-2019 average number of housing units authorized: 453,000
- The number of units placed on the housing market decreased by around 50% in H1 2020 vs H1 2019

Accelerating
the energy transition

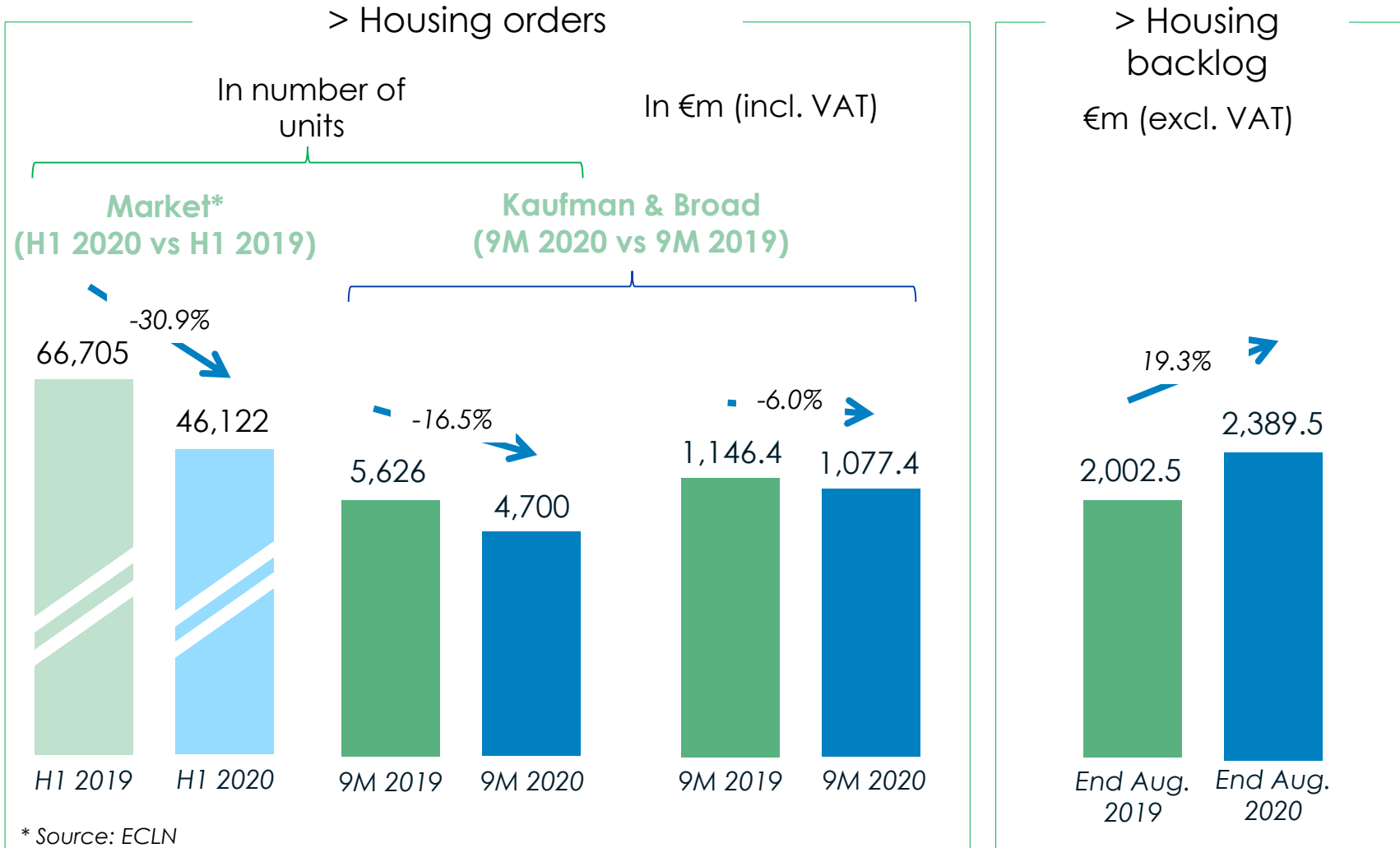
- RT 2012 (thermal regulation standard): aiming to divide the amount of energy consumed by all newbuilds built as of 2012 by 3
- Development of the circular economy, with the recycling of building materials

KAUFMAN  BROAD

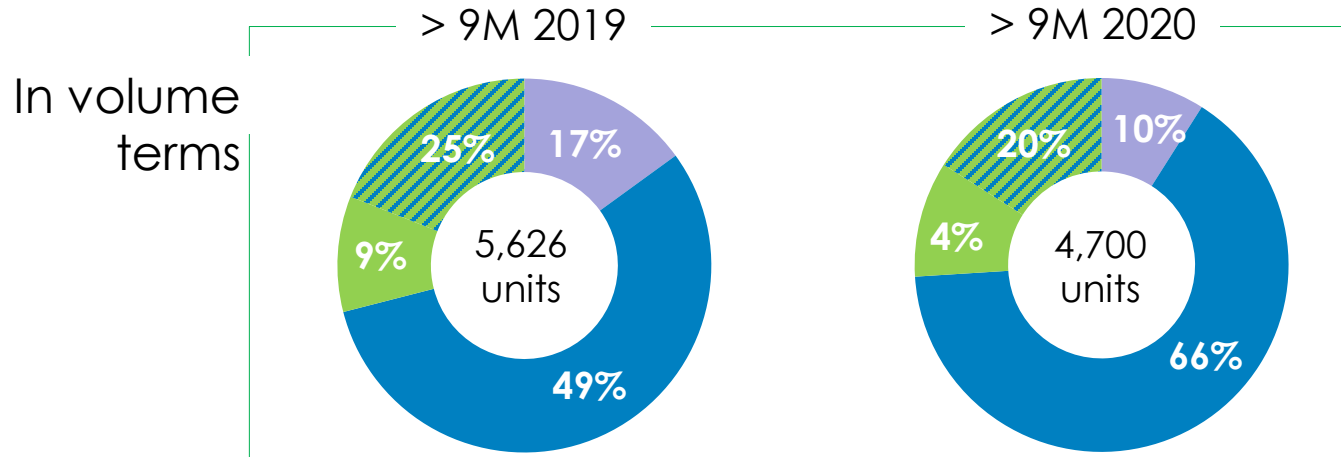
HOUSING
SEGMENT



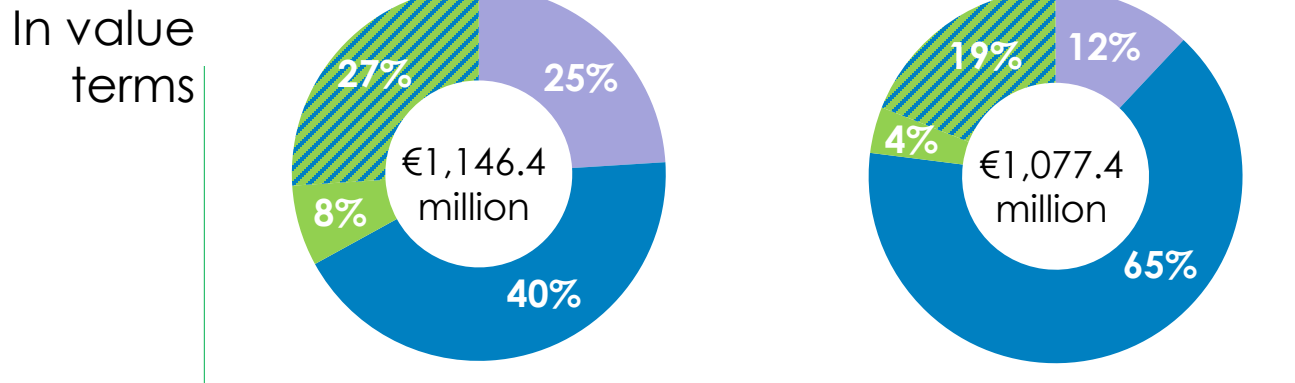
CHANGE IN ORDERS AND BACKLOG IN HOUSING



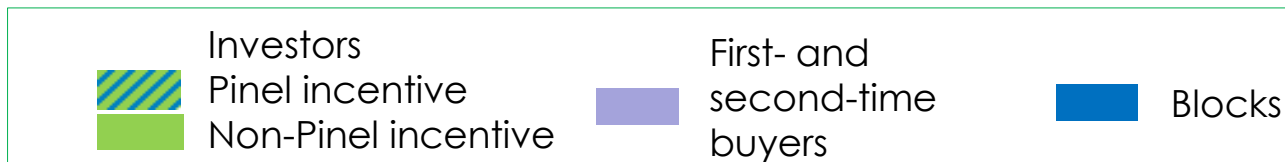
HOUSING ORDERS: CHANGE IN BREAKDOWN OF CUSTOMER BASE



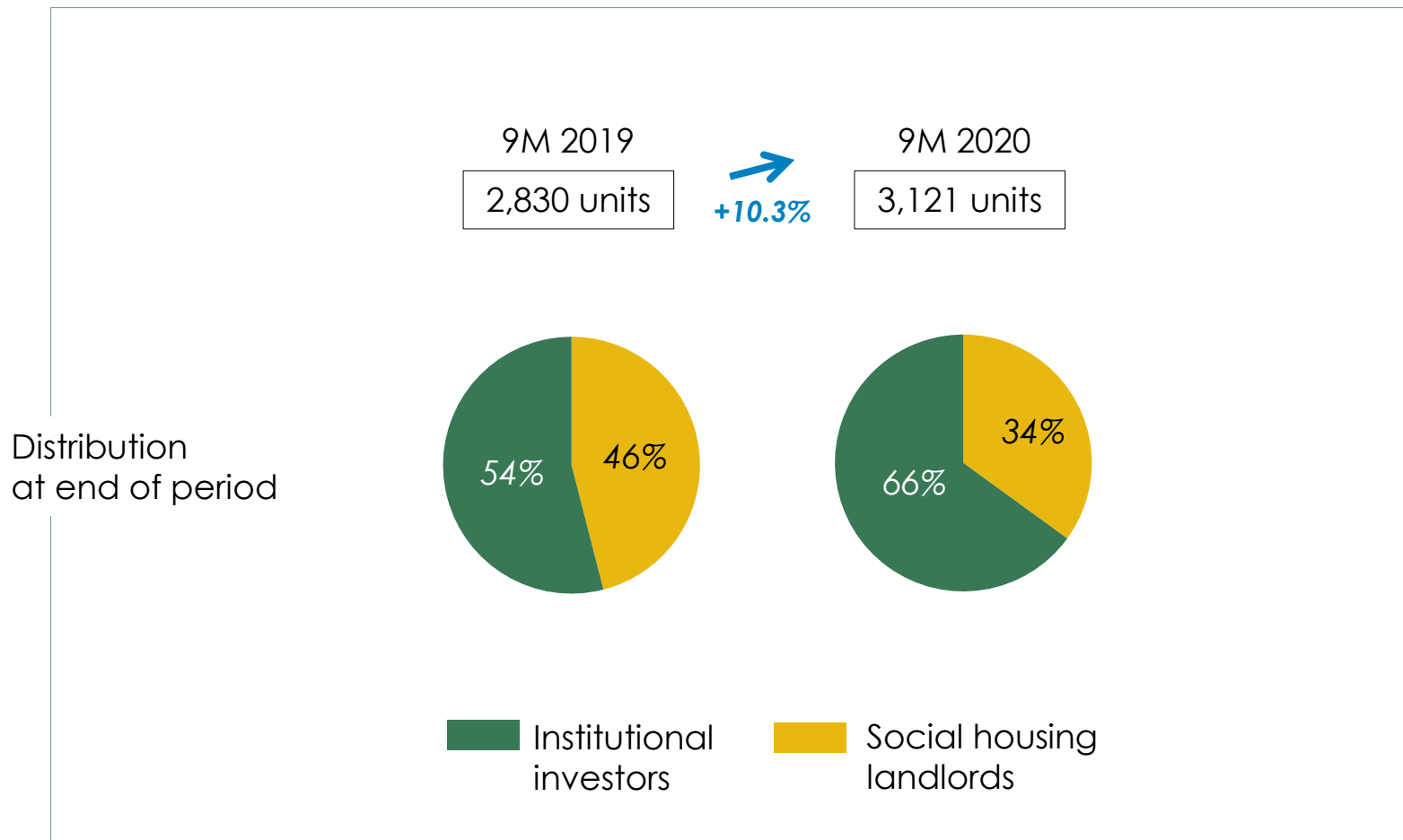
NB. 36% of orders under the Pinel incentive scheme in 2015



NB. 37% of orders under the Pinel incentive scheme in 2015



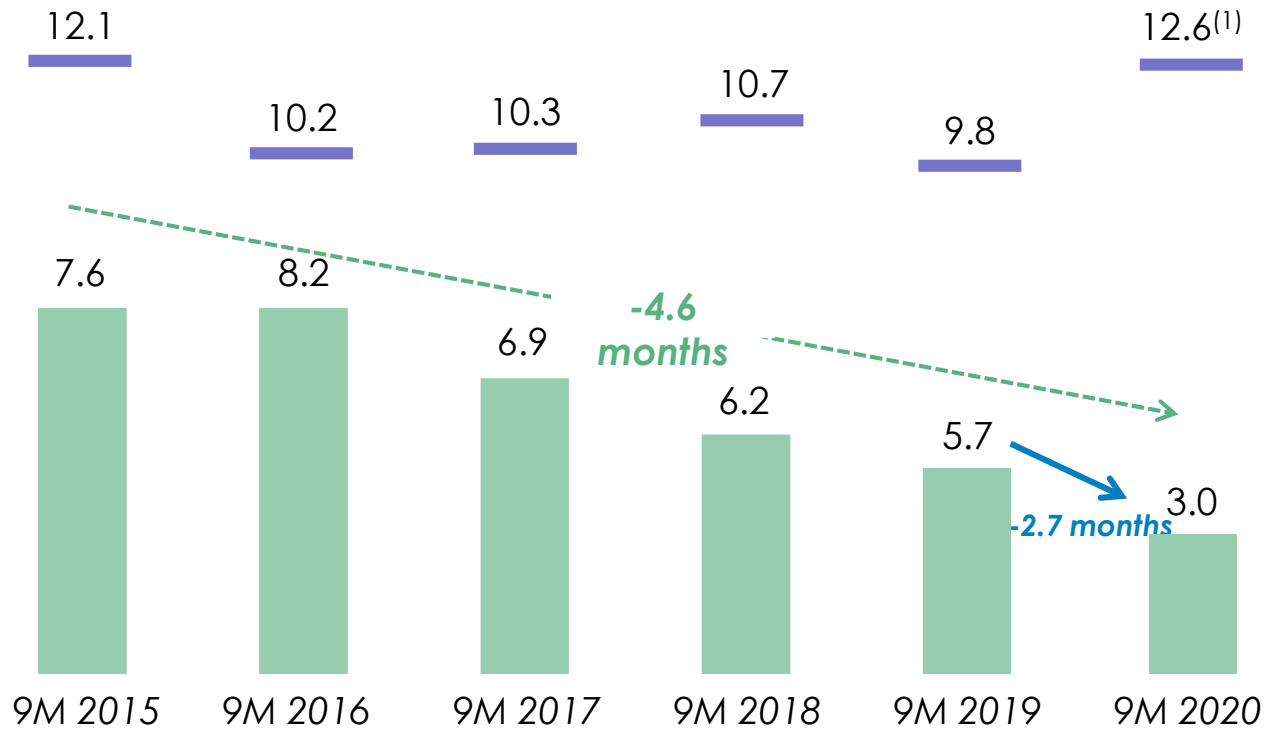
HOUSING ORDERS IN VOLUME: BLOCKS



SALES AT A SUSTAINED PACE

> Take-up period* – in months

▬ Market average (Source ECLN)
▬ Kaufman & Broad



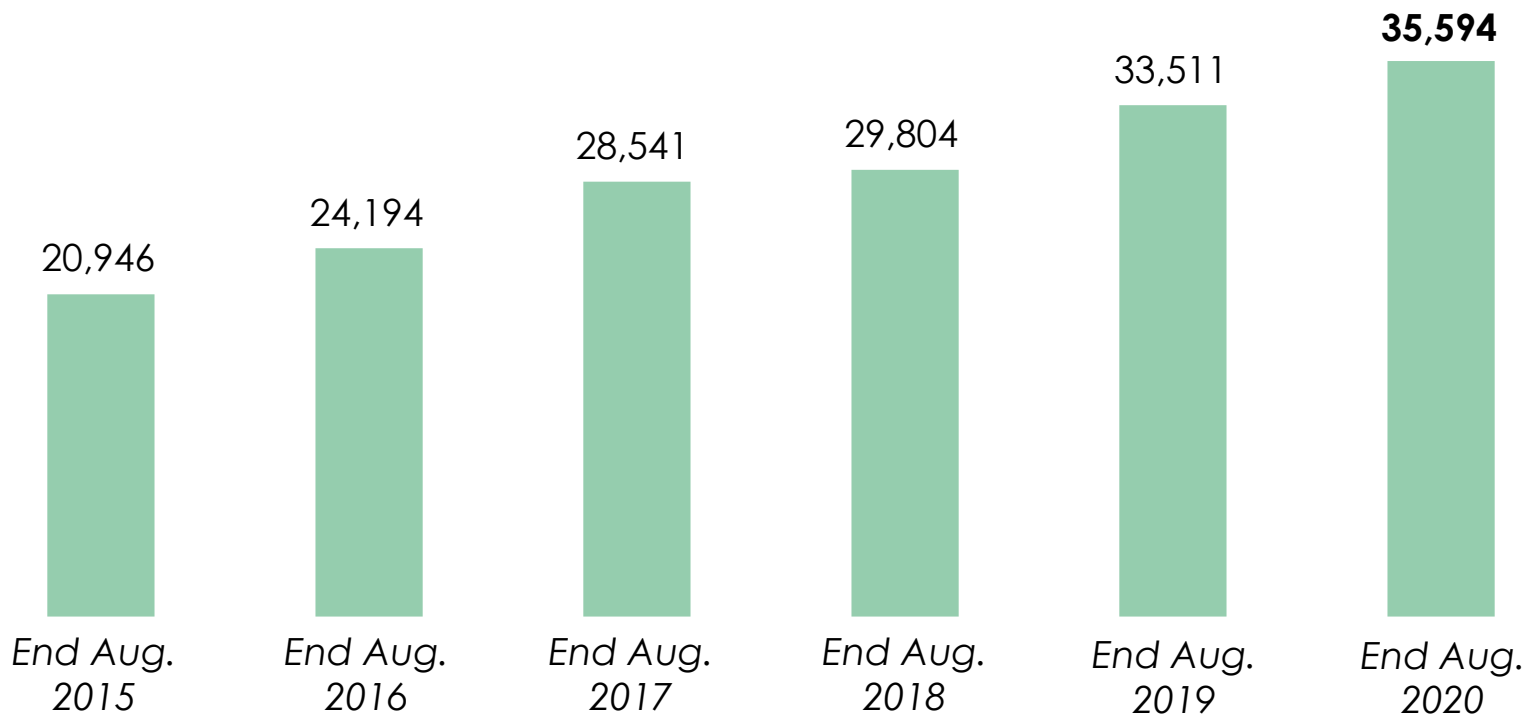
*Over 9 months, property supply at end of period/Average orders during period
 (1) ECLN data available at end-June 2020

EXPANSION OF THE PROPERTY PORTFOLIO

> Property portfolio - Number of units

+11.2% p.a. 2015-2020

+6.4% over 12 m 2020

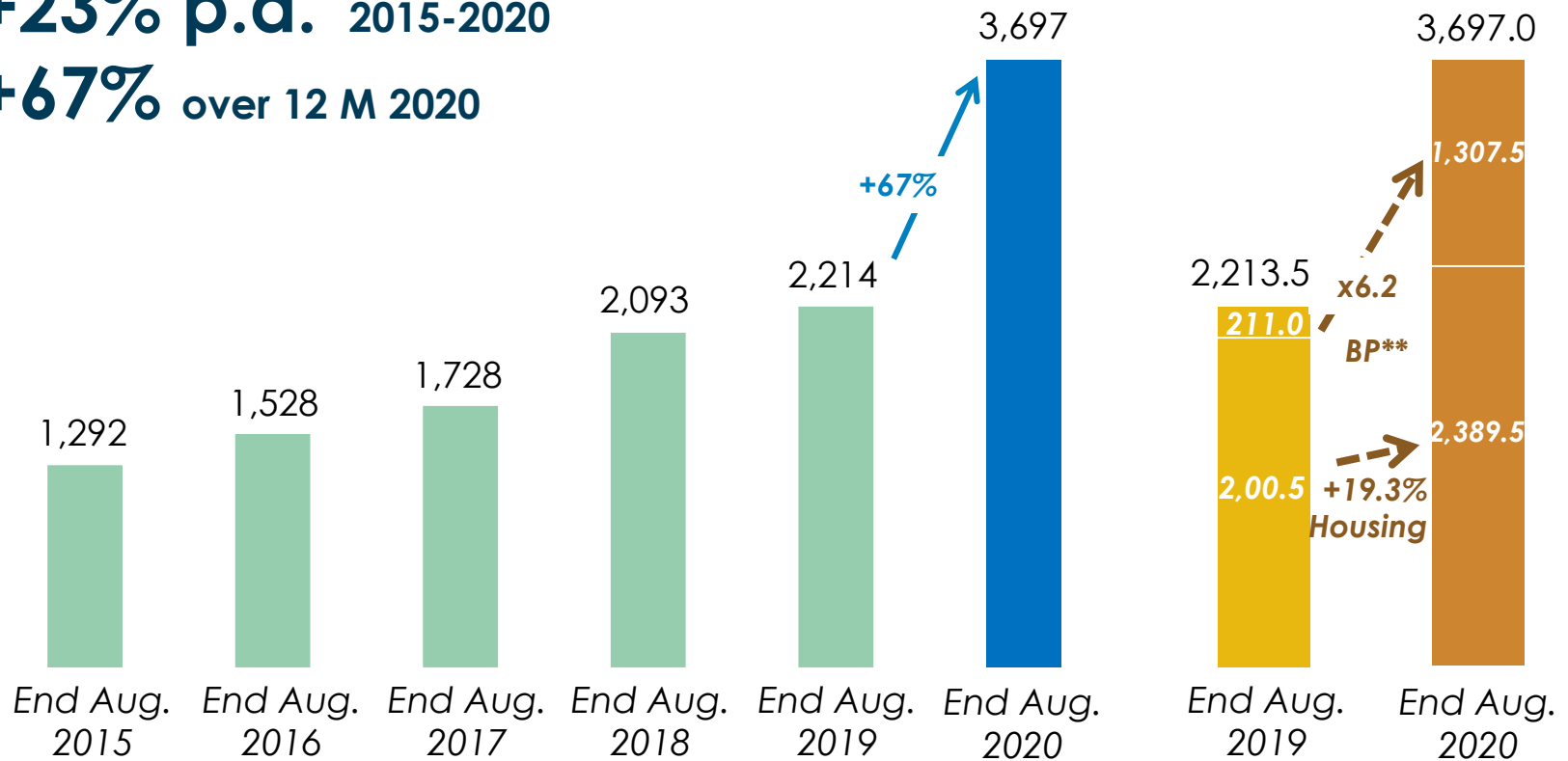


Kaufman & Broad's land reserve at end-August 2020: **96%** in high-demand, low-supply areas

> Overall backlog (Housing + Business Property) €m, excl. VAT

+23% p.a. 2015-2020

+67% over 12 M 2020



*Business Property and other

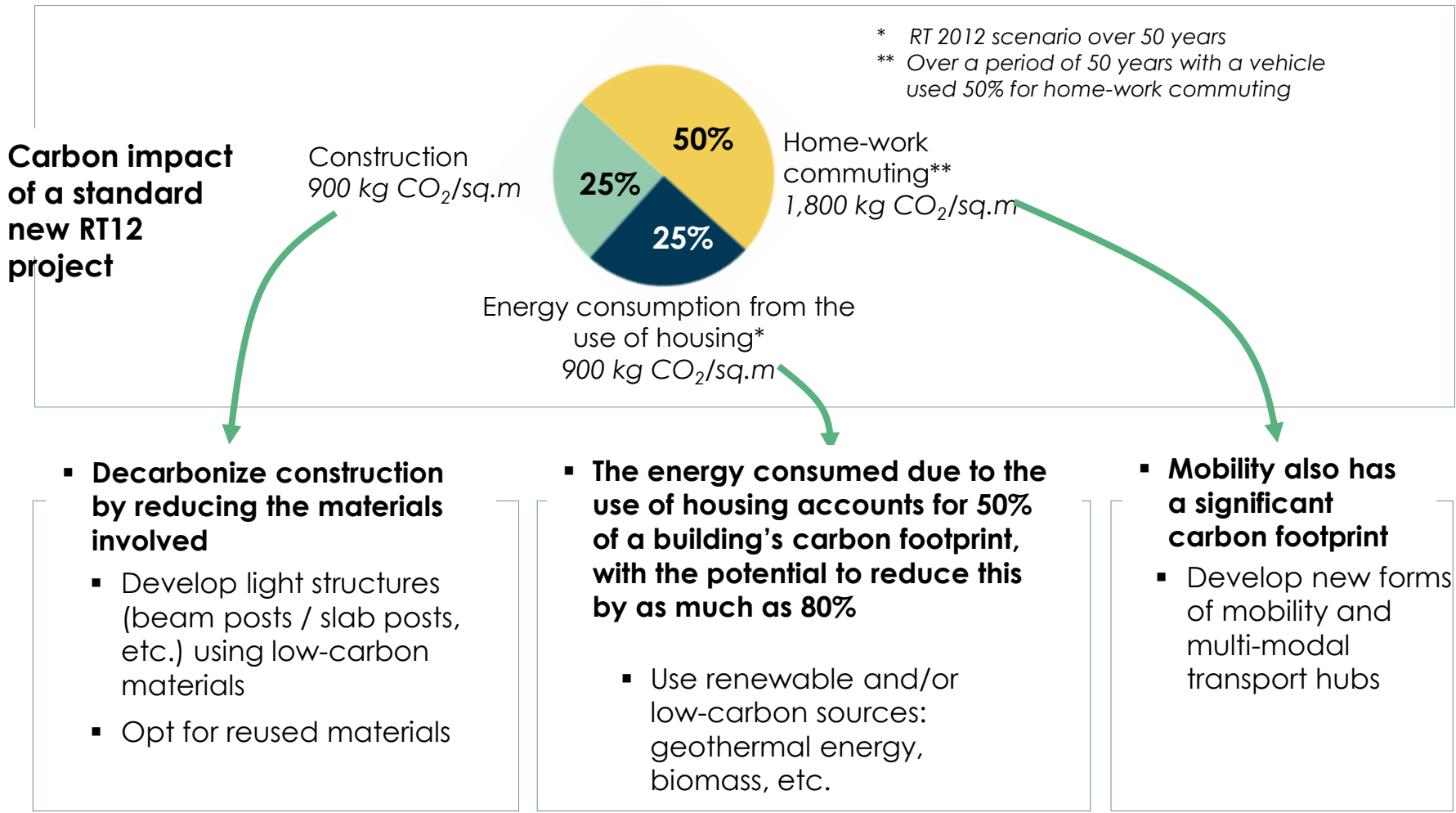
An architectural rendering of a modern building complex, featuring several multi-story structures with a prominent vertical slat facade. The buildings are set in an urban environment with a paved plaza, trees, and a pedestrian walkway. The entire image is overlaid with a semi-transparent teal color. In the top right corner, there is a black vertical bar containing the text 'KAUFMAN Δ BROAD' in white. In the bottom right corner, the text 'DEVELOPMENT PRIORITIES' is written in white.

KAUFMAN Δ BROAD

DEVELOPMENT
PRIORITIES

- New home building improves the housing stock's environmental performance
 - The carbon footprint improves by a factor of 2 to 3 compared with an existing housing unit (energy and construction)
 - The existing housing stock is gradually being rebuilt as part of demolition / reconstruction projects
 - Helping to make occupants more mobile and encouraging the renovation of housing units between tenants
- If new home building were to halt, so would the trend towards living alone, which would have an unfavorable impact:
 - Ecological impact: pressure on urban sprawl, little improvement in the housing stock's carbon footprint
 - Social impact: trend towards living alone cut short, poor housing conditions, poor school performance, health, etc.
- Leverage effect on employment and access to the job market:
 - Direct and indirect job multiplier of 2x
- New home building helps to meet the needs created by population growth
- Town development helps to enhance the quality of social interaction and the living environment
- 95% of housing units built by Kaufman & Broad have outside areas...

OPTIMIZING THE OVERALL ENVIRONMENTAL IMPACT OF KAUFMAN & BROAD PROJECTS



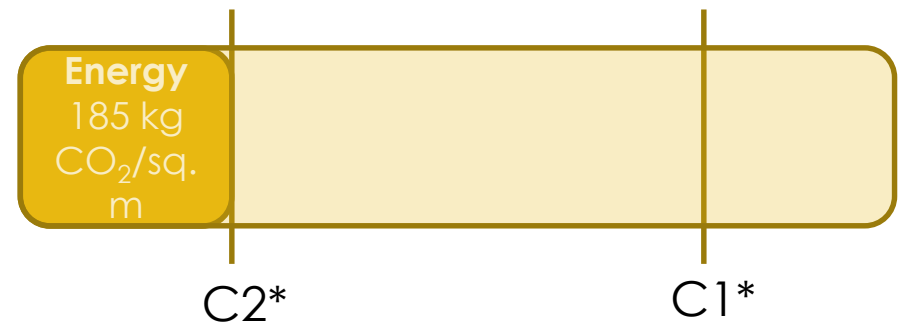
ORDERS OF MAGNITUDE OF CARBON FOOTPRINTS ON AN HOUSING PROGRAMME : CONSTRUCTION AND USE OVER 50 YEARS

- Regulatory:

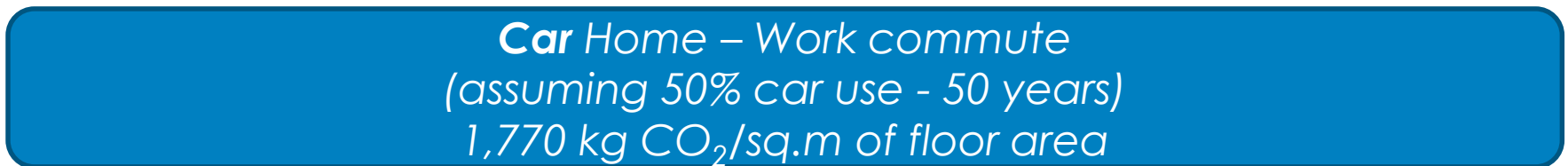
Standard new RT 2012 project:



C2 project vs “average” RT 2012 project:



- Essential transport (*estimation*):



* Levels C1 and C2 correspond to the E+/C- Energy Carbon label

- Example: analysis of a Paris region project

	Solution	Impact (kg CO ₂ /sq.m)	Cost €/sq.m of floor area	Indicative carbon value € excl. VAT/kg CO ₂ avoided	E+/C-*
CIRCULAR ECONOMY					
1	Construction Wood Housing	100	150	€1.50 excl. VAT/kg CO ₂	X
2	Low-carbon concrete	50	8	€0.16 excl. VAT/kg CO ₂	X
3	Reuse of excavated earth on-site / urban development zones	9	-60	-€6.50 excl. VAT/kg CO ₂	X

Source: Kaufman & Broad

*E+/C- Energy Carbon label

A SOLID BALANCE SHEET ALLOWING FOR GROWTH DRIVERS IN THE LONG TERM

■ The facts...

- Long-term demand for new housing remains buoyant (socio-demographic trends, environmental standards, etc.)
- Available supply is falling as the number of building permits delivered plummets
- Environmental restrictions will encourage the development of brownfield sites and derelict business districts

■ ... show that Kaufman & Broad has made the right strategic choices

Develop housing production upstream

- Increase our recurring housing supply by expanding our land planning activities as part of our commitment to sustainable development



Redevelopment of brownfield sites



Construction of low-carbon buildings

Invest in the chain downstream

- Capitalize on the ownership of assets:
 - offering a low capital risk profile and steady yields
 - whose valuations are propped up by a scarcity effect



Offer managed housing portfolios generating stable revenues to a new category of investors

KAUFMAN & BROAD

REDEVELOPMENT OF BROWNFIELD SITES



Value can be created by redeveloping brownfield sites...

■ Economic

- Protecting the value of agricultural output
 - It is possible to avoid using up farmland as structures built on recycled land are denser than those built via urban sprawl
- The market values of property assets in close proximity to the program will rise thanks to:
 - the elimination of wasteland
 - the creation of high-quality parks and public areas
- Resulting in higher real estate transfer taxes

■ Environmental

- Soil desealing:
 - protection against the risk of flooding
 - rewilding of the site
 - resilience: creation of cool spots
- Positive impact on biodiversity:
 - pollination thanks to the presence of natural habitat
- “Carbon sink” effect
 - biomass reserves
 - fewer car journeys vs urban sprawl
- Reduced soil pollution and lower water treatment costs

■ Social

- Better use of transportation
- A more balanced mix of populations, equilibrium between jobs / housing / services

Production of a supply of housing that meets the challenges of demographics, sociology, the ecological transition and housing quality, while easing the pressure on urban sprawl and the cost of housing

400,000 SQ.M OF WASTELAND UNDER DEVELOPMENT

Kaufman & Broad projects Before redevelopment After redevelopment

Wasteland projects in France

Close to 400,000 sq.m earmarked for redevelopment

Of which:

Reims

- | | | | |
|-------------------------------|-------------|---|-------------|
| ▪ Number of trees | 3 | ➔ | 1,700 |
| ▪ Planted area | 6,914 sq.m | ➔ | 15,546 sq.m |
| ▪ Surface area to be desealed | 22,242 sq.m | | |

Of which:

A7A8 Austerlitz

- | | | | |
|---|----|---|-----|
| ▪ Number of trees | 69 | ➔ | 201 |
| ▪ Decreasing the impermeability of the land used in the program from 95% to 76%, i.e. around 14,000 sq.m of the surface area will be desealed | | | |

KAUFMAN Δ BROAD

RECYCLING OF MATERIALS



Observation:

- Less than 1% of the 42 metric tons of waste and rubble resulting from demolition or deconstruction is reused
- The reuse of materials significantly improves a building's environmental footprint: for every 1,000 sq.m of surface area, the reuse of materials saves:
 - 44 metric tons of waste
 - 67 metric tons of CO₂ equivalent
 - over 1 million liters of water

The reuse of materials:

- reduces the need to use new raw materials
- decreases freight and pollution for local residents
- improves the carbon footprint of our construction sites

PROMOTE THE CIRCULAR ECONOMY BY RECYCLING MATERIALS



- **Belle Etoile program in Roissy** (430-room hotel developed for the Hyatt chain, delivery in 2020)
- Around 5,000 metric tons of crushed concrete from the foundations of the previous building were used to build the new one



- **Greenoak program in Arcueil** (10,000 sq.m of office space, delivery in 2021)
- Load-bearing wooden facade and facade coating partly made from recycled raw materials
- Recycled mosaic glass will be used in the restrooms and all the raised floor will be made up of reused raised floor



- Kaufman & Broad has made a commitment to reuse building materials in an unprecedented alliance with around thirty major project owners, called the “**Reuse Booster**” initiative
- **Aim:** to make the level of demand for reused materials transparent and foreseeable, on a platform that will consolidate the different needs for such materials (type, place, lead times, etc.)

KAUFMAN  BROAD


USE OF
WOOD









■ Wood

With all its qualities, it is a potential and coherent solution to the environmental stakes we face if it is incorporated and used intelligently.

LES ATOUTS DU BOIS

KAUFMAN  BROAD

 MATÉRIAU LÉGER : 7X plus léger que le béton.	 PLUS RESPONSABLE : la construction d'une maison à ossature bois utilise 4X moins d'énergies fossiles et produit 5% de déchets en moins sur le chantier.
 GAIN DE SURFACE : environ 8% de la surface habitable .	 PLUS SÛR : excellente stabilité face au feu. Matériau qui présente une combustion plus lente que les matériaux classiques .
 PLUS ISOLANT : 12X plus isolant que le béton.	 LOCAL : 94% du bois utilisé dans la construction est certifié PEFC ou d'origine française .

Sources : bois.com, Budget-maison.com, Batiactu.com, Maison-Natilia, Consommation lente du bois.

OUR PROJECTS USING WOOD

■ We are currently developing ~**56,000 sq.m** of wood-based projects:

■ The Tour SILVA in Bordeaux

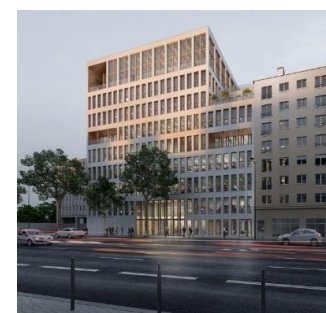
■ Single-family homes and a small multi-occupancy unit in Bussy-Saint-Georges

■ Single-family homes in Louvres

■ Houses and apartments in Villepreux



- EDF's head office in Bordeaux, combining wood and concrete
- Mixed-use tower with offices and housing in the eco-district of Nancy Grand Coeur
- An office building in Arcueil....



- Factor in the mobility issues and requirements of the program's users:
 - Encourage environmentally-friendly modes of transport
 - Create fluid itineraries towards public transport services

Kaufman & Broad and the Renault group have signed a cooperation agreement on mobility and energy:

- Shared mobility in private spaces within the programs that Kaufman & Broad develops, for example taking car-sharing into consideration;
- The use and exchange of energy between energy-producing buildings and electric vehicles or second-life batteries (after being used in an electric vehicle);
- Examination and introduction of innovative real estate and mobility solutions, for example by marketing Packs that include the housing unit as well as an electric vehicle under a leasing agreement.

VILLEPREUX: "FEEL WOOD" PROJECT



The **first application resulting from the cooperation agreement between Kaufman & Broad and Renault:** offering a ZOE electric vehicle under a long-term lease on exceptionally favourable terms for all the program's future buyers



KAUFMAN  BROAD

DEVELOPMENT
OF A MANAGED
HOUSING
PORTFOLIO

THE MANAGED HOUSING SEGMENT: DEVELOPMENT OF AN INTEGRATED MODEL THAT CREATES VALUE

Strategic priority:

- Capitalize on the ownership of assets:
 - offering a low capital risk profile and steady yields
 - whose valuations are propped up by a scarcity effect
- In conditions where financing is abundant and cheap

Application to managed housing

- Set up a managed housing portfolio
- Create visibility on operating revenues
- Optimize operating costs

Aim:

- to offer managed housing portfolios generating stable revenues to a new category of investors and establish long-lasting local roots

Managed housing

Kaufman & Broad Developer-Builder

Kaufman & Broad Investor- Developer-Operator

Planned financing strategy:

- 50% debt
- 50% equity, potentially split on a case-by-case basis 50/50 between Kaufman & Broad* and third-party investors

** i.e. approximately €4 million to €8 million per investment for Kaufman & Broad*

12 student
housing programs

43 senior
housing programs*

** of which 33 with Cosy Diem, a
JV in partnership with SERENIS*

- By 2030, an additional 2 million autonomous seniors (aged 75 to 84)
- A thorough transformation in the sector as its job profiles become increasingly professionalized and the “Ségur de la Santé” initiative is launched
- Serviced senior housing now offers real potential for investors.

■ Project:

- 152 student housing units, of which:
 - 148 rooms with different surface areas, from 19.36 sq.m to 21.38 sq.m
- **Concept:**
 - a strong architectural identity
 - Concept of decorating and developing with upcycled materials
 - Innovative uses compatible with the digital transition and circular economy
 - Society's demands factored in (e.g. fair-trade grocery store)
- **Accessibility as from 2022:**
 - 25 min from the CNIT Paris-La Défense station
 - 22 min from the Paris-Porte Maillot station



■ Construction

- Financing: equity-financed
- Leveling work began on July 1, 2020
- Delivery on June 30, 2022

COSY DIEM – SENIOR RESIDENCE IN CAP D'AGDE (34)



Planned complex including: units for first-time buyers, RT standards, shops and a COSY DIEM House:

- 4,431 sq.m of floor area
- 95 apartments from one room to three rooms with large terraces
- 460 sq.m of common areas with a restaurant and outdoor areas
- therapeutic gardens



KAUFMAN  BROAD

**BUSINESS
PROPERTY AND
LOGISTICS**

COMMERCIAL PROPERTY ACTIVITY IN 9M 2020 IN FIGURES

**€67.4m
revenue**

i.e. 10.3% of total revenue
(10.2% in 9M 2019)

**€1,098.3m incl. VAT
orders**

i.e. x9.3
vs 9M 2019

**€1,307.5m excl. VAT
backlog**

i.e. x6.2
vs end-August 2019

**225,000 sq.m
under
development**

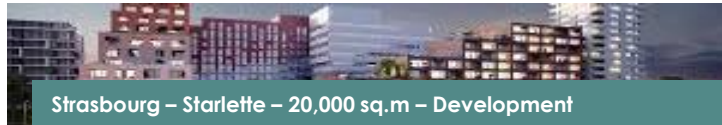
Logistics Offices
75,000 sq.m 150,000 sq.m

**62,500 sq.m
under
construction**

Logistics Offices
32,500 sq.m 30,000 sq.m

**120,000 sq.m
of office space
transactions
to sign**

PROJECTS UNDER DEVELOPMENT OR UNDER CONSTRUCTION



A7A8 PROJECT IN THE GARE D'AUSTERLITZ DISTRICT PUBLIC BENEFIT CONSULTATION LAUNCHED ON JUNE 29

■ **Mixed-use program of more than 80,000 sq.m**

- 50,000 sq.m of offices
- 20,000 sq.m of shops reserved under a property development contract
- 11,500 sq.m of housing and student accommodation
- 210-room 4* hotel reserved under a property development contract
- Public car park under a property development contract



■ **Major redevelopment project of an urban wasteland**

- Creation of ~2 ha of planted green areas and desealing of a surface area of over 14,000 sq.m
- Reduction of the carbon footprint by using wood in the structure and facade, and bio-based materials
- Solar power system linked up to a smart grid

■ **Progress report**

- Building permit filed in Q2 2019
- Authorization for Commercial Operation (CDAC) obtained in September 2019
- Public consultation completed on July 31, 2020
- Awaiting the investigating commissioner's report
- Prospect of obtaining the building permit late 2020 / early 2021

LOGISTICS PLATFORM – BEAUCAIRE (13)



- Logistics platform of 42,000 sq.m (7 units) in the town of Beaucaire (Gard)
- Sale-before-completion commitment signed on 30/09/2020 for a buyer-user
- BREEAM GOOD certification expected
- Site designed to have a solar power system installed on the roof
- Work scheduled to begin in Q1 2021
- Construction period (weather-permitting): 16 months

ENGAGEMENT AND CSR STRATEGY



CERTIFICATION STRATEGY GEARED TOWARDS EXCELLENCE

- Our approach to CSR is based on controls performed by external organizations:

- Certification for programs that have been launched:



92% of Commercial property programs launched: environmental performance of buildings as regards their ecological and socio-cultural aspects



66% of Housing property programs launched: assessment of energy, environmental, health and comfort performances



9 programs: a building's energy and ecological efficiency

- Other construction labels



Assessment of employee well-being as well as CSR performance



Improvement and promotion of connectivity in office buildings



When the building includes lots of users and outdoor areas

- Non-financial indexes



- Created by Ethifinance, the Gaia-Index evaluates the non-financial performance of small- and medium-sized companies.
- Kaufman & Broad ranked 24 out of 230 in 2019



- The CDP (Carbon Disclosure Project) evaluates company performances in terms of their impact on the environment.

- Kaufman & Broad is among the 38% of those in the industry that achieved Management level




Last update Dec. 2019



NON-FINANCIAL RATINGS

- Kaufman & Broad has, since 2017, asked various renowned rating agencies to assess its performance in terms of its responsibility on Social, Environmental and Governance issues



MSCI
ESG RATINGS

CCC B BB **BBB** A AA AAA

LAST UPDATE: December 24, 2019

Kaufman & Broad's rating has remained stable despite more demanding standards.



Gaia
RATING

Kaufman & Broad ranks 24 out of 230 in the overall classification



54
100

Robust⁽¹⁾

vigeoEiris

Improving steadily since 2017.

Carbon Disclosure Project assesses our performance, monitoring systems and the resources we dedicate to meeting the challenges of climate change.



CDP
DISCLOSURE INSIGHT ACTION

Your CDP score

B

SOME OF OUR CSR COMMITMENTS

- We are aiming for a 10% improvement relative to the Thermal Regulation (RT) standard in all our new housing and office programs between 2021 and 2030

In 2020, around 80% of housing units signed were 10% to 20% above the RT 2012 standard

- In 2019, Kaufman & Broad took out a Green Loan including the following 4 ESG criteria:

CDP rating

Number of BREEAM-certified commercial sq.m under construction

Share of NF Habitat-certified housing units delivered

VIGEO rating

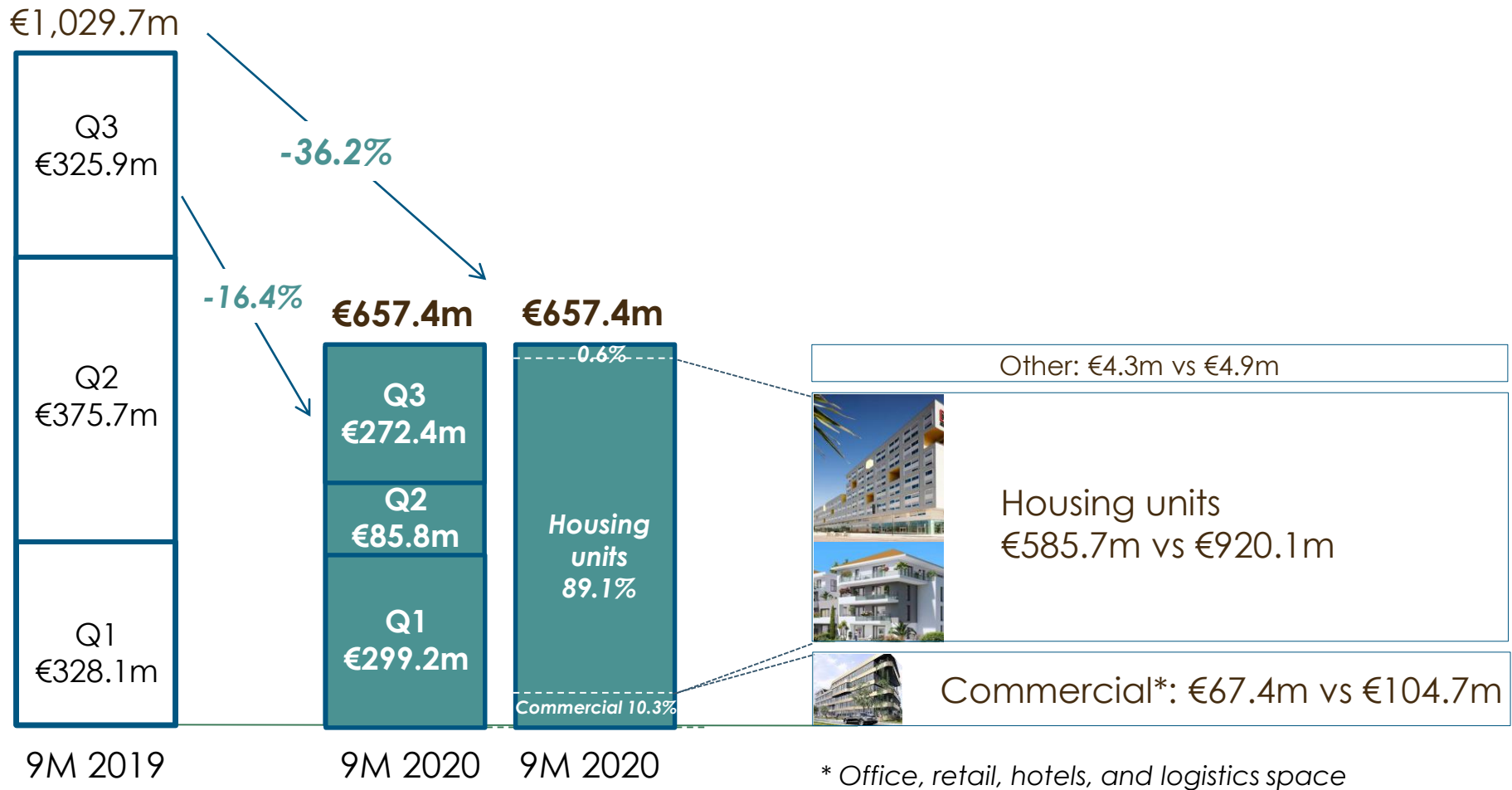
- Creation of a CSR Committee forming part of the Board of Directors
- Skills development with  77% of employees attending on-site training courses and 89% taking courses on the digital platform
- Employee engagement
 - Satisfaction surveys on well-being in the workplace
 - Patronage of associations 
 - Kaufman & Broad's leading shareholders with 15% of its share capital



KAUFMAN Δ BROAD

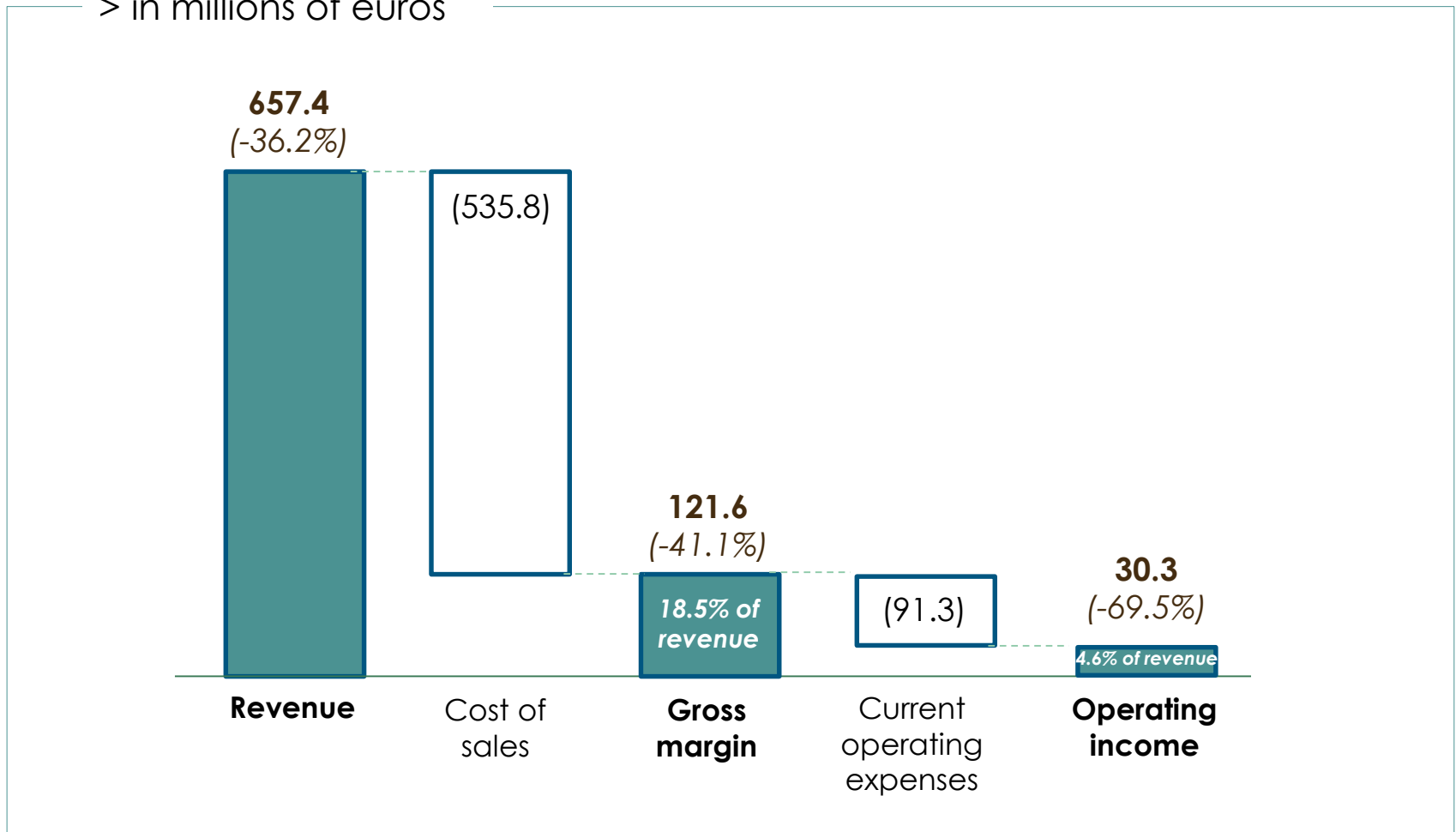
FINANCIAL
RESULTS

REVENUE

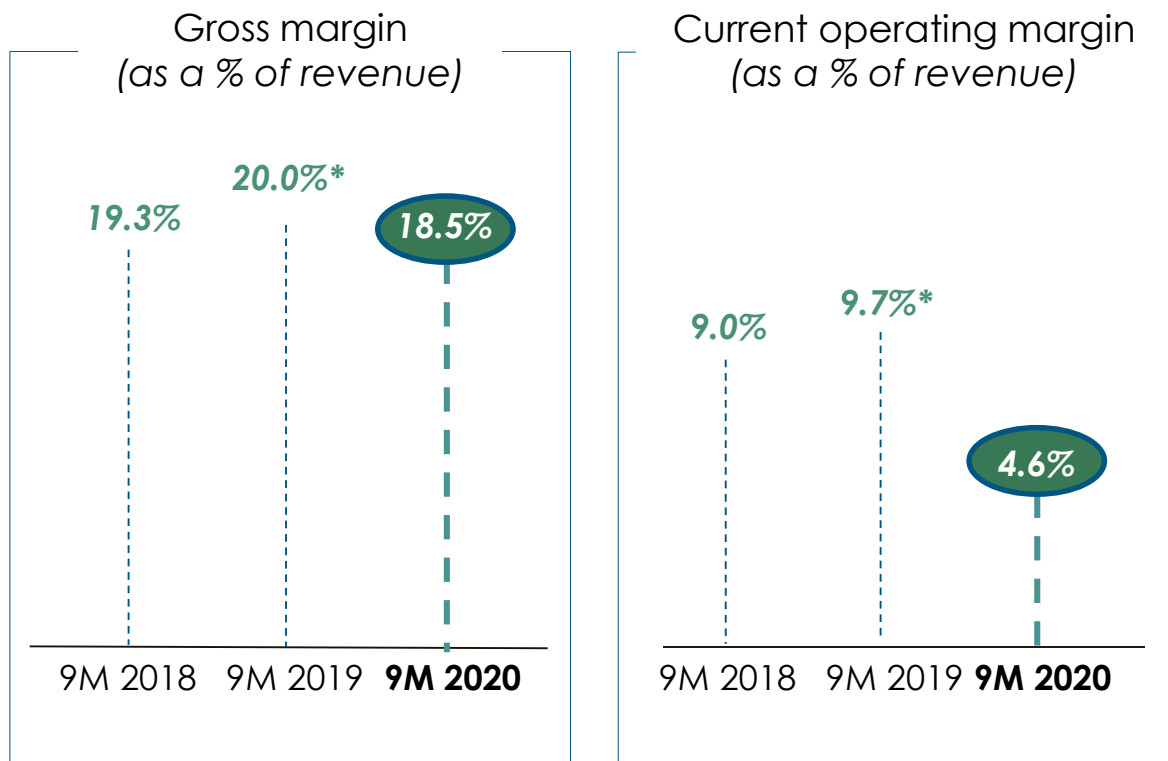


FROM REVENUE TO OPERATING INCOME

> in millions of euros



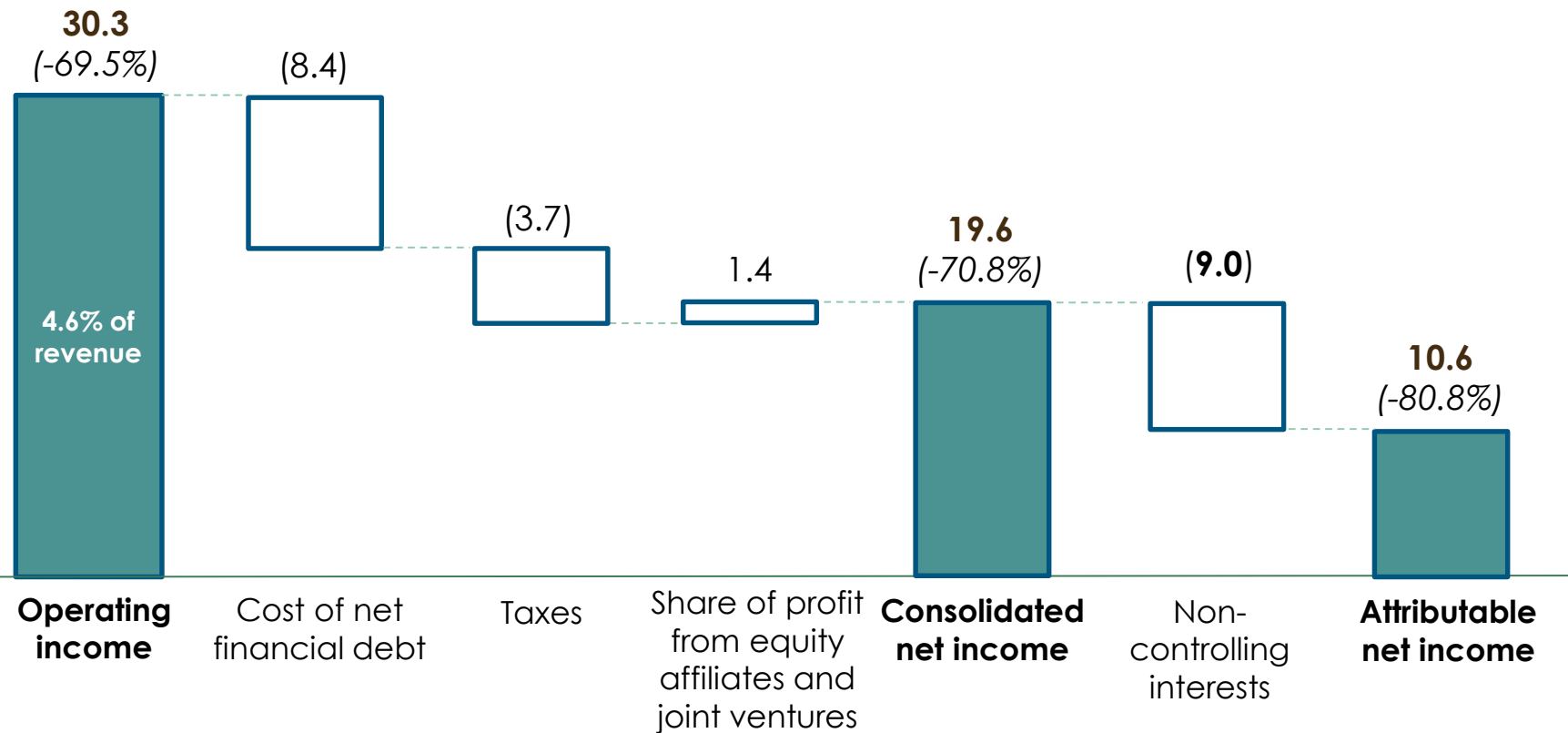
OPERATING MARGINS



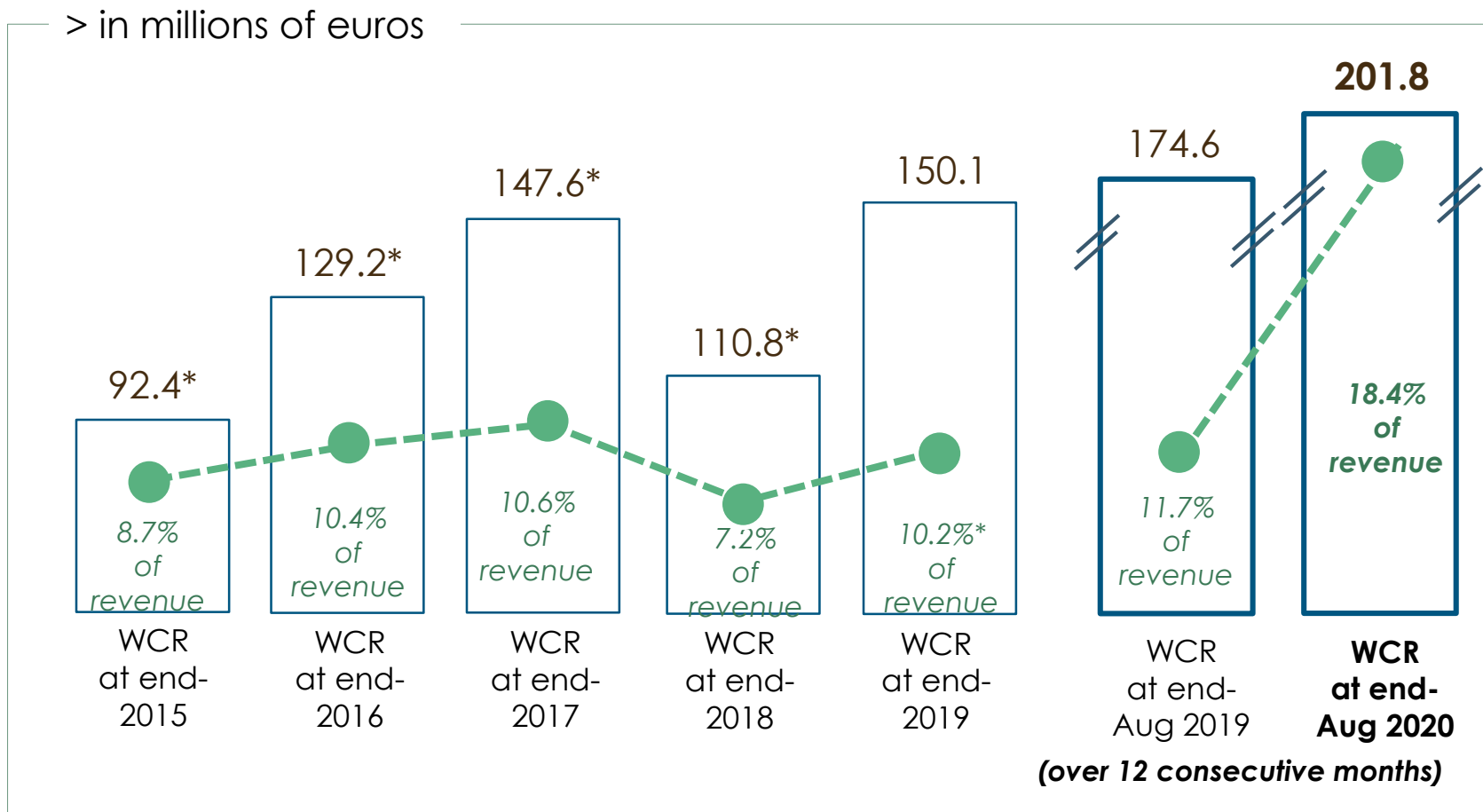
* Restated as financing costs are no longer capitalized following the change in interpretation of the IAS 23 standard and a reclassification of the CVAE tax expense from the operating expenses item to the income tax item.

FROM OPERATING INCOME TO NET INCOME

> in millions of euros



CHANGE IN WORKING CAPITAL REQUIREMENT



* Data restated as financing costs are no longer capitalized following the change in interpretation of the IAS 23 standard.

** Data not restated for the fact that financing costs are no longer capitalized following the change in interpretation of the IAS 23 standard.

SIMPLIFIED BALANCE SHEET AT END-AUGUST 2020

> in millions of euros

ASSETS

LIABILITIES

Non-current assets

195.1

257.2

Shareholders' equity

Working capital requirement

201.8

95.8

Non-current liabilities

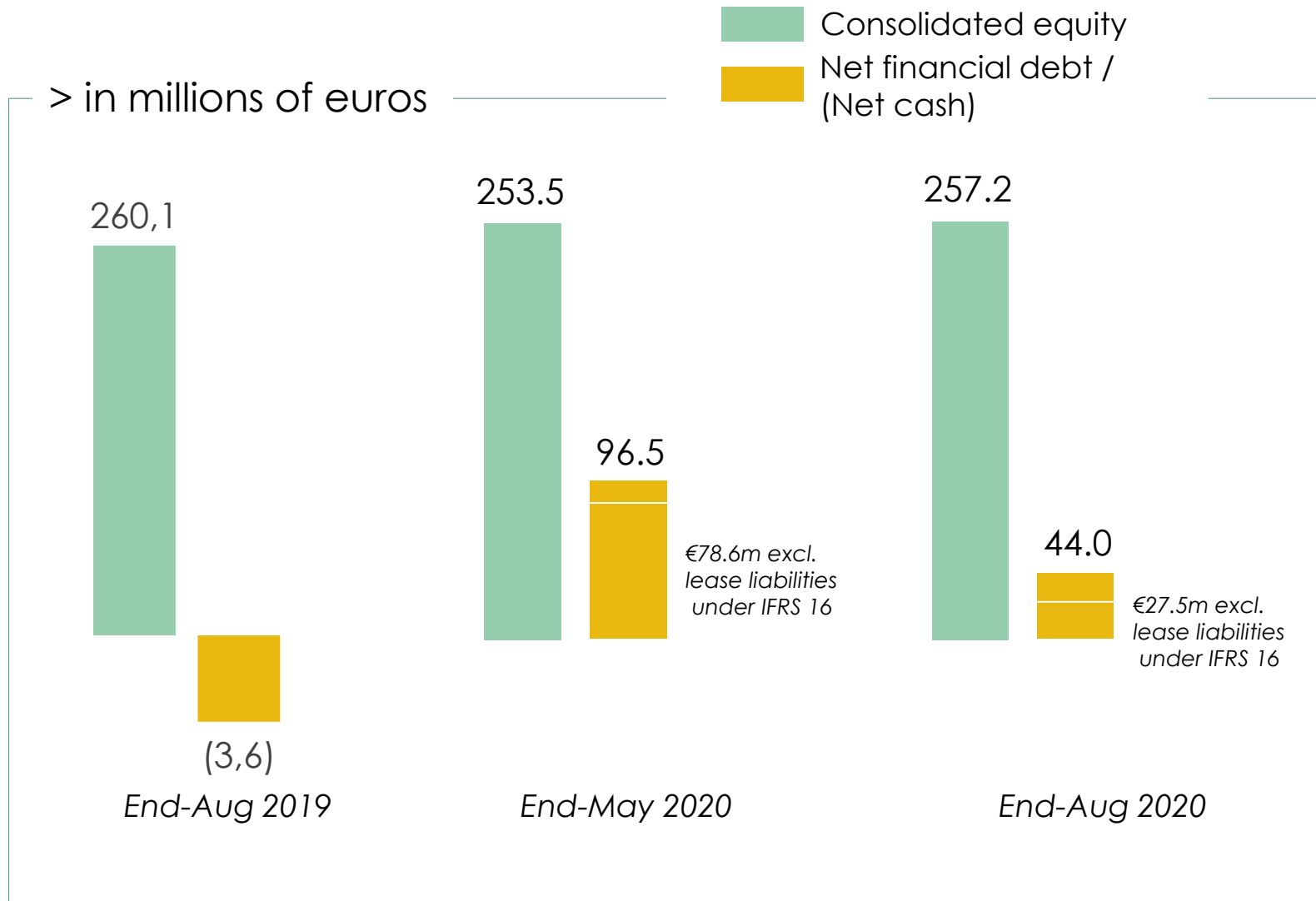
397.0

397.0

Net financial debt
(€27.5 million excluding the impact of IFRS 16 lease liabilities)

<i>In € millions</i>	August 31, 2020	Nov. 30, 2019
Shareholders' equity	257.2	293.1
Financial debt*	206.0	152.1
of which financial debt maturing in < 1 year	45.9	3.1
of which financial debt maturing in > 1 year	160.1	148.9
Maturity	4.5 years	4.6 years
* of which:		
<i>Loan arrangement costs</i>	(1.4)	(1.5)
<i>Bilateral credit lines / hedging instruments / other</i>	19.4	3.6
<i>Bond</i>	150.0	150.0
<i>RCF</i>	38.0	-
Cash and cash equivalents	162.0	208.1
Financing capacity	374.0	458.1

CHANGE IN EQUITY AND NET FINANCIAL DEBT



KAUFMAN Δ BROAD

OUTLOOK



- Kaufman & Broad's 2020 guidance targets include around €1 billion of revenue, an EBIT margin in the region of 6% and almost zero net debt.
- Going further forward, the backlog at end-August 2020 points to revenue growth of around 30% in 2021. This increase will be higher if the A7A8 Austerlitz project gets the full green light from the authorities in 2021.
- This outlook assumes that our construction sites are able to make progress in the current economic and social circumstances, and that the pace at which building permits are granted rapidly returns to normal.

- *The Kaufman & Broad 2019 Universal Registration Document was filed with the French Financial Markets Authority (“AMF”) under No. D.20 0231 on March 31, 2020. It is available on the AMF (www.amf-france.org) and Kaufman & Broad (www.kaufmanbroad.fr) websites. It contains a detailed description of Kaufman & Broad’s business activities, results, and outlook, as well as its associated risk factors. Kaufman & Broad specifically draws attention to the risk factors set out in Chapter 1.2 of the Universal Registration Document. The occurrence of one or more of these risks might have a material adverse impact on the Kaufman & Broad group’s business activities, net assets, financial position, results, and outlook, as well as on the price of Kaufman & Broad’s shares.*
- *This document does not amount to, and cannot be construed as amounting to, a public offering, a sale offer or a subscription offer, or as intended to seek a purchase or subscription order in any country.*