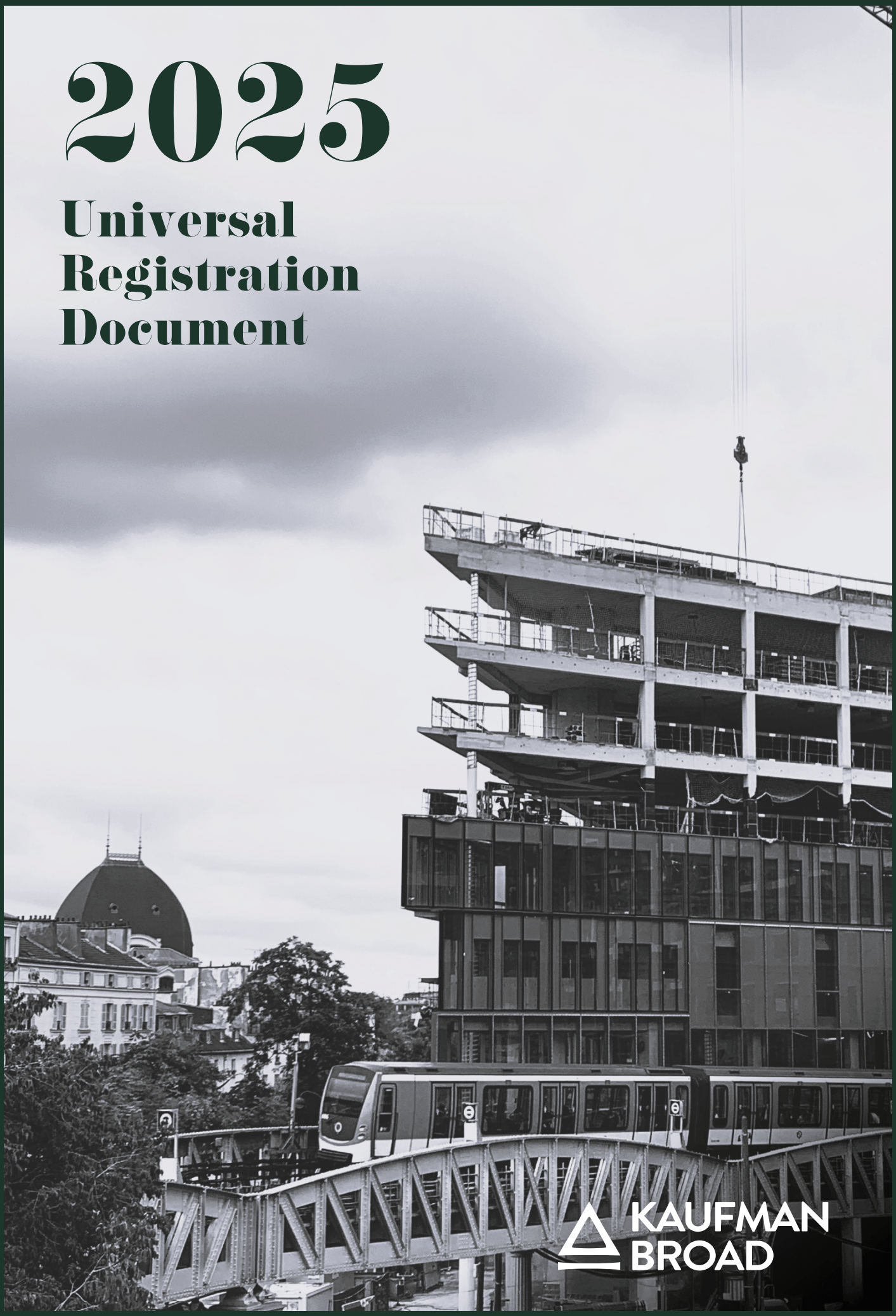
2025

Universal Registration Document



KAUFMAN BROAD

KAUFMAN BROAD

2025 Universal Registration Document

This universal registration document contains information on the group's prospects and areas of development. These indications are sometimes identified by the use of the future, the conditional and forward-looking terms such as "consider," "envisage," "think," "aim," "expect," "intend," "should," "aim," "estimate," "believe," "wish," "could," or, where appropriate, the negative form of these terms, or any other similar variant or terminology. This information is not historical data and should not be interpreted as guarantees that the stated facts and data will occur. This information is based on data, assumptions and estimates considered reasonable by the group. They may change or be modified due to uncertainties related in particular to the economic, financial, competitive, regulatory and tax environment. In addition, the occurrence of certain risks described in section 4 "Risk Factors" of this Universal Registration Document is likely to have an impact on the activities, financial position and results of the group and its ability to achieve its objectives.

Investors should carefully consider the risk factors described in section 4 "Risk Factors" of this Universal Registration Document. The occurrence of all or part of these risks may negatively affect on the group's activities, financial position or results. In addition, other risks, not yet identified or considered immaterial by the group, could have the same negative effect.

The content of this universal registration document does not constitute legal, tax or financial advice. Investors should consult their own counsel on the legal, tax or financial aspects of their investment in the company.

This universal registration document contains information on the group's markets and competitive positions, including information on market size. In addition to the estimates made by the group, the information on which the group's statements are based comes from studies and statistics by third parties and professional organizations or from figures published by the group's competitors, suppliers and customers. Certain information contained in this Registration Document is publicly available information that the Company considers to be reliable but which has not been verified by an independent expert. The company can not guarantee that a third party would obtain the same results using different methods to collect, analyze or calculate data on the business segments. The company does not commit to or guarantee the accuracy of this information. This information may prove to be incorrect or no longer up to date. The group does not undertake to publish updates of this information, except in the context of any legal or regulatory obligation applicable to it.

Certain figures (including data expressed in thousands or millions) and percentages presented in this Registration Document have been rounded.

Where applicable, the totals presented in this Universal Registration Document may differ from those that would have been obtained by adding the exact (unrounded) values of these figures.

AUTORITÉ DES MARCHÉS FINANCIERS
AMF

The Universal Registration Document was filed on 27 March 2026 with the AMF, in its capacity as competent authority under Regulation (EU) 2017/1129, without prior approval as required by Article 9 of that Regulation.

The Universal Registration Document may be used for the purpose of a public offering of financial securities or the admission of financial securities to trading on a regulated market if it is supplemented by an operating memorandum and, where applicable, a summary and any amendments to the universal registration document. The package then formed is approved by the AMF under Regulation (EU) 2017/1129.

Contents

Group Profile	6
Chairman's message	8
About	10
2025 highlights	14
Significant events	16
Group' main locations	21
Key figures and stock market data	22
Activities	24
Headcount	26
Corporate governance	28

Part 1.

Group presentation and strategy 33

1.1 Kaufman & Broad group overview 34
1.2 The market environment 50
1.3 The group's strategy for creating financial and extra financial value 59
1.4 Intellectual property 60
1.5 Financing and investment policy 61

Part 2.

Kaufman & Broad Group Activity and Position 65

2.1 Analysis of the development of business 66
2.2 Analysis of the group's results 76
2.3 Analysis of the group's financial situation 83
2.4 Liquidity and capital resources 87
2.5 Events fafter the closing date 88
2.6 Recent developments and outlook 88
2.7 Other information 89

Part 3.

Corporate governance 93

3.1 Governance organisation and operation 94
3.2 Group remuneration policy including corporate officers 124
3.3 Employee incentive and participation 147
3.4 Report on Options and Free Shares 148
3.5 Other information 154
3.6 Statutory Auditors' special report on related party agreements 159

Part 4.

Risk factors 163

4.1 Internal control and risk management system 164
4.2 Description of risk factors and associated control systems 171

Part 5.

Sustainability Report 191

5.1 General Information 193
5.2 Environmental information 240
5.3 Social and societal information 298
5.4 Governance and business conduct information 335
5.5 Sustainability-related information certification report 340

Part 6.

Information about the issuer, share capital and shareholder structure 345

6.1 General information about the capital 346
6.2 Detail on the Company's shareholding 349
6.3 Dividends 355

Part 7.

Assets, Financial statements and Results at November 30, 2025 357

7.1 Consolidated financial statements at November 30, 2025 358
7.2 Statutory Auditors' report on the consolidated financial statements 398
7.3 Parent company financial statements at November 30, 2025 402
7.4 Statutory Auditors' report on the parent company financial statements 420
7.5 Five-year financial summary 425

Part 8.

Additional information 427

8.1 General information about the Company 428
8.2 Individuals responsible 432
8.3 Persons responsible for the audit of the financial statements 432
8.4 Information included by reference 432
8.5 Documents on display 434
8.6 Concordance tables 434
8.7 Glossary 440

Group Profile

Kaufman & Broad is a strong, nationwide group. For more than 55 years, the group has been involved in the development of French cities, building up extensive knowledge of local specificities.

Located in major cities and areas with strong potential for economic and demographic development, the client and the user are at the heart of the group's strategy; allowing it to provide tailored responses, perfectly consistent with the identity and needs of the regions.

Marketing or construction in France since 1968

170,000
Housing

1,255,000 Sq.m
offices and business premises

Urban developer and assembler Kaufman & Broad is a major player in the French real estate market, in both residential and Commercial property.

Our expertise at the service of your projects

To provide comprehensive and effective responses to regions and their residents, our teams have mastered the entire real estate value chain, which is structured as follows around its main businesses guaranteeing adapted and innovative solutions for each project.

Group divisions and expertises

Housing Segment

- Residential (multi-occupancy or individual)
- Managed Residences
- Kalilog (social housing)

Commercial Property

- New or restructured offices
- Logistics & Activity Platforms
- Hotels
- Commerce and Activity Parks

Managed housing portfolio

- Developer - Investor - Operator

Urban Development

- Aménagement et Territores

Build the city in all its forms and contribute to the development of more virtuous cities

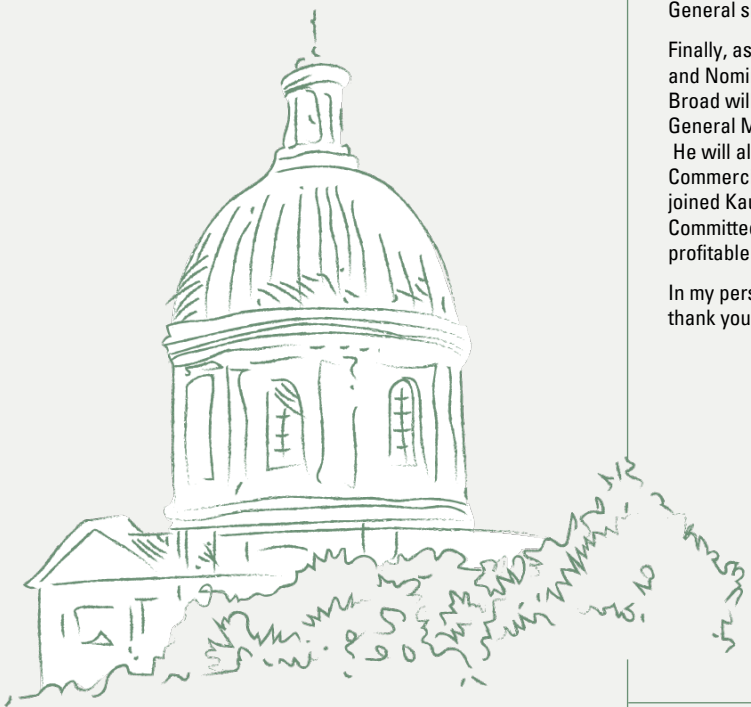
- Design projects adapted to their environment and offering architectural quality
- Ensure a high level of construction quality over time
- Develop efficient, scalable and reversible buildings
- Integrating uses to create functional and sustainable spaces
- Place the client at the heart of projects and processes
- Working towards a sustainable and responsible city, and creating the conditions for harmonious living

Working towards a sustainable and responsible city, and creating the conditions for harmonious living

- Integrating environmental and social issues at each stage of projects
- Sustainably improve the impact of projects on the regions
- Develop projects that support mobility, usage and living environment
- Developing innovative solutions for sustainable performance
- Establish consultation processes with local residents and communities

Chairman's message

Kaufman & Broad 2025 results are in line with the guidance given in January 2025.



Kaufman & Broad 2025 results are in line with the targets announced in January 2025. Volume reservations by first-time and second time buyers increased 34.9% month over month. They represented 20 % of total orders in FY2025 compared to 15 % in FY2024. Against a backdrop of sustained sales take-up periodate (take-up rate of 4.7 months), the dynamism of the development business resulted in a significant increase in the commercial offer (+62.5% compared to end-November 2024) and a 7.0% increase in the land portfolio to 32,392 units.

With the adoption, in early 2026, of a new status for private landlords, there is a growing awareness by the government of the urgency of restarting housing construction. This new status offers the advantage of focusing on the quality of housing and its rental profitability, rather than just the tax rebate.

For the 2026 financial year, the group's revenue is expected to be at a level comparable to that of the 2025 financial year. The current operating income margin should be close to 8%. Net cash should remain positive after the payment of a dividend for the 2025 financial year of €2.20 per share, subject to approval by the General shareholders' Meeting on 5 May.

Finally, as part of its responsibilities and following the work of the Compensation and Nominating Committee initiated in 2024, the Board of Directors of Kaufman & Broad will appoint David Laurent as Deputy CEO, effective at the end of the Annual General Meeting of Shareholders scheduled for 5 May 2026.
He will also propose him as a new director to this meeting. Current Head of Commercial Property, Urban Planning and Housing for Île-de-France, David Laurent joined Kaufman & Broad 15 years ago and has been a member of the Executive Committee since 2016. In this role, he was a key driver of Kaufman & Broad's profitable growth throughout this period.

In my personal capacity and on behalf of the Board of Directors, I would like to thank you and all the group's employees for your commitment and confidence.

Nordine Hachemi
Chairman and Chief Executive Officer

2025 results confirm group's ability to combine financial strength with high CSR performance

©JULIENFALSIMAGNE

About

David Laurent

Chief Executive Officer, Commercial Property, Logistics and Aménagement et Territoires - Île de France Region (housing)

Commercial Property

In the Paris region, demand stands at 1.63 million sq.m. (-9% vs. 2024) for available supply of 6.2 million sq.m. and a vacancy rate of 11.2% (+1.2pts vs. 2024). At €5.6 billion, volumes invested are up 60% compared to 2024. In the Regions, the vacancy rate is 6.4 % (+ 1 point vs. 2024) and volumes invested down 15 % at €1.2 billion.

Kaufman & Broad signed a sale under construction agreement with EDF last November for an office building of more than 30,000 sq.m in Marseille, making it one of the largest commercial transactions completed in 2025. In addition, the office programme of 4,400 sq.m for the Clésence head office in Compiègne was delivered in April. Finally, the Austerlitz construction works (A7/A8) are continuing on schedule, with forecast recognition revenue as completion at 71% at the end of November 2025

Logistics

In 2025, demand was 3.2 million sqm and investment amounted to €2.5 billion. New production has picked up (1.1 million sq.m started by investors / developers) with a strong geographical selectivity.
At Concerto, we started work on the Beaucaire platform in January 2025, with delivery planned for spring 2026. We are actively preparing several projects in a market driven by structural needs that remain strong on the territory.

Housing in Île-de-France

2025 saw a confirmation of first-time buyers returning while institutional investors and lenders were more selective. Obtaining building permits remains complicated against a backdrop of reduced investment capacity among local authorities and their perception of the risk-benefit ratio of further construction, which is often unfavourable to housing despite significant national needs.

Aménagement et Territoires

Our urban planning and renovation activity allows us to support cities well in advance, right from the initial stages of designing new neighbourhoods. By anticipating the needs of residents and working hand in hand with communities, we can imagine harmonious, inclusive and sustainable living environments. Our ongoing projects, such as the "Magasins Généraux" project in Reims, illustrate this commitment. This new district demonstrates that urban planning can go hand in hand with ecology, simplicity and innovation, thanks in particular to the installation of an innovative geothermal network on the aquifer, which will enable the entire district to be heated and cooled.

Kaufman & Broad addresses the growing need for managed housing with an expanded offering of student and hotel residences, catering to tourism, young professionals, or business travel.

We continue to support local authorities by meeting their expectations, particularly with the resurgence of grouped detached houses, supported by the extension of the Zero Interest Rate Loan. Our commitment also extends to revitalising local areas through our subsidiary Kalilog, which is involved in initiatives such as "Action Cœur de Ville" and "Petites Villes de Demain". Finally, we are accelerating the development of eco-building programs, with nearly 1,200 timber frame housing units under construction. For example, in May of last year, Kalilog and the lessor Noalis began work on an ambitious program of more than 100 timber-frame housing units on a converted railway brownfield site near Angoulême city.

Sylvere Hamel

Chief Executive Officer Regions East, Occitanie, Nouvelle Aquitaine, Managed Residences and kalilog

Thanks to a tailor adaptation of our offer - in terms of products and prices we have been able to meet the expectations of a customer base seeking solutions in line with their purchasing power, as evidenced by the successes of our new developments in Courbevoie, Houdan and Dunkerque.

In this context, the renewal of the PTZ scheme until 2027 will continue to support demand from first-time buyers in their purchases, and the new status of private lender (Jeanbrun) will also offer individual investors the advantage of focusing on the quality of the housing and its rental yield, rather than just a tax allowance. Regarding block sales, the additional resources allocated to social housing and the housing sales units of "LLI" scheme acquired in 2016 should make it easier for institutional landlords to finance their investments.

William Truchy

Chief Commercial Officer, Marketing, Communication and Digital

Bruno Coche

Chief Financial Officer

*At the end of August, **Fitch Ratings** confirmed Kaufman & Broad SA's **"BBB- Investment Grade" rating** with a stable outlook. This rating, which has been constant since 2022, highlights the strength of the group's financial structure. Kaufman & Broad is thus currently the only pure continental European developer to hold this status*

*As at 30 November 2025, **cash and cash equivalent** stood at **€322.5 million**. This amount includes the full repayment of the EuroPP bond loan of € 100million and the payment of the 2024 dividend.*

*The **positive net cash position** amounted to **€319.1 million**, broken down as follows:*

- *Around €200 million has been " set aside " for the completion of the Austerlitz project (delivery planned for 2027).*
- ***The balance** is intended to finance the current operations and group's future growth.*

*Between 2015 and 2025, this policy enabled shareholders to achieve **159.8 %** total return, outperforming the **SBF 120** index, which stood at 153.7 %.*

Bertand Eyraud

CSR and Innovation Vice-President

*In the CSR field, **CDP** (Carbon Disclosure Project) has just awarded Kaufman & Broad an A in the " Climate Change" category, the highest possible score. Kaufman & Broad is therefore joining the group of companies on the **CDP A-list**, which corresponds to the top 4 % in 2025.*

The group is actively pursuing its contribution to the environmental transition with more than 85% of newly developed space using low-carbon energy sources and more than 1,000 wood-frame housing units currently in the process of being approved or under construction.

*Additionally, the **SBTI** (Science Based Targets Initiative) has validated Kaufman & Broad's ambitious carbon reduction trajectory, targeting a 46.2 % reduction between 2019 and 2030.*

2025 highlights

Commercial property

Sale before completion (*VEFA contract*) of the 30,000 sq.m EDF (owner-occupier) campus in Marseille.

Refurbishment of the former Clésence site, where their iconic pyramid-shaped building once stood. The new headquarters of this leading social housing provider in the Hauts-de-France region and northern *Île-de-France* suburd area is a modern, sustainable 4,400-square-meter building designed to accommodate its 150 employees.

Housing

Tour Silva received the 1st prize in the Design category at the 2025 edition of the Best Building Site in France competition, organised by the student association Passion BTP ESTP from ESTP Paris. This award recognises the iconic Tour Silva project in Bordeaux for its architectural quality, technical ingenuity and exemplary environmental commitment. *Architects: ArtBuild Architects and BELLECOUR Architectes*

Delivery of the 1st transaction respecting the 2031 threshold of the 2020 E2 in Bressuire.

In Bobigny, a biomass boiler house was installed at the heart of our *Les Reflets de l'Ourcq* project, which consists of more than 200 homes, shops and business premises. *Bobigny*, a pilot project, carried with our partner @AgroEnergy, which has set concrete goals:

- Reach 80% of heat production from renewable energy.
- Provide sustainable thermal comfort with a stabilised cost per dwelling per month.
- 200 tons of CO_2 avoided every year
- Develop local energy transition with efficient biomass boilers.

Brownfield redevelopment/ Rehabilitation

Regeneration of the 8,500 sq.m. wasteland of the former Kennedy into five buildings, representing a total of 121 new homes, completed in sale before completion (*VEFA contract*) by the Promologis group.

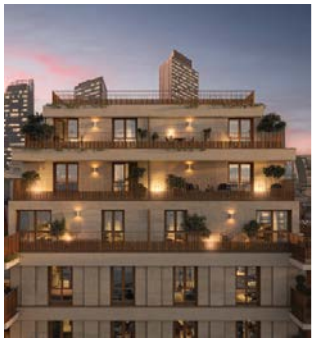
In Bois-Guillaume (76), Kaufman & Broad is redeveloping the site of the former university hospital, a 3-hectare site formerly owned by the University Hospital of Rouen (*CHU*), transforming it into a new high-quality residential district. It will include the construction of 398 housing units, including 141 in carefully renovated buildings (former chapel, among others), and launches an extensive real estate project.

Concerto

Logicor acquires a logistics platform in the *Gard* region from Concerto: The logistics platform acquired by *Logicor* is located in the heart of the Domitia business park, a major 120-hectare economic hub on the right bank of the *Rhône*. Located on Avenue Joseph Cartier, the building will have a surface area of 12,850 sq.m on a plot of nearly 4 hectares, of which 1.2 will be dedicated to green spaces. The platform targets the BREEAM environmental certification at the Excellent level. *Architects: Atelier M3 Architectes and built by ING2K*

Transformation

Kaufman & Broad converts a former data centre into 172 housing units: a successful conversion and commercial success in Vélizy (78). The island core, integrated into the 2,700 sq.m. of vegetation across the entire project, provides a welcoming landscaped space, enhanced by 33 carefully selected trees and 45 shrubs. *Architect Alexandre Chassang (ABH Architectes) and Fragments Architecture*



Courbevoie: Office conversion into 314 housing units, plus a student residence and a 4,000 sq.m public park with over 40% green space.

HR/Employer brand

GRAND PRIX
DIVERSITÉ & INCLUSION
2025

Kaufman & Broad is a proud partner of the 2025 AFL Diversity & Inclusion Grand Prix, an event organized by *AFL Diversity* and officially launched at UNESCO headquarters in Paris. This major initiative is fully consistent with the human and societal values upheld by the group on a daily basis.

Significant events

€1,136.0 M
Revenue
including € 870.9m Housing

€1,163.2 M (inc. VAT)
vs € 1,1763.3M inc. VAT in 2024

19.5 %
Gross margin to €221.9M
(vs 19.3 % in 2024)

€54.2 M
Attributable net income share i.e. €2.73 per share

€319.1 M
Net cash
(excl. ifrs 16 and ex put neoresid)

€43.1 M
of dividend payments to shareholders i.e. €2.20 / share

Very solid financial structure and ageless business model.

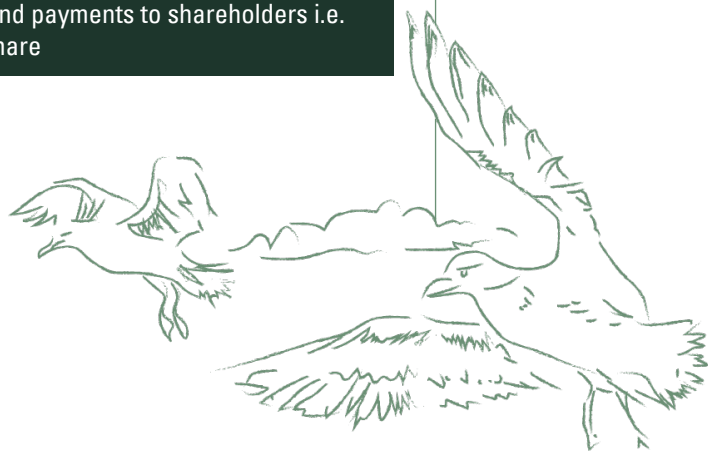
In 2025, the group generated a positive net cash flow of €319.1 million (excluding IFRS 16 debt and Neoresid put debt) with active cash flow of €322.5 million. This high cash position is mainly explained by a negative working capital requirement of EUR -214.7 million, representing -18.9 % of revenue, despite the repayment of €43.1 million in dividends to shareholders.

Continued strong operational performance and solid outlook

The group maintained strong operational performance throughout 2025, with a gross margin in line with its standards. It rose slightly to 19.5% from 19.3% in 2024. At the commercial level, programme take-up rate are 4.7 months compared to over 22 months for the market. Commercial offer rose significantly by more than 62.5% compared to the end of November 2024. Finally, the group's prospects remain positive despite a still very uncertain market, which has been halved since 2023. The group also has a solid land bank of more than 32,300 units (up 7% compared to 2024) and a total backlog of nearly €2.5 billion.

Cash Payment of Dividend for the financial year ended 2024, November 30

The Combined Ordinary and Extraordinary General shareholders'Meeting of Kaufman & Broad SA, which was held at the registered office on 2025, May 6 under the chairmanship of Nordine Hachemi, decided to distribute a total dividend of €2.20 per share for the financial year ended 2024, November30, representing €43.1 million. The cash dividend was paid on 2025, May 13.



FitchRatings

BBB-

Investment grade

Fitch Ratings

CDP
DISCLOSURE INSIGHT ACTION

A List

Climate change 2025

CDP (Carbon Disclosure Project)

MSCI

A

February 2026

MSCI[4]

Gaïa RATING

76/100

ESG Ratings 2025

Gaïa Rating

MORNINGSTAR SUSTAINALYTICS

16.2/100

"Low Risk" - 2025

Morningstar Sustainalytics

Fitch Rating confirms Kaufman & Broad's *BBB- Investment Grade* rating

In August, the rating agency Fitch Ratings confirmed Kaufman & Broad S.A.'s " *Investment grade* " - " BBB- " rating with a stable outlook for the fourth consecutive year. This rating has been constant since 2022. For Fitch Ratings, the rating affirmation reflects Kaufman & Broad's strong business and financial profile, which is resilient during periods of low demand. Fitch also points out that Kaufman & Broad continues to maintain a positive net cash position, comfortably covering all future debt maturities. Kaufman & Broad is currently the only pure continental European developer with an *investment grade* rating.

Full repayment of the "Euro PP" debt

Kaufman & Broad called the second €100 million 8-year tranche (May 2025 maturity) of its Euro PP bond. Repayment was made in accordance with the documentation on May 2025, using the company's surplus cash.

Kaufman & Broad's CSR approach, integrated into the project production cycle, is assessed annually by independent bodies.

Very favourable positioning of the group's ESG ratings in the sector

The continuous strengthening of Kaufman & Broad's CSR policy was rewarded through various rankings (solicited or unsolicited) during the year. Kaufman & Broad moved up from a CDP score of A- in 2024 to A in a sector rated C.

In 2026, the group maintained an "A" rating from the MSCI ESG Ratings agency. Kaufman & Broad has committed to reduce its CO_2 emissions by 2030, in line with the Paris Agreement. This commitment was validated and monitored by the SBTi (Science Based Targets initiative).

Important events

occurred since end of 2025 fiscal year

Governance

Following the work initiated by the Compensation and Nominating Committee in 2024 and upon its recommendation, the Board of Directors of Kaufman & Broad will appoint Mr. David Laurent Deputy Group CEO, effective following the Annual General Meeting scheduled for 5 May 2026. He will propose to the Annual General Shareholders' Meeting to approve the appointment of Mr. David Laurent as a director.

Current Head of Commercial Property, Urban Planning and Housing, David Laurent joined Kaufman & Broad 15 years ago and has been a member of the Executive Committee since 2016. He was a major player in the profitable development of Kaufman & Broad during this period. Notable achievements include the Austerlitz (A7/A8) project in Paris, the elevation of Kaufman & Broad to "multidisciplinary urban planner" status, and the development of low-carbon projects.

Proposal by the Board of Directors

The Board of Directors, which met on 2026, February 25, noting the results for 2025, Kaufman & Broad's financial structure and its strong level of equity, decided to propose a dividend of €2.20 per share for the 2025 financial year at the next General shareholders' meeting, to be held on 2026, May 5.

No other significant events have occurred as of the date of this document since the end of the 2025 fiscal year.

Calendar 2026

15 April
2026, 1st quarter results (after market)

16 April
2026, 1st quarter results presentation

5 May
General Annual shareholders' Meeting

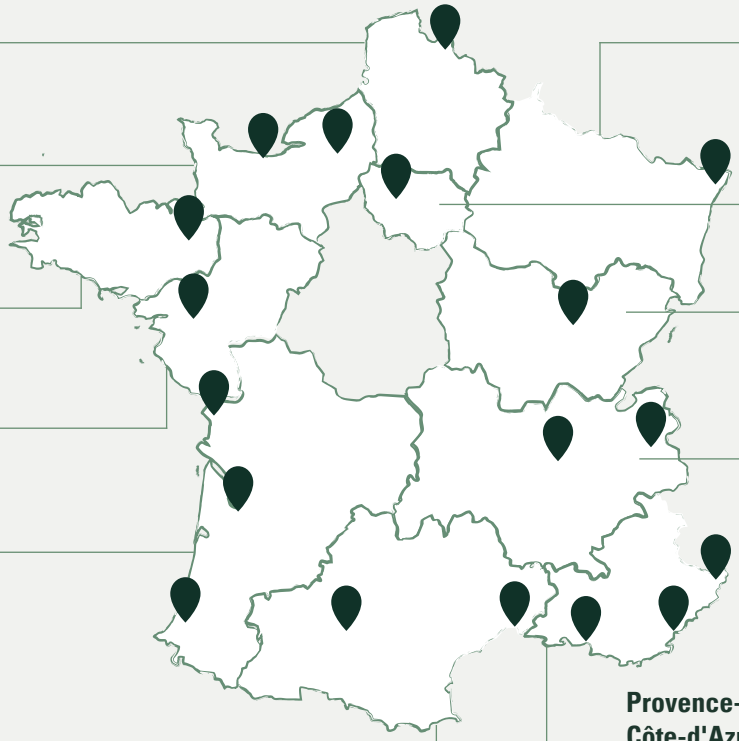
8 July
2026, 1st Half-year results (After Market)

9 July
2026, 1st Half-year results presentation

30 September
2026, 3rd quarter results (after market)

1 October
2026, 3rd quarter results presentation

Group' main locations



Hauts-de-France
- Lille

Normandie
- *Caen*
- Rouen

Bretagne
- Rennes

Pays-de-la-Loire
- Nantes

Nouvelle-Aquitaine
- Bayonne
- Bordeaux
- La Rochelle

Grand-Est
- Strasbourg

Île-de-France

Head office :
- Île-de-France (*)

Bourgogne-Franche-Comté

Dijon

Auvergne-Rhône-Alpes
- Annecy
- Lyon

Provence-Alpes-Côte-d'Azur
- Nice
- Marseille

Showroom :
- Fréjus

Occitanie
- Toulouse
- Montpellier

18
implantations

+40
sales area

3
showroom

(*) as well as the activities:
Kalilog
Concerto
Aménagement et Territoires
Commercial Property

Key figures and stock market data

Revenue

€1,136.0 M
in 2025

€1,076.8 M
In 2024

Current operating income or EBIT

€90.0 M
in 2025

8.0 %
Revenue

€80.7 M
In 2024

7.8 %
Revenue

Attributable net income

€54.2 M
in the year 2025

€45.0 M
In 2024

Working capital requirement

€-214.7 M
in 2025

-18.6 %
Revenue

€-289.2 M
In 2024

-26.9 %
Revenue

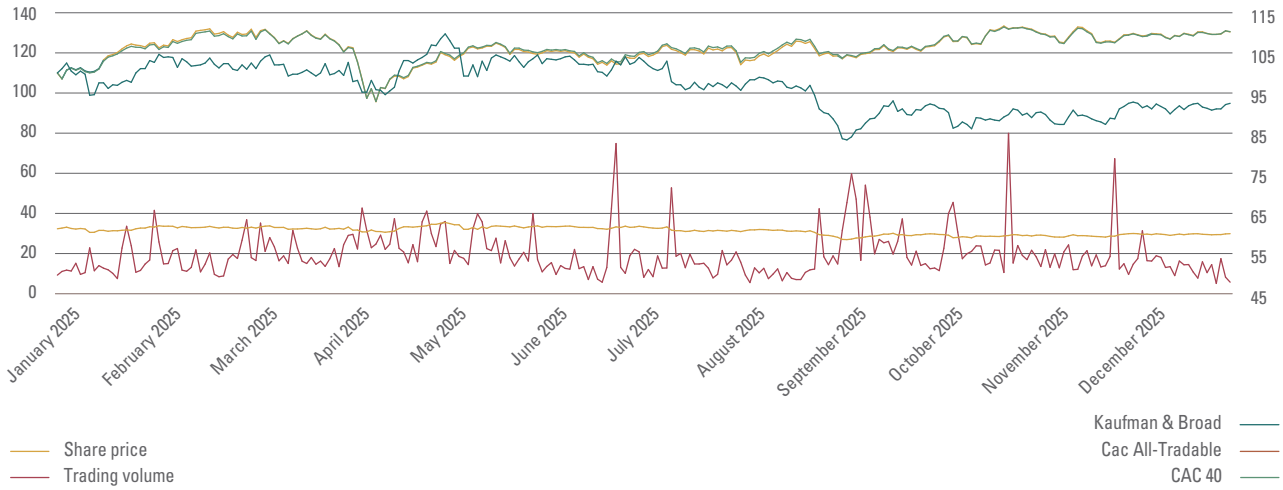
Net financial debt (excl. IFRS 16 and excl. Neoresid put)

€-319.1 M
in 2025

€-397.6 M
In 2024

Stock market data as at 2025, December 30

Kaufman & Broad stock performance vs. CAC 40 and CAC All-tradable



€35.50	€26.95	€29.90
High	Lowest	Last listed price

Ownership Structure
(as at 2025, November 30)

- **57.16%** Free Float[2]
- **23.10%** Rolloy Family (Promogim)
- **9.13%** Employees (company savings plan), KB Action & Management and KB employees[1]
- **8.89%** Prédica & Spirica
- **1.71%** Kaufman & Broad SA (treasury shares)

Voting Rights
(as of 2025, November 30)

- **45.91%** Free float[2]
- **29.98%** Rolloy Family (Promogim)
- **13.99%** Prédica & Spirica
- **10.11%** Employees (company savings plan), KB Action & Management and KB employees[1]
- **0.00%** Kaufman & Broad SA (treasury shares)

19,862,022
Number of shares

€593.9 M
Market capitalisation

60,784
Total volume across all platforms [3]

of which Euronext platform: 19,956

Euronext market

B-Mid Caps Sub-Fund
iSIN FR 0004007813
LEI 969500CE0X343D8ALO86
CAC mid & Small and cac SMALL Indices

(1) Represents the Company's executives and employees through Artimus Participations as well as the Kaufman & Broad Actionnariat and KB KB Actions 2022 FCPEs. They represent 9.13 % of the share capital and 10.11 % of the voting rights including employees holding shares in registered form in a personal capacity.

(2) The holdings of the Directors are included in the " Public" shareholding category as at 2025, November 30.

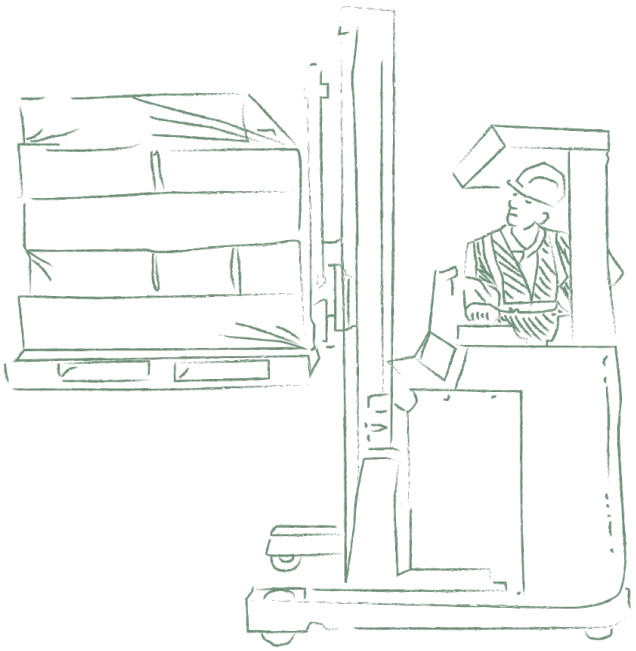
(3) Source: Euronext Post-Listing Advisory.

Activities

12 155
Units under construction

12,021
housing units in backlog

5,703
Housing units ordered



4.7 months
take-up period

Land portofolio
(in number of housing units)

32,392
in 2025

30 272
In 2024

Housing backlog
(in million euro excl. VAT)

1,961.3
in 2025

1,987.8
in 2024

Total Backlog
(€ million excl. VAT)

2,370.2
in 2025

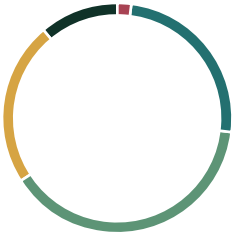
2,497.0
in 2024

Orders by buyer type
(in number as of 2025, November 30)

- **70%** Block
- **15%** First-time buyers
- **10%** Investor[1]
- **5%** Second-time buyers

of which Pinel: 7%

Commercial offer by apartment type
(in number as of 2025, November 30)



- **2%** 4 bedrooms
- **25%** 3 bedrooms
- **39%** 2 bedrooms
- **23%** 1 bedroom
- **11%** Single bedroom

Headcount

96 %
of employees trained

627
Employees
(registered at 2025, December 30)

327
Women

300
Men

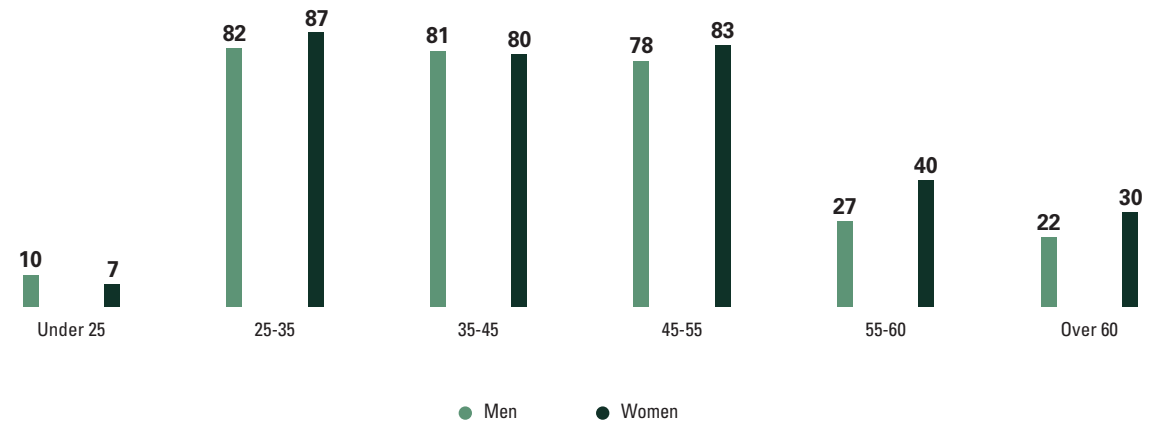
Labels and certifications obtained in 2025

Kaufman & Broad a recognized thought leader

For the 4th consecutive year, Kaufman & Broad was ranked in the Capital Magazine top 100 list, and in 2026 we were ranked first among the top real estate developers. This study, conducted among more than 15,000 consumers, gives the group an average score of 7.80 out of 10 for service quality, based on criteria such as customer attention, level of expertise, and willingness to recommend the company, among others.

Age pyramid

(At 2025, December 30)



Average headcount by position

(at 2025,December 31)

- **20.4%** Technical and After Sales service
- **19.4%** Central support functions
- **16.8%** Land development
- **13.0%** Marketing/Sales
- **12.9%** Programs
- **12.4%** Regional support functions

Average headcount by region

(at 2025,December 31)

- **25.5%** Western France
- **23.6%** Eastern France
- **22.8%** Île-de-France
- **18.0%** Head office
- **5.6%** Business property & Urban Development
- **4.3%** KALILOG
- **0.2%** Managed Housing (excl. Néoresid)

Corporate governance

Executive Committee

7 members

Nordine Hachemi
Chairman and Chief Executive Officer

Bruno Coche
Chief Financial Officer

Sylvère Hamel
Chief Executive Officer Region (East Occitanie Nouvelle Aquitaine), Managed Residences and kalilog

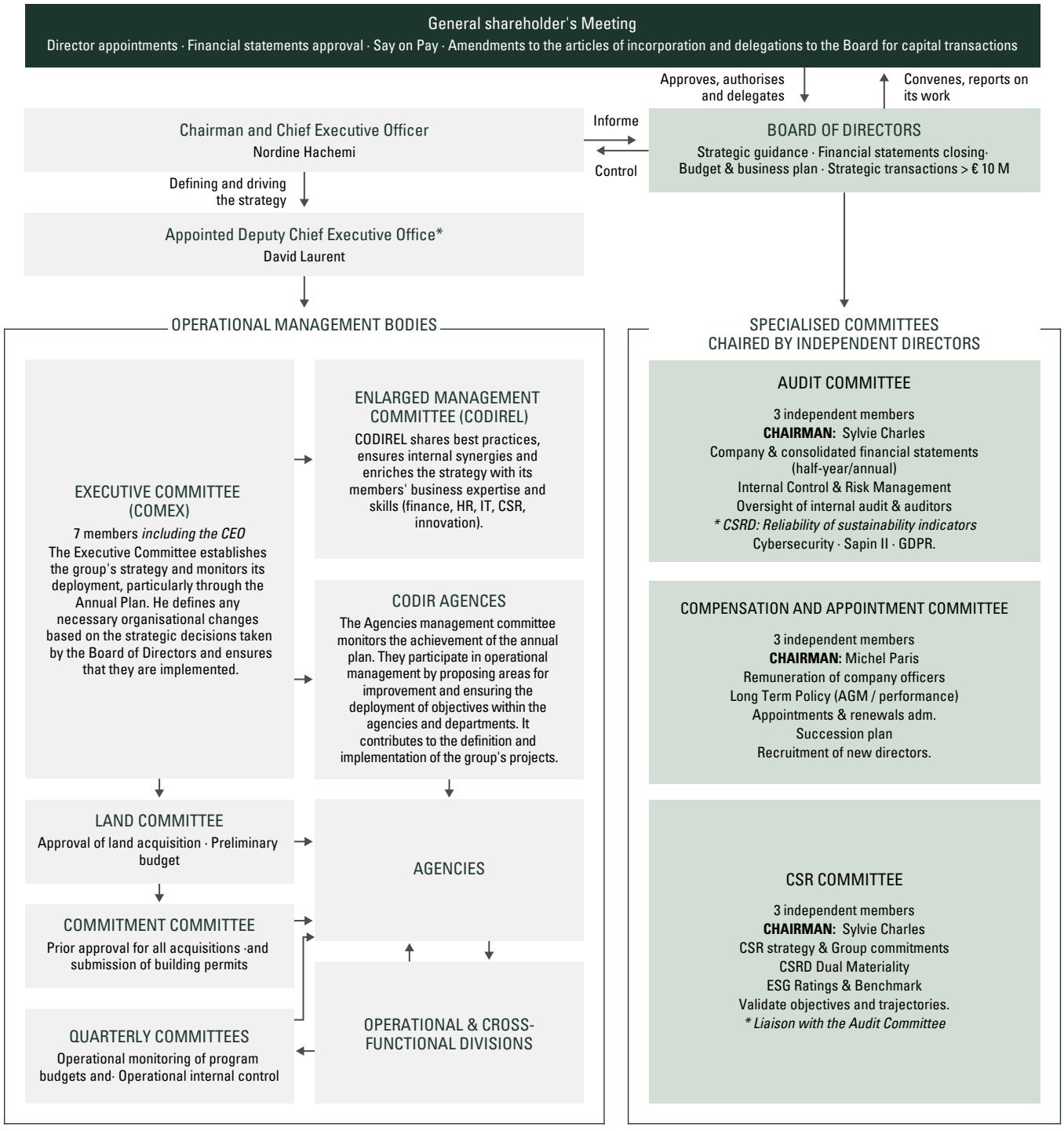
David Laurent
Chief Executive Officer, Commercial Property, Logistics and Aménagement et Territoires - Île de France Region (Housing)

Yannick Le Bihan
Chief Executive Officer West Region

Sophie Letierce
Chief Executive Officer Human Resources - Operational Excellence

William Truchy
Chief Executive Officer sales, Marketing Communication and Digital

Governance bodies



* Effective start date: 06 May 2026

Board of Directors

The main role of the Board of Directors is to determine the Company's business strategy and ensure its implementation.

The Board carries out the controls and verifications that it deems necessary and is responsible for reviewing and approving the annual and half-year (statutory and/or consolidated) financial statements and for reviewing and approving the related reports stipulated by current regulations.

9 members including **7** independent

Composition at 30 Nov 2025

9
Directors

78 %
Directors

99%
Attendance rate

3
Specialized Committees

63 years old
Average age

5/9
Women

7×
Meetings / year

Lead Director: Michel Paris
Conflict Prevention Succession Plan

Nordine Hachemi
Chairman and Chief Executive Officer

Isabelle Bordry
● AI
Director [2]

Sylvie Charles
● ● AI
Chair of Audit and CSR Comitee

Annalisa Loustau Elia
● AI
Administratrice

Michel Paris
● ai
Lead Director & Compensation & Nominating Committee Chair

Yves Perrier
● AI
Director

Lucile Ribot
● ● AI
Administratrice

Michel Sirat
● AI
Administrator [3]

Aline Stickel
AA
Director representing employee shareholders [4]

- ● Audit Committee
- ● Compensation and Nomination Committee
- ● CSR Committee
- **AI** Independent Director[1]
- **AA** Other directors

(1) Independent directors within the meaning of the AFEP-MEDEF Code.

(2) The General Meeting of 2025, May 6 renewed Mrs. Isabelle Bordry as Director.

(3) The General Meeting of 6 May 2025 ratified Mr. Michel Sirat as Director.

(4) The General Meeting of 2025, May 6 renewed Aline Stickel as Director representing employee shareholders.

Group presentation and strategy

1.1. Kaufman & Broad group overview 34
1.1.1. History and development of the group 34
1.1.2. Business lines and know-how' 38
1.1.3. Customers 47

1.2. The market environment 50
1.2.1. Market Description 50
1.2.2. The competitive environment 56
1.2.3. Tax incentives 57

1.3. The group's strategy for creating financial and extra financial value 59
1.3.1. The observation 59
1.3.2. The strategy 59

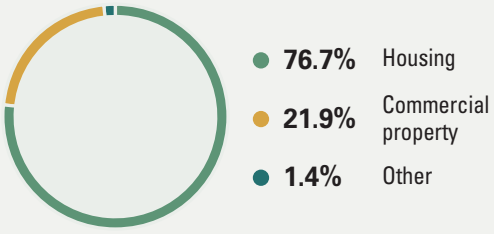
1.4. Intellectual property 60
1.4.1. Kaufman & Broad brand 60
1.4.2. Other brands 61

1.5. Financing and investment policy 61
1.5.1. Research and development 61
1.5.2. Main investments 61
1.5.3. Current and future main investments 62
1.5.4. Possible restrictions on the use of capital 62
1.5.5. Expected sources of financing for future investments 62

" Pure Player " in Property Development

+ 55 years

of expertise in France



More than forty locations

1.1. Kaufman & Broad group overview

1.1.1. History and development of the group

Founded in 1957 in Detroit, Michigan, by Eli Broad and Donald Kaufman, " **Kaufman and Broad, Inc.** quickly established itself as a pioneer in US residential development, building an affordable single-family home offering for first-time buyers using a standardized and innovative production model. Its introduction to the New York Stock Exchange (NYSE) in 1961 confirmed the relevance of this model.

The Group established a presence **in France** with the creation of **Kaufman & Broad SA**.making France the group's number one international market. Activity there is starting with the development of individual houses in the village. From 1970, the first programmes were delivered in the Paris region - in Saint-Rémy-lès-Chevreuse and Saint-Nom-la-Bretèche - with the introduction of the concept of the " *American* villa " (*bow windows, veranda, open kitchen, etc.*), which represents a genuine disruption of the French residential market.

From 1977, the group began its regional development, particularly in the south of France. The 1980s saw the company diversify for the first time with the acquisition of Bati Service and the creation of an Apartments & Offices division, expanding its business beyond detached houses. In the 1990s, against a backdrop of a bear market, the group temporarily refocused its resources on housing.

The late 1990s saw accelerated national expansion, particularly with the acquisition in 1997 of the main assets of SMCI, with locations in Paris, Marseille, Lyon, Besançon, Strasbourg and Rouen. In 1998, Kaufman & Broad revived its third-party office management business and opened its first showroom in Saint-Ouen, illustrating its commitment to improving the client experience.

In 2000, Kaufman & Broad SA is listed on the Paris Stock Exchange and becomes **the 1st french real estate developer to enter the main stock market.** Over the following years, the group continued to expand in France's main cities, in particular through external growth.

Regarding shareholders, Kaufman & Broad SA has experienced several structuring phases since its creation. Subsidiary of KB Home until 2007, July 10, the group then came under the control of PAI Partners, which acquired 50.28% of the capital via Financière Gaillon 8 (a company ultimately controlled by funds managed by PAI Partners). In 2017, PAI sold its entire remaining stake to institutional investors, increasing the group's free float. In 2018, Kaufman & Broad employees became the group's largest shareholder, with around 13 % of the capital held through **Artimus Participations** *and the company's employee investment fund (FCPE), alongside core shareholders such as funds managed by* **AMUNDI** *and the* **Caisse des Dépôts**.

Over the decades, the group has combined **organic development**, **external growth** and the continuous adaptation of its scope of intervention to real estate cycles, regulatory changes and lifestyle transformations. Kaufman & Broad develops, designs, builds, and markets new real estate projects throughout France: multi-family housing units, single-family homes, managed housing, new or renovated offices, logistics platforms, shops, schools, and nurseries, serving a diverse client base. **With over 55 years of expertise in France** Kaufman & Broad's credibility is built on rigorous financial management, consistent quality demands, and numerous certifications, making it a trusted player recognized by all industry stakeholders.

1.1.1.1. Key dates

1968
Creation of Kaufman & Broad SA in France

1970
Delivery of the first house in the Paris region

1985
Acquisition of Bati Service

1995 to 1999
Acquisitions of Bréguet, SMCI and Park

2000
Kaufman & Broad listed on Paris stock exchange
Acquisition of Frank Arthur, Sefima, First Promotion and Sopra Promotion

2001
Acquisition of Résidences Bernard Teillaud

2003 to 2005
Acquisitions of Euro Immobilier, Avantis and Foncier Investissement - Malardeau, and programmes developed by Lotibat

2007
Acquisition of majority stake in Kaufman & Broad SA by PAI Partners

2010
Acquisition of SM2I

2013
Acquisition of Flandres Promotion

2014
Acquisition of Concerto Développement

2015
Acquisition of Serge Mas Promotion

2016

Acquisition of Safaur group
Partial sale of the equity interest in Kaufman & Broad's share capital by Financière Gaillon 8 *(ultimately controlled by funds managed by PAI Partners)*
Acquisition of the Seri Ouest group

2017

Sale of the remaining equity interest in Kaufman & Broad SA by Financière Gaillon 8 (company controlled by funds managed by PAI Partners)
Creation of Cosy Diem in partnership with Sérénis (operator of senior and healthcare facilities)

2019

Creation of the company KB Aménagement

2020

Creation of Kalilog

2021

Creation of the first companies (investment vehicles) and acquisitions of stakes in management companies of the new business line "developer-investor-operator" in the field of managed residences.
In December 2021, Kaufman and Broad became the majority shareholder of Neoresid Holding.

2022

Commissioning of the first two student residences in the group's managed residence portfolio

2023

Start of work on the Austerlitz Station Renovation Project

2025

Achieved 2025 guidance and maintained Fitch BBB- (*Investment Grade*) rating for the fourth consecutive year (2022-2025)

1.1.1.2. Presentation of the Company

Kaufman & Broad is active in real estate development encompassing the **design, development, construction and marketing** of new real estate projects in france. The group is primarily organised around two operating divisions - **Housing** and **Commercial Property** - and also operates in the **managed residences** segment. Beyond the real estate aspect alone, the group designs places to live and work by seeking consistency between the programming, the characteristics of the site and the expectations of the local authorities, in order to support the changing needs of clients and users over time.

At an operational level, Kaufman & Broad develops real estate solutions combining several complementary dimensions: space optimisation, adaptation to new ways of living and working, technical and environmental performance, economic attractiveness and investment sustainability. With this in mind, the group favours, where appropriate, modular and reversible projects, designed to evolve over time, while aiming for energy efficiency and optimised operating costs.

In a continuous improvement approach, Kaufman & Broad incorporates solutions such as green spaces, soil permeability, and energy management optimisation, depending on the nature of the operations and site constraints, to contribute to the resilience and quality of urban environments. For more than a decade, the group has also expanded its scope to include eco-urban projects and mixed programming operations, both on behalf of local authorities and on its own behalf.

A major strategic development path was initiated in 2021 with the creation of a new business line dedicated to managed residences, positioning Kaufman & Broad as a **developer-investor-operator** beyond its traditional role as a developer. This development, which was particularly evident with the acquisition of a majority stake in **Neoresid Holding** in December 2021 and the start of operations at the first student residences in 2022, reflects the group's desire to expand its business model towards investment and operations, capturing value throughout the entire asset lifecycle, especially in the student and senior residences segments.

Finally, for projects with the potential to have a significant impact on living conditions, mobility or local balances, Kaufman & Broad uses a structured consultation process: **(H)urbaine - " the human in the urban "** . Developed in partnership with the national association Empreintes Citoyennes, this approach is based on governance that is open to input from all stakeholders - elected representatives, residents, businesses, associations - and on four founding principles: **usage control, participation, ownership and mediation**. Its aim is to integrate consultation and, where appropriate, mediation throughout the project definition and implementation cycle.

Kaufman & Broad fully embraces a **Urban builder** *approach, attentive to local dynamics and the quality of integration of its operations into their environment. This approach is built on a core belief -* ***"building is acting"*** *- and translates into a concrete commitment to contribute to the development of* **more virtuous cities**, *integrating quality, sustainability and responsibility requirements into the management of each of its projects, regardless of their scale.*

KAUFMAN BROAD

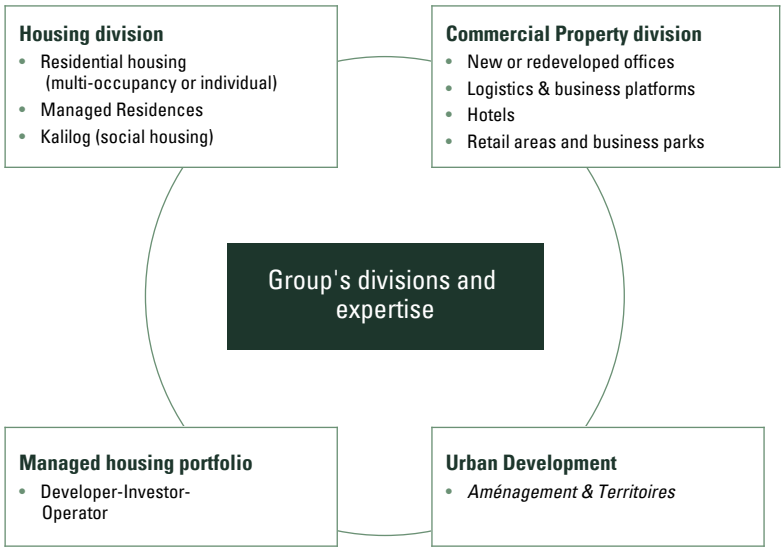
The group's reputation is built on a range of key success factors:

1. Control of the entire property chain (see details in section 1.1.2.4. Operations sequence) ;
2. A wide range of products and related services to meet the Group's clients' aspirations and demands (see details in section 1.1.2.3. Products) ;
3. The group's national scale, with a strong geographical presence. Kaufman & Broad has a national reach in France, as illustrated by the group's locations below (see details in section 1.3.2. The strategy):
4. The reputation of the Kaufman & Broad brand (see details in section 1.4.1 "Kaufman & Broad Brand");
5. The group's capacity for innovation (see details in section 1.5.1 "Research and development");
6. The entrepreneurial spirit of the men and women who make up the group and who have shared the same vision of their profession for more than 55 years: the customer, the user, the beneficiary are at the heart of the group's strategy and its decisions.

1.1.2. Business lines and know-how'

1.1.2.1. Description of the group's activities

The group's housing development and construction business is organised around three operating segments: Ile-de-France, West and East. The commercial property business corresponds to the "Commercial corporate and Logistic Property" operating division. The group's other activities are combined within the "Other Activities" operating segment, which may therefore include the sale of land, building lots, Delegated project management, and the sale of complementary "Showroom" services (see details in section 1.1.3.2. Marketing method). The reader is invited to refer to Note 3.1.1 to the consolidated financial statements for further details.



1.1.2.2. Geographic presence

Kaufman & Broad's policy is to carry out its business in areas with medium and long-term economic and demographic development potential. The Group is therefore concentrating its presence in the most dynamic regions in order to strengthen its positions there. Kaufman & Broad has a presence in more than forty cities and towns and is present in the main French conurbations.
The group believes that this presence is consistent with the main customer bases identified and with its ambition to continue its development in the most promising economic and demographic hubs.

1.1.2.3. Products

Kaufman & Broad offers a range of properties across four main categories: (i) the apartments, (ii) single family homes in village (iii) managed housing (business, student, tourism and service) and (iv) Commercial property.

- Housing division (multi-occupancy or individual)

The group offers its customers housing units with comfort, security, energy efficiency, specific guarantees and customisation options. Its residential offering is based in particular on:

- customization options through showrooms or spaces dedicated to the selection of services;
- labels and certifications related to quality, the environment, energy performance and comfort of use;
- financial aid and tax schemes available under current regulations (see section 1.2.3. Tax incentives);
- the legal guarantees attached to the sale of a new property (see section 4.2.1.4 for more details).

Single-family homes in communities

Kaufman & Broad has a long history of designing singlefamily homes in communities in France.

The group develops projects featuring a variety of models and architectural styles, with a particular focus on site quality, functional floor plans, integration into the landscape, and the design of outdoor spaces.

These programmes, which typically comprise between 20 and 60 homes, are based on:

- adapting the project to the wishes and needs of clients and municipalities
- a high quality urban approach integrating environmental considerations
- the valorisation of green spaces and pedestrian areas
- Rainwater collection in landscape nodes
- a variety of types and interior layouts (parental suite, family room, extra room, open-space, etc.)
- particular focus on light and volume optimisation
- the fact that each detached house is delivered with a private and landscaped garden
- careful processing of program entries and plantations.

Multi-occupancy housing

For its multi-occupancy housing transactions, Kaufman & Broad selects locations close to public transport, shops and services, particularly in the Île-de-France region and major regional cities.

The group pays particular attention to architecture, the design of common areas, the optimization of floor plans, and the connection to the outdoors. Depending on the project, it draws on external architects and internal expertise dedicated to optimizing housing designs. Projects incorporate applicable regulatory requirements regarding energy and environmental performance.

The group also devlops buildings with the latest energy-saving requirements in mind, in accordance with the RT 2012, RE 2020 regulation.

Furthermore, there has been an increase in demand along the Atlantic, Normandy, and Brittany coasts - areas where the group has been establishing a presence for several years due to their strong appeal, which particularly attracts a clientele of retirees.

Social housing (Kalilog)

The issue of access to housing for all lies at the heart of the growth challenges of local authorities aiming to reach the 25% threshold of social housing units required by the *SRU* law, while developing high-quality and affordable social housing. With Kalilog, the group offers solutions for social housing, particularly in the form of block sales to social landlords. This activity helps to meet the need for social housing production across the entire territory, including in certain areas where Kaufman & Broad does not operate directly. It represents additional diversification for the group.

Managed Residences

Kaufman & Broad develops managed residences across the country for tourists, students, business travelers, young professionals, and seniors nonassisted living accommodation). Their operation is entrusted to managers selected for their expertise and financial stability, providing the owners with a rental guarantee. These housing units are marketed as part of the amortising *LMNP* investment schemes, allowing buyers to benefit from VAT recovery.

The development of this activity is based on three major strategic priorities :

- Student residences: The group's objective is to maintain the level of investment in "classic" student residences in order to meet the growing needs for housing in this sector, while developing "new generation" student residences concepts;
- Tourism and business residences: Kaufman & Broad aims to develop this category of projects, particularly in areas with high tourist appeal in France;
- Senior residences: Kaufman & Broad is positioned as a key player in the Silver Economy and responds to the national challenge of keeping people with reduced independence in their homes, by offering two solutions: housing adaption services for the majority of projects and, for people seeking social ties, group housing for seniors, in partnership with nationally recognized service providers.

Senior residences

Due to the continued increase in life expectancy and the growing aging of the French population, Kaufman & Broad launched an innovative concept in 2017: Cosy Diem, a joint venture with Sérénis, to operate senior residences acquired by SCI KetB Seniors (51% owned by Kaufman & Broad and 49% owned by the Banque des Territoires). In September 2021, Kaufman & Broad and the Banque des Territoires (groupe Caisse des Dépôts) joined forces in a new joint venture to strengthen the residential offer dedicated to aging well in France..

It is structured around the following elements:

- A personalized coaching program developed with the assistance of the Toulouse CHU Gérontopôle to maintain residents' abilities according to their wishes;
- on-site catering based on healthy, organic and fresh products designed to keep local residents healthy, from short supply chains;
- Maintaining social ties and developing intergenerational ties due to location in the heart of cities and the opening of the residence to its immediate environment, both geographically and socially (e.g.: accessibility of the local market, stores, partnership with nurseries, etc.).

Student residences

Every year, students struggle to find accommodation in city centers, while their number is increasing. In 2021, Kaufman & Broad teamed up with Banque des Territoires and acquired a majority stake in Neoresid Holding, in order to become the manager of the student activities that the group wishes to develop, particularly through its subsidiary for investment in managed residence. Neoresid is a recognized operator in managed residence, particularly student residences. This project is part of an approach to developing a qualitative offer throughout the country, and particularly in strained areas with a strong actual or potential presence of students, and where the current offer of managed residence and related services for students is reduced.

• Commercial property

The Kaufman & Broad group's service sector activities help to develop urban diversity around multiple products while supporting clients and investors in the creation of new living spaces. These teams design, develop, and build cross-sector projects that contribute to urban development: offices, hotels, logistics platforms, commercial complexes, and higher education facilities. This is tailored support for properties with a surface area of between 3,000 and 100,000 square metres across the country, and more specifically in major cities.

The group carries out this activity, either on behalf of third parties (delegated project management and property development contract) or on its own behalf to sell it, generally respecting a strict policy of buying land once the entire pre-marketed program (sale in the future state of completion).

In all its commercial real estate developments, Kaufman & Broad strives to address the key concerns of users: optimizing the use of space, quality, durability, security of the investment, long-term profitability, respect and protection of the environment, and economic attractiveness. To do this, the group designs:

- Spaces of use, qualitative, pleasant and adapted to new ways of working;
- Efficient, modular and reversible buildings that adapt to use (optimization of space at each workstation), with high technical, energy and environmental performance and optimized operating cost.

These buildings also perfectly meet investors' expectations, by enhancing the value of the investment through the use of high quality design (upmarket buildings), giving priority to the flexibility of spaces, their ability to evolve over time and their longevity, which makes it possible to maximize the life cycle of the latter.

New offices

Each new office complex project is unique. The teams from Kaufman & Broad's Commercial Property Division are therefore present at every stage of the project from the design stage to completion, assisting customers, investors and occupants in the creation of a tailormade project. A new office building is the culmination of a meticulous creation process, the combination of strict parameters and decisive choices made in close collaboration with our partners, in order to:

- Choose the best locations ;
- Provide tailored responses to the needs of businesses;
- Incorporate the requirements of public authorities and investors;
- Construct the most healthy and comfortable, the most economical and virtuous, the most efficient and profitable buildings.

Restructured offices

Since 2010, Kaufman & Broad had operated in the commercial property redevelopment market for:

- Project managers who focus on preventing their property from losing value due to obsolescence;
- Public asset Owners who own a large number of surface areas that come to the end of their use cycle and require redevelopment.

This renovation offer allows the group to enhance the value of its real estate assets, significantly lower energy consumption, comply with environmental standards and customize the redevelopment of buildings. The group's redevelopment projects help to change the use of buildings while maintaining the structural work and structure. This approach saves some of the carbon emissions related to materials compared to new construction and also reduces soil sealing.

For the group, the challenges of redevelopment can be broken down as follows:

- Create "Core" assets by repositioning them through their redevelopment in the premium segment of the commercial property market in sale before completion (VEFA);
- Restore the functional and technical features of new buildings;
- Offer a comprehensive, complex and multi-use offer that can include schools, business, hotels, etc.
- Optimise surfaces and spaces ;
- Convert offices into housing (for more details refer to section 1.3.2. The strategy);
- Enhance the charm and authenticity of the original architecture or propose a new interpretation of the site. With this in mind, Kaufman & Broad strives to:
- Anticipate the legal and regulatory framework ;
- Reducing the energy consumption and GHG inventory of user companies;
- Protect the health of users.

The aim is to make the property attractive again so that a fresh cycle of long-term profitability and optimal liquidity can be generated for the real estate assets.

Logistics and business platforms (Concerto)

The logistics real estate market is a growing global market that has grown significantly over the past decade, in line with the major rise in e-commerce, accelerated by the COVID-19 pandemic. Companies are continually looking to optimize their supply chain, prompting them to invest in strategically located warehouses.

Despite the growing needs of the market, it faces significant regulation as well as land scarcity highlighting two major challenges for the group: (i) the research and use of buildings/land as well as (ii) their optimization via technological innovations, such as automation, but also the verticalization of warehouses.

To meet these challenges as well as the needs of the market, Kaufman & Broad has chosen to partner with Concerto, created in 1998 and a subsidiary of the group since 2014, the group has thus become one of the leaders in logistics engineering in France. Concerto has a dedicated logistics team with two skills:

Land Research and Use: the Concerto team is in direct contact with local authorities in order to find suitable locations for logistics projects while integrating the possible use of the project for a tenant or buyer.

Optimization : The team also focuses on optimizing user operating performance, particularly through the integration of automation and mechanization systems.

This dual skill of the Concerto teams enables them to identify projects with real logistics potential upstream. This business strategically complements the expertise and know-how of the commercial property Division and demonstrates its ability to create value for its industrial customers, distributors or logistics providers, by offering them solutions and projects adapted to the new technical challenges facing the logistics businesses today.

Hotels

To develop new concepts and diversify its future customer base, Kaufman & Broad places its expertise in hotel project design at the service of the largest national and international brands.

These teams are able to offer future customers tailor made projects so that they can:

- Capture the benefits of the globalization of tourism and the growth of the particularly resilient hospitality market;
- Develop new hotel concepts that create more value and are more attractive to customers;
- Meet global urban challenges and find their place at the heart of the city.

Retail areas

Kaufman & Broad does not design a program without giving consideration to the residents, employees, neighborhood and to people's uses and habits. The group puts its know-how and expertise in commercial property at the service of users and the city to develop a diversified offer: commercial premises on the ground-floor of residential buildings, or managed residences.

- Products and services from cross-functional departments

Aménagement et Territoires

Created to support local authorities with their complex urban projects, the *Aménagement et Territoires* business aims to design sustainable, mixed and resilient neighbourhoods, integrating mobility, energy, simplicity, circular economy and urban services challenges from the outset.

Managed residences portfolio: Developer-investor-operator

Kaufman & Broad operates as a developer-investor-operator in managed housing, aiming to provide private or institutional investors with portfolios of student and senior housing that generate consistent, long-term income.

The group is involved in the entire value chain: land prospecting, design, construction and operation. This strategy is based on the group's balance sheet strength and partnerships, particularly with Banque des Territoires.

In 2021, and then again in 2024, Kaufman & Broad partnered with *Banque des Territoires* to, on the one hand, build a portfolio of senior and student residences through its investment subsidiary in managed housing; and on the other hand, become the manager of the student but also senior activities, thanks to its stakes in Cosydiem and Néoresid. In addition to the current portfolio of residences, several projects have been identified that could be developed over the next few years based on this model established by Kaufman & Broad.

1.1.2.4. Operations sequence

Kaufman & Broad intervenes at every stage of the design and execution of a real estate operation and coordinates all the players involved in the operation, from land research to marketing to project design, building permit filing and customer service. The group has in depth knowledge of each local market in which it operates, enabling it to:

1. Purchase under the most favorable conditions the land benefiting from the best situation,
2. Design products tailored to demand by anticipating changes in demand, and
3. Best manage relations with local authorities, construction companies and subcontractors.

Residential : Single-family homes in communities, multi-occupancy housing and managed residence

Programs for Single-family homes in communities and for Multioccupancy housing are typically developed in four stages: obtaining administrative permits; sale of the housing units; purchasing the land and their construction.

If possible, the sales process (order contracts) begins when the building permit is filed, even before the purchase of the land. Generally, construction work is only started after reaching a marketing rate of around 50% in value of the tranche to be built.

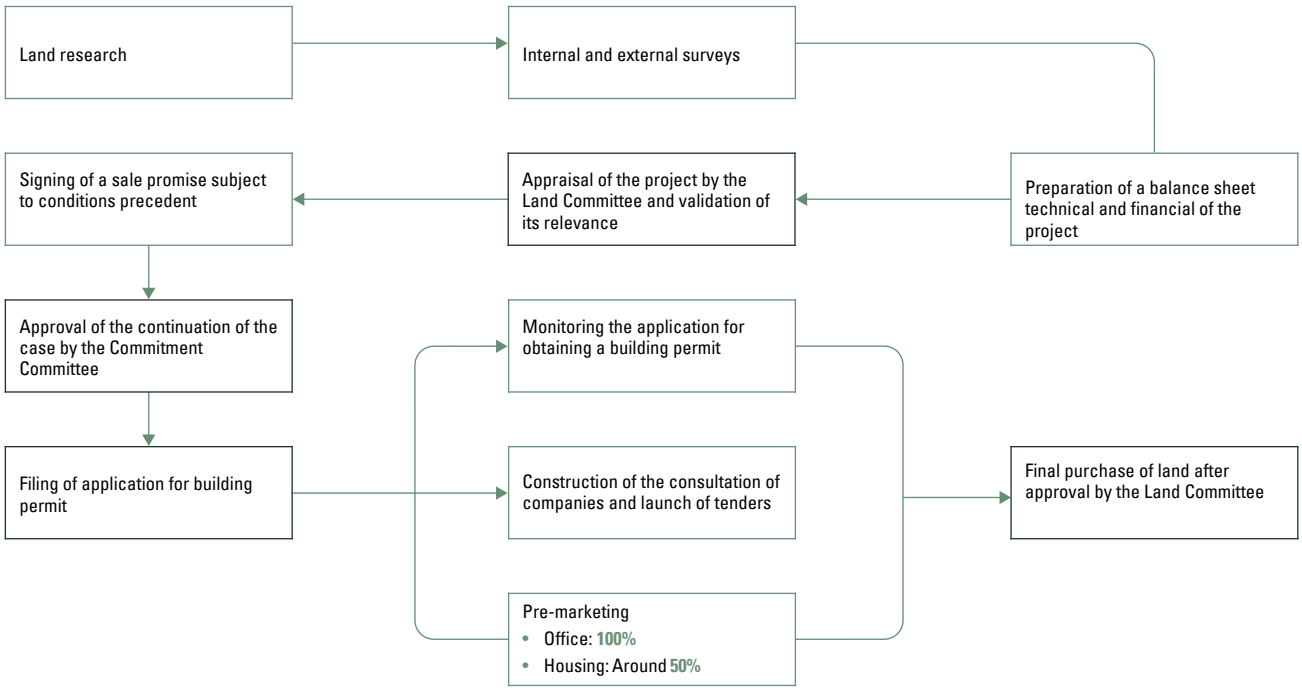
Commercial property

The group's Commercial Property activities are usually only carried out on behalf third parties or sold before completion to a final user or an identified final investor. In the case of redevelopment or renovation work, the group is entrusted with a real estate development contract (the group designs and builds the project for the building's owner-investor in return for a lump sum including fees) or Delegated Project Management or DPM (the group does not advance any funds for construction and only receives fees). In the case of sales before completion (VEFA), the group designs the real estate program with the assistance of external architects. As soon as the contract of sale is signed, the group looks for a tenant or user for the future premises, as well as a final investor who will be purchase the program.

Usually, the purchase of the land and/or building and the construction is not started until the project is fully sold.

• Recherche foncière

The diagram below summarises the process of land research to the acquisition of land:



1. Land selection

Kaufman & Broad is a developer builder whose policy is to:

- Not purchase land for speculative investment, but instead to only buy the land required for the growth of its business ;
- Not anticipate any significant increase in real estate prices when acquiring land, but instead to focus on the design and quality of its products.

Kaufman & Broad has its own teams specializing in identifying land and putting together real estate programs. These teams search for land parcels that meets the selection criteria set by the group and prepare a forecast financial statement of the project. The land selection criteria are as follows:

- geographic location (close to a dynamic city for Single-family homes in communities and, for apartment units, in the center of town or near an attractive metropolitan area where multi-occupancy housing is concerned);
- surroundings (proximity to job market areas, public transportation and public facilities such as stores, green spaces and sports facilities, etc.;
- Quality (soil, surface...) : a soil survey of the site being considered for purchase, which generally includes a study of pollution and previous land use, is systematically commissioned from a specialized firm.

For single-family home programs, a technical study of the roads and utilities networks is usually carried out to determine the amount of work required to develop the land in order to determine the overall cost of land development. Since its inception, Kaufman & Broad has had its own team of technicians specializing in roads and utilities networks, assisted by an external design office. This team prepares the master plan (overall project implementation plan) and monitors the development of the program.

2. Approval of projects by the Land Committee

Based on the information provided to it, including a presentation of the land and its environment, the nature of the legal commitments envisaged, a market study as well as a technical and architectural feasibility study, a forecast schedule of completion and a forecast financial balance sheet and a forecast cash flow plan, the Land Committee unanimously confirms:

- the strategic and financial relevance of the programs under consideration and
- the estimated budget for preliminary expenses (up to the filing of an application for a building permit).

It also authorizes the payment of an order deposit for the land, particularly in the case of unilateral contracts of sale.

The Committee members are the Chairman and Chief Executive Officer, the Chief Financial Officer, the Chief Executive Officer Sales and Marketing, the CSR and Innovation Vice-president, the Chief Executive Officer in charge of the region in question and Agency manager.

3. Control over land and development costs

If the program is approved by the Land Committee, a generally unilateral sale promise subject to the condition precedent of obtaining the definitive building permit and under the conditions of use (release of the premises, nature of the soil, presence of pollution or classified facilities, absence of archaeological prescription) may be signed.

This promise includes, in particular:
- The sale price of the land;
- the terms and conditions for completing the transaction: obtaining the permits required in order to build a minimum number of square meters or, for single-family homes, a minimum number of homes;
- Tthe deadline for exercising the purchase option, which must be compatible with the time limits required for obtaining the administrative permits free of objections from third parties, or for the withdrawal of an administrative permit;
- Usually, a marketing clause.

In certain cases, the group signs undertakings to purchase shares in companies which own land parcels. In addition to the conditions precedent described above, this type of agreement includes conditions relating to the completion of accounting, financial and legal audits.

4. Commitment Committee

Prior to filing the building permit application and before the start of the sales and marketing process, the members of the Land Committee meet as a Commitment Committee to approve the operation, its budget that will be used as a benchmark, the program's type and structure. In addition, they also authorize the filing of the building permit application, the launch of the request for tenders and the deployment of the marketing and sales tools. These decisions are taken unanimously.

A building permit application is then filed. Kaufman & Broad's teams monitor its processing with the engineering services departments of the towns concerned or with the relevant Departmental Public Works Office: "*Direction Départementale des Territoires (DDT)*". The time required for the processing is generally three to five months. To this must be added the time for objections from third parties, which runs for two months from posting of the building permit at the construction site and, in some cases, the three-month period during which the mayor's office may withdraw a building permit. Third parties (associations or local residents) may challenge building and demolition permits on the grounds that they do not comply with local urban planning regulations, such as zoning plans and development plans for mixed development zones (ZACs), or with the French urban planning code.

If an objection is filed, the group has three options:
- Abandon the program and invoke the non-fulfillment of the condition precedent to obtain a clear building permit provided for in the contract of sale of the land;
- Defend the project before the competent administrative court (this solution is rarely chosen because of the long delays caused by these courts' work load);
- Try to reach an amicable settlement with the applicant, pursuant to which the latter agrees to withdraw all objections.

5. Final decision to purchase land

In general, the final decision to purchase land is taken by members of the Land Committee if (i) the necessary administrative approvals have been obtained to build the project on the land, free of any third party objections, (ii) the program's projected profitability has been verified, and (iii) the pre-marketing rate is satisfactory (approximately 50% in value).

Exceptionally, the members of the Land Committee may authorize an acquisition without all of these conditions being met.

In the course of the fiscal year, the group follows the sale level of its real estate programs upon completion of the acquisition of land. At November 30, 2025, the average pre-sales rate of the programs under which the land had been purchased during this period was 73% compared to 70% in 2024.

If the projected financial budgets on which the Commitment Committee has based its decision cannot be met, the definitive purchase of the property in question is re-submitted to the members of the Land Committee for approval.

• Development and construction

Kaufman & Broad's policy is to generally choose all of its companies and suppliers on tender, whether they are general companies responsible for carrying out all the works or different companies in the event of tenders by state owned companies.

For its single-family home and multi-occupancy housing programs, the group mainly uses separate state owned companies. Most general enterprises do not intervene in these schemes or do so at higher prices than those offered by companies working in separate condition. Most of the Commercial property operations are carried out in general companies, which have the know-how necessary for the complexity of these programs and for meeting the resulting deadlines.

Architects, design offices and surveyors are chosen either by tender or over the counter, depending on their competence, financial proposal, organization and the quality of their previous achievements.

Kaufman & Broad checks, to the extent of the information available, the financial strength of companies and their financial capacity to ensure the program (given their size and that of the program) by using, for example, the services of a company financial information about companies and ensuring that these companies are covered by appropriate insurance.

The group also verifies the quality of their previous achievements and compliance with worksite schedules: it carefully monitors the achievements of the construction companies it uses by evaluating them at the end of each worksite, which allows it to select the best subcontractors for future programs.

Finally, the group has a national purchasing policy for the second project, which makes it possible to streamline the services provided to customers and optimize the associated costs.

Single-family homes in communities

The Technical Department of the Single-Family Homes Division, made up of engineers and specialized technicians from the group, acts as general contractor for Single-family home programs, monitors their construction, and each phase of the program. It ensures that the work is carried out in compliance with the contracts signed and with Kaufman & Broad's quality standards and monitors adherence to the construction schedule.

For this purpose, group foremen regularly perform on-site inspections of the work, with each foreman monitoring two or three programs. External inspection offices are also mandated to ensure the quality of the construction works. The delivery of groups of single-family homes in tranches gives the group significant security by enabling work to begin on the first and subsequent tranches depending on the pace of marketing

Delivery by tranches also provides great flexibility because it allows the group to vary the types of homes by category of design in accordance with customer preferences. If a change is decided, the group files an application for the corresponding amended building permit.

The normal cycle of implementation of a traditional program (construction of various roads and networks and construction) of Single family homes in communities is on average 18 months.

Multi-occupancy housing and Commercial property

For its Multi-occupancy housing and Commercial Property programs, Kaufman & Broad does not usually act as general contractor (except on a regional basis), but instead uses outside architects and/or general contractors who, working hand-in-hand with the group, prepare the architectural plans and timetable for the program and monitor the quality and execution of the construction process.

The normal cycle of a multi-occupancy housing scheme is about 24 to 30 months. This period does not take into account the time required to set up and pre-market the operation.

Monitoring of operating budgets

Every quarter, the operating budgets for all the property programs are reviewed and updated by the operational players concerned (Land, technical, and sales) in the agency, under the responsibility of the relevant regional finance controller, and approved by the Agency manager. Financial balance sheets are submitted at quarterly Committee meetings, by each Agency manager concerned, to the Finance Department and to the Chief Executive officer in charge of the Region, where they are then jointly approved.

1.1.3. Customers

The group's policy is to develop, in cities with a proven market depth, a range of housing (multi-occupancy housing, single-family homes in communities, serviced housing, etc.) that meets the requirements and changes of a large customer base. It is made up of private individuals (first time home buyers in primary and secondary residences or investors) and private, social or institutional investors.

1.1.3.1. Buyer typology

This diversified customer base allows the group to adapt quickly to changes in the market.

	Share orders in number		Share of revenue reserved (incl. VAT)	
Buyer typology	**2025**	**2024**	**2025**	**2024**
Investor[(a)]	10%	12%	11%	13%
Block	70%	73%	57%	65%
First-time buyers	15%	12%	22%	17%
Second-time buyers	5%	3%	10%	6%
Total	**100%**	**100%**	**100%**	**100%**
(a) Of which "Pinel"	-	7%	-	7%

- Buyers of primary residences

First time buyers are couples between the ages of 25 and 35, without or with children, with a monthly household income of approximately €3,000 to €4,000. To finance the purchase of their home, first-time buyers can possibly benefit from the "Zero Plus Loan Rate" for multi-occupancy housing, and the 1% patronal loan.

Second time buyers who already own and resell their main residence are couples aged 35 to 60 and over, with one or more children. Their monthly family income is generally between €4,500 and €9,000.

- Individual investors

The group designs programs that meet the quality and profitability requirements of individual investors, regardless of whether they are seeking to tax out or build up assets.

- Institutional investors and Public housing operator

Kaufman & Broad has for several years been developing a strong partnership with the main French and foreign institutional investors (insurance companies, pension funds, real estate companies and social operators) and enjoys a great reputation in this environment.

1.1.3.2. Marketing method

Kaufman & Broad deploys a marketing organization to meet two major strategic objectives:

- Provide the sales force with a continuous flow of qualified and mature prospects or contacts in their acquisition project, thanks to appropriate marketing mechanisms;
- Improve acquisition costs and processing rates through rigorous control of the efficiency of the actions implemented, and a *test and learn* policy.

For Kaufman & Broad, marketing is a key step in the customer journey and one of the important criteria for its final satisfaction.

Sales teams

Kaufman & Broad relies on all the sales channels it has available depending on the nature of its offer, with the goal of always finding the best ratio between marketing costs and take-up rates.

These channels are as follows :

Internal Direct sales

Kaufman & Broad believes that its sales team is highly effective, professional and efficient, as it has supervisory personnel and dedicated training to enable it to rapidly adapt to customers' expectations in terms of support, whether they are individual investors or future occupants of their purchased property.

brokered sales

Kaufman & Broad also draws on:

- Independent wealth management advisers;
- Banking networks;
- Marketing networks ;

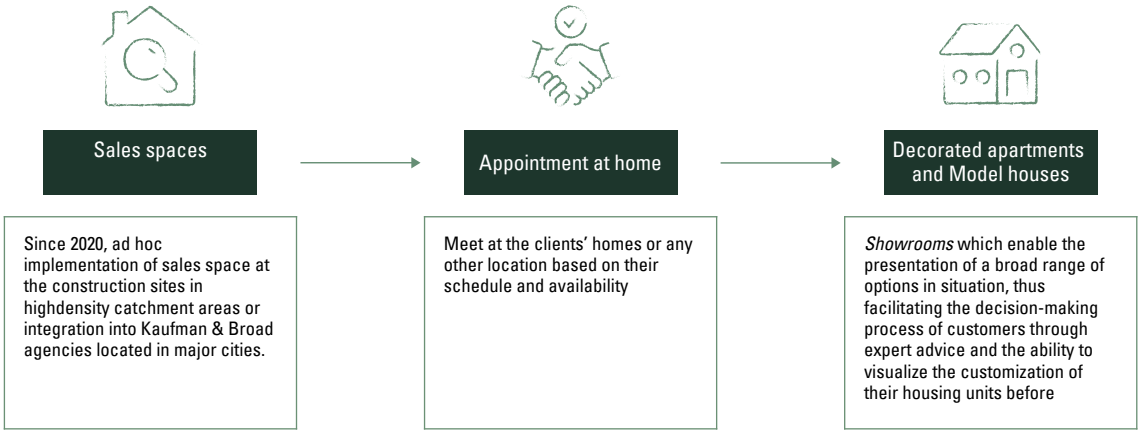
These advisors and networks are authorized to distribute the products developed by the brand to a client base primarily consisting of individual investors and buyers for their primary residence. This sales channel is overseen by an internal team of Prescription Managers responsible for coordinating these players, making it easier for them to select products and present them to their clients.

Block sales

Lastly, Kaufman & Broad sells part of its production to institutional investors. To do this, its General Management in charge of sales and institutional sales is in constant contact with major "social housing" or "intermediate" providers, institutional investors, banks and financial institutions, to identify needs and opportunities, and relies on regional departments to develop tailored proposals.

Our sales points

Kaufman & Broad tailors the customer experience by adapting its points of sale to fit each marketing stage and the needs of prospective customers. Accordingly, it implements:



Faced with the evolution of digital usage in property searches – more independent journeys, responsiveness expectations, immediate projection needs – and the acceleration of capabilities offered by artificial intelligence, Kaufman & Broad began a complete redesign of its commercial website kaufmanbroad.fr during 2025 (launched in January 2026).

Thanks to the integration of custom-developed AI tools, the new kaufmanbroad.fr website offers each potential buyer a more readable, immersive and personalised experience. They can now more quickly identify the property that best suits their criteria, their uses and their life plans, thanks in particular to:

- webpages dedicated to each property, enhanced with individualised descriptive content;
- systematic interior perspectives, automatically generated from 2D plans, to facilitate understanding of volumes and projection.

Beyond the client experience, this evolution also aims to strengthen the commercial ecosystem: Kaufman & Broad's influencers and partners have more detailed, more visual and better contextualized information, facilitating the support of prospects and the qualification of projects.

By completely redesigning its website around these new technological building blocks, Kaufman & Broad reaffirms its commitment to innovation and, above all, to anticipating market changes, by offering a smoother, more personalised and consistent digital experience throughout the decision-making cycle, from initial contact to handover.

Lastly, an extranet site dedicated to buyers, www.mon-espace.kaufmanbroad.fr, supports the customer throughout the process, from ordering to delivery, and enables them to communicate with their internal contacts directly from their secure area.

Operational Marketing and Advertising

The contacts made to the revenues force come from two types of levers :

- "Production-centric" advertising campaigns geolocated and targeted according to the characteristics of the program, the market and the competitive context. These campaigns are implemented in particular when programs are launched.
- "Customers-centric" transversal campaigns that are geolocalized and thematized. These campaigns have the dual purpose of growing Kaufman & Broad's prospect base while maintaining and evolving its brand image and awareness. They rely largely on targeted digital marketing actions.

These actions are determined and managed using data reporting tools, which enable the team to accurately and in real-time ensure the return on investment of the actions carried out.

Customer assistance during the sales process

Kaufman & Broad's policy is to have its customers' financing plans communicated to ensure their ability to finance their acquisition. Sales teams can help customers obtain financing if customers so desire and depending on the information they provide. This initial analysis gives the group an approximate assessment of the financing capacity of each buyer and thereby limits the risks of triggering the cancellation clause in sale contracts when financing is not obtained.

As part of its strategy to improve customer services, Kaufman & Broad generally refers its customers to financial institutions (prominent first-tier banks) and brokerage platforms with which the group has forged partnerships designed to offer its customers offers on the best terms. A financial advisor may also be present at the sales area when a major program is launched.

The group's Sales administration Department assists customers throughout the process until the signature of the final deed of sale. The department usually helps customers prepare the financial paperwork, particularly their loan and insurance applications. It makes sure that the civil-law notary sends drafts of the contract to the customer, which must, according to law, be delivered at least one month before the scheduled signature date. It also ensures that notices to attend the notarized signing of the contracts are sent out at the appropriate time.

Sales form and payment schedule (VEFA)

Since September 1, 1999, the group has been marketing all its programs under the rules governing sales before completion ("VEFA"), as do most of its competitors.

Under a sale-before-completion agreement, the law has given real estate developers the option of calling for payments from customers as and when the work advances toward completion in accordance with a payment schedule governed by law, in exchange for the obligation to issue customers with a Performance Bond, on the other hand. The signature of the sale-before-completion contract immediately transfers to the buyer the title to the land and then the title to the building, as and when construction is completed.

Calls for funds are sent to customers on the basis of work certificates established by the execution project manager. If the signature of a deed of sale occurs while the works have started, the fraction of the price payable at the signature will be that provided according to the progress of the works. Kaufman & Broad is likely to adjust the legal timetable for customers participating in one-off promotional deals, aimed at boosting sales in certain programs.

The amount paid by the customer at the time of signing the order agreement is blocked in a booking escrow account until the final signature of the contract of sale, when the group definitively acquires the funds. On the basis of the SRU (Solidarity and Urban Renewal) Act which is incorporated in the French Construction and Housing Code, any customer has a legal reflection period of 10 clear days from the receipt of the contract during which he can withdraw. If they do not withdraw, the sale covered by the order is subject only to the usual conditions of obtaining the related loans and insurance. However, customers retain the right to withdraw from the contract in return for forfeiting their deposit. This amount is returned to the customer if: (i) the contract of sale is not signed within the time specified in the order contract; (ii) the loan or loans stipulated in the order contract are not obtained by the customer, or the amount of the loans obtained is 10% less than the amounts provided for in the order contract; (iii) any of the fittings described in the order contract cannot be delivered; or (iv) the building (or the part of the building) that is covered by the order contract declines in value by more than 10% in terms of consistency or quality of planned work, as determined by an expert.

Customer service

Highly committed to customer satisfaction, Kaufman & Broad has created a department responsible for answering the questions that buyers may have, throughout the customer journey and up to the right uses during the life of the property. Thanks to Klient 360, Kaufman & Broad provides overall customer relations and monitoring, from the notary's signature to ten-year guarantees. This portal makes it possible, in particular, to assist the customer in its procedures as well as to facilitate the monitoring of projects and the exchange of documents with customers, whether they are private buyers, investors (private, social or institutional), tenants as well as certain stakeholders (trustees, managers, etc.).

Should a disorder be reported in a home, the Customer Service Department contacts the construction company responsible and makes sure there is a response as soon as possible. Similarly, if the one-year completion bond, the two-year guarantee of good working order or the 10-year guarantee is enforced, the Customer Service Department helps the purchaser contact the relevant construction or insurance companies (for a description of these guarantees and insurance, see Section 4.1.2. Insurance).

To guarantee customer satisfaction and constantly improve customer service, Kaufman & Broad called on a third-party firm (BVA) to implement a customer satisfaction survey. The latter are surveyed at different points in their experience, both on the general quality of the group's products and on its various departments (sales team, technical services, Interior design advisor and customer service). The analysis of the survey results enables the group to better understand customer requirements and continuously improve its range of products and services. Satisfaction surveys are also conducted at the end of the project and enable the group to react quickly in the event of non-satisfaction. Refer to section 5.3.4. Clients and end users (ESRS S4) for more details.

1.2. The market environment

1.2.1. Market Description

1.2.1.1. Macroeconomic indicators influencing the market situation

The new housing market in France is influenced by a range of macroeconomic, financial, regulatory, tax, demographic and sociological factors. These factors condition both the household's solvable demand, the financing conditions for home ownership and the housing supply dynamic.

This section outlines the key drivers of the new housing market and their impact on the property development business.

- **General macroeconomic environment**

a) Economic growth and the global economy

Economic growth affects household confidence and their willingness to make long-term real estate investments. In times of economic slowdown or uncertainty, households may postpone their purchasing decisions, especially when it comes to a rental investment.

Against a global backdrop of persistent geopolitical tensions and market volatility, the growth of the French economy remained moderate in 2025. Gross Domestic Product (GDP) grew by +0.9%, after +1.1% in 2024 (source: INSEE, February 2026).

Domestic demand was mainly sustained by household consumption, while investment remained stable overall. In contrast, foreign trade made a negative contribution to growth. Against this backdrop, construction sector activity continued to decline, particularly in the new housing segment.

The persistence of international geopolitical tensions could also indirectly affect the real estate market through the impact on the prices of construction materials, but also through central banks' monetary policy expectations.

b) Employment and household purchasing power

The employment situation is a determining factor for the new housing market. Professional stability is indeed an essential condition for access to home loans, as banks pay particular attention to the regularity and sustainability of income.

In the fourth quarter of 2025, the unemployment rate according to the ILO stood at 7.7% of the labour force (excluding Mayotte), compared to 7.1% in the fourth quarter of 2024 (source: INSEE, February 2026). This level is still below the peak observed in 2015 (10.2 %), which is a supporting factor for housing demand.

However, household real estate purchasing power was significantly affected by the rise in interest rates between 2022 and 2023, combined with the high price of new homes. In 2025, the average price per square metre of new homes remained at a high level, increasing by around +4% year-on-year (source: FPI).

c) Consumer confidence

The consumer confidence index published by INSEE is a leading indicator of the real estate market's momentum. After reaching all-time lows in 2022 and 2023, the index gradually recovered in 2024 and 2025, though it remained below its long-term average. This situation reflects households' persistent caution in their real estate investment decisions, against a backdrop of economic uncertainty and changes in financing conditions.

- **Financing and debt terms**

a) Development of real estate lending rates

The property development sector has benefited for several years from a historically low interest rate environment. This situation reversed from 2022, with the normalisation of the monetary policy conducted by the European Central Bank (ECB) in order to contain inflationary pressures. Average home loan interest rates rose from **less than 1 %** at the start of 2022 to **more than 4 %** in the second half of 2023 (source: Banque de France). A disinflation trend began in early 2024, with rates settling at **3.15 % in December 2024** and around **3.07 % in the fourth quarter of 2025.**The rise in interest rates has led to a decrease in household borrowing capacity and reduced the number of solvent households, particularly due to the prudential rules set by the High Council for Financial Stability (HCSF), which limit the debt ratio to 35% of income and the maximum loan term to 25 years.

b) Credit production volumes and terms

To partially offset the impact of rising prices, the average term of mortgages has been gradually increasing. It reached 22.1 years in December 2025, compared to 15.4 years in the first half of 2004 (source: Banque de France).

Furthermore, new residential loan issuance (excluding renegotiations) has declined sharply since 2022. It rose from a peak of around **€22 billion per month** in May 2022 to **€12.7 billion in December 2025** (source: Banque de France). The volumes observed in January 2026 (€10.9 billion) confirm the fragility of the market's recovery. In this context, residential mortgage rates are expected to move in a range of **3 % to 3,5 %** over the next few quarters, subject to the development of the key ECB rates.

- **Tax and regulatory drivers**

For over a decade, tax incentives for buy-to-let housing investments in new builds have been a significant driver of demand for developers. These measures were intended to support rental investment by partially offsetting profitability through a tax reduction. The definitive end of the Pinel system at the end of 2024 eliminated this incentive mechanism without an immediate replacement, which contributed to a marked decline in sales to individual investors and weakened the commercial balance of certain real estate programs.

For more details on tax provisions, see section 1.2.3. Tax incentives.

- **Regulatory, normative and environmental factors**

a) Environmental regulation RE2020

The RE2020 environmental regulation imposes increasing requirements on the energy performance and carbon footprint of new buildings, according to successive stages applicable in 2022, 2025 and 2028.

These requirements translate into changes in the selection of materials, heating systems and building design, which can lead to higher construction costs. When these costs cannot be fully passed on in sales prices, they can weigh on the profitability of real estate development projects.

In the longer term, however, these regulations help to make new housing more attractive, especially because of its superior energy performance compared to part of the existing housing stock.

b) The Zero Net Artificialisation (ZAN) law and land tension

The law aimed at achieving the target of Zero Net Artificialisation (ZNA) is gradually limiting the expansion of urbanised areas and helping to increase the scarcity of developable land.

This constraint puts upward structural pressure on land prices, which typically account for 15% to 25% of the total cost of a property transaction. It also leads developers to favour urban densification, brownfield conversion or height increases, which are generally more complex and take longer to develop.

c) Instruction lead times and administrative disputes

The lead times for building permits and court cases are also limiting factors for the production of new housing units. Longer lead times between the submission of a building permit and the granting of a permit free from all appeals result in additional carry costs and delay the marketing of property programmes. This situation is leading developers to be more selective when launching new projects.

• Structural factors: demographics, sociology and basic needs

a) Overcrowding: the first structural demand driver

Household formation is one of the main structural drivers of demand for housing units. It results from increased separation, a decline in the age of cohabitation, a lengthening of the period of independent living for young adults, and the rise of one-person households.

These sociological changes generate housing needs that are largely independent of the economic cycle.

b) Population growth and new household formation

Population growth and changing household structures create a structural need for more housing units. However, this demand is heavily concentrated in major agglomerations and their peripheries.

According to projections from the SDES / INSEE published in 2025, the number of households in France is expected to increase from **184,000 to 246,000 per year until 2030** (central scenario: +215,000 / year), under the combined effect of population growth, ageing and changes in cohabitation behaviour. These additional households represent a need for new housing units, regardless of the economic cycle.

c) Ageing populations

Population ageing is driving a qualitative shift in housing demand, particularly towards adapted housing units or serviced residences designed for independent seniors. This trend can also encourage residential mobility, as older households move from their existing housing units to assisted living facilities.

d) Attractiveness of metropolises and regional imbalances

Demand for new housing units remains geographically concentrated. According to ECLN data, Ile-de-France has historically accounted for over 25% of national reservations for new housing units, followed by Auvergne-Rhône-Alpes, Occitanie, and Provence-Alpes-Côte d'Azur. Demographic projections also indicate that the most dynamic employment areas are expected to account for nearly 49% of the growth in the number of households between 2020 and 2050 (SDES/INSEE, 2025).

• Supply-side factors

a) Construction cost inflation

Construction costs, along with land and financing expenses, make up the three main components of the cost of a development project. Any increase that cannot be passed on in the selling price directly results in a compression of the margin. In a context of depressed demand where selling prices cannot be freely increased, this cost pressure leads developers to greater selectivity: only operations with a sufficiently robust balance sheet are launched, which contributes to the contraction of new supply. Construction costs have risen by around 25-30% between 2019 and 2024 (Construction Cost Index - CCI), driven by higher material prices (steel, concrete, timber), energy costs and wage pressures in the construction sector.

b) International geopolitical context

International geopolitical tensions can indirectly influence the real estate market, particularly through their impact on commodity prices and central bank monetary policy decisions. These factors can amplify or mitigate real estate market cycles.

All of these factors help to structure the development of the new housing market in France. They involve in particular:

- a shortage of building land, particularly in stressed areas;
- a repositioning of developers towards urban densification or conversion of existing sites;
- longer development times for real estate projects;
- a shift in production towards multi-family housing and managed housing.

1.2.1.2. Market Conditions

- New housing market

During 2025, new housing orders totaled 57,608 units, down more than 6.8% from the comparable period of 2024 (61,779 housing units), close to the level seen in 1995. [(1)] This decline follows a 2024 decrease of nearly 5.7% (65,484 units sold at the end of 2023). In three years, orders have decreased by nearly 45% compared to 2022 (103,658 housing units). The market has therefore halved since 2021, when nearly 120,000 housing units were ordered.

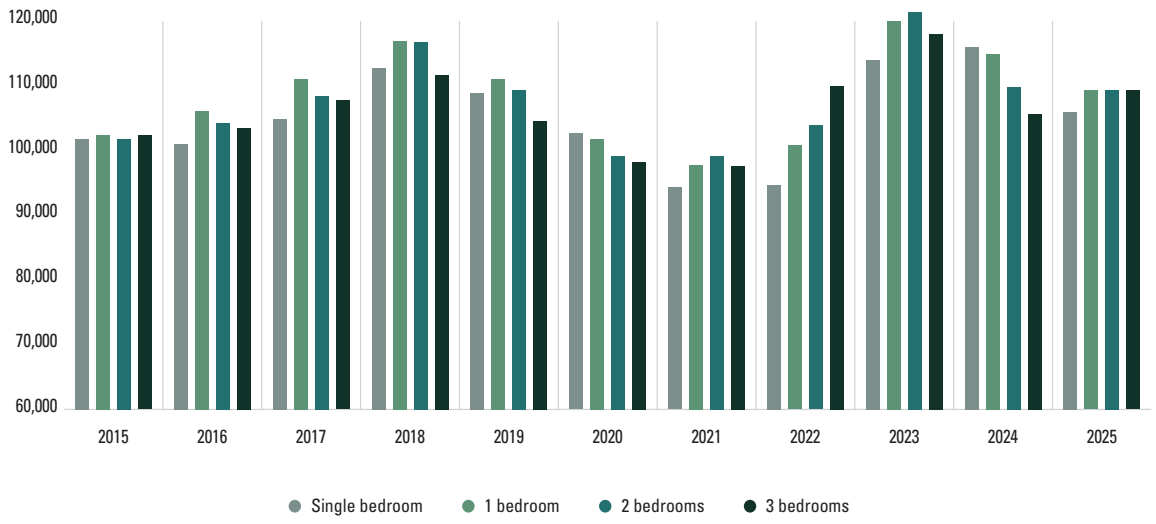
In terms of supply:

- In 2025[(2)], the commercial offer of new housing, corresponding to the stock of housing units available for sale to individuals, was 109,274, up from 105,638 at the end of 2024, an increase of 3.4 %. Since 2021, the available supply has grown by 12%, peaking at 118,072 housing units at the end of 2023.

According to the FPI, sales trends in 225 can be broken down as follows:

- retail sales fell 14.3 % YoY and accounted for 53.8 % of new housing units sold [(3)]. Wholesale sales (excl. residential) decreased by 6.7% and represent 40.1% of sales;
- Sales to individual investors are down more than 51.2% compared to 2024 and represent 10.3% of total sales. They stand at 9,469 housing units in 2025, compared to 19,384 housing units in 2024, equivalent to 16.3% of retail sales;
- Sales to owner occupiers (including reduced VAT) representing 69.4 % in 2025 vs. 66.6 % in 2024) rising from 38,593 housing units in 2024 to 40,244 housing units in 2025;
- Sales of managed residences amount to 5,600 housing units in 2025, down 3.4% from 2024 (5,800 housing units), equivalent to 6.1% of total orders.

- Housing inventory units avalaible for sale in France



Source: French Ministry of Ecological Transition and Territorial Cohesion, New housing market survey (ECLN).
Housing inventory: Housing projects, housing under construction and completed housing units.

The housing units for sale inventory decreased at the end of December 2025 (+ 3.4 %) to 109,274 units, from 105,639 housing units at the end of December 2024.

(1) Calculated from ECLN data (New Housing Market Survey published by the French Ministry for Ecological Transition and Territorial Coherence, SDES - DiDo, as of end-December 2025 - February 2026), in raw data and excluding existing constructions.
(2) Calculated based on data published by the French Ministry for Ecological Transition and Coherent Development in the fourth quarter of 2025, on 20 February 2026: "Outstanding new housing units available for sale to individuals".
(3) Changes based on the Federation of French Homebuilders (FPI) estimate of total new housing units sold for 2025 (February 12, 2026).

- ## French Sales Activity in the New Housing Market (Orders, Commercial Offer and Average Prices)

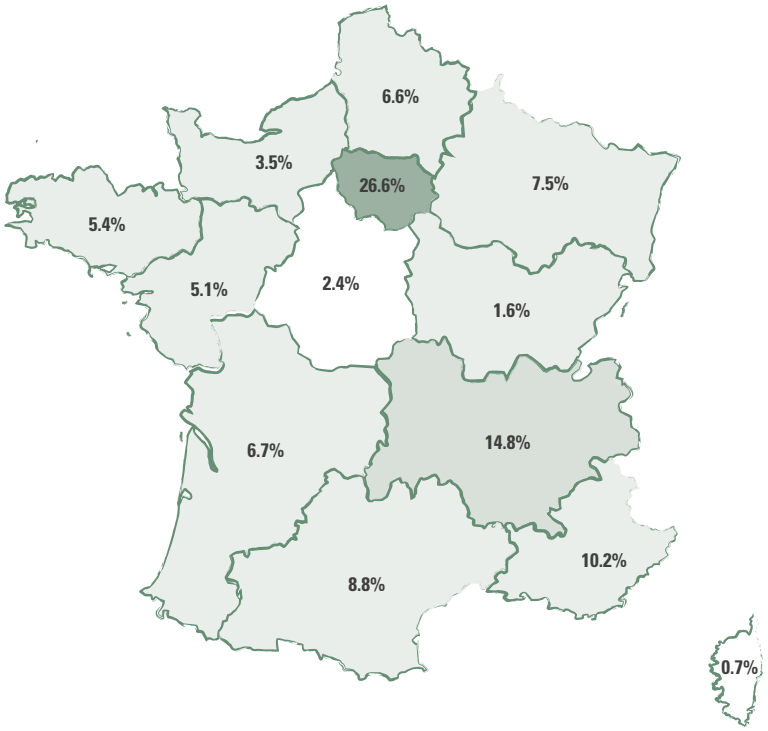
In 2025, 57,608 homes were ordered (*sales to individuals on new constructions in raw data*), down 6.8 % compared to 2024 with 61,779 orders. New listings, for their part, are up 1991% between 2024 and 2025, from 54,424 homes in 2024 to 65,235 homes in 2025. Lastly, cancellations are improving with a decline of 19.0% between 2024 and 2025.

The take-up rate period for outstanding available housing [(1)] (12 months) is up, increasing from 20.5 months at the end of December 2024 to 22.8 months in December 2025.

(1) Calculated on the commercial stock, i.e., the outstanding number of new housing units available for sale to individuals divided by the number of new housing units ordered for sale by individuals during the year (raw data excluding cancellations and existing constructions) divided by 12 months.

- Regional housing markets in France (individual and Multi-occupancy)

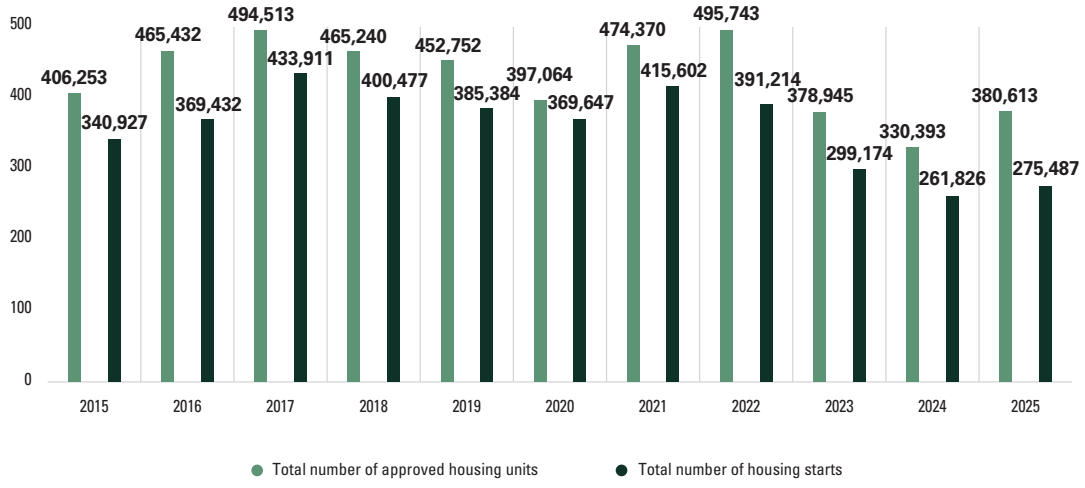
Geographic distribution of orders by region



Source: The French Ministry for Ecological Transition and Territorial Cohesion, New Housing Marketing Survey (ECLN) - SDES (Public Statistics for Energy, Transport, Housing and the Environment) - Sales to individuals and block sales (excluding existing constructions) (in regional data).

Trends in the number of housing units building permits authorized and started in construction in France[(1)]

(in thousands)



At 31 December 2025, 380,613 housing units were approved, compared to 330,393 housing units in 2024, an increase of 15.2%. They are distributed between pure individual housing (85,286), single-family homes grouped or in a village (46,847), multi-occupancy housing (198,338) and finally housing in managed residences (50,142). As of December 31, 2025, 275,487 housing units were under construction (started) compared to 261,826 housing units started in 2024, an increase of 5.2%. They are distributed between pure individual housing units (65,985), single-family homes grouped or in villages (33,337), multi-occupancy housing (137,957) and finally housing in managed residences (38,208).

(1) In raw data: pure individuals, grouped individuals, collective, residences. Source: Ministry for Ecological Transition and Cohesion of Territories, Dido - From 2018 to 2025, the number of housing units authorised and started has been recalculated by the Ministry.

These particularly low levels of new housing production activity correspond to those at the beginning of the 2000s, more than twenty years ago. There was a decrease of over 30% in housing units authorized (551,723 in 2005) and nearly 41% of housing units were started in construction (464,908 in 2005). They remain far from sufficient to meet the persistently high demand for housing units in France

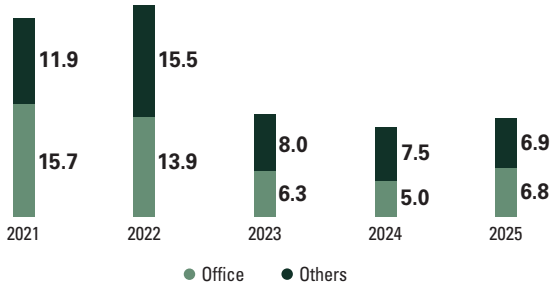
The new housing market in which Kaufman & Broad operates includes single-family homes grouped, multi-occupancy housing, and managed residences on existing buildings (included in the housing types data described above) other than those under construction (included in the housing types data described above).

• Commercial property market

The evolution of commercial property indicators

Amounts invested in French commercial property: "Offices" *vs.* "Other"

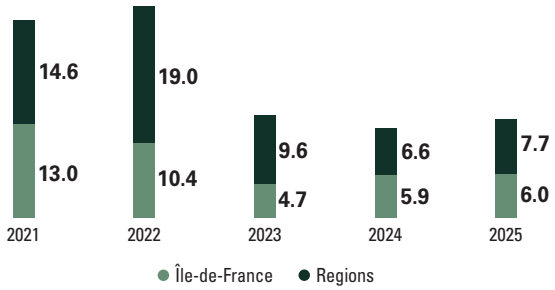
(in billions of euros)



Source: BNP Real Estate / Knight Franck / CBRE (Market Research)

Amounts invested in French commercial property: "Île de France" *vs* "Regions"

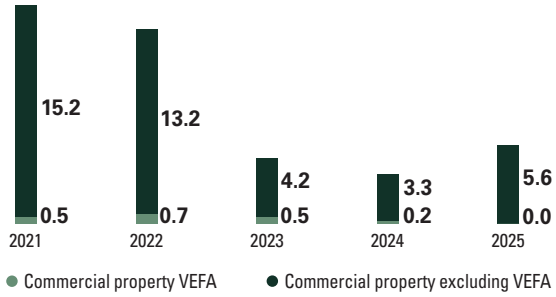
(in billions of euros)



Source: BNP Real Estate / Knight Franck / CBRE (- Market research)

Commercial property in the Paris region

(in billions of euros)



Source: BNP Real Estate / Knight Franck / CBRE (Market Research)

Regarding the commercial real estate market, €12.5 billion was invested in 2025, up 10% compared to 2024, when it stood at €15.5 billion. The distribution of investments in 2025 shows a recovery compared to 2024, increasing from 5 billion euros invested to 6.8 billion invested in 2025. However, the office market remains significantly down from the pre-Covid-19 period, with over €25 billion invested in 2019 (a decline of nearly three-quarters), and accounts for almost 50% of total investment amounts in France in 2025 (up 36% from 2024). In the Paris region, the amount of Sale Before Completion (VEFA) in commercial property is still at a very low level, representing a total of €466 million, compared to €3.2 billion five years earlier (end of 2020). At €2.8 billion, investment in Trade is up 12% compared to 2024 (€2.5 billion). The logistics and business premises sector represents €4.1 billion in 2025 compared to €3.9 billion in 2024.

1.2.2. The competitive environment

1.2.2.1. Key market players

In addition to competition from regional developers with a good geographical presence, Kaufman & Broad is faced with large national operators operating in the group's markets.

The following table shows the number of housing orders by the main players in the new housing market in France:

Market operators	2025	2024	2023
Nexity[a]	12,008	13,387	14,602
Cogedim[b]	7,753	7,601	8,004
Bouygues Immobilier[c]	6,854	6,998	5,867
Bassac[d]	6,476	5,723	4,272
Kaufman & Broad	**5,703**	**5,543**	**5,332**
Icade[e]	5,419	5,300	5,256
Vinci[f]	4,177	4,816	4,214
Eiffage[g]	2,259	2,154	1,941

Sources :

(a) Nexity: February 25, 2026 Press Release 2025 results;

(b) Cogedim: Press release 2025 results on 2026, February 24;

(c) Bouygues Immobilier: "2025 Universal Registration Document" (2026, March 19) including international orders - French part not published.

(d) Bassac (formerly Les Nouveaux Constructeurs): Press release 2025 Business Report of 2026, February 5;

(e) Icade: Press release 2025 results on 2026, February 17;

(f) Vinci: Press Release 2025 results on 2026, February 5;

(g) Eiffage: Press release 2025 results on 2026, February 25.

1.2.2.2. The group's market shares

The group operates as a developer and builder of new housing market, as well as commercial property projects, in major French cities (see section 1.1.2.2. Geographic presence).

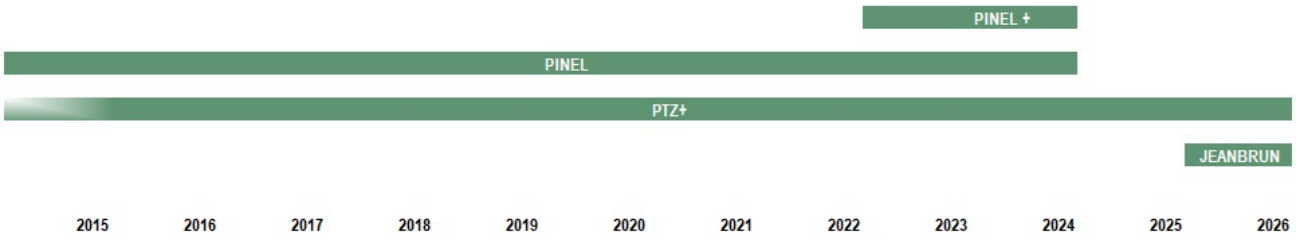
For the housing business, the group's market share is assessed based on the number of orders, using data from the ECLN survey, which records new housing units ordered by developers.

At the national level, sales to individuals of newly built homes accounted for 57,608 housing units ordered in 2025. Based on this, Kaufman & Broad's market share stands at 9.9%, up from 9.0% in 2024. Including block sales[1], i.e., 53,622 orders in 2025, the group's market share is 5.1 %.

(1) Block sales refer to reservation agreements between a developer and a buyer of a block of several housing units (for example, a building or a few apartments of a building that are not finding buyers on an individual basis). The buyer can be a social landlord, a landlord specializing in intermediate or owner-occupied housing, or private investors such as banks or insurance companies.

1.2.3. Tax incentives

Furthermore, in the current economic context, Kaufman & Broad relies on attractive tax incentive schemes, enhancing its ability to attract potential customers. Indeed, for more than twenty years, housing construction has been the subject of various tax incentives, as the State has set up housing finance schemes summarized in the diagram below:



The group believes that these tax incentives have already had, and should continue to have, a positive impact on the new housing market, although it is not possible to quantify the exact effects (see details in section 4.2.5.2 "Risks related to tax schemes that could affect the new housing market and changes in tax regulations").

- **The Pinel rental investment scheme**

Introduced by the Finance Act for 2013 in the form of the Duflot scheme, then renamed Pinel in 2015, this scheme allowed individuals purchasing new or completed housing to benefit from a reduction in income tax, provided they rented it out without using it as their main residence, within the limits of rent ceilings and tenant resources.

This arrangement ended on 2024, December 31.

- **The "Pinel+" scheme**

The Pinel+ scheme maintained more favourable tax reduction rates for 2023 and 2024 for certain housing units located in priority areas of the city policy or those with a high level of quality of use, comfort and energy performance.

This arrangement also ended on 2024, December 31.

- **The private lessor's tax status, also called the "Jeanbrun" scheme or "Relance Logement" (housing recovery)**

The 2026 finance law created a private landlord tax status, allowing individuals who purchase a property intended for direct rental as their primary residence before the end of 2028 to deduct up to 80% of the purchase price from their property income. The depreciation rate ranges from 3 to 5.5 % depending on the characteristics of the property (new or renovated existing) and its use for intermediate, social or very social housing [(1)] the scheme covers housing units located in collective buildings throughout france (no zoning conditions). It is applicable to new housing [(2)] and existing housing provided that the improvement works carried out account for at least 30 % of the purchase price of the housing. The homeowner must agree to rent the property out without a mortgage for nine years as their primary residence (the property cannot be rented to a member of the homeowner's tax household or a direct or second-degree relative).

The scheme applies to acquisitions occurring between 2026, February 21 and 2028, December 31.

- **The "Zero Plus Loan**" i.e. **"Prêt à Taux Zéro" ("PTZ")**

The "PTZ" is granted subject to resource conditions to finance the acquisition, construction or certain works on the main residence as part of first-time home ownership. It can finance up to 50% of the transaction.

The resource ceiling depends on the geographical area and the composition of the household. Repayment can be deferred for 5, 10 or 15 years depending on income.

The measure is in force until 2027, December 31. The 2025 finance law has provided for its extension to the entire French territory and to all new housing units, including detached houses, from 2025, April 1. However, the conditions applicable to the old one remain unchanged.

Only purchases of existing housing (completed more than 5 years ago) in a municipality located in zone B2 or C and which are subject to energy efficiency or improvement work are eligible for the scheme.

(1) The measure is strictly limited to housing units intended for intermediate, social or very social rental. The landlord must undertake that the rent and the tenant's resources (assessed on the date the lease is signed) will not exceed certain limits.
(2) New housing (housing units that have never been occupied or used in any form whatsoever), acquired in a future state of completion or which are the subject of work contributing to the production of new housing.

- **Change in the VAT rate in housing**

Some sales of new housing units benefit from a reduced VAT rate, particularly for social home ownership schemes. As such, housing units located in or near priority areas of the city policy (known as QPV) may benefit from a VAT rate of 5.5 %, subject to conditions related to the use of the housing, the buyer's resources, and the sales price.

- **Exemption from the municipal portion of property tax** where this has been voted by the city in which the property is located. By purchasing a new property (apartment or detached house for sale in the state of future completion), buyers may be exempt from property tax for two years from 1 January of the year following that of completion of construction.
- **Notary fees (or registration fees)** vary between 2 - 3 % of the price of a new build (compared to 7 - 8 % for existing properties).

These fees cover both the notary's remuneration and the taxes collected on behalf of the department, municipality and State.

For past actions and agreements between 1 April 2025 and 31 March 2028, departmental councils may increase the departmental tax rate above the 4.5% cap up to a maximum of 5%. However, this increase is not applicable to first-time home buyers who intend to use the property as their primary residence[1].

Departments may also vote to reduce the standard rate of departmental law or grant an exemption from this law to first-time buyers. The benefit of the favour is conditional upon the commitment, made by the buyer, to allocate the property exclusively and continuously to the use of its primary residence for a minimum period of five years from its acquisition. With some exceptions, the property can be sold or rented for a maximum of 3 years during the first 5 years after purchase in the event of professional mobility[2], death, divorce or dissolution of a civil partnership, unemployment[3] or invalidity. The sale of the housing is also permitted in cases of force majeure or for health reasons.

(1) According to Article L 31-10-3, I of the French Building and Housing Code: "housing: 'individuals who have not been the owners of their main residence or have not acquired the real property rights to their main residence under a joint and several real estate lease during the two years preceding the issue of the loan offer'.
(2) When the distance between the new place of work and the acquired housing is at least 50 km or results in a journey time of at least 1 hour and 30 minutes.
(3) Over a period of more than one year.

1.3. The group's strategy for creating financial and extra financial value

1.3.1. The observation

Kaufman & Broad's strategy is based on three observations from the market analysis presented in section 1.2.

- A structurally sustained demand for new housing units, driven by demographic (population growth, increased life expectancy) and sociological factors (unbundling of households, attractiveness of medium-sized cities, development of remote work and search for a higher quality of life);
- A sustainably constrained supply, linked in particular to an insufficient level of building permits and new housing starts in construction. While the French population grew by about 2.4 million people between 2015 and 2025 (or + 3.6 %), housing production remains far below what is needed. These are estimated, according to sources, to be between 110,000 and over 500,000 housing units per year, with a target of around 450,000 housing units per year by 2030. Against this backdrop, the cumulative shortfall is estimated at 1.1 to 1.36 million housing units, absent a sustained recovery in production;
- Increasing environmental requirements, which are both constraints and opportunities for value creation.

For more details on the new housing market and macroeconomic factors, please refer to section 1.2. The market environment.

1.3.2. The strategy

Based on this observation, Kaufman & Broad's strategy for creating financial and non-financial value is to tap into new areas of profitable and sustainable growth. Its growth model, combining profitability and cash flow generation, allows it to maintain short-term financial equilibrium while keeping up the momentum of future preparation.

• Building on employee commitment

The group is convinced that everyone's talent makes a difference. He has implemented a social model aimed at attracting and retaining talent. The reader is invited to refer to section 5.3.1. "Company Human Resources" for more details.

• Developing the territorial network

Kaufman & Broad's policy is to deploy its business in geographical areas with medium and long-term economic and demographic development potential. This strategy has led the group to focus its operations on the most dynamic regions in order to increase its market share there. In 2025, turnover in the Residential business was split between 37% in Ile-de-France and 63% in the regions.

Kaufman & Broad currently has 21 agency management, which enjoy great autonomy in land search, developing sales strategies, conducting land development and construction operations and controlling costs. The management teams of each of these agencies have extensive experience in their markets. Each operational agency has an operations development and assembly department, a technical department, a sales department and a Showroom (or "Espace Déco") where appropriate. In addition, the agency management benefit from the support of shared regional resources (legal, management control, technical purchasing, sales administration) but also from the group's central resources, namely the functional departments, which are in particular the Finance, Audit, It, Legal, Tax, Marketing/Digital and Communication, Human Resources, Architecture and Quality, CSR and Innovation Departments.

Kaufman & Broad opens up local branches in smaller agglomerations. These agencies, whose workforce is reduced to the development, structuring and monitoring of programs, and marketing functions where appropriate, benefit from the resources made available by the agencies on which they depend to develop their real estate operations.

The group believes that the positioning of its various achievements across the country is in line with the customer base identified. As such, Kaufman & Broad has been operating in more than forty cities and metropolitan areas. For more details, please refer to section 1.1.2.2. Geographic presence.

• Prioritise the redevelopment of industrial and commercial brownfields

Kaufman & Broad currently has a reservoir under study of 600,000 sq.m planned for redevelopment over the medium term, on which many projects are already launched. The redevelopment of industrial and commercial sites creates value:

- Economic value (preserving the value of agricultural production, avoiding using up farmland as structures built on recycled land are denser than those built via urban sprawl, rise in market value of property assets in close proximity to the program by the elimination of wasteland, higher real estate transfer taxes, etc.);
- Environmental value via soil de-sealing (protection against the risk of flooding, rewilding of the site, creation of cool spots), the positive impact on biodiversity (pollination thanks to the presence of natural habitat), the "carbon sink" effect (biomass reserves, fewer car journeys vs. urban sprawl), reduced soil pollution and lower water treatment costs;
- Social value (better use of transportation, more balanced mix of populations, employment/housing/services balance).

- ### Increasingly integrate environmental and social impact into projects

The group strives to ensure that its projects respect the environment. It works simultaneously in several directions to optimize the overall environmental impact of its projects, notably through:

- Improving walkability/cyclability with projects close to main services and shops,
- A low-carbon approach, based on the application of the main energy and construction standards (see section 5.2.1. "climate change"),
- Reduced impact on resources by prioritising material re-use (see section 5.2.5 "Resource use and circular economy"),
- Soil conservation and consideration of biodiversity (see section 5.2.4. "Biodiversity and Ecosystems"),
- Social diversity (see section 5.3.3. "Local authorities, residents and affected communities").

The consideration of environmental and social impact in the group's projects also results in a strengthening of its CSR system, and a matching of management remuneration parameters (see section 5.1.6.2. "Role of group governance in managing sustainability and innovation issues") and the deployment of non-financial performance indicators linked to the group's objectives and/or commitments.

ESG assessments inform Kaufman & Broad's approach to CSR.

- ### Diversify the business with the creation of a portfolio of managed residences as an Developer-Investor-Operator

In 2020, the group stepped up its discussions on the development of an Investor Development business operating in the managed residences sector. The goal is to offer a new class of institutional, private, and public investors portfolios of managed housing (senior and student housing) that provide consistent returns with a perceived low risk of capital over 10 to 20 years. This business benefits from the favourable demographic trends of student and older populations over the next two decades. Kaufman & Broad aims to build a portfolio of over twenty student and senior managed housing projects in operation by 2030. To date, around a dozen projects are in the development, construction or study phase.

- ### Consider converting offices into housing

The rise in interest rates over the past few months has revealed the economic loss of value of real estate assets with low occupancy rates; this, combined with the housing shortage, weak housing starts, limited land availability, and very high sq.m. prices in city centres and/or major agglomerations (main centres of attraction), now makes it possible to consider the conversion of offices into housing units in an economically realistic way. Kaufman & Broad believes it has significant potential in its pipeline of office projects that could convert to housing units, which is an area the firm is actively pursuing.

1.4. Intellectual property

1.4.1. Kaufman & Broad brand

The group markets its single-family homes and apartments under the "Kaufman & Broad" brand, and, as the case may be, under the brands of its portfolio resulting from acquisitions and which benefit from a strong reputation on local markets. The Kaufman & Broad group has owned the Kaufman & Broad brands and logos for the European Economic Area, the United Kingdom and Switzerland since 2007. To this end, Kaufman & Broad SA acquired stock in Kaufman & Broad Europe Sprl (a Belgian Company to which KB Home had previously transferred the brands and logos, which has since become Kaufman & Broad Europe SAS, governed by French law). Licensing agreements were signed, firstly, between Kaufman & Broad Europe SAS and Kaufman & Broad SA and, secondly, between Kaufman & Broad Europe SAS and the main operational subsidiaries of Kaufman & Broad SA. Under these agreements, Kaufman & Broad Europe SAS granted to Kaufman & Broad SA and its subsidiaries an operating license for its Kaufman & Broad brands, logos and domain names in France for an indefinite duration unless terminated by any of the parties pursuant to a notice period of three (3) months. The license is granted free of charge by Kaufman & Broad Europe SAS to Kaufman & Broad SA in return for a 0.7% license fee (excluding VAT) on the annual amount, excluding tax, of notarized sales made by subsidiaries of Kaufman & Broad SA, payable quarterly (see section 3.5.2. "Information on transactions with members of the administrative, management and supervisory bodies").

Kaufman & Broad was ranked on Capital Magazine's 2026 PAMI Top Property Developer list for the fourth consecutive year and was ranked #1.

This study, conducted among more than 15,000 consumers, gives the group an average score of 7.80 out of 10 for service quality, based on criteria such as customer focus, level of expertise, and willingness to recommend the company, among others.

Additionally, a BVA XSight study of large investor interviews shows Kaufman & Broad to be " a trusted brand " with satisfaction levels between 7.8 and 8.4, reflecting the commitment and quality of Kaufman & Broad's service. This rating is based on the following criteria: a solid financial foundation, a high-quality image and good reputation, "power" in land development, an image of seriousness and professionalism, and responsive and proactive contacts.

1.4.2. Other brands

The group owns other brands that it may use in the course of its operations, in particular Bréguet, SMCI, Park, Frank Arthur, Kalilog, etc.

The group also acquired equity interests in the following companies: Serge Mas Promotion (since December 2015) which develops operations under its brand name; Cosy Diem which builds and operates senior residences (see section 1.1.2.3. Products managed residences). In December 2021, Kaufman & Broad acquired a majority stake in Neoresid Holding.

1.5. Financing and investment policy

1.5.1. Research and development

Since its inception, Kaufman & Broad has been driving many innovations in favor of comfort and conviviality. The group has:

- An integrated architects' service, dedicated to the systematic optimization of its housing plans and the development of new products (in particular single-family homes, eco-designed buildings, ranges of more affordable housing units, etc.);
- A team of engineers to innovate in all aspects of housing (customization and adaptability of private areas, enjoyment and pooling of common areas, digitalization, home automation and service applications) and improve the quality of construction (sound insulation, thermal insulation - RE202 label, PassivHauss, sealing). Thus, the group was the first in France to offer houses with a kitchen that opens up onto the living room, master bedroom suites and cathedral living rooms, etc.

The group also periodically conducts surveys of consumers, their home buying selection criteria and the products offered by its competitors in order to adapt the products it sells.

Kaufman & Broad's innovation strategy is under the responsibility of the Innovation and CSR Department, in conjunction with the Management Committee (see details in section 5.1.6.2. "Role of group governance in managing sustainability and innovation issues").

No material research and development costs are currently pending. The group's development costs are detailed in note 5.2. “Other intangible assets” of the consolidated financial statements.

1.5.2. Main investments

As part of its real estate development business, Kaufman & Broad makes various investments for its program inventories and work-in-progress. The land acquired by the group over the last three financial years (including land purchased by acquired companies during the year of their acquisition) represented a total investment of €185.4 million in 2025, compared to €128.0 million in 2024 and €325.8 million in 2023, including the acquisition of land for the Austerlitz station renovation project. Readers are referred to Notes 3.2 “Turnover and gross margin” and 3.4. "Stocks" of the consolidated financial statements for details. Apart from these operating cycle investments, investments can be classified into three categories :

- Investments required for the group’s ongoing operations: IT investments (software and hardware), fixtures and fittings in its administrative buildings, purchases of furniture and office equipment, etc.). The reader is invited to refer to Note 5.5 “Tangible fixed assets” et seq. of the consolidated financial statements.
- Investments in acquisitions to expand the group’s business activities. These investments are made either through the acquisition of companies or real estate programs or through equity investments;
- Financial investments made by acquiring minority holdings (investments in jointly developed programs). These transactions are treated as financial fixed assets and recognized as “Equity affiliates and joint ventures” in the group’s balance sheet. The book value of equity affiliates and joint ventures corresponds to the share of net equity held. For the development business, this item includes capital and similar investments, i.e. the current account advances made by the group in order to finance programs. Kaufman & Broad regularly purchases equity interests in programs developed jointly when the opportunity arises and if the program is of financial interest to the group (see section 7.1.5. Note 2.1.2. "Equity accounted joint ventures and equity affiliates" and onwards of the notes to the consolidated financial statements).

1.5.3. Current and future main investments

From 2020, the group also decided to extend its scope of operations by including an investor operator business in managed residence, particularly for students and seniors, to that of developer builder. For more information, please refer to section 1.1.2.3. Products - Managed housing developer-investor-operator portfolio.

These student and senior managed residence project operations represented a total of €1.8 million for the financial year 2025, compared to €0.7 million for the financial year 2024 (partially accounted for as acquisitions of property, plant and equipment and intangible assets, with the rest taken to equity affiliates and joint ventures). Kaufman & Broad's share of funds invested (in equity and borrowings) amounted almost €34 million.

Furthermore, aside from the investments and acquisitions mentioned above, the group did not make any major investments during the 2025 financial year.

The group does not rule out the possibility that it might pursue its external growth policy provided that such acquisitions meet its financial criteria and are consistent with its general strategy.

1.5.4. Possible restrictions on the use of capital

For more information, please refer to section 4.2.5.4 “Risks associated with off-balance sheet commitments” of this document.

1.5.5. Expected sources of financing for future investments

The Company's principal investments are financed from equity or through the use of debt. The expected sources of financing for the group's future investments are described in section 7.1.5. “Notes to the financial statements”.

Kaufman & Broad Group Activity and Position

2.1. Analysis of the development of business 66
2.1.1. Operational indicators used by the group 67

2.2. Analysis of the group's results 76
2.2.1. Key figures 76
2.2.2. Analysis of the other consolidated income statement items 80

2.3. Analysis of the group's financial situation 83
2.3.1. Simplified consolidated balance sheet 83
2.3.2. Debt Position 83

2.4. Liquidity and capital resources 87
2.4.1. Description of cash flows 87

2.5. Events fafter the closing date 88

2.6. Recent developments and outlook 88

2.7. Other information 89
2.7.1. Group organization chart 89
2.7.2. Injunctions or financial penalties for anticompetitive practices 90
2.7.3. Reinstatement of overheads following tax adjustment 90
2.7.4. Information on loans granted by the group to micro-enterprises, SMEs or ISEs 90
2.7.5. Existing branches 90

€1,163.2 M (inc. VAT) +2.9 % vs 2024

Housing orders for **5 703 units**

€1,136.0 M (Excl. VAT)

Turnover of which Residential **€870.9 M**

91.0 M€ ROC + 12.7 % vs 2024

8.0% in percentage of revenue

€54.2 M + 20.6 %

Attributable net income (PDG)

€319.1 M

Net cash position

32,392 lots

Housing property portfolio

2.1. Analysis of the development of business

The 2025 financial year continued a cycle of multiple pressures initiated as early as 2020, following the health crisis. Since then, the French economy has been successively affected by supply chain disruptions, the Russian-Ukrainian conflict, the inflationary phase of 2022-2023 and the resulting sharp rise in interest rates. These successive crises have deeply affected the national economic fabric and created an environment of persistent uncertainty that continues to weigh on growth and investment prospects.

2025 will take place against this backdrop of economic fragility, significant political instability and limited visibility. Recurring threats of government censorship due to the lack of a clear parliamentary majority have led to major institutional gridlocks, delaying the adoption of the 2026 budget until early February and slowing the implementation of expected structural reforms. On the economic front, while the decline in inflation is a positive development (now below 1%), French growth remains sluggish. With GDP growth estimated at around 0.9% for the year, France has one of the weakest performances in the Eurozone. The fiscal deficit remains a concern, hovering between 5.5-6% of GDP with no credible near-term reduction despite public debt nearing 113% of GDP. Furthermore, after a gradual decline in real estate lending rates throughout 2024, they appear to be rising again at the end of 2025, stabilizing around 3.5%, a level that continues to weigh on access to financing and slows the recovery in real estate investment.

In this context, the new housing market has undergone a structural contraction. The end of the Pinel system on December 31, 2024, without an immediate replacement, caused a collapse of 35 to 40% in sales to individual investors, partially offset by the return of first-time buyers supported by the extension of the PTZ to the entire territory. However, the crisis facing the property sector also stems from the steady decline in building permits since 2018, which has led to a shortage of housing units, reaching the lowest levels in the past 20 years. In addition to this supply shortage, the level of interest rates, which has a negative impact on investment, regulatory inflation, and excessive taxation, make it feared that a return to a more favorable situation may not be possible until 2027. However, demographic and sociological factors continue to fuel an ongoing, unmet demand for housing units.

There is growing awareness of the urgent need to restart housing construction, which is reflected in the support measures announced by the government. The adoption of the 2026 budget at the beginning of February, however, allowed for the entry into force of structural measures: the "Relance Logement" scheme establishing a lessor tax status, additional resources allocated to social housing, and the maintenance of the PTZ until 2027, combined with the continued decrease in key ECB rates and the stabilization of construction costs, constitute positive signals for a gradual market recovery by 2027.

For more information on the market, please refer to section 1.2.1 of this document.

Kaufman & Broad's 2025 results are in line with the guidance announced in January 2025.

The 9.5 % increase in orders in volume terms for the first nine months slowed sharply in the fourth quarter due to an uncertain political and regulatory environment. As a result, order volumes rose by just 2.9 % over the full year, in a new housing market down 6.8 % [(a)]. Volume reservations by first- and second-time buyers increased by 34.9% month-on-month. They represented 20 % of total orders in the 2025 financial year, compared to 15 % in 2024. The proportion of individual investors remains stable despite the repeal of the Pinel scheme at the end of 2024.

Against a backdrop of sustained sales volumes (sale periods of 4.7 months vs. 22.8 months [(b)] for the market), the dynamism of the development business resulted in a significant increase in the commercial supply (+62.5% compared to the end of November 2024) and a 7.0% increase in the land portfolio to 32,392 units.

In commercial real estate, Kaufman & Broad signed a sale under development of a more than 30,000 sq.m. office building in Marseille with EDF last November. In addition, the Austerlitz project (A7/A8) is progressing on schedule.

In the CSR space, CDP (Carbon Disclosure Project) has just awarded Kaufman & Broad an A in the "Climate Change" ranking, the highest possible score. Kaufman & Broad joins the group of companies on the CDP A-list, which corresponds to the top 4% in 2025. Furthermore, the rating agency Fitch Ratings confirmed Kaufman & Broad SA's "BBB-Investment Grade" rating with a stable outlook at the end of August.

The group thus confirms its ability to combine financial solidity and high CSR performance.

At the end of November 2025, active cash stood at €322.5 million after the repayment of the €100 million EuroPP bond upon maturity and factoring in the 2024 dividend. Net cash[(a)] was EUR 319.1 million.

(a) Source: ECLN (Jan-Dec 2025) – raw data excl. detached homes and existing buildings and not seasonally adjusted.
(b) Calculated by the company based on ECLN data as of end-December 2025 (12 months); *(Housing) commercial offer / (orders period) / 12*

2.1.1. Operational indicators used by the group

2.1.1.1. Definition of key operational indicators

The group's key operational indicators are (i) order volume, (ii) number of EHUs (Equivalent Housing Units) delivered and (iii) order backlog.

Orders in volume and value reflect the group's sales activity and provide a measure of its performance. Orders volume are expressed in *units*.

EHUs directly reflect business activity. The number of EHUs is obtained by multiplying (i) the number of dwellings for a given program for which a notarized deed of sale has been signed by (ii) the ratio between the land purchase and construction costs incurred to date by the group for the program and the program's total budgeted costs. Thus, one dwelling sold under a program for which 30% of total costs have been incurred would result in 0.3 EHUs.

Backlog is a summary at a given time that makes it possible to estimate the revenue remaining to be recognized in the coming months and thus to support the group's forecasts, it being specified that there is an uncertain portion of the transformation of the backlog into revenue. Backlog includes, for sales before completion (VEFA), undelivered ordered dwellings for which a notarized deed of sale has not yet been signed, and the incomplete portion, not yet recognized in revenue, of undelivered dwellings for which a notarized deed of sale has been signed.

Commercial offer is represented by the sum of the housing units available for sale on the given date, i.e. all units not ordered on that date (excluding unopened commercial tranches).

Inventories of housing units is the number of months it would take for available housing units to sell if sales continued at the same rate as previous quarters, calculated as the trailing quarter's housing units (available supply) divided by the trailing quarter's housing orders divided by three.

Units are used to determine the number of housing units or equivalent (for mixed programs) in a given program. The number of housing unit equivalents is determined by dividing the area per type (activity premises/ retail/office) by the previously calculated average area of housing units

Gross margin is equal to revenue minus the cost of sales.

EBIT or **Current Operating Income / (Loss)** (COI) is calculated as the gross margin from which Current operating expenses are deducted. Expressed as a percentage of revenue, it is the**COI** (or EBIT) or **OPM** (operating margin)

The land reserve : This includes land under development (also known as the " land portfolio "), i.e., land for which a deed or a promise of sale has been signed, as well as land under review, i.e., land for which a deed of sale or a promise of sale has not yet been signed.

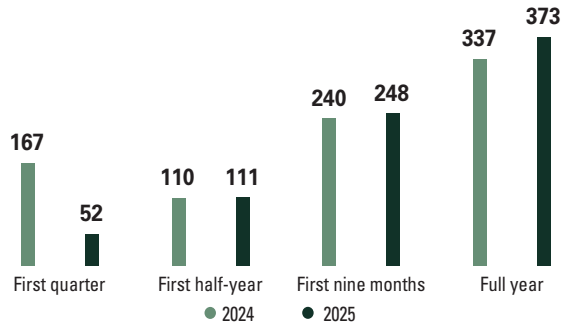
For more information on the definitions of the group's main operational indicators, please refer to section 8.7 of this document.

2.1.1.2. Monitoring of key operational indicators

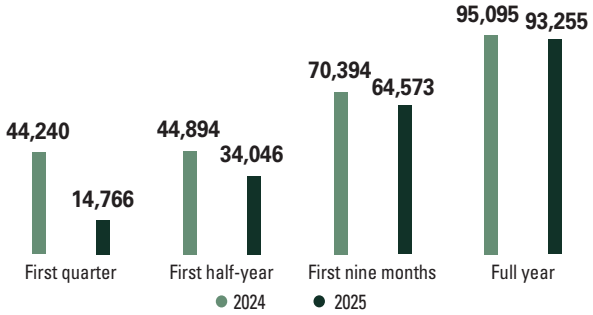
The following tables show the development of key business indicators over the four quarters of 2024 and 2025 for single-family homes in communities, Multi-occupancy housing, and Commercial Property.

Housing Segment :

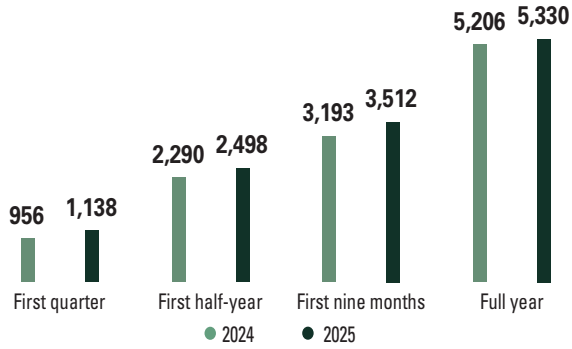
Single-family homes in communities in 2025
Number of Net Orders *(in number of lots cumulative)*



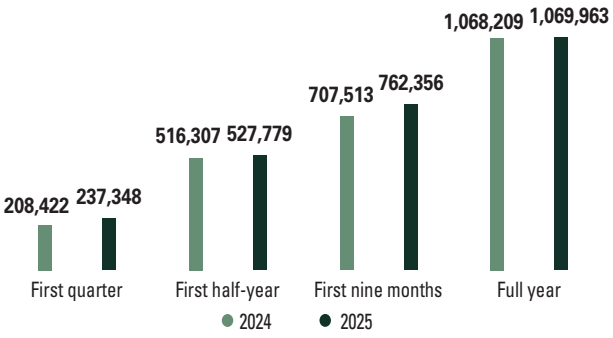
Single-family homes in communities in 2024
Orders in value *(in € thousand inc. VAT)*



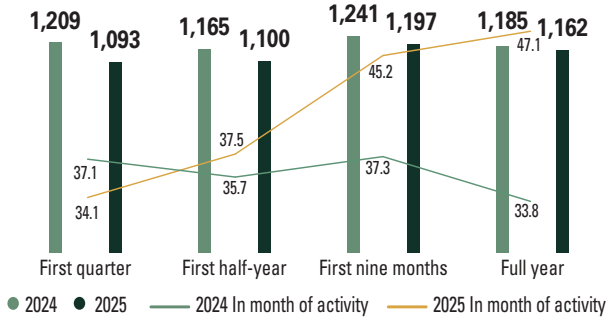
Multi-occupancy housing in 2025
Number of Net Orders *(in number of lots cumulative)*



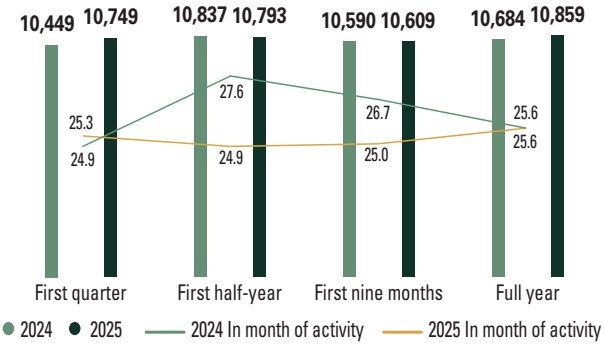
Multi-occupancy housing in 2024
Orders in value *(in € thousand inc. VAT)*



Single-family homes in communities
Backlogs *(EHUs)*

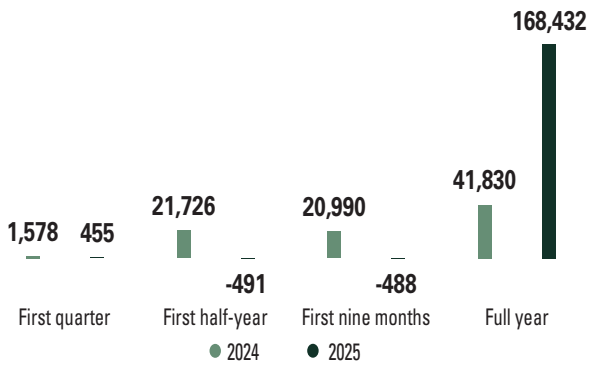


Multi-occupancy housing
Backlog *(EHUs)*

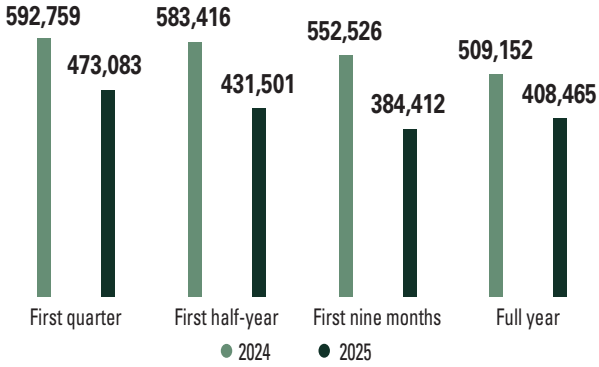


Commercial Property :

Commercial Property
Orders in value *(in € thousand inc. VAT)*



Commercial Property
Backlog value (*in € thousands excl. VAT)*



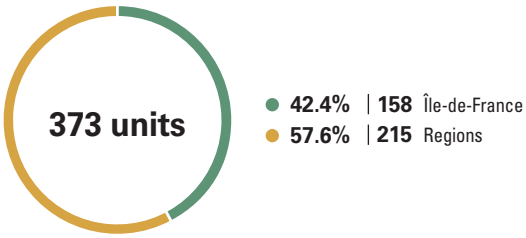
Orders

Housing Segment

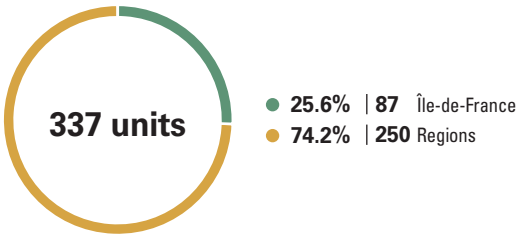
In 2025, 5,703 net housing orders were placed, up from 5,543 in 2024, an increase of 2.9%.
In value terms, these orders were stable at €1,163.2 million (inc. VAT), compared to €1,163.3 million (inc. VAT) in 2024. The housing unit sales rate for 2025 stands at 26.2% compared to 26.4% in 2024. The Residential division accounts for 87.3% of total group orders by value, compared to 96.5% in 2024.

The following charts show the number and share of housing units ordered by type in Ile-de-France and Regions during the 2025 and 2024 fiscal years (from December 1 to November 30).

Number of Single-family homes in communities ordered in 2025



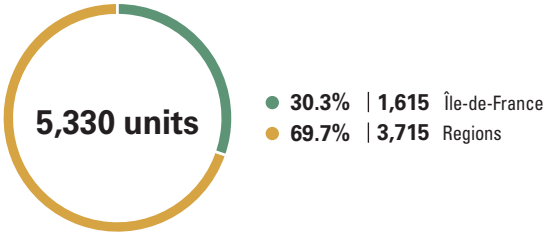
Number of Single-family homes in communities ordered in 2024



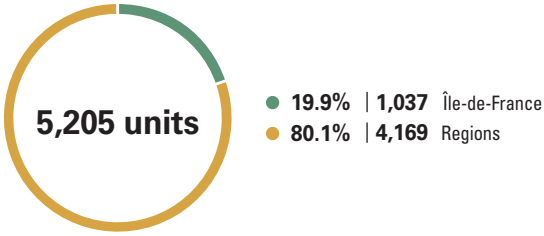
Single-family homes in communities

Orders for Single-family homes in communities were 373 units for €93.3 million, compared to 337 units for €95.1 million in 2024. The number of ordered Single-family homes in communities is up 10.7% from 2024 to 2025, while the value declined by -1.9% over the same period. Île-de-France contributed solely to the increase, both in volume and value, with +81.6% in number and 67.7 % in value year-on-year. In regions, the change was -14.0 % in number and -28.9 % in value. The Paris region contributed 42.4 % in volume and 47.7 % in value of these orders compared to 25.8 % and 27.9 % respectively in 2024. Regions contributed 57.6% in volume and 52.3% in value of these orders compared to 74.2% and 72.1% respectively in 2024.

Number of Multi-occupancy housing ordered in 2025



Number of Multi-occupancy housing ordered in 2024



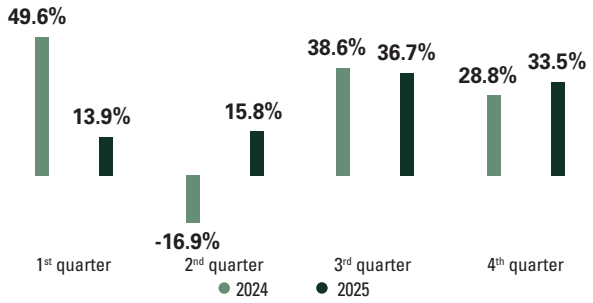
Multi-occupancy housing

Over the full 2025 financial year, 5,330 units of multi-occupancy housing were ordered, compared to 5,206 in 2024, an increase of 2.4%. Multi-occupancy housing orders were €1,070.0 million (inc. VAT), compared to €1,068.2 million (inc. VAT) in 2024, an increase of 0.2% (or €1.8 million). The increase of 124 collective housing units is explained by the rise in the Paris region of 576 orders for additional Multi-occupancy housing units, i.e., + 55.5%, partially offset by a decrease of 452 Multi-occupancy housing units in the region year-on-year. The increase in orders in value terms comes from the increase in orders in the Paris region (+ 47.3 %) representing a rise of 132.8 million euros, partially offset by a decline in the region of 131.0 million euros (- 16.6 %).

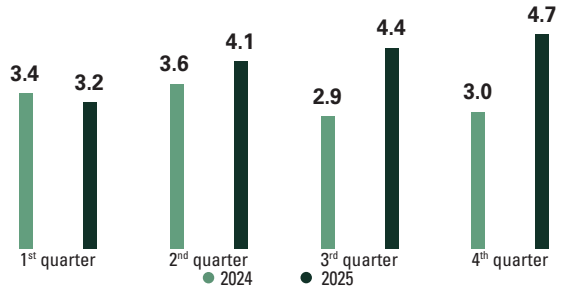
In 2025, orders for multi-occupancy housing in Ile-de-France represented 30.3% of orders by volume and 38.6% by value, compared to 19.9% and 26.3% respectively in 2024. The share of multi-family housing units remains the largest in the group's orders, representing 80.3% in value and 93.5% in volume of total orders, compared to 88.6% and 93.9% respectively in 2024.

Cycles and seasonality of housing orders by type of product (in *volume)*

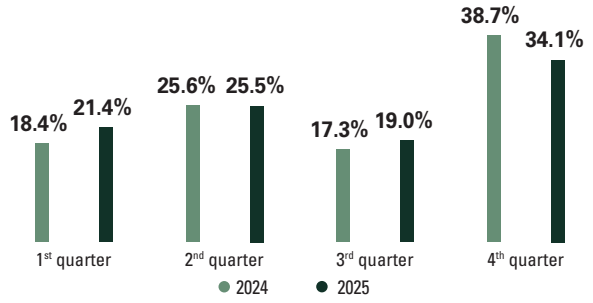
Single-family homes in communities
Cyclicality in the number of net reservations



Housing take-up rate *(in number of months)*



Multi-occupancy housing
Cyclicality in the number of net orders

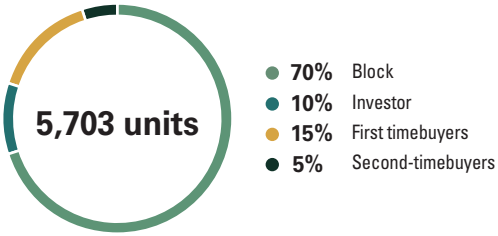


Customer type

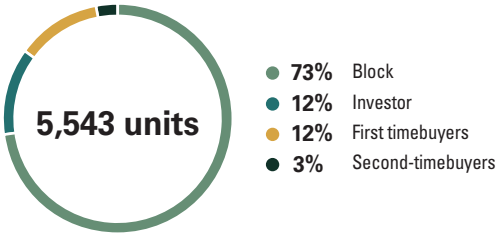
Typology of orders in value :

- Blocks: 57% in 2025 *vs.* 65% in 2024,
- Home buyers: 32% (22% first-time buyers and 10% second-time buyers) in 2025 vs. 22% (17% first-time buyers and 6% second-time buyers) in 2024),
- Investors: 11% in 2025 vs. 13% in 2024, explained mainly by the disappearance of investors linked to the Pinel system, while they represented 7 % of total orders in value in 2024.

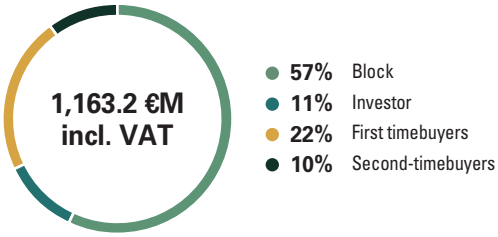
Share of orders in number - 2025



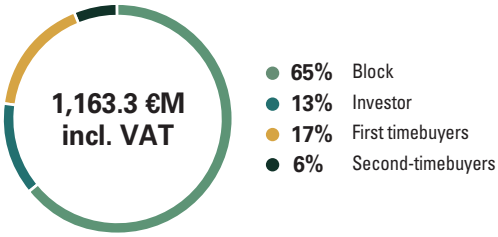
Share of orders in number - 2024



Share of revenue booked - 2025



Share of revenue booked - 2024



Commercial Property

In the 2025 financial year, commercial property orders amounted to €168.4 million (inc. VAT), compared to €41.8 million (inc. VAT) in 2024, representing a more than fourfold increase in order values between 2024 and 2025.

On 2025 November 19, Kaufman & Broad announced the sale of an office building of over 30,000 sq.m. in Marseille (8th district), in its future state of completion, to a major energy company (EdF). Located at the corner of Rabatau and Schlœsing boulevards, this project designed by the Leclercq Associés agency marks a key stage in the redevelopment of a 1.5 hectare industrial wasteland into a modern, high-performing and environmentally exemplary business campus. Construction will take place over the next three years.

Kaufman & Broad currently has 11,400 sqm of office space and approximately 117,900 sqm of logistics space on offer or under sign. The group has 44,300 sq.m. of office space and approximately 102,300 sq.m. of logistics space under review. of office space and nearly 12,700 Sq. Finally, the company has nearly 13,500 square meters of office space to be completed under Delegated Project Management.

Orders by operating segment

Year ended November 30	2025 Net number of orders	2025 Orders in value *(in € thousands incl. VAT)*	2025 Average price *(in € thousands of incl. VAT)*	2024 Net number of orders	2024 Orders in value *(in € thousands incl. VAT)*	2024 Average price *(in € thousands of incl. VAT)*
Île-de-France	**1,770**	**457,500**	**258**	**1,124**	**327,459**	**291**
Housing	1,771	457,847	259	1,124	307,095	273
Commercial Property	-	-947	-	-	19,800	-
Other [a]	-1	600	-	-	564	-
West	**1,394**	**255,198**	**183**	**2,023**	**402,966**	**199**
Housing	1,394	255,198	183	2,023	407,134	201
Commercial Property	-	-	-	-	-4,168	-
Other [a]	-	-	-	-	-	-
East	**1,687**	**332,567**	**197**	**1,360**	**292,367**	**215**
Housing	1,687	332,567	197	1,360	292,367	215
Commercial Property	-	-	-	-	-	-
Other [a]	-	-	-	-	-	-
National agencies	**851**	**117,606**	**138**	**1,036**	**151,114**	**146**
Housing	851	117,606	138	1,036	151,114	146
Commercial Property	-	-	-	-	-	-
Other [a]	-	-	-	-	-	-
Commercial property and logistics [b]	-	**169,379**	-	-	**26,198**	-
Housing	-	-	-	-	-	-
Commercial Property	-	169,379	-	-	26,198	-
Other [a]	-	-	-	-	-	-
Other	-	-	-	-	**5,594**	-
Housing	-	-	-	-	5,594	-
Commercial Property	-	-	-	-	-	-
Other [a]	-	-	-	-	-	-
group total	**5,702**	**1,332,250**	**234**	**5,543**	**1,205,699**	**218**
Housing	5,703	1,163,219	204	5,543	1,163,304	210
Service [c]	-	168,432	-	-	41,830	-
Other [a]	-1	600	-	-	564	-

(a) Land, building lots.

(b) corresponds mainly to the service sector in the Paris region, as well as hotels and other accommodations.

(c) Commercial property corresponds to offices, shops, business premises, logistics warehouses, etc.

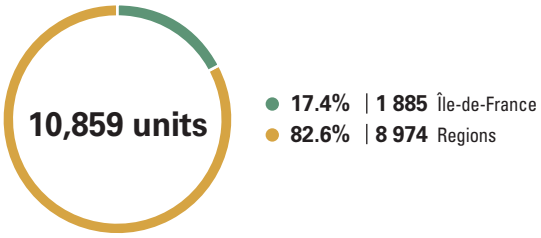
Backlog

The total *backlog* was € 2,370.2 million (excl. VAT) as at November 30, 2025, compared to € 2,497.0 million (excl. VAT) as at November 30, 2024, down 5.1 %.

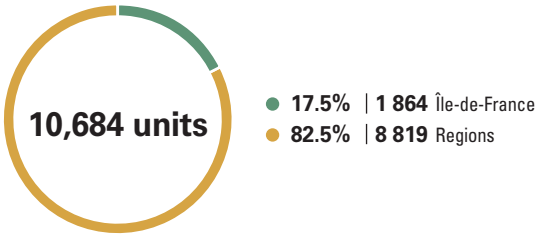
The housing backlog increased to 12,021 units, compared to 11,869 units as of November 30, 2024, representing a slight increase of 1.3%. In value terms, it decreased by 1.3% compared to the end of 2024, reaching €1,961.3 million (excl. VAT) compared to €1,987.8 million (excl. VAT) at the end of 2024.

The following charts show the number and share of housing units in the *backlog* by product type in Ile de France and Regions during the 2025 and 2024 fiscal years (from December 1 to November 30):

Backlog - number of Multi-occupancy housing in 2025



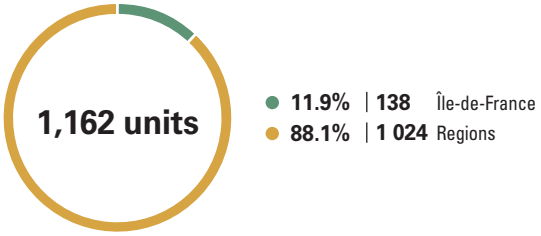
Backlog - number of Multi-occupancy housing in 2024



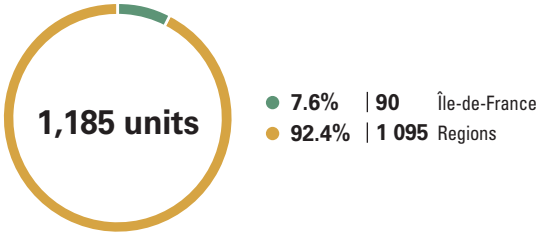
Multi-occupancy housing

- The multi-occupancy housing backlog stood at € 1,740.0 million in 2025, down 1.6 % compared to the end of 2024, when it was at € 1,768.8 million. In volume terms, it reached 10,859 units compared to 10,684 units in 2024, representing an increase of 1.6%. In Île-de-France, the multi-occupancy housing backlog increased by 1.1% in volume terms and 2.5% in value terms. In addition, the Regions multi-occupancy housing backlog recorded an increase of 1.8 % in volume and a decrease of 2.8 % in value.

Backlog – number of Single-family homes in communities in 2025



Backlog – number of Single-family homes in communities in 2024



Single-family homes in communities

The Single-family homes in communities backlog was worth €221.3 million in 2025 versus €218.9 million in 2024, up 1.1%.
In volume terms, it stands at 1,162 units compared to 1,185 units as of November 30, 2024. This decrease comes largely from the Paris region, with a volume decrease of 49.4% and a backlog reaching 90 units for €24.6 million compared to 178 units for €53.1 million in 2023. This decrease of 1.9% breaks down into an increase of 53.3% in Ile-de-France, rising from 90 units in 2024 to 138 in 2025. This increase was offset by a 6.5% decrease in the volume backlog in the regions compared to 2024, where it stood at 1,095 units for €194.3 million versus 1,024 units for €186.9 million in 2025.

Backlog by operating segment

	2025			2024		
	***Backlog* in number**	***Backlog in* value** *(in € thousands excl. VAT)*	**Average price** *(in € thousands excl. VAT)*	**Backlog in number**	***Backlog in* value** *(in t€ housands excl. VAT)*	**Average price** *(in € thousands excl. VAT)*
Île-de-France	**1,959**	**436,823**	**223.0**	**1,844**	**409,993**	**222.3**
Housing	1,959	426,102	217.5	1,844	393 396	213.3
Commercial Property	-	10,280	-	-	16,500	-
Other [a]	-	441	-	-	97	-
West	**4,323**	**667,098**	**154.3**	**4,646**	**750,077**	**161.5**
Housing	4,323	667,099	154.3	4,646	750,077	161.5
Commercial Property	-	0	-	-	0	-
Other [a]	-	-0	-	-	-0	-
East	**2,538**	**426,194**	**167.9**	**2,371**	**414,243**	**174.7**
Housing	2,538	426,194	167.9	2,371	414,243	174.7
Commercial Property	-	-	-	-	-	-
Other [a]	-	-	-	-	-	-
National agencies	**3,137**	**423,159**	**134.9**	**2,898**	**398,212**	**137.4**
Housing	3,137	423,159	134.9	2,898	398,212	137.4
Commercial Property	-	-	-	-	-	-
Other [a]	-	-	-	-	-	-
Commercial property and logistics [b]	**64**	**416,968**	**6,515.1**	**110**	**524,513**	**4 768,3**
Housing	64	18,783	293.5	110	31,861	289.6
Commercial Property	-	398,185	-	-	492,652	-
Other [a]	-	-	-	-	-	-
Other	**-0**	**-3**	**13,1**	**-0**	**-3**	**13,1**
Housing	-0	-3	13,1	-0	-3	13,1
Commercial Property	-	-	-	-	-	-
Other [a]	-	-	-	-	-	-
group total	**12,021**	**2,370,240**	**197.2**	**11,869**	**2,497,035**	**210.4**
Housing	12,021	1,961,334	163.2	11,869	1,987,786	167.5
Commercial Property [c]	-	408,465	-	-	509,152	-
Other [a]	-	441	-	-	96	-

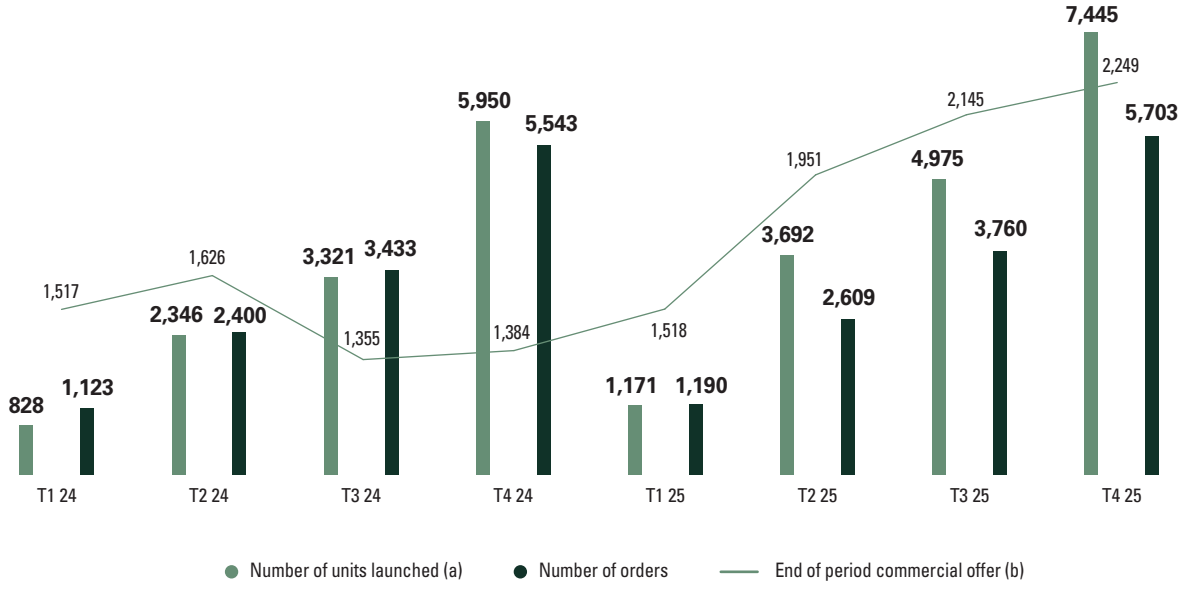
(a) Land, building lots.

(b) corresponds mainly to the service sector in the Paris region, as well as hotels and other accommodations.

(c) Commercial property corresponds to offices, shops, business premises, logistics warehouses, etc.

2.1.1.3. Other operational indicators

The following table shows the group's expansion in terms of commercial offer, cumulative housing units offered for sale and cumulative orders over the last two fiscal years.



(a) The number of units launched: This is the number of units offered for sale at the end of the period.

(b) End of period commercial offer: Represents the sum of the stock of available for sale housing as at November 30, of the year, i.e. all the unordered housing units at the end of the fiscal year.

Land reserve

The table below shows the group's total land reserve, including land to be developed and land under study.

Lots available for development by 2027 (as of November 30, 2025) [(a)]	**In units**	**Estimated sq.m**
Housing[(b)]	32,392	1,815,603
Commercial Property	19	458 610
Other[(c)]	-	-
Land to be developed	**32,411**	**2,274,213**

(a) Land for which a deed or promise of sale has been signed (Land Reserve).

(b) Housing: Apartments, managed residences and Single-family homes

(c) Land, building lots, etc.

2.2. Analysis of the group's results

The presentation and comments on the consolidated income statement for the years 2024 and 2023 are broken down into two levels of analysis for revenue and gross margin: One for the group and a second for the operating segments (Île-de-France, West, East, Commercial Property and Logistics and Others). Other items in the consolidated income statement are analyzed on an aggregate basis.

Refer to Note 1.1.2 "Significant events of the period" to the consolidated financial statements for details of the significant events of the period.

2.2.1. Key figures

The following table presents the significant items in the group's Consolidated Income Statement for the last two fiscal years.

Fiscal year ended November 30 (in € thousands)	2025	2024
Revenue	1,135,982	1,076,762
• of which Housing	870 907	907 976
Gross Margint	221,919	208,024
Gross Margin rate	19.5%	19.3%
Current Operational Income (COI)	91,000	80,769
Operating Income	91,000	84,180
Income (loss) of the consolidated group	64,506	57,818
Attributable net income	54,211	44,970
(a) Net earning per share in euros (€)	€2.73	€2.26

Refer to the consolidated financial statements for further details on the accounting principles, estimates and assumptions used in the preparation of the consolidated financial statements, in particular the recognition of revenue and gross margin.

2.2.1.1. Analysis of turnover and gross margin

The group's consolidated revenue for the 2025 financial year was €1,136.0 million, up 5.5% compared to 2024, when it was €1,076.8 million.

- Breakdown by operating segment

The following table shows a breakdown of the revenue and gross margin by operating segment for fiscal year 2025 and 2024:

	2025			2024		
Fiscal year ended November 30 *(in € thousands)*	**Deliveries** *(EHUs)* *(in units)*	**Revenue**	**Gross margin**	**Deliveries** *(LEU)* *(in units)*	**Revenue**	**Gross margin**
Île-de-France	**1,318**	**317,466**	**66,240**	**1,511**	**356,249**	**65,717**
Housing	1,319	308,577	67,339	1,511	351,976	64,749
Commercial Property	-	6,220	-1,686	-	-	-
Other [a]	-1	2,669	587	-	4,272	967
West	**1,224**	**227,620**	**29,219**	**1,422**	**256,949**	**36,116**
Housing	1,224	226,721	28,227	1,422	250,843	35,128
Commercial Property	-	-345	759	-	4,878	776
Other [a]	-	1,243	233	-	1,228	212
East	**1,487**	**276,536**	**49,152**	**1,479**	**272,446**	**46,996**
Housing	1,487	274,230	48,591	1,479	270,588	46,587
Commercial Property	-	-	53	-	-	-
Other [a]	-	2,306	507	-	1,857	409
Commercial Property and logistics [b]	**46**	**256,645**	**68,973**	**24**	**155,034**	**52,558**
Housing	46	13,039	5,622	24	6,967	1,579
Commercial Property	-	243,026	62,771	-	146,706	49,619
Other [a]	-	580	580	-	1,360	1,360
Other	**342**	**57,715**	**8,334**	**172**	**36,085**	**6,637**
Housing	342	48,340	5 327	172	27,600	3,667
Commercial Property	-	-	-	-	-	-
Other [a]	-	78	78	-	179	179
Operation of residences business	-	9,297	2,929	-	8,307	2,791
Total	**4,417**	**1,135,982**	**221,919**	**4,607**	**1,076,762**	**208,024**
Housing	4,418	870,907	155,107	4,607	907,974	151,711
Commercial Property	-	248,901	61,897	-	151,585	50,395
Other [a]	-1	6,876	1,986	-	8,897	3,127
Operation of residences business	-	9,297	2,929		8,307	2,791

(a) Corresponds to sales of bare lots, external fees and the Showroom business. Offices, retail areas, business premises, logistics warehouses, etc.

(b) corresponds mainly to the service sector in the Paris region, as well as hotels and other accommodations.

Deliveries (EHUs)

By operating segment, the Île-de-France represented an important part in the group's housing business with 29.9% of housing units delivered in 2025 (representing 30.1% for multi-occupancy housing and 45.6% for Single-family homes in communities) compared to 32.8% in 2024. The group is also active in the East and West, where it achieved 27.7% and 33.6% respectively in 2025 compared to 30.9% and 32.1% in 2024.

Housing revenue

Housing revenue totaled € 870.9 million in 2025, compared to € 908.0 million in 2024, down 4.1 %. Île-de-France contributed 35.4 % of revenue, versus 38.8 % in 2024.

The East and West contribute 31.5% and 26.0% respectively to the Housing revenue. Lastly, the Other (mainly composed of Kalilog) and Commercial Property segment represents 7.0 % of 2025 revenue.

The 37.1 million euro decrease in housing revenue compared to 2024 is mainly due to the decline in housing unit sales in the Paris region across all categories.

Housing gross margin

The housing gross margin as of 2025, November 30was €155.1 million in 2025, compared to €151.7 million in 2024, representing a year-on-year increase of 2.2%. The housing gross margin rate decreases from 16.7 % to 17.8 % between 2024 and 2025.

The Île-de-France region contributes 43.4% to the group's gross margin in the housing segment in 2025 (42.7% in 2024). The East and West contribute 31.3% and 18.2% respectively to the gross margin of the housing segment.

The €3.4 million increase in the housing gross margin between 2024 and 2025 is explained by a €6.6 million increase in the Île-de-France gross margin and a €3.2 million decrease in the region.

Breakdown by product line

For details of the profit by operating segments, please refer to Note 3.1.1 to the consolidated financial statements. The following table shows a breakdown of revenue and gross margin by product line for fiscal year 2025 and 2024:

	2025			2024		
Financial year ended 30 November *(in € thousands)*	**Deliveries** *(EHUs)* *(in units)*	**Revenue**	**Gross profit**	**Deliveries** *(EHUs)* *(in units)*	**Revenue**	**Gross profit**
Multi-occupancy housing	4,177	814,473	145,034	4,323	830,132	139,619
Single-family homes in communities	241	56,434	10,073	284	77,842	12,092
Total housing	**4,418**	**870,907**	**155 107**	**4,607**	**907,974**	**151,711**
•Commercial Property		**248,901**	**61,897**		**151,585**	**50,395**
Other [(a)]	-1	6,876	1,986		8,897	3,127
Student residence operations		9,297	2,929		8,307	2,791
Total	**4,417**	**1,135,982**	**221,919**	**4,607**	**1,076,762**	**208,024**

(a) Corresponds mainly to the showroom activity, sales of bare lots and external fees (Delegated Project Management).

• Deliveries (EHU's)

In 2025, the number of Equivalent Housing Units (EHUs) delivered decreased compared to 2024, dropping from 4,607 to 4,417 units delivered. The number of housing units delivered decreased slightly from 4,323 in 2024 to 4,177 units delivered in 2025, as did the number of single-family homes in communities delivered, which also saw a decrease from 284 to 241 units delivered.

• Revenue

Total group's revenue (Excl. VAT) is up 5.5% compared to 2024, reaching €1,136.0 million in 2025 vs. €1,076.8 million in 2024. This change is mainly due to the increase in Commercial property, whose turnover rose by 64.2% from €151.6 million in 2024 to €248.9 million at the end of 2025.

Multi-occupancy housing

The revenue for the multi-occupancy housing segment decreased by 1.9%, from €830.1 million in 2024 to €814.5 million in 2025. It reached 35.9% in the Paris region in 2025, compared to 37.3% in 2024. Regions representing 64.1 % in 2025 vs. 62.7 % in 2024. The share of multi-occupancy housing in total turnover was 71.7 % compared to 77.1 % in 2024.

Single-family homes in communities

Single-family homes in communities revenue decreased by 27.5%, from €77.8 million in 2024 to €56.4 million in 2025. Its share of total revenue was 5.0 %, compared with 7.2 % in 2024. The share of Île-de-France in single-family home in communities revenue stands at 52.0% and 48.0% in Regions in 2025.

Commercial property

Revenue for the commercial property segment increased significantly by €97.3 million, reaching €248.9 million in 2025 compared to €151.6 million in 2024. The increase in revenue is mainly due to the signing of the sale of an office building of more than 30,000 sq.m. in Marseille, in its sale-beforecompletion (VEFA), to a major energy company (EDF).

Other activities and student residences

Revenue from other activities amounted to €6.9 million in 2025 compared to €8.9 million in 2024.

The revenue from the student housing operation business was €9.3 million in 2025 compared to €8.3 million in 2024.

• Gross Margin

The group's gross margin stood at €221.9 million in 2025 compared to €208.0 million in 2024, an increase of 6.7% (+€13.9 million). This change is mainly explained by the 22.8% increase in gross margin for Commercial property (+€11.5 million) as well as the 2.2% increase in housing units (+€3.4 million) and a €1.0 million decrease in gross margin for other activities (including student residences, i.e. -17.0%). The Gross Margin was 19.5% in 2025, compared to 19.3% in 2024.

Multi-occupancy housing activity

The multi-occupancy housing business posted a gross margin of €145.0 million in 2025, compared to €139.6 million in 2024 (an increase of 3.9%). Its gross margin increased from 16.8 % in 2024 to 17.8 % in 2025. The increase of €5.4 million in 2025 is due to an increase of €7.7 million in the Paris region, offset by a decrease of €2.3 million in the other regions. In the Paris region, the gross margin stands at 22.7% compared to 18.9% in 2024. In Regions, it stands at 15.1% compared to 15.6 % in 2024.

Single-family homes in communities activity

The single-family homes in communities segment posted a gross margin of €10.1 million in 2025 versus €12.1 million in 2024 (i.e. a decrease of 16.7 %). It stemmed from the change in gross margin in the Paris region, down €1.0 million, and in the regions by a comparable amount.

Commercial property and other activities

The gross margin for Commercial property and other activities was €66.8 million in 2025, compared to €56.3 million in 2024. Commercial property activity alone accounts for €61.9 million in the other activities margin, up €11.5 million compared to 2024.

2.2.1.2. Analysis of current operating income – operating margin

Current operating income increased by 8.1%, from €80.8 million in 2024 to €91.0 million in 2025. Current operating margin is 8.0% versus 7.8% in 2024. This increase is mainly due to the combined effect of the increase in revenue and the improvement in the gross margin rate by 0.2 points between 2024 and 2025. These effects were partially offset by the increase in operating expenses, including marketing expenses for €0.2 million, administrative expenses for €4.7 million, technical and customer service expenses, and development and program expenses decreased by €-0.9 million and €-0.4 million, respectively, compared to 2024.

2.2.1.3. Analysis of the Income of the consolidated group and Attributable net income

Income of the consolidated group for 2024 was €57.8 million, compared to €64.5 million in 2025, an increase of 11.6%. Non-controlling interests decreased by €2.5 million, from €12.8 million in 2024 to €10.3 million in 2025. Attributable net income was €54.2 million, up 20.6% vs. 2024 (i.e. €9.2 million).

Net income margin (attributable net income as a percentage of revenue) stands at 4.8% in 2025, up 0.6 percentage points from 2024 when it was 4.2%.

2.2.2. Analysis of the other consolidated income statement items

2.2.2.1. Operating expenses

- Breakdown of operating expenses by department

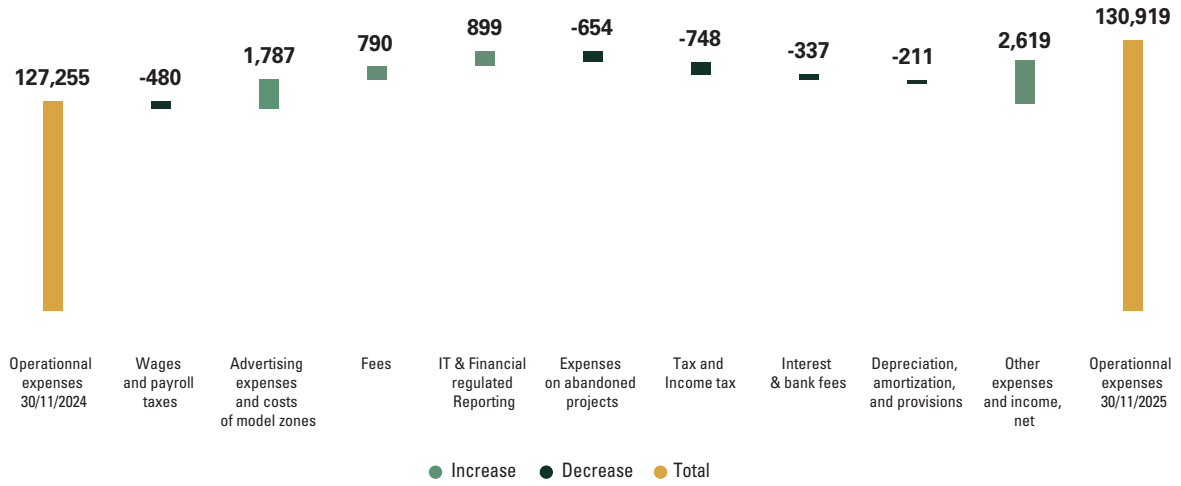
(in thousands of euros)	**30 November 2025**	**November 30, 2024**
Marketing expenses	18,011	17,829
Administrative expenses	61,677	56,956
Technical and customer service expenses	17,556	18,438
Development and program expenses	33,676	34,032
Operating expenses total	**130,919**	**127,255**

As of 2025, November 30, operating expenses totaled €130.9 million, up 2.9% from €127.3 million in 2024. Operating expenses as a percentage of revenue decreased by 0.3 points, from 11.8% in 2024 to 11.5% in 2025.

For more details on the analysis of operating expenses, please refer to Note 3.3 "Operating expenses" of the consolidated financial statements in Chapter 7 of this document.

• Operating expenses by nature category

The main expenditure items in the operating expenses and their development are as follows:



The main items of the group's operating expenses are wages and payroll taxes, advertising and marketing expenses, and depreciation, amortization, and provisions. These items represent nearly three-quarters of the total operating expenses for the period. These three main positions account for nearly 75% in 2025 versus over 76% in 2024 of total operating expenses.

• Wages and payroll taxes

The group's wages and payroll taxes are presented in paragraph 4.1 "Payroll expenses" of Note 4 "Employment compensation and benefits" to the consolidated financial statements in chapter 7 of this document. As of 2025 ,November 30, total staff costs amounted to €72.2 million, down 0.5%, compared to €72.6 million at the end of November 2024. Over these two financial years, the average number of employees in the group has decreased from 694 to 662.

• Advertising

Kaufman & Broad in principle devotes between 2% and 2.5% of its annual revenue to advertising, in connection with the launches of real estate programs (Single-family homes in communities and Multioccupancy housing units) and through national advertising campaigns to promote the group's image and products (excl. social sales and Blocks). Depending on the portion of the business carried out by specifiers, as well as the weight of the Commercial segment in total revenue, the recorded percentage may be less.

For the 2024 fiscal year, expenses for advertising totaled €9.0 million compared to €7.2 million in 2024, representing an increase of 24.8% compared to the previous financial year. with revenue up 5.5% between FY2024 and FY2025. These represent less than 1% of Kaufman & Broad's consolidated turnover. Their variations are mainly linked to the product mix and client mix. In 2025, the rate of advertising expenditure stood at 0.79% of revenue, a slight increase compared to 2024's level of 0.67% of revenue. This is mainly explained by the decline in block sales (57% of orders in value compared to 65% in 2024) and the return of orders from homebuyers (who consume more marketing spend) from 22% of orders in value in 2024 to 32% in 2025 (see the breakdown of orders in section 2.1.1.2. Monitoring of key operational indicators in the "Customer Types" paragraph).

• Depreciation, amortization and provisions

Since 2019, November 1, the Group applies IFRS 16, which requires the recognition of a right-of-use asset and a lease liability upon the inception of each lease. The Group's lease agreements, particularly those relating to office space (headquarters, regional offices, and branch offices), are recorded as "long-term lease liabilities" and "short-term lease liabilities" on the liability side of the balance sheet, with a corresponding entry on the asset side under "right-of-use assets." They are amortized over the lease term, which generally corresponds to the term of the contract Translated with DeepL.com (free version). As at 2025, November 30, the IFRS 16 charges represent a significant portion of the depreciation and provisions charge, at €9.8 million compared to €9.2 million in 2024.

The increase in the change in the "Other income and expenses, net" item is mainly due to the non-recurrence of the revaluation income on student residences recognized in 2024.

2.2.2.2. Other non-recurring income and expenses

As at 2025, November 30, the group recognized no amount in respect of non-recurring income and expenses against an amount at 2024, November 30 of €3.4 million, notably due to the gain on the disposal of managed housing and the revaluation of these assets. The operating result was €91.0 million compared to €84.2 million as at 2024, November 30, an improvement of 8.1%.

2.2.2.3. Net financial income

The financial result improved by € 2.9 million, moving from € -11.2 million in 2024 to € -8.3 million in 2025. The increase in net financial income over the 2025 financial year is mainly due to the € 4.5 million decrease in interest on remunerated funds and interest on borrowing costs for € 2.4 million, linked to the full repayment of the bond issued in May 2017 (- € 100 million at the end of May 2025), compensated by a decrease in financial income on cash investments of € 4.7 million.

Interest expenses on the syndicated credit line and the bond loan are due to the use of the same outstanding credit lines. During the 2025 financial year, the bond loan was used up to € 100 million until 2025, May 17, generating only one half-year of interest expense. The €200 million RCF 2024 credit line was not drawn down during the financial year. The average utilization of these credit lines in the financial year 2025 was € 46.5 million.

The total effective rate payable on the debt, taking into account the full amortization of interest costs, is 3.81% compared to 3.89% in 2024, excluding amortization of swaps, the cost of arranging credit lines, IFRS16 debt, debt discounting as well as interest on funds remunerated on certain block sales (see section 7.1.5 note 6.3 “Net financial income”).

2.2.2.4. Net Income tax expense

The income tax charge was € 17.1 million calculated on the group's profit as of 2025, november 30, compared to € 14.9 million for the 2024 financial year (see chapter 7 on the consolidated financial statements as of 2025, november 30, - section 7.1.5. " Notes to the financial statements " in note 9.1. " Income tax " and following of the notes to the consolidated financial statements).

2.3. Analysis of the group's financial situation

2.3.1. Simplified consolidated balance sheet

Fiscal Fiscal Year ended November 30 *(in thousands of euros)*	**2025**	**2024**
ASSET		
Non-current assets	282,433	279,864
Current assets	1,307,272	1,493,324
TOTAL Asset	**1,589,705**	**1,773,188**
LIABILITIES		
Shareholders' equity	237,582	235,693
Non-current liabilities	131,971	136,449
Current liabilities	1,220,152	1,401,045
Total Liabilities	**1,589,705**	**1,773,188**

At 2025, November 30, Kaufman & Broad's balance sheet total stands at €1,589.7 million, compared to €1,773.2 million as of 2024, November 30. Shareholders' equity amounted to €237.6 million at the end of 2025, an increase of €1.9 million compared to €235.7 million in 2024. This change is mainly explained by the dividend paid from 2024 income for €43.1 million, as well as the net impact of operations on own shares (share buybacks, bonus shares, etc.) and the purchase of minority interests for €2.1 million offset by the increase linked to the integration of 2025 income from the consolidated group for €60.5 million less the distribution to minority interests.

2.3.2. Debt Position

2.3.2.1. Gross financial debt

Gross financial debt consists of long term and short term financial liabilities, financial hedging instruments related to liabilities and accrued interest on balance sheet items.

This breaks down as follows :

(in thousands of euros)	**2025, 30 November**	**2024, November 30**
Syndicated credit facility - Senior credit facility	-	-
Bond issue	-	100,000
Accrued interest	-	1,602
Other borrowings	782	902
Credit facilities used	3,552	3,947
Lease liabilities (IFRS 16	51,309	50,311
Lease liabilities (IFRS 16) – Accrued interest	274	302
Loan issuance costs	-917	-1,188
Financial liabilities on Minority interests put debt	2,555	3,777
Fair value of derivatives		
Gross financial debt	**57 556**	**159,653**
• O/w non-current	43 479	44,158
• O/w current	14,076	115,494

At 2025, November 30, the group's gross financial debt stands at €57.6 million, including €43.5 million of non-current liabilities (mainly €41.5 million of IFRS 16 debt and the Neoresid put debt for €1.3). Current liabilities are mainly linked to the €3.6 million in used credit facilities and the €1.3 million Neoresid put debt, as well as more than €9.8 million in IFRS 16 liabilities.

Gross financial debt excluding IFRS 16 debt and the Neoresid put option liability was €3.7 million as at 2025, November 30 with zero drawdowns outstanding versus 0.5 years in 2024; it stood at 4.7 years at the end of November 2025, on the authorizations incorporating the €200 million 2024 RCF line.

On 2024, July 10, Kaufman & Broad launched a new €200 million syndicated credit facility. With an initial maturity of 5 years, this loan replaces the syndicated loan agreement "RCF 2019" for an amount of €250 million, whose maturity was set at January 2025. The establishment of this Corporate line will allow the company to extend the maturity of its resources, while giving it the flexibility to use them according to needs and opportunities, in addition to its available cash.

At the end of November 2025, the group had €200 million of revolving credit (undrawn at 2025, November 30, and maturing in January 2029).

Calculation of financial ratios at date :

As detailed in section 4.2.3.3. Risks related to restrictive clauses in financing contracts : the Group must comply with the following two ratios:

Ratio on November 30, 2025	Threshold[a]	Current ratio
Leverage ratio	*≤ 3.0*	*-3.52*
Net Gearing ratio of the syndicated loan agreement	*≤ 2.0*	-1,29

(a) *Threshold to be respected in connection with the bond issue and the syndicated loan agreement. For more details on the financial ratios and their calculation methods, please refer to Chapter 4.*

Main use of the group's financial debt

(in thousands of euros)	Debt Capacity	Utilization at 2025, November 30	Maturity	Type	Rate[a]
Syndicated Credit Agreement 10 July 2024					
RCF[b]	200,000	-	January 2029	floating	E [c] + 189 to 281 BPS *
Bond issue 18 May 2017					
8 year bond issue	-	-	May 2025	fixed	3.20%
Total	**200,000**	**0**	**-**	**-**	**-**

(a) E = Euribor [c], which is, for a given maturity, the fixed average rate at which a panel of fifty major banks in Europe offer to make unsecured loans to other major banks, calculated every business day.
RCF : Revolving Credit Facility.
The applicable margin depends on the level of the leverage ratio achieved as well as on the levels of the CSR Criteria defined in the banking documentation.

(b) Revolving credit facility.

* Marge applicable is E [c] + 189 to 281 bps from the fiscal year ended November 30, 2025.

Main changes in gross financial debt

(in thousands of euros)	**2025, November 30**	**2024, November 30**
Gross financial debt as of 2024, November 30	159,652	212,451
Bonds issue	-100,000	-50,000
Lease liabilities (IFRS 16)	999	11,241
Financial liabilities on minority interest put	-1,222	110
Loan inssuance cost	271	-990
Change in other borrowings and finance leases	-1,721	-13,031
Lease liabilities (IFRS 16) – Accrued interest	-28	128
Change in credit facilities	-395	-256
Gross financial debt as of 2025, November 30	**57,556**	**159,652**
Change in gross financial debt in 2025	-102,096	-52,799

The group's gross financial debt changed by €102.1 million between 2024, November 30 and 2025, November 30, mainly due to the repayment of the bond for €100 million, the change in other loans and leases for €1.3 million, and a repayment of €1.2 million from the minority put debt.

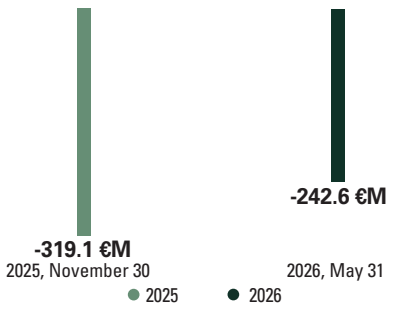
The table below reflects the group's financial structure over the last two years and changes in the maturity of its debt :

Financial year ended 30 November *(in € thousands)*	**2025**	**2024**
Shareholders' equity	237,582	235,693
Financial debt	**57,556**	**159,653**
• o/w financial debt < 1 year (excl. IFRS 16)	2,708	105,278
• o/w which financial debt > 1 year (excl. IFRS 16)	710	-15
• o/w which IFRS 16 lease debt and Neoresid put liabilities	54,138	54,390
Maturity of financial debt	0.0 years	0.5 yrs*
• o/w (excl. IFRS 16 debt and Neoresid put liabilities):		
Loan issuance costs	-917	-1 188
Bilateral lines of credits/hedging instruments/other	4,262	6,391
Bond issue	0	100,000
Other borrowings	73	60
Cash and cash equivalents	**322,542**	**502,866**
Financial capacity	**522,542**	**702,866**

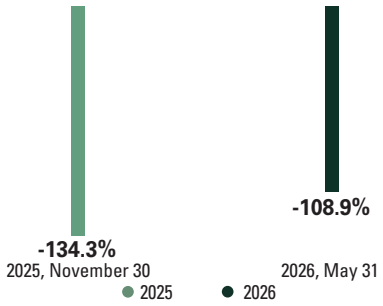
* 4.7 years calculated on the financial capacity including the €200 million undrawn 2025 syndicated credit line as of 2025, November 30.

2.3.2.2. Change in net financial debt

Net financial debt
(in millions of euros)
(excl. IFRS 16 lease debt and Neoresid put liability)



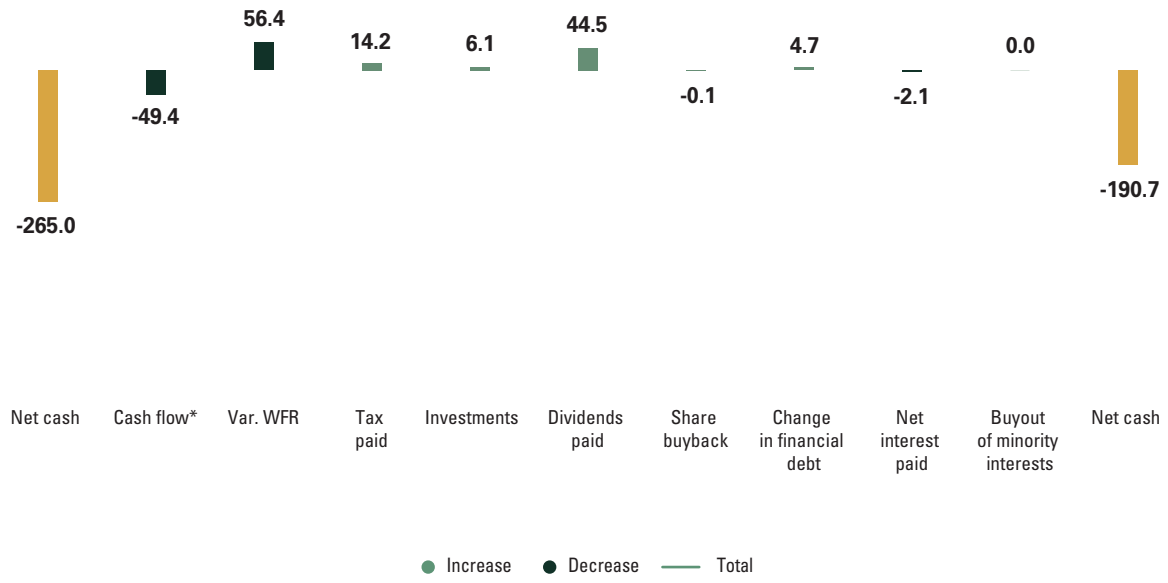
Gearing
(in percentage)



The net financial debt refers to the gross financial debt deducted by the cash flow and cash equivalents. At 2025, November 30, including IFRS 16 lease debt and the Neoresid put liability, it shows net cash of -€265.0 million in 2025 compared to €343.2 million as at 2024, November 30. As at 2025, November 30, this net cash excluding IFRS 16 lease debt and the Neoresid put liability amounts to €319.1 million compared to €397.6 million at the end of the 2024 financial year.

The *gearing* (net financial debt/consolidated equity ratio) stood at -111.5% as at 2025, November 30 versus -145.6% as at 2024, November 30; calculated with net debt excluding IFRS 16 and Neoresid put liabilities, they stood at -134.3% at the end of November 2025 versus -168.7% as at 2024, November 30.

Change in net financial debt *net cash position)* between 2024, november 30 and 2025, november 30 *(€ millions)*



The decrease in net cash is mainly explained by the increase in operating cash flow* (i.e. *free cash flow before cost of debt and tax*) partially offset by a positive change in working capital requirements of €105.8 million and after taking into account the dividends paid to shareholders as well as to minority interests of €60.5 million. Excluding IFRS 16 lease debt and Neoresid put liability, it thus shows net cash at €319.1 million at the end of 2025 with cash and cash equivalente of €322.5 million compared to net cash at €342.3 million, with cash and cash equivalente of €502.9 million as at 2024, November 30.
Of this net cash amount, around €200million will be used for the Austerlitz project, which is due to be delivered in 2027. The balance will be used to finance the group's activity and growth in future financial years.

2.4. Liquidity and capital resources

2.4.1. Description of cash flows

The group's cash position at the end of the year was €322.5 million as at 2025, November 30, down €177.7 million compared to €502.9 million as at 2024, November 30. This change can be explained as follows :

Financial year ended 30 November *(in € thousands)*	**2025**	**2024**
Cash flow from operations before cost of financial debt and taxes	105,804	94,639
Taxes paid	190	-37,460
Change in working capital requirement	-95 268	230 205
Cash flow from operating activities	**10,725**	**287,384**
Cash flow from (used in) investing activities	**-13 384**	**-12,266**
Cash flow from (used in) financing activities	**-177 665**	**-122,296**
Increase (decrease) in cash	**-180 324**	**152,822**
Cash at opening of period	502 866	350,044
Cash at closing of period	322 542	502,866

Cash flow from (used in) operating activities

Cash flows generated by operating activities totaled €10.7 million, compared to €287.4 million as of 2024, November 30, representing a decrease of €276.7 million. The change in cash generated from operating activities was primarily due to:

- A €11.2 million increase in cash flow from operations of €94.6 million as at 2024, November 30 to € 105.8 million as at 2025 November 30;
- A €37.6 million increase in tax paid, including a €0.2 million outflow in 2025 compared to a €37.5 million refund at the end of November 2024;
- A decrease in the change in operating working capital requirement (excluding current taxes), from €230.2 million as at 2024, November 30 to €-95.3 million as at 2024, November 30.

The working capital requirement (WCR) for operations (excluding current taxes) stood at €-297.8 million at the end of November 2024, compared to €-204.8 million at the end of November 2025, representing an increase of €93.0 million. See note 3.6 "Details of the change in working capital requirement" of the consolidated financial statements. The change in operating WCR items can be explained by a €4.4 million increase in Inventories, a €40.6 million decrease in Trade Receivables, and a €10.1 million decrease in Trade Payables, partially offset by a €141.5 million increase in Other Operating Assets and Liabilities. The WCR (including current taxes) as a percentage of revenue is -18.9 % (€ 214.7 million) as of 2025, November 30, versus -26.9 % (€ 289.2 million) for the same period in 2024.

Cash flow from (used in) investing transactions

- Cash flows used in investing activities amounted to €- 13.4 million, compared to €-12.3 million in 2024. They are mainly composed of:
- €6.3 million of outflows for the purchase of property, plant and equipment and intangible assets, mainly related to the purchase of licenses for €3.8 million;
- €6.5 million invested in associates.

Cash flows from (used in) financing activities

Cash flows used in financing activities stood at €-177.7 million versus €-122.3 million in 2024. They consist of :

- - €43.1 million in dividends paid to shareholders
- - €17.3m distributions to non-controlling interests
- -€3.4 million buyback of non-controlling interests
- - €2.4 million of treasury share buybacks;
- - €12.2 million corresponding to the repayment of right-of-use debt under IFRS 16;
- €0.9 million in net interest paid.
- - €100.0 million related in particular to the repayment of the bond issued in May 2017 (with a maturity of 8 years).

2.5. Events fafter the closing date

Following the work initiated by the Compensation and Nominating Committee in 2024 and upon its recommendation, the Board of Directors of Kaufman & Broad will appoint Mr. David Laurent Deputy CEO of the Group, effective following the Annual General Meeting of Shareholders scheduled for 2026, May 5. He will propose to the Annual General Shareholders' Meeting to approve the appointment of Mr. David Laurent as a director.

Current Director of the Commercial, Development and Housing Ile-de-France divisions, David Laurent joined Kaufman & Broad 15 years ago and has been a member of the Executive Committee since 2016. He was therefore a major player in the profitable development of Kaufman & Broad during this period. Notable achievements include the Austerlitz (A7/A8) project in Paris, the elevation of Kaufman & Broad to "multidisciplinary urban planner" status, and the development of low-carbon projects.

The Board of Directors meeting held on 2026, February 25, noting the results for 2025, Kaufman & Broad's financial structure, and its high level of equity, decided to propose a dividend of €2.20 per share for the 2025 financial year at the next General Meeting of Shareholders, which will be held on 2026, May 5.

After the financial year ended, geopolitical tensions increased in the Middle East, particularly in connection with the conflict involving Iran. These events are likely to generate uncertainty about the global economic and financial environment, particularly with regard to energy price trends, financing conditions (in particular interest rate levels) and the macroeconomic environment.

At the time of this document, the group has not identified any significant impact on its financial position, results or outlook. However, given the evolving nature of the situation, the group remains attentive to its developments and their potential consequences.

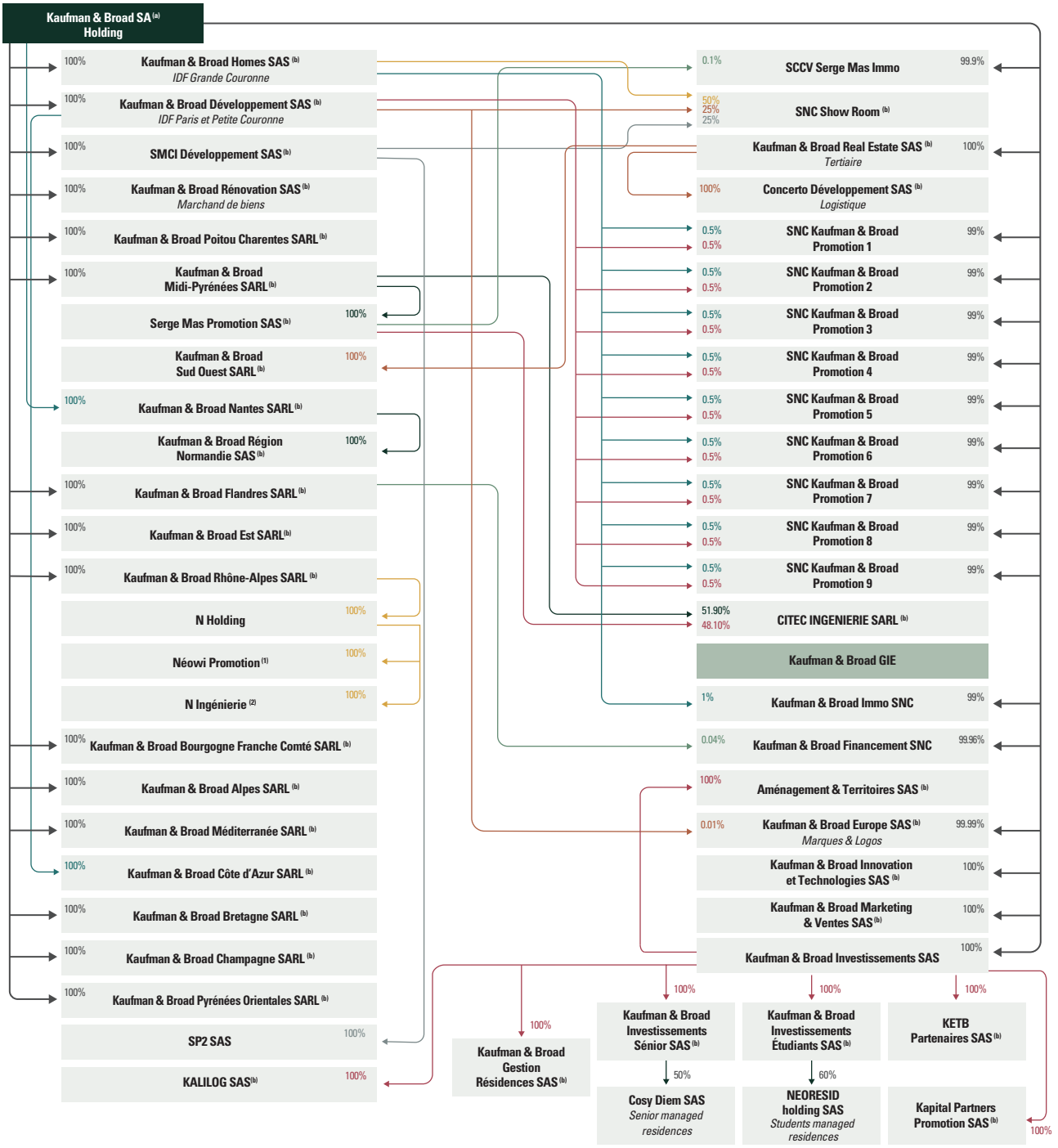
No other significant events have occurred since the end of the 2025 financial year on the date of this document.

2.6. Recent developments and outlook

For the 2026 financial year, the group's turnover is expected to be at a level comparable to that of the 2025 financial year. The current operating income margin should be close to 8%. Net cash (excluding IFRS 16 debt and Neoresid put) should remain positive after the payment of a dividend for the 2025 financial year of €2.20 per share, subject to approval by the Annual Shareholder's General Meeting on 5 May.

2.7. Other information

2.7.1. Group organization chart



(a) All of the subsidiaries of the Kaufman & Broad Group are located in France.
(b) Group operating companies that are members IEG Economic Interest Group – (GIE).

(1) Company acquired on December 23, 2025.
(2) Company acquired on December 9, 2025.

2.7.2. Injunctions or financial penalties for anticompetitive practices

None

2.7.3. Reinstatement of overheads following tax adjustment

None

2.7.4. Information on loans granted by the group to micro-enterprises, SMEs or ISEs

None

2.7.5. Existing branches

The group leases office space from external landlords for its business operations in Annecy, Bordeaux, Caen, Courbevoie (*headquarter, Ile-de-France branches, Aménagement et Territoires, Kalilog, Concerto, Cosy Diem, Neoresid*), Dijon, La Rochelle, Lyon, Marcq-en-Baroeul, Marseille, Montpellier, Nantes, Nice, Rennes, Strasbourg and Toulouse. These offices are occupied under commercial leases, generally for nine years. Showrooms are also present in major cities where Kaufman & Broad has offices, as well as a shared showroom between the Marseille and Nice offices in Fréjus.

Corporate governance

3.1. Organization and operation of governance 94
3.1.1. Board of directors 94
3.1.2. Specialized Committees of the Board of Directors 113
3.1.3. Senior executives 123
3.1.4. Special procedures for shareholder participation in the Shareholders' Meeting 123

3.2. Group compensation policy including corporate officers 124
3.2.1. Compensation policy for executive corporate officers 126
3.2.2. Compensation paid for the Deputy CEO for the period from May 6, 2026, the date of appointment of the Deputy CEO, to November 30, 2026 130
3.2.3. Compensation paid to the Chairman and Chief Executive Officer during the fiscal year ended November 30, 2025 or granted for the same fiscal year 134
3.2.4. Compensation of non-executive corporate officers 145
3.2.5. Compensation of Executive Committee members 147

3.3. Incentives and profit-sharing programs 147

3.4. Report on Options and Bonus Shares 148
3.4.1. Share option or share subscription options plans – Awards of bonus shares – Awards of share subscription options 148
3.4.2. Share options 149
3.4.3. Award of bonus shares 150

3.5. Other information 154
3.5.1. Total number of share option awarded by the group 154
3.5.2. Information on transactions concluded with members of the Company's administrative and management bodies 154
3.5.3. Loans and guarantees to members of the Company's administrative and management bodies 154
3.5.4. Factors likely to have an impact in the event of a public offer 154
3.5.5. Equity ratio within the meaning of Article L. 22-10-9 of the French Commercial Code 154
3.5.6. Summary table of currently valid authorizations concerning capital increases 155
3.5.7. Related party agreements – current agreements – commitments – Related party transactions 156
3.5.8. Reminder of applicable regulations 156
3.5.9. Practice of agreements within the group 157

3.6. Statutory Auditors' special report on related party agreements 159

9 Directors

Members of the Board of Directors
Of which

78% Independent directors
55% women

The Company refers to the Corporate Governance Code for Listed Companies published by the French Association of Private Enterprises (AFEP) and the French Business Movement (MEDEF) (the AFEP MEDEF Code). In accordance with the AFEP MEDEF Code, and in accordance with Article L. 225-37 of the French Commercial Code.The recommendations of the AFEP MEDEF Code in its version dated December 20, 2022 can be consulted at the following address: www.afep.com.

In accordance with Article L. 22-10-10 of the French Commercial Code, the main features of the internal control and risk management systems are described in Chapter 4 of this document.

3.1. Organization and operation of governance

3.1.1. Board of directors

3.1.1.1. General principles governing the composition of the Board

The Company is managed by a Board of Directors composed of at least three members and no more than eighteen members, appointed by the Ordinary Shareholders' Meeting for a term of three years. Outgoing Directors may be re-elected.

The Company's bylaws provide that the number of Directors aged 70 or over who are individuals or permanent representatives of legal entities may not exceed three Directors at the end of each annual Ordinary Shareholders' Meeting convened to approve the parent company financial statements, and that no Director may hold such office after reaching the age of 75. The Company's bylaws also provide that the Chairman of the Board of Directors must be an individual under the age of 70 and that no person may hold the office of Chief Executive Officer or Deputy CEO over the age of 70.

The Board's Internal Rules, detailed below, stipulate that the proportion of Independent Directors must be at least one third of the membership of the Board of Directors.

From among its members, the Board of Directors appoints a Chairman who must be an individual. The Chairman organizes and directs the work of the Board of Directors and reports about it to the Shareholders' Meeting. The Chairman ensures that the Company's Corporate Governance structures operate effectively and that Directors are in a position to properly perform their duties.

Article 16 of the Company's bylaws provides that the Board of Directors may appoint Non Voting Directors. They attend and take part in the deliberations of the Board of Directors in an advisory capacity. They perform the duties assigned to them in accordance with the bylaws.

- Composition of the Board of Directors

A. Members of the Board of Directors

As of the date of this Registration Document, the Board of Directors of Kaufman & Broad SA is composed of 9 Directors who bring different and complementary experiences to it due to their diverse backgrounds:

	Personal Information				Experience		Position on the Board			Participation in Board Committees		
Name	**Age**	**Gender**	**Nationa –lity**	**Number of shares**	**Number of directorships in listed companies**	**Indepen dence[b]**	**Date of first appointment**	**End of term**	**Length of service on the Board**	**Audit Commit tee**	**CSR Commi ttee**	**Compensation and Appointment Committee**
Chairman and Chief Executive Officer of the Board												
Nordine Hachemi	65	M	FR	136,161[a]	0		25/06/2013	ASM 2027	13			
Directors												
Sylvie Charles	66	F	FR	264	1	✓	16/02/2012	ASM 2027	14	✓	✓	
Isabelle Bordry	56	F	FR	250	1	✓	06/05/2025	ASM 2028	2			✓
Yves Perrier	71	M	FR	1,000	0	✓	06/05/2024	ASM 2027	2			✓
Michel Sirat	64	M	FR	300	2	✓	27/09/2024	ASM 2027	1	✓		
Annalisa Loustau Elia	60	F	IT	250	1	✓	06/05/2021	ASM 2027	4		✓	
Michel Paris	68	M	FR	1,289	0	✓	07/07/2015	ASM 2028	11			✓
Lucile Ribot	59	F	FR	270	1	✓	03/05/2018	ASM 2027	8	✓	✓	
Director representing employee shareholders												
Aline Stickel	62	F	FR	4,309[c]	0		05/05/2022	ASM 2028	4	n.a	n.a	n.a

(a) Mr. Nordine Hachemi holds 136,161 shares in Kaufman & Broad SA. In addition, he holds 27.37% of the share capital of Artimus Participations directly and indirectly through RKCI, in which he holds 100% of the capital.which itself holds 3.06 % of the Company's share capital at November 30, 2025, i.e. 607,220 shares in Kaufman & Broad S.A.

(b) See section 3.1.1.1. "Review of the independence of the Directors".

(c) Mrs. Aline Stickel directly holds 4,309 shares in Kaufman & Broad SA. In addition, she holds approximately 0.46 % of the share capital of Artimus Participations, which itself held 3.06 % of the Company's capital at November 30, 2025, or 607,220 shares in Kaufman & Broad SA.

B. Directorships [1] and positions held by members of the Board of Directors at November 30, 2025.

Chairman and Chief Executive Officer

Nordine Hachemi

17, quai du Président Paul Doumer
CS 90001 - 92672 Courbevoie cedex

Chairman and Chief Executive Officer

Directorships and positions held at the date of the document

- Chairman and Chief Executive Officer of Kaufman & Broad SA*.
- Director of Kaufman & Broad GIE.
- Chairman of SP2.
- Chairman of RKCI.
- Managing Partner of SCI MD Raphael.
- Chairman of Artimus Participations SAS.

Directorships and positions held during the last five years and no longer held

- None.

Other information

- **Nordine Hachemi,** a graduate of the Institut de Physique du globe de Strasbourg, École Nationale Supérieure du pétrole et des moteurs and an MBA from INSEAD, began his career at Pompes Guinard in 1986.
- Then he joined Transroute (Caisse des Dépôts et Consignations Group) in 1988, where he held sales and development positions in Asia. In 1992, he continued his career at Bouygues Construction, where he led major international infrastructure projects. He joined Saur Group in 2001, France's third largest water and cleaning operator, where he became Chairman. In 2008, he became Chairman and Chief Executive Officer of Sechilienne Sidec, a group specializing in the production of energy and renewable energy, until 2011. He has also integrated the Supervisory Board of Citizen Capital until 2015.
- Co opted as a Director by the Board of Directors on June 25, 2013, he joined Kaufman & Broad on July 1, 2013 as Chief Executive Officer and Vice Chairman of the Board of Directors.
- He was appointed Chairman and Chief Executive Officer of Kaufman & Broad SA by the Board of Directors on January 24, 2024.

* Listed company.

(1) As of the date of this universal registration document, with the exception of Mr Nordine Hachemi, no member of the Board of Directors holds any other directorships within a group company.

Independent Directors

Isabelle Bordry

17, quai du Président Paul Doumer CS 9000192672 Courbevoie cedex

Directorships and positions held at the date of the document

- Independent Director of Kaufman & Broad SA*.
- Independent director, Chairwoman of the Compensation and Appointment Committee and member of the Strategy Committee of Groupama Mutuelle Assurances*.
- Manager of SARL ABCD XYZ.
- Member of the Supervisory Board of Retency.

Directorships and positions held during the last five years and no longer held

- Independent Director and Chairwoman of the Audit Committee and member of the Compensation committee of Netgem*.
- Member of the Board of Directors of the Public Establishment of the Reunion of National Museums and the Grand Palais.

Other information

- **Isabelle Bordry** holds a Master's degree in Management from Université Paris Dauphine. She began her career with the Hachette Filipacchi group. From the 1995's, she is one of the pioneers in digital. She joins Yahoo! France in 1997 where she successively held the position of Chief Executive Officer, from 2001, then Chief Operating Officer for Yahoo! Europe.
- Isabelle Bordry is also a member of the college of the Autorité Nationale des Jeux (ANJ) and of the Foresight Committee of the Commission Nationale de l'Informatique et des Libertés (CNIL).
- She works to create a digital framework that respects the fundamental rights and privacy of citizens.
- She is co founder of Retency, which specializes in privacy tech, and more specifically in designing and developing softwares dedicated to individual data protection.

* Listed company.

Sylvie Charles

17, quai du Président Paul Doumer CS 9000192672 Courbevoie cedex

Chairwoman of the Audit Committee

Directorships and positions held at the date of the document

- Independent Director of Kaufman & Broad SA*.
- Independent Director of GEODIS*.
- Independent Director of SANEF.

Directorships and positions held during the last five years and no longer held

- Chief Executive Officer of Transilien at SNCF Voyageurs.

Other information

- **Sylvie Charles** is a graduate of Institut d'Études Politiques de Paris and an alumna of ENA. In 1993, she was appointed Chief executive officer of the Cariane Group (passenger transport by coach and bus), then in 1999, she became Senior Vice President of the General of Transport and Industry (European leader in passenger transport in delegation of service). Adviser to the Chairman of the Management Board of the STVA Group (automotive logistics) from 2001, she became Chairman of the Management Board in 2004.
- In February 2010, Sylvie Charles took over the responsibility of SNCF Logistics' Enterprise and Railway Service Providers division, which brings together Fret SNCF and all rail freight companies, particularly foreign ones of the SNCF group; allocations that were extended in October 2013 to multimodal entities.
- In March 2020, Sylvie Charles was appointed Chief Executive Officer of Transilien SNCF (all rail passenger transport in the Ile de France), a position she held until August 2023. She is a member of the Supervisory Board of Geodis SA (4th European logistician, one of the top 100 worldwide), an independent director of the SANEF group (motorway concessions).

* Listed company.

Michel Paris

17, quai du Président Paul Doumer CS 9000192672 Courbevoie cedex

Lead Independent Director Chairman of the Compensation and Appointment Committee

Directorships and positions held at the date of the document

- Lead Director of Kaufman & Broad SA*.
- Senior Adviser of 65 Equity Partners.
- Manager of Carolles Participations SC, Granville Holdco SC and M2P Conseil.
- Director of Apave SA

Directorships and positions held during the last five years and no longer held

- Member of the Supervisory Board of: Lilas France SAS (Labeyrie).
- Managing Partner of PAI Partners.
- Director of Euro Média Group (EM6).

Other information

- Michel Paris graduated from the École Centrale of Lyon (1980) and from the École Supérieure de Commerce of Reims (1982).
- He joined Paribas Affaires Industrielles in 1984, which became PAI Partners in 2001. He was a member of the Investment Committee and the Retail Sector Teams, then Chief Investor Officer and Chief Executive Officer.
- Michel Paris has over 35 years of investment experience with PAI. He has been involved in numerous transactions including those concerning Sogeres, Bouygues Telecom, Atos, Equant, Elior, Frans Bonhomme, Elis, Vivarte, Saur, Coin, Kwik Fit, Cortefield, Monier, Xella and EMG.
- Before this, he spent two years working with Valeo.

* Listed company.

Yves Perrier

17, quai du Président Paul Doumer CS 9000192672 Courbevoie cedex

Directorships and positions held at the date of the document

- Independent Director of Kaufman & Broad SA*.
- Chairman of the Board of Directors of Edmond de Rothschild.
- Chairman of YP Conseil.
- Director of Fimalac.
- Director of Humensis.
- Chairman of NextStage Evergreen Fund.
- Treasurer of Fondation de France.
- Chairman of the Institut de la Finance Durable.

Directorships and positions held during the last five years and no longer held

- Chief Executive Officer of Amundi*.
- Chairman of the Board of Directors of Amundi.

Other information

- **Yves Perrier** graduated from ESSEC and Chartered Accountant.
- he began his career in auditing and consulting. He joined Société Générale in 1987, where he was Chief Financial Officer (1995-1999), then Crédit Lyonnais in 1999 as a member of the Executive Committee, in charge of Finance, Risk Management and General Inspection (1999-2003). In 2003 he led the creation of CALYON (now CACIB) by merging Indosuez and the CIB of Crédit Lyonnais. He will be Deputy Chief Executive Officer until 2007.
- From 2007 to 2023, he led Crédit Agricole Group's Asset Management activities. In 2009, he was the architect of the creation of Amundi, formed by the merger of Crédit Agricole Asset Management and Société Générale Asset Management. He was appointed Chief Executive Officer until 2021 and then Chairman of the Board of Directors from 2021 to May 2023, when he was appointed Honorary Chairman. Under his leadership, Amundi achieved remarkable growth, both through organic growth and through successful external growth operations, including the acquisition of Pioneer in 2017 and Lyxor in February 2021.
- In 2015, Amundi was listed on the Paris Stock Exchange, which was the largest stock market listing on the French market since the 2009 crisis.
- Yves Perrier has also been a member of the Executive Committee of Crédit Agricole S.A. since 2003, in addition to his responsibilities at the head of Amundi, and Deputy General Manager of Crédit Agricole S.A. since 2015. In this capacity, he supervised the Savings and Real Estate division and the steering of Crédit Agricole Group's societal project.

* Listed company.

Annalisa Loustau Elia

17, quai du Président Paul
Doumer CS 9000192672 Courbevoie cedex

Directorships and positions held at the date of the document

- Independent Director at Kaufman & Broad SA*.
- Director of Swarovski.
- Member of the Supervisory Board of Roche Bobois.*
- Member of the Supervisory Board of William Grant & Sons.

Directorships and positions held during the last five years and no longer held

- Director of Legrand*, Ferragamo* and Campari*.

Other information

- **Annalisa Loustau Elia** , graduated from La Sapienza University in Rome.
- Annalisa Loustau Elia began her career at Procter & Gamble in 1989, first in the group's subsidiaries in Rome and Paris, then at the international headquarters in Geneva until 2001. She then led global marketing for Pampers, the first Procter & Gamble brand. She then joined the L"Oréal group as the Chief Executive of multiple brands.
- In 2004, Annalisa Loustau Elia joined Cartier, where she served on the global Executive Committee for four years as Managing Director, responsible for, among other things, product development and marketing.
- As part of her roles, she was worked very particularly on digital transformation and customer experience.
- Annalisa Loustau Elia has been a director of Kaufman & Broad SA and Swarovski since 2021. She has also been a member of the Supervisory Board of Roche Bobois since 2018 and a member of the Supervisory Board of William Grant & Sons since 2022.
- She was previously a director of Legrand from 2013 to 2024, Campari from 2016 to 2022, and Ferragamo from 2021 to 2024.

* Listed company.

Michel Sirat

17, quai du Président Paul Doumer CS 9000192672 Courbevoie cedex

Directorships and positions held at the date of the document

- Independent Director of Kaufman & Broad SA*.
- Independent Director and member of the Audit Committee of CMA-CGM.
- Independent Director and Chairman of the Audit Committee of Maisons du Monde SA*.
- Independent Director and Chair of the Audit Committee of Elia Group (Brussels)*.

Directorships and positions held during the last five years and no longer held

- Independent Director of Eutelsat*.
- Independent Director and member of the Audit Committee of Futuren).

Other information

- **Michel Sirat** is a graduate of École Centrale de Paris, Institut d'Études Politiques de Paris and École Nationale d'Administration.
- He is the founder and chairman of Tesuji Conseil. He is also a Senior Advisor at Greenhill & Co and the strategy consulting firm Arthur D Little. He was previously Chief Financial Officer of the CMA-CGM group for 12 years. In this role, he led the financial turnaround of the group in 2011-2013, then executed and financed the diversification strategy to create a group with a strong presence in maritime transport, freight forwarding, ground logistics, terminals and air transport.
- Previously, he spent 11 years in various management positions within the Engie group, first in finance roles and then as an operational executive, in France, the United States and Belgium.
- Michel SIRAT began his career at the Treasury Department (Ministry of Finance - Paris) where he spent 11 years.

* Listed company.

Director representing employee shareholders

Lucile Ribot

17, quai du Président Paul Doumer
CS 9000192672 Courbevoie cedex

Directorships and positions held at the date of the document

- Independent Director of Kaufman & Broad SA*.
- Director, Chairwoman of the Audit Committee of Imerys France*.
- Director, member of the Audit Committee of HSBC Continental Europe – France.

Directorships and positions held during the last five years and no longer held

- Member of the Supervisory Committee of Acropole Holding SAS, Siaci Saint honoré.

Other information

- **Lucie Ribot** graduated from HEC in 1989. She began her career at Arthur Andersen where she conducted audit and financial advisory assignments with major international groups.
- She joined the Fives Industrial Engineering Group in 1995, where she became Chief Financial Officer in 1998, member of the Management Board in 2002, and supported its growth and strategic development until 2017. She has been an independent director since then.

* Listed company.

Aline Stickel

17, quai du Président Paul Doumer CS 9000192672 Courbevoie cedex

Director representing employee shareholders

Directorships and positions held at the date of the document

- Kaufman & Broad SA Group Director of Legal Affairs *..
- Member of the Supervisory Board of "FCPE KB Actions.

Directorships and positions held during the last five years and no longer held

- None.

Other information

- Holder of a DEA in Private Law and CAPA (Certificate of Aptitude for the Profession of Lawyer), **Aline Stickel** joined the group in 2000 as a lawyer in charge of litigation and took over the management of the operational legal teams in 2001 as well as the corporate legal team from 2011.She was also in charge of group insurance from 2001 to 2011.
- She taught construction insurance at ICH (Institut de la Construction et de l'Habitation - CNAM) from 2007 to 2019.
- Previously, Aline Stickel worked as a lawyer with Maravelli Joubert from 1992 to 1998, with a dominant activity in construction insurance and builder liability, en then at Roubache-Moiron Braud from 1998 to 2000.
- Aline Stickel has been a member of the Supervisory Board of FCPE KB Actions since 2018.
- The Annual Shareholder's General Meeting of May 6, 2025 renewed Aline Stickel's appointment as a Director representing employee shareholders.

* Listed company.

C. Changes in the composition of the Board of Directors and its specialized committees during the year

	Departures	Appointments	Renewals
Board of Directors	Jean-Louis Chaussade (06/05/2025)	n.a	Isabelle Bordry (06/05/2025)
Audit Committee	n.a	n.a	Aline Stickel (06/05/2025)
Compensation and Appointment Committee	n.a	n.a	Michel Paris (06/05/2025)
CSR Committee	Jean-Louis Chaussade (06/05/2025)	n.a	n.a

D. Expiry of Directors' terms of office

For further details on the expiry of Directors' terms of office, please refer to section 3.1.1.1.A "Members of the Board of Directors."

• Diversity policy

The Board of Directors has adopted a diversity policy aimed at ensuring a balanced and fair mix in terms of experience, qualifications, age, nationality and seniority, in line with the needs and business of the Company.

Based on recommendations from the Compensation and Appointment Committee, Directors are appointed according to their qualifications, professional skills and independence of mind at Shareholders' Meetings or via co-opting.

The composition of the Board of Directors therefore reflects the diversity and complementarity of its members' experience and skills.

The presentation of each Director as given in the present report (for further details, please refer to section 3.1.1.1.B "Directorships and positions held by members of the Board of Directors at November 30, 2025.") and the Competency Matrix below gives insight into the diversity and complementarity of their experience.

This search for diversity leads to a balanced composition of the Board of Directors, taking into account the following elements: (I) the desirable balance of the composition of the Board, (II) professional qualifications and skills (III) the number of independent members and (IV) the proportion of men and women required.

Criteria	Policy and objectives	Implementation and results
Size of the Board of Directors	In accordance with Article 10 of the bylaws, the Board of Directors is composed of at least 3 members and at most 18 members.	The Board of Directors has 9 members.
Age and seniority of members	In accordance with Article 10 of the bylaws, the number of Directors who are individuals or permanent representatives of legal entities over the age of 70 may not exceed three Directors.	The Directors in office are between 56 and 71 years old. 1 Director out of 9 is over 70 years old, representing 11% of the Board's workforce. Their length of service ranged from 1 to 14 years at November 30, 2025.
Gender balance	In accordance with Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code, the Board of Directors' objective is to maintain a proposal for a Director of each gender at least 40%.	The Board of Directors is made up of 5 women out of 9. The Audit Committee is chaired by a woman and two thirds of its members are women. (2/3 members).
Professional qualifications and experience	The Board of Directors strives to maintain a balanced representation in terms of the qualifications and professional experiences of its members with regard to the activities developed by the group.	The Board of Directors is made up of experienced members responding to the challenges facing the Kaufman & Broad group particularly in the following areas: Construction/Real Estate; Industrial expertise; Finance, accounting and legal; IT, Innovation, Digital and Cyber Security; Sustainability (ESG); International.
Independence of members	In accordance with the recommendations of the AFEP MEDEF Code, the Board of Directors aims to maintain 50% of its members as independent directors.	The Board of Directors comprises 7 independent Directors out of 9, corresponding to 78%.

In addition, the Board of Directors has taken note of recent regulatory changes in the area of diversity with regard to disability. The Company will pay particular attention to this aspect related to the diversity policy in the future composition of the Board of Directors.

Skills represented on the Board of Directors

					Sustainability			
	Industrial Expertise	**Finance/ accounting/ legal**	**IT/Digital Innovation/ cybersecurity**	**Construction /Real estate**	**Environment**	**Social**	**Governance**	**International Experience**
Nordine Hachemi Chairman and Chief Executive Officer	✓	✓		✓	✓	✓	✓	✓
Michel Paris Lead Independent Director	✓	✓		✓			✓	✓
Sylvie Charles Independent Director	✓	✓		✓	✓	✓	✓	✓
Annalisa Loustau Elia Independent Director	✓	✓	✓		✓	✓	✓	✓
Lucile Ribot Independent Director	✓	✓	✓	✓		✓	✓	✓
Yves Perrier Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	✓
Isabelle Bordry Independent Director	✓	✓	✓	✓	✓	✓	✓	
Michel Sirat Independent Director	✓	✓						✓
Aline Stickel Director representing employee shareholders		✓		✓				

Information on the fair representation of men and women on the Board of Directors

The Board of Directors places particular emphasis on promoting gender equality within it. With this in mind, the Compensation and Appointment Committee intervenes when selecting or renewing members of the Board of Directors and in the composition of its committees as well as in the selection of executive corporate officers, taking into account, as far as possible, a balanced representation of women and men (see section 3.1.1.2. "Conditions for preparing and organising the work of the Board of Directors" in the section "Principles governing the functioning of governance" in the paragraph "(ii) Procedure for selecting Directors"). It makes recommendations to the Board of Directors in this regard.

As at the date of this report, the Board of Directors comprises five women out of nine Directors.

Ms. Sylvie Charles, Isabelle Bordry, Annalisa Loustau Elia and Lucile Ribot are recognized as independent Directors by the Board of Directors. Ms. Aline Stickel is a Director representing employee shareholders.

Review of the independence of Directors

The Board's decision is in line with the recommendations of the AFEP-MEDEF Code, which stipulates that the Board of Directors may decide that a director who does not meet the criteria set forth in the Code is nevertheless independent. The Company's Board of Directors currently comprises seven independent members from a total of nine members. They represent nearly 80% of the Directors appointed by the Shareholders' Meeting. This is Mrs. Isabelle Bordry, Mrs. Sylvie Charles, Mrs Annalisa Loustau Elia, Mr. Michel Paris, from Mr. Yves Perrier, Mr. Michel Sirat and Ms. Lucile Ribot.

At the time of each nomination or reappointment to the Board, the Board examines the applications based on the independence criteria described below. The status of each Director with regard to these criteria is also discussed by the Compensation and Appointment Committee and reviewed annually by the Board of Directors.

Each year, in accordance with the AFEP MEDEF Corporate Governance Code for Listed Companies, the Board of Directors, on the basis of the report of the Compensation and Appointment Committee, devotes one of the items on its agenda to the qualification of its members with regard to the independence criteria set out in Article 10.5 of said Code presented below :

Criterion 1 - Employee corporate officer in the previous 5 years	Not to be an employee or executive corporate officer of the Company, or an employee, executive officer or director of a company consolidated within the Company, or an employee, executive officer or director of the company's parent company or a company consolidated within this parent company, and has not been one for the previous five years.
Criterion 2 - Cross directorships	Not to be an executive officer of a company in which the Company holds a directorship, directly or indirectly, or in which an employee appointed as such or an executive officer of the Company (currently in office or having held such office within the last five years) holds a directorship.
Criterion 3 - Significant business relationships	Not to be (or not to be directly or indirectly related to) a customer, supplier, commercial banker, investment banker or consultant to the Company or its group, or for which the Company or its group represents a significant part of the business.
Criterion 4 - Family tie	Not to be related by close family ties to a corporate officer.
Criterion 5 - Statutory Auditor	Not to have been an auditor of the Company within the previous 5 years.
Criterion 6 - Term of office exceeding 12 years	Not to have been a Director of the Company for more than 12 years.
Criterion 7 - Non-executive corporate officer status	A non-executive corporate officer cannot be considered independent if he receives variable compensation in cash or securities or any compensation linked to the performance of the Company or the Group.
Criterion 8 - Status of the Major Shareholder	Directors representing substantial shareholders of the Company or its parent company may be considered independent provided that such shareholders do not participate in the control of the Company. However, beyond a threshold of 10% of the share capital or voting rights, the Board, on the basis of a report by the Appointment, Compensation & Governance Committee, systematically reviews the qualification of independent Directors, taking into account the composition of the Company's share capital and the existence of a potential conflict of interest.

The following table summarizes the situation of each of the Directors with regard to the independence criteria of the AFEP-MEDEF Code as of November 30, 2025:

Criteria	NORDINE HACHEMI	SYLVIE CHARLES	ISABELLE BORDRY	MICHEL SIRAT	ANNALISA LOUSTAU ELIA	LUCILE RIBOT	YVES PERRIER	MICHEL PARIS	ALINE STICKEL
Criterion 1: Employee or corporate officer in the previous 5 years		✓	✓	✓	✓	✓	✓	✓	
Criterion 2: Cross directorships		✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3: Significant Business Relationships	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4: Family tie	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 5: Statutory Auditor	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6 : Term of office exceeding 12 years	✓		✓	✓	✓	✓	✓	✓	✓
Criterion 7: Non-executive corporate officer status	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 8: Major shareholder	✓	✓	✓	✓	✓	✓	✓	✓	✓
Independent Director	**No**	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**No**

As such, the Board of Directors and the Compensation and Appointment Committee, at its meeting of January 30, 2024, discussed the qualification of Sylvie Charles as independent Director with regard to the independence criteria set out in Article 10 of the AFEP MEDEF Code.

Sylvie Charles has been a member of the Company's Board of Directors since February 16, 2012, i.e. for more than 12 years and her term of office as Director was renewed by the Shareholders' Meeting of May 6, 2024 for a period of 3 years. However, the 6th criterion provided for in the AFEP MEDEF Code, makes independent directors conditional on "*they have not been a director of the Company for more than 12 years*".

Within this framework, the Board of Directors, at the recommendation of the Compensation and Appointments Committee, during its meeting of February 15, 2024, reviewed the situation of Mrs. Sylvie Charles and concluded that she was independent, particularly with regard to the criterion related to the length of time that Directors have been on the Board. The Board of Directors has particularly noted the objectivity that Mrs. Sylvie Charles has consistently demonstrated during the deliberations and decisions of the Board, her high level of experience acquired in the areas of activity of the group, and her correctness and relevance of analysis expressed in complete freedom to inform the debates of the Board of Directors, as is unanimously recognized by the other members of the Board of Directors and the Chairman. This assessment comes against a backdrop of the market being particularly demanding for real estate developers, where sector expertise and stable governance are major assets, and where it seems in the interest of the Company and its stakeholders to be able to rely on experienced directors with in-depth sector expertise, as is the case with Mrs. Sylvie Charles.

In the specific context of the renewal of a third of the Company's Board members in 2024, it also emerged that Mrs Sylvie Charles' in-depth knowledge of the group's activities was considered essential to ensure the continuity and quality of the Board of Directors' work.

• Statements on the situation of members of governance bodies

Absence of conviction or incrimination

As of the date of this Registration Document and to the best of the Company's knowledge, during the last five years, no member of the Board of Directors or executive corporate officer and of the Directors:

- Has been convicted of fraud;
- Has been subject to bankruptcy, sequestration or liquidation;
- Has been incriminated and/or officially sanctioned by statutory or regulatory authorities, including designated professional bodies;
- Have been prevented by a court from acting as a member of a Board of Directors, a Management Board, or a Supervisory Board of an issuing company or from intervening in the management or business of an issuing company.

Service contracts

There is no service agreement between the Directors and the Company or any of its subsidiaries providing for the granting of benefits under such agreement.

Family tie

To the best of the Company's knowledge, as of the date of this Registration Document, there are no family ties, either between the members of the Management Committee and the members of the administrative bodies, or between the members of the Management Committee and the members of the Board of Directors.

Conflicts of interest

Pursuant to Article 18 of the Internal Rules of the Board of Directors, any Director in a situation of conflict of interest, even potential, in particular because of his duties in another company, must inform the Lead Director and must abstain from taking part in the vote on the corresponding deliberation. The role of the Lead Independent Director is to identify any potential conflicts of interest. For further details, refer to the section below (v).

In addition, each year, the Directors are asked to report any actual or potential conflicts of interest via a questionnaire.

To the best of the Company's knowledge and as of the date of this document, there are no potential conflicts of interest between the duties of the Directors or executive directors with respect to Kaufman & Broad and their private interests or other duties.

3.1.1.2. Preparation and organization of the work of the Board of Directors

- Operation of the Board of Directors

(i) Internal rules of the Board of Directors

The Board of Directors adopted and last updated on July 11, 2022, internal rules describing the operating procedures, powers and powers of the Board of Directors and specifying the rules of ethics applicable to members of the Board of Directors. They also include rules that apply to the holding of Board meetings by videoconference or other means of telecommunications, as well as provisions relating to the frequency of meetings, the attendance of Directors, and the Directors' duties of disclosure concerning the number of directorships held, conflicts of interest, related-party agreements and transactions involving Company shares.

The rules stipulate that the Board of Directors may set up committees whose members are responsible for examining questions referred to them by the Board, the Chairman, or the Lead Director. They also stipulate that each Director must own at least 250 shares and must not trade in the Company's shares during (i) the 30 calendar days preceding the publication of the Company's half-year and annual results and (ii) the 15 calendar days preceding the publication of the Company's quarterly results, the day of the publication being included in the aforementioned periods. The Internal Rules also stipulate that Directors must hold their shares held at the beginning of their term of office, or purchased thereafter, in registered form, and must inform the AMF of any transaction executed to subscribe to, purchase or sell, directly or through intermediaries, the Company's shares, or any financial futures contracts on such shares, in compliance with the thresholds in force.

The Internal Rules of the Board of Directors are available on the Kaufman & Broad website (http://www.kaufmanbroad.fr).

(ii) Governance arrangements

Combined roles of Chairman of the Board of Directors and Chief Executive Officer

The Chairman of the Board of Directors is responsible for the Executive Management of the Company and also holds the position of Chief Executive Officer. The Chairman and Chief Executive Officer is vested with the broadest powers to act in all circumstances on behalf of the Company. Those powers are exercised within the limits of the corporate purpose, subject to the powers which the law expressly attributes to Shareholders' Meetings or which it specifically reserves for the Board of Directors, as well as within the limits of the transactions that are subject to the prior authorization of the Board in accordance with its Internal Rules. The Chairman and Chief Executive Officer represents the Company with respect to third parties.

The offices of Chairman of the Board of Directors and Chief Executive Officer have been combined since 2014.

The Board of Directors has observed the effectiveness of this organization, and has always been attentive to maintaining balanced governance in the Company's interests, pursuant to AFEP-MEDEF recommendations and in line with best practices adopted by listed companies where the offices of Chairman of the Board of Directors and Chief Executive Officer are combined, thanks in large part to the presence of eight out of ten independent Directors, and the support of the various Board Committees (Audit Committee, Compensation and Appointment Committee, CSR Committee), all chaired by an independent Director and composed half or two thirds, as the case may be, of independent Directors. In addition, in order to ensure a balance of powers within the Board of Directors and prevent potential conflicts of interest, the Company has decided to appoint a Lead Independent Director. Please refer to section " (v) Lead Independent Director " below.

Term of office of the Chairman and Chief Executive Officer

At its meeting of May 6, 2024, the Board of Directors, based on a motion by the Compensation and Appointment Committee, reappointed Nordine Hachemi as Chairman and Chief Executive Officer for a three-year term. With this re-appointment, the Board once again confirmed the relevance of combining the offices of Chairman of the Board of Directors and Chief Executive Officer.

Deputy Chief Executive Officers

Based on a motion by the Chairman and Chief Executive Officer, the Board of Directors may appoint one or more Deputy Chief Executive Officers, the number of which may not exceed five. They must be individuals. They do not have to be Board members. In agreement with the Chairman and Chief Executive Officer, the Board of Directors determines the scope and term of the powers granted to the Deputy Chief Executive Officers. The Company has no Deputy Chief Executive Officers.

The Deputy Chief Executive Officer may be removed by the Board at any time. If such removal is made without cause, it may result in the payment of damages, except when the Chief Executive Officer is also Chairman of the Board of Directors.

Following the work initiated by the Compensation and Nominating Committee in 2024 and upon its recommendation, the Board of Directors of Kaufman & Broad will appoint Mr. David Laurent Deputy CEO of the group, effective at the end of the Annual General Shareholders' Meeting scheduled for May 5, 2026.

It will propose to the Annual General Shareholders' Meeting the approval of the appointment of Mr. David Laurent as a director.

Current Chief Executive Officer, Commercial Property, Logistics and Aménagement et Territoires -Île de France Region (housing), David Laurent joined Kaufman & Broad 15 years ago and has been a member of the Executive Committee since 2016. He was therefore a major player in the profitable development of Kaufman & Broad during this period. His achievements include the Austerlitz Project (A7/A8) in Paris, Kaufman & Broad's transition to "multidisciplinary urban assembler" status, and the development of low-carbon projects.

(iii) Missions of the Board of Directors

The main role of the Board of Directors is to determine the Company's business strategy and oversee its implementation. With the exception of the powers expressly vested in Shareholders' Meetings and subject to the scope of the corporate purpose, the Board is responsible for dealing with all matters concerning the efficient management of the Company and for making all related decisions.

In particular, the following items are subject to the Board's prior authorization or approval:

- any significant change in the business of the Company or any of its subsidiaries;
- acquisition or disposal of an entity with an enterprise value greater than €10 million (excl. the acquisition of an entity the assets of which are land and/or buildings);
- any borrowings, other than credit facilities, bilateral lines of credit and authorized overdrafts;
- annual budget;
- the business plan.

The Internal Rules also specify that, in general, the Board of Directors examines and makes decisions on transactions of genuine strategic importance, possibly after review by an Ad Hoc Committee; in particular, any important transaction that is not part of the strategy announced by the Company is subject to prior approval of the Board. The scope of this prior approval covers not only external acquisitions or disposals, but also all material investments in organic growth and internal Company restructuring.

The Board carries out the controls and verifications that it deems necessary and is responsible for reviewing and approving the annual and half-year (statutory and/or consolidated) financial statements and for reviewing and approving the related reports stipulated by current regulations.

(iv) Meetings and deliberations of the Board of Directors

The Board of Directors meets whenever the Company's interests so require, at least four times a year, either at the registered office or at any other place indicated in the notice of meeting. Board members are invited by the Chairman to meetings of the Board of Directors by any means, including verbally. If the Board has not met for more than two months, one third of the Board members may ask the Chairman to convene a meeting of the Board in order to review a specific agenda. The Chief Executive Officer may also ask the Chairman to convene a meeting of the Board in order to transact specific business, if the Executive Management is not exercised by the Chairman of the Board of Directors.

The Lead Director may also ask the Chairman to convene a Board meeting if there is a specific point whose importance or urgent nature justifies the holding of an extraordinary meeting.

Directors are provided with all the information required to perform their duties and may ask for any document they deem useful.

Board meetings are chaired by the Chairman or, in the Chairman's absence, by the Lead Director, or, in the absence of the latter, a Board member designated for this purpose.

The Board may not validly deliberate unless at least half the Board members are present. Decisions are made by a majority of the votes of Board members present and represented.

Directors who attend the meeting via videoconference or other telecommunications methods, in the manner defined by current regulations, are deemed present for the purposes of calculating the quorum. This provision does not apply to meetings of the Board of Directors where the agenda includes the approval of the annual financial statements, the consolidated financial statements and the management report.

Pursuant to the Internal Rules, the Chairman may ask any Board member with a conflict of interest, even a potential conflict, not to participate in the deliberations.

Decisions relating to the specific powers of the Board of Directors provided for by the regulations may be taken by written consultation with the Board members.

(v) Lead Independent director

The Board of Directors may appoint, on a motion by the Compensation and Appointment Committee, from among its independent members, a Lead Director, for a term not exceeding that of his/her term of office as a member of the Board.

Information on duties and powers is described in Article 4 of the Board of Directors' Internal Rules.

Report on the activites of the Lead Independant director

During the past year, Mr. Michel Paris participated in all Board meetings and meetings of committees of which he is a member. In 2025, his principal activities as Lead Independent Director were as follows:

- Contributing actively to the development and monitoring of the succession plan.
- Chair, without the Chairman and Chief Executive Officer being present, the Board meeting held each year to discuss the operation of the Board.
- Chair the meetings of the Compensation and Appointment Committee; which enables him to play a decisive role in the preparation and implementation of the Chairman and Chief Executive Officer's compensation.

Managing conflicts of interest

Notwithstanding the requirement for each member of the Board of Directors to report conflicts of interest set out in Article 4 of the Internal Rules, the Lead Independent Director shall bring to the attention of the Chairman of the Board of Directors and the Chairman of the Compensation and Appointment Committee, and if the latter deems it necessary, the Board of Directors, any situation of conflict of interest, even potential, that he or she has identified concerning the executive directors and other members of the Board.

In addition, Mr. Michel Paris ensured that there were no conflicts of interest of the members of the Board of Directors during this fiscal year.

• Principles governing the functioning of governance

(i) Annual assessment of the operation of the Board and its committees

In accordance with recommendation 11 of the AFEP MEDEF Code, the Board of Directors must assess its operation annually and carry out a formal assessment at least once every three years. In accordance with the Board's Internal Rules, which can be found on the Company's website, the Board of Directors must dedicate, at least once a year, one agenda item to the assessment of its own operation and those of its special committees, under the oversight of the Lead Independent Director.

A formal assessment is conducted every three years, which may be conducted under the direction of the Lead Director or an Independent Director or independent Board member, with the assistance of an external consultant if applicable. The questionnaire for the assessment of the operation of the Board for fiscal year 2025 was delivered to the Directors in January 2026. The outcome of this assessment will be presented at the next Board meeting on April 14, 2026.

At the Board of Directors' meeting of May 6, 2025, the first part of which was devoted to the operation of the Board, Mr. Michel Paris, Lead Independent Director, presented to the Directors the results of the annual assessment of the Board, its various Committees and the actions of senior management, following the questionnaire sent to them in January 2025 for 2024. All Board members responded to the questionnaire.

The purpose of the questionnaire and the interviews with the members of the Board was to assess the following issues: The composition, role, duties, structure and operation of the Board of Directors and its Committees; the relations between the Board of Directors and senior management; the areas of activity of the committees; the level of satisfaction of the information needed to make decisions at Board meetings; in particular with regard to strategy, activity, significant transactions and the so called regulated agreements concluded during the year; the monitoring of the areas for improvement identified during the previous assessment; the sufficient control of the Board on the financial communication policy and on the communication made to the market; the information necessary for the verification, control and approval of the social and consolidated financial information.

The latest assessment confirmed that the Board continued to improve its operations and its dynamic, based on its diversity and the balance of skills among its members. An analysis of the responses to the questionnaire shows, in summary, the good organization, the quality of the discussions, the contributions resulting from the diversity of skills and the quality of the exchanges throughout the year between the Directors and senior management. This evaluation also assessed the Chairman's role and contribution to the work of the Board. With regard to the Board meeting, each year, in the form of a working seminar, dedicated to the group's strategy, in addition to the quality of the presentations made by the various speakers, are particularly appreciated the efforts made by senior management to propose each year to the Directors a new angle of analysis of the strategy of the Kaufman & Broad group depending on market needs.

When assessing the Board's operations in 2025, the following areas of improvement were mentioned:

- Succession plan,
- The evolution of the CSR Comitee charter in light of the CSRD,
- Improvement of the monitoring process for major projects,

(ii) Procedure for selecting Directors

The procedure for selecting Directors on the Board of Directors is strictly regulated by the Compensation and Appointment Committee. This procedure is implemented when it is necessary to appoint a new Director in addition to the members in office or to replace an outgoing member. It also applies to any appointment of independent Directors.

After defining the selection criteria and the desired profile, the Compensation and Appointment Committee steers the procedure for seeking candidates, with the help of an external recruitment firm, selected following a demanding call for tenders, usually involving two to three firms. Once the firm is selected, the Compensation and Appointment Committee carefully reviews the profiles of the candidates selected by the firm, and organizes individual interviews with the selected profiles. The Committee then submits its recommendations to the Board of Directors.

The Board of Directors is then responsible for approving the selection proposed by the Committee. This procedure allows to ensure that newly appointed Directors have the necessary skills, experience and integrity to actively contribute to the governance of the Company and the work of the Board.

Procedure for selecting new members of the Board of Directors

Framing	Candidatures	Interviews	Sélection	Designation
Definition of the profile sought by the Compensation and Appointment Committee with regard to the Board's diversity policy and the identified needs for skills, expertise and/or experience in order to encourage the complementarity of the members. The Committee mandates a recruitment firm to source profiles matching various criteria pre-defined by the Committee members.	The recruitment firm shortlists a number of candidates after a thorough review of the resumes received and the conduct of individual interviews. It then submits its search report to the Compensation and Nomination Committee, along with the resumes of candidates who are likely to meet the requirements specified by the Committee members. The Compensation and Nomination Committee meets with the recruitment firm, then verifies that the proposed candidates' profiles align with the identified requirements (independence, relevant skills, past or current experience on other governance bodies, and recognized professional backgrounds), and draws up a shortlist in order of preference;	• Interview with the candidates shortlisted by the Compensation and Nominating Committee, and • Interview with the Chairman of the Board of Directors (CEO) and, if applicable, with members of the Board • Approval of the candidate's selection by the Board of Directors upon the recommendation of the Compensation and Nominating Committee;	Depending on the specific administrative situation of the Director seat to be filled: • Proposal to appoint the selected candidate, to be put to a vote by the shareholders at the Annual Shareholders' Meeting, Or • Co-option of the candidate by the Board of Directors, subject to ratification by the next General Shareholders' Meeting.

(iii) Succession plan for corporate officers

The succession plan for corporate officers is based on a structured approach, aimed at ensuring the continuity of executive management under optimal conditions. This process is steered by the Compensation and Appointment Committee, in close consultation with the Board of Directors.

The Committee regularly identifies potential internal talents who are suitable for serving as corporate officers and senior executives in the event of a planned or unforeseen departure. The system also covers sudden unavailability situations and includes continuity measures to ensure the Group's stability and performance.

During the past financial year, the succession plan for company officers was examined during three meetings of the Compensation and Appointment Committee. The Committee reports on its work to the Board of Directors, and the system is reviewed on a regular basis, at least once a year.

• Duties and activities of the Board of Directors

(i) Calendar of meetings of the Board of Directors during the year and terms of attendance of members

The table below gives the attendance rate per Director at the Board of Director meetings:

Members	Presence at meetings	Total number of meetings	Individual attendance rate
Nordine Hachemi (Chairman of the Board of Directors)	7	7	100%[(a)]
Sylvie Charles	7	7	100%
Jean-Louis Chaussade[(b)]	4	4	100%[(b)]
Annalisa Loustau Elia	7	7	100%
Michel Paris	7	7	100%
Lucile Ribot	7	7	100%
Aline Stickel	7	7	100%
Michel Sirat	6	7	86%
Isabelle Bordry	7	7	100%
Yves Perrier	7	7	100%

(a) The Board of Directors' meeting of May 6, 2025 was held in 2 parts: The 1st part of the Board was held, under the chairmanship of the Lead Independent Director and at his initiative without Mr. Nordine Hachemi in accordance with the rules of procedure. The 2nd part of the Board was held at the initiative and under the chairmanship of Mr. Nordine Hachemi (see Agenda below).

(b) Since Mr. Jean-Louis Chaussade's term of office ended on May 6, 2025, his attendance rate is calculated based on the period during which he was actually present and therefore does not cover all the meetings held during the fiscal year.

(ii) Activity for the year

The Board of Directors met seven times in fiscal year 2054 (the attendance rate of Directors at Board meetings was 99%) :

December 12, 2024

the Board of Directors held a meeting attended by ten members present. The Board discussed the following agenda :

- Presentation of the 2025 budget plan and outlook for 2027/2028;
- Miscellaneous questions.

January 29, 2025

the Board of Directors held a meeting attended by ten members present. The Board discussed the following agenda :

- Report of the Audit Committee - Minutes of the meeting of January 27, 2025;
- Review of estimated consolidated financial data as of November 30, 2024;
- Approval of the 2025 budget;
- Determination of the amount of the dividend per share to be paid to shareholders at the next Shareholders' Meeting;
- Review and approval of management planning documents and analysis report on these documents;
- Review and approval of the draft release on 2024 annual results;
- Report of the Compensation and Appointment Committee - Minutes of the meeting held on January 15, 2025;
- Compensation of the corporate officer for the 2024 financial year;
- Amount of compensation to be paid to Directors: Breakdown for 2024;
- Final award of bonus shares (First Plan 2023);
- Final award of bonus shares (Third Plan 2024);
- Final award of performance shares (Second 2022 Plan);
- Report of the CSR Committee - Minutes of the meeting of January 15, 2025;

January 29, 2025

the Board of Directors held a meeting attended by ten members present. The Board discussed the following agenda :

- Adoption of the new Audit Committee Charter;
- Miscellaneous questions: *key account client satisfaction survey.*

February 21, 2025

the Board of Directors held a meeting attended by nine members present. The Board discussed the following agenda :

- Report of the Audit Committee - Minutes of the meeting of February 19, 2025;
- Review and approval of the parent company financial statements at November 30, 2024 and proposed appropriation of net income for the year;
- Review and approval of the consolidated financial statements for the fiscal year ended November 30, 2024;
- Agreements subject to Article L. 225-38 of the French Commercial Code;
- Preparation and approval of the Board of Directors' management report;
- Preparation and approval of special reports;
- Review and approval of the corporate governance report;
- Renewal of the authority to make pledges and guarantees;
- Renewal of the share buyback program;
- Review of the social policy on professional and wage equality;
- Report of the Compensation and Appointment Committee - Report of the meeting of January 30, 2025;
- Compensation of the corporate officer for the 2025 fiscal year;
- Award of bonus shares;
- Recognition of the termination of Directors' appointments - Proposed appointment of new Directors at the Shareholders' Meeting of May 6, 2025;
- Convening an Ordinary and Extraordinary Shareholders' Meeting, setting its agenda and the text of the draft resolutions;
- Appointment of the Lead Independent Director as Chairman of the Ordinary and Extraordinary Shareholders' Meeting of May 6, 2025 in the event that the Chairman and Chief Executive Officer is absent or unable to attend;
- Prior approval of services provided by the Statutory Auditors ;
- Adoption of the new Audit Committee Charter;
- Miscellaneous questions.

April 10, 2025

the Board of Directors held a meeting attended by ten members present. The Board discussed the following agenda :

- Report of the Audit Committee - Minutes of the meeting of April 8, 2025;
- Review of the financial statements for first quarter of 2025 ;
- Update II: presentation of the revised 2025 Plan;
- Miscellaneous questions: *Presentation of the new proposals from the European Commission on simplifying sustainability-related texts.*

May 6, 2025

the Board of Directors held a meeting attended by nine members present. The Board discussed the following agenda :

Part 1 (at the initiative of the Lead Director and without the Chairman of the Board of Directors)

- Functioning of the Board
- miscellaneous questions.

Part 2 (on the initiative and in the presence of the Chairman of the Board of Directors)

- Final award of performance shares to the corporate officer (*Second Plan 2022*);
- Appointment of a new member to the Compensation and Appointment Committee, appointment of a new CSR Committee Chair;
- Implementation of the share buyback program ;

May 6, 2025

the Board of Directors held a meeting attended by nine members present. The Board discussed the following agenda :

- Miscellaneous questions.

July 9, 2025

the Board of Directors held a meeting attended by nine members present. The Board discussed the following agenda :

- Reports from the Compensation and Appointments Committee: minutes of meetings held on April 10 and July 9, 2025;
- Reports from theCSR Committee: minutes of the meeting held on July 7, 2025;
- Reports from the Audit Committee: minutes of the meeting held on July 7, 2025;
- First half 2025 activity;
- Review and approval of the interim consolidated financial statements at May 31, 2025;
- Update III: Presentation of the revised 2025 Plan;
- Renewal of the mandate to purchase shares as part of the implementation of the share buyback program;
- Urban Renewal Projects pitches:
  - *Transformation of industrial wastelands,*
  - *Office to housing units.*
- Adoption of the CSR Comitee charter;
- Miscellaneous questions.

October 1st 2025

the Board of Directors held a meeting attended by nine members present. The Board discussed the following agenda :

- Reports from the Audit Committee: minutes of the meeting held on September 29, 2025;
- Presentation of estimated consolidated financial data as of August 31, 2025;
- Update IV: Presentation of the revised 2025 Plan;
- Update on activity:
  - *Overview of Kalilog's business;*
  - *Presentation of "Adéquation" Market Research Study,*
- Miscellaneous questions: *St-Tropez point.*

(iii) Post balance sheet activities of the Board:

Since November 30, 2025, the Board of Directors has met three times:

December 11, 2025

the Board of Directors held a meeting attended by seven members present. The Board discussed the following agenda :

- Reports from the Audit Committee: minutes of the meeting held on October 20, 2025 and December 2, 2025;
- Presentation of the 2026 budget plan and 2027/2028 outlook;
- Miscellaneous questions.

January 27, 2026

the Board of Directors held a meeting attended by eight members present. The Board discussed the following agenda:

- Reports from the Audit Committee: minutes of the meeting held on January 23, 2026;
- Review of the estimated consolidated financial statement as of November 30, 2025;
- Compensation of the corporate officer for the 2025 fiscal year;
- Amount of compensation to be paid to Directors: Breakdown for 2025;
- Final award of bonus shares (First Plan 2024);

January 27, 2026

the Board of Directors held a meeting attended by eight members present. The Board discussed the following agenda:

- Approval of the 2026 budget;
- Determination of the amount of the dividend per share to be paid to shareholders at the next Shareholders' Meeting;
- Review and approval of management planning documents and analysis report on these documents ;
- Review and approval of the press release draft on 2025 annual results;
- Reports from the Compensation and Appointments Committee: minutes of meetings held on January 14, 2025;
- Final award of performance shares (Second 2023 Plan);
- Report of the CSR Committee - Minutes of the meeting of January 14, 2026;
- Governance Points:
  - *Approval of the principle of appointing a Deputy Chief Executive Officer,*
  - *Identity of the new Deputy Chief Executive Officer,*
  - *Election of new Directors at the next* Shareholders' Meeting,
- Miscellaneous questions.

February 25, 2026

the Board of Directors held a meeting attended by eight members present. The Board discussed the following agenda :

- Reports from the Audit Committee: minutes of the meeting held on February 24, 2026;
- Review and approval of the parent company financial statements at November 30, 2025 and proposed appropriation of net income for the year;
- Review and approval of the consolidated financial statements at November 30, 2025;
- Agreements governed by Article L. 225-38 of the French Commercial Code;
- Preparation and approval of the Board of Directors' management report *including corporate governance, sustainability report*;
- Preparation and approval of special reports;
- Renewal of the authority to make pledges and guarantees;
- Renewal of the share buyback program;
- Review of the social policy on professional and wage equality;
- Report of the Compensation and Appointment Committee - Report of the meeting of January 28, and February 11, 2026;
- Compensation of the corporate officer for the 2026 fiscal year:
  - Compensation *of the Chairman and Chief Executive Officer from December 1, 2025 to November 30, 2026;*
  - Compensation *of the Deputy Chief Executive Officer from May 6, 2026 to November 30, 2026*;
- Principles of the new succession plan taking into account the appointment of a Deputy Chief Executive Officer;
- Award of bonus shares;
- Convening an Ordinary and Extraordinary Shareholders' Meeting, setting its agenda and the text of the draft resolutions;
- Appointment of the Lead Independent Director as Chairman of the Ordinary and Extraordinary Shareholders' Meeting of May 5, 2026 in the event that the Chairman and Chief Executive Officer is absent or unable to attendr;
- Prior approval of services provided by the Statutory Auditors ;
- Miscellaneous questions.

3.1.2. Specialized Committees of the Board of Directors

3.1.2.1. Audit Committee

The Audit Committee is a Special Committee of the Board of Directors. Its primary task is to conduct a preliminary review of the financial statements and the risks to the Company in order to deepen the knowledge of, and facilitate the exercise by the Board of Directors of its responsibility to approve the parent company financial statements and consolidated financial statements.

An Audit Committee Charter describes the organization, powers and operation of the Audit Committee. Its most recent update was approved on February 21, 2025 by the Board of Directors, in particular to reflect the transposition into French law of the CSRD Directive.

Composition of the Audit Committee

The Audit Committee is composed of at least three members taken from the members of the Board of Directors, at least two-thirds of whom are Independent Directors, pursuant to the independence criteria adopted by the Company.

The terms of office of members of the Audit Committee coincide with their terms of office as members of the Board of Directors. They may be renewed at the same time as the latter terms of office.

Members of the Audit Committee are selected in view, in particular, of their independence and their financial and/or accounting expertise.

The Audit Committee is composed of three independent members appointed for the duration of their term of office as Directors: Ms. Sylvie Charles, appointed on February 16, 2012 and Chairwoman since September 30, 2014, Mr. Michel Sirat appointed on September 27, 2024, Ms. Lucile Ribot appointed on September 27, 2018.

The fact that the Audit Committee is chaired by an Independent Director (see section 3.1.1.2. - (V) above) strengthens management oversight and ensures a balance of powers.

Role of the Audit Committee

During the previous year, the Audit Committee, at its meeting of April 4, 2024, wished to conduct an overall review, in the presence of the CSR Director, on the articulation of the respective roles of the two committees in terms of sustainability, in view of the requirements of the new European regulatory framework (Corporate Sustainability Reporting Directive "CSRD").

At its meeting on February 21, 2025, the Board of Directors proceeded with amendments to the Audit Committee's Charter to include its responsibilities in terms of sustainability..

This new version of the Charter provides that the Audit Committee is responsible for the prior review of the Company's financial statements and risks, and in particular:

- Monitoring the effectiveness of the internal control and risk management systems, as well as internal audit, with regard to the procedures relating to the preparation and processing of accounting and financial information. This includes:
  - Reviewing the scope of consolidation and, if applicable, the reasons why companies would not be included;
  - Reviewing the financial statements and the relevance and consistency of the accounting methods used to prepare the parent company financial statements and the consolidated half year and annual financial statements and their scope of application ;
  - Reviewing the significant off balance sheet commitments of the Company and its subsidiaries;
  - Reviewing the provisions and their adjustments and any situation that could generate significant risk for the group ;
- Monitoring the Company's financial policy and the related risks;
- Monitoring the accounting treatment of any significant transactions carried out by the Company;
- Monitoring internal procedures for collecting and controlling data as well as the quality and reliability of the Company's financial statements.

In this context, the Audit Committee gives its opinion on the organization of the internal audit department, is informed of its work program and receives internal audit reports or a periodic summary of these reports.

The Audit Committee also checks accounting and financial information documents, in particular at the time of the approval of the parent company financial statements and the interim and annual consolidated financial statements.

The Audit Committee monitors the effectiveness of internal control and risk management systems, as well as internal audit, with regard to procedures relating to the preparation and processing of sustainability information (including in digital form), without prejudice to the independence of these functions. The monitoring of the process implemented to determine the information to be published in accordance with the standards for reporting sustainability information that falls within the remit of the CSR Committee. The Audit Committee reviews the reliability of these indicators at least once a year, during a session attended by the Chairman of the CSR Comitee.

The Audit Committeer reviews and advices to the Board of Directors on the selection procedure and the choice of Statutory Auditors, and sustainability auditors, as well as on compliance with the rules regarding to their independence and their objectivity. In this capacity, it reports to the Board of Directors on the results of the audit engagement, and the audit engagement on sustainability information and how these audits have contributed to the integrity of financial information and the sustainability information.The Audit Committee leads the procedure for selecting and renewing the Statutory Auditors and sustainability auditors and submit to the Board of Directors a recommendation on the Statutory Auditors and sustainability auditors whose appointment is proposed to the Shareholders'Meeting.The Company's statutory audit mission must be exclusive of all other non audit duties. However, after prior approval by the Audit Committee, additional work or work directly complementary to the audit of the financial statements may be performed, such as acquisition or post acquisition audits, but excluding assessment and advisory work.

The Audit Committee has all the resources it deems necessary to carry out its duties.

Audit Committee Procedures

Meetings of the Audit Committee are validly held if at least half its members are present. Meetings of the Audit Committee are convened by its Chairman or, if applicable, the Chairman of the Board of Directors.

Furthermore, two Committee members may convene a meeting of the Committee if they believe necessary to discuss one or more specific matters.

The Audit Committee's agenda is set by the Chairman of the Audit Committee.

The Committee meets whenever necessary and, in any event, at least four times a year. Meetings are held prior to meetings of the Board of Directors and, as far as possible, at least two days prior to this meeting if the Committee's agenda includes a review of the annual and half-year financial statements prior to their approval by the Board of Directors.

The Audit Committee's review of the annual or half-year financial statements must be accompanied by a presentation by the Statutory Auditors highlighting the key points of the results, and a presentation by the Chief Financial Officer describing the Company's exposure to risks and significant off-balance sheet commitments.

The Audit Committee may also, whatever its meeting agenda, consult with employees of the Company or the Statutory Auditors without the presence of the Company's management, who are informed of this in advance.

Members of the Audit Committee and meeting participants are bound by professional secrecy.

The Committee's Chairman submits a report of its work to the Board of Directors and also prepares a written summary.

The secretary of the Audit Committee is the secretary of the Board of Directors.

The Audit Committee receives important documents within its remit (financial analysts' recommendations, reports from rating agencies, summaries of audit engagements, etc.). It may request additional reports if it wishes.

The Audit Committee makes its decisions by a majority of the members attending the meeting, with each member holding one vote.

Articulation of the duties of the Audit Committee and the CSR Committee

The Audit Committee and the CSR Committee may meet in joint sessions or agree that the Chairman of the CSR Committee should attend a meeting of the Audit Committee (or vice versa) to discuss matters related to the two Committees. The CSR Committee is responsible for monitoring the effectiveness of CSR risk management systems. This monitoring is then integrated into the more global monitoring carried out by the Audit Committee on the effectiveness of the Company's risk management systems.

The review of sustainability information by the Audit Committee and, where applicable, by the CSR Committee must be accompanied by a presentation by the auditors in charge of certifying the sustainability information, highlighting the essential points, as well as a presentation by the CSR Director describing the Company's risk exposure and significant non-financial commitments.

The monitoring of the effectiveness of CSR risk management systems falls under the remit of CSR Committee and is part of the overall monitoring carried out by the Audit Committee in all of the company's internal control and risk management systems. In this regard, the Audit Committee ensures the deployment and implementation of corrective actions, in the event of significant weaknesses or anomalies identified in these systems. It is also informed of the main findings of the Statutory Auditors and the Internal Audit Department.

The Audit Committee's Charter sets out the rules and procedures relating to the provision by the Statutory Auditors of a service other than the certification of the financial statements. For more information on the Audit Committee Charter, it is available on the Company's website www.corporate.kaufmanbroad.fr/groupe-kaufman-broad/gouvernance/.

Schedule of Audit Committee meetings in fiscal year 2025 and terms of attendance of members

The following table shows the attendance rate per member at Audit Committee meetings :

Members	Attendance at meetings	Total number of meetings	Individual attendance rate
Sylvie Charles	5	5	100%
Lucile Ribot	5	5	100%
Michel Sirat	4	5	80%

Activity of the Audit Committee for the year

During the 2025 financial year, the Audit Committee met five times (the attendance rate of Directors at Audit Committee meetings was 93%):

January 27, 2025

an Audit Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Review of the estimated consolidated financial data as of November 30, 2024;
- Statutory Auditor's comments on the estimated consolidated financial data as of November 30, 2024;
- Review of the 2025 budget;
- Presentation of the group's 2024 major risk map;
- Presentation of the new Audit Committee Charter (including new CSR tasks);
- Miscellaneous questions.

January 27, 2025

an Audit Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Presentation of the draft management documents for the 2025 financial year and the report analysing these documents;

February 19, 2025

an Audit Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Review of the company financial statements as at November 30,2024 and proposal for the allocation of the financial year result;
- Statutory auditors' comments on the annual financial statements at November 30, 2024;
- Review of the appendix to the consolidated financial statements as at November 30, 2024;
- Presentation of the draft Board of Directors' report on corporate governance;
- Internal audit :
  - *Results of tests on the internal control system H2 2024 and annual summary 2024,*
  - *2025 forecast plan for testing the internal control system,*
  - Point Sapin II, GDPR.
- Presentation of the draft report of KPMG, an independent third party, on the social, environmental and societal information presented in the management report ;
- Prior approval of services provided by the Statutory Auditors ;
- Presentation of the new Audit Committee Charter (including new CSR tasks);
- Miscellaneous questions.

April 8, 2025

an Audit Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Review of the accounts for the first quarter of 2025;
- Update II: presentation of the revised 2025 Plan;
- Miscellaneous questions.

July 7, 2025

an Audit Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Review of H1 2025 activity;
- Review of estimated financial data for H1 2025 and key potential risks identified to date;
- Statutory auditors' comments on the consolidated financial data estimated as at May 31, 2025;
- Update III: Revised 2025 Plan presentation;
- Internal audit :
  - *Presentation of test results D.C.I. (Internal Control System) by the end of Q1 2025.*
- Miscellaneous questions.

September 29, 2025

an Audit Committee meeting took place with two members present. The Committee discussed the following agenda :

- Business review as of August 31, 2025;
- Update IV: Presentation of the revised 2025 Plan;
- Cybersecurity point;

September 29, 2025

an Audit Committee meeting took place with two members present. The Committee discussed the following agenda :

- Review of financial data as of August 31, 2025 and key potential risks identified to date;
- Internal audit :
  - *Presentation of test results D.C.I. (Internal Control System) by end Q2 2025;*
  - *Sapin II update, GDPR* ;
- Miscellaneous questions.

Subsequent activities of the Committee

Since November 30, 2025, the Audit Committee has met twice:

January 23, 2026

an Audit Committee meeting took place with two members present. The Committee discussed the following agenda :

- Review of pro forma consolidated financial data as of November 30, 2025;
- Statutory Auditor's comments on the consolidated financial data estimated as at November 30, 2025;
- Review of the 2026 budget;
- Presentation of the draft management documents for the 2026 financial year and the report analysing these documents;
- Presentation of the group's 2025 major risk map;
- Miscellaneous questions.

February 24, 2026

an Audit Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Review of the company financial statements at November 30, 2025 and proposed allocation of the financial year's profit;
- Statutory auditors' comments on the annual financial statements at November 30, 2025;
- Review of the appendix to the consolidated financial statements as at November 30, 2025;
- Presentation of the draft Management Report of the Board of Directors (including Corporate Governance - Sustainability Report);
- Internal audit :
  - *Test results for the H2 2025 S2 internal control system and 2025 annual summary* ;
  - *2026 test plan for internal control system* ;
- Presentation of the draft KPMG sustainability report;
- Prior approval of services provided by the Statutory Auditors ;
- Miscellaneous questions.

The Statutory Auditors attended all meetings of the Audit Committee; they were invited to make any comments they deemed useful to bring to the attention of the members of this Committee.

3.1.2.2. Compensation and Appointment Committee

Membership and duties

The Board's Internal Rules provide that the Compensation and Appointment Committee be composed of at least three Directors, at least half of whom must be independent. It is chaired by an Independent Director. To date, it comprises Mr. Michel Paris, Chairman, Mr. Yves Perrier, independant Director, appointed at the Board of Directors' meeting of May 6, 2024 and Mrs. Isabelle Bordry, appointed at the Board of Directors' meeting of May 6, 2025.

Furthermore, the Compensation and Appointment Committee, chaired by the Lead Independent Director Michel Paris, does not include the Director representing employee shareholders. In light of the specific skills and experience of its members, including those of the Lead Independent Director, the Company considers that the current membership of the Compensation and Appointment Committee is adequate. The discussions and recommendations made by the Committee are the subject of particularly detailed reports throughout the year, which are communicated and commented on by the Chairman of the Compensation and Appointment Committee to the Board of Directors. All Directors, including the Director representing employee shareholders, thus have the opportunity of s' to express their views on all matters discussed by the Committee (*compensation of the corporate officer, compensation of Directors, appointment of Directors, succession plan*...).

The duties of the Compensation and Appointment Committee include assisting the Board of Directors in determining the compensation of corporate officers and other executives of the Company. To this end, the Committee takes into consideration the criteria (particularly CSR) set out in section 3.2.1 (ii) of this Chapter. It proposes to the Board of Directors a breakdown of the compensation and the individual amounts of the payments to be made in this respect to the Directors, taking into account in particular their attendance at the Board and at the Committees that make up it.

The Committee also provides the Board of Directors with advice on the general policy for the award of share subscription options and/or share options and bonus shares, and on the share option plans prepared by the group's Executive Management. The Committee also submits recommendations to the Board on awards of share options or share subscription options or awards of bonus shares.

Lastly, it formulates proposals to the Board of Directors in respect of the appointment and/or reappointment of corporate officers, the Directors and the members of the Committees, taking account of the balanced representation of men and women and in accordance with a policy of non-discrimination.

It does not make decisions. Its role is to prepare information to be used by the Board of Directors during its meetings when it considers matters within the Committee's remit.

Meetings may take place via videoconference or by conference call.

Schedule of meetings of the Compensation and Appointment Committee in fiscal year 2025 and arrangements for attendance of members

The following table shows the attendance rate per member at Compensation and Appointment Committee meetings :

Members	Attendance at meetings	Total number of meetings	Individual attendance rate
Jean-Louis Chaussade[(a)]	3	3	100%
Yves Perrier	5	5	100%
Michel Paris	5	5	100%
Isabelle Bordry[(b)]	2	2	100%

(a) As Jean-Louis Chaussade's term ended on May 6, 2025, his attendance rate is calculated based on the period of actual presence and therefore does not cover all the meetings held during the financial year.

(b) On May 6, 2025 the Board of Directors appointed Ms. Isabelle Bordry to the Compensation and Appointment Committee, in replacement of Mr. Jean Louis Chaussade.

Activity of the Compensation and Appointment Committee for the year

During the year 2025, the Compensation and Appointment Committee met five times (the Directors' attendance at the Compensation and Appointment Committee meetings was 100%):

January 15, 2025

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- 2024 Salary Policy: Compensation analysis and budget management;
- Variable compensation for the corporate officer for the 2024 financial year;
- Definitive allocation of performance shares (Second 2022 Plan);
- Preparatory point: corporate officer compensation for financial year 2025;
- Amount of compensation (ex directors' fees) – proposed allocation for the 2024 financial year;
- Miscellaneous questions.

January 30, 2025

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- Corporate officer compensation for fiscal year 2025 – corporate officer long-term compensation – corporate officer commitments;
- Motion to renew the terms of office of Ms Isabelle Bordry, Ms Aline Stickel, Mr Michel Paris and Mr Jean-Louis Chaussade as Directors at the next Shareholders' Meeting;
- Allocation of Bonus shares ;
- Proposal of new Plans as part of the authorisation granted by the Shareholders' Meeting of May 4, 2025;
- Proposal of a new authorisation by the 2025 Shareholders' Meeting;
- Miscellaneous questions.

April 10, 2025

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- Succession plan;
- Miscellaneous questions.

July 9, 2025

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- Succession plan;
- Miscellaneous questions.

October 20, 2025

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- Appointment of a new Director;
- Miscellaneous questions.

- Subsequent activities of the Committee

Since November 30, 2025, the Compensation and Appointment Committee has held two meetings:

December 2, 2025

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- Appointment of a new Director;
- Miscellaneous questions.

January 14, 2026

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- 2025 Salary Policy: Compensation analysis and budget steering;
- Variable compensation of the corporate officer for the 2025 financial year;
- Definitive performance shares award (Second 2023 Plan);
- Miscellaneous questions.

January 14, 2026

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- Proposal to appoint a Deputy CEO;
- Identity of the Deputy CEO;
- Amount of compensation (ex directors' fees) – proposed distribution for the 2025 financial year;
- Proposal to appoint new Directors;

January 28, 2026

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- 2026 Compensation policy for executive corporate officers, namely:
  - *2026 Chairman & CEO pay,*
  - Compensation of the Deputy CEO from May 6, 2026 to November 30, 2026;
- Principles of the new succession plan taking into account the appointment of a Deputy CEO:
  - *The Lead Director appointed to temporarily chair the Board,*
  - *The Deputy* CEO *appointed to take over as Managing Director,*
- Allocation of Bonus shares :
  - *Proposal of new Plans as part of the authorisation granted by the* Shareholders' *Meeting of May 6, 2025,*
  - Proposal for a new authorisation by the 2026 Shareholders' Meeting,
- Miscellaneous questions.

February 11, 2026

a Compensation and Appointment Committee meeting was held with three members present. The Committee discussed the following agenda :

- 2026 compensation policy for executive corporate officers:
  - *Mandate agreement for the Deputy* CEO*,*
  - Compensation *of the Deputy* CEO *from May 6, 2026 to November 30, 2026;*
- Miscellaneous questions.

3.1.2.3. CSR Committee

Composition and mission

The Board's Internal Rules stipulate that the CSR Committee shall be composed of at least three members taken from the members of the Board, all of whom are independent Directors in light of the independence criteria adopted by the Company. It is chaired by an Independent Director. To date, it comprises four independent Directors: Sylvie Charles, Lucile Ribot, Annalisa Loustau Elia appointed at the Board of Directors' meeting of May 6, 2024.

The members of the CSR Committee are chosen on the basis of their independence, expertise and knowledge in the area of sustainable development, as well as their specific expertise in financial, accounting and statutory auditing matters. As such, at least one independent member of the Committee has specific sustainable development skills acquired through his or her career.

The presence of members on both bodies, on the CSR Committee and on the Audit Committee (namely Sylvie Charles and Lucile Ribot), enables a better understanding of the CSR issues that fall within the remit of each of the two committees.

The CSR Committee meets at least once a year and as often as necessary depending on the development of the Company's activities and in particular changes in sustainable development issues specific to its activities. Meetings may take place via videoconference or by conference call.

The Committee's tasks include :

- Ensuring that issues relating to social and environmental responsibility are taken into account in the Group's strategy and its commitments, as well as in their implementation, it may make recommendations in this regard, taking into account the challenges specific to its business and its objectives;
- Examining the report on sustainable development provided for in Article L. 22-10-36 of the French Commercial Code;
- Examining risks in terms of sustainability jointly with the Audit Committee;
- Monitor the main non-financial ratings of the Company.

Schedule of meetings of the CSR Committee in fiscal year 2025 and terms of attendance of members

During the fiscal year 2025, the CSR Committee met twice (the Directors' attendance rate at CSR Committee meetings was 100%).

The table below gives the attendance rate per member at CSR Committee meetings :

Members	Presence at meetings	Total number of meetings	Individual attendance rate
Jean-Louis Chaussade[(a)]	1	1	100%
Lucile Ribot	2	2	100%
Annalisa Lousteau Elia	2	2	100%
Sylvie Charles	2	2	100%

(a) As Jean-Louis Chaussade's term ended on May 6, 2025, his attendance rate is calculated based on the period of actual presence and therefore does not cover all the meetings held during the financial year.

• Activity of the CSR Committee for the year

January 15, 2025

a CSR Committee meeting took place, attended by four members. The Committee discussed the following agenda :

- ESG ratings: changes;
- Review of K&B CSR issues by the CSRD (impacts, risks, opportunities, policies, actions and targets):
  - *mitigation of climate change,*
  - *pollution,*
  - *water,*
  - *biodiversity,*
  - *Circular economy,*
  - *Human Resources,*
  - *headcount on the value chain,*
  - *affected communities and groups,*
  - *clients and users,*
  - *Governance.*

July 7, 2025

a CSR Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Regulatory news regarding ESG;
- ESG ratings: evolutions and benchmark;
- SBTi validation of the carbon objective;
- CSR Committee regulations;
- Review of the CSRD double materiality analysis (draft):
  - *climate change mitigation,*
  - *pollution,*
  - *water,*
  - *biodiversity,*
  - *Circular economy,*
  - *company headcount,*
  - *headcount across the value chain,*
  - *affected communities and groups,*
  - *clients and end users,*
  - *Governance.*

Subsequent activities of the Committee

Since November 30, 2025, the Committee has met once:

January 14, 2026

a CSR Committee meeting took place, attended by three members. The Committee discussed the following agenda :

- Regulatory news regarding CSR reporting;
- ESG ratings: evolutions and benchmark;
- Review of the CSRD double materiality analysis and policies, actions and targets for the group's sustainability report:
  - *climate change mitigation and adaptation (including climate transition plan and biodiversity),*
  - *pollution,*
  - *water,*
  - *biodiversity,*
  - *Circular economy,*
  - *company headcount,*
  - *headcount on the value chain,*
  - *affected communities and groups,*
  - *clients and end users,*
  - *Governance.*

3.1.3. Senior executives

Management of the group is organized under the leadership of the Chairman and Chief Executive Officer, Nordine Hachemi, as well as other senior executives of the group.

Since January 1, 2016, the management bodies have changed and are now primarily made up of an Executive Committee, a Management Committee, and an Extended Management Committee, which also consists of Regional Vice-Presidents and Agency Vice-presidents.

Executive Committee

Kaufman & Broad's Executive Committee has of seven members:

Nordine Hachemi	Chairman and Chief Executive Officer
Bruno Coche	Chief Financial Officer
Sylvere Hamel	Chief Executive Officer Region (East, Occitanie Nouvelle Aquitaine, Residences managed and Kalilog)
David Laurent	Chief Executive Officer, Corporate Real Estate, Logistics and Aménagement et Territoires - Île de France Region
Yannick Le Bihan	Deputy Chief Executive Officer Western Region
William Truchy	Chief Commercial Officer, Marketing Communication and Digital
Sophie Letierce	Chief Executive Officer, Human Resources - Operational Excellence

The Executive Committee implements the group's strategy and monitors its deployment, in particular through the Annual Plan for each business activity. Lastly, it defines any organizational adjustments that may be required based on the strategic decisions taken by the Board of Directors and ensures they are implemented.

For more information on the presentation of Executive Committee members, please visit our website https://corporate.kaufmanbroad.fr/Groupe-kaufman-broad/gouvernance/.

- Nordine Hachemi, Chair and Chief Executive Officer

The biography of Mr. Nordine Hachemi is presented in paragraph 3.1.1.1. - B "Directorships and positions held by members of the Board of Directors at November 30, 2025" of this document.

3.1.4. Special procedures for shareholder participation in the Shareholders' Meeting

Shareholder decisions are made at Shareholders' Meetings. Ordinary Shareholders' Meetings cover all matters that do not require amendments to the bylaws (unless otherwise stipulated by law).

Extraordinary Shareholders' Meetings may be convened to amend the bylaws (unless otherwise stipulated by law).

Shareholders' Meetings are held at the registered office or in any other location indicated in the notice of meeting.

They are convened by the Board of Directors, in the manner and within the time limit set by law. All shareholders are entitled to attend Shareholders' Meetings, either in person or by proxy, provided that they submit proof of their identity and of ownership of at least one share, in the form and at the place specified in the notice of meeting. All shareholders are entitled to be represented at Shareholders' Meetings in the manner stipulated by law.

Shareholders may also cast postal votes in the manner stipulated by law. Shareholders who attend a meeting via video conference or other telecommunication technology that enables them to be identified, the type and use of which are defined by law, are deemed in attendance for the purpose of calculating a quorum and voting majorities. These provisions are contained in Article 18 of the Company's bylaws.

All shareholders may be represented by their spouse, by another shareholder or by any individual or legal entity of their choice, at all Shareholders' Meetings. Shareholders may also cast postal votes in the manner stipulated by law.

Shareholders' Meetings are chaired by the Chairman of the Board of Directors or, in the Chairman's absence, by the Deputy Chairman or, in the Deputy Chairman's absence, by a director designated by the Board. The two shareholders in attendance holding the largest number of votes in their own names and/or as proxies shall, if they agree, act as the tellers. The officers appoint the meeting secretary, who does not have to be a shareholder.

3.2. Group compensation policy including corporate officers

The group's compensation policy has always consisted of closely linking economic results with individual performance, measured on the basis of objective and quantifiable criteria.

The Company has implemented a "group compensation policy", also applicable to Corporate Officers that compensates all employees with (i) a base salary, as compensation for the employee's work, and which is aimed at attracting and retaining talent, and (ii) a variable portion, which compensates individual and collective performance according to the attainment of ambitious, fixed objectives, which is nonetheless limited to a maximum level to avoid excessive risk taking and in accordance with the Company's interests. This variable component is based on annual or even biennial criteria, which avoids limiting performance assessment to a strictly short-term review. In addition, this variable portion is supplemented by a universal award of bonus shares, which links all group employees to value creation over the medium and long-term to support the group's commercial strategy and continuity. The Executive corporate officers, as well as the members of the Executive Committee and the Regional Vice-Presidents and Agency Vice-presidents are also awarded bonus shares, in addition to their variable compensation, the final vesting of which is subject to performance conditions, in accordance with the principles of good governance. It is based on compensation principles applicable to both employees and management teams, offering an attractive basic salary to attract and retain talent and a variable component that rewards individual and collective performance.

Against this backdrop, at the time of the Company's free float increase (re-IPO) in May 2016, the senior executives (including the Chairman and Chief Executive Officer) and some of the group's employees tendered their shares from the 2014 and 2016 bonus share plans to Artimus Participations, a management investment structure within the Company, set up during this transaction. Through this company comprising executives and employees of the Company, the group Employee Savings Plan and individuals, on November 30, 2025 the group's employees held about 9.13% of the share capital of the Company, becoming its leading shareholders. This configuration guarantees an alignment of long-term interest with the shareholders and the management of the Company, with the Chairman and CEO owning, directly or indirectly, approximately 1.52% of the capital of Kaufman & Broad SA at November 30, 2025.

The aim of this policy is to :

- Adapt compensation to the group's collective performance, while being a source of motivation and individual effectiveness;
- To achieve these objectives, several resources have been put in place:
- The annual compensation of employees and management teams includes a significant variable component, regardless of the function performed, conditional upon the achievement of targets that are ambitious, but limited to a maximum level to avoid excessive risk-taking, and established on annual or even two-yearly criteria, to avoid restriction to a short-term point of view only.

In 2025, approximately 26% of the annual compensation paid to employees was made up of a variable component, determined on the basis of the Company's performance and annual individual targets. This component represented 46% of the total compensation for the members of the Executive Committee, 36% for the members of the Extended Management Committee and nearly 56% for the Chairman and Chief Executive Officer;

Share ownership opportunities in the Company in order to involve employees and managers in value creation over the medium/long term, through:

a) the implementation each year of universal bonus shares ("AGA"), for all employees, with a four-year availability horizon. The granting of these to the executive corporate officers and members of the Executive Committee, the Management Committee and the Extended Management Committee, subject to stringent, long-term performance conditions.On average, excluding exceptional transactions, approximately 100,000 existing shares, i.e. 0.5% of the Company's share capital, are awarded each year as part of the bonus share plans put in place by the Company ;

b) company savings plans (PEE)/company mutual funds (FCPE) open to all employees, about 75% having subscribed to these vehicles with a five-year availability horizons;

c) The creation of an investment vehicle (Artimus Participations SAS), to which the main managers (including the Chairman and Chief Executive Officer) and certain group employees) who contributed more than €21 million to its creation, either in cash or in the form of KBSA shares, during the May 2016 public float extension (re IPO), for a 8 year period, which was extended on 5 July 2023 for a further 7-year period. Following the opening of the monthly stock exchange in October 2025, some 40 group employees acquired a stake in Artimus Participations.

Criteria defined in Article R.22-10-14 I. of the French Commercial Code

Protecting the company's interests, contributing to the commercial strategy and ensuring the company's sustainability	The compensation policy for corporate officers is in the company's interest and supports the business strategy and the group's sustainability. It provides for: • A regular review to ensure that the level of compensation remains consistent with the performance achieved, both by the Company and by the managers concerned; • Competitive attractiveness, ensuring that compensation remains in line with practices observed within comparable companies in the sector, in order to attract and retain the talent essential to the group's governance. For executive directors, the performance conditions for annual variable compensation are defined in direct relation to the implementation of the group's strategy.
Decision-making process for its determination, revision and implementation	The compensation policy is set by the Board of Directors, assisted by the compensation and Appointment Committee, which is majority independent and chaired by an independent Director. Any revision and implementation of the compensation policy is determined by the Board of Directors, which shall take a decision based on a majority of the members present and represented. The Directors endeavour to comply with the principles set out in the AFEP-MEDEF Code and in the Board of Directors' internal regulations, in particular with respect to the management of potential conflicts of interest.
Consideration of the compensation and employment conditions of the Company's employees	The Compensation and Appointment Committee and the Board of Directors of the Company take into consideration, when determining and reviewing the compensation policy for executive corporate officers, the equity ratios published in the Company's corporate governance report as part of the ex post global say on pay. These ratios make it possible to establish the level of the Chairman and CEO's compensation in relation to the average and median compensation on a full-time equivalent basis of the Company's employees, other than the corporate officers.
Valuation methods - satisfaction of the performance criteria for variable compensation and share-based compensation	The satisfactory achievement of the performance criteria is reviewed by the Compensation and Appointment Committee, which reports to the Board of Directors on any observations before the latter makes a decision on the level of achievement of the performance criteria.
Details to be provided in the event of a change in the compensation policy	None, no changes have been made to the compensation policy applicable for the 2026 financial year compared to that applicable in 2025; the principles and structure of the policy remain unchanged.
Procedures for applying the provisions of the compensation policy to newly appointed or reappointed corporate officers, pending, where appropriate, approval by the Shareholders' Meeting of any significant changes to the compensation policy	The provisions of the compensation policy applicable to corporate officers are intended to apply to newly appointed or reappointed corporate officers after the Shareholders' Meeting, pending, where necessary, approval by the Shareholders' Meeting of any significant changes to the compensation policy, mentioned in point II of Article L.22-10-8 of the French Commercial Code.
Exceptions to the application of the compensation policy	In accordance with applicable legal and regulatory provisions, the Board of Directors, upon the recommendation of the Compensation and Appointment Committee, reserves the right to temporarily deviate from the compensation policy in exceptional circumstances, provided that such deviation is in the best interests of the company and necessary to ensure the company's continuity or viability. This power of derogation of the Board of Directors concerns all items of compensation of any kind whatsoever. In such a case, the Board shall rule on the recommendations of the Compensation and Appointment Committee, verify that the necessary conditions for deciding on such an exception are met, and justify its decision. These justifications will be brought to the attention of the shareholders in the next report on corporate governance. It is specified that the Chairperson and Managing Director shall not attend deliberations on these matters.

3.2.1. Compensation policy for executive corporate officers

The following developments constitute the compensation policy for the Company's executive directors, particularly for 2026. They describe in particular the components of fixed and variable compensation and explain the decision making process followed for its determination, revision and implementation.

In accordance with the provisions of Article L. 22-10-8 -II of the French Commercial Code, the compensation policy presented below is subject to the approval of the Combined Shareholders' Meeting of May 5, 2026. It is recalled that the last annual approval of the compensation policy for the executive directors of Kaufman & Broad SA took place at the Combined Shareholders' Meeting on May 6, 2025 and was adopted by a large majority.

(i) Principles and decision making processes followed for the determination and implementation of the compensation policy for executive corporate officers

The compensation policy of the Executive Directos, as of the date of this report namely: (i) Nordine Hachemi, in his capacity as Chairman and Chief Executive Officer of the Company and (ii) for the period starting from his appointment as deputy CEO on May, 6 2026 until November 30, 2026, Mr. David Laurent as Deputy CEO, is approved by the Board of Directors after review and issue of an opinion by the Compensation and Appointment Committee. The Board of Directors applies the recommendations of the AFEP-MEDEF Code, amended in January 2020 and December 2022, relating to the compensation of Executive Directors of listed companies. In this context, the Board of Directors sets the principles for determining the compensation of the Executive corporate officers, with particular attention to compliance with the following principles:

- Principle of balance and moderation: it is ensured that each element of the compensation of the Executive coporate officers is clearly justified and that none is disproportionate.
- Principle of competitiveness: it is ensured that the compensation of the Chairman and Chief Executive Officer is competitive in comparison with compensation surveys for the sector.
- Principle of alignment of interests: the compensation policy is a management tool intended to attract, motivate and retain talent necessary to the Company. At the same time it addresses the expectations of shareholders and other stakeholders of the Company, in particular in relation to performance.
- Performance principle: the compensation of the Executive Corporate Officers is closely linked to the performance of the Company, in particular through variable compensation assessed each year. Payment of this variable portion is subject to achieving objectives rewarding immediate performance that lays the groundwork for the future and ensures the sustainability of the group, and whose impact can be measured over a period (i) of one year (changes in income, EBITDA, Attributable Net Income, WCR) and (ii) of two years (if necessary, number of orders and number of lots approved by the Commitment Committees).

The compensation of the Executive Corporate Officers includes a fixed and a variable portion based on a number of objectives determined on an annual basis. At the end of each fiscal year, the Board of Directors, acting on the recommendation of the Compensation and Appointment Committee, sets the amount of their gross annual fixed compensation for the following year as well as the ceiling of their annual variable compensation for that year, and quantitative criteria on the basis of which this will be calculated. At the beginning of each fiscal year, the Board of Directors, acting on the proposal of the Compensation and Appointment Committee, determines the amount of their annual variable compensation due for the previous fiscal year based on that year's results and the achievement of his quantitative and qualitative objectives, and sets objectives for the qualitative part of their annual variable compensation for the current fiscal year.

In the event of a change in governance and the appointment of a new executive corporate officer during the financial year, the principles and compensation structure set out in the compensation policy approved by the Shareholders' Meeting shall apply to them for the current financial year.

In particular, if the roles of Chairman of the Board of Directors and Managing Director are separated, the compensation of the new Managing Director will be determined in accordance with the principles of this compensation policy, which take into account, in particular, the duties and responsibilities attached to the role, the skills and experience of the relevant executive and market practices.

The compensation of the new Chairman of the Board of Directors would be set in line with his non-executive role and market practices.

In all cases, the Board of Directors, on the recommendation of the Compensation and Appointment Committee, may adjust the level and structure of compensation to take into account the employee's personal situation, experience and the responsibilities entrusted to them.

In order to link the Executive Corporate Officers with long-term performance, part of his compensation consists of performance shares. This component of compensation is directly related to the group's performance since the number of shares definitively granted to the Executive Corporate Officers at the end of the vesting period depends on the group's performance, according to certain criteria (see section (ii) - a) below).

On February 25, 2026; the Board of Directors approved various sets of rules governing plans that set out the terms and conditions of bonus share awards, i.e.:

- a plan ("Second 2026 Plan") applicable solely to the Chairman and Chief Executive Officer ("the Beneficiary"), which provides that the allocation of shares to the beneficiary will be final after a one-year vesting period, and the beneficiary must then hold said shares for a period of three years from their final allocation.

Extract from the regulations of the Second 2026 Plan

(*Article 5 - Conditions governing the availability of shares*):

…/…

at any time during the Vesting Period, the executive corporate officer ceases to exercise his corporate office (resignation or dismissal), the Beneficiary will no longer be eligible to receive the Bonus Shares, and will lose all entitlements awarded under the Plan.

…/…

In the event of the Beneficiaries' death during the Vesting Period, the heir(s) of their estate may request the Award of Shares within a period of 6 months from the date of death.

In the event of the Beneficiaries' invalidity during the Vesting Period, entitlement to Bonus Shares will take effect immediately and the Bonus Shares will automatically be delivered to the relevant person, within a brief period as from the date of termination of the employment contract due to said invalidity.

In the event of the Beneficiaries' retirement during the Vesting Period, they will remain eligible to receive the Bonus Shares and will maintain all entitlements awarded under the Plan. The rules of operation of these Rules will continue to apply."

- A plan ("Third 2026 Plan") applicable solely to the Deputy CEO ("the Beneficiary") for the period from May 6, 2026, the appointment of the Deputy CEO, to November 30, 2026, subject to the adoption of the 16th resolution at the Shareholders' Meeting of Shareholders to be held on May 5, next, which provides that the allocation of shares to the beneficiary will be definitive at the end of a vesting period of three years, with the beneficiary then required to hold said shares for a period of one year from their definitive allocation.

Extract from the Third Plan regulations 2026

(*Article 5 - Conditions governing the availability of shares*):

…/…

at any time during the Vesting Period, the executive corporate officer ceases to exercise his corporate office (resignation or dismissal), the Beneficiary will no longer be eligible to receive the Bonus Shares, and will lose all entitlements awarded under the Plan.

…/…

In the event of the Beneficiary's death during the Vesting Period, the heir(s) of his estate may request the Award of Shares within a period of 6 months from the date of death.

In the event of the Beneficiary's invalidity during the Vesting Period, entitlement to Bonus Shares will take effect immediately and the Bonus Shares will automatically be delivered to the relevant person, within a brief period as from the date of termination of the employment contract due to said invalidity.

In the event of the Beneficiary's retirement during the Vesting Period, they will remain eligible to receive the Bonus Shares and will maintain all entitlements awarded under the Plan. The rules of operation of these Rules will continue to apply."

(ii) Components of the Chairman and Chief Executive Officer's compensation

The compensation of the Chairman and Chief Executive Officer includes fixed annual compensation and variable compensation in cash and performance shares, plus long term compensation.

In his capacity as Chairman and Chief Executive Officer of the Company, Mr. Nordine Hachemi are determined in accordance with the principles set out below. These principles were reviewed by the Compensation and Appointment Committee on January 28, 2026 and decided by the Board of Directors on February 25, 2026.

Fixed compensation

The Board of Directors, acting on the proposal of the Compensation and Appointment Committee, determines the fixed annual compensation of the Chairman and Chief Executive Officer in view of a detailed study of the fixed and variable compensation of senior executives of comparable companies by an independent firm contracted by the Company.

The gross annual fixed portion of the Chairman and Chief Executive Officer's compensation was set by the Board of Directors on February 25, 2026 at €650,000 gross for 2026.

Variable compensation

The variable compensation of the Chairman and CEO includes (i) a target and maximum annual variable portion, paid in cash, and (ii) an annual deferred payment part in the form of awards of bonus shares with performance conditions attached.

a) Target annual variable portion and maximum variable portion in cash

The Board of Directors, acting on the proposal of the Compensation and Appointment Committee, determines the variable annual compensation of the Chairman and Chief Executive Officer on the basis of quantitative and qualitative criteria.

For 2026, at its meeting of February 25, 2025, the Board of Directors decided to settle the gross maximum annual variable portion of the Chairman and Chief Executive Officer's compensation at €350,000 (compared to €700,00 in 2025, i.e. 54% of his fixed annual compensation), provided the objectives are 100% achieved and, in the event of outperformance, up to 130% of the sum referred to above, i.e. a gross maximum amount of €455,000 (approximately 70% of his fixed annual compensation), subject to his continued presence in January 2027.

Compared to previous financial years, and to take into account the effective start of Mr. David Laurent as Deputy CEO from May 6, 2026, whose implementation principle was decided upon by the Board of Directors on January 27, 2026, the quantitative portion would be 50% (compared to 70% previously) and the qualitative portion 50% (compared to 30% previously).

The quantitative indicators would retain the same weighting.

The quantitative criteria regarding the number of housing reservations and the number of commitment committee lots are being removed.

In accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, this variable compensation is subject to an affirmative vote by the Ordinary Shareholders' Meeting that will vote in 2027 on the financial statements for the fiscal year ending November 30, 2026.

- Quantitative criteria :

They are based on indicators that the Board of Directors, on the proposal of the Compensation and Appointment Committee, deemed the most relevant for assessing the financial performance of the group. For 2026, the quantitative criteria represent 50% of variable compensation, of which 15% is linked to revenues, 15% to EBITDA, 15% to Attributable Net Income, et 5% to WCR for 2026.

- Qualitative criteria :

As regards the non-financial criteria, which make up 50% of variable compensation for 2026, they are now based on the following qualitative targets adopted by the Board of Directors to set the 2026 compensation of the corporate officer, i.e.: management of group teams and quality of the Company's social dialogue; the continued implementation of the CSR policy (particularly with regard to the group's CSR commitments and objectives described in Chapter 5 "Sustainability Report") of the group; sound risk management and support for the development of the governance structure with the appointment of Mr. David Laurent as Deputy CEO.

b) Deferred payment of the annual variable portion in the form of performance shares

The 27th resolution of the Shareholders' Meeting of May 6, 2025, authorized the Board of Directors to grant, on one or more occasions, awards of bonus shares to the members of Company staff or executive corporate officers up to a total of 250,000 shares, including 50,000 shares to the executive corporate officer.

After taking into account the awards made during the fiscal year 2025, 250,000 shares may be awarded under the aforementioned 27th resolution, including a maximum of 50,000 shares to the executive corporate officer.

At its meeting of February 25, 2026, the Board of Directors made use of the authorization conferred by this resolution, awarding 7,500 performance shares to the Chairman and Chief Executive Officer for 2026 (compared to 15,000 performance shares granted by the Board of Directors on February 21, 2025 in respect of 2025, taking into account the decision of the Board of Directors of January 27, 2026 to change the governance of the Company) , provided that he is still in office when they are fully vested in 2027.

On the basis of valuation work carried out by an independent actuary at the request of the Company and using the Company's share price on December 31, 2025, the benefit corresponding to the 7,500 performance shares whose allocation to the Chairman and Chief Executive Officer is being considered in respect of his annual variable compensation with deferred payment is estimated at approximately €178,382.

Final award of these performance shares to the Chairman and Chief Executive Officer would be subject to the same performance conditions as those provided for in the annual variable compensation in cash described above.

In the event that these performance conditions are met, the Chairman and Chief Executive Officer would be entitled to an award of performance shares in respect of the deferred annual variable compensation, at the same ratio and in the same proportions as for the annual variable compensation in cash. In the event of 100% achievement of the performance conditions, the maximum number of attributable performance shares, i.e. 7,500 shares, would be awarded to the Chairman and Chief Executive Officer. No additional performance shares would be awarded in the event of outperformance above 100%.

It should be noted that, in accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the final awarding of these performance shares in respect of the deferred variable compensation for fiscal year 2026 will be subject to an affirmative vote at the Annual Shareholders' Meeting to be held in 2027 to approve the financial statements for the fiscal year ending November 30, 2026.

Long term compensation

It should be noted that, since 2018 the Board of Directors introduced a long-term compensation plan for the Chairman and Chief Executive Officer based on the award of 10,000 performance shares to the latter. The long-term compensation plan was initially renewed in 2019, and then in 2020, 2021, 2022, 2023, 2024 and 2025.

In light of the Board of Directors' decision of January 27, 2026 to change the governance of the Company, the renewal of the Chairman and CEO's long-term compensation plan for 2026 will not be proposed.

Total Compensation

The maximum total compensation that may be awarded to the Chairman and Chief Executive Officer for his performance in the fiscal year 2026, including:

- his fixed compensation (€650,000);
- his variable cash compensation (of up to €455,000);
- his deferred variable compensation (7,500 shares valued at around €178,382).

This amounts to around €1,283,382, i.e. 50.65% fixed compensation, 49.35% variable compensation, of which 35.45% paid in cash and 13.90% paid in the form of performance shares, in line with market practices.

Company car

The Chairman and Chief Executive Officer benefits from a company car with a budget of €1,700 per month excluding VAT for the year ended November 30, 2026.

Pension plan

The Chairman and Chief Executive Officer is entitled to the Company supplemental defined-contribution pension plan under the same terms as the members of the Management Committee as stipulated by Article 83 of the General Tax Code, whose annual contributions are capped at 8% of gross salary and capped at 8 times the social security cap. This amount is estimated at €30,760 for the fiscal year 2026.

Severance and non-compete indemnity

Severance pay will be equal to 12 months gross fixed and variable compensation for the fiscal year ended, extended to 18 months if control over the Company is taken by one or more third parties acting in concert triggering the obligation to launch a public offering of the Company shares. Regardless of the date and circumstances of the dismissal from office, such severance pay will be payable only if the Chief Executive Officer has received or should have received in the two fiscal years preceding the termination of his term in office at least 70% of the maximum variable portion (excluding outperformance) of his compensation on average for each of these two fiscal years, the variable portion being based on both quantitative and qualitative targets.

No compensation shall be paid to the Chairman and Chief Executive Officer for voluntary departure.

The non-compete clause is applicable to the Chairman and Chief Executive Officer, extends over a period of twelve months and covers all French territory. In consideration for this, he shall receive flat-rate monthly gross compensation equal to 50% of the average monthly gross fixed compensation that he will have received during the twelve months preceding the termination of his term of office (or the duration of the latter if it is lower). The Company however will have the option of reducing this term or releasing the Chairman and Chief Executive Officer from this commitment.

Summary table of fixed and variable components of the Chairman and Chief Executive Officer's compensation

Compensation components	Principle	Criteria for determination
Fixed compensation	The Chairman and Chief Executive Officer receives fixed compensation in twelve monthly installments.	The gross amount is set at €650,000 for the 2026 fiscal year.
Variable compensation	The Chairman and Chief Executive Officer receives variable compensation determined in light of the group's performance. This compensation is paid during the fiscal year following that for which performance was recorded. In accordance with the provisions of Article L. 22-10-8 of the French Commercial Code, this variable compensation is subject to the approval of the compensation components of the Chairman and Chief Executive Officer by an Ordinary Shareholders' meeting under the conditions set out in Article L. 22-10-34 of the French Commercial Code.	The annual variable portion of the Chairman and Chief Executive Officer's compensation is €350,000 gross (of which 50% linked to quantitative objectives) if objectives are 100% achieved and, in the event of outperformance up to the achievement of 130% of these objectives, a maximum amount of €455,000 gross, of which 15% is related to revenues, 15% to EBITDA, 15% to Attributable Net Income and 5% to WCR for 2026 and 50% linked to qualitative objectives, as presented above. In addition to this variable monetary part, a variable portion paid in the form of bonus share awards (7,5000) is added, subject to the achievement of the performance criteria described above and a vesting period of one year.
Long-term compensation	In 2018, the Board of Directors proposed the establishment of a long-term compensation program for the Chairman and Chief Executive Officer based on an award of 10,000 bonus shares. The long-term compensation plan was renewed for the first time in 2019, then in 2020, 2021, 2022,2023, 2024 and 2025. In light of the Board of Directors' decision on 27 January 2026 to change the governance of the Company, the renewal of the Chairman and CEO's long-term compensation plan for 2026 will not be proposed.	Final award of these shares is subject to the achievement of the objectives each year, detailed in the above paragraph and a vesting period of three years.
Pension plan	The Chairman and Chief Executive Officer benefits from a supplemental defined contribution pension; the amount of the contribution paid by the Company for the Chairman and Chief Executive Officer is estimated at €30,760 for 2026.	The scheme is described in the paragraph above.
Severance and non-compete indemnity	The Chairman and Chief Executive Officer is entitled to a commitment by the Company to pay a termination indemnity in the event of the Board's decision to terminate his duties and an indemnity intended as compensation for his non-compete commitment.	The severance pay and non-competition benefit scheme are described in the paragraph above.
Company car	The Chairman and Chief Executive Officer has a company car with a monthly budget of €1,700 excluding VAT for the year ended November 30, 2026.	Not applicable.

Draft resolution prepared by the Board of Directors pursuant to article L. 22-10-8 II of the French Commercial Code submitted to the Combined Shareholders' Meeting of May 5, 2026

FIFTH RESOLUTION

(Approval of the compensation policy for the Chairman and Chief Executive Officer)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, after a reading of the report of the Board of Directors on Corporate Governance prepared in accordance with Article L. 225-37 of the French Commercial Code, describing the components of the compensation policy for corporate officers, approves, in accordance with Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the Chairman and Chief Executive Officer of the Company, as presented in section 3.2.1 of this document.

3.2.2. Compensation paid for the Deputy CEO for the period from May 6, 2026, the date of appointment of the Deputy CEO, to November 30, 2026

The compensation of the Deputy CEO includes fixed annual compensation and variable annual compensation in cash and performance shares, to which is added long-term compensation.

In his capacity as Deputy CEO of the Company, the compensation of Mr. David Laurent are determined in accordance with the principles set out below. These principles were reviewed by the Compensation and Appointment Committee on January 28, and February 11, 2026, and approved by the Board of Directors on February 25, 2026.

Fixed compensation

The Board of Directors, on the proposal of the Compensation and Appointment Committee, determines the annual fixed compensation of the Deputy CEO, particularly with regard to a detailed study of the fixed and variable compensation of directors of comparable companies carried out by an independent firm on behalf of the Company.

The gross annual fixed component of the Deputy CEO's compensation for the period from May 6, 2026 to November 30, 2026 has been set by the Board of Directors at an amount of €250,000 on a *pro rata* basis, corresponding to a fixed compensation of € 500,000 on an annual basis.

Variable compensation

The Deputy CEO's variable compensation includes (i) a target and maximum annual variable part, paid in cash, and (ii) an annual deferred payment in the form of performance-based free shares.

a) Target annual variable and maximum variable cash

The Board of Directors, at the recommendation of the Compensation and Appointment Committee, determines the annual variable compensation of the Deputy CEO based on quantitative and qualitative criteria.

For 2026, the Board of Directors meeting of February 25, 2026 decided that the maximum annual variable portion of the Deputy CEO's compensation should be set, for the period from May 6, 2026 to November 30, 2026, at an amount of €250,000 gross on a *pro rata* basis (corresponding to €500,000 on an annual basis), if the objectives are 100% achieved and, in the event of outperformance, up to 120% of the aforementioned amount, i.e., a maximum amount of €300,000 gross on a *pro rata* basis, corresponding to €600,000 on an annual basis (i.e., approximately 70% of his annual fixed compensation), subject to presence in January 2027.

The quantitative portion would be 70% and the qualitative portion 30%.

In accordance with the provisions of article L.22-10-34 of the French Commercial Code, this variable compensation is subject to the favourable vote of the Ordinary Shareholders' Meeting, which will express an opinion in 2027 on the financial statements for the financial year ending November 30, 2026.

- Quantitative criteria :

They are based on indicators that the Board of Directors, on the recommendation of the Compensation and Nomination Committee, deemed most relevant in assessing the group's financial performance. For 2026, quantitative criteria represent 70% of variable compensation, including 15% linked to revenue, 15% to EBITDA, 15% to net income - group share, 5% to WCR, 10% to the annual cumulative number of orders and 10% to the number of committee meetings for 2026.

- Qualitative criteria :

Regarding the non-financial criteria, which represent 30% of the variable compensation for 2026, they are based on the following qualitative objectives selected by the Board of Directors to determine the 2025 compensation of the corporate officer, namely: the management of the group's teams and the quality of the social dialogue within the company; the continued deployment of the CSR policy (particularly with regard to the group's CSR commitments and objectives described in Chapter 5 "Sustainability Report"); good risk management and effective assumption of responsibilities guaranteeing the continuity of governance, team stability and control of strategic, operational and human issues.

b) Deferred payment of the annual variable portion in the form of performance shares

The Board of Directors will submit a resolution to the Shareholders' Meeting of Shareholders to be held on May 5, 2026, as its 16th resolution, authorising the Board to carry out the free allocation of new or existing shares to employees and / or executive corporate officers.

Subject to the adoption of the above-mentioned 16th resolution by the Shareholders' Meeting of Shareholders, the Board of Directors will allocate 5,000 performance shares to the Deputy Chief Executive Officer in respect of 2026, provided that he is still in office when they vest in 2029.

Based on valuation work carried out by an independent actuary at the request of the Company, particularly using the Company's share price as at December 31, 2025, the benefit corresponding to the 5,000 performance shares to be granted to the Deputy CEO in respect of his annual deferred variable compensation is estimated at approximately €118,922.

The definitive allocation of performance shares to the corporate officer would be subject to the same performance conditions as those provided for in the annual variable cash compensation set out in the above paragraph.

Therefore, if these performance conditions are met, the Deputy CEO will be entitled to receive performance shares as deferred annual variable compensation using the same ratio and in the same proportions as for the annual variable cash compensation If 100% of the performance conditions are met, the maximum number of performance shares that can be allocated, i.e. 5,000 shares, would be allocated to the Deputy CEO. However, no additional performance shares will be awarded for outperformance beyond 100%.

Please note that, in accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, the definitive allocation of these performance shares as part of the deferred variable compensation for the 2026 financial year will be subject to the favourable vote of the Company's Shareholders' Meeting of Shareholders, which will decide in 2027 on the financial statements for the financial year ending November 30, 2026.

Long term compensation

In order to involve the Deputy Chief Executive Officer in the company's long-term value creation, the Board of Directors intends to introduce long-term compensation for the Deputy Chief Executive Officer for 2026, based on the allocation of 5,000 performance shares to the latter, as part of the 16th resolution to be submitted for approval at the 2026 Shareholders' Meeting and subject to its adoption, providing for a vesting period of three years and a holding period of one year.

The acquisition of such shares would therefore be subject to the following conditions:

- The shares will only vest definitively after a period of three years, i.e. in 2029, and must then be held for one year by the Deputy CEO;
- Long-term performance conditions assessed over the period 2026-2028 (3 financial years), including CSR performance, quality of Goods and Services, the implementation of at least one KB Actions FCPE plan (capital increases reserved for employees) over the three-year period with the overall objective of hiring 55 % of employee shareholders and TSR (*Total shareholder return* or rate of return obtained by the shareholder). The relative weight of the four conditions is 25% for CSR performance, 25% for Quality of Goods and Services, 20% for the level of employee shareholding and 30% for TSR.
  - The CSR performance condition is as follows :
  - To remain in the top 50 companies in the national ranking of the EthiFinance CE GAIA index for 3 years [1] comprising 230 companies,
  - Maintain an A- rating in the CDP2 Climate Change Index in 2028 [2].

At the end of each of the three years, it will be noted whether the objective has been 100% achieved, in which case half of the 25% of performance shares attributable will be acquired. Otherwise, no allocation will be made.

- The Quality of Goods and Services condition is[3] as follows :
  - Achieving the following scores (*base 100*) for the composite index measuring the quality of Goods and Services based on the annual survey conducted by the company BVA: 70/100 in 2026, 70/100 in 2027and 70/100 in 2028

At the end of the three years, it will be established whether the target has been reached 100%, in which case 1/3 of the 25 % of performance shares will be acquired. Otherwise, no allocation will be made.

- The condition linked to the level of employee share ownership would be as follows:
  - Establishment of at least one KB Actions employee share ownership plan (employee share issues) over the three-year period with the overall objective of involving 55% of employee shareholders.

The TSR condition would be met in stages and subject to the following thresholds:

- Target of achieving a TSR of between 10% and 15% at the end of three years: 0 if the TSR is less than 10%, from 0% to 100% by linear interpolation, if the TSR is between 10 and 15% at the end of 3 years, 100% if the TSR is equal to or greater than 15%.

(1) The GAIA index analyses data from a panel of companies every year and assesses their commitment to sustainable development.
(2) The CDP (Carbon Disclosure Project) is an international non-profit organization dedicated to studying the impact of major publicly traded global companies on climate change.
(3) This is the composite quality of goods and services index based on the annual BVA survey commissioned by the Company. This index includes 10 indicators rated each on 10, of which 9 relate to the level of satisfaction (towards KB, with the property, from the contact person to the booking, the TMA request processing, the customer area, the door-to-door survey, the key handover appointment, the support from the key handover, the cleanliness of the property upon delivery) and 1 on recommendation.

The table below summarises the calculation and weighting of the various long-term performance criteria :

Performance criteria	Weighting	Objectives	Calculation rules	% of performance shares granted
CSR	25%	• Rank consistently in the top 50 companies in the national ranking of the EthiFinance index over 3 years (out of 230 companies in the Gaïa 2020 assessment)	1/2	100% otherwise 0
		• CDP Climate Change (Carbon Disclosure Project) index: maintain an A- rating in 2028	1/2	100% otherwise 0
Quality goods and services	25%	• Obtain the following score for each of the next 3 years :		
		▪ 2026: 70/100	1/3	100% otherwise 0
		▪ 2027: 70/100	1/3	100% otherwise 0
		▪ 2028: 70/100	1/3	100% otherwise 0
Level of employee share ownership	20%	• Establishment of at least one KB Actions employee share ownership plan (employee share issues) over the three-year period with the overall objective of involving 55% of employee shareholders.		100% otherwise 0
TSR	30%	• Target of achieving a TSR of between 10% and 15% over three years	TSR < 10%	0
			TSR between 10% and 15%	From 0% to 100%, by linear interpolation
			TSR equal to or > 15%	100%

Based on valuation work carried out by an independent actuary at the request of the Company, particularly using the Company's share price at December 31, 2025, the benefit corresponding to the 5,000 performance shares to be granted to the Deputy CEO for his 2026-2028 long-term compensation is estimated at approximately €94,292.

Total Compensation

The maximum total compensation of the Deputy CEO, for the performance of the financial year 2026, that may be awarded to him, including:

- his fixed compensation (€250,000 *pro rata* representing a total fixed compensation of €500,000);
- his variable cash compensation (maximum *pro rata* of €250,000 on a total maximum variable compensation of €300,000);
- his deferred variable compensation (5,000 shares valued at approximately €118,922).

This amounts to approximately €668,922, representing 37.37% fixed compensation and 62.63% variable compensation, of which 44.85% was paid in cash and 17.78% in performance shares, in line with market practices.

He would also receive long-term compensation (based on the grant of 5,000 performance shares) subject to long-term performance (2026-2028) and presence conditions.

Company car

The Deputy CEO benefits from a company car with a budget of €1,700 per month excl. VAT for the financial year ending November 30, 2026.

Pension plan

The Deputy CEO benefits from defined contribution supplementary pension schemes, in accordance with the provisions of article 83 of the French General Tax Code, with annual contribution amounts capped at 8% of the gross salary and limited to eight times the social security cap. This figure is estimated at €17,900 for calendar year 2026.

Dismissal indemnities

In the event of termination of his duties as Deputy CEO at the Company's initiative, other than in the event of gross or wilful misconduct, Mr David Laurent may receive severance pay. The amount of this compensation is equal to twelve months of gross fixed and variable annual compensation which may be increased to eighteen months in the event of a takeover of the Company by one or more third parties acting in concert, triggering the obligation to launch a public offer for the Company's shares.

The payment of this allowance is subject to performance conditions, assessed according to the achievement of the annual variable compensation objectives during the financial years preceding the termination of duties.

Therefore, the indemnity will only be payable if the Deputy CEO received or should have received, for each of the two financial years preceding the end of his term of office, an average of at least 70% of the maximum variable portion (excluding outperformance) of his annual compensation (this variable portion being based on both quantitative and qualitative objectives). No compensation will be paid in the event of voluntary departure.

The payment of this severance pay is subject to the prior approval of the Shareholders' Meeting of Shareholders in accordance with the provisions of article L.22-10-34 of the French Commercial Code.

In the event of departure before two years, the payment of the severance indemnity will be subject to the achievement of at least 70% of the quantitative objectives of the variable compensation over the actual performance years.

Non-competition allowance

A non-compete clause is provided for the benefit of the Company for a period of twelve months from the termination of the duties of Deputy CEO and applies in France. In return for this commitment, Mr. David Laurent will receive compensation equal to 50% of his gross fixed and variable annual compensation

The Company may decide, upon termination of employment, to waive the application of this clause or to reduce its duration, in which case no compensation shall be payable.

In accordance with the recommendations of the Afep-Medef Corporate Governance Code, the combined amount of the non-compete allowance and any severance allowance (including the allowance related to the Waiting Period) may not exceed two years of annual compensation (fixed and variable).

Payment of the non-compete allowance is excluded when the Deputy CEO is able to claim his pension rights.

Job loss insurance

The Deputy CEO benefits from unemployment insurance taken out with the GSC (social insurance scheme for company managers and directors).

Given the Waiting Period applicable to this scheme from the date the affiliation takes effect, it is planned that if the corporate office ends during this period, specific compensation may be paid to cover the temporary lack of coverage, subject to performance conditions.

Given the 12-month waiting period from the date the affiliation to the GSC agreement takes effect (the "Waiting Period"), it has been agreed that in the event of the termination of Mr. David Laurent's corporate office before the expiration of the Waiting Period, the Company will pay him compensation equivalent to the amount he would have received from unemployment insurance for 18 months if he had not resigned from his employment contract to exercise the corporate office of Deputy CEO.

This payment will only be due if the Deputy CEO has received or should have received at least 70% of the quantitative targets for variable compensation for financial year 2026.

The amount of this severance payment shall be paid in a single instalment, subject to approval by the Shareholders' Meeting of Shareholders in accordance with the provisions of article L.22-10-34 of the French Commercial Code.

Summary table of fixed and variable components of the Deputy CEO's compensation

Components of compensation	Principle	Criteria for determination
Fixed compensation	The Deputy CEO receives a fixed salary.	A fixed annual gross salary of € 250,000, determined on a *pro rata* temporis basis for the 2026 financial year, corresponding to the period from May 6, 2026 to November 30, 2026.
Variable compensation	The Deputy CEO receives variable compensation determined according to the Group's performance. This compensation is paid during the fiscal year following the year in which the performance was recorded. In accordance with the provisions of article L.22-10-8 of the French Commercial Code, this variable compensation is subject to the approval of the compensation components of the Deputy CEO at an Ordinary Shareholders' Meeting under the conditions set out in article L.22-10-34 of the French Commercial Code.	The gross annual variable portion of the compensation of the Deputy CEO for the period from May 6, 2026 to November 30, 2026 is set at a gross amount of € 250,000 on a *pro rata* temporis basis (based on an annual amount of € 500,000 gross) if the targets are 100% achieved and, in the event of outperformance up to 120% of these targets being achieved, at a maximum amount of € 300,000 gross on a *pro rata* basis (corresponding to € 600,000 on an annual basis), of which 15% linked to revenue, 15% to EBITDA, 15% to net income - Group share, 5% to WCR, 10% to the annual cumulative number of orders and 10% to the number of commitment committees for 2026 and 30% linked to qualitative objectives, presented above. In addition to this variable monetary portion, a variable portion is paid in the form of free shares (5,000), subject to the achievement of the performance criteria described above and under the 16th resolution, which will be submitted for approval at the 2026 Shareholders' Meeting and subject to its adoption, providing for a vesting period of three years.
Long-term compensation	In order to involve the Deputy Chief Executive Officer in the company's long-term value creation, the Board of Directors intends to introduce long-term compensation for the Deputy Chief Executive Officer for 2026, based on the allocation of 5,000 performance shares to the latter, as part of the 16th resolution to be submitted for approval at the 2026 Shareholders' Meeting and subject to its adoption, providing for a vesting period of three years and a holding period of one year.	The final award is subject to the achievement of the objectives detailed in the above paragraph.
Pension plan	The Deputy CEO has a defined contribution supplementary pension; the amount of the contribution paid by the Company for the Deputy CEO is estimated at €17,900 for the 2026 financial year.	The scheme is the one described in the paragraph above.
Severance and non-compete compensation	The Deputy CEO benefits from a severance payment commitment in the event that the Board decides to terminate his duties and an indemnity to compensate him for his non-compete undertaking.	The severance pay and non-compete indemnity plan is described in the above paragraph.
Company car	The Deputy CEO has the use of a company car with a budget of €1,700 per month (exc. VAT) for the financial year ending November 30, 2026.	Not applicable.

Draft resolution prepared by the Board of Directors pursuant to article L. 22-10-8 II of the French Commercial Code submitted to the Combined Shareholders' Meeting of May 5, 2026

Sixth resolution

(Approval of the compensation policy for the Deputy CEO from May 6, 2026 to November 30, 2026)

The Shareholders' Meeting, ruling under the quorum and majority conditions required for ordinary Shareholders' meetings, having reviewed the report of the Board of Directors on corporate governance prepared in accordance with article L 225-37 of the French Commercial Code, describing the elements of the compensation policy for company officers, approves, in accordance with article L.22-10-8 II of the French Commercial Code, the compensation policy of the Deputy CEO from May 6, 2026 until November 30, 2026, as presented in section 3.2.2 of this document.

3.2.3. Compensation paid to the Chairman and Chief Executive Officer during the fiscal year ended November 30, 2025 or granted for the same fiscal year

In accordance with Article L.22-10-34 of the French Commercial Code, the Annual Shareholders' Meeting approves a draft resolution concerning the information mentioned in I of Article L. 22-10-9-I of the French Commercial Code, to be included in the corporate governance report and including in particular the compensation paid in respect of the term of office during the past fiscal year or allocated in respect of the term of office for the same fiscal year, i.e. the fiscal year ended November 30, 2025.

In addition, in accordance with Article L.22-10-34-II of the French Commercial Code, the Annual Shareholders' Meeting shall deliberate on the fixed, variable and exceptional items comprising the total compensation and benefits of any kind paid during the past fiscal year or allocated in respect of the same fiscal year, in a separate resolution for each corporate officer.

The Combined Shareholders' Meeting of May 5, 2026 will therefore be asked to vote, in separate resolutions, on the one hand on the information mentioned in I of Article L. 22-10-9 of the French Commercial Code, including in particular the items presented in section 3.2.1 above, and on the other hand on the compensation items paid or awarded in respect of the fiscal year ended November 30, 2025 to the Chairman and Chief Executive Officer, as set out below, it being specified that the payment of variable compensation is subject to a positive vote by the shareholders in accordance with Article L.22-10-34 II.

Fixed compensation

The gross fixed compensation paid to the Chairman and Chief Executive Officer during the year ended November 30, 2025 was €650,000.

The gross annual fixed compensation of the Chairman and Chief Executive Officer is unchanged from the previous financial year..

Variable compensation

The 2025 variable compensation of the executive corporate officer includes (i) a target and maximum annual variable portion, paid in cash, and (ii) an annual deferred payment part in the form of awards of bonus shares with performance conditions attached.

a) Annual variable portion in cash

The Board of Directors' meeting of January 27, 2026, acting on the proposal of the Compensation and Appointment Committee meeting of January 14, 2026, after reviewing the results of the Company and the qualitative results of the Chairman and Chief Executive Officer during the year ended November 30, 2025, set the quantitative portion of the variable compensation due to the Chairman and Chief Executive Officer at €540,745 gross, and the qualitative portion of this compensation at 130% of the target, i.e. €273,000 gross (i.e. a total rounded of €813,745 gross, i.e. 116% of the target amount).

Concerning the quantitative part, representing 70% of the variable compensation, the Board of Directors noted that rights to variable compensation are awarded according to the grid below:

	2025		
Objective	**Weighting**	**Achievement of target** *(as % of target)*	**Bonus amount (as % of target amount)**
Revenue	15%	100.13%	100.13%
EBITDA	15%	105.91%	115.00%
Attributable net income	15%	112.94%	130.00%
WCR	5%	237.36%	130.00%
Number of housing orders	10%	103.62%	103.62 %
Number of lots approved by the Commitment Committees	10%	91.48%	86.19%

As regards the qualitative portion, representing 30% of the variable compensation, the following qualitative targets were reviewed by the Compensation and Appointment Committee at its meeting of January 14, 2026 and were the subject of the following observations:

Management of group teams and quality of the working atmosphere:

- Continued decrease in headcount with the support of staff representatives,
- Continued implementation of AI within teams,
- Employee relations: unanimous signature of the NAO and increase in work duration,
- Strong organizational agility of managers and strong motivation in times of crisis.
- Award of various 2025 labels that recognize managerial changes and the the Group's transformation: Best Managed Companies, Happy Trainees , (please refer to section 5.1.6.2. in the chapter "Role of group governance in managing sustainability and innovation challenges" in Chapter 5).

Continued implementation of the CSR policy :

All the actions implemented in the context of CSR are mentioned in the CSR Committees held during the year :

- Validation by the SBTi of the strengthening of the group's public decarbonisation commitment (-46.2% scopes 1 and 2 and -46.2% scope 3, also known as 1.5°C),
- Integration of the CDP (Carbon Disclosure Project) 2025 A-list,
- Delivery of a threshold transaction 2031 of the RE2020 (Bressuire), ahead of schedule on the carbon regulations; several threshold transactions 2031 (2nd family) and threshold 2028 (3rd family) under construction and launched during the financial year),
- Conduct of a double materiality analysis of the group's CSR challenges (CSRD standard) and strengthening of the group's policies, actions and targets (including updating the Climate and Biodiversity Transition Plan), with the CSR Executive Committee,
- Actions in favor of diversity (HR Department).

Sound risk management :

- The maintenance of a positive result, management of operating expenses and absence of debt in tense economic conditions reflect the group's sound risk management.

At its meeting of January 27, 2026, after seeking the Committee's opinion, the Board of Directors noted that the results obtained met established targets and gave entitlement to a bonus of 130%, or €273,000.

The payment of the annual variable compensation awarded in respect of 2025 is subject to approval by the next Combined Shareholders' Meeting of May 5, 2026.

b) Deferred payment of the annual variable portion in the form of performance shares

It is recalled that the Board of Directors' meeting of February 21, 2025 made use of the authorization granted by the 19th resolution of the 2024 Combined Shareholders' Meeting, and thus awarded 15,000 performance shares to the Chairman and Chief Executive Officer for fiscal year 2025, provided that he is still in office at the time of their final vesting in February 2026. Shares definitively acquired must then be retained for a period of 2 years.

Final award of these shares to the Chairman and Chief Executive Officer is subject to the same performance conditions as those provided for in the annual variable compensation in cash set out in paragraph (a) above. In the event that these performance conditions are met, the Chairman and Chief Executive Officer would be entitled to an award of performance shares in respect of the deferred annual variable compensation, at the same ratio and in the same proportions as for the annual variable compensation in cash. No additional performance shares would be awarded in the event of outperformance above 100%.

At its meeting of January 27, 2026, the Board of Directors, on the recommendation of the Compensation and Appointment Committee, definitively awarded a number of 15,000 performance shares to Mr. Nordine Hachemi in respect of his deferred variable compensation for 2025, corresponding to an overall performance of 116%, provided that he is still in office at the time of their definitive vesting in February 2027.

On the basis of valuation work carried out by an independent actuary at the request of the Company and using the Company's share price on February 21, 2025, the benefit corresponding to the 15,000 performance shares whose allocation to the Chairman and Chief Executive Officer is being considered in respect of his annual variable compensation with deferred payment is estimated at approximately €400,843.

Long term compensation

As a reminder, the Board of Directors meeting of February 21, 2025 decided, on the proposal of the Compensation and Appointment Committee, to make the following changes to the long-term compensation of the Chairman and CEO:

- the introduction in 2025 of long-term compensation for the period 2025-2027, based on the grant of 10,000 performance shares to the latter, providing for a three-year vesting period and a one-year holding period,
- a new performance calculation method is applied by introducing, for each performance indicator used, stricter rules for achieving targets based on an **annual assessment** (instead of an assessment at the end of the three-year period for certain criteria);
- adapting CSR and quality criteria for Goods & Services.

Performance criteria	Weighting	Objectives	Calculation rules	% of performance shares granted
CSR	25%	• To be ranked among the top 50 companies in each financial year in the national ranking of the EthiFinance index[b] (out of 230 companies in the Gaïa 2020 assessment)	2025: 1/6 2026: 1/6 2027: 1/6	100% otherwise 0 100% otherwise 0 100% otherwise 0
		• CDP Climate Change (Carbon Disclosure Project) Index: maintain an [A-] rating [(c) each year]	2025: 1/6 2026: 1/6 2027: 1/6	100% otherwise 0 100% otherwise 0 100% otherwise 0
Quality Goods & Services[a]	25%	• Receive the following score for each of the next 3 exercises:		
		▪ 2025: 69/100	2025: 1/6	100% otherwise 0
		▪ 2026: 70/100	2026: 1/6	100% otherwise 0
		▪ 2027: 70/100	2027: 1/6	100% otherwise 0
		• BVA Institutional Client Survey: maintain a score of 8 each year		
Level of employee shareholding	20%	• Maintain employee shareholding at least 10% each year	2025: 1/6 2026: 1/6 2027: 1/6	100% otherwise 0
TSR	30%	• Target of achieving a TSR between 10% and 15% in each of the three-year period	For each year, up to 1/3:	For each year: 0
			TSR between 10% and 15%	From 0% to 100%, by linear interpolation
			TSR equal to or > 15%	100%

(a) This is the composite quality of goods and services index based on the annual BVA survey commissioned by the Company. This index includes 10 indicators rated each on 10, including 9 related to the level of satisfaction (towards Kaufman & Broad, with the property, from the contact to the reservation, the TMA request processing, the client area, the door-to-door survey, the key handover appointment, the support since handover, the cleanliness of the home on delivery) and 1 on recommendation.

(b) EthiFinance Ratings is a rating agency of the EthiFinance group specialising in rating the ESG performance of listed mid-sized French and European companies. Founded in 2004, EthiFinance is an innovative European rating, research and advisory group, dedicated to sustainable finance.
Kaufman & Broad has received the EthiFinance ESG Ratings 2025 – Silver Level certificate.

(c) The CDP (Carbon Disclosure Project) is an international non-profit organization dedicated to studying the impact of major publicly traded global companies on climate change.

Elsewhere, at its meeting of February 24, 2023, the Board of Directors resolved, on the recommendation of the Compensation and Appointment Committee, to introduce a long-term compensation scheme in 2023 for the Chairman and Chief Executive Officer based on the award of 10,000 performance shares to the latter, with a vesting period of three years and a lock-in period of one year ("2nd 2023 Plan").

The Board of Directors had decided to include the following performance conditions: long-term performance conditions evaluated over the 2023-2025 period (three fiscal years), including CSR performance, property and service quality, the level of employee shareholding in the Company's share capital and the TSR (total shareholder return). The relative weight of the following four conditions:

Performance criteria	Weighting	Objectives	Calculation rules	% of performance shares awarded
CSR	25%	• Remaining 3 years among the top 50 companies in the GAIA index (230 companies)[(b)]	1/2	100% otherwise 0 100% otherwise 0 100% otherwise 0
		• Maintain A- rating in CDP [(c) Carbon Disclosure Project in 2025]	1/2	100% otherwise 0 100% otherwise 0 100% otherwise 0
Property and Service Quality[(a)]		• Obtain the following score for each of the next 3 years:		
		▪ 2023: 68/100	1/3	100% otherwise 0
		▪ 2024: 69/100	1/3	100% otherwise 0
		▪ 2025: 70/100	1/3	100% otherwise 0
Employee shareholding		• Maintain employee shareholding at least 10%		100% otherwise 0
TSR	30%	• Target of achieving a TSR between 10% and 15% after three years	TSR < 10%	0
			TSR between 0% and 15%	From 0% to 100%, by linear interpolation
			TSR equal to or > 15%	100%

(a) This is a composite index measuring Property and Service Quality, based on the annual BVA survey conducted by the Company. The index comprises 10 indicators, each scored on a scale from 1 to 10, with 9 corresponding to the level of Satisfaction (with Kaufman & Broad, the real estate asset, the contact person who recorded the order, the handling of the TMA request, the customer account, the inspection of the partitions, the handover of the keys, the support since the handover of the keys, Cleanliness of the Housing Unit on delivery) and 1 corresponding to the Recommendation.

(b) EthiFinance Ratings is a rating agency of the EthiFinance group specializing in rating the ESG performance of French and European listed mid-sized companies. Founded in 2004, EthiFinance is an innovative European rating, research and consulting group dedicated to sustainable finance.
Kaufman & Broad received the EthiFinance ESG Ratings 2025 Certification – Silver Tier

(c) The CDP (Carbon Disclosure Project) is an international non-profit organization dedicated to studying the impact of major publicly traded global companies on climate change.

The Compensation and Appointment Committee meeting of January 14, 2026 made the following observations on the achievement of the performance conditions over the period under review:

- With regard to the condition linked to CSR performance:

	aluation		
Objective	**2023**	**2024**	**2025**
Stay in the top 50 companies in the GAIA index for 3 years	Achieved: 24th in the sector rankings (196 companies) and 66th out of 349 companies (GAIA Index)	Achieved: 33rd in the sector rankings (336 companies) (GAIA Index renamed EthiFinance)[a]	Achieved: 35th in Sector Ranking (203 companies) (GAIA Index renamed EthiFinance)
	Note: 73/100	Note: 80/100	Grade: 76/100
Obtain a rating from an extra financial rating agency that is, at least, above the average(VIGEO/Moody's rating) from 2022: 50/100	Achieved: The rating requested is 58/100	Achieved: The rating requested is A[b]	n.a[a]
Maintain an A- rating in 2025 on the CDP (Carbon Disclosure Project)	Achieved: A-	Achieved: B[c]	Achieved: A

(a) As a reminder, since Moody's VIGEO no longer provides ratings, this objective has not been included in the long-term compensation policy applicable to Mr. Nordine Hachemi for the year 2025. For more information, please refer to section 3.3.2 of the 2024 Universal Registration Document.

As the two targets were achieved, the CSR performance condition was fully met.

- With regard to the Property and Service Quality condition:

Property and Service Quality		**VALUATION**		
		2023	**2024**	**2025**
	Objective	68	69	70
BVA survey (private clients)	Realised	68.4	67.7	71.2
BVA Survey (Institutional Clients)	Objective	n.a[a]	n.a[a]	8
	Realised	n.a[a]	n.a[a]	8
		Achieved	Not achieved	Achieved

(a) As a reminder, at the proposal of the Compensation and Appointment Committee, the Board of Directors meeting of February 21, 2025 included a performance-related objective in the Chairman and CEO's compensation policy for 2025, based on the results of the satisfaction survey conducted by BVA among institutional clients, with the average rating maintained at 8.

The Property and Service Quality performance condition has not been met.

- With regard to the employee shareholding condition: The objective is to maintain this shareholding (through Artimus Participations, the group Employee Savings Plan and individually) at least 10% of the Company's capital:

Employee shareholding	**2021**	**2022**	**2023**	**2024**	**2025**
% shareholding structure	15.49%	16.56%	12.07%	10.17%	9.13%

As the target was not achieved, the performance condition "Employee shareholding" was not met.

- As regards the condition relating to the Company's TSR performance compared to the TSR performance of the SBF 120:

TSR	**Kaufman & Broad**	**SBF 120**
1-month average	38.95%	32.98%
3-month average	47.22%	36.89%

As the TSR is more than 15% over an average of 3 months, the target is achieved. The TSR performance condition was achieved at 100%.

Summary table of number of performance shares to be awarded
Performance share award (Second 2025 Plan)

Performance criteria	Weighting	Number of bonus shares (AGA)	Number of bonus shares (AGA) 2025	Achieved (base 100)	Obtained
CSR performance	25%	2,500	834	100%	834[(a)]
Property and Service Quality	25%	2,500	833	100%	833
Employee shareholding	20%	2,000	667	0%	0
TSR	30%	3,000	1,000	100%	1,000
Total	**100%**	**10,000**	**3,334**	**80%**	**2,667**

(a) For more information on the conditions of allocation, please refer to the paragraph "Long-term compensation" above).

At its meeting on January 27, 2026, the Board of Directors, on the recommendation of the Compensation and Appointment Committee, decided to award to M. Nordine Hachemi, in respect of his long-term compensation in the form of performance shares (2025-2027 period), for 2025 , a total of 2,667 shares (valued at approximately € 59,116).

Final award of performance shares (Second 2023 plan)

Performance criteria	Weighting	Number of bonus shares (AGA)	Achieved (base 100)	Obtained
CSR performance	25%	2,500	100%	2,500
Property and Service Quality	25%	2,500	66%	1,667
Employee shareholding	20%	2,000	0%	0
TSR	30%	3,000	100%	3,000
Total	**100%**	**10,000**	**72%**	**7,167**

At its meeting of January 27, 2026, the Board of Directors, on the recommendation of the Compensation and Appointment Committee, decided to award to Mr. Nordine Hachemi, in respect of his long-term compensation in the form of performance shares (2023-2025 period), a total of 7,167 shares (valued at around €120,822).

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code (ex-post vote), the payment of the above performance shares will be subject to a favorable vote by the Shareholders' Meeting which will be held on May 5, 2026 to decide on the definitive award of said shares. The effective transfer of ownership of the shares can only take place after approval of the relevant resolution by the Shareholders' Meeting.

Exceptional compensation

None.

Compensation in respect of directorship

None.

Severance and non-compete indemnity

See section 3.2.1. (ii) - b) above.

Pension plan

The Chairman and Chief Executive Officer is entitled to a supplemental defined-contribution pension plan under the provisions of Article 83 of the French General Tax Code; the contribution paid by the Company to the Chairman and Chief Executive Officer amounted to €30,144 for the 2025 calendar year. These contributions correspond to the annual contributions capped at 8% of gross salary, up to a maximum of eight times the Social Security cap.

Company car

The Chairman and Chief Executive Officer benefits from a company car with a budget of €1,700 per month (excluding VAT) for the year ending November 30, 2025.

Authorized commitments

(a) Severance pay for the Chief Executive Officer

The Board of Directors' meeting of June 25, 2013 appointed Nordine Hachemi as Chief Executive Officer as of July 1, 2013 and approved the terms of his contract which provides for the payment to his benefit of compensation for loss of office under the following conditions:

In the event of dismissal from office for any reason other than gross misconduct, as defined in labor law by the Court of Cassation, the Company undertakes to indemnify the Chief Executive Officer for the loss suffered in relation to the dismissal from office.

The compensation is equal to 12 months' gross fixed and variable compensation for the past fiscal year, extended to 18 months if control over the Company is taken by one or more third parties acting in concert triggering the obligation to launch a public offer for the Company's shares.

Regardless of the date and circumstances of the dismissal from office, such severance pay will be payable only if the Chief Executive Officer has received or should have received in the two fiscal years prior to the termination of his term in office at least 70% of the maximum variable portion (excluding outperformance) of his compensation on average for each of these two fiscal years, the variable portion being based on both quantitative and qualitative targets (determined for the first time upon his appointment and subsequently at the start of each fiscal year).

No compensation shall be paid to the Chairman Executive Officer for voluntary departure.

In accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, said commitment was submitted to the Shareholders' Meeting of May 6, 2025 for approval.

(b) Non-compete compensation for the Chief Executive Officer

In the event of Nordine Hachemi's departure, he will be bound by an obligation of non- competition and non-solicitation, unless waived or reduced by the group, for a period of 12 months following the termination of his term in office. In consideration, he will receive a gross lump-sum monthly compensation equivalent to 50% of the average monthly fixed gross compensation he received during the 12 months preceding the termination of his mandate (or during the duration of the mandate, if this is shorter). However, the Company will have the option to reduce this duration or release the Chief Executive Officer from this obligation.

In accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, said commitment was submitted to the Shareholders' Meeting of May 6, 2024 for approval.

(c) Supplemental defined-contribution pension plans granted to the Chairman and Chief Executive Officer

Mr. Nordine Hachemi is entitled to the Company supplemental executive pension plan and a supplemental defined-contribution pension plan under the same terms as the members of the Management Committee.

The maximum amount of annual contributions is capped at 8% of gross salary within the limit of eight times the maximum social security cap. The contribution paid by the Company amounted to €30,144 in 2025.

In accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, said commitment was submitted to the Shareholders' Meeting of May 6, 2025 for approval.

Summary tables of the fixed, variable and exceptional components of the total compensation and benefits of any kind paid during the fiscal year ended November 30, 2025 or granted for the same fiscal year

Compensation components	Amounts or accounting valuation subject to a vote	Description
Fixed compensation	€650,000	–
Variable compensation	€813,745	Amount approved by the Board of Directors on January 27, 2026, submitted for approval to the Shareholders' Meeting on May 5, 2026.
Compensation for the office of directorship	None	–
Exceptional compensation	None	–
Award of share options or bonus shares	€622,501	
Of which 2025 Plan (1st Plan)	€400,843	15,000 bonus Shares[(a)]
Of which 2025 Plan (2nd Plan)	€221,658	10,000 performance shares[(b)]
Pay relating to entering or leaving office None -	None	–
Supplementary and supplementary pension plan	€30,144	Annual contributions capped at 8% of gross compensation, capped at eight times the social security cap.
Company car	€20,400	€1,700 excl. VAT Monthly
Any type of benefits	None	–

(a) On February 21, 2025, the Board of Directors awarded 15,000 performance shares to the Chairman - Chief Executive Officer for 2025, on condition that he is still in office when they are fully vested in 2027. Final award of these shares to the Chairman and Chief Executive Officer is subject to the same performance conditions as those provided for in his annual variable compensation in cash, namely: Fulfillment of quantitative criteria reflecting short-term performance indicators such as revenue, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of lots established by the Commitment Committees; Fulfillment of qualitative criteria reflecting team management, the quality of the working atmosphere in the Company, the continued implementation of the CSR policy, return on capital employed, adapting the Company to advances in technology, environmental developments and sound risk management. At its meeting of January 27, 2026, the Board of Directors made a final award, subject to the condition of presence in 2027, of 15,000 performance shares of the 15,000 performance shares initially awarded to Nordine Hachemi in respect of his deferred variable compensation for overall performance in fiscal year 2025.

(b) On February 15, 2025, the Board of Directors renewed a long-term compensation scheme for the Chairman and Chief Executive Officer based on the award of 10,000 performance shares to the latter, with a vesting period of three years and a lock-in period of one year. The Board has decided to implement a new methodology for calculating the performance in place by introducing, for each selected performance indicator, a stricter rule for achieving objectives based on an annual assessment (instead of an assessment at the end of the 3-year period for certain criteria), and to make certain adjustments to the criteria for the CSR and Quality Goods & Services indicators.In addition, the Board decided that these shares were to be subject to long-term performance conditions assessed over the period 2025-2027 (CSR performance – Quality of Property and Service – level of employee shareholding in the company's capital - TSR).
On 27 January 2026, the Board of Directors definitively granted 2,667 performance shares for 2025 out of the 10,000 performance shares initially granted to Mr Nordine Hachemi as part of his long-term variable compensation (period 2025-2027).For more details on the objectives related to the compensation of the Chairman and Chief Executive Officer, please refer to the paragraph "Long-term compensation"above.

- Table 1 – AMF definitions

Summary table of compensation, share options and shares awarded to each executive corporate officer (amounts *in €)*

Nordine Hachemi **Chairman and Chief Executive Officer**	**Year ended November 30, 2025**	**Year ended November 30, 2024**
Compensation due for the year (detailed in Table 2)	1,463,745	1,489,400
Valuation of the multi-year variable compensation allocated during the fiscal year		
Value of options granted during the year (detailed in Table 4)		
Value of bonus shares awarded during the year (see Table 6 for details)	622,501[(a)]	571,069[(b)]
Total	**2,086,246**	**2,060,469**

(a) On February 21, 2025, the Board of Directors awarded 15,000 performance shares to the Chairman - Chief Executive Officer for 2025, on condition that he is still in office when they are fully vested in 2027. Final award of these shares to the Chairman and Chief Executive Officer is subject to the same performance conditions as those provided for in his annual variable compensation in cash, namely:
Fulfillment of quantitative criteria reflecting short-term performance indicators such as revenue, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of lots established by the Commitment Committees;Fulfillment of qualitative criteria reflecting team management, the quality of the working atmosphere in the Company, the continued implementation of the CSR policy, and sound risk management.

On January 27, 2026, the Board of Directors made a final award, subject to the condition of presence in 2027, of 15,000 performance shares out of the 15,000 performance shares initially awarded to Mister. Nordine Hachemi in respect of his deferred variable compensation for 2025.

The Board of Directors meeting of February 21, 2025 renewed the Chairman and CEO's long-term compensation, which consists of the grant of 10,000 performance shares to the Chairman and CEO, with a vesting period of three years and a holding period of one year. The Board has decided to implement a new methodology for calculating the performance in place by introducing, for each selected performance indicator, a stricter rule for achieving objectives based on an annual assessment (instead of an assessment at the end of the 3-year period for certain criteria), and to make certain adjustments to the criteria for the CSR and Quality Goods & Services indicators.The Board also decided that these shares were subject to long-term performance conditions assessed over the period 2025-2027 (CSR performance - Quality, Goods and Services - Level of employee shareholding in the Company's capital - TSR).
On January 27, 2026, the Board of Directors definitively granted 2,667 performance shares for the year 2025, out of the 10,000 performance shares initially granted to Mr Nordine Hachemi as part of his long-term variable compensation (period 2025-2027).
For more details on the objectives related to the Chairman and CEO's compensation please refer to the "Long-term compensation section above.

(b) On February 15, 2024, the Board of Directors awarded 15,000 performance shares to the Chairman - Chief Executive Officer for 2024, on condition that he is still in office when they are fully vested in 2026. Final award of these shares to the Chairman and Chief Executive Officer is subject to the same performance conditions as those provided for in his annual variable compensation in cash, namely:
Fulfillment of quantitative criteria reflecting short-term performance indicators such as revenue, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of lots established by the Commitment Committees;

Fulfillment of qualitative criteria reflecting team management, the quality of the working atmosphere in the Company, the continued implementation of the CSR policy, and sound risk management.

On January 29, 2025, the Board of Directors made a final award, subject to the condition of presence in 2026, of 15,000 performance shares out of the 15,000 performance shares initially awarded to Mr. Nordine Hachemi in respect of his deferred variable compensation for 2024. At its meeting of February 15 2024, the Board of Directors renewed a long-term compensation scheme for the Chairman and Chief Executive Officer based on the award of 10,000 performance shares to the latter, with a vesting period of three years and a lock-in period of one year. In addition, the Board decided that these shares were to be subject to long-term performance conditions assessed over the period 2024-2026 (CSR performance – Quality of Property and Service – level of employee - total shareholder return (TSR)).

- Table 2 – AMF Definitions

Nordine Hachemi	Year ended November 30, 2025		Year ended November 30, 2024	
Chairman and Chief Executive Officer	**Amounts due**	**Amounts paid**	**Amounts due**	**Amounts paid**
Fixed compensation	650,000 [(a)]	650,000	650,000[(d)]	650,000
Annual variable compensation	813,745 [(b)]	839,400 [(c)]	839,400[(c)]	724,124[(e)]
Multi-year variable compensation	–	–	–	–
Exceptional compensation				
Compensation (formerly Directors' fees)	–	–	–	–
Any type of benefits (unemployment insurance)	–	–	–	–
Total	**1,463,745**	**1,489,400**	**1,489,400**	**1,374,124**

(a) This fixed compensation for the financial year 2025 was approved by the Board of Directors on January 27, 2026.

(b) This variable compensation in respect of the 2025 financial year was approved by the Board of Directors on January 27, 2026.

(c) This variable compensation for the financial year 2024 was approved by the Board of Directors on January 29, 2025 and paid in February 2025.

(d) The amount of fixed compensation was determined by the Board of Directors on January 29, 2025.

(e) This variable compensation for the financial year 2023 was approved by the Board of Directors on January 29, 2024 and paid in February 2024.

The Chairman and Chief Executive Officer also benefits from a supplemental defined contribution pension plan, pursuant to the provisions of Article 83 of the French General Tax Code, since he joined the Company; the amount of contributions paid by the Company for 2025 was €30,144, corresponding to annual contributions capped at 8% of gross salary, up to a maximum of 8 times the social security cap.

In addition to the pension plan for all employees, the Company has a supplementary plan for corporate officers and members of the Management Committee.

As at the date of this Registration Document, Nordine Hachemi holds 136,161 Company shares. Furthermore, he holds directly and indirectly through RKCI, in which he holds 100% of the share capital, 27.37% of the share capital of Artimus Participations, which itself holds 3.06% of Kaufman & Broad SA. Nordine Hachemi directly and indirectly holds 1.52% of the capital of Kaufman & Broad SA.

- Table 11 AMF definitions

Executive Corporate Officers	Employment contract	Supplemental retirement plan	Indemnities or benefits due or likely to be due by reason of the cessation or change of positions	Indemnities relating to a non-compete clause
Nordine Hachemi Chairman & Chief Executive Officer	No	Yes [(a)]	Yes [(b)]	Yes [(c)]

(a) Nordine Hachemi is covered by the Company supplemental defined-contribution pension plan under Article 83 of the French General Tax Code; the amount of the contribution paid by the Company on Nordine Hachemi's behalf was €30,144 for 2025. These contributions correspond to the annual contributions capped at 8% of gross salary, up to a maximum of eight times the Social Security cap.

(b) Compensation for loss of office is equal to 12 months' gross fixed and variable compensation for the past fiscal year, extended to 18 months if control over the Company is taken by one or more third parties acting in concert triggering the obligation to launch a public offer for the Company's shares.

(c) 12-month non-compete clause, covering the territory of France, generating a gross flat monthly compensation equivalent to 50% of the average monthly gross fixed compensation received during the 12 months preceding the termination of the term of office (or during the duration of the term, if this is shorter), with the Company nevertheless having the option to reduce the duration or to exempt the executive officer of this commitment.

Draft resolution prepared by the Board of Directors pursuant to Article L. 22-10-34 of the French Commercial Code submitted to the Combined Shareholders' Meeting of May 5, 2026

Seventh resolution

(***Approval of the fixed, variable and exceptional components of the total compensation and benefits of any kind paid during the fiscal year ended November 30, 2025 or granted in respect of the same fiscal year to the Chairman and Chief Executive Officer***).

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, after a reading of the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with Article L. 22-10-34 of the French Commercial Code, the fixed, variable and exceptional components of the total compensation and benefits of any kind paid during the previous fiscal year, or awarded to the Company's Chairman and Chief Executive Officer for the same fiscal year, as presented in section 3.2. of this document.

Ratio between the level of compensation of the Chairman and Chief Executive Officer and the average and median compensation of group employees

For the calculation of the ratios presented below in accordance with Article L. 22-10-9 of the French Commercial Code, the Company referred to the AFEP- MEDEF guidelines dated December 2022. In accordance with Article L. 22-10-9, these ratios are presented for the last five fiscal years. For more information, please refer to section 3.2.1 "Compensation policy for executive corporate officers".

The ratios below have been calculated on the basis of the fixed and variable compensation paid during the fiscal years mentioned and taking into account the performance shares and bonus shares awarded during the same periods and valued at their fair value (IFRS value) at the time they were awarded. The items included in the numerator correspond to the amounts paid as shown in the tables in AMF definitions 2 and 6 below.

	Fiscal year 2025	Fiscal year 2024	Fiscal year 2023	Fiscal year 2022	Fiscal year 2021
Ratio on average compensation	24.08	24.86	25.15	25.91	24.67
Ratio on median compensation	31.43	31.14	32.97	33.61	32.00

Annual changes in compensation, Company performance, average compensation on a full-time equivalent basis of the Company's employees other than senior executives and the aforementioned ratios over the last five fiscal years

	Fiscal year 2025	Fiscal year 2024	Fiscal year 2023	Fiscal year 2022	Fiscal year 2021
Compensation of the executive corporate officer[(a)]	€2,111,901	€1,945,193	€2,020,157	€2,010,264	€2,010,991
Performance of the Company (attributable net income)	€54.2 M	€44.97 M	€60.05 M	€49.0 M	€40.1 M
Average compensation on a full-time equivalent basis of the Company's employees other than senior executives[(b)]	82,088	€78,248	€80,322	€77,574	€73,315
Ratio on average compensation	24.08	24.86	25.15	25.91	27.43
Ratio on median compensation	31.43	31.14	32.97	33.61	35.15

(a) Includes the fixed and variable compensation, exceptional bonuses, benefits in kind paid during the fiscal years, as well as the performance shares awarded during the same periods and valued at their fair value (IFRS value) at the time they were awarded.

(b) Calculated in accordance with the guidelines of the AFEP MEDEF dated December 20, 2022, taking into account the group scope of employees (including fixed compensation, variable compensation, exceptional bonuses, benefits in kind, employer's contribution under the Company Savings Plan, paid during the year as well as bonus shares awarded during the same periods and valued at their fair value - IFRS value at the time of their allocation). No ratio can be given for Kaufman & Broad SA, a group holding company, in the absence of an employee on this company.

3.2.4. Compensation of non-executive corporate officers

(i) Directors' compensation Policy

The Combined Shareholders' Meeting of May 6, 2025 decided to set the total amount of compensation awarded to the Board of Directors at €450,000 each year, starting in 2024 and until further deliberation by the Shareholders' Meeting.

This amount corresponds to a maximum annual amount that the Board of Directors, on the recommendation of the Compensation and Appointment Committee, may freely allocate among the Directors.

The Internal Rules of the Board of Directors, when updated, approved by the Board of Directors on September 27, 2018, provide that the compensation shall be distributed among the Directors who have no position in the Kaufman & Broad group, in respect of their duties as Directors. The amount of compensation is paid on a pro rata basis based on physical attendance (or by videoconference) at Board of Directors' meetings during the year. A portion set by the Board of Directors, deducted from the amount of compensation allocated to the Board of Directors, is paid to members of the various Committees who do not hold any position in the Kaufman & Broad group and, where applicable, to the Lead Independent Director, depending on their attendance at the meetings of these Committees. In addition, annual fixed compensation is awarded to the Chairman of each Committee. To this basic compensation is added an amount due for each Board Committee meeting attended by the Director concerned.

On the recommendation of the Compensation and Appointment Committee, the Board of Directors, at its meeting of January 29, 2024, resolved to award compensation for 2024 in accordance with the following rules :

The overall cap of €55,000 allocated to Directors is eliminated

1. *The amount paid for the duties of Director in the event of physical presence or videoconference at each Board meeting is set at €4,000; it being understood that :*
2. *The amount of €4,000 is reduced to €2,000 for meetings in which the Director participates by videoconference if they exceed the number of two (without taking into account the case where the Director is convened urgently to a Board meeting, as provided in 2.2) below ;*
3. *The amount of €4,000 is paid to the Director in the event that the Chairman of the Board of Directors decides to hold a Board meeting only by videoconference in order to deliberate on an urgent agenda ;*
4. *M. Nordine Hachemi and the Director representing employee shareholders shall not be entitled to receive any compensation;*
5. *The Lead Independent Director receives an additional compensation of €17,000 in addition to the compensation awarded to him in his capacity as Director ;*

The members of the Audit Committee receive compensation of €3,000 for each physical attendance or videoconference at Audit Committee meetings; it being understood that the amount of €3,000 is reduced to €1,500 for videoconference meetings only, in case the Director participates in more than one Audit Committee meeting by videoconference (it being understood that the tolerance allowed to participate in a single Committee meeting by videoconference could be revised upwards in the event that the usual number of scheduled meetings of said Committee is exceeded) ;

6. *The compensation of the Chairman of the Audit Committee is maintained at €7,000 ;*
7. *The members of the Compensation and Appointment Committee receive compensation of €3,000 for each physical attendance or videoconference at the meetings of the Compensation and Appointment Committee; it being understood that the amount of €3,000 is reduced to €1,500 for meetings only by videoconference, in case the Director participates in more than one meeting of the Compensation and Appointment Committee by videoconference (it being understood that the tolerance allowed to participate in a single meeting of the Committee by videoconference could be revised upwards in the event that the usual number of scheduled meetings of said Committee is exceeded) ;*
8. *The compensation of the Chairman of the* Compensation *and Appointment Committee is maintained at €5,000 ;*
9. *The members of the CSR Committee receive compensation of €3,000 for each physical attendance or videoconference at the meetings of the CSR Committee; it being understood that the amount of €3,000 is reduced to €1,500 for videoconference meetings only, in case the Director participates in more than one meeting of the CSR Committee by videoconference (it being understood that the tolerance allowed to participate in a single meeting of the Committee by videoconference could be revised upwards in the event that the usual number of scheduled meetings of said Committee is exceeded) ;*
10. *Compensation of the Chairman of the CSR Committee is maintained at €5,000*

The rules for allocating compensation to members of the Board of Directors remain unchanged in 2025.

Draft resolution prepared by the Board of Directors pursuant to Article L. 22-10-8 II of the French Commercial Code submitted to the Combined Shareholders' Meeting of May 6, 2026

EIGHTH RESOLUTION

(Approval of the compensation policy for non-executive corporate officers)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the report of the Board of Directors on corporate governance prepared pursuant to Article L 225-37 of the French Commercial Code, describing the elements of the compensation policy for corporate officers, approves, pursuant to Article L.22-10-8 II of the French Commercial Code, the compensation policy for the non-executive corporate officers of the Company, as presented in section 3.2.3 of the aforementioned report, included in section 3.2. of this document.

(ii) Components of compensation paid to the Directors during the year ended November 30, 2025 or granted in respect of the same year

On the recommendation of the Compensation and Appointment Committee, the Board of Directors, at its meeting of January 27, 2025, resolved to pay a total amount of €359,500 in compensation for the year ended November 30, 2025, broken down as follows according to the aforementioned criteria:

- **Table 3 – AMF Definitions**

	2024		2025	
Non-executive corporate officers	**Amount granted[(a)]**	**Amounts paid**	**Amount granted[(a)]**	**Amounts paid**
Isabelle Bordry	**12,000**	**12,000**	**34,000**	**34,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Sylvie Charles	**66,000**	**66,000**	**71,000**	**71,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Jean Louis Chaussade	**47,000**	**47,000**	**30,000**	**30,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Annalisa Loustau Elia	**31,000**	**31,000**	**34,000**	**34,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Michel Paris	**56,500**	**56 500**	**68,500**	**68,500**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Yves Perrier	**16,500**	**16,500**	**40,000**	**40,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Lucile Ribot	**46,000**	**46,000**	**49,000**	**49,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Michel Sirat	**4,000**	**4,000**	**33,000**	**33,000**
Other Compensation	N/A	N/A	**N/A**	**N/A**
Aline Stickel	-	-	-	-
Other Compensation	N/A	N/A	**N/A**	**N/A**
Total	**360,000**	**360,000**	**359,500**	**359,500**

(a) The amounts of compensation awarded or due to independent Directors have been calculated taking into account, where applicable, attendance (physical or by videoconference) at Board meetings (excluding compensation for the role of Lead Independent Director).

3.2.5. Compensation of Executive Committee members

Since 2016, group governance notably comprises the following two bodies:

- The Executive Committee defines the group's strategy and oversees its deployment. It adopts the guidelines and main decisions concerning the life of the group. It prepares the targets of the Annual Plan for each activity. Lastly, it defines the cross-departmental policies and sees that they are implemented. It consists of the Chairman and CEO, the Activity Vice-Presidents, the Chief Financial Officer and the Senior Vice-President, Human Resources;
- The Management Committee monitors implementation of the Plan by each business activity. It proposes improvement initiatives and sets the objectives to be deployed in the agencies and departments. It helps to define and implement the group's projects. It is composed of the Executive Committee and Regional Senior Vice-Presidents and Corporate Directors.

Executive Committee members receive fixed and variable compensation. Total gross compensation and benefits received by the members of the

Executive Committee (excluding Kaufman & Broad SA's corporate officers) came to €2,628,146 for the fiscal year ended November 30, 2025, representing €1,480,000 in fixed salaries and €1,148,146 in variable compensation. Executive Committee members do not receive any other deferred and/or conditional compensation, and the group does not make provisions for pensions or golden parachutes. The only sums provisioned are those for retirement benefits in accordance with the legal or contractual provisions. For members of the Executive Committee, the amount provisioned was €2,506,194 in the financial statements for fiscal year 2025. Moreover, Executive Committee members and the executive corporate officers are also entitled to a supplemental defined-contribution pension plan under Article 83 of the French General Tax Code.

In 2025, the members of the Executive Committee, excluding Kaufman & Broad SA's corporate officers, received 15,000 bonus shares on February 21, 2025.

Final award of these shares is subject to the same performance conditions as those provided for in relation to the annual variable compensation in cash, namely:

- fulfillment of the quantitative criteria reflecting the short-term performance indicators of the group and of the operations falling within the scope of responsibility of the members of senior management, such as revenues, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of lots established by the Commitment Committees;
- fulfillment of qualitative criteria related to their scope of responsibility.

At its meeting of January 27, 2026, the Board of Directors confirmed that the performance conditions for granting 15,000 performance shares had been met.

The minimum holding period for the shares is set at two years from the definitive award date.

The compensation paid to non-executive corporate officers and members of the Management Committee, referred to in Section 3.2.4. relates to directors' interests, and, for that reason, the fixed and variable compensation, together with the benefits in kind, are generally paid by GIE Kaufman & Broad (an entity that specifically handles the provision of funds to the various legal entities comprising the group, and in particular payroll funds). Furthermore, the share option and bonus share plans were authorized by the Shareholders' Meeting and the awards to the beneficiaries were decided by the Board of Directors of

Kaufman & Broad SA. Lastly, the shares that were delivered were taken from the Company's treasury shares.

3.3. Incentives and profit-sharing programs

Agreements between Management and the trade unions were negotiated on June 25, 2020 regarding the Kaufman & Broad employee incentive bonus and profit-sharing schemes. Both agreements are applicable as of December 1, 2020.

These agreements are directly associated with the surpassing of economic performance targets determined in accordance with group targets, and the selected indicators are found in the variable portion of compensation granted to group senior executives. These agreements offer employees the option of investing the amounts received in the FCPE KB Actionnariat under the Company savings plan.

3.4. Report on Options and Bonus Shares

3.4.1. Share option or share subscription options plans – Awards of bonus shares – Awards of share subscription options

(i) Share option or share subscription options

No share purchase or share subscription options plan is in force within the group.

(ii) Bonus share plans

Since May 3, 2018, the date on which the Company's Shareholders' Meeting authorized the Board of Directors to award, on one or more occasions, new or existing bonus shares of the common share of the Company to employees or to executive corporate officers of the Company, with all plans subject to the following award criteria:

- A condition requiring continued employment at Kaufman & Broad at the final award date by the Board of Directors, relative to the list of beneficiaries of initial awards at the end of the vesting period, as provided for during the award by the Board of Directors (three-year vesting period and one-year lock-in period for executive corporate officer of the Company, or two-year vesting period and two-year lock-in period for employees of the Company and corporate officers for the universal plan). It should be noted, however, that the shares will vest prematurely in the event of the death or incapacity of a beneficiary under the second or third category referred to in Article L. 3414 of the French Social Security Code or in the event of retirement;
- The condition requiring a set of quantitative and qualitative performance criteria to be met:
  - ✓ For employees subject to the criteria, based on the position held with the Company. These criteria are based in part on demanding performance criteria having an impact on the group's business activity and on individual criteria associated with the objectives of the position. Employees subject to these criteria make up around 15% of the list of beneficiaries of initial awards(in particular members of the Executive Committee, the Management Committee and the Expanded Management Committee).
  - ✓ For executive corporate officer of the Company, observation of a set of quantitative and qualitative performance criteria having an impact on the group's business activity over the medium and long term, determined by the Company for the relevant benchmark period for the award by the Board of Directors, i.e. a three-year vesting period (see detailed breakdown of criteria in Section 3.2.1(ii) of this document).

Bonus share plan 2025

The Shareholders' Meeting of May 6, 2025, in its 27th resolution, authorized the Board of Directors, for a period of 38 months, to award bonus shares, existing or to be issued, to employees of the Company or of related companies or economic interest groups and/or the corporate officers of the group or of some of them, under the terms listed below :

- the total number of bonus shares awarded may not exceed 250,000 shares, while the number of shares awarded to executive corporate officers may not exceed 50,000 shares;
- allotment of shares to their beneficiaries will become definitive either (i) at the end of a minimum one-year vesting period, after the beneficiaries have held said shares for a minimum of one year from the date of the definitive award; or (ii) at the end of a minimum vesting period of two years, and in this case with no minimum lock-in period. It is understood that the Board of Directors will have the option of choosing between the above two possibilities and to apply them alternately or concurrently, and may, in the first case, extend the vesting and/or lock-in period, and in the second case, extend the vesting period and/or set a lock-in period;

It should be noted, however, that the shares will vest prematurely in the event of the death or incapacity of a beneficiary under the second or third category referred to in Article L. 341-4 of the French Social Security;

- the final award of the shares to the beneficiaries who are corporate officers will be contingent on meeting the performance conditions as defined by the Board of Directors;
- the final award of the shares to the beneficiaries who are employees will be contingent on meeting the performance conditions as defined by the Board of Directors;
- the award relates to shares to be issued, this authorization automatically entails, for the benefit of the beneficiaries of the bonus shares, the shareholders' waiver of their preemptive rights.

The Shareholders' Meeting has conferred full powers upon the Board of Directors, in compliance with applicable laws and regulations and with the provisions of the applicable resolution, to award bonus shares, and in particular:

- to determine the performance conditions and, if necessary, the terms and conditions on which bonus shares may be awarded, and to approve the list(s) of beneficiaries;
- to determine, subject to the given minimal duration, the holding period for the shares, in the knowledge that it will be up to the Board of Directors to decide on the shares which would be vested, if need be, in the corporate officers referred to in Article L. 225-197-1, II para. 4 of the Commercial Code, or to decide that these shares cannot be ceded by the interested parties, prior to ceasing their functions, or to fix the quantity of these shares that they will have to hold until cessation of their functions;
- to decide, in the event of authorized capital transactions occurring during the vesting period of the awarded shares, whether to adjust the number of shares awarded in order to preserve the rights of beneficiaries and, if so, to determine the terms and conditions for this adjustment;
- to carry out all formalities and, generally, to take all necessary and appropriate measures in connection therewith.

3.4.2. Share options

- Table 4 – AMF Definitions

Share subscription options or share options awarded by the issuer or by any group company to each executive corporate officer during the fiscal year ended November 30, 2025

		Type of options		
Name of executive corporate officer	**N° and date of plan (purchase or subscription)**	**Valuation of the options under the method used for the consolidated financial statement**	**Number of options awarded during the fiscal year**	**Exercise price**
Nordine Hachemi	–	–	None	–

- Table 5 – AMF Definitions

Share subscription options or share options exercised during the fiscal year ended November 30, 2025 by each executive corporate officer

Options exercised during the fiscal year by each executive corporate officer	**N° and date of plan**	**Number of options exercised during the fiscal year**	**Exercise price**
Nordine Hachemi	–	None	–

- Table 8 – Share purchase or subscription plan history (after reverse share split) (AMF Definitions)

None.

There are no outstanding plans as at November 30, 2025.

- Table 9 – Share subscription or purchase options awarded to and exercised by the top ten employees other than corporate officers (AMF Definitions)

Share options awarded to and exercised by the top ten non-executive employees	**Total number of options awarded/ shares subscribed or purchased**	**Weighted average price**	**Plan no. 1**
Options awarded during the year by the issuer and any company included in the scope of allocation of options, to the ten employees of the issuer and of any company included in this scope, whose number of options thus granted is the highest (overall information)	None	–	–
Options held on the issuer and the companies referred to above, exercised during the year by the ten employees of the issuer and these companies, whose number of options thus purchased or subscribed is the highest (overall information)	None	–	–

3.4.3. Award of bonus shares

(i) History of award of bonus shares

Table 10 – AMF Definitions

HISTORY OF AWARD OF BONUS SHARES

INFORMATION ON BONUS SHARES AWARDED

Meeting Date	February 2023 Plan 2	February 2024 Plan 1	February 2024 Plan 2	February 2024 Plan 3	February 2025 Plan 1	February 2025 Plan 2
Date of Shareholders' Meeting	05-May-22	04-May-23	04-May-23	04-May-23	06-May-24	06-May-24
Date of Board meeting	25-Feb-23	15-Feb-24	15-Feb-24	15-Feb-24	21-Feb-25	21-Feb-25
Total number of bonus shares awarded	10,000	125,080	10,000	21,430	122,910	10,000
Total number of shares granted to corporate officers	10,000	15,000	10,000	-	15,000	10,000
Nordine Hachemi	10,000	15,000	10,000	-	15,000	10,000
Date of acquisition of shares	25-Feb-26	15-Feb-26	15-Feb-27	15-Jan-25	21-Feb-27	21-Feb-28
End of holding period	24-Feb-27	15-Feb-28	15-Feb-28	15-Feb-28	21-Feb-29	21-Feb-29
Number of shares vested	7,167	113,490	-	19,355	-	-
Cumulative number of shares canceled or lapsed at Nov. 30, 25	2,833	11,590	-	2,075	13,020	-
Bonus shares outstanding at Nov. 30, 25	-	-	10,000	-	109,890	10,000

For more information on the bonus shares awarded to each corporate officer, please refer to section (ii) - Table 6 AMF Definitions below.

(ii) Bonus shares awarded to each corporate officer

- Table 6 – AMF definitions

Bonus shares awarded during the fiscal year to each corporate officer by the issuer and by all group companies (listed by name)	N° and date of plan	Number of shares awarded during the fiscal year[(a)]	Share price on award date	Valuation of the shares under the method used for the consolidated financial statements	Date of vesting	Date available
Nordine Hachemi						
• of which 2025 Plan (1st Plan)[(a)]	21/02/2025	15,000	33.10	400,843	21/02/2027	21/02/2029
• of which 2025 Plan (2nd Plan)[(b)]	21/02/2025	10,000	33.10	221,658	21/02/2028	21/02/2029

(a) On February 21, 2025, the Board of Directors awarded 15,000 performance shares to the Chairman and Chief Executive Officer for 2025, on condition that he is still in office at the time of their final vesting in 2027. Final award of the shares is subject to the same performance conditions as those provided for in his annual variable compensation in cash, namely:
- Fulfillment of quantitative criteria reflecting short-term performance indicators such as revenue, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of lots established by the Commitment Committees;
- Fulfillment of qualitative criteria reflecting team management, the quality of the working atmosphere in the Company, the continued implementation of the CSR policy, return on capital employed, adapting the Company to advances in technology, environmental developments and sound risk management. At its meeting of January 27, 2026, the Board of Directors made a final award, subject to the condition of presence in 2027, of 15,000 performance shares of the 15,000 performance shares initially awarded to Mister Nordine Hachemi in respect of his deferred variable compensation for overall performance in fiscal year 2025.

(b) On February 21, 2025, the Board of Directors renewed the Chairman and Chief Executive Officer's long term compensation based on the free award of 10,000 performance shares to the Chairman and Chief Executive Officer and providing for a three-year vesting period and a one-year holding period.
The Board has decided to implement a new performance calculation method by introducing, for each selected performance indicator, a stricter rule for achieving targets based on an annual assessment (instead of an assessment at the end of the three-year period for certain criteria), and to make certain adjustments to the criteria for the CSR and Quality Goods & Services indicators.The Board also decided that these shares were subject to long term performance conditions assessed over the 2025-2027 period (CSR performance - Quality, Goods and Services - level of employee shareholding in the Company's share capital - TSR).
On January 27, 2026, the Board of Directors definitively granted 2,667 performance shares for 2025 out of the 10,000 performance shares initially granted to Mr Nordine Hachemi as part of his long-term variable compensation (period 2025-2027).

(iv)Bonus shares that became available to each executive corporate officer during the year 2025

- Table 7 – AMF Definitions

Bonus shares vested during 2025 for each executive corporate officer

Bonus shares vested for executive corporate officers (listed by name)	**Date of plan**	**Number of shares that became exercisable during the fiscal year**	**Vesting conditions**
Nordine Hachemi	15,000	15,000	(A)
	24 / 02 / 2023 (1st plan)		
	10,000	7,500	(B)
	25 / 02 / 2022 (2nd Plan)		

(a) Making use of the authorization conferred by the Shareholders Meeting of May 5, 2022, the Board of Directors, on February 24, 2023, decided to grant deferred annual compensation in the form of performance shares. The Board of Directors thereby awarded 15,000 performance shares to the Chairman and Chief Executive Officer for 2023, provided that he is still in office when they are fully vested in 2025.

• Final award of the performance shares to the corporate officer would be subject to the same performance conditions as those provided for in relation to the annual variable compensation in cash. The quantitative criteria reflect short-term performance in indicators such as revenues, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of Commitment Committee meetings. The qualitative criteria are assessed on the basis of the following qualitative elements: management of group teams, quality of the working atmosphere in the Company, the continued implementation of the CSR, and sound risk management.

• Because the performance conditions set by the Board were partially met, the definitive award of 15,000 shares was completed in February 2025.

(b) On February 25, 2022, the Board of Directors decided to set up in 2022 a long term compensation for the Chairman and Chief Executive Officer based on the free award of 10,000 performance shares to the Chairman and Chief Executive Officer, providing for a three-year vesting period and a one-year holding period. The Board decided to provide for the following performance conditions:

• Long term performance conditions assessed over the 2022-2024 period (3 years), including CSR performance, customer satisfaction, employee shareholding and Total shareholder return (TSR). The relative weight of the four conditions is 25% for CSR performance, 25% for Quality Goods and Services, 20% for employee shareholding and 30% for TSR.

• On January 29, 2025, the Board of Directors decided to allocate Mr. Nordine Hachemi 7,500 performance shares in respect of his long term compensation assessed over the 2022-2024 period. The Shareholders' Meeting of May 6, 2025 decided on the definitive award of shares, in accordance with the provisions of Article L.22-10-34 II of the French Commercial Code (ex post vote).

Bonus shares awarded during the fiscal year to the corporate officers by companies considered to be controlled within the meaning of Article L. 233-16, for offices or positions that they held in such companies

None.

Bonus shares awarded during the fiscal year ended November 30, 2025 by the Company and by companies or groups associated with it in the manner provided for in Article L. 225-197-2 to each of the ten employees of the Company other than corporate officers who were awarded the highest number of shares

Company Employee	Number	Price at date of award	Date of share award	Company awarding the shares
Shares awarded during the fiscal year to the ten group employees holding the highest number of shares thus awarded [(a)]	21,800	33.10	21/02/2025	Kaufman & Broad SA

(a) 21,800 shares under the 1st 2025 Plan, subject to compliance with a series of quantitative and qualitative performance criteria that have an impact on the group's business in the short term (fiscal year).

Title to the shares thus awarded will be transferred at the end of the vesting period, i.e. after a period of two years from the award date as defined by the rules established for the award. The opening share price on the grant date was €33.10 on February 21, 2024.

Bonus shares awarded during the fiscal year ended November 30, 2025 by the Company and by the companies or groups associated with it under the conditions provided for in Article L. 225-197-2 to all beneficiary employees by category of beneficiary

Category	Number of beneficiaries	Number of shares awarded
Executive corporate officers [(a)]	1	15,000
Member of the Management Committee	9	16,100
Directors of profit centers or of a support department	26	21,200
Department heads	54	18,850
Other employees	522	51,760
TOTAL[(B)]	**612**	**122,910**

(a) On February 21, 2025, the Board of Directors awarded 15,000 performance shares to the Chairman and Chief Executive Officer for 2025, on condition that he is still in office at the time of their final vesting in 2027. The definitive award of the shares is subject to the same performance conditions as those provided for in the context of his annual variable compensation in cash, namely:
- Fulfillment of quantitative criteria reflecting short-term performance indicators such as revenue, EBITDA, attributable net income and the WCR, as well as future performance, such as the number of housing units ordered and the number of lots established by the Commitment Committees;
- Fulfillment of qualitative criteria reflecting team management, the quality of the working atmosphere in the Company, control over operating expenses (including payroll), return on capital employed, adapting the Company to advances in technology and sound risk management.
- The Board of Directors' meeting of January 27, 2026 definitively awarded 15,000 performance shares, corresponding to an overall performance of 100%.

(b) The definitive awarding of certain shares was subject to performance conditions for 2025. Of the 72,100 shares awarded on February 21, 2025, 65,697 were definitively granted based on the performance achieved.

Title to the shares thus awarded will be transferred at the end of the vesting period, i.e. after a period of two years from the award date as defined by the rules established for the award. The opening share price on the award date was €33.10 on February 21, 2025.

3.5. Other information

3.5.1. Total number of share option awarded by the group

See section 3.4.1 “Share option or share subscription options plans – Awards of bonus shares – Awards of share subscription options”.

Details concerning the exercise of share options are presented in section 6.2.4.2 "Summary of share purchase and sales" et seq.

3.5.2. Information on transactions concluded with members of the Company's administrative and management bodies

None.

3.5.3. Loans and guarantees to members of the Company's administrative and management bodies

None.

3.5.4. Factors likely to have an impact in the event of a public offer

In accordance with Article L. 22-10-11 of the French Commercial Code, the Company must disclose and, where applicable, explain the factors likely to have an impact, in the event of a takeover bid or exchange offer. To the best of the Company's knowledge, the factors likely to have an impact in the event of a takeover or exchange offer are as follows :

To the best of the Company's knowledge, the factors likely to have an impact in the event of a takeover or exchange offer are as follows:

- The capital structure as well as the direct or indirect shareholdings known to the Company and all related information are described in chapter 6 of this document;
- There are no restrictions in the bylaws on the exercise of voting rights, with the exception of the sanction provided for in Article 7 of the Company's bylaws in the event of non compliance with the obligation to declare the crossing of the statutory thresholds (2% of the share capital or voting rights of the Company, or any multiple of this percentage, including beyond the reporting thresholds provided for by the legal and regulatory provisions);
- There are no statutory restrictions on the transfer of shares;
- To the best of the Company's knowledge, there are no agreements or other commitments signed between shareholders;
- There are no securities with special control rights. However, Article 9 of the bylaws provides for double voting rights attached to fully paid up shares that have been registered in the name of the same shareholder for at least two years, it being specified that double voting rights automatically cease for all shares that have been converted to bearer shares or transferred ownership, subject to the exceptions provided for by law;
- There are no control mechanisms provided for in any employee shareholding system with control rights that are not exercised by the latter;
- The rules for appointing and removing members of the Board of Directors are the legal and statutory rules;
- With regard to the powers of the Board of Directors, the current financial delegations are described in this document in section 3.5.6 below;
- The Company's bylaws are amended in accordance with legal and regulatory provisions;
- Regarding agreements entered into by the Company that are modified or terminated in the event of a change of control of the Company, it is specified that there are change of control clauses in the financing agreements, the EURO PP issue contracts and the syndicated loan agreement;

The agreements providing for compensation in the event of termination of the Chairman and Chief Executive Officer's duties are described in section 3.2.1. of this document. There are no agreements providing for indemnities for employees, if they resign or are dismissed without real and serious cause or if their employment ends due to a takeover or exchange offer.

3.5.5. Equity ratio within the meaning of Article L. 22-10-9 of the French Commercial Code

The ratios required pursuant to Article L. 22-10-9 of the French Commercial Code are described in section 3.2.3. of this chapter.

3.5.6. Summary table of currently valid authorizations concerning capital increases

Description of the delegations	Date of ESM	Delegation's expiry date	Nominal amount of authorized capital increase	Capital increase(s) made in earlier years	Capital increase(s) made durin gthe fiscal year	Capital increase(s) made since the close of the fiscal year	Residual amount upon the preparation of this table
Authority in the event of the issuing of common share and/or equity securities convertible into other equity securities or debt securities and/or securities convertible into equity securities to be issued, without preemptive rights, with a mandatory priority subscription right as part of public offering other than those referred to in point 1 of Article L.411-2 of the French Monetary and Financial code[a]	May 6, 2025	July 6, 2027	€1,032,000 (shares or securities) €500,000,000 (debt securities giving access to the Company's capital or debt securities)	None	None	None	€1,032,000 (shares or securities) €500,000,000 (transferable debt securities giving access to the Company's capital or debt securities)
Delegation to issue shares or equity securities convertible into other equity securities or debt securities in compensation for contributions in kind of equity securities or securities convertible into shares up to a maximum of 10% of the share capital [a]	May 6, 2025	July 6, 2027	10% of the share at May 6, 2025	None	None	None	10% of the share at May 6, 2025
Delegation to issue shares and/or equity securities convertible into other equity securities or debt securities in compensation for securities contributed in the event of a public exchange offer initiated by the Company [a]	May 6, 2025	July 6, 2027	€516,000	None	None	None	€516,000
Delegation to increase capital by incorporating reserves or premiums	May 6, 2025	July 6, 2027	€774,000	None	None	None	€774,000
Authority to increase the number of securities to be issued in the event of a capital increase, with or without preemptive rights [c]	May 6, 2025	July 6, 2027		None	None	None	None
Authority in the event of the issuing of common share and/or equity securities convertible into other equity securities or debt securities and/or securities convertible into equity securities to be issued, without preemptive rights, via public offerings other than those referred to in Article L. 411-2 of the French Monetary and Financial Code [a]	May 6, 2025	July 6, 2027	€516,000 (shares or securities) €500,000,000 (debt securities giving access to equity)	None	None	None	€516,000 (shares or securities) €500,000,000 (or securities representing receivables from the Company giving access to equity securities)
Authority in the event of the issuing of common share and/or equity securities convertible into other equity securities or debt securities and/or securities convertible into equity securities to be issued, without preemptive rights, via public offerings referred to in Article L. 411-2 of the French Monetary and Financial Code [a]	May 6, 2025	July 6, 2027	€516,000 (shares or securities) €500,000,000 (debt securities giving access to the Company's Share capital or debt securities)	None	None	None	€516,000 (shares or securities) €500,000,000 (debt securities or debt securities giving access to the Company's share capital or debt securities)
Delegation to issue common share and/or equity securities convertible into other equity securities or debt securities and/or securities convertible into equity securities, with preemptive rights [d]	May 6, 2025	July 6, 2027	€2,065,000 (shares or securities) €500,000,000 (debt securities giving access to the Company's share capital or debt securities)	None	None	None	€2,065,000 (shares or securities) €500,000,000 (debt securities giving access to the Company's share capital or debt securities)
Delegation of authority to issue shares of common share and/or equity securities convertible into other equity securities without preemptive rights for members of the group's employee savings plan up to a maximum amount of 3% of share capital [a]	May 6, 2025	July 4, 2027	Ceiling of 3% of share capital	None	None	None	
Authority to award bonus shares (new or existing)	May 6, 2025	July 6, 2028	250,000 shares of which 50,000 to corporate officers	None	[b]	None	127,090

On February 25, 2026, the Board of Directors renewed for a period of one year the authorization given to its Chairman and Chief Executive Officer, with the option of delegation, to award on behalf of the Company sureties, endorsements or guarantees (including financial completion guarantees) in respect of:

- Tax and customs administrations, without limitation of duration or amount;
- Any other third parties, for a term of one year and for a total amount not exceeding 2,800,000,000, including the amounts required for the financial guarantees of completion.

3.5.7. Related party agreements – current agreements – commitments – Related party transactions

3.5.7.1. Agreements subject to Article L.225-37-4, 2° of the French Commercial Code

None.

3.5.7.2. Agreements subject to Article L. 225-38 of the French Commercial Code

No new agreement referred to in article L.225-38 of the French Commercial Code was authorized by the Board of Directors during the year ended November 30, 2025.

3.5.7.3. Commitments authorized under related party agreements

The commitments authorized pursuant to Article L. 225-38 of the French Commercial Code are described in section 3.2.3.

3.5.7.4. Internal charter on related party agreements and commitments and on the procedure for evaluating current agreements entered into under normal conditions

This charter (the "Charter") is part of (i) the regulations applicable to non-regulated and related-party agreements and commitments set forth in Articles L. 225-38 et seq. of the French Commercial Code as in force following Act No. 2019-486 of May 22, 2019 relating to the growth and transformation of companies (the "Loi Pacte") and Order no. 2019-1234 dated November 27, 2019 relating to the compensation of corporate officers of listed companies, and (ii) the recommendation of the Autorité des marchés financiers (the "AMF") no. 2012-05 of July 2, 2012, as amended on October 5, 2018 (the "AMF Recommendation"). The charter was approved by the Board of Directors of Kaufman & Broad SA ("KBSA") on February 27, 2020 and is included in KBSA's corporate governance report, available on its website (www.kaufmanbroad.fr) and included in KBSA's Universal Registration Document.

The purpose of the charter is to describe, in accordance with the provisions of Article L. 22-10-10 of the French Commercial Code, the procedure implemented by KBSA within the group (as defined below) in application of the provisions of Article L. 22-10-1 of said Code, making it possible to regularly assess whether agreements relating to current operations and entered into under normal conditions do indeed meet these conditions. The charter applies to KBSA and its subsidiaries subject to the regulations on related-party agreements (together the "group").

3.5.8. Reminder of applicable regulations

As a preliminary remark, it is noted that, in accordance with the provisions of Article L. 225-38 of the French Commercial Code, the following are subject to the prior authorization of the Board of Directors: related-party agreements, agreements entered into between, on the one hand, the Company and, on the other hand, (i) directly or through an intermediary, its Chief Executive Officer, one of its directors, one of its shareholders holding more than 10% of the voting rights or, in the case of a corporate shareholder, the company controlling it within the meaning of Article L. 233-3 of the French Commercial Code, or (ii) an entity having common corporate officers with the Company. Agreements in which one of the persons referred to in (i) above has an indirect interest also constitute related-party agreements. These agreements, referred to as "related-party agreements", are then submitted to the Shareholders' Meeting for subsequent approval in accordance with the provisions of Article L. 225-40 of the French Commercial Code.

On the other hand, in accordance with the provisions of Article L.225-39 of the French Commercial Code, agreements relating to current operations and entered into under normal conditions and agreements entered into between a company and its wholly-owned direct or indirect subsidiary do not require a prior authorization procedure by the Board of Directors or approval by the Shareholders' Meeting.

Lastly, pursuant to the provisions of Article L. 225-43 of the French Commercial Code, the conclusion of certain agreements is prohibited, otherwise they shall be made void, in particular loans, overdrafts on current accounts or other, guarantees or endorsements, entered into with or for the benefit of any director (other than a legal entity), the Chief Executive Officer and representatives of legal entities that are directors of the said company, as well as the spouses, ascendants and descendants of the aforementioned directors and any intermediary.

3.5.9. Practice of agreements within the group

3.5.9.1. Criteria used to define an agreement relating to current operations entered into under normal conditions

(a) Concept of current transactions

The group assesses the concept of a current operation with regard to its conformity with the corporate purpose of the company concerned and the nature of the operation, which must be similar to others already carried out by the Company.

Repetition and/or habit constitute a presumption of current nature but are nevertheless not in themselves decisive. The group also takes into account the circumstances of the conclusion of the agreement, its financial and legal consequences, its duration or the usual practices for companies in a similar situation.

(b) Concept of normal conditions

The group assesses the concept of normal conditions in the light of the conditions usually practiced by the Company in its relations with third parties, so that the party concerned does not derive from the operation an advantage that it would not have had if it had been a supplier or a customer of the Company. It should also be ensured that the conditions applied are comparable to those of the same type of operations in other companies engaged in real estate development.

The normal nature of the conditions is assessed by reference to a market price or usual market conditions (within or outside the group) and to the general scheme of the contract, which invites consideration not only of the price itself but more generally of all the conditions under which the operation is concluded, such as payment deadlines or the granting of guarantees.

3.5.9.2. Typology of current agreements entered into under normal conditions within the group

The group considers that the following agreements constitute agreements relating to current operations entered into under normal conditions (as defined in paragraph above):

- agreements with low financial stakes, provided that the agreement does not represent a significant challenge for the co-contractors;
- agreements between group companies relating in particular to the following transactions, provided that these agreements (i) are concluded in the common economic, social or financial interest assessed in the light of a policy drawn up for the group as a whole, (ii) are not deprived of any counterparty or do not upset the balance between the respective commitments of the companies concerned and (iii) do not exceed the financial possibilities of the company bearing the cost:
- agreements related to the group's real estate development activities, such as those relating to the construction of buildings (real estate development contracts, sales before completion), technical management and marketing, and all other ancillary agreements customary for this type of operation,
- tax consolidation agreements for which the parent company provides for compensation in the event of the subsidiary's exit from the tax consolidation group,
- the sale or loan of Company shares to a corporate officer in the performance of his duties,
- loan and assistance agreements for the financing and re-invoicing of financial instruments,
- lease or sublease agreements,
- cash management operations and/or loans/current accounts/ borrowings,
- service agreements (particularly in the areas of human resources, insurance, trademark licensing, IT, management, communication, finance, legal, accounting and purchasing),
- acquisitions and/or disposals of insignificant assets or securities.

The above list, which is not exhaustive and is for illustrative purposes only, has been drawn up on the basis of the agreements regularly entered into within the group to date and is intended to be supplemented as and when the group's practices change. In any event, the classification of the current nature of an agreement is assessed on a case-by-case basis, with the support of the group Legal Department, if necessary, in conjunction with the Company's Statutory Auditors.

3.5.9.3. Criteria used by the group to define a related-party agreement

The group considers that the prior authorization procedure for related-party agreements applies whenever an agreement is entered into between a company and one of the persons subject to the control procedure and does not constitute a non-regulated or prohibited agreement, as defined above.

This procedure does not apply to merger-absorption, demerger and partial asset contribution transactions subject to the legal regime for demergers, between two companies with common corporate officers. Conversely, the contribution operation that is not subject to the legal regime for demergers must be subject to the procedure for related-party agreements at the transferring company but not at the receiving company, whose Shareholders' Meeting is consulted.

3.5.9.4. Specific regime applicable to executive compensation

The determination of the compensation of senior executives in respect of their term of office and the elements of compensation due on termination of their term of office are not subject to the procedure provided for in Article L. 225-38 of the French Commercial Code, but are the responsibility of the Board of Directors in accordance with Articles L. 22-10-16 and L. 22-10-17 of the French Commercial Code and, in the case of Kaufman & Broad SA, a company whose shares are admitted to trading on a regulated market, to the approval of the Shareholders' Meeting, in accordance with the provisions of Articles L. 22-10-8 and L. 22-10-34 of the French Commercial Code ("Say on Pay" regime).

3.5.9.5. Procedure for assessing current agreements entered into under normal conditions

The qualification and evaluation control procedure applies to the conclusion of new agreements as well as to any subsequent amendments (including renewal or renewal) or where there are indications that an agreement or certain categories of agreements would no longer qualify as a free agreement.

(a) Prior information of the Board of Directors

In accordance with Article 14 of the Internal Rules of the Company's Board of Directors, each Director undertakes to inform the Chairman of the Board of Directors of the conclusion of any agreement relating to current operations and entered into under normal conditions which he/she has entered into or in which he/she is interested, within one month of its conclusion.

(b) Annual assessment by the Board of Directors

The Board of Directors of Kaufman & Broad SA has set up a procedure for the annual assessment of current agreements entered into under normal conditions.

As part of this assessment, the Board of Directors, which meets to examine the annual financial statements, reviews the criteria for determining current agreements entered into under normal conditions defined above to ensure that they are always appropriate and comply with market practice and, more particularly, analyzes the normal nature of the financial terms and conditions of the agreements it assesses. Agreements that no longer meet these criteria, and are therefore reclassified as related-party agreements, are then submitted to the Board of Directors for approval, as described in paragraph 3.2. above.

In accordance with the provisions of Article L. 22-10-12 of the French Commercial Code, the persons directly or indirectly concerned by the agreement do not participate in its assessment

3.6. Statutory Auditors' special report on related party agreements

General Meeting to approve the financial year ending 30 November 2025

At the General Meeting of Kaufman & Broad SA,

This report should be read in conjunction with, and construed in accordance with French law and professional auditing standards applicable in France.

It is our responsibility to inform you, based on the information provided to us, of the essential characteristics, terms and conditions, and reasons for the Company's interest in the agreements of which we have been informed or that we may have discovered during our engagement, without having to express an opinion on their usefulness and justification or search for other agreements. It is your responsibility, according to the terms of Article R.225-31 of the French Commercial Code, to assess the interest involved in entering into these agreements for the purpose of approving them.

Furthermore, we are required, where applicable, to inform you of the information provided for in article R.225-31 of the French Commercial Code regarding the execution, during the past financial year, of the agreements already approved by the General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying the consistency of the information provided to us with the source documents from which it was taken.

CONVENTIONS SUBJECT TO APPROVAL BY THE GENERAL MEETING

Agreements authorised and entered into during the financial year

We hereby inform you that we have not been advised of any authorised agreement entered into during the past financial year that is subject to the approval of the General Meeting in accordance with the provisions of article L. 225-38 of the French Commercial Code.

CONVENTIONS ALREADY APPROVED BY THE GENERAL MEETING

Agreements approved in previous financial years whose execution continued during the last financial year.

In application of Article R.225-30 of the French Commercial Code, we have been informed that the following agreements, already approved by the General Meeting during previous financial years, continued to be executed during the past financial year.

Termination indemnity in favour of the Managing Director

The Board of Directors of 25 June 2013 appointed Mr. Mr Hachemi as Managing Director with effect from 1 July 2013 and approved the terms of his directorship contract which provides for the payment of a termination indemnity in the following circumstances:

- In the event of removal from office for reasons other than gross or wilful misconduct, as defined by the French Supreme Court in labour law, the Company undertakes to pay the Chief Executive Officer a severance payment intended to compensate for the loss of his office.
- The compensation will be equal to 12 months of gross fixed and variable remuneration due for the previous financial year, increased to 18 months in the event of a takeover of the Company by one or more third parties acting in concert, triggering the obligation to launch a public offer for the Company's shares.
- Regardless of the date and circumstances of the termination, the indemnity shall only be payable if the Managing Director received or should have received, for each of the two financial years preceding that of the termination of his term of office, an average of at least 70% of the maximum variable portion (excluding outperformance) of his remuneration for each of these two financial years, this variable portion being based on both quantitative and qualitative objectives (set for the first time at the time of his appointment and then at the beginning of each financial year).

This commitment was authorised by the Board of Directors on 16 April 2015 and approved by the General Meeting of Shareholders on 15 April 2016. This commitment was authorised by the Board of Directors on 6 May 2024 when Mr Hachemi's duties as Chairman of the Board of Directors, overseeing the general management of the Company, were renewed, and approved by the General Meeting of Shareholders on 6 May 2024.

Relevant Dirigeant Mandataire Social: Nordine Hachemi

Non-compete payment in favour of the Managing Director

In the event of the departure of Mr Nordine Hachemi, he will be bound by a non-compete and non-solicitation obligation, which will apply, unless reduced or waived by the group, for a period of 12 months following the end of his corporate office. In return, he will receive a gross monthly indemnity equivalent to 50% of the average gross fixed monthly remuneration he received during the twelve months preceding the termination of his term of office (or the duration thereof if shorter), the Company however having the option to reduce the duration or release the executive from this commitment.
This commitment was authorized by the Board of Directors on April 16, 2015, and approved by the General Meeting of Shareholders on April 15, 2016.
This commitment was authorised by the Board of Directors on 6 May 2024 when Mr Hachemi's duties as Chairman of the Board of Directors, overseeing the general management of the Company, were renewed, and approved by the General Meeting of Shareholders on 6 May 2024.

Relevant Dirigeant Mandataire Social: Nordine Hachemi

Additional defined contribution pension for the Chairman and Chief Executive Officer

Mr. Nordine Hachemi benefits from the company's executive pension plan and a supplementary defined contribution pension plan, the same as for members of the management committee. The maximum amount of annual contributions is capped at 8% of gross salary within the limit of 8 times the social security ceiling. Contributions paid by the Company in 2025 amounted to €30,144. This commitment was authorised by the Board of Directors on 16 April 2015 and approved by the General Meeting of Shareholders on 15 April 2016. This commitment was authorised by the Board of Directors on 6 May 2024 when Mr Hachemi's duties as Chairman of the Board of Directors, overseeing the general management of the Company, were renewed, and approved by the General Meeting of Shareholders on 6 May 2024.

Relevant Dirigeant Mandataire Social: Nordine Hachemi

Paris-La Défense, 24 March 2026

The Statutory Auditors

KPMG SA	**ERNST & YOUNG Audit**
François Plat	Denis Thibon
Partner	Partner

Risk factors

4.1. Internal control and risk management system 164

4.1.1. Description of the general characteristics of the internal control and risk management system 164

4.1.2. Insurance 169

4.1.3. Litigation pending 170

4.2. Description of risk factors and associated control systems 171

4.2.1. Risks related to the group's business sector 172

4.2.2. Risks related to the group's activities 175

4.2.3. Risks related to the company 182

4.2.4. Market risks 185

4.2.5. Legal risks 187

4.1. Internal control and risk management system

4.1.1. Description of the general characteristics of the internal control and risk management system

4.1.1.1. Objectives and scope of the internal control and risk management system

The scope of the group's internal control system, described in this document, covers the parent company Kaufman & Broad SA and its direct and indirect majority shareholdings.

The group uses the AMF's reference framework for the design, management and evaluation of its internal control system. No group entity adopts another standard.

One of the aims of the group's internal control system is to prevent and control the risks arising from its operations and the risks of errors and fraud, particularly in the accounting and financial fields. Like any control system, however, it cannot provide an absolute guarantee that these risks are fully eliminated. The group's internal control system aims to obtain reasonable assurance in order to achieve the following objectives in particular :

- Compliance with laws and regulations of the management, decision-making and/or execution of operations as well as the behavior of staff
- The application of instructions and guidelines set by the group's General Management;
- The proper functioning of the group's internal processes, particularly those contributing to the safeguarding of its assets;
- The reliability and fairness of the accounting, financial and management information communicated to the corporate bodies and externally.

4.1.1.2. Key elements of the group's internal control system

- General organization of internal control

Overall organization of the group

The group's internal control is based on :

- A general organization based on the duality of regional operational departments, which constitute profit centers located in France according to the group's development strategy, and functional departments which play a role of control, expertise and advice to the latter.
- A centralized general organization: Kaufman & Broad centralizes in the headquarters the main decisions and procedures, in particular all field acquisitions subject to the prior approval of the members of the Land Committee and the Commitment Committee, the revenue recognition and associated costs, and the consolidation process. Limited autonomy is therefore left to the regional departments over major decisions impacting internal control and the financial statements;
- A specialized committee within the Board of Directors: the Audit Committee, whose main task is to carry out a prior review of the Company's financial statements and risks.

Management structures

Executive Management is directly responsible for the internal control system. It defines the guidelines and supervises the implementation of the whole set of elements comprising it.

The management bodies are made up of an Executive Committee, which implements the group's strategy through the Annual Business Plan, and a Management Committee, which monitors its implementation. For more details on these two bodies, please refer to section 3.1 “Organization and operation of governance” of this Universal Registration Document.

As CSR is a key topic for Kaufman & Broad, the composition and operation of its CSR governance are described in paragraph 5.1.6." Integration of sustainability topics into the group's strategy, business model and governance."

In the internal control management structures are also the Land Committee and the Commitment Committee, whose roles are to validate the relevance of the proposed operations (including their forecast) and to authorize to pursue the study of the file. The operation of these Committees is described in section 1.1.2.2.1.

Lastly, quarterly real estate operations review committees and monthly review meetings complete the internal control management structures.

Cross-functional support departments

The Finance Department includes the following departments, which have a support and control role within Kaufman & Broad SA and the subsidiaries.

- The Management Control, Budgets and Reporting Department
- The Internal Audit Department
- The Treasury and Financing Department
- The Accounting and Consolidation Department
- The Information Systems Department
- The Legal Department
- The Tax Department
- The Financial Information Department

The role of each of these Departments in the group's internal control system is detailed below in this chapter.

• The group's general internal control environment

Business ethics

Code of Ethics The Code of Ethics is the concrete expression of the corporate culture. In line with the United Nations Convention against Corruption, it formalises the principles that guide day-to-day behaviour: integrity, responsibility, respect for the law and transparency. It applies to all employees, regardless of their role or hierarchical level. Embedded in the internal regulations, it accompanies the group's decisions, interactions and commitments in its urban projects as well as in its professional relationships.

This Code is accessible to everyone and enables each person to contribute to a collective dynamic based on ethics and responsibility. It embodies the group's commitment to building sustainable cities while upholding the highest standards of compliance, anti-corruption and respect for human rights.

In particular, this Code aims to prevent, detect and deal internally with unethical or non-compliant behaviour.

In terms of prevention, the group's Code of Ethics, updated in 2025, defines the expected principles of conduct, particularly in relation to the fight against corruption, conflicts of interest and unfair competition. This code is implemented by the Internal Audit Department and applies to the entire group. It is distributed to all employees. Employees are informed of updates to the Code of Ethics via a communication shared on the intranet.

Furthermore, this code enables the group to meet a requirement of the Sapin 2 law on transparency, the fight against corruption and the modernisation of economic life and thus to mitigate the risk of non-compliance with regulations relating to corruption.

Suppliers Ethics Charter

As part of its CSR strategy, Kaufman & Broad has established a Supplier Ethics Charter to involve its partners in a responsible and sustainable approach. This charter formalises the expected commitments in terms of ethics, working conditions, fair commercial practices, the environment and data protection. By adopting it, suppliers commit to contributing to exemplary urban projects, in line with the group's ethical standards. This step falls within the framework of the Sapin 2 law.

This Charter lays down the following rules:

- From an ethical standpoint, the group prohibits all forms of corruption, requires the prevention of conflicts of interest and the compliance with competition rules.
- In social matters, it asks its suppliers to respect fundamental rights, combat illegal and undeclared work, promote diversity and freedom of association, and guarantee safe and fair working conditions.
- In environment matters, Kaufman & Broad expects its partners to adhere to current standards, contribute to reducing carbon emissions, conserving natural resources and promoting a circular economy.
- Finally, the charter requires compliance with the GDPR and the implementation of security measures to guarantee data confidentiality.

Suppliers are required to sign the charter and thus adhere to the group's values, which can lead to changes in their practices, particularly regarding sustainability.

This Charter applies to the entire group, with the Technical Departments responsible for implementing this approach.

Whistleblowing procedure

The group has implemented a whistleblowing procedure to identify and report illicit behaviour or behaviour not respecting the Kaufman & Broad Code of Ethics.

This procedure applies to the whole group's activities and concerns both employees and suppliers and partners, with the aim of aligning practices throughout the value chain. Its implementation is the responsibility of the referents (Head of Human Resources and Head of Internal Audit).

Through this procedure, the group enables all stakeholders to make reports via different channels.

Alert

Internally, each employee can make reports either to (i) a superior, (ii) the HR/Internal Audit department, or (iii) via the KB Ethics module on the group's intranet. Kaufman & Broad employees are informed of this procedure directly via the Company's intranet.

The group has not yet established a mechanism for external users to make reports. External whistleblowers may, however, make reports via the existing channels provided for by law.

Processing

All reports are handled by referents. This indepedance ensures a neutral analysis, without direct influence from the teams concerned. If necessary, external third parties may be used, subject to confidentiality, to strengthen the independence of the processing.

The procedure sets clear, defined timeframes for each stage of alert processing. Upon receipt, an acknowledgement is sent within seven business days and the entire process must take place within a maximum of three months. The KB Ethics module automates these deadlines and facilitates the traceability of the quick and structured handling of reports.

This procedure also requires collecting strictly factual information, directly related to the reported facts. Each investigation results in a formalised, reasoned decision, which is sent to the author and ensures that the conclusions are based on concrete and verified elements, in accordance with the principle of presumption of innocence.

Kaufman & Broad ensures strict confidentiality of information provided in a whistleblowing report to protect whistleblowers from retaliation or adverse treatment.

Investigation

As of the date of this document, Kaufman & Broad does not have a formalised policy in place.

Training in business ethics and fight against corruption

Employees

Kaufman & Broad has implemented a structured training programme to raise employee awareness of the importance of fighting corruption and adhering to business ethics. Upon arrival, new employees undergo mandatory training (Ethics at Kaufman & Broad) as part of their induction programme, including a Sapin 2 module in the form of an educational video. This content outlines the principles of the Code of Ethics and illustrates the specific risks related to the group's business lines (conflicts of interest, gifts, etc.).By 2025, 98.3% of employees had completed this training. An internal watch is also provided through updates related to Sapin 2 on the Kaufman & Broad intranet.

The training programmes implemented by Kaufman & Broad, which cover compliance topics or operational aspects, are described in detail in paragraph 5.3.1.5. Training and Skills Development Policies, Actions and Targets

Administrative, management and supervisory bodies

As mentioned in Chapter 3, the Directors have acquired sufficient experience on these matters in light of their past experiences and their participation in various boards and committees of other companies.

In 2024, the Extended Board received specific training tailored to the challenges of management positions. In 2025 a new awareness raising campaign for Agency Managers was conducted.

F***unctions at risk***

Furthermore, Kaufman & Broad has chosen not to categorise specific populations as being more exposed to the risk of corruption or bribery, considering that all employees may be concerned and must, as such, be aware of the business ethics issues.

Disciplinary sanctions procedure

Kaufman & Broad applies a structured disciplinary procedure to sanction behaviour that is inconsistent with its internal rules, legislation and Code of Ethics. Sanctions range from written warnings to dismissal, depending on the severity of the incident. Any sanction is handled through a formal process including notification, prior interview (if applicable) and compliance with legal deadlines. The procedure guarantees employees' rights and is based on the Labour Code.

Distribution of policies and procedures

Kaufman & Broad makes its Code of Ethics and Suppliers Ethics Charter available on the group's website, ensuring free and transparent access.

All new employees are required to read the Code of Ethics upon joining the company. This reading is formalised by a signed approval, attesting to their commitment to comply with the provisions set out therein.

In addition, the group's internal procedures are available on the intranet and are frequently communicated via Kolibri.

Combating tax evasion, money laundering and the financing of terrorism

The group's business is located in France. Kaufman & Broad SA, the group's holding company, only owns French companies, either directly or through interposed companies, which are all located and registered in France for the 2025 financial year. The group is committed to using its best efforts in its tax policy.

Kaufman & Broad SA is subject to regular tax audits by the "Direction des vérifications nationales et internationales" (national and international audit office).

In addition, the group and its employees are attentive regarding the payments envisaged or made in order to detect any irregularities, particularly with partners, customers, or suppliers whose behavior, nationality or conduct of business may arouse suspicions. Any element of a proposed transaction that appears inadequate or likely to violate applicable laws or regulations or internal policies and procedures must be reported by the employee to his or her line manager as well as to the Legal Department, the Internal Audit Department and/or the group Finance Department.

To this end, the group is also attentive to the information provided by notaries, officers with a delegation of public authority, who authenticate all the real estate transactions carried out by the group and one of the obligations of which is to ensure the legal origin of the funds employed.

Not only legal entities, but also employees and managers may be held criminally liable in cases of money laundering. Attempted money laundering is punishable by the same penalties as the offense itself.

Information system security and personal data protection

The Kaufman & Broad group's IT Department, which reports to the Chief Financial Officer, is responsible for overseeing the design, development and implementation of new IT solutions and the day to day management of existing tools.

There is a set of procedures in place for purchasing and managing service and maintenance contracts. For operational management, business line procedures govern the development and operating functions. In addition, Kaufman & Broad has issued an IT security charter that lists the rules and responsibilities related to the use of IT resources. This document is sent to employees, who must sign it and return it to the Human Resources Department upon their hiring.

The protection of personal data has been identified as a significant specific risk for the group. It is therefore the subject of a dedicated development in section 4.2.5.5.

4.1.1.3. The group's risk management system

• Risk identification and management process

The internal control system put in place by the group's General Management determines a risk management system aimed at identifying and analyzing the main identifiable risks with regard to its objectives and ensuring that procedures are in place to manage these risks. Risk mapping carried out by General Management is an essential step in identifying the Company's risks.

Risk identification was carried out through interviews with the members of the Audit Committee as well as some fifty managers and senior executives of Kaufman & Broad, including mainly the Regional Chief Executive Officers, the heads of the cross functional departments and the Agency Managers. These interviews allowed to better understand the causes and potential consequences of each of these risks, as well at the main control mechanisms used for them. The ranking of major risks issued from the interview phase was also subject to a validation workshop, attended by members of the Management Committee and Audit Committee from amongst those who had previously met as part of the process.

The group's risk map is updated every year by means of interviews, and on the basis of changes in the relevant indicators defined during the process to adjust the level of criticality of major risks.

In addition, as part of the same approach, the group also has a corruption risk map (see 4.2.2.13).

The updated mapping of major risks was presented to the Audit Committee on January 23, 2026.

• Internal procedures

The internal control system covers around thirty separate procedures, the main of which are as follows: lands acquisition, management of calls for funds and customer receipts, monitoring of trade receivables, debt management, bank reconciliations, bank guarantees, Human Resources, closure and consolidation, determination of goodwill and assessment of asset impairment losses, preparation and control of a real estate program budget and forecasting process, revenue recognition and inventory on completion, management of reservations, progress rates, tax planning and calculation of current tax, management of the supplier database, registration and validation of trade payables, supplier settlements, purchases, end of construction site management, annual business interviews and exit interviews.

In addition, there are several IT procedures relating to the planning and organization of the department, security, safety, change management and system operation.

The procedures describe their respective objectives, their managers and participants, the inherent risks and the possible impacts of their failure on the group's financial statements. They include control points, some of which are considered "key" due to their significance in the group's risk prevention system.

The Agency Managers are responsible for ensuring compliance with the group's internal control procedures within their entities.

From a legal standpoint, the Chairman and Chief Executive Officer and/or the Regional Managing Directors of Kaufman & Broad SA are corporate officers of the majority of the group's subsidiaries, either individually or as permanent representatives of a group company.

The group is not required to draw up a vigilance plan regarding the number of employees, as provided for in Article L. 225-102-4 of the French Commercial Code.

4.1.1.4. Focus on internal control relating to the preparation of the group's accounting and financial information

The Chief Financial Officer is specifically responsible for supervising and maintaining internal control measures relating to accounting and financial information.

• Budgetary and management control

Planning

Operational planning is decentralized to a regional level. It is led by Executive Management and the Finance Department, which define its principles and planning, and manage the process for each entity, verifying global consistency with the group's strategy.

The operational managers of the various agencies, assisted by their management controllers, prepare for their respective entities a two-year plan, including a detailed budget for the coming year. The proposed objectives are approved by the Finance Department and Executive Management between October and January. The Finance Department and the Executive Officers in charge of the Regions consolidate and comment on the whole plans by entity.

Monitoring

Monthly budget control

The annual budget is periodic and used as a single reference for budgetary control. The consolidated income statement and balance sheet are prepared monthly by the Consolidation Department and forwarded to the Executive Management. The Management Control Department establishes budgetary control: Validating expenses and income at the end of the period, measuring deviations from the Plan and/or from the latest budget updates and analyzing until their possible future impacts.

Quarterly updates

Each entity updates its annual budget on a quarterly basis. These exercises enable to refine the trends at the end of the year but do not replace the initial Plan in terms of budget control benchmarks.

The current quarter results are updated during the first 10 days of the last month of the quarter. These updates are validated by Executive Management and the Finance Department in quarterly committees with the managers of each agency or subsidiary and will enable the group to prepare its annual and half-yearly consolidated financial statements. They are presented at the meetings of the Board of Directors prior to the publication of the quarterly results.

Based on these updated forecast results, the targets are, where applicable, redefined by Executive Management. The signature targets are also established by Executive Management based on revenue forecasts prepared by the Agency Managers.

Reconciliation with accounting data

The accounting and management systems are provided with the same information (single entry of accounting documents) and are consistent in terms of methodology. The systematic monthly scoping of budget returns with the financial statements allows to control the reliability of financial information.

- Accounting Procedures

The financial statements preparation process

Consolidated financial statements are prepared quarterly according to IFRS. In general, the group reports this accounting and financial information during the month following their preparation. The Accounting and Consolidation Department is responsible for their establishment. To this end, the Accounting and Consolidation Department sends instructions to all departments concerned on the progress of the closing process, specifying the information to be entered, the restatements to be made and the timing of these transactions.

The Management Control, Budgets and Reporting Department reviews the consolidated income statement prepared by the Accounting and Consolidation Department, analyses significant variations and reports them to the Accounting and Consolidation Department.

The IFRS financial statements are prepared under the Chief Financial Officer's responsibility and then submitted to the Chairman and Chief Executive Officer. When the interim and annual consolidated financial statements are approved, these financial statements are reviewed by the Audit Committee and the Board of Directors and reviewed (audit in the context of the annual financial statements and limited review in the context of the interim financial statements) by the Statutory Auditors prior to the financial communication on these results. They are then approved by the Board of Directors.

Controls on key accounting principles and estimates

With regard to key accounting principles and estimates, at each closing the internal controllers ensure that the principles and methods of IFRS 15 are correctly applied, with the group's consolidated revenue and margin recognized on a percentage of completion basis.

From a technical standpoint, the acquisition of the land and the justification of the progress rate of the construction sites are key controls of the group's internal control system, in addition to the quarterly update of the budgets upon completion of our real estate operations by the relevant regional departments.

From a commercial standpoint, the signature of the official deeds of each batch of sale before completion ("VEFA") is an evidence, formalized by the certificates systematically issued by notaries, sale by sale.

Procedures for controlling off-balance sheet commitments

Off balance sheet commitments have been identified as a significant specific risk for the group. They are therefore the subject of a dedicated development in section 4.2.5.4.

- Group financial communication

Documents relating to the Group's financial and regulatory information are approved by the Chief Financial Officer and the CEO. Other than the Chairman and Chief Executive Officer, only persons duly authorized by the former are allowed to communicate financial information to the market. Financial Press Releases are generally submitted to the Board of Directors prior to their publication.

4.1.1.5. Updating and reviewing the operation of the internal control system

Executive Management ensures that current internal control measures are in place in all group entities.

This is supplemented by an operational, legal and regulatory watch aimed at identifying and anticipating changes in French and European business, legislation and regulations that could have an impact on the group's economic balances. This function is also performed by Executive Management and by the various operational and functional departments, which take all appropriate measures to ensure that the group's interests prevail in due course.

The correct application of the procedures relating to accounting and financial information is monitored by the Internal Audit Department and from time to time by an independent audit firm, supervised by the Internal Audit Department. The results of this work, carried out at the head offices and within most of the group's regional agencies (depending on their contribution to the consolidated financial statements), are regularly reported to the Audit Committee. These periodic procedures, which aim to ensure that the procedures relating to accounting and financial information are properly applied, do not lead to an assessment of the overall system for managing operational and financial risks resulting from the group's activity. The foregoing information cannot therefore be an assessment of the adequacy and effectiveness of the Company's internal control system, as it does not cover it as a whole.

4.1.2. Insurance

4.1.2.1. Mandatory insurance

Within the framework of the regulations related to their development/ builder activity, the group companies take out the mandatory insurance established by Law no. 78-12 of January 4, 1978 covering the work performed (so-called "Damage to works" or "DO"), the ten-year liability of the Master of Works ("Non Builder" insurance or "CNR") and the ten-year liability of the project manager when it is exercised by group companies.

Damage to works Insurance is taken out at the start of the construction site and is intended to pre finance the repair of problems that have arisen within ten years of receiving the work. The benefit of this coverage is transferred to customers as soon as their homes are delivered, and is passed on to their successors in the event of the resale of their homes. This insurance covers, apart from any liability seeking, the costs of repairing damages, even as a result of ground defects, that compromise the soundness of the structures built or make them unfit for their intended use. Repair includes demolition, removal, removal or dismantling work that may be necessary, once an amicable appraisal has been carried out within certain pre established legal deadlines. Subsequent to this compensation, the insurers turn to the responsible builders and their insurers, in order to recover a large part of the sums advanced. The guarantee ceiling is the amount of the total construction costs, including fees, for non-residential works and the cost of repairs for residential works.

Group companies are also covered by "CNR" insurance. These insurance policies cover the payment of construction repairs to which the group has contributed in its capacity as seller of building to be built, where its liability is incurred on the basis of the presumption established by Articles 1792 et seq. of the Civil Code, in respect of building works and within the limits of this liability. The guarantee ceiling is the amount of the total construction costs, including fees, for non residential works and the cost of repairs for residential works. When the total cost of the operation exceeds €15 million excl. VAT, a "CCRD" (ten year collective liability contract) guarantee is also subscribed. This is a second ten-year civil responsibility guarantee for project owners.

Since January 1st, 2020, Axa France, SMA and more recently ZURICH (3 master agreements in progress) have taken out "CNR" and, where applicable, CCRD insurance policies. They represented a cost of €6.7 million (0.59% of consolidated sales) for the year ended November 30, 2025.

Lastly, group companies carrying out works management and similar tasks are covered by a specific insurance policy covering their ten-year liability and certain major damages in the course of work. The agreement has been signed with QBE since January 1st, 2020. The amount of premiums paid under this agreement during the year ended November 30, 2025 was €0.26 million (0.02% of consolidated sales).

4.1.2.2. Other insurance related to the group's business

The group's business is also covered by the following optional insurance policies.

- **Promoter Civil Liability**

The purpose of the Promoter "Liability Agreement" is to provide Kaufman & Broad with a guarantee against the financial consequences of civil liability that may be incurred by it as a result of any bodily injury, material damage and/or intangible damage caused to third parties (including customers) as a result of its guaranteed activities.
This agreement guarantees the main property development activity, but also ancillary or ancillary activities, such as property management (including the Hoguet Law), proprietary project management, delegated project management.

It represented a cost of €1.029 million in 2025 (0.09% of consolidated sales).

- **All Building Risks**

The "Building Risks" insurance, taken out for each operation, guarantees the Master of works and all participants in the operation against any accidental loss or damage to the structures during the construction period.
The guarantee is granted up to the total amount of work performed on the site, including project management and technical control fees.

The guarantees are taken out in an inseparable manner with the "DO/CNR" guarantees (same insurer in principle).

They represented a cost of €0.802 million (0.07% of consolidated sales) for the year ended November 30, 2025.

- **Civil liability Environmental damage**

The agreement, taken out with AXA XI, covers Kaufman & Broad, in particular for operations requiring decontamination and/or asbestos removal, and for the holding or operation of "ICPE" (classified installations for environmental protection) facilities.

- **Civil Liability Corporate Officers**

The group hedges its "Corporate Officers' liability" through three insurance policies, each with a guarantee line (1st line taken out with AIG, 2nd line taken out with Chubb, 3rd line taken out with Zurich/QBE and Beazley).
These contracts guarantee the civil liability that executives (de jure or de facto) could incur in the event of professional misconduct committed in the performance of their duties, as well as the assumption of their defense costs, damage to reputation, psychological support, etc.

- **Fraud and cyber risk insurance**

The group is insured with CHUBB in the event of loss due to fraud, committed by an employee or by a third party (theft, forgery and use of forgery, fraud, breach of trust, etc.).

It is also insured for Cyber risk with the SMA: Guarantee of non-material damage and damage caused to third parties in the event of malicious damage or accidental events impacting the IT system. The agreement also includes emergency assistance to a specialized service provider. A second guarantee line was taken out with insurer QBE in 2024.

- **Damage insurance**

To cover damage risks of its real estate stock, the group has taken out two (inseparable) insurance policies with AXA:

One is related to its construction activity (land, building dedicated to demolition, rehabilitation or preservation, sales bubble, sales office, apartment or witness house, building completed and accepted, but not yet handed over) and the other to its operating premises (offices, showroom, company restaurant, parking).

The IT equipment is covered by an "All IT Risks" policy taken out with AXA.

The art and collection items held by the group are insured with Hiscox, particularly in the event of breakage or theft.

4.1.3. Litigation pending

Litigation has been identified as a significant specific risk for the group. They are therefore the subject of a dedicated development in section 4.2.5.3. Risks related to litigation.

4.2. Description of risk factors and associated control systems

The following are the main risks specific to the group that are likely to have a material adverse impact on its business, results, financial position and outlook. They are derived from the group's risk mapping described in 4.1.1.3.1.

This inventory is not exhaustive because other significant risks, unknown or not considered to date, could exist or arise in the future.

The occurrence of all or part of these risks could, in particular, lead to significant deviations from the forward-looking and other quantitative data included in the documents filed by the group with the AMF or its other written or verbal communications.

The order of importance in which the following risk factors are presented depends on their criticality, i.e. their severity and their probability of occurrence, after taking into account the action plans put in place. It could be modified at any time, in particular due to the occurrence of new external or group specific events it could be aware of.

Risks related to the group's business segment	• Economic risks* (1) • Risks related to competition in the real estate development sector • Risks related to joint development • Risks related to bank guarantees in the context of revenues through Sale before completion contracts
Risks related to the group's business	• Land market Risks* • Risks related to construction costs* • Risks related to suppliers relations* CSR • Risks related to the group's development strategy* • Reputational risks* CSR • Program management risks* • Risks related to major projects • Risks related to contracts with public entities • Pollution risks CSR • Climate related risks CSR • Risks related to IT systems • Risks related to acquisitions • Risks related to attempted fraud, fraud and corruption* CSR • Risks related to insurance coverage
Risks related to the Company	• Risks related to Human Resources and Dependence on Senior Executives* CSR • Risks related to the company's debt • Risks related to restrictive clauses of financing contracts
Market risks	• Interest rate risks*
Legal risks	• Risks related to regulations directly applicable to the group CSR • Risks related to tax systems that may affect the new housing market and changes in tax regulations • Risks related to litigation • Risks related to off balance sheet commitments • Risks related to the protection of personal data

* Risks considered the most important in the category.

CSR Risk factors presented in the CSR risk assessment table.

(1) The reader is invited to refer to Section 2.5 Events after the closing date for further information on recent developments in the geopolitical environment.

4.2.1. Risks related to the group's business sector

4.2.1.1. Risks related to the economic environment *

The new French real estate market in which the group operates remains strongly influenced by the general economic environment, particularly by the economic growth, the consumer confidence, the unemployment and the debt conditions (described in section 1.2. "The market environment").

These cyclical factors are likely to reduce the demand for new housing and to increase construction lead times and associated costs. A decline in demand could reduce the group's ability to find buyers and lead to a sustained decline in property prices. The lack of acquirers, as well as an increase in construction times, is also likely to delay the recognition of income due to the percentage of completion method applied by the group. The group's results are all the more sensitive to the economic uncertainties occurring at certain times of the year as Kaufman & Broad's business is seasonal, being historically stronger in the second and fourth quarters (see section 2.1.1.2.1. "Orders" in the section "Cycles and seasonality of housing reservations by product type (by volume)").

Although the latest available data remove the prospect of a recession with reduced GDP growth, there are, as of the date of this document, significant factors of uncertainty that may adversely affect economic growth:

- the highly uncertain global geopolitical environment and the associated inflation outlook (Ukraine War, Middle East situation, ...);
- the unstable political context in France;
- household consumption, which has slowed significantly since 2023, under the combined effect of inflation and rising interest rates;
- demand for real estate, whether from individuals or institutional investors, affected by rising construction costs;
- the decrease in the attribution of building permits and construction starts;
- climate issues and their consequences for the global business model, particularly in terms of regulation;
- the worsening of the public deficit in France, limiting government room for maneuver.

Debt conditions are likely to have a direct impact on the level of demand for properties sold by the group, as potential buyers may encounter difficulties in financing their purchase. In 2023 the effect of the central bank raising key policy rates to combat inflation, home loan rates rose. Since the second half of 2024, the ECB has lowered its key rates, and then shifted to a statuquo the second half of 2025 . Long rates range between 3% and 3.6% at the end of 2025. Nevertheless, the political uncertainty in France does not confirm the downward trend in real estate lending rates. Other debt conditions (levels of personal contributions, guarantees requested, etc.) have also tightened, penalizing borrowers with low personal contributions and/or whose level of income no longer allows them to meet the effort rate requirements imposed by the bank's supervisory authorities.

With respect to companies, the ability to obtain financing in an uncertain environment, but also the profitability prospects that the Company could obtain by operating this property, are also important factors in the choice of acquiring a property. The rise in long term interest rates, in addition to weighing on corporate investment, has led to an increase in the rates of return demanded by investors and thus to downward pressure on sales prices. This development, already noted, could lead the group to abandon or postpone certain commercial real estate projects.

Household confidence, which is a key factor in the investment decision for new housing, could be adversely affected by the elements described above. Indeed, a customer chooses to purchase a property by relying on its acquisition capacity at the time of purchase but also on its confidence in its ability to meet its future obligations, particularly related to the financing terms of the proposed purchase.

- Control system

To mitigate these risks, the group relies on a rigorous selection of locations and continually adjusts its offer to maintain its business in this uncertain environment. The cost structure, which is largely variable, allows the group to limit its fixed expenses and adjust its expenses according to demand. The main costs - land acquisition, building, marketing and sales team compensation - can be reduced if necessary, by launching fewer programs.

At the same time, the group diversified its offer towards residential services and commercial real estate, in order to reduce its exposure to the new housing market. Although this diversification may result in more frequent cancellations or a temporary impact on the gross margin, it ensures stable profitability over the long term. In addition, energy transition commitments and demographic changes will continue to support demand for new housing, the only ones capable of achieving carbon neutrality.

4.2.1.2. Risks related to competition in the property development sector

The developer builder business is highly competitive, both in terms of land acquisition, product selling prices and access to subcontractors. It is carried out by national and regional promoters (see section 1.2.2.1 "Key market players"). The market for the resale of houses and apartments is a source of additional competition. The conditions of the competition met by the group could:

- Make it difficult to acquire suitable land that meets its land acquisition criteria (see section 4.2.2.1 "Risks related to the land market" of this Universal Registration Document);
- Reduce the construction of its buildings due to a lack of subcontractors ;
- Reduce its revenue and/or profit margins;
- Encourage to propose discounts or to increase prices;
- Reduce sales or increase the withdrawal rate of buyers.

Each of these factors may hinder the growth of the group's activities, increase expenses and thus have a significant negative impact on the results. If the group were not able to deal effectively with this competition, it could lose market share and its profitability could be affected.

Control system

The group leverages its regional network and diversified offer to expand its geographic footprint and strengthen its position in the domestic market. By deploying in areas with high economic and demographic growth potential, it ensures a competitive edge enabling it to maintain constant orders levels.

In addition, the group is taking a rigorous approach to controlling construction costs thanks to its bargaining power and the inclusion of suspensive clauses in put options. It also controls land costs through a strict selection policy that ensures the profitability of its sales operations.

Lastly, sustained marketing campaigns, particularly in the digital sector, are conducted regularly to optimize the relevance of the group's operations, strengthen its brand image and support sales volume.

4.2.1.3. Risks related to joint development

Certain real estate programs are developed by the group based on a capital and current account interest from partners outside Kaufman & Broad. Especially due to the economic and financial situation, some of the group's partners involved in co-development transactions may fail during the completion of the real estate program and may not be able to meet their commitments, resulting in the Company having to meet the cash requirements generated by the relevant real estate programs. When the group believes that the financial position of its partners is weakened, a provision for risks is recognized in the Company's financial statements. As such, the total amount of provisions for risks amounted to €9.47 million in the group's consolidated financial statements for the year ended November 30, 2025, compared with €8.2 million at the end of 2024 (see note 7.1.5 "Notes to the financial statements", note 8.1 "Provisions", paragraph "Provisions for risks relating to affiliates"). However, these provisions may not be sufficient to cover the default of its partners.

- Control system

Property development transactions carried out in co-development do not derogate from compliance with the internal control procedures described in section 4.1.1.3.2, particularly in the selection of land.

4.2.1.4. Risks related to bank guarantees in connection with Sales before Completion status

In the context of sales before completion, Kaufman & Broad takes out a financial guarantee with a financial institution, a mutual guarantee body or an insurance company for the completion of construction or the repayment of payments made, which takes the form of a joint guarantee for the benefit of the purchasers or a credit facility agreement (Article R. 261-21 § a or § b of the Construction and Habitation Code). These extrinsic financial guarantees are subscribed by operation with banking and financial institutions. The group then grants mortgage promises or non-sale commitments as consideration, which enables it to secure its real estate programs and speed up the signing of sale agreements.

The effective implementation of these bank guarantees could represent a significant financial burden for the group. On November 30, 2025, the amount of financial guarantees for completion and fixed asset indemnities given by the group or by its banking institutions in the form of guarantees amounted to €741 million, compared with €829 million at November 30, 2024 (see 7.1.5. "Notes to the financial statements", note 8.3 "Guarantees and bonds issued").

In addition, an increase in the number of guarantees could lead to higher costs and/or adversely affect the group's ability to obtain new bank guarantees and to finance its projects. In addition, a significant deterioration in the real estate market, such as a financial crisis, could result in a decrease in the number of financial institutions likely or willing to grant such guarantees to the group, an increase in the cost of these guarantees and/or additional constraints imposed on their granting. Difficulties for the group in obtaining such extrinsic guarantees could limit its ability to make future completion sales in the sheltered housing sector and have a material adverse effect on its business and results. Lastly, the group may be exposed to counterparty risk in the event of default by a bank that has granted these bank guarantees.

- Control system

In order to minimize the risk of exposure to a decline in the number of institutions able to grant such guarantees to the group, the group uses a broad and diversified number of leading banking institutions. These main banking institutions are: ARKÉA Banque Entreprises et Institutionnels, BECM (Crédit Mutuel group), Groupe Banques Populaires et Caisses d'Épargne (Palatine, SOCFIM, Natixis, Caisse d'Épargne Midi-Pyrénées), Crédit Agricole Corporate Investment Bank (CACIB), La Banque Postale, Société Générale, BNP Paribas, to which must be added financial institutions specialising in surety, insurers and insurance brokers such as: Atradius, MB cautions (QBE, ERGO, Tokio Marine Europe), SMABTP, PRAES CONSEIL (Liberty, Groupama), Allianz (formerly Euler Hermès), Diot Siaci (COFACE, ZURICH).

A monthly valuation is carried out by the Treasury and Financing Department and then updated with the figures provided by the institutions concerned, according to their own declarations to the Banque de France or the French Insurance Control Commission (CCA).

4.2.2. Risks related to the group's activities

4.2.2.1. Risks related to the land market*

The continuation of the group's business is subject to the availability of land of sufficient quality and size to be able to develop Single-family houses in communities or Apartments programs, as well as the group's ability to identify and acquire this land. The increase in competition as described above, stimulated in particular by the frequent use of auctions in public sector land sales (which results in a sharp increase in the cost of land), as well as the scarcity of land for sale in certain sectors meeting the standards established by the group, could have a significant adverse effect on the development of the group and its ability to achieve its objectives..

- Control system

In order to be able to anticipate as soon as possible tensions over the availability of land necessary for the production of its programs, the group has developed a management tool for its land portfolio, in which land must be included that meets the selection criteria set by the group. It is the Land Committee that establishes the criteria for the land to be included in the group's land reserve, validates the strategic and financial relevance of the planned projects of operations as well as the preliminary estimated expenditure budget, and authorizes the implementation of a land immobilization indemnity, particularly in the case of unilateral sales promises (see section 1.1.2.2.1 "Land selection" and "Approval of projects by the Land Committee").

4.2.2.2. Risks related to construction costs*

As a developer builder, Kaufman & Broad entrusts the execution of the works to third party companies belonging to different state bodies, and is thus exposed to risks inherent in anticipating its construction costs. The group may be faced with additional costs related to unexpected technical constraints, exceptional weather conditions resulting in delays in the completion of work, a loss during construction or the failure of a subcontractor. These unexpected events could have a significant adverse impact on the financial balance of the transaction.

In addition, the group notes that during periods of pressure on property prices, there is an upward trend in the construction costs, due to the lack of availability of companies and the growth of their own expenses (increase in the cost of materials and increasingly heavy regulatory standards, particularly in terms of safety and the environment). This rise in prices is generally observed 12 to 18 months after the first signs of improvement in economic conditions; conversely, when economic conditions deteriorate and demand slows, prices generally fall according to the same mechanism and within the same deadlines. In addition, significant changes in the prices of raw materials (mainly concrete, steel and cement) used in the construction of properties sold by the group, could have a significant impact on the group's construction costs.

Higher construction costs could have a significant impact on the group's margin if the Company fails to pass it on, even partially, to its selling prices. Furthermore, the concentration or reduction in the number of companies trading within this segment may entail, besides a possibility of reduced choice, an increase in prices and lesser control over the quality of produced works.

- Control system

The group has a "controlled" process in the conduct of its business, used to validate the strategic and financial relevance prior to entering into a real estate project via preliminary expenditure forecasts and technical studies. The group also launches tender documents ("Dossiers de Consultation des Entreprises") prior to land acquisition in order to select companies through tenders for construction work. This competitive bidding also contributes to controlling the cost of operations. For further details, please refer to section 1.1.2.4. "Operation sequence" and following.

4.2.2.3. Risks related to supplier relations*CSR

As the group's business is based on a multitude of companies and suppliers, the financial difficulties, or even the suspension of payments, of some of these companies or suppliers (in the event of legal redress or liquidation) could cause a slowdown in construction sites or an increase of costs. The group's difficulty in finding suppliers that are available, that perform well in terms of CSR and that are able to meet its specifications could also have an impact on the quality of construction and the group's commitments, particularly in the context of obtaining certifications or labels. It could also have an adverse impact on the smooth running of collateral claims (see section 4.1.2. "Insurance"). Similarly, the group may suffer adverse consequences, particularly in terms of image, in the event of breaches or infringements committed by its suppliers and subcontractors.

- Control system

In order to more accurately assess the risk of supplier default,a procedure governs their selection. To do this, the Group uses two tools:

- Infolegale, a financial analysis tool for assessing the soundness and reliability of partner companies.
- The Viaco questionnaire, known as the "business ethics and sustainability prequalification", standardises the supplier selection process at Group level. This form invites suppliers to provide information on:
  - Governance: this covers information on the identity of the directors and the supplier's shareholders as a whole.
  - Business ethics: this aspect concerns sanctions imposed on suppliers over the past five years, as well as anti-corruption measures put in place.
  - Contribution to sustainable development: This aspect covers actions taken by suppliers in the areas of occupational health and safety, social commitments and environmental protection.

The Group has implemented an operational procedure to ensure that payment deadlines are met, especially with regard to its relations with suppliers. This procedure is overseen by the Supplier Reference Document integrated into the accounting ERP system, where the payment terms are set to 45 days at the end of the month by default. Shorter timeframes may be applied on an ad hoc basis, depending on the specific circumstances.

This system mainly covers market suppliers, as well as the group's corporate suppliers (marketing, consulting, etc.) whose volume is more limited. The majority of invoices are thus integrated into the electronic document management system, enabling rigorous monitoring of invoicing from receipt to validation to settlement. In case of a malfunction or blockage in the validation circuit, alternative procedures such as urgent payments can be activated.

Although there is no specific policy tailored to SMEs, internal alerts help identify sensitive situations early on, which are then handled on a case-by-case basis. In the event of occasional difficulties encountered by a partner supplier, exceptional measures such as advance payments may be considered, based on the principle of mutual support and business continuity.

4.2.2.4. Risks related to the group's development strategy*

The success of the group's development strategy is based on its ability to best meet the needs of its customers (type of housing, detail of delivery or processing time), by implementing appropriate commercial practices, in the highly competitive environment described above. The group must also be able to mobilize the necessary expertise internally in order to anticipate changes in the competitive, legal, tax and technical environment and offer its customers innovative solutions and products.

The group's inability to implement a commercial policy and organization adapted to the changing needs of its customers could lead to a loss of customers and markets or force it to make commercial discounts, which would have a negative impact on its financial profitability. In addition, an inadequate development and innovation strategy and a lack of knowledge of the legal and technical structure specific to the new products that the group would like to develop, due in particular to difficulties recruiting suitable profiles, insufficient digitalization or inadequate operational reporting, could lead to the loss of development opportunities and market share.

Finally, the execution of the group's development strategy requires the pooling of resources and know-how internally in order to seize development opportunities and implement the most appropriate responses to the needs of its customers. Therefore, a lack of synergies between agencies and regions within the group, a lack of cross-functional training involving several teams, or a too decentralized or a silo operation could lead to a loss of the technical know-how of the teams, their ability to innovate and the privileged relationships set up locally by the group, which could harm the implementation of its development strategy.

- Control system

The group has set up a Transformation Steering Committee to ensure the continuous transformation of the group through the dissemination of structured processes, the centralization of documentation of real estate programs and the management of major projects. On the other hand, an Innovation Committee has also been set up to drive innovative solutions within the group. These initiatives enhance organizational efficiency while ensuring adaptation to market changes. Lastly, since 2022, an in-house communication platform has been used as a channel for interaction and exchange among group employees.

To ensure that its employees maintain a level of expertise aligned with market developments, the group prioritizes integration and continuous training through its KB Factory platform to meet the changing needs of its customers while strengthening its internal capabilities.

4.2.2.5. Risks related to the group's reputation *CSR*

In recent years, the group has diversified the range of products marketed under the Kaufman & Broad brand, particularly in response to the difficult macroeconomic conditions that have changed customers behavior. The group's offer now ranges from low-income housing to high-end housing; in addition, the commercial offer includes a significant portion of commercial property and managed products. This heterogeneity of the offer could be a source of confusion for the customer and thus alter the brand image that the group wishes to convey. In addition, given the increase in the number and diversity of its customers and/or prospects (individuals, businesses, private and institutional investors, local authorities), the group is exposed to an image and reputational risk in the event of a serious failure, whether proven or not, in the quality of the services provided and/or received. In addition, the group's agencies can organize, to a certain extent and independently, their own advertising campaigns and marketing operations in addition to national campaigns, and could therefore convey an image that would not correspond to the group's strategy, despite the existence of a common national graphic charter.

Finally, the development of social media, blogs and discussion forums contributes to the development of an image risk for the individual audience and more specifically for e reputation.

- Control system

To control the group's reputation risks, Kaufman & Broad strengthens its employer brand while obtaining quality labels. Risks related to the customer experience are managed through the creation of a Process and Continuous Improvement department, as well as through the use of customer satisfaction surveys, in particular through the Klient 360 tool, which allows the group to maintain the link with customers and better monitor the resolution of their requests. A systematic legal review is put in place to guarantee the quality of the actions and promises submitted. In addition, the group keeps an active watch to keep informed of current events and respond quickly if necessary.

Cyber risks are crucial and are managed through data encryption procedures and continuous system reviews. Training is provided to all employees to raise their awareness of major issues that may affect the group's reputation, such as GDPR risks, cyber risks and the Sapin II Law.Integration with customers and local residents, through associations (intermediaries for litigation), as well as Kaufman & Broad's desire to be available, contribute to the group's reputational security.

4.2.2.6. Program management risks *

The group's programs may not generate the estimated commercial and financial results at the time of the commitment decision as reflected in the projected budget at completion. Given the number of factors that may affect the cost structure and profitability of the programs compared to initial estimates, difficulties in implementing appropriate management control procedures to identify and correct possible budget variations could result in significant additional costs or underperformance of certain group programs. Even if the group undertakes to develop a real estate program only under certain conditions, in particular the achievement of a pre-marketing rate of around 50%, there can be no guarantee that the remaining fraction of unreserved lots will be sold on favorable terms, or even that it will be sold, particularly if an adverse economic environment negatively affects household confidence and leads to the postponement or even withdrawal of property acquisition projects. There can be no further assurance that the group's budget and financial modeling tools will allow it to anticipate any fall in demand or cost increases early enough to enable it to cancel programs that may not be profitable. In the event of an inability to accurately anticipate these uncertainties, the group's results could be significantly degraded.

- Control system

As part of its internal control system, the group has a process for validating its commitments in a property program. The final decision to acquire the land is made by the members of the Land Committee. The general rule adopted by Kaufman & Broad provides that the final acquisition of the land is carried out if (I) the administrative authorizations required to carry out the proposed program are obtained and served with third party appeals and if (II) the profitability of the program as presented in the forecast financial balance sheets is verified (status and level of marketing, technical feasibility, cash flow plan, etc.). For further details please refer to section 1.1.2.4.Operations sequence.

4.2.2.7. Risks related to major projects

In order to ensure business growth, the group intends to continue developing major projects, particularly urban projects. Since the end of 2019, a structure dedicated to the development of large urban projects and the rehabilitation of industrial wasteland has been created. This organization aims to better manage the risks inherent in this type of project.

The complexity, size and duration of these projects may expose the group to financial, image or technical risks that are more significant than for traditional promotion operations, both during the study phase and during the design and execution phase: Increased difficulties in finding qualified suppliers, slow administrative procedures, more numerous procedures, significant financial penalties in the event of delays in work (including. for external causes, such as the Covid-19 pandemic), etc.

For example, the revamp project for the Austerlitz district in Paris, for which the announcement to obtain the building permit took place in January 2021, only started at the end of December 2022, once the cancellation procedures were completed and the building permit definitively granted.

The materialization of these risks could affect the execution of these major projects and therefore the implementation of the group's development strategy. It could even lead in some cases to the withdrawal of the project and cause significant damage to the group, related to the loss of most of the preliminary expenses, additional costs and additional study costs incurred in the event of substantial modifications of the project.

Finally, these major projects may result in business peaks, resulting in a significant increase in revenue and results over a fiscal year, with no guarantee of renewal in subsequent years, causing significant variations that are not representative of the trend in the group's future results.

- Control system

To carry out the development of its major projects, the group relies on the specific skills necessary and sufficient, both internally and externally.

In addition, given the increased administrative and technical difficulties that may affect this type of transaction, the group is particularly vigilant in drawing up business forecasts.

Finally, given the significant variations that these major projects may have on the group's revenues and results, an appropriate financial communication strategy is anticipated.

4.2.2.8. Risks related to contracts with public entities

In the course of its business, Kaufman & Broad may enter into contracts with public entities, such as acquiring land or carrying out property development transactions. The complexity of the regulations inherent in contracts with public entities could force the Company to incur additional costs justified by compliance with specific constraints. Furthermore, the granting of contracts by public persons in favor of the group could give rise to appeals or even cancellations, particularly in cases where said public persons have not complied with the European or national regulations governing the granting of such public contracts, in which case the group's financial situation could be adversely affected. Moreover, as the collection periods for receivables from public entities are generally longer than those for private entities, the group's cash position may be affected. Lastly, any steps or other technical achievements that may be imposed on the group by public entities could reduce the cost-effectiveness of the real estate programs concerned.

- Control system

Kaufman & Broad has several control mechanisms in place to manage the risks associated with contracts entered with public entities, particularly in terms of collusion and conflicts of interest. In addition, the establishment of tax, accounting and legal departments ensures the regulatory and operational compliance of each project prior to its launch.

To manage the additional costs associated with the specific constraints imposed by public contracts, the group has developed internal mechanisms for assessing and anticipating additional costs through a Commitment committee and monitoring of operating budgets. Lastly, Kaufman & Broad closely monitors the technical steps and obligations imposed by public authorities to ensure that they do not significantly affect the profitability of real estate programs, while maintaining a transparent and collaborative relationship with the authorities concerned to manage these requirements at best.

4.2.2.9. Pollution risks *CSR*

When a land or building is acquired, there is no guarantee that the group will be able to avoid all significant risks relating to the disposing of toxic waste, the rehabilitation and monitoring of sites and other environmental issues that may affect the property it owns or has owned.

No estimate of these contingent liabilities can be made.

The group may encounter problems related to soil pollution or soil quality during the construction site (or possibly having repercussions after the work), which may notably result in legal actions initiated by the competent administrative authorities or any third party in respect of material or physical damage. Although under the sale agreements, the seller of the land or building may sometimes be held liable, the discovery of pollution on a land or building may result in additional delays and costs and have significant financial consequences if the seller of the property or land, or if applicable its guarantor, proves insolvent. The group may also have reduced its ability to sell property in areas affected by pollution or to incur debt due to the inability to provide collateral for the concerned the property.

- Control system

Prior to any acquisition of land or a building, the group generally uses the services of specialist firms to carry out a review of the soil quality and pollution, existing buildings and underground structures, the site's land history and an asbestos and survey for buildings to be renovated or restructured.

The group also requires ceding companies to disclose all environmental risks of which they are aware and may, if necessary, acquire, following appropriate due diligence, real estate that imposes moderate restoration costs. In such cases, the group takes steps prior to the acquisition to obtain guarantees as to the exact scope of the work required and the extent of the costs associated with the site's disposal, restoration and/or monitoring operations, based on detailed research carried out by its environmental councils (see section 5.2.2 "Reduction of pollution").

4.2.2.10. Climate related risks *CSR*

Climate events, other than natural disasters whose exceptional nature makes the risk unpredictable, and other environmental factors may also be detrimental to the group's residential or office building business. For example, particularly severe winter weather conditions, which would result in site stoppages lasting several days or even weeks, could lead to delivery delays affecting the group's revenue and margin recognition.

Climate change could lead to an increase in the number of extreme weather events and thus amplify the degree of occurrence and impact of the events described above, particularly due to their frequency, magnitude, duration and unpredictability (see section 5.2.1 "Climate change").

- Control system

To prevent these risks in the design phase of its real estate projects, the group uses the R4RE Bat Adapt (Resilience for Real Estate) tool developed by the "Observatoire de l'Immobilier Durable". This tool generates a probability profile of forecast risks for various climate risks (heat waves, droughts, etc.).

The group is also implementing measures to reduce the vulnerability of its buildings, such as facades and roofs with clear shades.

For further details, please refer to Chapter 5 of this document.

4.2.2.11. Risks related to IT systems

The group relies on its IT systems to conduct its business, in particular to monitor its supplies, orders and product billing, communicate with its customers, manage its staff and provide the necessary information to the various operational managers for decision-making. The physical, partial or total destruction of its IT systems could result in a disruption of its information flows and thus adversely affect the continuation of its activities. The group is also exposed to the risk of data loss, theft or breach.

- Control system

In order to prevent this risk, the group has implemented a Business Continuity Plan, primarily providing for the early restoration of its IT environment. As a result, Kaufman & Broad decided to outsource its headquarters data center in 2019. This project has divided the group's data into two latest generation data centers guaranteeing the best energy performance coefficients. These data centers are located in France.

4.2.2.12. Risks related to acquisitions

In recent years, the group has made targeted acquisitions and equity investments to expand its market share, as well as disposals (see section 1.1.1.1 "Key Dates").

The group may, however, be unable to identify the appropriate companies, make the acquisitions on satisfactory terms or ensure compliance with the terms of the purchase/sale agreement. In addition, if the group's objective is to ensure the proper integration of the acquired entities and businesses, it cannot guarantee that this will take place in accordance with the anticipated timetable. It may also encounter difficulties in retaining the key competencies identified during the acquisition process, or in achieving the expected synergies within the planned timeframe. The group may also incur expenses or liabilities not disclosed in its audits and during the acquisition process and integration costs may be higher than initially envisaged.

In addition, acquisitions made by the group may result in the recognition of goodwill in its consolidated financial statements, representing the expected future economic benefits of the assets acquired. Downward revisions to these expected benefits, due to changes in the economic situation, may result in impairment of goodwill. As of November 30, 2025, the goodwill thus recognized in the group's assets amounted to €68.7 million (see note 5.1 "Goodwill" in section 7.1.5. Of the notes to the group's consolidated financial statements for the year ended on November 30, 2025 set out in Chapter 7.1. "Consolidated financial statements at November 30, 2025" of this Universal Registration Document).

The occurrence of any of these risks could have a material adverse effect on the group's financial position or results of operations.

- Control system

As part of its acquisitions, the group systematically carries out the accounting and operational audits and verifications necessary to formulate a satisfactory offer and to identify any expenses or contingent liabilities that require to be guaranteed under the acquisition contract. The achievement of the forecasts established during the acquisition process is monitored.

In addition, the group is committed to responsible organizational changes and limiting social impacts, in particular by focusing on :

- Identifying and monitoring employees' skills on an individual basis;
- Integrating key skills;
- Internal mobility programs;
- Individualized monitoring of employees;
- Depending on individual situations, the study of early retirement projects.

4.2.2.13. Risks related to attempted fraud, scam and corruption*CSR

In the course of its property development activities, Kaufman & Broad may be required to make significant legal and financial commitments (acquisition of land, where applicable from individuals or public persons, launching of operations in particular), which may expose it in particular to attempted fraud, scam and embezzlement of funds or corruption. These attempts could directly or indirectly cause the group financial harm, by attacking the financial flows that are exchanged between Kaufman & Broad, its customers and stakeholders but also affect the group's reputation and financial interests. Despite preventive and awareness raising actions, as well as the importance given to the fight against fraud in the Internal Control Work Program, Kaufman & Broad cannot fully eliminate this risk of fraud.

- Control system

As part of the obligations related to the entry into force of the Law on Transparency, the Fight against Corruption, and the Modernization of Economic Life (known as the "Sapin 2" Law), in 2023 the group updated the mapping of the group's corruption risks by striving to comply with the recommendations of the AFA (French Anti Corruption Agency) in terms of methodology. This mapping is based on an analysis of the various potential corruption scenarios given the group's business sector, after considering its organization and existing procedures, in order to measure the exposure of processes to the risk of corruption. The scenarios analyzed, taking into account the group's business sector, include land exploration and acquisition, obtaining administrative authorizations and selecting companies. Existing policies and procedures and their possible strengthening in this respect are identified and monitored by the Internal Audit Department within the Audit Committee.The policies and measures put in place to prevent the risk of corruption are described in paragraph 4.1.1.2. "Business Ethics" section of this document.

The group only transacts with leading financial intermediaries, only via secure remote transmission software. It does not practice e-commerce with its customers. In addition, most of the financial transactions carried out by the group as part of its operations are carried out either through notaries for land acquisitions or the signing of authentic sales documents (VEFA), or with financial institutions that allow financial flows based on calls for funds validated by its customers.

In addition, the group exercises strict control over these means of payment, all of which are centralized at the group's head office.

The group uses solutions, allowing access to external databases (international sanctions lists, politically exposed persons - PEP-, specialized press) containing possible practices related to corruption.

4.2.2.14. Risks related to insurance coverage

The group's business is covered by civil liability, ten year liability, environmental liability and management liability insurance.

The projects carried out by the group are covered by All Building and Construction Risks insurance: The equipment (movable and properties) and intangible assets held by the group are covered by property damage insurance, car fleet, All IT risks, Art pieces, Cyber, Fraud.

The number of insurance companies able to offer this coverage is limited. As a result, the Company may have to incur premium inflation, which would generate a material impact on its results or growth targets.

As the terms of these policies are contractually revised periodically, the group may not be able to take out hedges in the future under conditions equivalent to those currently in place, or even to take out such hedges, which could increase its exposure to risks and costs and therefore adversely affect its business, profitability and growth. Finally, as insurance premium rates are dependent on claims, an increase in claims could lead to higher insurance premiums paid by the group and/or impact the level of risk coverage.

- Control system

Please refer to section 4.1.2. " Insurance ."

4.2.3. Risks related to the company

4.2.3.1. Risks related to human resources and dependence on Senior Executives*CSR

The group depends on certain key executives, in particular the members of the Management Committee and the heads of the regional activities. In the event of an accident, departure or retirement of these executives, the group's ability to achieve its development objectives could be significantly affected. The management team has extensive market experience, but there is no guarantee that the group will be able to retain these executives, which could adversely affect its business, financial position, outlook and results.

In addition, human resources management involves risks inherent to the group's organization and the real estate development sector. The concentration of key departments on a limited number of people creates a risk of loss of knowledge or skills in the event of departures or incapacity to work, for example, during a health crisis (such as COVID-19). The group may encounter difficulties in quickly recruiting experienced replacements, thus affecting its organization and generating additional training costs.

Kaufman & Broad, as Non Performing Builder, entrusts the performance of the work to third party companies. Failure to comply with safety conditions on sites could have a negative impact on the group's business and reputation.

- Control system

The group, aware of the importance of its employees' know-how and performance, strives to attract and develop the right people in a consistent manner. It offers ambitious professional prospects while building a strong culture. To this end, various HR systems are put in place, such as integration, training and support processes for young recruits, as well as annual interviews and career reviews. These initiatives aim to identify talent, pass on know how and prepare certain profiles to move towards key positions (see section 5.3.1. " Corporate Human Resources").

On the other hand, to reward the loyalty of employees and executives, the group grants free shares once a year. This system aims to strengthen the commitment of managers by involving them directly in the Company's performance. In addition, the Compensation and Appointment Committee establishes a succession plan for key executives to be able to propose succession solutions to the Board in the event of unforeseeable events.

Finally, in accordance with the Law of December 31, 1993, the Master of Construction designates, from the design of the works, a Safety and Health Protection Coordinator (CSPS), who defines, for its worksites, prevention plans in order to identify risks and inform the various stakeholders on the sites of the risks they incur. As part of this scheme, companies must also draw up their specific Safety and Health Protection Plan (PPSPS).

4.2.3.2. Risks related to the company's indebtedness

The group finances its business, the acquisition of land and the completion of its real estate programs, using debt.

The group's main financial liabilities in 2025 consist of a €200 million syndicated loan agreement (or RCF facility) entered into on July 10, 2024 to replace the €250 million credit agreement dated January 30, 2019, maturing in January 2025, and a €100 million "Euro PP" bond issued on May 10, 2017. During the 2025 fiscal year, the group repaid this loan, which matured in May 2025.

At the date of this document, the group's main financial liabilities include the RCF 2024 syndicated loan agreement. This agreement was entered into for an initial term of 5 years, until July 10, 2029. For further details on financial liabilities and the breakdown of the group's financial debt, please refer to section 7.1.5, note 6. "Financing and financial instruments" in the notes to the group's consolidated financial statements as of November 30, 2025.

The group's level of indebtedness could have adverse consequences, in particular by:

- Requiring it to dedicate a significant portion of its cash flows to paying the amounts due in respect of its borrowings, thereby reducing its ability to use its cash flows for other purposes;
- Affecting its ability to respond to changes in market conditions, whether by increasing its vulnerability to adverse economic conditions or by not allowing it to benefit from an improvement in those conditions;
- Affecting its ability to seize business opportunities;
- Limiting its ability to obtain additional financing beyond the commitments already made, in order to cover its working capital requirements, investments, potential acquisitions and refinancing;
- Adversely affecting the terms of the loans negotiated with its creditors;
- Limiting its ability to plan its expansion flexibly; and
- Affecting its competitive positioning, if the restrictive clauses contained in its loan agreements did not allow it to adapt to changes in the market on the same terms as its competitors.

The group's ability to meet its debt obligations will depend on its future performance, which is itself dependent on changes in the general economic situation, the group's competitive environment and financial, political or other factors beyond its control. In addition, Kaufman & Broad SA is a holding company that has no business other than holding the securities of its subsidiaries. Kaufman & Broad SA therefore depends on the ability of its operating subsidiaries to generate the cash flows necessary to reimburse its borrowings, in particular through the payment of dividends or intra group loans.

In the event of insufficient liquidity to service its debt, the group may be forced to reduce or defer acquisitions or investments, sell assets, refinance its debt or seek additional financing, which may not be obtained on satisfactory terms, which could have an adverse effect on its business or financial position.

- Control system

As part of its liquidity risk analysis, the Company has implemented an integrated process for preparing cash forecasts for each of these real estate transactions, overseen by the Treasury and Financing Department and by the Management Control, Budgets and Reporting Department, which reports to the Finance Department.

At November 30, 2025, the group's cash and cash equivalents amounted to €322.5 million, compared with €502.9 million at the end of November 2024, plus €200 million of undrawn revolving credit facilities, bringing Kaufman & Broad's financial capacity to €522.5 million at November 30, 2025, compared with €702.9 million at November 30, 2024. Lastly, the group's total gross debt amounted to €57.6 million, representing a net cash position of €319.1 million[1], compared to a net cash position of €397.6 million[(1)] as of November 30, 2024.

[1] Excluding IFRS 16 and Put Neoresid lease liabilities.

4.2.3.3. Risks related to restrictive clauses in financing contracts

The syndicated loan of July 10, 2024 contains several restrictive clauses limiting, in particular, the ability of Kaufman & Broad SA and its subsidiaries to carry out the following transactions (other than under certain conditions):

1. Sell or transfer all or part of their assets;
2. Acquire equity interests, set up or participate in joint ventures ;
3. Carry out restructuring operations such as mergers with/or removals from another company ;
4. Significantly modify the nature of their activities; and
5. Grant guarantees or security interests in any of their assets, outside the ordinary course of business.

For example, these restrictions could affect the group's ability to conduct its business and limit its ability to respond to market conditions or seize business opportunities that may arise, including making certain payments or investments or creating certain privileges or security interests. Also, these restrictions could affect the group's ability to finance the operating cycle and investments of its businesses, make strategic acquisitions, investments or alliances, restructure its organization or finance its capital requirements. These restrictions could therefore have a material adverse effect on the group's ability to generate sufficient revenue to meet its obligations under its credit agreements.

- Syndicated loan

On July 10, 2024, Kaufman & Broad set up a new €200 million syndicated loan agreement. With initial maturity of 5 years, this loan replaces the €250 million "RCF 2019" syndicated loan agreement maturing in January 2025. The 2024 Syndicated Credit Agreement also provides for the group to comply with the following two ratios, calculated on a consolidated basis, for each accounting half year from November 30, 2024 until the expiry of the Syndicated Credit Agreement, the levels of which have been defined as follows:

Ratio at the end of each half-year period (Senior Credit Agreement)	Threshold to date
Leverage ratio [(a)]	≤ 3.0
Gearing ratio [(b)]	≤ 2.0

(a) Or Net financial debt (1) divided by EBITDA (2) whereby:

(1) Financial debt means gross financial debt less cash and cash equivalents, and without taking into account the impacts related to the application of IFRS 16 (leases) or any other applicable Accounting Principles becoming applicable, where applicable, after the date of signature of the Credit Agreement;

(2) The EBITDA is defined as the consolidated net income before income taxes, financial income (incl. net financial expenses, foreign exchange gains and losses and other financial expenses), other non-recurring and/or non-recurring income and expenses, excluding calculated expenses (incl. namely depreciation, amortization and provisions, fair value adjustments, income or expenses related to non-monetary employee compensation) and capital gains or losses on asset revenues, and deducted by net income from minority interests.

(b) Net financial debt (1) divided by consolidated shareholders' equity (3) :

(3) Adjusted shareholders' equity = consolidated shareholders' equity at any given date, as shown on the liabilities side of the last consolidated financial statements plus the impact of treasury shares held by the Company at the closing date of the financial statements at the end of the reporting period.

These restrictions could reduce the group's flexibility in conducting its business.

In addition, the group may not be able to comply with the commitments, restrictive clauses and/or financial ratios described above, particularly due to circumstances affecting the real estate market or a decline in its operating performance or profitability. Or, a breach of these clauses could constitute an event of default under the Syndicated Credit Agreement, which could authorize the lenders to make all borrowed amounts, interest and accessories due for repayment in advance under these agreements, to use any related guarantees, to seize any assets of the group and/or to waive any future financing of the group. In the event of a decline in the group's operating performance, the Company may have to ask the group's creditors for waivers to take advantage of potential events of default; these waivers may not be granted to the Company and, in the event of any default, the Company and/or one of its subsidiaries may be in a state of cessation of payments. In this respect, the Syndicated Senior Credit Agreement requires the prior consent of all or only some, as the case may be, of the lenders under these agreements for any relaxation of the group's restrictive commitments under the Syndicated Senior Credit Agreement.

On the other hand, the 2024 Syndicated Credit Agreement finally provides that in the event of a change of control of Kaufman & Broad SA, the total commitments will be automatically canceled and any outstanding advances as well as any interest and accrued fees (insofar as the Agent has not issued a notification under Article 21.7 "Proportional Settlement of Interests"), any remploi Costs and any other amounts due under the Financing Documents will automatically become due and payable on the date of said Change of Control. Under the terms of the 2024 Syndicated Credit Agreement, a change of control means any act or event that results in one or more persons or entities, acting alone or in concert, holding more than 33.33% of the capital and/or voting rights of the Borrower.

In addition, the Margin applicable to each Relevant Advance will be determined (I) based on the level of the leverage ratio applicable at each test date and (II) depending on the levels of the Annual CSR Criteria, a positive as well as negative incentive mechanism will be applied to the current applicable margin.

In the event of early repayment of the sums due under the 2024 Syndicated Credit Agreement, the group may not be able to ensure full repayment. The occurrence of such events could have a significant adverse effect for the group.

- Control system

The implementation of the RCF line has enabled the Company to extend the maturity of its resources and improve their cost, while giving it greater flexibility of use according to needs and opportunities, in addition to its available cash. This facility includes for the first time in the property development segment a *positive incentive* mechanism linked to several CSR indicators, demonstrating the Company's environmental commitment.

In fiscal year 2022, international rating agency Fitch assigned Kaufman & Broad S.A. an "Investment grade" rating - "BBB -" rating with stable outlook. This rating was confirmed for 2023 and 2024, as well as 2025. For Fitch Ratings, the confirmation of the rating reflects Kaufman & Broad's solid business and financial profile, which proves resilient during periods of weak demand. Kaufman & Broad is currently the only pure developer in Europe with an Investment Grade rating. Fitch's confirmation of this rating in a difficult environment highlights the strength of the group's financial structure and its ability to structurally generate substantial cash flows.

4.2.4. Market risks

4.2.4.1. Risks related to interest rate*

The structure of the group's debt, indexed to floating rates, exposes the group to direct interest rate risks that could lead to a significant increase in its obligations. In the event of a rise in interest rates, its unhedged floating rate debt service obligations would increase, even if the amount borrowed remained unchanged, and its net income and cash available for debt service would decrease, thus reducing the funds available for financing the activity and any future commercial opportunities.

Instrument type	Floating/ fixed	< 1 year	1 to 5 years	More than 5 years
Syndicated credit lines[(a)]	floating			
Bond issue	fixed			
Credit facilities	floating	3,552		
Financial liabilities		**3,552**		
Bank balances and cash in hand	floating	192,168		
Short-term investments	floating	128,717		
Order balances	floating	1,657		
Financial assets		**322,542**	-	-
Net position after hedging		**-318,990**	-	-

(a) This breakdown does not take into account the amount of €200 million of the RCF line of the Syndicated Credit dated July 10, 2024 and not drawn down at November 30, 2025.

(b) Following the repayment of the bond loan balance on May 18, 2017 in May 2025 for €100 million, the group no longer has any fixed rate debt.

Interest rate sensitivity of financial assets and liabilities

(in € thousands)	**Base**	**Book gain/loss Increase 50 pts**	**Net profit/loss Decrease 10 pts**
Syndicated credit lines[(a)]	0	0	0
Bond Loan	0	0	0
Other borrowings[(b)]			
Credit facilities[(b)]	3,552	-18	4
Cash[(c)]	193,825	969	-194
Marketable securities	128,717	644	-129
Net impact on income before tax	**-318,990**	**1,595**	**-319**

(a) Assumptions: EURIBOR 1-month at 2.204%

(b) Excluding issuance costs, fair value of derivatives and accrued interest

(c) Bank balances and cash in hand.

A 50 basis point increase or decrease in rates or a 10 basis point decrease in the above liabilities would have an impact on profit before tax of:

- An increase: + €1,595 thousand;
- Down: - €319 thousand.

Control system

The interest rate risk management policy is established by General Management on the recommendation of the Finance Department. It aims to control changes in interest rates and their impact on earnings and cash flows, so that the overall cost of debt remains acceptable.

Only the *Credit Revolving Facility Agreement* signed on July 10, 2024 is indexed to variable rates. This facility has not yet been drawn down. If the group decides to use this facility, it may again be exposed to the risk of an increase in its obligations due to the indexation of this facility to variable rates. In this case, the group would consider, given the level of interest rates and their likely evolution, the need to set up hedging instruments covering the payment of interest on this loan.

4.2.5. Legal risks

4.2.5.1. Risks related to regulations directly applicable to the group* *CSR*

There are no specific statutes governing the group's activity as a developer and builder of Single-family homes in communities, apartments and offices.

However, in conducting its business, the group is required to comply with numerous regulations, the amendment of which may have significant negative financial consequences. In particular, stricter urban planning, environmental, construction, consumer protection and building permit standards could have a negative impact on the group's earnings and growth prospects. In fact, this build up of standards has led to a growing complexity in the development of real estate operations, additional costs related to new obligations, which could lead to longer delivery times for the group's real estate programs and an increase in the number of appeals. Similarly, changes in tax regulations may have a significant impact on the real estate market (see section 4.2.5.2 "Risks related to tax systems that may affect the new housing market and changes in tax regulations").

As a Project Manager and developer of its real estate programs, the group is required to comply with the applicable urban planning regulations prescribed by the local urban planning documents drawn up by the municipalities (current land use plans, local urban plans, concerted development areas). These requirements relate in particular to the rules relating to the height of buildings, the distances between each building, the principles of implantation on the plots to receive the constructions, any derogations from these rules and principles and the external and aesthetic appearance of the constructions.

In the course of its business and in particular the filing of building permits, the group may be confronted in addition to the normal deadline for examining the building permit file (usually 3 to 5 months) with the deadlines that may be imposed by third parties (associations, local residents). These third parties may challenge building and demolition permits based on the non-compliance of such permits with local urban planning regulations (local urban planning plan, ZAC development plan, etc.) and the Urban Planning Code.

The group is also required to comply with environmental regulations, particularly those relating to water (water distribution, wastewater treatment), the emission and management of hazardous or polluting substances, respect for fauna and flora, the protection of endangered species, the discovery of archaeological remains, the decontamination of polluted sites and classified facilities. Thus, environmental regulations 2020 (RE2020), which replaced RT2012, introduced an energy and carbon efficiency target for buildings in the new construction of homes since January 1st, 2022, offices since July 1st, 2022 and other tertiary facilities since 2023. More recently, the Climate and Resilience Act of August 22, 2021, enacted as a result of the Paris Agreement and the European Green Pact, applies numerous provisions to the real estate sector aimed at adapting urban planning regulations to protect ecosystems. Among these provisions is the fight against urban sprawl or the absence of artificial soil by 2050.

The main risk faced by the group at that time is essentially the delay that could occur in the timing of the operation or even the need to abandon projects whose study has generated costs for the group. In the event of the abandonment of certain projects, the group may also be required to pay decommissioning or immobilization compensation under the land management agreements relating to these projects. The implementation of the guarantees described in this section could expose the group to the risk of having to pay significant amounts and adversely affect its image and reputation.

As a seller of real estate products, the group is subject to the general law of sale, but also to the specific sales before completion regulation, codified in Articles L. 261-3 et seq. of the French Construction and Housing Code.

Pursuant to Articles L. 271-1 et seq. of the French Construction and Housing Code, non-professional purchasers have the right of withdrawal for a period of ten days from the receipt of the acquisition contract under private deed or the reservation contract where there is one, the contract becoming definitive only at the end of this period. With respect to sale before completion, the regulations contain a number of public policy provisions designed to protect acquirers. The main provisions concern the obligation to conclude the deed of sale in notarial form, the obligation to provide a guarantee of completion (most often in the form of a bank guarantee), the obligation to attach to the conclusion of a preliminary contract a condition precedent for obtaining financing as well as the conditions related to the customer's assessment of the compliance of the project and the reserved lot with the stipulations of the deed of definitive sale, the obligation to place in escrow the security deposit of the reserving party and the obligation to respect a framework schedule for calls for funds.

With regard to the regulations applicable to the group's worksites, the Master of Construction appoints a Safety and Health Protection Coordinator from the design stage, in order to anticipate and identify the risks associated with construction operations, not only during the construction phase but also during the maintenance of the building subsequent to its delivery (see section 4.2.3.1), and prohibits access by its worksites to companies that it has not approved. With regard to social regulations and in order to fulfill the duty of care of the Master of works' contractor established by the Labor Code to combat concealed work, and the use of an employer from abroad without title, accompanied by a financial civil sanction (solidarity of payment of taxes and charges with the firm convinced) and/or criminal sanctions (fines and/or imprisonment), the group's technical services must verify before the signature of a contract and then every six months throughout the duration of the execution of the contract, that the companies and approved subcontractors, are up-to-date with their social security contributions and require the managers of these companies to sign a commitment on honor certifying that they do not employ a workforce in an irregular situation. The purpose of these provisions is to combat the risks of concealed work.

Finally, the group is subject to the rules relating to the right of liability of any party involved in the building process (guarantees for sound insulation, and so-called biennial and ten year guarantees). The texts have established a presumption of liability for any party to the construction act in the event of damage, even as a result of ground defects, which compromise the soundness of the structure or any of its equipment and make it unfit for its intended use.

Acquirers therefore have a ten-year warranty for all damages that make the work unsuitable for its intended use and a biennial warranty, known as a performance warranty, for equipment that can be separated from the building. They may claim their right to compensation from the group or directly from the Damage to works insurer, each of which may, where applicable, claim against the party responsible for the construction defect and its ten-year liability insurer (see section 4.1.2.1. "Mandatory insurance").

- ### Control system

In order to minimize exposure to these risks, the group has a Legal Department that is responsible for regulatory and legislative matters, whether they are *Corporate* or operational, with the support of external consulting firms specializing in legal matters. Operational assistance and advisory services include support and operational services in connection with the construction of real estate programs, particularly in the preparation of contracts and contracts. In terms of *Corporate*, it supports all aspects of the legal monitoring of all group structures.

4.2.5.2. Risks related to tax schemes that may affect the new housing market and changes in tax regulations

Like all its competitors, Kaufman & Broad has benefited since the late 1990's from tax incentives for individuals to purchase new housing, rental investment or home ownership. These include the zero interest loan (see section 1.2.3. "Tax incentives"). Depending on how they are applied, these systems have had more or less influence on the level of new housing construction.

The duration of the applicable incentives to date is time-limited. The substitution of new measures that are less favorable than those that have expired, the absence of alternative measures, their questioning, as well as their abolition or modification, in the light of legislative or regulatory changes, could have a significant adverse effect on the real estate market and in particular on sales volumes or new home prices and therefore adversely affect the Company's business and/or profitability. For example, the aid are redirected to Intermediate Rental Housing ("LLI") to help middle income households in stretched areas.

More generally, the group is subject to the numerous tax regulations applicable to its activities; these are mainly the rules relating to the measurement of direct tax expenses, the various VAT regimes and the determination of the tax due in respect of the results of the companies included in the tax consolidation scope. The group may also be affected by changes in regulations pertaining to town planning taxes (incl. fees for creating offices and development tax).

Although the Company takes all the measures that could prevent any risk of error, the complexity of these rules and their constant evolution may lead to disputes with the tax authorities that could lead to more or less significant expenses with regard to the group's financial position.

- Control system

In order to be able to adapt to changes in the tax systems in which the group operates, it has a Tax Department that deals with all tax matters, whether they are *Corporate* or operational. Whilst it is centralized in the Finance Department, it also relies on liaison with the Legal Department at head offices and in the Regions. Its mission includes the task of overseeing the group's tax monitoring, particularly with regard to changes related to its business. Lastly, the group supplements this monitoring system by using the services of external consultants specialized in tax matters.

4.2.5.3. Risks related to litigation

In the "normal" conduct of its business, the group may be affected by lawsuits or disputes (claims, lawsuits before various courts, etc.), particularly in respect of defects in the context of its property development programs, failure to comply with legal or regulatory provisions, the validity of building permits obtained, serious, actual or alleged failures in the quality of the services it renders, or any other alleged irregularity. Such proceedings could result in significant convictions, damage to the group's image and/or the Kaufman & Broad brand and/or a decline in the demand for its products and services, which could have a material adverse effect on the group's operations and results.

For further details, please refer to section 7.1.5. "Notes to the Financial Statements", Note 8 "Provisions - Contingent Liabilities - Guarantees" et seq.

The details of all disputes, both those that are provisioned and those that are not, are communicated only to a limited extent, as such information would be likely to have an adverse impact on the outcome of ongoing litigation.

There are no other governmental, legal or arbitration proceedings, including any proceedings of which the Company is aware, which are pending or threatened, likely to have or have had over the last 12 months significant effects on the financial position or profitability of the Company and/or the group.

- Control system

The risks inherent in such procedures are insured under the conditions summarized in section 4.1.2. "Insurance". These risks are also monitored and analyzed by the group's legal department and advisers, and are systematically reassessed in line with any changes to procedures and the group's past experience.

Where applicable, these risks may also be partially or fully provisioned for accounting purposes.

4.2.5.4. Risks related to off-balance sheet commitments

The group's main off-balance sheet commitments consist of Immobilization compensations, Financial Completion Guarantees, and financial covenants. These off balance sheet commitments are significant and could represent a significant overall expense. The Financial Guarantees for Completion are the subject of a specific development in section 4.2.1.4 and are not included here.

Immobilization compensation for Land

When the group plans to acquire a land in order to develop a property program, it must provide the seller with an Indemnity for Loss of Land Use until the signature of the notarial deed. This indemnity takes the form of either a guarantee given to the seller (general case) or a payment of funds (special and exceptional case). There are two types of guarantees that may be given to the seller: The act of personal and joint surety and the first demand guarantee. For further details, please refer to section 7.1.5. "Notes to the Financial Statements", note 8.3. "Guarantees and bonds issued".

Financial covenants

The group is subject to compliance with financial covenants described in section 4.2.3.3. of this document.

- Control system

Immobilization compensation for Land

With regard to personal and joint and several sureties, the group, through one of its subsidiaries, requests an insurance company or a financial institution to be a personal and joint and several surety of the group company that acquires the property for the benefit of the promise up to the amount of the fixed asset compensation. They may also be granted by Kaufman & Broad SA. For first demand guarantees, the group requests an insurance company or a financial institution to act as first demand guarantor on its behalf vis-à-vis the seller up to the amount of the fixed asset compensation.

These guarantees are monitored by the Treasury and Financing Department, which asks insurance companies and financial institutions to send a list of the corresponding guarantees given on a twice-yearly basis.

Financial covenants

Each six months, the Finance Department sends the Statutory Auditors the financial information necessary to calculate the financial ratios to which the group is subject and then communicates these covenants to the representatives of the lenders. These financial ratios are also calculated and presented quarterly to the Audit Committee and the Board of Directors as part of the group's risk management system.

4.2.5.5. Risks related to the protection of personal data

As part of its relations with prospective customers, applicants and contractual partners, the group collects personal data, some of which are relatively sensitive to their assets.

It cannot be ruled out that such data may be destroyed or transmitted to third parties, in particular by error or fraud, hacking or malicious use (internal or external). In such a case, the injured could sue the group. The image of the latter as well as the Kaufman & Broad brand could be tarnished, so that this could have a significant adverse effect on the group's operations, results and financial position.

- Control system

The group has adapted its procedures to comply with European Regulation No. 2016/679 on the Protection of Personal Data, the application of which is monitored by the National Data Protection Commission (CNIL). Thus, the group has established a register of the different data processing that it carries out in the course of its activities. Specific processes corresponding to personal data also allow clients, prospective clients and candidates to exercise their rights of access, rectification, limitation, portability, deletion and objection. Compulsory training is provided to any new entrant of the Company.

In addition, in order to protect personal data, the opening of confidential and/or sensitive group applications to the outside is not permitted. The group's Information System is secured by access restrictions, protective regulations, advanced firewall systems and security systems, which are regularly tested and strengthened. Regular information, awareness raising and training campaigns are also conducted for employees on IT security.

A Steering Committee monitors issues related to personal data and the procedures in place.

Sustainability Report

5.1. General Information 193

5.1.1. General basis for the sustainability statement (BP-1) 193

5.1.2. Publication of information on specific circumstances and methodological details (BP-2) 194

5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1) 202

5.1.4. ESRS disclosure requirements addressed by the Corporate Sustainability Statement (IRO-2) 209

5.1.5. Risk management and internal controls in relation to the production of sustainability information 220

5.1.6. Integration of sustainability issues into the strategy, the group's business model and its governance 222

5.2. Environmental information 240

5.2.1. Climate change (ESRS E1) 240

5.2.2. Pollution reduction (ESRS E2) 263

5.2.3. Water & Marine Resources (ESRS E3) (non material) 268

5.2.4. Biodiversity and Ecosystems (ESRS E4) 272

5.2.5. Resource use and circular economy (ESRS E5) 281

5.2.6. European taxonomy 292

5.3. Social and societal information 298

5.3.1. Human Resources (ESRS S1) 298

5.3.2. Human Resources on the value chain (ESRS S2) 312

5.3.3. Authorities, local residents and affected communities (ESRS S3) 319

5.3.4. Clients and end users (ESRS S4) 326

5.4. Governance and business conduct information 335

5.4.1. The role of administrative, management and supervisory bodies (ESRS 2 GOV -1) 335

5.4.2. Identifying material governance impacts, risks, and opportunities in business conduct (ESRS 2 IRO-1) 336

5.4.3. Business conduct policies, actions, and targets and company culture (G1-1; G1-3; G1-4) 336

5.4.4. Identifying material impacts, risks, and opportunities in supplier relationship management (ESRS 2 IRO-1) 338

5.4.5. Supplier relationship management policies, actions and targets (G1-2; G1-6) 339

5.5. Sustainability-related information certification report 340

The group's property development business provides a response to current social, societal and environmental changes. By starting the construction of housing units or the transformation of buildings, the group is actively contributing to the transition towards low-carbon and more climate-resilient properties, as well as adapting to changing lifestyles. With the average person in France spending over 80% of their time indoors, the design of housing units, offices, and other commercial spaces plays a crucial role in the quality of life and well-being of occupants. This is why the group places user comfort and quality of life at the heart of its innovation and quality demands

As a player in the urban fabric, Kaufman & Broad aims to meet the expectations of regions and citizens by designing an inclusive city and high-performance buildings. Its role goes beyond construction: it also involves mediating between the interests of the different stakeholders and contributing to public policies in terms of urban planning, combating climate change and preserving the environment.

The group has direct influence on some issues, such as building design criteria (except in case of minority co-promotion) and indirect influence on other issues through its value chain, such as some contractors' practices on worksites or certain aspects related to building use by occupants.

To inform its stakeholders on these topics, the group has prepared this sustainability report in accordance with the disclosure requirements of (BP-2 15):

- Article L. 233-28-4 of the French Commercial Code
- Directive (EU) 2022/2464 on the publication of sustainability information by companies, also known as the Corporate Sustainability Reporting Directive (CSRD),
- Article 8 of Regulation (EU) 2020/852 (European Taxonomy),
- Law No. 2016-1088 of 8 August 2016 on labour, modernisation of social dialogue and professional security,
- Decree no. 2016-1138 of 19 August 2016 on environmental information disclosed by companies.

This sustainability report is structured to present the main sustainability impacts, risks, and opportunities identified and to explain how the group has taken them into account in its strategy (policies, actions, and objectives).

The group supports the United Nations principles on human rights, labour standards, the environment and the fight against corruption. The group has also signed up to the principles of the UN Global Compact. It is continuously strengthening its commitment to the UN Sustainable Development Goals (SDGs), with a particular focus on the following goals:

Ensure that cities and human settlements are inclusive, safe, resilient and sustainable

Ensure sustainable consumption and production patterns

Ensure access to modern, affordable, reliable and sustainable energy for all

Take urgent action to combat climate change and its impacts

Foster sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

For Kaufman & Broad, Corporate Social Responsibility (CSR) means acting responsibly towards all stakeholders:

- Clients: Guaranteeing the quality, security and sustainability of the properties purchased, recognising the importance of buying property.
- Elected representatives and local authorities: Design projects that are in line with the vision and expectations of the regions.
- Employees: Provide fulfilling professional development opportunities and a quality work environment.
- Suppliers: Ensuring working conditions and responsible practices in the supply chain.Shareholders: Implement sound corporate governance practices to ensure transparent and effective management.

5.1. General Information

5.1.1. General basis for the sustainability statement (BP-1)

Financial statements' consolidation scope

As of November 30, 2025, the Kaufman & Broad group of companies' financial statements are consolidated by 357 companies, including:

- 308 fully consolidated companies, including real estate limited partnerships (SCI), construction-sale limited partnerships (SCCV) and general partnerships (SNC) with a limited number of property projects under the direct control of the group,
- 49 accounted for using the equity method, these are mainly real estate civil partnerships (SCI), construction-sale civil partnerships (SCCV) or general partnerships (SNC), special purpose structures each housing an estate development project.

No non-consolidated company has a material impact on the consolidated financial statements.

The group provides its sustainability statement on a consolidated basis (BP-1 5a). The sustainability report covers the 357 fully consolidated companies, and excludes the 49 equity affiliates, over which the group does not have operational or financial control. Thus, the sustainability statement covers 95% of the workforce and 99.5% of revenue. (BP-1 5b).

The sustainability statement covers the group's upstream value chain (construction companies and material and service providers) and downstream (residential and institutional clients). The value chain is defined precisely in the section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)". (BP-1 5c).

Two reporting periods are used, according to the type of indicator:

- Social data for the ESRS S1, mainly related to HR and training, is collected over the calendar year from January 1 to December 31, with the exception of NeoResid.
- Environmental data (in particular GHG assessment, energy consumption, biodiversity, waste, European Taxonomy, etc) as well as social data related to the ESRS S2, S3 and S4 are collected based on the Group's fiscal year, from December 1 N-1 to November 30 N, unless otherwise specified.

Exclusions or non-materiality

The company does not use the option to exempt from disclosure information related to intellectual property, know-how, innovation results, or imminent developments or pending business. (BP-1 5d; BP-1 5e)

5.1.2. Publication of information on specific circumstances and methodological details (BP-2)

5.1.2.1. Choice and particularities of indicators

This section details the following for the metrics reported in the sustainability report:

- Any element related to possible estimates made in the calculations and the resulting uncertainty (BP-2 10),
- Any change in the method of calculating, preparing or presenting indicators between two reporting years. (BP-2 13)

The group has not identified any reporting errors for previous periods. Where applicable, the nature of the errors and their corrections are specified in this section. (BP-2 14).

Certain information contained in the sustainability-related statement is linked to other legislation, including (BP-2):

ESRS Topics	Standards, regulatory information frameworks	Indicators included in the sustainability report
ESRS 2	French Commercial Code:	**Corporate governance report (attached to the management report)**
	Articles L.22-10-9 and L.22-10-34, resulting from Order No. 2019-1234 of November 27, 2019 and Decree No. 2019-1235 of the same day transposing SRDII.	The remuneration of executive directors is subject to a double vote of the shareholders at the General Meetinmg (GM): Ex-ante vote (Approval): On the future remuneration policy. Ex-post vote (Approval): on the remuneration components paid or awarded for the past financial year.
ESRS E1	Environmental code: Article L. 229-25	**GHG Assessment**: Establishment and reporting of the GHG Assessment, across all scopes 1, 2 and 3. **Transition plan**: Publish a transition plan to reduce GHG emissions setting out the targets, means and actions considered to this end.
ESRS S1	Labor Code: Article L. 2312-30, Articles R. 2312-28 to R. 2312-35 Article L. 1142-8, as amended by decree no. 2019-15 of January 8, 2019	**Employment**: Total headcount as of December 31 (broken down by gender, age, qualification), number of part-time workers, number of workers with disabilities, number of hires (permanent, fixed-term, other), number of departures (resignations, dismissals, end of fixed-term, retirements), average number of employees from external companies (temporary staff, secondments, etc.). **Remuneration and incidental costs** : Amount of remuneration (total gross wage bill), average or median remuneration per category, difference in remuneration between men and women. **Occupational health and safety** : Number and frequency rate of lost-time accidents, number and severity rate of workplace accidents, number of days lost to workplace accidents, number of recognised occupational illnesses. **Other working conditions** : Average actual working week per employee, number of overtime hours, number of days of rest and holidays taken, total number and rate of absenteeism, distribution of causes of absenteeism. **Training** : Amount spent on continuous training and its proportion of the total payroll, number of employees who received training, total training hours, number of apprenticeships and professional development contracts. **Labour relations** : Number of work council meetings with the Social and Economic Committee (CSE), hours of delegation used by representatives, number of company agreements signed (or terminated), number of individual strike days. **Other living conditions covered by the company** : Number of beneficiaries covered by the company's death and disability insurance or supplementary health insurance.

- Climate Change indicators (E1)

Assessment of the group's greenhouse gas emissions

The group's greenhouse gas emissions assessment (GHG Assessment) is prepared using the Bilan Carbone® methodology, calculating the impacts of greenhouse gases (GHG) by multiplying emission factors by the group's activity data. This assessment is carried out using the operational control method (E1-6 50) and takes into account the different emission scopes related to the group's activity, namely scopes 1, 2 and 3. The figures stated in this document are expressed in tons of CO2e, which includes emissions from various GHGs (CO2, CH4, N2O, HFCs, PFCs, SF6, and NF3) (E1-6 AR39c).

The raw data used to calculate the GHG Inventory covers the financial year from 1 December to 30 November, except in exceptional cases. They are collected and consolidated by the CSR Department. The majority of carbon emissions are estimated using emission factors from ADEME's Carbon Database, which is based on the GWP from the IPCC's 6th Assessment Report in 2022; when other emission factors have been used, it is specified in this section (E1-6 AR39b; E1-6 AR39d).

17.2 %
Overall uncertainty rate of the group's GHG Inventory in 2025

In 2025, the overall uncertainty rate of the group's GHG Inventory is estimated at 17.2%.

Methodological details on the different scopes of the GHG Assessment:

Regarding Scope 2:

Scope 2 biogenic CO2 emissions are related to the electricity consumed from the combustion or degradation of biomass. The emission factors used in the two calculation methods, market and location, do not allow this percentage to be distinguished. However, the group estimates this percentage based on data relating to the average French energy mix. (E1-6 AR45e; E1-6 AR45d)

The group calculates emissions using two separate methods based on location and market.

- Location based approach: Emissions are calculated using the average emission factor of the French electricity mix, as published in ADEME's Carbone Database, reflecting the carbon intensity of the electricity consumed on the French national grid, independently of any renewable energy contract or certificate.
- Market based approach (E1-6 AR45d): Some of the group's energy contracts are linked to instruments such as Guarantees of Origin or Renewable Energy Certificates. Emissions were calculated by applying emission factors specific to electricity supply contracts with valid instruments. The group does not use the purchase of energy attributes separately from its energy contracts. For the portion of consumption not covered by such instruments, the location-based method was applied.

Regarding Scope 3:

The inventory covers all Scope 3 categories. However, some categories are not applicable to the group (E1-6 AR46i):

- The " Upstream Transportation " category: The impact is integrated into the emission factors of products and equipment used for construction, following a life cycle analysis logic (EGES-PCE or Ic Compsants).
- The "End of Life of Sold Products" category: the impact is integrated into the emission factors of the products and equipment used (EGES-PCE or Ic Compsants).
- The 'downstream goods transport' category: not applicable, as the group delivers real estate projects that do not require transportation to the end customer.

17 %
Share of Scope 3 emissions calculated from primary data (E1-6 AR46g)

The share of Scope 3 emissions calculated on the basis of primary data is 17 % (E1-6 AR46g).

The calculation methods related to the main categories of Scope 3 are detailed in the following paragraphs. Scope 3 categories include indirect emissions from the fully consolidated scope, the company does not have operational control over non-consolidated or equity-accounted entities. (E1-6 AR46h)

Assessment of greenhouse gas emissions from business travel

An assessment of carbon emissions linked to business travel was carried out internally for all group employees, including interns, apprentices, professional trainees and temporary staff, in order to obtain an accurate and representative evaluation.

The following items are taken into account during the financial year:

- Business travel by personal vehicles: estimated based on the group's internal data on mileage allowances tracked.
- Business travel by company car: calculated on the basis of data provided by external service providers via fuel cards for conventional cars and charging cards for electric vehicles.
- Train and air travel: Assessed using data provided by the external online reservation provider.
- Commute: Assessed via internal employee transportation survey.

The amount of renewable fuels is calculated based on the percentages of biofuels blended with fossil fuels, according to data from the Ministry for Ecological Transition and Territorial Cohesion.

The emission factors used come from ADEME's Carbone database, which is updated annually to ensure the latest data are taken into account.

According to the Bilan Carbone® methodology, only emissions from the combustion of vehicles owned by the group are counted in scope 1. For Kaufman & Broad, this only relates to company car emissions.

Water, electricity and gas consumption of branches

Water and energy consumption data is sourced from invoices paid by the group or statements provided by property managers. All energy consumption of branches and sales offices over the financial year is reported. When supporting documents are not available, estimates are carried out.

For electricity and gas, the estimation method is based on applying an average consumption ratio per sq.m. When data from the previous financial year (N-1) is available, it is used as a reference to ensure better representativeness. In 2025, only one agency's consuption was estimated due to data unavailability. Measures will be put in place to optimise data inflows for the coming financial year.

Carbon emissions are calculated using both the location-based and market-based methods, as described in the methodological note for Scope 2.

The distribution of energy consumed by type (renewable, nuclear, fossil) is established based on energy supply contracts (contracts guaranteeing a renewable energy option or mentioning the supplier's average energy mix). In the absence of specific information, the distribution used is that of the French energy mix, according to data from RTE France.

Calculating fugitive direct emissions (branches' air-conditioning)

The data used to assess fugitive emissions comes from the maintenance forms of air conditioning systems (CERFA), which is mandated by the group or property managers of its branches and sales offices operated during the financial year.

When actual data are not available, an estimate of the leaks is made by applying an average leak rate to the cooling fluid charge of the equipment, according to ADEME guidelines. In the absence of precise data from the previous financial year (N-1), the refrigerant load is estimated based on the surface area of the branch (in m²), using the ratios provided by ADEME.

The carbon emissions resulting from these leaks are then calculated by applying the emission factors from ADEME's Carbone database.

Calculating carbon emissions from goods and services purchases

The carbon emissions associated with the purchase of goods and services are assessed based on the emission factors provided by the ADEME Carbon Database.

The expense categories included in this calculation are:

- Purchases of services related to project-specific tasks,
- Purchases of goods and services falling within the administrative scope,
- Accommodations for employees on business trips,
- Contributions towards meals, including participation in the company restaurant, meal vouchers and expense claims related to dining out,
- The purchase of IT and electronic equipment,
- Telecommunication services,
- agencies' water consumption.

Calculation of carbon emissions from immobilisation of goods

The carbon emissions associated with the ownership of assets are assessed on the basis of the inventory of assets held by the group, including branches, IT equipment and the vehicle fleet.

Calculation of carbon emissions from worksite energy, construction and product usage

The greenhouse gas (GHG) emissions generated by the real estate projects delivered during the financial year fall under scope 3. They include emissions from the various phases of a building's life cycle: the worksite, construction and use.

Data is calculated on the basis of delivered space, multiplied by emission factors per sq.m., determined according to the typology of the buildings and the energy systems implemented.

When a Life Cycle Assessment (LCA) has been carried out for a project, the specific emission factors are used to quantify its GHG emissions. This methodology applies mainly to RT2012 projects with E+C- certification and is gradually being extended with the entry into force of RE2020, the first deliveries of which took place in 2025. A majority of projects will thus benefit from a specific LCA in the coming years.

For projects without a specific LCA, the group uses the emission factors provided by the "Observatoire E+C" tool of the French Institute for Building Performance. This collaborative platform, developed in partnership with Carbone 4, provides access to an environmental database derived from more than 1,400 real projects. It enables the analysis and comparison of the carbon footprint of buildings according to their type and energy characteristics.

The emission factors used are distributed as follows:

- Construction materials: emissions from products and equipment used (EGES - PCE or Ic Composants),
- Construction site phase: emissions linked to energy consumed on site (EGES - Construction site or Ic Construction site), including water and base life electricity as well as excavated land,
- Usage phase: emissions associated with the energy and water consumption of the delivered buildings (EGES - Energy + Water or Ic Energy + Ic Water).

This methodology enables a reliable and consistent assessment of GHG emissions across the entire life cycle of buildings.

Calculation of carbon emissions from land use change:

The group takes into account the GHG emissions associated with changes in land use due to projects. These are emissions due to the sealing of bare soil surfaces following real estate transactions. This data is calculated through an internal reporting extraction, covering the scope of projects launched during the financial year. The emission factors applied come from the ADEME Carbon Database.

Calculating carbon emissions from waste:

The group's GHG balance sheet takes into account the quantities of waste collected during the financial year:

- Hazardous construction waste: actual quantities collected are recovered through reports from the government tool TrackDéchets.
- Non-hazardous construction waste: including construction and demolition waste as well as non-hazardous excavated soil and sediment. The quantities produced during the financial year are estimated based on the actual surface areas of the group's projects launched during the financial year, as well as the sectorial ratios of waste production per sq.m. built. The calculation details are provided in the current section, as indicators published in response to the ESRS E5
- Branch waste: taking into account the waste generated at the group's branches and sales spaces.

Average primary energy coefficient (average PEC) and average non-renewable primary energy coefficient (average NRPEC):

The PEC represents the primary energy consumption of a building over a year, expressed in kWh/m². It includes all consumption related to heating, cooling (air conditioning where applicable), production of domestic hot water, lighting, ventilation and distribution auxiliary systems, lifts, circulation and car park lighting.

The average PEC corresponds to the average PECs of all projects, weighted by their respective floor surface areas. It is calculated for the average of the areas launched by the group each year, for types of projects. The target related to the average PEC is limited to housing projects started during the year.

The average NRPEC is defined and calculated in the same way, but only includes non-renewable primary energy.

These coefficients are determined for each project by an independent engineering firm using the RE2020 regulatory method. These indicators relate exclusively to projects launched during the financial year.

Calculation of carbon absorption and storage indicators

To calculate the biogenic carbon storage in its projects, the group relies on the StockC indicator. This indicator is calculated using the RE2020 life cycle analysis methodology and is expressed in kgC/m². The average StockC is calculated using a surface area weighted average, distinguishing:

- Conventional projects: where the primary biogenic storage source is linked to secondary materials.
- Projects with a bio-sourced structure: for which carbon storage is higher.

These averages are used to estimate the biogenic carbon storage of projects without a life cycle analysis. To convert this carbon data into carbon dioxide, StockC is multiplied by a ratio of 3.67. (Source: National Wood Federation)

• Pollution indicators (E2)

Quantity of hazardous waste removed from the existing buildings

The actual quantities collected during the financial year are recovered through reports from the government tool TrackDéchets.

Waste collected in the group's offices

Actual information is collected from hazardous waste tracking manifests (for batteries) and vendor reporting (WEEE waste).

Estimate of air pollutants linked to company car usage

These volumes are calculated based on the quantities and types of fuel consumed by the group during the financial year, applied to reference emission ratios, mainly from a study by IFPEN.

• Indicators related to preserving water resources (E3)

Water consumption

Water consumption data is sourced from invoices paid by the group or statements and invoices sent by property managers.

In the event of unavailability of actual data, the estimation method is based on the application of an average consumption ratio per sq.m. When data for the previous financial year (N-1) are available, they are used as a reference to ensure better representativeness. In 2025, 13 agencies' data was estimated. Measures are being put in place to improve data collection for the next financial year.

• Indicators related to the preservation of biodiversity and ecosystems (E4)

Land use change

Land subject to real estate projects is classified as follows:

- Built-up land: sites with existing buildings (≥10 m² floor surface area or ≥1% of land size) or ground surfaces (roads, slabs, etc.).
- Non-artificialised land: otherwise, according to two sub-categories:
  - Cropland: Cultivated land, broad-acre crops, row crops, temporary grassland (less than 5 years old), regularly cleared land and set-aside land.
  - Permanent grasslands, natural and forest spaces: permanent (> 5 years) grasslands not mowed or cleared, perennial crops (orchards, vineyards, olive groves, etc.).

Indicators related to land use change are calculated using data provided by the teams during committees and consolidated through the group's reporting tool. The scope used is that of projects launched during the financial year.

For each type of land, the group calculates the change in open ground:

- Areas with no change in permeability: the surface of the bare ground before and after the project is equal.
- Paved and unpaved areas; the surface area of bare ground decreases after the project is completed in the case of paving and increases in the case of unpaving.

Number of trees planted and tree balance

The group calculates the number of trees planted on the scope of projects delivered during the financial year.

The net balance target corresponds to the difference between the number of trees planted and the number of trees cut for projects launched during the financial year. The balance is positive when plantations exceed cuts.

Data for these two indicators is entered by the teams during committee meetings and consolidated using the group's reporting tool.

Percentage of projects located in areas with high biodiversity value - Percentage of projects with an impact assessment, with or without mitigation measures - Percentage of projects with an ecologist's assessment or recommendations

The group calculates these indicators for the scope of projects launched during the financial year. The data is entered by the teams during the committees and consolidated using the group's reporting tool. The situation of projects with regard to biodiversity-sensitive areas is assessed for each project using the Geoportal tool.

- Circular Economy Indicators (E5)

Inflow of resources on upstream value chain

To estimate its input flows, the group relied on studies to determine material ratios for modeling the amounts of materials used per flow category (minerals, metals, wood, plastic, plaster, other) to produce 1 sq.m of floor space in housing units (individual and collective). These ratios are taken from the BRGM report entitled "Analysis of material flows in the construction sector at the building and regional level - BRGM 2012". The ratios from this study (for both collective and individual housing) are multiplied by the project sizes launched by the group during the financial year to estimate the inflows. Commercial buildings are treated the same as collective housing in this estimate, due to a lack of specific data.

The analysis also took into account the specific nature of renovation projects, which allow for the preservation of part of the structure of existing buildings, thereby minimising the amount of material used and waste generated, as well as the growing circular economy sectors in the construction industry, to supply or obtain low-carbon materials and components from reuse or recycling.

The mass of wood used is corrected for projects with a wood structure, which allows for a better reflection of the housing units made of wood built by the group.

Secondary materials or recycled content incorporated into products

The estimation of these values was based on recycling rates of various materials or materials from building waste, as well as on the calculation of incoming resource flows. This estimate is based on discussions and information provided by the group's suppliers, consistent with the assumptions of the following sources (E5-4 32):

- Mineral fraction: Institut national de l'économie circulaire,
- Metal, wood and plastic: ADEME, national recycling statistics 2012 – 2021,
- Plaster: Batirama article: "Plates manufactured in France contain an average of 15% recycled plaster"
- Paper: General Inspection of the Environment and Sustainable Development - Mission report on the assessment of the situation and support for the paper/cardboard sector January 2021
- Glass: constructiondurable.net: Recycled glass in construction

The above estimates for the incorporation of recycled materials do not take into account reused materials (E5-4 AR25).

Calculate volumes of waste generated on upstream value chain

To estimate the volumes of waste generated over the financial year, the group based itself on ratios estimating the quantities of waste resulting from the surfaces of its real estate production. The group multiplied the surfaces in question by ratios derived from sector studies taking into account valuation and elimination rates specific to the materials used. (E5-5 40)

All projects launched are taken into account, including:

- Useful and habitable areas produced resulting in construction waste,
- The floors of deconstructed buildings, resulting in demolition waste,
- The surfaces rehabilitated generate cleaning waste,
- The number of parking spaces created infrastructurally (excavated land), after deducting the estimated portion of topsoil reused on site.

The on-site soil re-use ratio is derived from the group's project-specific data and represents the average proportion of soil volumes reused on projects launched by the group during the financial year.

This data is entered by the teams for each project in the internal reporting tools, which make it possible to identify all projects currently under construction.

The sector ratios used by the group to make these estimates were obtained from the following sources:

- Waste production rates per sq.m. built and by flow type (inert, metals, wood, DIB, plaster, cardboard): *"Gestion sélective des déchets sur les chantiers de bâtiment. Bilan de 40 opérations"* [Selective waste management on building sites. Review of 40 transactions] – ADEME (October 2021)
- Waste production rates per sq.m. demolished and by flow type (minerals, non-hazardous industrial, hazardous): *"Déconstruire les bâtiments"* [Deconstructing Buildings] – ADEME (March 2003)
- Share of different flows generated by the building sector: percentages provided by ADEME in its Empreinte database and from a study by SEDDRe & Crowe Sustainable Metrics – 2018, aiming to better understand the composition of building waste on a national scale
- End-of-life wood treatment ratios (recovery and elimination): FCBA – *"Gestion des Déchets Bois du Bâtiment"* [Building Wood Waste Management] – GDBAT
- Treatment rates for inert materials and plaster at end of life: Observatoire Régional des Déchets IdF: *"Les déchets du BTP en Île-de-France"* [Construction and DemolitionWaste in Île-de-France] (2022)
- Contaminated land treatment ratios: Observatoire Régional des Déchets IdF: Institut Paris Région – *"Les déchets dangereux en Île-de-France – Données"* [Hazardous Waste in Île-de-France – Data] (2022)

The product indicators were therefore calculated as follows based on the data cited above:

- Quantity of uncontaminated soil: (Number of parking infrastructures* Mass of soil excavated per parking space produced in infrastructure) *(average reuse ratio of land on the group's projects) – quantity of contaminated soil extracted during the financial year
- Quantities of contaminated soil extracted during the year: data from regulatory group declarations extracted from TrackDéchets for the year.
- Hazardous waste quantity: data from extractions of the group's regulatory waste tracking reports on TrackDéchets for the financial year.
- Quantity of construction waste: (project surfaces started during the year - new or under renovation) * (ratio of mass of waste produced per sq.m built)
- Quantity of decommissioning and restoration waste: (decommissioned area) * (mass ratio of waste produced per sq.m decommissioned) + (restored area) * (mass ratio of waste produced per sq.m restored)
- Waste quantities by type (concrete, inert materials, construction and demolition waste, metals, wood, plaster) : (total waste quantity produced by the group including construction, deconstruction and remediation waste) * (share of different flows generated by the building sector)

Estimate of volumes of waste recycled or eliminated

The group relied on the estimated volumes of waste generated during the financial year, and on the recovery and elimination ratios from the following studies and sources:

- Contaminated land ratios: Institut Paris Région – *"Les déchets dangereux en Île-de-France – Données 2022"* [Hazardous Waste in Île-de-France – 2022 Data]
- Inert materials, concrete, DIB, plaster: Institut Paris Région – *"Les déchets du BTP d'Île-de-France – Données 2022"* [Construction and Demolition Waste in Île-de-France – 2022 Data]
- Metals: Tri'n'Collect – *"Recyclage des déchets de chantier"* [Construction Waste Recycling] (https://tri-n-collect.fr/dechets-de-chantiers/recyclage-dechets/)
- Wood: FCBA & XERFI – *"Gestion des Déchets Bois du Bâtiment : Phase1 : Gisement et devenir des déchets bois issus de la construction neuve, de la démolition et de la rénovation du bâtiment"* [Building Wood Waste Management – Phase 1: Sources and Fate of Wood Waste from New Construction, Demolition and Building Renovation] – 2022

Waste data on own operations

Data on waste generated by the group's own operations (office sites and retail spaces) is transmitted by the service providers commissioned to collect and process it. This information relates to the nature and volumes of waste collected, as well as the processing routes used (recycling, recovery or elimination).

The recycled waste rate corresponds to the proportion of waste of all kinds sent to a recycling channel relative to the total volume of waste collected during the financial year.

Some of the group's smaller sites are not covered by the common waste management provider and do not have actual data for this purpose. For these sites, the group has used an estimation method based on a ratio of kilograms of waste produced per square meter of occupied area, established from actual data reported by its service providers. By 2025, actual data coverage reached 95% of the group's sites.

The indicator of waste collected per employee is obtained by dividing the total weight of waste collected during the financial year by the average headcount over the same period.

The volumes of water and energy saved, as well as the CO_2 emissions avoided through waste recycling, are calculated by applying ratios from the group's service providers' reports to the total amount of waste recycled during the financial year.

Age of IT equipment at the end of the financial year

Monitoring the age of the equipment in the fleet allows for an assessment of its durability. These figures relate to computers only and are as at December 31, each year. The data is managed and provided by the IT Department.

• Indicators related to company employees (S1)

- Basis of social reporting:
  - Employees headcount: includes registered headcount (including agent and excluding interns)
  - Non-Employees workforce: temporary workers
- Employment data: Recruitment and dismissals include the corporate officer.

Turnover rate

The permanent/fixed-term contract turnover rate is calculated using the following formula: [number of permanent departures + number of fixed-term departures] / permanent/fixed-term contracts at 31/12/N-1.

Resignation rate

The permanent/fixed-term contract resignation rate is calculated using the following formula: [number of permanent resignations + number of fixed-term resignations] / permanent/fixed-term contracts at 31/12/N-1.

Promotion and transfer rate

The promotion and transfer rate (internal mobility) measures employees' professional development within the Group. It takes into account all job changes, whether they are linked to a change of location (transfer from one branch to another), a functional change or the assumption of new responsibilities. Each move must be formalised by an amendment to the employment contract:

- Promotion with mobility: counted once,
- Mobility followed by a subsequent promotion: counted separately,
- Temporary assignments: included, even if they do not result in a permanent change of position.

The promotion/transfer rate is calculated using the following formula: (number of promotions or transfers during the year) / (number of employees at the end of period N-1 on permanent contracts, fixed-term contracts and as company officers).

Rules for accounting for contract transformations

- The succession of several fixed-term contracts or a permanent/fixed-term transformation without interruption does not result in any departure or hiring.
- The succession of several fixed-term contracts or a fixed-term/permanent contract conversion with a minimum one-day interruption of the contract results in a departure and a new hire.

Absenteeism rate by reason for calendar year

- The absenteeism rate is calculated as follows: (Number of hours absent due to diffrent motives / Number of theoretical hours worked) x 100.
- Absences are counted in working days, converted into 7-hour days. Half days of absence are counted as 3.5 hours. Since salespeople don't only work on weekdays, their specific case is restated.
- The theoretical hours worked, used to calculate the absenteeism rate, are calculated as follows: (number of working days from 01/01 to 31/12 of the year (261) – public holidays (7) – 5 weeks of holidays (25)) x average monthly headcount x number of hours per day (7).

It should be noted that parental leave is not counted as absenteeism.

Frequency rate of workplace accidents

The frequency rate is the number of lost-time occupational accidents that occurred during the financial year, divided by the total number of theoretical hours worked excluding public holidays. Each accident is only counted in the year in which it occurs, even if the period of incapacity extends into the following financial year. The frequency rate of work accidents is calculated as follows: (Number of work accidents with lost time x 1,000,000) / total theoretical hours worked excluding public holidays, weekends and 5 weeks of paid leave.

Severity rate of workplace accidents

The severity rate assesses the seriousness of workplace accidents by comparing the total number of days lost to actual company activity. Days off are counted in working days. The severity rate of workplace accidents is calculated as follows: (Number of days lost due to a workplace accident x 1,000) / total theoretical hours worked excluding public holidays, weekends and 5 weeks of paid leave

Percentage of women in management

This indicator measures the proportion of women among employees classified as "managers".

Gender Equality Index

The index was compiled in accordance with the provisions of the Freedom of Choice in Employment Act, which was enacted on 5 September 2018.

Training

Indicators include training received by open-ended, fixed-term and work-study contracts (professional development and apprenticeship contracts). The training hours include onboarding sessions as part of skills development and e-learning hours.

Total number of training hours

This indicator includes hours spent by training organisations outside the group as well as hours spent internally, whether by business experts on a specific topic, the deployment of a tool, or integration days.

Training courses taken using the Personal Training Account (CPF) can only be included when employees complete them during working hours. It should be noted that Individual Training Leave is excluded.

Total number of hours of online training

This indicator corresponds to the hours of training received via the KB Factory tool. It includes hours associated with online training content connections and views.

Training budget

The training budget covers all expenses related to ongoing training and employee integration. It includes tuition fees, internal training, and the cost of accommodation, meals and transport. Incidental costs are also included, with the exception of salary maintenance, which is covered by the payroll mass.

Training contribution rate

The training contribution rate is the ratio between training costs for external training and the total wage bill. It excludes incidental expenses (accommodation, meals, business travel and incidentals).

Trained headcount

The trained workforce is the number of employees who received training. Each employee is counted once among the trained workforce, whether they have taken one or more training courses during the calendar year.

Staff training rate

This indicator corresponds to the ratio of trained workforce to end-of-period workforce.

Valuation rate

This indicator corresponds to the ratio between the workforce evaluated and the workforce eligible for the campaign.

• Indicators related to affected communities (S3)

Dependence of the group on suppliers

The group's dependence on its suppliers is assessed through two indicators: (i) the portion invoiced to the 10 main suppliers as a proportion of the total invoiced for the financial year, as well as (ii) the portion invoiced to the first supplier in relation to the total invoices for the financial year.

This analysis focuses mainly on construction markets. Data on invoiced amounts is collected via the group's accounting tool, then processed to identify only invoices related to works.

Notaries and administrative expenses (commercial court registries, Public Treasury) are not considered suppliers, as the objective is to measure the group's dependence on suppliers directly impacting the construction of projects developed by the group.

• Indicators related to clients and end users (S4)

Customer categories

The distribution of ordered lots (including joint ventures) is analysed according to the following categories: first-time buyers, second-time buyers, investors, and "block sales", from December 1 to November 30.

A "block sale" refers to the sale of multiple housing units, a whole stairwell, or an entire building to a single buyer in a single transaction.

Share of revenue from student, senior and intergenerational housing

Revenue and profit are recognised as the construction progresses, based on the forecasts made for each project and in accordance with the rule defined in Note 3.2 "Revenue and gross profit" of the consolidated financial statements in Chapter 7.

Number of orders of housing units subject to occupants' income requirements (with social objective)

This indicator counts all the housing units built by the group for people with modest incomes. Access to social housing is subject to income requirements, and these housing units are governed by specific rules defined by the state, regulating both rent levels and tenant selection criteria. This indicator represents the proportion of these orders in the group's total housing unit orders.

5.1.2.2. Incorporation of information by reference (BP-2 16)

The following data points are incorporated by reference into this Universal Registration Document:

Data point	Information sought	Chapters and sections of the DEU
ESRS 2 GOV-1 21	• Independent and executive Board members • Diversity of the Board of Directors • Representation of employee shareholders • Expertise of the Board of Directors	3.1.1.1. General principles governing the composition of the Board: Composition of the Board of Directors 3.1.1.1. General principles governing the composition of the Board: Diversity Policy
ESRS 2 GOV-1 22a ESRS 2 GOV-1 22b	• Identity of members of the Board of Directors and its Audit and CSR committees overseeing sustainability impacts, risks, and opportunities • Responsibilities of bodies for impacts, risks, and opportunities in the Board's duties and other policies • Specific role related to the control, management and monitoring of impacts, risks and opportunities • Agendas deliberated by directors who are members of the audit, CSR and remuneration committees, signed	3.1.1. Board of Directors: Composition of the Board of Directors 3.1.1.1. General principles governing the composition of the Board: Role of the Board of Directors 3.1.2. Specialised Committees of the Board of Directors 3.1.2.1. Audit Committee: Division of responsibilities between the Audit Committee and the CSR Comitee 3.1.2.3 CSR Committee
ESRS 2 GOV-1 23b	• Skills represented on the Board of Directors in relation to the group's impacts, risks and opportunities	3.1.1.1. General principles governing the composition of the Board: Diversity Policy 3.1.2.1. Audit Committee 3.1.2.3. CSR Committee
ESRS 2 GOV-2 26	• Frequency of meetings and information provided to the relevant committees among the administrative bodies and management bodies on the Group's material risks and opportunities	3.1.2.1. Audit Committee 3.1.2.3. CSR Committee 4.2. Description of risk factors and associated control measures
ESRS 2 GOV-3 29b	• Incentive systems and remuneration policies related to sustainability issues for administrative bodies	3.2. Group remuneration policy including corporate officers 3.1.2.2. Pay and Appointment Committee
ESRS 2 GOV-5 36e	• Main features of the group's risk management and internal control systems and procedures, including the aspects related to sustainability. • Reporting of the conclusions of the risk and internal control assessment to the administrative, management and supervisory bodies.	4.1. Internal control and risk management system 4.2. Description of risk factors and associated control mechanisms 3.1.2.1. Audit Committee

5.1.2.3. Consideration of pollution issues, employees along the value chain, affected communities, and clients (BP2-17)

The Group had fewer than 750 employees during the financial year. The sustainability themes covered by the ESRS E4, S1, S2, S3 and S4 have been taken into account in the double materiality analysis, and the related required information, policies, actions, indicators and targets are addressed in this sustainability report.

5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)

When carrying out its double materiality analysis, the group initially relied on the provisions of ESRS 1 of the Delegated Regulation (EU) 2023/2772 of the Commission of July 31, 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council with regard to sustainability-related disclosures. In addition, to guide its interpretation of the regulatory texts, the group also referred to EFRAG's implementation guides, published in May 2024, in particular: IG1: "Materiality Assessment Implementation Guidance" and IG2: "Value Chain Implementation Guidance".

It should be noted that this analysis focused solely on sustainability impacts, risks, and opportunities. This exercise is nevertheless carried out in parallel with the update of the group's major risk analysis to ensure consistency between the two approaches (IRO-1 53ciii)

Conduct of evaluations

The identification of the group's impacts, risks, and opportunities was carried out within the framework of workshops organised around the different thematic ESRS of the CSRD.

The CSR department organised these workshops within the group with the involvement of the CSR Executive Committee, the CSR Committee of the Board of Directors, the departments, managers and operations involved, as well as external stakeholders.

These workshops resulted in a definition and a rating of the IORs in relation to the group's activity and its economic and geographical context.

The methodology of this analysis and the results of these ratings were presented to management and directors for critical review and validation by the CSR Executive Committee, as well as for review by the CSR Committee of the Board of Directors. (IRO-1 53d) (ESRS 2 Gov-1 22b AR3)

It should be noted that the study of dependencies has also been integrated into this process, as follows (IRO-1 53ci):

- As a risk if the group is dependent on an external element or player,
- As an impact (positive or negative) if the dependency is on an element or actor outside the group.

The company's impacts have consistently given rise to reflection on the risk or opportunity that could result from them.

The impacts, risks, and opportunities were assessed on a "gross" basis, i.e., without taking into account the action plans, processes, and elements put in place by the group to manage these topics. However, account was taken of external factors to any process of control or improvement of the group, or that could fall under the regulatory, geographical or sectoral context.

Sustainability themes explored for IRO identification

The group used the list of sustainability themes from the standard ESRS 1, Appendix A, AR 16 as a starting point for this analysis, considering a level of granularity down to sub-sub-themes as defined in the standard. Where no sub-sub-themes were defined in the ESRS 1 standard, the materiality analysis was carried out at the sub-theme level.

Conversely, some sub-sub-themes were occasionally merged when the analysis of the IROs revealed a strong convergence of issues related to the group's activity.

Where necessary, the group has added to this list other material IROs relevant to its activity that are not or only partially covered by the sustainability sub-themes or sub-sub-themes described in the ESRS 1, AR 16.

For the analysis carried out for the 2025 financial year, the themes studied and the groupings or additions of sub-sub-themes are presented in the following table; this list meets the requirements of ESRS 2 (GOV-2 26c).

Sustainability issues to include in the materiality assessment according to the ESRS 1 Appendix A AR.16

	Sustainability issues to include in materiality assessment			Processing of sub-sub themes for the K&B 2025 double materiality analysis
ESRS	**ESRS Themes**	**Sub-theme according to ESRS**	**Sub-sub theme according to ESRS, or K&B additions according to the issues**	
ESRS E1	Climate change	Adaptation to climate change	-	Dealt with separately.
		Climate change mitigation	-	Dealt with separately.
		Energy	-	Dealt with separately.
ESRS E2	Pollution	Air pollution	-	Dealt with separately.
		Water pollution	-	Dealt with separately.
		Soil pollution	-	Dealt with separately.
		Contamination of living organisms and food resources	-	Dealt with separately.
		Substances of concern	-	Dealt with separately.
		Substances of very high concern	-	Dealt with separately.
		Microplastics	-	Dealt with separately.
ESRS E3	Water & Marine Resources	Water	Water consumption	Dealt with separately.
			Water withdrawals	Dealt with separately.
			Waste water discharge	Dealt with separately.
		Marine resources	Water discharge into oceans	Dealt with separately.
			Extraction and use of marine resources	Dealt with separately.
ESRS E4	Biodiversity and ecosystems	Direct drivers of biodiversity loss	Climate change	Dealt with separately.
			Land use change.	Dealt with separately.
			Change in freshwater and sea use	Dealt with separately.
			Direct operation	Dealt with separately.
			Invasive alien species	Dealt with separately.
			Pollution	Dealt with separately.
		Impacts on the species statuts	Species population sizes	Dealt with separately.
			Risk of global extinction of species	Dealt with separately.
		Impacts on the extent and state of ecosystems	Land degradation Desertification	Dealt with separately.
			Soil impermeabilization	Dealt with separately.
		Impacts and dependencies on ecosystem services	-	Dealt with separately.
ESRS E5	Circular economy	Inflow of resources, incl. use of resources	-	Dealt with separately.
		Outward resource flows linked to products and services	-	Dealt with separately.
		Waste	-	Dealt with separately.

Sustainability issues to include in the materiality assessment according to the ESRS 1 Appendix A AR.16

	Sustainability issues to include in materiality assessment			
ESRS	**ESRS Themes**	**Sub-theme according to ESRS**	**Sub-sub theme according to ESRS, or K&B additions according to the issues**	**Processing of sub-sub themes for the K&B 2025 double materiality analysis**
ESRS S1	Company employees	Working conditions	Job security	Each element was assessed separately, and all sub-topics were grouped under the theme 'Working Conditions' to simplify the matrix.
			Working time	
			Decent Wages	
			Social dialogue	
			Freedom of association, existence of works councils and workers' rights to information, consultation and participation	
			Collective bargaining, including the proportion of workers covered by collective agreements	
			Work-life balance	
			Health and safety	
		Equal treatment and equal opportunities for all	Gender equality and equal pay for work of equal value	Combined with sub-topic Diversity.
			Training and Skills Development	Dealt with separately.
			Employment and inclusion of people with disabilities	Combined with sub-topic Diversity.
			Measures to combat violence and harassment in the workplace	Dealt with separately.
			Diversity	Dealt with separately, including disability and gender equality.
		Other employment related rights	Child labour	Dealt with separately.
			Forced labour	Dealt with separately.
			Hidden work	Added as relevant to the group's activities.
			Adequate housing	Dealt with separately.
			Protection of privacy	Dealt with separately.
ESRS S2	Value Chain Workers	Working conditions	Job security	Dealt with separately.
			Working time	Dealt with separately.
			Decent Wages	Dealt with separately.
			Social dialogue	Dealt with separately.
			Freedom of association, including the existence of works councils	Dealt with separately.
			Collective negotiations	Dealt with separately.
			Work-life balance	Dealt with separately.
			Health and safety	Dealt with separately.
		Equal treatment and equal opportunities for all	Gender equality and equal pay for work of equal value	Combined with sub-topic Diversity.
			Training and Skills Development	Dealt with separately.
			Employment and inclusion of people with disabilities	Combined with the sub-sub-topic Diversity.
			Measures to combat violence and harassment in the workplace	Dealt with separately.
			Diversity	Dealt with separately, including disability and gender equality.
		Other employment related rights	Child labour	Dealt with separately.
			Forced labour	Dealt with separately.
			Hidden work	Added as relevant to the group's activities.
			Adequate housing	Dealt with separately.
			Water & Sanitation	Dealt with separately.
			Protection of privacy	Dealt with separately.

Sustainability issues to include in the materiality assessment according to the ESRS 1 Appendix A AR.16

	Sustainability issues to include in materiality assessment			Processing of sub-sub themes for the K&B 2025 double materiality analysis
ESRS	**ESRS Themes**	**Sub-theme according to ESRS**	**Sub-sub theme according to ESRS, or K&B additions according to the issues**	
ESRS S3	Affected communities	Economic, social and cultural rights of communities	Adequate housing	Dealt with separately.
			Adequate nutrition	Dealt with separately.
			Water & Sanitation	Dealt with separately.
			Land-related impacts	Dealt with separately.
			Security-related impacts	Dealt with separately.
			Impact on living environment	Added as relevant to the group's activities.
			Impact on the local economy	Added as relevant to the group's activities.
		Communities' civil and political rights	Freedom of expression	Dealt with separately.
			Freedom of assembly	
			Impacts on human rights defenders	
		Rights of Indigenous Peoples	Prior consent, given freely and with knowledge	Treated separately.
			Self-determination	
			Cultural rights	
ESRS S4	Consumers & End Users	Impacts linked to consumers and/or end users related information	Protection of privacy	Dealt with separately. Focused on GDPR, in light of the group's activities.
			Freedom of expression	Dealt with separately. Focused on the client relationship, in light of the group's activities.
			Access to (quality) information	Dealt with separately.
		Safety of consumers and/or end-users	Health & Safety (and Quality)	Dealt with separately. Linked to the quality challenge, in light of the group's activity.
			Personal safety	Combined with "Health and Safety"
			Child protection	Combined with "Health and Safety"
		Social Inclusion of consumers and/or end-users	Non-discrimination	Dealt with separately.
			Price accessibility of products and services	Added as relevant to the group's activities.
			Access/accessibility (disability) to products and services	Dealt with separately. Focused on accessibility for the disabled, in light of the group's activities.
			Responsible marketing practices	Dealt with separately.
ESRS G1	Business Conduct	Corporate culture	-	Dealt with separately.
		Protection of whistleblowers	-	Dealt with separately.
		Animal well-being	-	Dealt with separately.
		Political dialogue and lobbying	-	Dealt with separately.
		Supplier relationship management, including payment practices	-	Dealt with separately.
		Corruption and bribery	Prevention and detection including training and protection of whistleblowers	Dealt with separately. Addition of the challenge of protecting whistleblowers.
			Incidents/Cases	Dealt with separately.

Scopes: value chain and own activities (BP-1 5c)

The materiality analysis included the impacts that could be caused through the group's business relationships, but also the links with actors in its value chain likely to lead to risks or opportunities for the group through their actual and/or potential impacts or their dependencies and risks.

The viewpoints of stakeholders (clients, investors, construction companies, suppliers of materials and equipment, design firms, service providers, independent industry associations, civil society, etc.) were taken into account through interviews, discussions and questionnaires. (IRO-1 53biii)

	Definition	Application for K&B
Value chain - Upstream	Services and products purchased by the group.	Tier 1 suppliers: • Service providers, self-employed professionals and intellectual services: architects, project managers, engineering, market research, consulting and support, insurance, etc., in a direct contractual relationship with the group. • Works contract suppliers: notably the construction companies to whom the group entrusts the execution of its projects through general work contratcts or separate trade contracts (structural work, plumbing, electricity, etc.). These companies, mostly registered in France, operate on a mobile basis, with their production sites being the actual real estate projects locations. Tier 2 Suppliers: • Subcontractors or suppliers of construction companies: suppliers of construction materials (cement, concrete, flooring, timber modules, coatings, etc.), components (electrical equipment, plumbing fixtures, furniture, etc.) and equipment (energy systems, elevators, etc.). They manufacture and market the materials, components, and equipment that construction companies purchase and assemble to meet the group's specifications. Most of these are French and international groups that generally have their registered office in France. These suppliers may also have their own upstream value chain depending on the nature and complexity of their materials, products and equipment.
Own operations	Activities controlled and held by the company.	This represents all sites directly operated by the group: the group's office and retail space, and vehicles operated directly.
Value chain – Downstream	Usage of products sold by the group.	Relates to the use of products by the group's clients. This includes : Private Individuals: • Owner-occupiers acquiring housing (houses and apartments), including first-time buyers of a primary residence, • Individual investors purchasing housing as a buy-to-let investment (house, appartments, units in student residences, etc.). In this case the end user is the tenant household (individual, family, student, senior, etc.) Institutionals: • Social landlords, public or private legal entities that purchase housing units or development projects with the intention of renting them to households subject to income requirements. The end user is the tenant household (individual, family, student, senior, etc.). • REITs that purchase conventional housing (including senior housing, student housing and multi-family housing) to rent to individual people. The end user is then a tenant household (individual, family, student, senior, etc.). Commercial real estate: • REITs aquiring : – Office buildings to be leased to single or multiple tenants, in which case end users are employees of the tenant companies, – Ground-floor retail units wich to be leased to operators and shopkeepers, – Hotel properties, to be operated directly or leased to hotel operators, in this case end users are the hotel guests. • Logistics buildings : End users are the tenant logistics companies. • Companies that own and occupy their professional premises (offices, logistics, hotels, retail, etc.).

Time Horizons (BP-2 9a; BP-2 9b)

In accordance with the provisions of ESRS 1, the group has determined the following time horizons for the material IROs:

Time Horizon	Years	Interval
Short term	Up to 1 year	[0-1[
Medium term	One year and up to 5 years	[1-5[
Long term	More than 5 years	5+

A - Impact materiality: Inside-out

General principles on impact materiality

The group has studied the positive or negative impacts of its activity in relation to the themes listed above on its environment and on its value chain.

The impacts can be positive or negative. The group believes that it is possible to have both positive and negative impacts on a given issue (e.g. climate change mitigation). In this case, the methodological approach was to separately list these impacts and to retain all material impacts following this assessment.

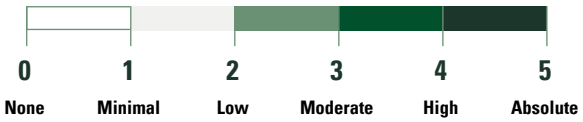
Impact rating methodology (IRO-1 53cii)

In order to report the materiality of its impacts in accordance with the ESRS and EFRAG recommendations, the group has applied the following formula:

Materiality of impacts = Maximum (scale, scope, irremediability) x Probability of occurrence

The severity calculation formula is based on three characteristics: magnitude, extent and irremediability. The group has chosen to use the "maximum" formula in accordance with the EFRAG methodology guide (IG1, paragraph 118) which states that "each of the three severity characteristics can result in a severe impact".

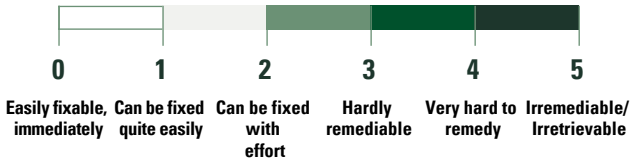
Scale: The group considered the scale of the impact on the themes across France or Europe.



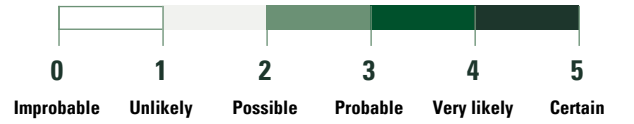
Extent: The extent of the impacts on the topics was considered at the level of the group and its value chain, i.e.:

- **For the upstream value chain:** extent of the number of projects, suppliers or partners concerned.
- **For own operations:** the extent of the number of group branches concerned, or the number of employees with regard to social matters.
- **Downstream the value chain:** scope represents the number of projects delivered and the number of clients or communities concerned.

Irremediability: This criterion is used to measure how feasible or easy it is to remedy a negative impact in order to return to the situation that existed before the impact.



Probability: The group has assessed the likelihood of potential impacts occurring on a scale of 1 to 5.



It should be noted that in terms of assessing the materiality of potential negative impacts related to human rights, health and safety themes, the severity of the impact outweighs its probability.

B- Financial materiality: Outside-in

General principles of financial materiality

The group has explored the financial implications that could result in either risks (negative financial impacts) or opportunities (positive financial impacts) in connection with the themes and in light of the following:

- Financial effects stemming from dependencies on natural resources, human resources, social relations and financial resources.
- Financial effects resulting from impacts related to the group's activity.
- Financial effects stemming from systemic risks and the group's geographical, economic, political and regulatory context.

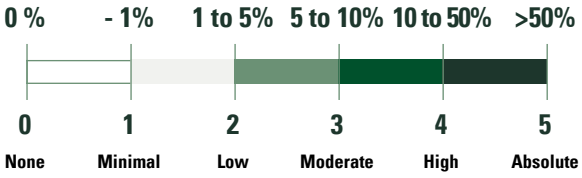
Risk and opportunity rating methodology (IRO-1 53c)

To report on financial materiality in line with the ESRS and EFRAG recommendations, the group has applied the following formula:

Financial Materiality = Scale x Probability of occurrence.

The formula is based on two characteristics: the size and the probability of occurrence, defined as follows:

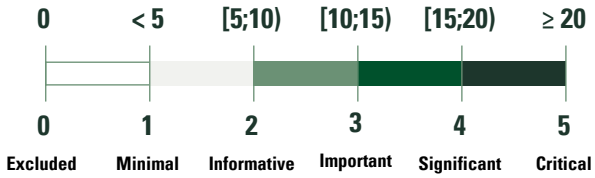
% of EBIT



C - Double materiality (IRO-2 59)

The impact materiality and financial materiality criteria are rated on a scale of 0 to 25 points. A topic is considered material if it meets a minimum score of 15 on at least one of the two materiality axes:

Note



D- Update of the double materiality analysis

The double materiality analysis was conducted for the first time as part of the sustainability reporting for the 2025 financial year. The analysis will be updated annually to allow for the updating of identified IROs, but also the inclusion of new relevant ones or the exclusion of those that are no longer material.

CSR Department Review

The Group CSR department will review the list of identified IROs and their ratings for all themes in order to determine whether they are still relevant. In accordance with the recommendations of the EFRAG IG 1, if the CSR Department reasonably considers that the parameters and input data of the existing analysis are still valid, it will be maintained for the reporting year. This may be the case, for example, if there has been no material change in the company's functional and operational organisation or in external factors related to impacts, risks, and opportunities.

The updated double materiality matrix will be subject to a critical review and validation by the CSR Executive Committee each year, as well as an examination by the CSR Committee of the Board of Directors.

Interviews with the managers responsible for the themes evaluated

Where necessary, when the existing analysis is no longer up to date, interviews with executive directors, managers and operations staff will be renewed to provide an up-to-date vision of the parameters for assessing impacts, risks and opportunities.

This will also be the case if new impacts, risks and opportunities have been identified during the CSR department review. This interview will result in a new evaluation of the risk, opportunity or impact ratings.

5.1.4. ESRS disclosure requirements addressed by the Corporate Sustainability Statement (IRO-2)

The material information to be disclosed regarding material impacts , risks and opportunities has been defined in accordance with the methodology described in section 5.1.3. Methodology for identifying and assessing IROs in the context of the Double Materiality analysis.

Sustainability report content index

ESRS	Publication requirement	Reference in the Sustainability Report and Universal Registration Document
ESRS 2: General information to be published	BP-1: General basis for the preparation of sustainability reports	5.1.1. General basis for the sustainability statement (BP-1)
	BP-2: Disclosure of specific circumstances	5.1.2. Publication of information on specific circumstances and methodological details (BP-2)
	GOV-1: The role of administrative, management and supervisory bodies	5.1.6.2. Role of group governance in managing sustainability and innovation issues 3.1.1. Board of Directors 3.1.2. Specialised Committees of the Board of Directors
	GOV-2: Information provided to the company's administrative, management, and supervisory bodies and the sustainability issues addressed by these bodies	5.1.6.2. Role of group governance in managing sustainability and innovation challenges 3.1.2. Specialised Committees of the Board of Directors 4.2. Description of risk factors and associated control systems
	GOV-3: Integration of sustainability performance into incentive schemes	5.1.6.2. Role of group governance in managing sustainability and innovation issues: Incentive for consideration of sustainability outcomes 3.2. Group remuneration policy including corporate officers
	GOV-4: Statement on due diligence	Not applicable.
	GOV-5:Risk management and internal controls for sustainability information	5.1.5. Risk management and internal controls in relation to the production of sustainability information 4.1. Internal control and risk management system 4.2. Description of risk factors and associated control systems
	SBM-1: Strategy, business model and value chain	5.1.6. Integration of sustainability issues into the group's strategy, business model and governance: 5.1.6.1. The group's business model (SBM-1)
	SBM-2: Stakeholder interests and views	5.1.6. Integration of sustainability issues into the strategy, the group's business model and its governance: Procedures for dialogue with stakeholders
	SBM-3: Material impacts, risks, and opportunities and their link to strategy and business model	5.1.6.4. Material impacts, risks, and opportunities and their links to the group's strategy and business model (SBM-3)
	IRO-1: Description of the process for identifying and assessing material impacts, risks, and opportunities	5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)
	IRO-2: ESRS disclosure requirements covered by the company's sustainability statement	5.1.4. ESRS disclosure requirements covered by the Corporate Sustainability Statement (IRO-2)

ESRS	Publication requirement	Reference in the Sustainability Report and Universal Registration Document
ESRS E1: Climate change	ESRS 2 GOV-3: Integrating sustainability performance into incentive schemes	5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14): Climate change impacts, risks and opportunities Climate change mitigation policies Decarbonisation action levers to reach GHG reduction targets
	ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and business model	
	ESRS 2 IRO-1: Description of the processes for identifying and assessing material climate-related impacts, risks, and opportunities	
	E1-1: Climate transition plan	
	E1-2: Climate change mitigation and adaptation policies	5.2.1.2. Resilience analysis (E1.SBM-3 19; AR 6; AR 13; AR7; AR8): climate change adaptation policies, actions and targets
	E1-3: Actions and resources related to climate change policies	
	E1-4: Climate change mitigation and adaptation targets	5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14)
	E1-5: Energy consumption and mix	5.2.1.1. Climate Transition Plan (E1-1 14): Summary of energy consumption: mobility and buildings
	E1-6: Scope 1, 2, 3 GHG gross emissions and total GHG emissions	5.2.1.1. Climate Transition Plan for climate change mitigation (E1-1 14): Climate and energy indicators
	E1-7: GHG removal and mitigation projects financed with carbon credits	
	E1-8: Internal carbon pricing	
	E1-9: Expected financial impacts of physical and transition risks and potential climate opportunities	5.2.1.2. Resilience analysis (E1.SBM-3 19; AR 6; AR 13; AR7; AR8): climate change adaptation policies, actions and targets
ESRS E2: Pollution	ESRS 2 IRO-1: Description of the processes for identifying and assessing material pollution-related impacts, risks, and opportunities	5.2.2.1. Identifying and assessing pollution impacts, risks and opportunities
	E2-1: Pollution policies	5.2.2.2. Pollution prevention and control policies, actions and targets across the value chain
	E2-2: Pollution-related actions and resources	
	E2-3: Pollution targets	
	E2-4: Air, water and soil pollution	
	E2-5: Substances of very high concern and substances of very high concern	Non-material.
	E2-6: Financial impacts expected from pollution-related risks and opportunities	
ESRS E3: Water & Marine Resources (non material)	ESRS 2 IRO-1: Description of the processes for identifying and assessing material impacts, risks, and opportunities related to water and marine resources	5.2.3.1. Identifying impacts, risks, and opportunities related to water and marine resources (E3.IRO-1 8a)
	E3-1: Water and marine resources policies	5.2.3.2. Group policies, actions and targets to monitor and reduce water consumption 5.2.3.3. Policy and actions to preserve water resources upstream of the value chain 5.2.3.4. Policy and actions for the preservation of water and marine resources downstream of the value chain
	E3-2: Water and marine resources actions and resources	
	E3-3: Water and marine resources targets	
	E3-4: Water consumption	
	E3-5: Expected financial impacts of risks, opportunities and impacts related to water and marine resources	Non-material.

ESRS	Publication requirement	Reference in the Sustainability Report and Universal Registration Document
ESRS E4: Biodiversity and Ecosystems	ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and business model	5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1)
	IRO-1: Description of the processes for identifying and evaluating material impacts, risks, and opportunities related to biodiversity and ecosystems	
	E4-1: Transition plan and consideration of biodiversity and ecosystems in the economic strategy and model	
	E4-2: Biodiversity and ecosystem policies	5.2.4.2. Biodiversity and Ecosystem Policy and Action
	E4-3: Biodiversity and ecosystem-related actions and resources	
	E4-4: Biodiversity and ecosystem targets	
	E4-5: Impact indicators regarding biodiversity and ecosystem degradation	5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1) 5.2.4.2. Biodiversity and ecosystem policy and action
	E4-6: Expected financial impacts of risks and opportunities related to biodiversity and ecosystems	Non-material.
ESRS E5: Resource efficiency and circular economy	ESRS 2 IRO-1: Description of the processes for identifying and assessing material impacts, risks, and opportunities related to resource use and the circular economy	5.2.5.1. Identification and assessment of the impacts, risks, and opportunities associated with the circular economy (E5.IRO-1 11a)
	E5-1: Resource usage and circular economy policies	5.2.5.2. Policies, actions and targets to reduce resource flows on worksites (upstream of the value chain) 5.2.5.3. Policies, actions and targets to reduce waste streams at the construction site (upstream of the value chain) 5.2.5.4. Policies and actions for circular economy when using products (non-physical; E5-2 20c; E5-2 20e; E5-2 20f) 5.2.5.5. Circular economy policies, actions and targets on Kaufman & Broad premises (non-physical, E5-2 06)
	E5-2: Actions and resources related to resource usage and circular economy	
	E5-3: Targets for resource efficiency and circular economy	
	E5-4: Resource inflows	5.2.5.2. Policies, actions and targets to reduce resource flows on worksites (upstream of the value chain)
	E5-5: Outflows of resources	5.2.5.3. Policies, actions and targets to reduce waste streams at the construction site (upstream of the value chain)
	E5-6: Expected financial impacts of the impacts, risks, and opportunities associated with the use of resources and the circular economy	Non-material.

ESRS	Publication requirement	Reference in the Sustainability Report and Universal Registration Document
ESRS S1: Company's own workforce	ESRS 2 SBM-2: Stakeholder Interests and Perspectives	5.1.6.1. The group's business model (SBM-1): Modalities for exchange with stakeholders
	ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and business model	5.3.1.1. Group strategy and identification of impacts, risks and opportunities regarding company personnel
	S1-1: Policies regarding company personnel	5.3.1.2. Working conditions policies, actions and targets 5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16) 5.3.1.4. Human Rights Policies, Actions and Targets (S1-17) 5.3.1.5. Training and Skills Development Policies, Actions and Targets (S1-13)
	S1-2: Process for dialogue with company staff and representatives regarding impacts	5.3.1.2. Working conditions policies,actions and targets: Collective bargainingoverviews and social dialogue
	S1-3: Processes for redressing negative impacts and channels for company staff to raise concerns	5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16)
	S1-4: Actions regarding material impacts on company workforce, approaches to managing material risks and seizing material opportunities regarding company workforce, and effectiveness of such actions	5.3.1.2. Working conditions policies,actions and targets 5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16) 5.3.1.4. Human Rights Policies, Actions and Targets (S1-17)
	S1-5: Targets related to the management of material negative impacts, the promotion of material positive impacts, and the management of material risks and opportunities	5.3.1.5. Training and Skills Development Policies, Actions and Targets (S1-13)
	S1-6: Company employee characteristics	5.3.1.6. Employee and non-employee characteristics of the company (S1-6;S1-7)
	S1-7: Characteristics of non-employees that are considered company employees	
	S1-8: Collective bargaining coverage and social dialogue	5.3.1.2. Working conditions policies, actions and targets
	S1-9: Diversity indicators	5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16)
	S1-10: Decent Wages	5.3.1.2. Working conditions policies, actions and targets
	S1-11: Social protection	
	S1-12: People with disabilities	5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16)
	S1-13: Training and skills development indicators	5.3.1.5. Training and Skills Development Policies, Actions and Targets (S1-13)
	S1-14: Health and safety indicators	5.3.1.2. Working conditions policies, actions and targets
	S1-15: Indicators of work-life balance	
	S1-16: Remuneration indicators (remuneration gap and total remuneration)	5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16)
	S1-17: Cases, complaints and severe human rights impacts	5.3.1.4. Human Rights Policies, Actions and Targets (S1-17)

ESRS	Publication requirement	Reference in the Sustainability Report and Universal Registration Document
ESRS S2: Value Chain Workers	ESRS 2 SBM-2: Stakeholder Interests and Perspectives	5.1.6.1. The group's business model (SBM-1): Modalities for exchange with stakeholders
	ESRS 2 SBM-3: Material impacts, risks, and opportunities, and interactions with strategy and business model	5.3.2.1. Identifying and assessing human capital impacts, risks, and opportunities across the value chain (S2.SBM-3)
	S2-1: Value chain worker policies	5.3.2.2. Value chain human resources policies (S2-1)
	S2-2: Processes for dialogue with workers in the value chain about impacts	5.3.2.3. Dialogue with workers in the value chain (S2-2)
	S2-3: Processes for addressing negative impacts and channels for workers in the value chain to raise concerns	5.3.2.4. Processes to address negative impacts and concerns feedback channels (S2-3)
	S2-4: Actions regarding material impacts on workers in the value chain, approaches to managing material risks and seizing material opportunities regarding workers in the value chain, and effectiveness of these actions	5.3.2.5. Value chain human resources actions (S2-4)
	S2-5: Targets related to the management of material negative impacts, the promotion of material positive impacts, and the management of material risks and opportunities	
ESRS S3: Affected communities	ESRS 2 SBM-2: Stakeholder Interests and Perspectives	5.1.6.1. The group's business model (SBM-1): Terms of dialogue with stakeholders
	ESRS 2 SBM-3: Material impacts, risks, and opportunities, and interactions with strategy and business model	5.3.3.1. Identifying and assessing impacts, risks, and opportunities related to affected communities, residents, and neighborhoods (S3.SBM-3 9)
	S3-1: Policies for affected communities	5.3.3.2. Policies for affected communities, residents and communities (S3-1 14)
	S3-2: Process for dialogue with affected communities about impacts	5.3.3.3. Initiate dialogue and increase acceptance of the real estate project (S3-2; S3-3; S4-34a; S4-35; S4-38)
	S3-3: Processes for addressing negative impacts and channels for affected communities to raise concerns	5.3.3.3. Initiate dialogue and increase acceptance of the real estate project (S3-2; S3-3; S4-34a; S4-35; S4-38)
	S3-4: Actions regarding material impacts on affected communities, approaches to manage material risks and seize material opportunities regarding affected communities, and effectiveness of these actions	5.3.3.4. Actions and targets for affected communities, residents and stakeholders (S3-4)
	S3-5: Targets related to the management of material negative impacts, the development of material positive impacts, and the management of material risks and opportunities	
	ESRS 2 SBM-2: Stakeholder Interests and Perspectives	5.1.6.1. The group's business model (SBM-1): Modalities for dialogue with stakeholders
	ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and business model	5.3.4.1. Identification and assessment of impacts, risks and opportunities related to clients and end users (S4.SBM-3)
	S4-1: Policies related to consumers and end-users	5.3.4.2. Consumer and end-user policies (S4-1 15)
	S4-2: Processes for dialogue with consumers and end-users about impacts	5.3.4.3. Process for dialogue with consumers and end-users (S4-2)
	S4-3: Processes for addressing negative impacts and channels for consumers and end-users to report concerns	5.3.4.4. Process for managing any client requests and reservations, and after-sales service (S4-3)
	S4-4: Actions regarding material impacts on consumers and end-users, approaches to manage material risks and seize material opportunities regarding consumers and end-users, and effectiveness of these actions	

ESRS	Publication requirement	Reference in the Sustainability Report and Universal Registration Document
	S4-5: Targets linked to the management of material negative impacts, the promotion of material positive impacts, and the management of material risks and opportunities	
ESRS G1: Business conduct	ESRS 2 GOV-1: The role of administrative, management and supervisory bodies	5.4. Governance and business conduct information
	ESRS 2 IRO-1: Description of the processes for identifying and analysing material impacts, risks, and opportunities	
	G1-1: Business conduct policies and corporate culture	
	G1-2: Supplier relationship management	
	G1-3: Preventing and detecting corruption and bribery	
	G1-4: Cases of corruption or bribery	
	G1-5: Political influence and lobbying	Non-material.
	G1-6: Payment practices	5.4. Governance and business conduct information

List of data points in the cross-sector and thematic standards derived from other EU legislation in application of the ESRS 2 standard, appendix B

Disclosure requirement and relative data point	SFDR reference	Pillar 3 reference	Benchmark Regulation Reference	EU Climate Law	Section
ESRS 2 GOV-1 :Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816 ([27]) , Annex II		3.1.1.1. General principles governing the composition of the Board: Composition of the Board of Directors
ESRS 2 GOV-1 : Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		
ESRS 2 GOV-4 : Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				Not applicable: the group is not subject to this regulatory requirement
ESRS 2 SBM-1 : Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 ([28]) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not applicable: The group has no economic activity related to the extraction, processing, transport or sale of fossil fuels, the manufacturing of chemicals, activities related to controversial weapons, or activities related to the cultivation and production of tobacco.
ESRS 2 SBM-1 : Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		
ESRS 2 SBM-1 : Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 ([29]) , Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		
ESRS 2 SBM-1 : Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		

Disclosure requirement and relative data point	SFDR reference	Pillar 3 reference	Benchmark Regulation Reference	EU Climate Law	Section
ESRS E1-1 : Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14)
ESRS E1-1 : Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2		
ESRS E1-4 : GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		5.2.1.1. Climate Change Transition Plan (E1-1 14): GHG emission reduction targets
ESRS E1-5 : Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				
ESRS E1-5 : Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				
ESRS E1-5 : Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				
ESRS E1-6 :Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		
ESRS E1-6 : Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		
ESRS E1-7 : GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	

Disclosure requirement and relative data point	SFDR reference	Pillar 3 reference	Benchmark Regulation Reference	EU Climate Law	Section
ESRS E1-9 : Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		5.2.1.2. Resilience analysis (E1.SBM-3 19; AR 6; AR 13; AR7; AR8): climate change adaptation policies, actions and targets: Climate change adaptation actions and targets on the group's own operations (not material)
ESRS E1-9 : Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 : Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Not material to the group's activities.
ESRS E1-9 : Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			
ESRS E1-9 : Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		
ESRS E2-4 : Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				5.2.2.2. Policies, actions and targets for preventing and reducing pollution along the value chain
ESRS E3-1 : Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				5.2.3.2. Group's policies, actions and targets for monitoring and reducing water consumption 5.2.3.3. Policy and actions to preserve water resources upstream of the value chain 5.2.3.4. Policy and actions for the preservation of water and marine resources downstream of the value chain
ESRS E3-1 : Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				
ESRS E3-1 : Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				
ESRS E3-4 : Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				

Disclosure requirement and relative data point	SFDR reference	Pillar 3 reference	Benchmark Regulation Reference	EU Climate Law	Section
ESRS E3-4 : Total water consumption in m ^{3} per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1): Assessment of interfaces with biodiversity and ecosystems
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1)
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1): Assessment of interfaces with biodiversity and ecosystems
ESRS E4-2 : Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				5.2.4.2. Biodiversity and ecosystem policy and action
ESRS E4-2 : Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Not material to the group's activities.
ESRS E4-2 : Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				5.2.4.2. Biodiversity and ecosystem policy and action
ESRS E5-5 : Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				5.2.5.3. Policies, actions and targets to reduce waste streams at the construction site (upstream of the value chain)
ESRS E5-5 : Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				
ESRS 2- SBM3 - S1 : Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				5.3.2.1. Identifying and assessing human capital impacts, risks, and opportunities across the value chain (S2.SBM-3)
ESRS 2- SBM3 - S1 : Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				
ESRS S1-1 : Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				5.3.1. Company Human Resources (ESRS S1): Cases, complaints and severe human rights impacts
ESRS S1-1 : Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		

Disclosure requirement and relative data point	SFDR reference	Pillar 3 reference	Benchmark Regulation Reference	EU Climate Law	Section
ESRS S1-1 : processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				Not material to the group's activity.
ESRS S1-1 : workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				5.3.1. Company Human Resources (ESRS S1): Health and Safety and Social Protection Indicators
ESRS S1-3 : grievance/ complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				5.3.1. Company Human Resources (ESRS S1): Cases, complaints and severe human rights impacts
ESRS S1-14 :Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		5.3.1. Company Human Resources (ESRS S1): Health, Safety, and Social Protection Indicators
ESRS S1-14 : Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				5.3.1. Company Human Resources (ESRS S1): Health and Safety and Social Protection Indicators
ESRS S1-16 : Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16)
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				3.2.3. Remuneration items paid to the Chairman and CEO during the financial year ended 30 November 2025 or awarded in respect of the same financial year: Ratio between the level of remuneration of the Chairman and CEO and the average and median remuneration of the group's employees
ESRS S1-17 : Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				5.3.1.1. Group strategy and identification of impacts, risks and opportunities regarding company personnel: Cases, complaints and severe impacts on human rights
ESRS S1-17 :Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		
ESRS 2- SBM3 – S2 : Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				5.3.2.1. Identifying and assessing human capital impacts, risks, and opportunities across the value chain (S2.SBM-3)
ESRS S2-1 : Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				

Disclosure requirement and relative data point	SFDR reference	Pillar 3 reference	Benchmark Regulation Reference	EU Climate Law	Section
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		
ESRS S2-1 : Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		
ESRS S2-4 : Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				Non-material: no application for the group on the reporting exercise.
ESRS S3-1 : Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				5.3.3.1. Identifying and assessing impacts, risks, and opportunities related to affected communities, residents, and neighborhoods (S3.SBM-3 9)
ESRS S3-1 : non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		
ESRS S3-4 : Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Non-material: no application for the group on the reporting exercise.
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				5.3.4.2. Consumer and end-user policies (S4-1 15)
ESRS S4-1 : Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Non-material: no application for the group on the reporting exercise.
ESRS S4-4 : Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				5.4. Governance and Business Conduct Information: Code of Ethics
ESRS G1-1 Protection of whistle- blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		
ESRS G1-4 Standards of anti-corruption and anti- bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				

5.1.5. Risk management and internal controls in relation to the production of sustainability information

5.1.5.1. Key risks identified in the production of sustainability information (GOV-5 36c):

The preparation of the sustainability report exposes to risks related to the production of non-financial data. These risks are identified as part of the group's risk identification process described in section 4.1.1.3. "Group Risk Management Framework: Risk Identification and Management Process" (GOV-5 36b):

- Risk related to data integrity and accuracy: particularly in terms of errors that may arise during data collection, entry or processing.
- Estimation risk: In the absence of complete historical data, certain data points are estimated.
- Data availability and lead time risk: the group relies on external third parties (independent research firms, architects, construction companies and other service providers) to provide a significant amount of environmental data. This includes life cycle analyses incorporating carbon performance, surface area, energy performance, waste quantities and energy consumption.

These risks are assessed overall for the entire process of data reporting and consolidation at group level. They are controlled using strategies and procedures put in place for this purpose.

5.1.5.2. Strategies developed and internal control procedures to manage identified risks (GOV-5 36a)

Section 4.1.1.2 "Key elements of the group's internal control system" of this document describes the key elements of the group's internal control system, including those related to sustainability. In addition, certain elements and processes are specifically in place in relation to sustainability information, in response to the risks identified above (GOV-5 36c):

- Internal data collection process, monitoring, indicators and targets

A. For property development projects

Measuring to improve: Kaufman & Broad has deployed and continues to develop tools for the assessment, consolidation and reporting of CSR indicators across its entire production to implement and monitor the company's CSR strategy. This methodology aims to enable the action plan to be monitored using non-financial performance indicators linked to ambitious and consistent objectives and/or commitments.

Tool for entering and evaluating CSR indicators for transactions: K&B Committee

In 2021, Kaufman & Broad integrated an assessment module into the K&B Committees business tool(1) to preliminarily identify the environmental and social impacts of projects at the time of the decision-making committees. From now on, these impacts will be taken into account as selection and validation criteria for projects, just like technical, marketing and financial challenges.

This tool evaluates each project on the basis of several themes :

- In environmental matters, through:
  - Construction methods and energy and environmental efficiency, but also emission factors related to the LCA of projects,
  - Reduction of pollution,
  - The circular economy,
  - Preservation of soil and biodiversity,
  - Water-related challenges;,
  - Alignment with the technical criteria of the European Taxonomy,
  - The impact of buyer mobility (through the accessibility of services by foot, bicycle or public transport).
- In societal matters, taking into account:
  - Quality of location (proximity to amenities: public transport, food, healthcare, education, nature),
  - The quality of production through certifications,
  - The impact on stakeholders (hours of insertion on the construction site, citizen participation).
- On Innovation:
  - The innovative solutions implemented on the project and the related cost-benefits.

Furthermore, the systematic participation of the CSR and Innovation Director in committees strengthens direct communication with operational teams about the CSR strategy of each project and ensures the proper application of environmental procedures. The CSR data collected during these committees is continuously updated during the project implementation and verified upon delivery. This information allows Kaufman & Broad to enhance CSR reporting and supports the group's overall strategy.

(1) K&B Committees: Internal company tool for entering data (information on the ground and project context, financial information and balance sheets, programming, environmental and social information) related to the project. This tool enables the monitoring and validation of projects at different stages (Land Committees and Engagement Committees).

B. For administrative activities

Data relating to the group's branches is monitored annually. An action plan to reduce impacts demonstrates the group's and employees' daily commitment to reducing the company's carbon footprint. These indicators namely include :

- The energy and water consumption of office buildings occupied by the group: this data is collected directly from suppliers, either through client platforms that allow the download of consolidated data, or through invoices that are consolidated at the level of the CSR and Innovation department.
- Energy consumption and types related to employee travel, and the group's waste production and processing: this data is collected through the reporting platforms of our service providers and suppliers, and consolidated at the level of the CSR and Innovation department.
- Monitoring the upkeep and maintenance of buildings,including their renovation: This data is collected through the maintenance reports provided by the group's service providers and consolidated at the level of the CSR and Innovation department.
- Actions to promote biodiversity in occupied buildings: This information is reported directly to the CSR and Innovation department by employees on site.

• Data availability management and lead times

The CSR and Innovation Department is responsible for defining indicators and ensuring their monitoring as part of a reporting protocol accessible to contributors. Data collection is carried out in conjunction with a network of contributors from the branch network and the group's support functions (project teams, finance, management control, accounting, HR, IT department, etc.). The reporting protocol is updated for each financial year to ensure compliance and effectiveness.

To ensure the availability of data within the required timeframes, the CSR and Innovation department informs the various contributors of the sustainability reporting schedule and the indicators to be produced. This anticipation allows teams to organise themselves efficiently and, if necessary, to mobilise external contributors, in order to take into account the production deadlines for data from suppliers and the value chain.

• Data internal control: mitigate the risk of data integrity and accuracy.

The operations sustainability data is consolidated at the branch and group level, and it is included in the tools used to consolidate financial indicators. These dashboards help build environmental and social performance indicators and monitor the CSR strategy by the CSR Executive Committee, just like the financial indicators. Continuous improvement is in place.

Several control levels are in place to ensure data accuracy and integrity:

- **Level 1** : Each department is responsible for the data it reports as part of CSR reporting and for their consolidation. Each department has dedicated control processes and/or reporting tools to guarantee data quality and significantly reduce the risk of anomalies. These elements are described for each indicator in the section "5.1.2.1. Choice and peculiarities of indicators" and represent a first line of data control. The KB Comités tool, dedicated to environmental sustainability information, is described in more detail above. All quantitative indicators are centralised to ensure a consistent and homogeneous view. (GOV-5 36d)
- **Level 2**: The involvement of the CSR Director in all committees (Land Committees and Engagement Committees), during which sustainability data is presented, ensures quality control and consistency for each project throughout its development. (GOV-5 36e)
- **Level 3** : Since 2024, operational teams are required to check and update indicators when acquiring land. At this stage, the CSR department checks the completeness and consistency of the data. In the event of an anomaly or missing data, the teams concerned are contacted to provide the necessary explanations or corrections. (GOV1-22ciii)
- **Level 4: Since 2023, internal audit** processes include a semi-annual review of the CSR data of ongoing projects. Following internal audit work and reports, the results are shared with the CSR Department, which informs the relevant teams and supports them in correcting any discrepancies, and with the Audit Committee, which monitors the effectiveness of internal control, risk management and the internal audit of sustainability information. For more details, please refer to sections 3.1.2.1. " Audit Committee " , 4.1.1.5. "Updating and reviewing the operation of the internal control system" (GOV-1 22ciii; GOV-5 36e)

In the event of the detection of a significant anomaly, duly evidenced by supporting documentation, the reporting data may be corrected during the following campaign. Any corrections made are explicitly mentioned in the sustainability report.

• Data external control: mitigate data integrity and accuracy risk

The sustainability report is reviewed by a sustainability auditor who provides a reasoned opinion on the report's compliance with applicable regulatory provisions and the fairness of the information provided, as published in section "5.5. Sustainability Reporting Certification ».

This verification ensures the reliability and transparency of the data published by the group. The results of this external audit are also presented to the Board of Directors at the end of the financial year, as mentioned in section 3.1.2.1. "Audit Committee" (Gov-5 36e).

5.1.6. Integration of sustainability issues into the strategy, the group's business model and its governance

5.1.6.1. The group's business model (SBM-1)

Section 1.1.1.2 "Overview of the Company" of this document aims to present the group's business cycle, its products, its clients and the business environment in which it operates, in order to better understand the impacts, risks and opportunities detailed in this section. For more information on the group's key performance indicators, please refer to section 2.1.1 "Operating indicators used by the group".

Group's sustainability ambitions (SBM-1 40e; SBM-1 40f; SBM-1 40g)

To create pleasant living spaces for everyone, now and in the future, through the quality of design and the control of housing units and commercial premises.

Especially through the development of affordable housing units, sold to first-time buyers or in blocks. **In 2025, 60% of the group's housing reservations were units subject to occupant income requirements, with a social objective.**

Be a player in the ecological transition of real estate and territories.

By making a lasting contribution to reducing GHG emissions from the production (responsible purchasing and gradual integration into the circular economy of the construction industry) and use of real estate (avoidance of fossil fuels as primary energy sources),

By contributing to climate adaptation of real estate through retrofitting of existing spaces and building more resilient housing units,

With a growing share of projects designed to be aligned with the European Taxonomy,

By committing to reduce CO2e emissions, **with a target validated by the SBTi , of -46.2 % for scopes 1, 2 and 3 emissions (1.5°C scenario) by 2030 compared to the baseline year 2019**.

By applying an internal environmental standard to 100% of housing and commercial products.

Being a responsible partner for the regions, especially for employment and regional identity

Act transparently and responsibly, especially towards its individual and institutional clients, local elected representatives, local residents affected by worksites and subcontractors.

Application of the " green and low-impact worksite " charter to 100% of worksites, continuously strengthening the group's integration into the circular economy sectors of the construction industry

Gradual and continuous strengthening of the consideration of non-financial aspects in the selection of construction companies and suppliers: Supplier **Code of Ethics; use of components with environmental and health data (FDES).**

Work to develop employee potential and build a strong corporate culture with them.

Through a fair and ambitious **social model, aligning the group's ambition and its organisation with the development of talent and skills, as well as implementing a fair remuneration policy.**

By promoting **diversity**: creating the " Women On Broad " club to develop themes related to gender equality and the development of women's skills; recruiting more people with disabilities; strengthening cultural and social diversity.

KAUFMAN BROAD

The group's added value

"Pure Player" in Property Development

As a real estate developer operating in the French market, Kaufman & Broad is involved in all stages of the design and execution of a real estate transaction and coordinates all actors involved in the transaction, from the purchase of the land to the delivery of the projects. (SBM-1 40ai)

Turnover (SBM-1 40b 40d)

€1,135.9 M
Revenue

- **76.7%** Housing
- **21.9%** Commercial property
- **1.4%** Other

Products and Services (SBM-1 40ai; SBM-1 40aii)

In total, Kaufman & Broad has developed or built over 170,000 housing units and 1,255,000 [2] of office and commercial space in France since its founding in 1968. Kaufman & Broad is one of the leading homebuilders (Single-family homes in communities and apartment buildings) in France, operating in major urban areas.

● Residential Building Construction (F.14.00)

Apartment buildings, Single-family homes, Managed communities/developments marketed to owner-occupiers or private or institutional investors (see section 1.1.3. " Clients ").

All housing projects include quality and environmental certification.

● Non-Residential Construction (F.14.00)

Office, retail, hotels and logistics platforms marketed to investors. **Each office building targets at least two environmental certifications.**

See Chapter 1 section 2.2.1.1 "Analysis of turnover and gross margin" in the paragraph "Breakdown by product line"

● Other real estate activities (M.68.32)

In addition to its primary property development business, the group also offers student residence management, customisation of housing units sold, and development and project management services.

Our strengths

Human Resources and expertise

709
Employees

9.13 %
Capital held by employee shareholders

Financial Resources

€ 237.6 M
Shareholders' equity

19.5 %
Gross margin rate

€ 522.5 M
Financial capacity

2.20 €
Dividend per share in 2025

Proximity to local stakeholders

More than forty locations
The group stands out through the geographical distribution of its projects across France, working as closely as possible with its stakeholders: clients, local authorities, companies and materials suppliers.

Solidity of the activity

- Over 6 **years** of experience in the residential property portfolio.
- Currently under consideration or on the market: **55,700 sqm** of office projects and **117,900 sqm** of logistic platforms.
- **4.7** month housing inventory,
- Global backlog of **€ 2 370 m excl. VAT**
- Social housing land bank **32,392** units.
- Ability to control costs and contain capex and working capital requirements.

Reservations

€1,163.2 M (inc. VAT)
Residential

€168.4 M (inc. VAT)
Non residential

Ongoing projects

119
Marketed housing projects

143,800 m²
Office, retail and logistics platforms under construction

Results

Contribution to national economy

€ 72,204,000
Payroll expenses

€ 33,676,000
Project development costs

Contribution to youth employment and inclusion

56
27 interns and apprentices hired in 2025

427
hours of training completed by Kaufman & Broad apprentices in 2025

96 %
Trained employees

Happy Trainees certified
& **Best Managed Companies**

Building is an action

The multi-product approach and opportunities for diversification in CSR activities…

Response to societal changes through **a majority takeover in 2021 of a student housing management company.**

The acquisition **in 2014** of Concerto, a subsidiary dedicated to logistics, especially urban.

Creation of a subsidiary dedicated to development operations, particularly on urban brownfields.

Current portfolio: 600,000 sq.m

Creation of a subsidiary dedicated to the construction of social housing units. It aims to **launch more than 1,000 affordable housing units by 2026**.

Business model: Value chain & stakeholders

Inputs (SBM-1 42a)	Stakeholder and value chain engagement (SBM-1 42c)	Value creation process	Outputs (SBM-1 42b)
Land (built or unbuilt), buildings (to be demolished or rehabilitated)	**Territories and Local Authorities (upstream)** Listening to regions, local authorities, local decision-makers and taking into account national and regional societal and demographic dynamics to build sustainable places to live in accordance with urban planning documents: • Demographic trends (longer study periods, smaller households, increased life expectancy, etc.), • Reduction of artificialisation and urban sprawl, • Metropolisation of territories, • New ways of working, • Affordable housing.	**Land Sourcing**	
	Technical and environmental experts (upstream) Combine our expertise with external expertise (architects, landscape architects, technical and environmental research firms, ecologists, institutes, etc.) to design the project best suited to its context and its challenges (particularly climate change mitigation and adaptation).	**Project design**	
	Cities and residents (upstream) Develop projects integrated into their ecosystem. The partnership with the Empreintes Citoyennes association, for example, helps organise the dialogue with these stakeholders.	**Building permit filing**	
	Institutional and retail client needs An integrated sales and marketing department that specialises in the sale and client satisfaction of individuals, as well as professional and institutional clients.	**Marketing**	
	Land owners (upstream) A reliable and transparent relationship with land owners, whether individuals, professionals or institutions.	**Purchase of land**	
Construction materials (minerals, metals, organics, etc.) **Energy**	**Material suppliers (upstream)** Knowledge of suppliers and responsible purchasing policy for a technically, environmentally and economically efficient component prescription.	**Sub-contracting to construction companies**	**Recycling of construction and demolition waste**
	Construction companies Strong internal technical culture for monitoring projects entrusted to construction companies, most often in the form of separate trade contracts.		
Energy	**Our institutional and retail clients (downstream)** Use and operation of buildings SAV, owner's guide and green living booklet provided with the housing units to learn everything about their purchase. Systematic client satisfaction surveys. Consideration of carbon emissions from the use of buildings in the carbon assessment (Life Cycle Analysis).	**Building handovers and guarantees**	**Buildings delivered : Pleasant, efficient, resilient living spaces**
		Land & buildings at end-of-life stage	

Modalities for exchange with stakeholders (SBM-2):

Kaufman and Broad have been conducting a materiality matrix of issues for its stakeholders since 2020. Within this framework, the group has mapped the various external and internal stakeholders with which the company actively engages and collaborates. Stakeholder engagement was conducted through: sector analysis, interviews and questionnaires with the group's managers and senior executives or with representatives of external stakeholders, as well as document analysis (**SBm-2 45a)** .

The following table outlines the various forms of dialogue the group has with its stakeholders, the understanding of their interests and strategic implications, and how the management and administrative bodies are informed of the views and interests arising from these exchanges.

Stakeholders (SBM-2 45ai)	**Style of dialogue, purpose and consideration (SBM-2 45aii; SBM-2 45aiii; SBM-2 45aiv; SBM-2 45av)**	**Understanding of stakeholder interests and strategic implications (SBM-2 45b AR16; SBM-2 45c AR16)**	**Feedback to the group's management bodies (SBM-2 45d)**
Individual clients	The group has established the following exchange procedures with its individual clients: • Website and app, media and social networks • Client Relations and Client Account Department • revenues network • Owner's guide & green gestures booklet after delivery • Annual satisfaction surveys by an independent third party • Market research The aim of these exchanges is to: • *Monitor socio-demographic changes, product expectations, housing affordability potential and economic trends to factor them into the definition and configuration of real estate products;* • Assessing the *quality of the client journey with the aim of continuously improving the client experience;* • *Communicate the key information for the correct use of the delivered products.*	The expectations of individual clients are integrated by the group through: **Affordability of housing units:** The group strives to address affordability: by 2025, 60 % of housing units launched by the group are subject to resource conditions for buyers or occupants (see section " 5.3.3. Local authorities, residents and affected communities (ESRS S3)) and the establishment of a Kalilog subsidiary focused on affordable housing units. **Quality of the locations**: The group systematically assesses the proximity of its projects to transport and daily services for buyers. This function was automated using the KBComités reporting tool. It thus takes into account the necessary commutes of users (see section " 5.2.1.1. Climate Transition Plan (E1-1 14): Decarbonisation lever 3 : Eco-design and Frugality "). **Managing operating costs for users (and CO2e emissions)** : The group's strategy targets a significant reduction in the energy consumption of products and a continuous improvement in the performance of building envelopes (see section " 5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14)). This performance also helps guarantee an A or B level Energy Performance Certificate (EPC) for the initiated operations, which can strengthen stakeholder adherence to the marketed products. **Building durability**: The group offers biennial and ten-year guarantees and provides a dedicated customer service, enhancing the customer's peace of mind during their new-build purchase experience. Combined with an A or B Energy Performance Certificate, this provides certainty around the long term market value of the products being sold (see section " 5.3.3.4. Actions and targets for affected communities, residents and stakeholders (S3-4) ») **Customisation of goods:** Sales teams and Showrooms are dedicated to a personalised customer support (see section " 5.3.4.4. Process for handling any client requests and reservations, and aftersales service (S4-3) ") **The availability of smaller housing units that are in demand and less present in the existing real estate stock:** notably in response to the needs of students and seniors, the diversification of the group's business model has made it possible to offer adapted housing units on the rental market, through: the acquisition of a stake in the student service residence manager NéoResid (see section " 5.3.3.4. Actions and targets for affected communities, residents and stakeholders (S3-4)"), as well as the acquisition of a stake in the senior living manager (" 5.3.3.4. Actions and targets for affected communities, residents and stakeholders (S3-4) : senior housing – cosy Diem »). For a more detailed discussion of the client relationship, please refer to section "5.3.4. Clients and End Users (ESRS S4) "	The results of client satisfaction surveys are presented to the Management Committee, as well as to all employees.
Institutional & Corporate Clients	The group has established the following switching procedures for its institutional and corporate clients: • KB Patrimoine website (dedicated to recommendations for wealth management advisers) • Intermediated revenues network (independent wealth management advisers) • Signature of national conventions The aim of these exchanges is to: • *Monitor investment strategies, product expectations, potential and economic developments to be taken into account in the development and refinement of projects.*	The expectations of institutional and corporate clients are integrated by the group notably through: **Clear and adhered to contractual commitments, and high-quality, operationally efficient developments:** In order to better meet the diverse expectations of its clients, the group is establishing a subsidiary dedicated to logistics real estate (Concerto), a department dedicated to commercial real estate, and a department dedicated to the marketing of housing units to institutional investors. **Control of costs and CO2e emissions linked to the use of real estate assets:** The Group is working continuously to achieve a significant reduction in the operating costs of its products by continuously improving the performance of building envelopes (" 5.2.1. Climate change (ESRS E1): Decarbonisation lever 2: Reinforcing energy performance"). This performance also helps guarantee an Energy Performance Certificate (EPC) of level A or B for the initiated transactions, contributing to preserving the market value of the properties and strengthening the stakeholders' adherence to the marketed products. The expectations of private clients also meet the expectations of institutional clients. For a more detailed explanation of managing communications with institutional and corporate clients, please refer to section 5.3.4. Clients and end users (ESRS S4) »	The group has a client service dedicated to institutional investors, which maintains ongoing dialogue to identify their expectations and communicate them to the group's management bodies.

Stakeholders **(SBM-2 45ai)**	**Style of dialogue, purpose and consideration (SBM-2 45aii; SBM-2 45aiii; SBM-2 45aiv; SBM-2 45av)**	**Understanding of stakeholder interests and strategic implications (SBM-2 45b AR16; SBM-2 45c AR16)**	**Feedback to the group's management bodies (SBM-2 45d)**
Employees and employee shareholders	The group has established the following terms for exchanges with its employees and employee shareholders: • Employee representative bodies and trade unions • General Meeting and governance body for employee shareholders • HR reviews & annual interviews • Internal barometer • Internal communication & intranet • Satisfaction surveys • Anonymous whistleblowing system These means of exchange aim to: • *Monitor expectations, skills, training needs and challenges for employees and employee shareholders in order to better take them into account when building training programs, recruitment, talent mapping, mobility, career development and continuous improvement of working conditions.*	The expectations of employees and employee shareholders are integrated by the group through: **Establishment of an equitable and ambitious social model.** It aims to align the group's ambition, its organisation and its ability to attract talent (employee advocacy, partnerships with leading schools, etc.), the onboarding process for new employees, talent development and the implementation of a fair remuneration policy. **Continuous skills improvement** through dedicated training paths. **Promoting diversity: gender equality at all levels of the organisation; creation of the " Women On Board " club to develop topics related to gender equality** and the development of women's skills; recruiting more people with disabilities; increasing cultural and social diversity. For a more detailed explanation of managing communications with employees and employee shareholders, please refer to section 5.3.2.3. Processes for dialogue with workers in the value chain (S2-2) "	The involvement of the Human Resources department in discussions with employee representatives allows information related to this topic to be reported to the CSR Executive Committee and Management Committees.
Local authorities and local residents	The group has established the following dialogue with local authorities and local residents: • Signature of charters • Professional associations • Responses to public invitations to tender • Meetings with town halls • Neighbourhood meetings • Participation in the various property shows • Preventive summary procedures • Partnership with the “Empreintes Citoyennes” association • Provision of means of communication with local residents near worksites The aim of these exchanges is to: • *Anticipate and monitor the perception of real estate projects,* • *Tailor programs to the needs of regions, communities, and people.*	The expectations of local communities and residents are integrated by the group, in particular through the introductory section of this document which illustrates the many locations developed by the group to be as close as possible to the territories, with 21 branches and 3 showrooms. **Provide access to local experts who understand the territory and practise their profession with ethics** : **Developing a diversified property offering, particularly housing units adapted to regional dynamics and the diversity of the residential journey stages** : the Group offers a diversified range of products (see section 1.1.2.3. " Products ") that will strengthen the perception of the group as a player able to provide complete and tailored responses to the needs of local communities. **Urban, architectural and landscape integration, the realisation of development, urbanisation and housing plans** : listening to and understanding the expectations of communities and regions (see section " 5.3.4.3. Process of dialogue with consumers and end-users (S4-2) : Market research and client knowledge ") and production quality objectives (see section "5.3.4.5. Action in relation to the quality and safety of marketed products (S4-4 31)") are at the heart of the company's action. The quality associated with the group's brand contributes to the decision by local authorities to see projects developed in their territories. **Territorial ecological transition**: low-carbon production ahead of the ongoing transition in new real estate (see section "5.2.1.1. Climate Transition Plan to mitigate climate change (E1-1 14) : Decarbonisation action levers to reach the scope 3 GHG reduction targets "); Creation of a subsidiary dedicated to the transformation of industrial brownfields (see section " 5.2.2.2. Policies, actions, and targets for preventing and reducing pollution along the value chain: Control of processes for intervention on contaminated industrial sites"); creation of a department dedicated to transforming vacant offices into housing units. These actions strengthen the willingness to collaborate for the communities. **Development of the local economy: The** group mainly relies on the ecosystem of small and medium-sized local companies to carry out its operations (see section " 5.3.3.3. Initiate dialogue and enhance the acceptability of the real estate project (S3-2; S3-3; S4-34a; S4-35; S4-38): Dialogue with local construction companies ") **Clean worksites, disturbances and potential pollution risks under control** (see section "5.3.3.4. Actions and targets related to affected communities, residents and stakeholders (S3-4) ")	The expectations identified following these various opportunities for discussion are shared internally with managers and management bodies.

Stakeholders (SBM-2 45ai)	Style of dialogue, purpose and consideration (SBM-2 45aii; SBM-2 45aiii; SBM-2 45aiv; SBM-2 45av)	Understanding of stakeholder interests and strategic implications (SBM-2 45b AR16; SBM-2 45c AR16)	Feedback to the group's management bodies (SBM-2 45d)
Partner companies and suppliers	The group has established the following exchange procedures with its partner companies and suppliers: • A responsible procurement policy • Continuous dialogue and negotiation • Contractual relations (Supplier Code of Ethics, Green and Low-Disruption Site Charter) • An assessment of financial viability/ solvency • CSR and Ethics Policy Survey • Partner days and events as part of the supplier program. The purpose of these exchanges is to: • *Anticipate and monitor materials and equipment trends: performance, environmental impact, innovation, volumes, prices, etc.* • *Identify efficient, reliable and honest suppliers.* • *Take into account changes in the value chain in the technical development of projects.*	Discussions with partner companies and suppliers revealed the following points: • Upholding clear, agreed contractual commitments and long term business relationships, • A shared interest in high-performing, innovative products, especially those related to environmental transition. To meet these expectations, the group has put in place a **Supplier Program** including: **- Strengthening the " Responsible Procurement " theme with the National Procurement and Supplier Policy Department** : This approach involves taking into account cost, performance, environmental impact and CSR criteria (see section " 5.4.5. Supplier management policies, actions and targets (G1-2; G1-6) ») (« 5.2.1.1. Climate Change Transition Plan (E1-1 14): Decarbonisation lever 4: Responsible procurement and low-carbon, bio-sourced and recycled materials ") (" 5.2.3.2. Group policies, actions and targets to monitor and reduce water consumption: Protecting and saving water resources on worksites ») ("5.2.4.2. Biodiversity and Ecosystems Policy and Action: "The group's biodiversity and ecosystems policy upstream of its value chain)" - **The introduction of a supplier code of ethics** (see section "5.4.3. Business conduct policies, actions and targets and corporate culture (G1-1; G1-3; G1-4): Supplier Code of Ethics) - **The introduction of ESG criteria in the selection of suppliers (** " 5.3.2.2. Value chain human resources policies (S2-1) ») - **Setting up an ethical and secure framework on worksites for project management**. (See section "5.3.2.2. Value chain human resources policies (S2-1)")	The Group's National Purchasing and Suppliers Policy department maintains ongoing dialogue with its suppliers in order to communicate and receive the expectations of the different parties.
Shareholders and Investors	The group has established the following dialogue with its shareholders and investors: • Corporate website • Publish an annual Universal Registration Document • General Meeting • Due Diligences • Shareholder Earnings Presentations • Assessment of the group's financial and sustainability performance by independent third parties (rating agencies) The aim of these exchanges is to: • *The accuracy of shareholder expectations in terms of information: market and group environment perception, financial performance,* • *Continuous improvement in the quality of financial communication and value creation processes.*	• The group identifies the following two needs: • **Provision of up-to-date, clear and transparent information:** In order to meet the information needs of shareholders, the group publishes all the necessary and regulated information through: this document, but also on its corporate website. The group holds ongoing earnings presentations (quarterly, semi-annual and annual). • **Considering shareholder expectations:** notably by voting at general and special shareholder meetings.	Shareholder meetings enable shareholders and investors to have an open annual exchange with company management.

Stakeholders (SBM-2 45ai)	**Style of dialogue, purpose and consideration (SBM-2 45aii; SBM-2 45aiii; SBM-2 45aiv; SBM-2 45av)**	**Understanding of stakeholder interests and strategic implications (SBM-2 45b AR16; SBM-2 45c AR16)**	**Feedback to the group's management bodies (SBM-2 45d)**
R&D, experts and innovations	The group has established the following exchange with real estate research and innovation experts and associations: • Incubators • Contractual partnerships • Working groups • Association or sector organization (Observatoire de l'Immobilier Durable, Institut Français pour la Performance Energétique des Bâtiments, Fondation Palladio, BBCA) The aim of these discussions and channels of communication is to: • *Take note of the areas of focus and progress in research, development, innovation and performance, particularly on environmental and societal issues,* • *Make experience feedback available* • *Implement these improvement elements in the development of the group's real estate projects.*	Discussions with real estate research and innovation experts and associations have led to a better consideration of innovation in the group's strategy, as follows: • **Creation of an Innovation & CSR department: main point of contact for external innovation and partnerships.** • **Establish partnerships with key associations involved:** • On the theme of the environmental transition of real estate: BBCA association, Booster du Réemploi, Observatoire de l'Immobilier Durable (see section "5.2.1.1. Climate Transition Plan (E1-1 14) : Financial resources allocated to transition levers'). • On the global theme of innovation: Paris&Co, one of Europe's leading incubators (see section "5.3.3.4. Actions and targets for affected communities, residents and stakeholders (S3-4): Supporting organisations in making a city greener). • **Integration of the working guidelines of these associations into the business model:** Support for and participation in the consideration of the guidelines resulting from thematic working groups, particularly at the level of the group's transition plan using the decarbonisation levers of energy vectors, bio-sourced materials, energy efficiency of real estate, circular economy. (See section "5.2.1.1. Climate Change Transition Plan (E1-1 14) : GHG emissions reduction targets').	The CSR and Innovation Director takes part in these discussions with partners and experts and shares key developments or lessons learned with the relevant employees and with the administrative and management bodies through their presence at the CSR Committee and CSR Executive Committee meetings
Associations	The group has established the following exchange arrangements with non-profit organisations: • Establishment of partnerships, • Employee participation in community missions These means of exchange are intended to: • *Understand the actions of the associations to estimate their alignment with the strategy of the Endowment Fund.*	Discussions with partner associations identified a need for support and endorsement of the causes being promoted. In response to this need, the group has established an Endowment Fund with a clear and readable charitable strategy. In 2025, this Fund will focus on supporting several associations: Sport dans la Ville, Télémaque, Duo for a Job, La Cravate Solidaire, and the PlanVue program run by Helen Keller Europe. For further information, please refer to the section "5.3.3.4. Actions and targets for affected communities, residents and communities (S3-4): Endowment, grants and sponsorships. »	The Human Resources department is responsible for the Kaufman & Broad Endowment Fund

- **Assessment of the non-financial performance by independent third parties**

The group is regularly assessed by independent non-financial rating agencies.

76/100 ESG Ratings 2025	**A List** Climate change 2025	**16.2/100** "Low Risk" - 2025	**A** February 2026
Gaïa Rating[1] A rating agency of the Ethifinance group specialising in the rating of the ESG performance of listed mid-cap French and European companies.	CDP (Carbon Disclosure Project)[2] International non-profit organisation analysing the environmental impact of companies, particularly with respect to the climate. The group is also rated by CDP on other topics: Forest (B-) and Water (B)	Morningstar Sustainalytics[3] Among the international leaders in the assessment of corporate ESG risk.	MSCI[4] American rating agency providing company analysis tools and services for investors, particularly in terms of ESG and climate assessment.

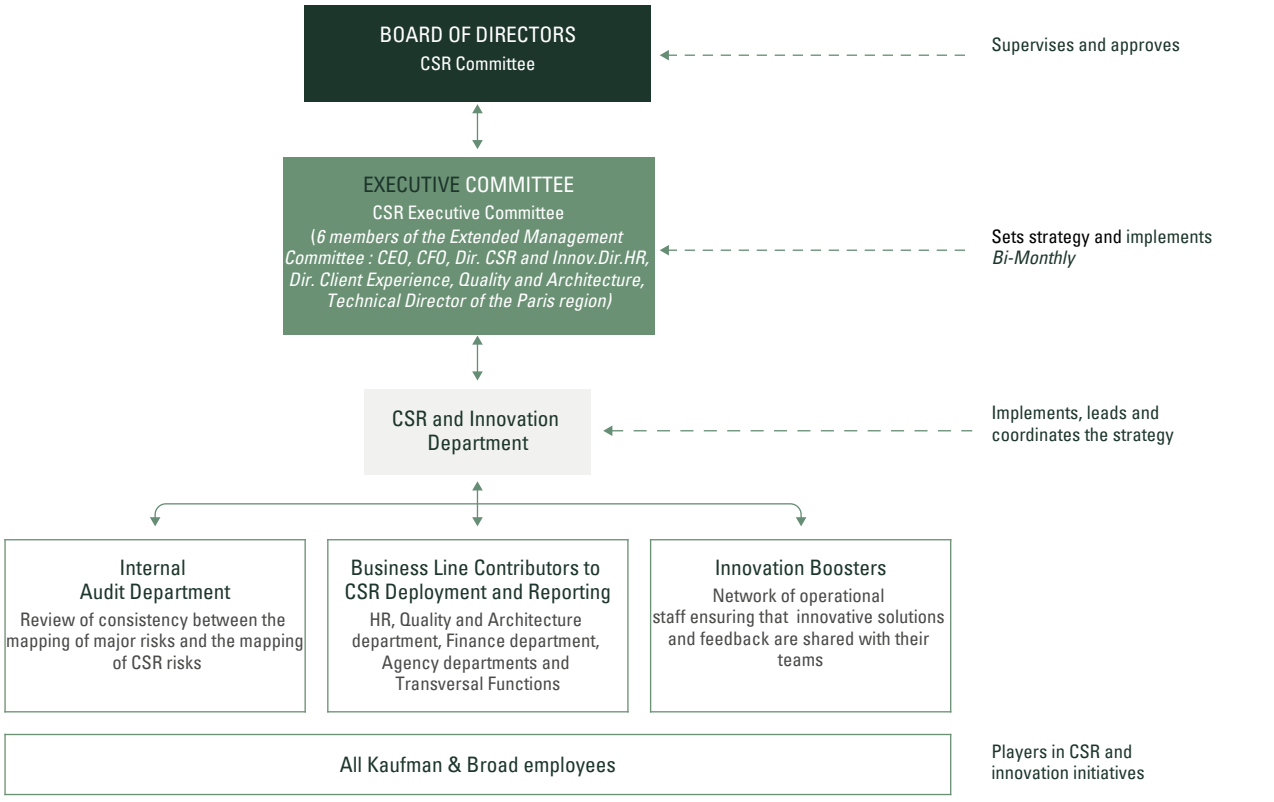
American rating agency providing company analysis tools and services for investors, particularly in terms of ESG and climate assessment.

1. https://www.ethifinance.com/fr/services/esg/ethifinanceesg-ratings
2. https://www.cdp.net/ en/guidance/guidance-forcompanies
3. https://www.sustainalytics.com/esg-ratings
4. https:// www.msci.com /our-solutions/ esg-investing/ esg-rating

For more details on Kaufman & Broad's non-financial ratings, please visit: **https://corporate.kaufmanbroad.fr/engagements/agir-de-maniere-transparente-et-responsable/**

5.1.6.2. Role of group governance in managing sustainability and innovation challenges

- Composition and functioning of the sustainability governance (Gov-1 AR4)



The Board of Directors and its committees

The CSR Committee and the Audit Committee of the Board of Directors

Within the Board of Directors, the CSR Committee monitors environmental and social issues in the definition of the Group's strategy and its implementation. This monitoring is then incorporated into the more comprehensive monitoring carried out by the Audit Committee on the effectiveness of the Company's risk management systems, particularly in the area of business ethics and the fight against corruption.

The CSR committee meets at least once a year, and as often as necessary, in order to (GOV-1 22b AR3b) :

- Ensure that social and environmental responsibility topics are integrated into the group's strategy and its commitments, and in their implementation (policies, actions and targets; (GOV-1 22d). It may make recommendations in this regard by considering the specific issues related to its activity and objectives;
- To monitor the implementation and effectiveness of policies and actions in progressing towards sustainability objectives and targets. (GOV-2 26b)
- Review the sustainability-related information to be published by the Company;
- Review sustainability risks, opportunities and impacts jointly with the Audit Committee; and
- To monitor the main non-financial ratings concerning the Company.

The CSR Committee of the Board met, in both January and July 2025, to review, monitor and make recommendations regarding the work carried out and presented by the CSR Department to identify and define the group's material impacts, risks and opportunities, as well as the suitability of the related policies, actions and targets (GOV-1 22ci). The provisional and detailed content of the double materiality analysis was communicated to the CSR Committee before these meetings in order to allow it to review the elements in relation to the group's business model and strategic challenges. (GOV-1 22a; GOV-1 22b). During these meetings, the Head of CSR and Innovation was able to update the Committee on the monitoring of the implementation of policies and actions and the assessment of progress towards the targets set for this purpose. A presentation describing the company's risk exposure, impacts and opportunities, and significant non-financial commitments was also prepared by the CSR Director for the Board's Audit Committee. (GOV-2 26a)

For more details on the composition, skills and schedule of the CSR Committee, please refer to sections 3.1.2.3 "CSR Comitee" and 3.1.2.1. " Audit Committee of this document ".

The Board of Director's Remuneration and Nomination Committee

The Remuneration and Appointments Committee assists the Board of Directors in determining the remuneration of company officers and other company executives, including the sustainability criteria described in section 3.2.1(ii) of chapter 3 of this document. (GOV-3 29e)

The CSR Executive Committee

The CSR Executive Committee, which is part of the Management Committee, develops the group's CSR strategy and ensures its implementation. It identifies the main impacts, risks, dependencies and opportunities related to Environmental, Social and Governance issues and proposes the associated policies, actions and targets.

The CSR Executive Committee is composed of six members of the Management Committee who meet at least once every quarter. It includes the Chairman and CEO, the Finance Director, the Human Resources and Operational Excellence Director, the CSR and Innovation Director, the Architecture, Landscaping, Quality and Customer Experience Director, and the Technical Director for Île-de-France (Paris region). During these meetings, the CSR department is responsible for communicating to the Committee information related to sustainability across all environmental, social, and governance impacts, risks, and opportunities. The Committee updates policies, decides on action plans, and monitors the group's progress towards its goals and targets. (GOV-1 22cii)

Regarding governance-related topics, the CSR and Innovation department also works in collaboration with the Internal Audit department and ensures the communication of themes, developments and work to the CSR Executive Committee.

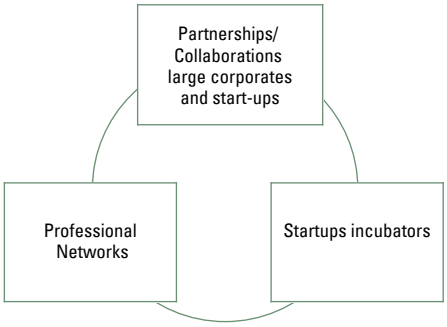
The CSR and Innovation Department

The group has chosen a common approach to innovation and CSR issues through a single department, reporting to the General Management.

The CSR and Innovation department produces the sustainability report, overseeing the double materiality analysis to identify and update impacts, risks and opportunities (GOV-1 22ci), in coordination with the group's other departments, including Finance and Investor Relations, Internal Audit, Human Resources, Quality, Customer Experience, Architecture and Landscape, and the Branch and Cross-Functional Departments. (GOV-1 22a)

The CSR and Innovation Director is a member of the Management Committee and the CSR Executive Committee, which allows them to address sustainability issues within the group's governance in line with its overall strategy. The CSR Director provides a reporting line on the group's impacts, risks and opportunities, the progress of the roll-out of its policies and actions, and its progress towards sustainability targets. This information is regularly shared with governing bodies: at least quarterly for the CSR Executive Committee and at least once a year for the CSR and Audit Committees of the Board of Directors. (GOV-1 22cii; GOV-2 26a)

Regarding issues related to innovation – often aligned with transition policies and actions – the CSR and Innovation department proposes, validates and ensures the deployment of the innovation strategy internally.



All group employees can submit innovative proposals, which are then studied in working groups, leading to trials on a number of projects if necessary, before being presented to the Innovation A committee. composed of employees oversees the evaluation and validation of innovative ideas for the "Booster Innovation" network.

Any innovation approved by the Committee is formalised in the format of a "Brique innovation": a document summarising the state-of-the-art on the subject as well as feedback and areas of attention (technical, economic and legal) to be taken into account when implementing the innovation.

The "Booster Innovation" network consists of employees, each representing an agency of the group. Each quarter, this network meets to discuss innovative topics and then disseminates this new information to Kaufman & Broad employees at their respective agencies.

To ensure a pragmatic reading of sustainability and innovation topics, all group actors involved in Innovation hold an operational function. Environmental and societal challenges are thus integrated into the development of employees' skills (see section "5.3.1.1. Group strategy and identification of impacts, risks and opportunities concerning the company's staff").

Innovation is also supported by partnerships with professional networks, incubators and collaborations with companies of all sizes, from start-ups to large corporations (see section "5.1.6.2. Role of group governance in managing sustainability and innovation challenges: The CSR and Innovation Department").

Innovations introduced within the group are categorized into 6 strategic (non-exhaustive and evolving) categories:

Axes of Innovation	Implication for the group	Examples of achievements
Mobility	Enhance the mobility solutions offered to users by integrating a service approach focused on demand rather than supply (MAAS: *Mobility as a Service*).	Charging stations for electric vehicles, car sharing in apartment buildings, shared and pooled parking, etc.
Circular economy	Limit the consumption of materials, space, water and non-renewable energy sources as much as possible, during both the construction and operation of buildings. Promote the use of sustainable, bio-sourced, low-carbon and recycled materials.	Timber construction for offices, selective deconstruction, reuse of land on site, low-carbon concrete, urban heat islands, etc.
Biodiversity	Help preserve and even develop existing ecosystems by integrating real estate projects into existing ecological frameworks (blue framework for the water cycle, green framework for vegetation layers, black framework for combating light pollution, soil connectivity framework preservation, blue-green framework for wetlands).	Green roofs, carbon offsetting, involvement of an ecologist and biodiversity labelling, soil phytoremediation, etc.
Energy	Encourage the integration of renewable energy production solutions into real estate projects.	Implementation of geothermal technologies, individual and collective self-consumption (photovoltaic rooftops), etc.
New Uses	Promote the value of use of the group's creations.	Real solidarity property lease (*Bail Réel Solidaire*), neighbourhood apps, local conciergeries, connected letter boxes, control of joint expenses, inclusive housing for people with disabilities, art in real estate projects, establishment of a volunteer tenant representative, etc.
Business lines	Digitalise the group's organisation, skills and working methods to improve quality and productivity	Electronic signatures, client journeys, digitisation of the collection of CSR data for transactions through the K&B Comité business tool, experimentation and implementation of artificial intelligence on the steps of the value chain, etc.

• Expertises à disposition des organes d'administration et de direction (GOV-1 23a ; GOV-1 23b)

To carry out the various missions listed above, the CSR and Innovation department, as well as the CSR Executive Committee and the CSR Committee, can rely on internal expertise involving: (GOV-1 23a)

Management and supervisory bodies	Experts	Expertise (GOV-1 23b)
Board of Directors - CSR Executive Committee – Management Committee	Chief Executive Officer - CEO	Strategy and business, sector expertise (construction and property development), energy expertise, water.
CSR Executive Committee	Chief Financial and Administrative Officer	Sector expertise (construction and property development) and financial.
Head of CSR and Innovation Executive CSR Committee – Management Committee	CSR and Innovation Vice-President	Environmental themes (Climate change, Biodiversity, Circular economy, Pollution, Water), sector expertise (real estate development and construction) The CSR and Innovation Director also has access to environmental performance assessments of buildings through his involvement in exchanges and partnerships established with independent entities conducting research on these topics. These include: the French Institute for Building Performance (carbon mitigation for new real estate, adaptation of new real estate, eco-design), the Low Carbon Building Association (carbon mitigation for new real estate, bio-sourced materials, adaptation of new real estate), Booster du Réemploi (circular economy for building materials and buildings, eco-design), the Observatory for Sustainable Real Estate (carbon mitigation for real estate, adaptation of real estate, biodiversity), Fibois (bio-sourced building materials), the Palladio Foundation (societal issues, affected communities, clients), Paris & Co (innovations in mobility, energy, design and creation of urban spaces).
CSR Executive Committee – Management Committee	Head of Human Resources	Social topics (talent development and retention, working conditions, health and safety, inclusion and diversity, training)
CSR Executive Committee – Management Committee	Head of Architecture and Landscape, Quality and Client Experience	Topics related to product quality, safety and guarantees, customer and supplier relations. Continuous improvement of internal processes.
CSR Executive Committee	Technical Director of Île-de-France	Sector expertise (construction and property development) and expertise related to construction techniques, materials, safety and combating undeclared work on construction sites.
The National Technical Committee (CTN)	All Technical Directors of the group.	Established in 2023, this committee monitors, reviews and approves the group's technical guidelines. For example, it monitors experiments with innovative materials and processes, carries out technical and regulatory monitoring in coordination with the legal teams and ensures feedback.
La Direction Technique Construction Bois	Head of Wood Construction	Created in 2023, this department facilitates the implementation and use of timber structures in some of the group's projects.
The weekly tender sales and innovation Unit Committee	Composed of 4 to 6 business experts involved in the development of urban projects.	Sharing of community expectations and innovative solutions identified and produced as part of competitions, consultations and calls for tenders for real estate projects initiated by institutional or public entities.
The Innovation Booster network	Composed of around 30 operational business heads	Business expertise: Development, Engineering, Design, Program, IT, Legal and Commercial. And products: logistics, offices, housing units

Several thematic focus groups or awareness workshops or training sessions can be held during the meetings of the various bodies, depending on the material issues identified (for example, a Fresque du Climat workshop with the Board of Directors and the Management Committee in 2023, a focus on construction waste and the circular economy, a focus on the paving and waterproofing of soil on the agenda of these bodies, etc.).

- Incentive to consider sustainability outcomes

In order to include the improvement of non-financial performance in the group's strategy, criteria related to sustainability are taken into account in the remuneration of the Chairman and CEO (member of the board of directors), but also in the remuneration of managers and employees.

Sustainability criteria embedded in incentive systems of administrative and management bodies

At the level of administrative and general management bodies:

The total remuneration of the Chairman of the Board of Directors and Chief Executive Officer of the Group is based on three components: fixed remuneration, variable remuneration (including an annual target portion and an annual deferred portion) and long-term remuneration. The target and long-term variable remunerations incorporate sustainability criteria described in the report included in sections 3.2.1 "Compensation policy for executive directors" and 3.2.2 "Elements of the remuneration of the Deputy CEO for the period from 6 May 2026, effective date of the Deputy CEO's appointment, to 30 November 2026" of this document (GOV-3 29)

For more details on the effective calculation of the remuneration for the financial year 2025, please refer to section 3.2.3. "Remuneration items paid to the Chairman and CEO General during the financial year ended 30 November 2025 or awarded for the same financial year".

- **Target annual variable remuneration:** this is made up of 30% qualitative criteria, including sustainability criteria, which are:

Description of the qualitative objective as defined by the Remuneration and Appointments Committee	Sustainability themes covered by the objective
"The management of the group's teams and the quality of social dialogue in the company"	Social theme linked to the group's workforce
"The continued deployment of the group's CSR policies (especially with regard to the group's CSR commitments and objectives described in Chapter 5 "Non-Financial Performance Statement")"	Environmental topics including the group's environmental targets. Social themes Relating to the group's workforce, employees in its value chain, client relations, suppliers and affected communities. Themes related to governance.
"Good risk management"	Themes related to corporate governance and strategy

- **Long Term Incentive (3 years):** integrates sustainability objectives for 70% as follows:

Period 2023 - 2025:

Description of the qualitative objective as defined by the Remuneration and Appointments Committee	Sustainability themes covered by the objective
"A general ESG criterion: using the Ethifinance ESG Ratings index, with the aim of ranking in the top 50 companies in the national classification of the aforementioned index each financial year (out of 230 companies in the Gaïa 2020 assessment)" "One specific criterion Environment: maintaining the A- score on the CDP index in 2025"	Theme related to environmental performance: including climate change mitigation, energy consumption, and transition plan themes. Social topics related to the group's workforce, related to the workforce across the value chain: including working conditions, social rights, well-being at work, and respect for human rights and governance. Governance-related themes
"A criterion linked to the results of the satisfaction survey conducted by BVA among individual clients, with the aim of obtaining a gradual rating per financial year as follows: • 68/100 in 2023; • 69/100 in 2024; • 70/100 by 2025.	Theme related to the satisfaction of end users and consumers.
"To maintain employee shareholding (through Artimus Participations, the company's employee share ownership plan and on an individual basis) at least at 10% of the Company's capital each year (excluding specific financial transactions)."	Social theme related to the group's workforce.

Period 2024 - 2026:

Description of the qualitative objective as defined by the Remuneration and Appointments Committee	Sustainability themes covered by the objective
"A general ESG criterion: using the Ethifinance ESG Ratings index, with the objective of maintaining, for each financial year, a ranking among the top 50 companies in the national classification of the aforementioned index (out of 230 companies in the Gaïa 2020 assessment)" "One specific criterion Environment: maintaining the A- rating in 2026 – on the CDP index"	Theme related to environmental performance: including climate change mitigation, energy consumption, and transition plan themes. Social topics related to the group's workforce, related to the workforce on the value chain: including working conditions, social rights, well-being at work and respect for human rights and governance. Governance-related themes
"A criterion linked to the results of the satisfaction survey conducted by BVA among individual clients, with the aim of obtaining a gradual rating per financial year as follows: • 69/100 in 2024; • 70/100 in 2025; • 70/100 by 2026.	Theme related to the satisfaction of end consumers and users.
"To maintain employee shareholding (through Artimus Participations, the company's employee share ownership plan and on an individual basis) at least at 10% of the Company's capital each year (excluding specific financial transactions)."	Social theme related to the group's workforce.

Sustainability criteria integrated into the remuneration of managers and executives

Comex members and Agency Managing Directors

The variable compensation of managers who are members of the Comex is approved by the Chairman and CEO and includes qualitative indicators related to:

- The quality of goods and services and customer satisfaction, through continued improvement of satisfaction surveys and NPS,
- Managing the carbon footprint and construction costs, relying in particular on the principles of eco-design,
- Energy efficiency in the office and for real estate projects (scopes 1, 2 and 3)

Other operational managers at the company

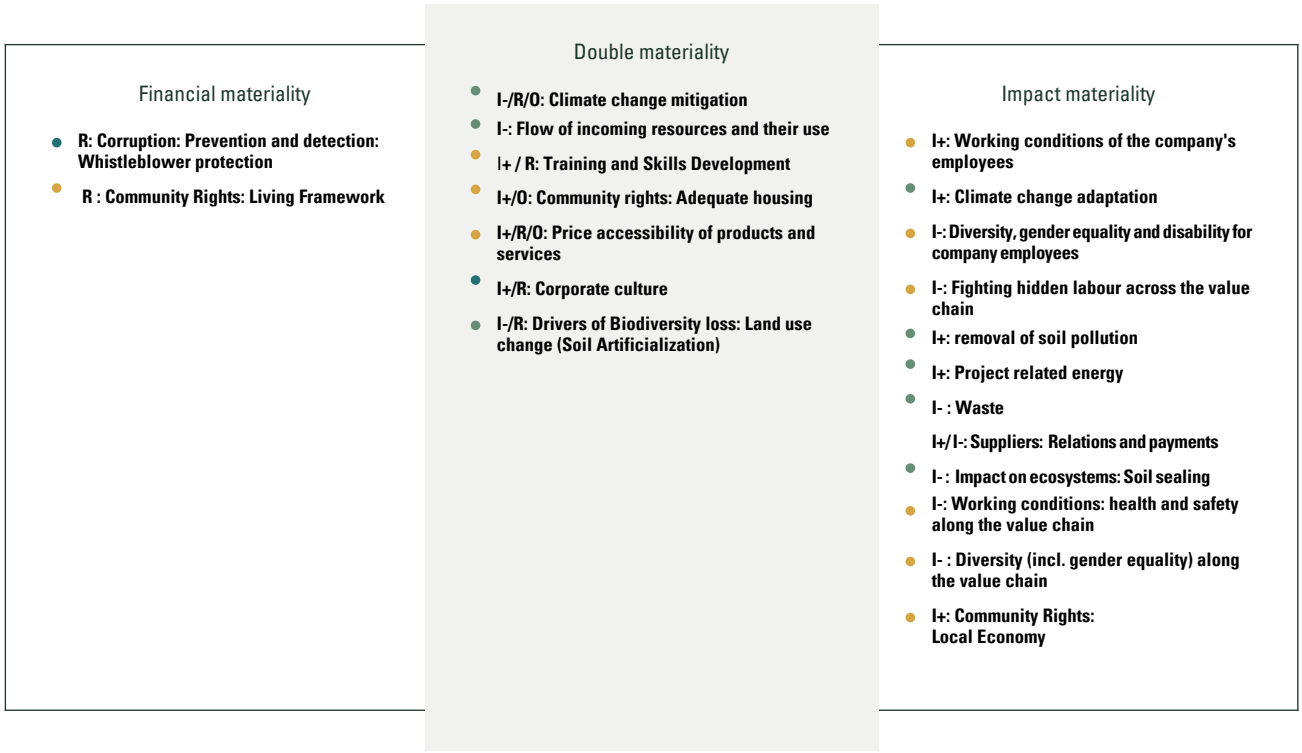
The variable remuneration of managers (technical departments, development, program) is approved by the Human Resources department and includes a qualitative indicator related to the proper consideration of operational actions regarding climate (replacement of fossil energy sources with low-carbon systems and low-carbon and renewable energies), water, biodiversity, circular economy, and pollution reduction.

5.1.6.3. IRO: Results of the double materiality analysis

The group conducted its 2025 double materiality analysis in accordance with the methodology developed in section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)».

For consistency, this exercise was carried out in parallel with the analysis of the group's major risks, presented in chapter 4 of this document. It should be noted that the issues of fighting corruption and influence peddling are also mapped and subject to a dedicated management system. Consistency between these two exercises is ensured through the involvement of the managers responsible for these issues in the double materiality analysis.

As part of its double materiality analysis, the group identified and reviewed 320 potential impacts, risks, and opportunities. Following this exercise, 30 of them were classified as material and 22 as limited materiality.



Material and limited materiality impacts, risks, and opportunities are defined and described in greater detail in the sections linked to the corresponding ESRS, as well as the policies, actions, and targets put in place in response.

The group applies the *Task Force on Climate-related Financial Disclosures* (TCFD) framework around the following four main topics: governance, strategy, risk management and metrics and targets.

5.1.6.4. Material impacts, risks, and opportunities, and their links to the group's strategy and business model (SBM-3)

The table below provides a brief description of the material impacts, risks, and opportunities resulting from the double materiality analysis. Detailed information on the current and expected impacts of impacts, risks, and opportunities is developed in the following sections with the policies, actions, and targets.

ESRS	Impact, material risks, opportunities (and position in business model)	Link with the group's strategy and business model
ESRS E1: Climate change	**Adaptation**: Positive impact from building climate resilient infrastructure (downstream value chain) **Mitigation**: Negative impact of GHG emissions from real estate projects (upstream, downstream value chain) Transition risk relating to the production capacity of projects with low carbon impact (upstream value chain) Opportunity related to expertise in low-carbon project design **Energy**: Positive impact from energy efficiency in buildings (downstream value chain)	**Development of a transition plan including:** • Reducing the carbon impact of products and increasing their energy efficiency, • Consideration of climate change in design to ensure production of adapted buildings.
ESRS E2: Pollution	**Soil pollution**: Positive impact from removing pollutants from soil in the group's real estate projects (upstream value chain)	**Development of a subsidiary for aménagement & territoires, one of whose main missions is the recycling of urban wasteland.** **Strengthening employees' skills in pollution management.**
ESRS E4: Biodiversity and Ecosystems	**Land use change:** Negative impact from land sealing due to the group's real estate projects, and risk from the scarcity of developable land in case of not compensating building rights within ZAN. (downstream value chain) **Soil sealing:** Negative impact from soil sealing in the context of the group's real estate projects. (downstream value chain)	**Limiting the artificialisation and sealing of soil through**: The Aménagement & Territoires subsidiary, one of whose main missions is the recycling of urban wasteland, Environmental policy and process aimed at taking into account biodiversity issues at the sites concerned.
ESRS E5: Resource efficiency and circular economy	**Resource input flux**: Negative impact related to the mobilization of resources for the production of new buildings and the extraction of raw materials that results from it. (upstream value chain) **Waste**: Negative impact from waste streams induced by the development of real estate projects. (downstream value chain)	**Development of a "Less is More" approach to reduce the amount of materials used and waste produced:** • Eco-design of real estate projects, • Renovation projects, approach to reuse and repurposing of materials and incorporation of recycled materials, • Development of a responsible purchasing policy and use of bio-sourced materials.
ESRS S1: Own Workforce	**Working conditions:** Positive impact on job security for the group's employees. (Own operations) **Diversity, incl. gender & disability:** Negative impact linked to workplace discrimination. (Own operations) **Training and Skills Development:** Positive impact on employee employability through training (Own Operations) The risk that the group's performance could be hampered by a skills gap among its workforce. (Own operations)	**Development of a social policy aiming to:** • Promote diversity, equality and inclusion in all its forms: gender equality, disability inclusion, cultural and social diversity. • Uncover and develop employees' potential and encourage the transfer of know-how, focusing on intergenerational skills transfer
ESRS S2: Value chain workers	**Labour Practices:** Negative impact on the upstream value chain, particularly in relation to health and safety on suppliers'worksites. **Diversity**: Negative impact from lack of diversity in value chain including designers and contractors. (upstream value chain) **Hidden labour**: Negative impact from the use of hidden labour on construction sites awarded to construction companies and their subcontractors. (upstream value chain)	**Establish a policy and contractual framework to:** • Ensure that regulatory and decent working conditions are considered and respected, especially in terms of health and safety on worksites, job security and respect for human rights
ESRS S3: Affected communities	**Affordable housing**: Positive impact from development of new housing units that meet societal needs and current demographics. Opportunity related to participation in resolving the housing crisis. (downstream value chain) Opportunity related to the development of new housing units in new markets **Effects on quality of life**: Risk linked to the acceptability of projects by local residents, which could lead to appeals or refusals of building permits. (upstream value chain)	Development of a rental housing offer adapted to specific needs (student, senior or intergenerational residences), as well as the creation of the KALILOG subsidiary dedicated to the production of social housing units. **Establishment of means of communication** with local residents and authorities (e.g. 'Empreinte Citoyenne' Collaboration, project mailbox etc.) and **application of the Green Worksite and Low Nuisance Charter.** **Development of regional footholds:** This enables knowledge of local players, which the group can call upon during construction

ESRS	Impact, material risks, opportunities (and position in business model)	Link with the group's strategy and business model
	Contribution to the local economy: Positive impact linked to the contribution to the economy of the territories. (upstream value chain)	projects, thus strengthening the local economy.
ESRS S4: Consumers and End Users	**Affordability of products sold:** Positive impact from development of housing units adapted to household resources and opportunity from development of new housing units in new markets, linked to the recovery from housing crises. (downstream value chain) Risk in the event of product development with standards or prices that do not meet the expectations and needs of households. (downstream value chain)	**Providing a better response to the need for affordable housing prices, particularly through:** Strengthen the group's client relationship with institutional investors operating in the affordable or social housing sector, in order to maintain the production of housing units over time subject to conditions of resources for buyers/tenants. The development of the KALILOG subsidiary, dedicated to the production of social housing units. Development of rental housing units adapted to specific needs (student, senior or intergenerational living)
ESRS G1: Business Conduct	**Business Culture**: Positive impact from the business culture in terms of ethics, compliance and transparency in business conduct that promotes sound business practices in the real estate and construction industry. At the same time, the lack of such a culture can expose the company to risks related to governance issues. (Own transactions) **Supplier relationship management**: Positive impact on supplier practices including through ethical screening. Negative impact on wellbeing of suppliers. (upstream value chain) **Corruption**: Risk linked to preventing and detecting corruption, especially along the value chain. (upstream and downstream value chain)	**Strengthening the corporate culture** through employee training and awareness. **Establishment of contractual frameworks** (including the Supplier Code of Ethics) to reinforce best practices, as well as the necessary controls to ensure proper compliance with regulatory obligations of suppliers. **Strengthening of payment management processes** in order to limit the risk of delays, especially with regard to small suppliers who may be dependent on the group. **Implementation of controls and processes** aiming to limit exposure to the risk of corruption, as well as alert systems available to employees.

• K&B Environmental Specifications & Procedures Manual

The CSR department and the group's technical departments have developed and distributed the Kaufman & Broad Environmental Specifications and Procedures Manual (K&B ESPM). In force since 2021 and updated in 2025 (version 6), this manual applies to all of the group's projects.

The K&B ESPM is integrated into the group's Responsible Management System, extends best environmental practices to the group's production and is subject to continuous improvement.

The latest additions concern:

- The drinking water sobriety of projects in water stress areas;
- Electric vehicle charging infrastructure.

Furthermore, the K&B ESPM applies to the entire group's production in line with its strategy. It covers several topics, as illustrated in the table below (non-exhaustive):

Thematic	Example of application
E1: Climate change mitigation	• Generalise the study of projects on a non-fossil energy vector. • Extend life cycle analysis to all projects to minimise the carbon footprint • Use concrete with a carbon footprint < 220 $kgCO_2eq/m^3$ • Standardise air tightness and thermal integrity tests for buildings (> 5,000 sq.m floor area) • Minimize use of metal cladding
E1: Climate change: adaptation	• Generalise the climate risk vulnerability study on project sites • Generalise light-coloured coatings for roofs and facades
E3: Water preservation	• Implement water-efficient fixtures in buildings (aligned with EU Taxonomy criteria) to reduce drinking water consumption • Scaling up water-efficient solutions for outdoor watering and maintenance (Target of reducing outdoor fresh water demand by 50% vs. a standard solution) • Generalise porous devices for outdoor parking
E4: Biodiversity and Ecosystem Protection	• Generalise green spaces throughout all projects, using species that are hypoallergenic and suitable • Generalise light pollution reduction devices • Detail the maintenance schedule for the green spaces • Forest & Bio-based Materials: Consistently use certified wood (PEFC / FSC) • Zero net tree felling on projects
E2: Pollution reduction	• Generalisation of the application of the K&B Green and Low Nuisances Construction Site Charter (during construction phase) • No use of products with a COV rating below A indoors
E5: Circular Economy	• Widespread use of land reuse on sites
S4: Comfort, safety and awareness of buyers and users	• Develop and systematically distribute a handbook raising awareness among buyers about sustainable property use, and raise awareness among property managers and condominium associations about the sustainable maintenance of green spaces • Encourage pedestrian travel in buildings • Conceive spaces taking remote work into consideration • Generalise a private outdoor space • Generalise the installation of a functional, equipped and secure bicycle room in all projects

5.2. Environmental information

5.2.1. Climate change (ESRS E1)

5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14)

The real estate sector has significant impacts and exposure to climate risks. It also plays a crucial role in the sustainable transition of the building industry, both in supporting the necessary transformations and in strengthening the resilience of the existing built environment.

The group has developed a transition plan explaining how it is adapting its strategy and business model to align its operations with the Low Carbon National Strategy in France and the Paris Agreements (transition to a business model compatible with limiting global warming to 1.5°C). This transition plan was reviewed by the CSR Subcommittee of the Management Committee and approved by the CSR Executive Committee and the Board of Directors (E1-1 16i). As part of this plan, the group has carried out an in-depth analysis of the impacts, risks and opportunities related to climate change, covering all of its economic activities and its value chain.

It should be noted that the group does not fall under the xclusion criteria for the EU Paris-aligned benchmarks, as it does not generate revenue from fossil fuels or weapons manufacturing and is fully compliant with the United Nations Global Compact. (E1-01 16g)

- Climate change impacts, risks and opportunities

The group carried out the following on all of its economic activities:

- An analysis of the risks and opportunities (both transition and physical) affecting its direct operations and value chain (business model resilience; E1. SBM-3 19b; E1.IRO-1 20c; E1.IRO-1 AR12a),
- A double materiality analysis (impacts, risks, and opportunities) of the climate issue, following the methodology described in section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1) » (E1.IRO-1 20a, E1.IRO-1 AR11a, E1.IRO-1 AR11b; E1.IRO-1 AR12b),

The group also follows the recommendations of the Task Force on Climate-related Financial Discolsures (TCFD) and has taken into account climate and environmental risks as part of the group's overall risk assessment (section 4.2. “Description of risk factors and associated control measures”), which is updated annually.

These analyses take into account:

- Regulatory, technological, market, reputational and liability risks of the group, and in particular the reinforcement of regulations related to the production of new or renovated real estate assets through:
  - The RE2020 environmental regulation for new real estate: This regulation presents challenges related to the ability to adapt techniques and practices for designing new buildings and renovating existing ones to reduce associated emissions, and on the ability to control the costs linked to the transition to these low-emission design methods. The RE2020 is the sectoral regulatory translation of the National Low-Carbon Strategy (SNBC) for new buildings. It sets progressive carbon performance thresholds over short, medium and long time horizons, consistent with carbon budgets aimed at alignment with international climate scenarios compatible with the Paris Agreement, in particular the +1.5°C scenario.
  - The regulation of the Energy Performance Certificate (EPC), which translates in France the European Directive on the Energy Performance of Buildings (EDEP), and also includes emissions criteria, leading to a change in client behaviour.
  - The opportunities linked to reduced resource consumption, change in energy source, resilience of assets or supply chains, development of new products, services and innovations, access to financing and reputation.
- The group's greenhouse gas (GHG) emissions, calculated using the methodology detailed in section "5.1.2.1. Choice and peculiarities of indicators", taking into account changes in land use in particular (E1.IRO-1 AR9)
- Chronic and acute climate hazards (E1.IRO-1 AR11a), as well as chronic and acute physical risks affecting its own operations, assets, and upstream and downstream value chain (E1.IRO-1 20b);
- Political dimensions (example: regulation of the environmental performance of buildings, land use and spatial planning policies, etc.), economic aspects (notably technical costs, sales prices), socio-cultural factors (expectations and needs of clients and cities), as well as technical and legal constraints;
- The IPCC scenarios for the evolution of greenhouse gas concentrations, in accordance with TCFD recommendations.
  - For mitigation challenges, the scenario used is SSP1-1.9 (enabling the identification and implementation of actions aligned with limiting global warming to 1.5°C, with global carbon neutrality around 2050 (E1.IRO-1 AR12c; E1-4 AR30c);
  - For adaptation and resilience issues, the scenarios used are SSP5-8.5 and SSP3-7.0 (very high emission scenarios leading to warming of around +4°C or more by 2100, with no additional climate action (E1.IRO-1 AR11d);
  - It is worth noting that the financial impacts linked to climate change are integrated by the group into the analysis and budgeting of operations, in line with these scenarios as indicated in Note 5.5 of Chapter 7 of this document.
- Socio-demographic, socio-cultural and environmental scenarios, including:
  - the SDES study "Housing Needs in 2030, 2040 and 2050", June 2025, taking into account changes in the number of households, the reduction of housing shortages, the contribution of secondary residences, vacant housing and the mobilisation of existing stock for primary residences, the contributions of renewal and transformation of the housing stock to housing needs;
  - ADEME's transition scenarios: "Prospective - Transition(s) 2050" and "Feuilleton Filières - New Construction" version 2024, developing four scenarios to lead France towards carbon neutrality in 2050 while integrating the challenges of biomass, irrigation water, air quality, waste management, and the quantity of materials for renovation or construction (E1. SBM3 AR7b; E1.IRO-1 21; E1.IRO-1 20c).
- The 2030 and 2050 time horizons for mitigation issues, based on the deadlines for national commitments made under the Paris Agreements; and the 2030, 2050 (temperature increase of +4°C) and 2090 time horizons for adaptation issues, taking into account both the specific characteristics of real estate development and its long lifespan exceeding a century (E1.IRO-1 AR11b); and the time horizons of the main climate tools and models (E1.SMB-3 AR7b).

The identified transition risks and opportunities are:

Analysis of transition risks and opportunities (E1.SBM-3 18)	Definition of the risk or opportunity in relation to the group's business	Type of risk or opportunity
Transition risks	**Material risk linked to a possible inability to design low-carbon products** This constraint is reflected in the evolution of design and construction standards and techniques, leading to: • Regulatory risk: linked to the already established carbon regulation for new buildings (RE2020 regulation, European NZEB directive). These regulatory thresholds could expose the group to a potential compliance risk. • Market risk: client demand for products aligned with the European taxonomy or corresponding to a regulatory carbon standard. • Technological risk: linked to the availability of lower-carbon materials and components in the supply chain, • Reputation risk: linked to the group's image through the environmental performance of its projects. The group has already largely integrated these changes with positive results, both upstream and downstream of its value chain (not taken into account in the risk assessment).	**Transition risk** Regulatory, market, reputational, technological
	Low materiality risk regarding the group's direct GHG emissions (in particular employee mobility - company cars) This risk is embodied by the impact of climate change on the group's direct activities. It would materialise, for example, through increased operating costs linked to regulations regarding: company cars; the energy performance of the offices occupied by the group (relocations or renovation costs), which could be passed on in rents.	**Transition Risk** regulatory
Physical risks	**Low materiality risk linked to the modification / reduction of new construction zones, or the reduction of planning permissions for real estate projects**. Climate change can reduce or complicate, in certain areas, the possibility of building and/or marketing new or renovated buildings: lack of drinking water, water stress, marine submersion zones, etc.	**Chronic physical risk**
	Physical risk of limited materiality linked to the exposure of the group's sites, where employees work, or the group's resources (particularly telecoms or internet networks), to possible climate vulnerabilities disrupting the functioning of the company. To assess this physical risk exposure, the group has carried out a climate risk analysis for all its occupied sites (branches, retail spaces). This study found no significant exposure.	**Acute physical risk**
	Limited materiality physical risk for group's reputation if it produces buildings that are not adapted to climate change (or that are experiencing an acute crisis), impacting the comfort or even safety of users.	**Acute physical risk**
	Limited materiality physical risk linked to the disruption of building sites for new or renovated buildings entrusted to suppliers, as well as their energy and water supply, due to the increasing number of extreme weather events (heatwaves leading to construction site interruptions, or even forest fires, floods, storms, etc.) extended worksite shutdowns, delivery delays, impacts on the group's margin.	**Acute physical risk**
	Low materiality opportunity linked to the development of real estate projects integrating climate change resilience factors. New projects and major renovations have greater potential to incorporate climate vulnerabilities by integrating resilient solutions tailored to the project design from the outset. This may also include office space occupied by the group.	**Transition opportunity** Development of new products and services and innovations
Transition opportunities	**Opportunity linked to the control of low-carbon property design** in relation to: • Reduced consumption of resources (Less is More design principle), • The change of energy source: switch to non-fossil energies, • The market, to meet the growing expectations of local communities and clients regarding environmental performance. • Reputation, for the same reasons, • Access to financing through sustainable production within the meaning of the European taxonomy.	**Transition opportunity** Related to reduced consumption of resources, change in energy source, market, development of new products, services and innovations; access to finance and reputation.
	Low materiality opportunity linked to the valuation of carbon storage for biosourced materials integrated into construction projects.	**Transition opportunity** Related to the development of new products, services, and innovations.
	Low materiality relevance of the group's ability to design energy-efficient products, both upstream and downstream. Strong positioning through a deep understanding of the evolution of design and construction standards and techniques, as well as business challenges.	**Transition opportunity** Related to the change in energy source.

These risks and opportunities have been incorporated into the group's double materiality analysis.

The material impacts, risks, and opportunities are as follows:

IRO	Theme Sub-Theme	Name and description (SBM-3 48a, 48b, 48ci, 48cii, 48 c iv)	Perimeter (SBM-3 48a)	Stakeholders involved	Time Horizon (SBM-3 48 ciii, E1.IRO-1 AR12a)
Positive impact	**Adaptation to climate change**	**Positive impact from building climate resilient buildings.** Participation in adapting the French real estate stock to climate change, through the production of new buildings that meet higher standards than those of the existing stock. Buildings incorporate climate risk resilience factors identified during the design phase (heatwaves, droughts, rising sea levels, etc.).	Upstream and downstream value chain	Clients and end users	Medium term
Negative impact	**Climate change mitigation**	**Negative impact from Scope 3 GHG emissions (real estate projects).** These project emissions over their lifecycle (Scope 3) account for 99.9% of the group's GHG emissions and include both: • The upstream of the value chain, with emissions linked to the construction and materials used for the creation of the facilities developed by the group. • The downstream of the value chain, corresponding to the carbon footprint of buildings throughout their operating life, including their energy consumption.	Upstream and downstream value chain	Suppliers (construction companies) Service providers	Short term
Risk		**Transition risk from a potential inability to design low-carbon products (upstream and downstream).** This constraint linked to the group's economic activity is embodied by the evolution of design and construction standards and techniques. The group has already largely integrated these changes with positive results, both upstream and downstream of its value chain.	Upstream, downstream value chain and own operations	Suppliers (construction companies) Service providers	Medium term
Opportunity		**Opportunity linked to expertise in low-carbon property project design in relation to:** • Reducing resource consumption (Less is More design principle, • The change of energy source: shift to non-fossil energy vectors, • To the market and to reputation, to meet the growing expectations of local communities and clients regarding environmental performance, • Access to finance, through "green" production within the meaning of the European taxonomy.	Upstream, downstream value chain and own operations	Suppliers (construction companies) Service providers	Medium term
Positive impact	**Energy**	**Positive impact from energy efficiency** The group has an impact through the production of energy-efficient buildings and the efficient and moderate consumption of energy for the operation of its sites.	Downstream value chain and own operations	Clients and end users Group offices and sites	Short term

The impacts, risks, and opportunities of limited materiality (non-material, but close to materiality thresholds) are as follows:

IRO	Theme Sub-Theme	Name and description	Périmètre	Stakeholders concerned	Time Horizon
Negative impact	**Climate change mitigation**	**Negative impact from the group's direct GHG emissions (Scope 1&2).** In particular, emissions related to energy consumed for employee mobility (company vehicles).	Own operations	Group employees	Short term
Risk	**Energy**	**Transition risk from a possible inability to design energy-efficient buildings** This risk is embodied by changes in building design and construction standards and techniques, regulations (EPC, tertiary decree, etc.) as well as commercial issues.	Downstream value chain and own operations	Clients and end users	Long term

The methodology for assessing potential impacts on the financial returns of economic activities exposed to transition risk is described in the section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)" (E1-9 AR72). Climate-related scenarios are also considered as part of the group's annual intangible asset impairment tests, as discussed in section 7.1. "Consolidated financial statements as at 30 November 2025", Note 5.5. (E1.IRO-1 AR15).

The material transition risk linked to an inability to design low-carbon impact products (upstream and downstream) relates to the group's economic activity associated with the production of new buildings (representing 98.6% of revenue reported in section 7.1. "Consolidated financial statements as at 30 November 2025") and not to its assets or liabilities. The group has not identified any revenue from clients with operations in coal, oil or gas (E1-9 67; E1-9 AR73a; E1-9 67d; E1-9 67e; E1-9 68b; E1.IRO-1 AR12d).

• Climate change mitigation policies (E1-2 24; E1.SBM-3 AR8b)

Kaufman & Broad's climate change mitigation policy has been adopted and is overseen by the CSR Executive Committee, under the supervision of the CSR Committee of the Board of Directors, with the support of the National Technical Committee (CTN) and the use of the K&B Environmental Specifications and Procedures Manual (MSPE). This policy is a response to the impacts, risks and opportunities identified following the analysis described in section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)». This policy therefore aims to mitigate the impact of GHG emissions from the construction and use of buildings, while strengthening the group's ability to produce high-performance buildings. To achieve this, the group's approach is to measure direct and indirect GHG emissions to refine its analysis, define public commitments aligned with the Paris Agreements, and implement actions to reduce its emissions (MDR-P 65a) based on:

The transition to low-carbon and renewable energy sources

The group's policy is to work on low-carbon energy sources, which can also mobilise renewable energies.

Strengthening energy performance

The group's policy is to carry out very energy-efficient operations for their use (heating, domestic hot water).

Eco-design and frugality

The group's policy is to mobilise eco-design and frugal design levers upstream, from the very first stages of operations design.

Responsible purchasing and supplier referencing

The group's responsible procurement policy is based on sourcing and prescribing materials that are economically efficient, high quality and environmentally friendly (with environmental data), taking into account the cost/carbon analysis of materials used and low-carbon, bio-sourced material and component supply chains, as well as reuse.

With respect to own operations, the group policy includes:

- **Energy sobriety policy** : reduce energy consumption for mobility and sites;
- **Sustainable mobility policy:** optimise travel, favour low or non-carbon modes,
- **Energy efficiency policy** : Prioritising energy-efficient buildings and vehicles or modes of transport,
- **Energy transition policy** : favouring non-fossil fuels,
- **Renewable energy policy:** prioritise the use of low-carbon and renewable energy, for example by using guarantees of origin where possible.

The mitigation policy applies to all locations, activities and employees of the group, with no special exclusions (MDR-P 65c). The policy is accessible to all employees on the company's internal website.

Continuous dialogue with our stakeholders, as described in the section "5.1.6.1. The group's business model (SBM-1): Modalities of exchange with stakeholders" guarantees that their issues are taken into account when defining the group's policy. The policy involves, among others, the group's suppliers in terms of building design as well as construction companies. The group influences them through environmental and social criteria integrated upstream, in the design phase, and then when awarding construction contracts to suppliers. The requirement to comply with all environmental and social regulations is applicable through the K&B Supplier Code of Ethics, the guidelines and objectives defined by Kaufman & Broad are also reiterated in the contractual clauses (E1-4 AR30c; E1.MDR-P 65e).

When the involvement of the group's value chain actors is necessary for the implementation of the policy, the group communicates its expectations, particularly through contractual documents (charters, contracts, etc.) (E1.MDR-P 65e).

This policy covers the themes of climate change mitigation, energy efficiency, use of renewable energies, employee training, stakeholder awareness and the design of low-carbon property products and projects. (E1-2 25). In terms of scope, this policy covers climate issues related to the group's own operations as well as its upstream and downstream value chain (E1.MDR-P 65b).

Group's organisation in response to climate challenges

The group has established a structured governance system aimed at fully integrating environmental issues (particularly those related to mitigating climate change and adapting to its effects) at all decision-making levels:

- Responsibility at the Board level: a CSR Comitee consisting of at least three members of the Board of Directors ensures that climate issues are integrated into the group's overall strategy. It monitors changes to climate-related strategic directions, objectives and action plans, and submits recommendations to the Board of Directors for approval. Example: This committee reviewed the group's GHG reduction targets, which were then submitted and validated by the board, and subsequently by the SBTi.
- Responsibility at the Executive Committee level: The CSR Executive Committee, composed of five members of the Management Committee, is responsible for defining and implementing the group's strategic actions in the field of Corporate Social Responsibility (CSR), particularly regarding the climate.
- Creation of a National Technical Committee: Since 2023, the group has established a National Technical Committee, composed of experienced technical directors from several regions. It is overseen by the Director of Quality, Architecture and Client Experience, as well as the Director of CSR Innovation. The role of this committee is to evaluate and make technical decisions regarding the materials, construction methods, components and technical processes used by the group:
  - It monitors the testing and roll-out of new technical solutions that better address environmental and climate issues.
  - It approves updates to the Environmental Specifications and Procedures Manual, which serves as an internal reference for the design of sustainable real estate programmes.
- Creation of a Wood Construction Technical Department: since 2023, this department aims to strengthen the integration of timber construction methods, in line with the group's low-carbon strategy.

For more information, please refer to section 5.1.6.2. Role of group governance in managing sustainability and innovation issues" in this document.

Incentives for administrative, executive, and management bodies for climate performance (E1.GOV-3 13)

To ensure employees are aligned with its climate targets, the group has integrated environmental criteria into its remuneration mechanisms, as outlined in section " 5.1.6.2. Role of group governance in managing sustainability and innovation challenges : Incentive for consideration of sustainability outcomes.

- GHG emissions reduction targets (E1-4 33)

Main medium- and long-term targets and objectives (ESRS 2 MDR-T 80a to 80j)

The Kaufman & Broad group's transition plan defines GHG emission reduction targets based on assumptions about changes in the regulatory, socio-economic, and climate context, as discussed in section "5.2.1.1. Transition Plan for Climate Change Mitigation (E1-1 14): Climate-related impacts, risks, and opportunities" (E1-4 34e). These targets are validated by the Science Based Targets initiative (SBTi) (E1-4 AR27).

In 2022, the group had its first commitment validated with the SBTi on a "Well Below 2°C" decarbonisation trajectory. In February 2025, this public decarbonisation commitment was strengthened and validated by the same entity on a more ambitious cross-sectoral 1.5°C trajectory. The group has chosen this trajectory in line with sectoral challenges and the SNBC, possible future changes to regulations as well as with best practices identified and expectations of its stakeholders. Public targets rely on gross emission reduction factors in absolute terms. These objectives are stated as follows (E1-1 16a; E1-3 29b; E1-4 34a; E1-4 34b; E1-4 34e AR26):

- Reduce Scope 1 and 2 GHG emissions by 46.2% by 2030 relative to 2019 baseline.
- Reduce by 46.2% the scope 3 GHG emissions from goods and services purchased, use and end-of-life of products sold for housing and offices by 2030 relative to 2019 baseline year.

The scope of these targets includes emissions and removals linked to land use change and bioenergy. In order to track the group's progress towards achieving its target for scope 1 and 2, the scope 2 emissions used are those recorded using the location-based method (E1-4 AR24).

Additional mid to long-term targets and objectives:

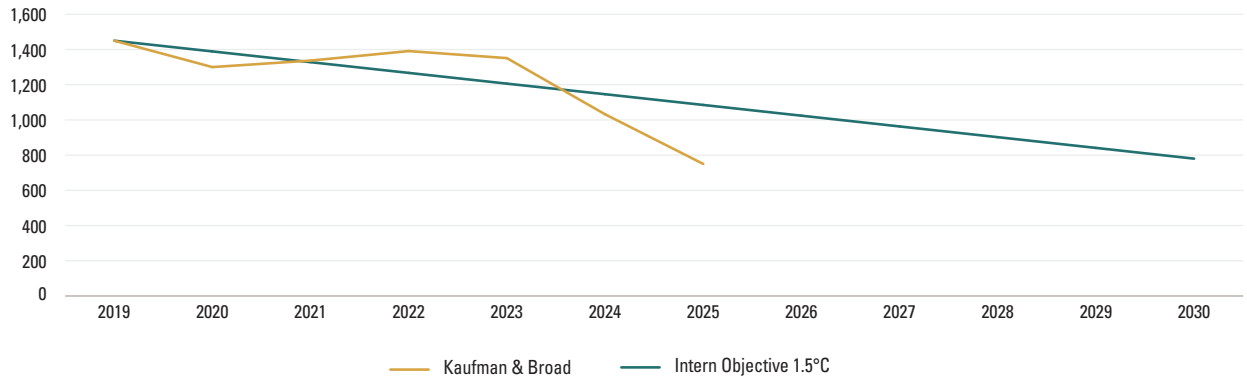
In addition to the SBTi targets, the group has set a target to reduce its scope 3 emissions per unit of carbon to smooth out annual variations in production. This target falls within the same scope and is based on the same methodology as the Scope 3 target validated by the SBTi (E1-4 AR27):

- Reduce Scope 3 GHG emissions from goods and services purchased, use and end-of-life of products sold, per square meter sold and delivered, for housing and offices by 46.2% by 2030 relative to the baseline year 2019 (E1-4 34a AR23).

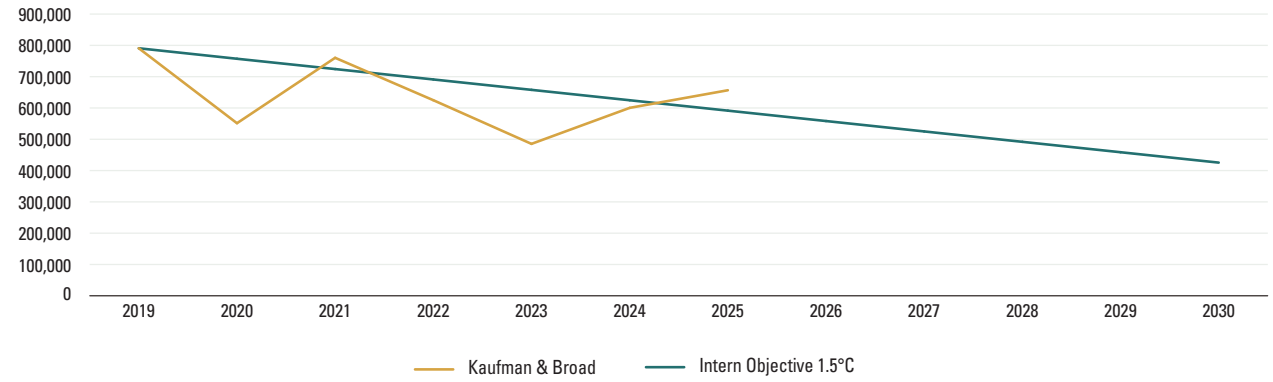
The group aims to extend its decarbonisation trajectory beyond 2030 by targeting, on the one hand, a reduction in absolute GHG emissions from scopes 1, 2 and 3 between 2019 and 2050 of around 75% to 90% (this threshold would then correspond to a Net-Zero 2050 trajectory); and on the other hand, the sequestration of residual emissions on the group's value chain (biosourced materials and carbon absorption in building materials).

These ambitions are based on forward-looking scenarios and assumptions about the decarbonisation of the group's value chain. The achievement of objectives depends on the realisation of these assumptions.

1.5 ° C aligned commitment, validated by SBTi: *Reduce Scope 1 and 2 GHG emissions by 46.2 %*



SBTi validated commitment: *Reduce Scope 3 GHG emissions by 46.2 %*



Progress of the transition plan for FY 2025 (E1-1 16j)

For its complementary carbon intensity target, the group notes:

- A reduction in GHG emissions of 0.164 TCO2 eq/m² on delivered projects, i.e., 9.11% compared to 2019 : 24% of operations delivered in 2025 have life cycle analyses to define precise carbon performance. Among these, 17% are aligned with the "RE 2020" standard, implying a decarbonisation effort.
- A reduction in GHG emissions of around 44% for projects launched in 2025 compared to 2019. These projects will be delivered within 2 to 3 years, in line with this 2030 additionnal target. All projects initiated in 2025 exceed national standards. Projects started in 2025 are, on average, about 48% above the national standard.

Scope and methodological details of mitigation targets (E1-4 34a; E1-4 34b; E1-4 34c):

The targets for scopes 1 & 2 cover 100% of these scopes in the reference year and subsequent years.

The scope of objectives related to scope 3 includes, on the one hand, the construction phase which is included in the purchases of goods and services (the construction of projects being a service that the group buys from specialized companies), and on the other hand, the use and end-of-life phases of the products sold (included in the life cycle analysis of the building components). All greenhouse gases taken into account by the Bilan Carbone method are included in the GHG reduction targets (E1-4 AR24).

In terms of product types, scope 3 targets include residential and commercial projects, and exclude logistics (as per SBTi methodology) due to its year-on-year variability. Historically, the volumes of housing and office projects have been stable and constitute a large part of the company's delivered space, unlike logistics projects, which are produced at a variable frequency and in relatively large volumes in square meters, per project. This exclusion helps to maintain comparability and a clear view of the evolution of the impact of the core of the group's business.

The reference year 2019 was chosen in 2021. 2020 was excluded due to its lack of representativeness linked to the COVID crisis (abnormal office occupancy and mobility-related emissions, production disruptions, etc.) (E1-4 AR25a).

GHG emissions monitoring, compared to the baseline year 2019, for SBTi validated targets **(E1-4 34a; E1-4 34b)**:

GHG emission scopes *(TCO2e.)*	**Emissions in 2019 (base year) (E1-4 34c)**	**Target Coverage relative to total Scope (base year)**	**2030 target in gross emissions (year of target)**	**Emissions in 2025 (reporting year)**	**Coverage rate of targets relative to total Scope (2025)**	**Emissions reduction achieved in 2025 (reporting year) (E1-3 29b)**	**Percentage reduction in emissions expected over the financial year (E1-3 29b)**	**Percentage reduction in emissions compared to the reference year**
Scope 1	1 380	100%	742	701	100%	- 679	-25%	**-49%**
Scope 2 *(location-based method)* (E1-4 34b AR24)	70	100%	38	49	100%	- 21	-25%	-30%
Scope 3	790 736	77%	425 416	674 628	97%	- 116 108	-25%	-15%
Total Scopes 1, 2, 3	**792 186**	**77%**	**426 196**	**675 378**	**97%**	**- 116 808**	**-25%**	**-15%**

Other objectives:

Regarding its logistics activity, Concerto, the logistics subsidiary of Kaufman & Broad, has committed, through the Mutual Commitment Charter between the State and Afilog members (logistics real estate actors for the environmental and economic performance of French logistics real estate), to:

- Have all of its new property projects are evolving towards carbon neutrality by 2040. In order to improve the carbon measurement of this specific asset class, the members of the charter have committed to define a reference framework for calculating and evaluating the GHG emissions of warehouses, based on the Life Cycle Analysis methodology;
- Dedicate, on average across all permits filed, 50% of useful rooftop space to photovoltaic electricity generation

- ## Decarbonisation action levers to reach scope 3 GHG reduction targets (E1-1 16b; E1-4 AR30; E1-3 28; E1-3 29a)

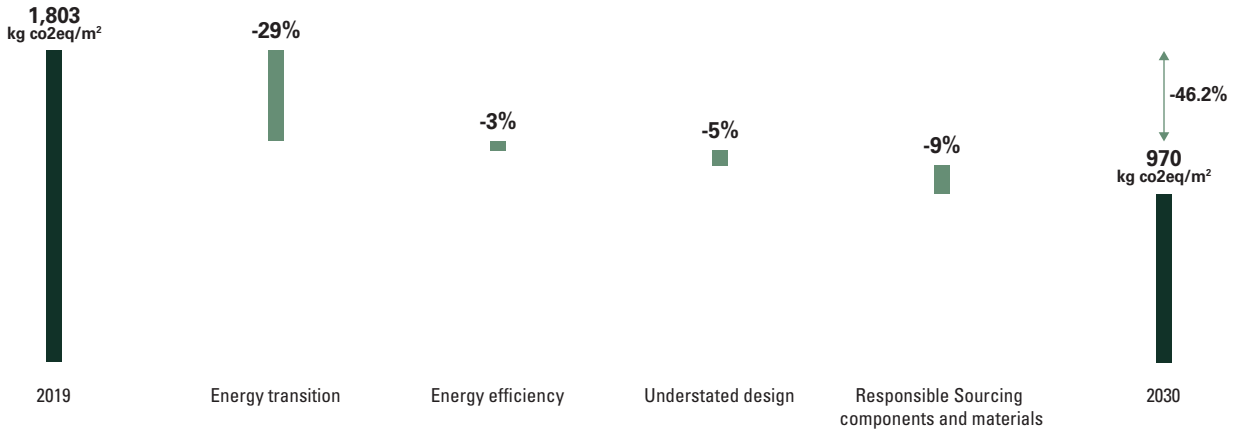
The 2020 – 2030 action plan for reducing Scope 3 GHG emissions, led by the CSR Executive Committee, highlights the following decarbonisation levers:

- Buildings energy transition outputs: fossil fuel free new buildings (heat pumps, geothermal and other RES systems replacing gas boilers).
- Improvement in the energy performance of buildings (Bbio, reduction in heating consumption),
- Decarbonising the construction phase by:
- Efficient design implementing principles of simplicity and "Less is More", optimising the amount of materials used to create the liveable and useful space;

A responsible purchasing policy, based on the sourcing and prescription of high-performance materials (with environmental data), cost/carbon analyses of materials used, consideration of low-carbon and bio-sourced supply chains, as well as reuse.

The chart below shows the levers of decarbonisation and their estimated indicative contribution in achieving GHG emission reduction targets (E1-4 34f):

Main decarbonisation levers to reach K&B 2030 target



The group has begun a strategic reflection for the 2030-2050 period regarding the extension of emissions reductions, which may move towards a carbon neutral outlook. The main decarbonisation levers identified are:

- The extension of the actions initiated under the 2020-2030 plan, which will result in deliveries of surfaces designed within this framework by 2035 (including energy transition and responsible procurement).
- Increased use of local renewable energies (for example, through the use of photovoltaic solar power, which can produce enough energy to meet the energy consumption required to operate heat pumps), to move towards operating carbon neutrality,
- Using the circular economy for the construction industry, reuse allowing the carbon weight of certain components to be neutralised (false floors, false ceilings, fixtures, bricks, etc.) and recycling significantly reducing the impact of other elements (mineral and plastic insulation, floor coverings, plasterboard, mineral fractions, etc.).
- Continuous improvement in production processes and the logistics of materials suppliers, which can enhance carbon sequestration in the component production cycle (biogenic storage of biosources, use of circular economy waste/resource channels), thus enabling the production of components with a negative carbon footprint for the building.

Decarbonisation lever 1: Energy Transition of real estate projects

Low-carbon and renewable energy vectors

The group's policy is to work on low-carbon energy vectors, mobilising renewable energies and enabling better energy and environmental performance of its facilities by reducing the use of fossil fuels. This lever is managed by the CSR Comex, with the support of the National Technical Committee.

Actions :

While production in the 2010s was based overwhelmingly on fossil (gas) vectors, the group chose, in 2023, to systematically study a non-fossil, low-carbon energy vector for new projects, as part of the application of the provisions of the Environmental Specifications and Procedures Manual (guidelines created by the group and applicable to all design programs).

The energy production of the operations initiated is now mostly ensured by air-to-water or air-to-air heat pumps, geothermal energy, photovoltaic or solar thermal panels, connection to virtuous heat networks, and possibly even the use of biomass. In a cost containment strategy, the group may consider implementing these solutions by involving a third-party investor once the project size allows, especially for geothermal, photovoltaic, or biomass systems.

This paradigm shift in how we think about buildings requires a sharing of knowledge across the entire territory. To encourage knowledge sharing, the group has trained its teams on the challenges of energy transition in production, reviewed suppliers of thermodynamic systems, and monitors technological advances and feedback within the framework of the National Technical Committee.

Targets:

- 85% of surfaces initiated 2025 are predominantly non-fossil: reached in 2025 (85.3%)
- 90% of the surfaces initiated in 2028 are predominantly non-fossil,
- 100% of the areas initiated in 2031 are predominantly non-fossil,

Examples:

A7/A8 Austerlitz

The group is building the A7/A8 project, totaling 128,500 sqm of floor space in the Austerlitz station area in Paris.

The project will include Paris' largest private rooftop solar installation, featuring 3,400 square meters of solar panels.

Plateforme Montbartier

The potential of logistics platforms in this area is also being leveraged, with systematic analysis of photovoltaic solar potential, such as the Montbartier platform, which has a silver-level LEED certification and includes a 6,600 sq.m. photovoltaic roof, with annual production fed back into the grid. The building thus produces more energy than it consumes.

Etienne Miège - Marseille

The group delivered several mass housing programs equipped with dual-service heat pumps (heating and domestic hot water) in 2025, an alternative low-carbon technology to fossil fuels, such as the Etienne Miège project (70 housing units) in Marseille.

Decarbonisation lever 2: Energy performance improvement

The group has significantly increased the energy efficiency of its projects and is building surfaces that consume very little energy during use. The 2025 financial year saw an increase in the proportion of transactions modelled according to the RE2020 framework, both within production and among delivered transactions. These projects correspond to a higher level of performance than the RT2012 level in terms of energy consumption per sq.m (around RT-20% for collective housing units; source IFPEB) and illustrate the group's commitment to exceeding the best new building standards. This lever is managed by the CSR Comex, with the support of the National Technical Committee.

Actions :

- Improving building envelope performance: projects all exceed the Bbio indicator (reduced by around 30% compared to the previous RT level), leading to the strengthening of bioclimatic design principles (air tightness, building orientation, passive solar gains, nature-based solutions, insulation, compactness, etc.) to limit heating consumption in particular;
- The reduction of primary energy consumption, particularly through an outperformance of the CEP indicator, achieved by all projects, taking into account heating, cooling (air conditioning), production of domestic hot water, lighting, ventilation and distribution auxiliaries, lifts, circulation and parking lights for collective buildings. The regulatory limit is 75 kWhep/m².year in a detached house and 85 kWhep/m².year in multi-family housing (corresponding to a performance increase of 15-20% compared to RT2012 transactions);
- The use of renewable energies, particularly through outperformance on the CEPNR indicator. The threshold is 55 kWhep/m².year in a detached house and 70 kWhep/m².year in collective housing, resulting in significant use of renewable energy in projects initiated by the group. On average, projects launched during the year have a primary non-renewable energy consumption of 69 kWh/m².year.

The compliance of each of the group's operations with these criteria is assessed by an independent research firm.

In addition, the group raises awareness among its clients of the impact of their compliance with current standards:

- The energy performance diagnosis (EPD) is systematically highlighted to all clients. It helps identify the energy and carbon performance of housing units and commercial space in use, and thus provides an ecological classification, contributing to the market value of the property.
- Logistics platforms, like offices, come with building management technology (BMT), which enables monitoring of consumption and optimisation of possible losses.
- Kaufman & Broad highlighted on its website the ADEME carbon calculator, allowing prospects to simulate their carbon footprint, particularly through their future use of a building that is energy-efficient and low in greenhouse gas emissions.
- A Kaufman & Broad property guide is given to clients on delivery. It presents the environmental and technical characteristics of the building and the housing, as well as the best practices to adopt on a daily basis so that the use and maintenance of the property are carried out safely, sustainably and efficiently.

Target:

Average Primary Energy consumption below 80 kWhPE/m².year for housing projects started during the year.

Outcome: 2025 average primary energy consumption: 69 kWhPE/m².year.

69 kWhPE/m²/year
Average primary energy consumption in 2025

In 2025, RE2020 performance projects accounted for 89% of surfaces started on site (deliveries within a timeframe of around 2 to 3 years) and all of them meet consumption levels below the maximum levels of the national regulatory standard.

Target: average non-renewable primary energy consumption of less than 65 kWhPE/m².year. (for housing projects and according to the RE2020 regulatory method)

Outcome: Non-Renewable Primary Energy Consumption in 2025: 61 kWhPE / m².year.

61 kWhPE/m²/year
Non-Renewable Primary Energy Consumption in 2025

Decarbonisation lever 3: Eco-design and Frugality

Aware of the scarcity of certain resources, the group is developing its expertise in resource-efficient buildings: avoiding or reducing the use of materials and resources is an environmentally friendly and cost-effective solution. Applying frugal design principles in the design phase optimises the amount of material used to produce the living or useful area. This involves working on the building's compactness, the design of facades, the quality of floor plans, optimising the number of parking spaces, and the performance of the parking and floor plans in terms of efficiency, integrating bicycle storage and technical rooms, as well as properly programming surfaces and types, particularly to encourage usage intensity. Finally, ongoing reflection on the ergonomics of housing and their layout could contribute to changes in compactness or usage intensity, in connection with an improvement in the quality of use. This lever is managed by the CSR Executive Committee, with the support of the National Technical Committee and the National Programme Committee.

Actions :

The company's culture of quality planning is maintained and developed, particularly by:

- Employee training: development teams to ensure frugal principles are considered from the outset in feasibility studies, and programme teams and technical designers for later design phases;
- Sharing precise design objectives from the initial sketch phases;
- The presence of an internal department responsible for the quality of architectural and landscape design, which can be involved in all projects;
- The formalisation of an architectural and landscaping design guide to raise awareness among architects and project managers about this issue.

Major building renovation is also part of the low-impact living approach insofar as it allows, in certain configurations, to retain the existing structure if it is suitable for the production of an efficient new building with few major modifications. The study of options for major renovations of existing buildings is systematically carried out, and teams are trained in the structuring of this type of project.

Optimisation of parking spaces and mobility solutions

The optimisation of the number of parking spaces in operations is systematically studied through the development of partnerships to offer complementary - or even alternative - solutions to the practice of individual car use, reflecting the "Mobility as a Service" approach. Some of these solutions also encourage physical activity and sports for occupants:

Improving access to public transport	Systematically describe the location of programmes in urban or suburban areas with regard to access to public transport for users, to implement, where necessary, a regulatory limit on the number of parking spaces to be built.
Shared and overabundant parking	Potentially offer parking spaces to buyers as a right of use, moving from an ownership economy to a sharing economy among different users, in mixed urban projects.
Quality of bike parking, e-bikes and shared e-bikes	Offering an alternative, environmentally-friendly solution by including parking for bikes and e-bikes for users. Offering a self-service, shared e-bike service for users. For its new developments, the group systematically plans at least one bicycle parking space for each unit (two spaces starting in Q3) in a covered, secure, and well-lit area.
Electric and shared cars	Kaufman & Broad routinely integrates a shared electric vehicle solution into select projects and systematically equips its infrastructure buildings with dedicated electric vehicle charging.

Example: The group delivered an operation in Martigues in 2025, including a self-service electric vehicle car-sharing service, offering a complement or even an alternative to the single-occupancy car.

Additionally, Kaufman & Broad is developing a strategy based on the quality of the project location, particularly with regard to the mobility challenges of future users. Mobility is, in fact, the leading source of CO2e emissions for users according to the average individual carbon footprint of a French person. Kaufman & Broad therefore mainly develops its business in urban and suburban areas with public transport links. The group systematically assesses the indicators of Pedestrian Potential and Cyclable Potential around the land of all projects.

100 %
Non residential programs* within 1km of public transport.

94 %
housing programs started* in an urban area**.

* *Programs for which technical progress was made during the financial year.*
** *Classification via INSEE 2020 referencing.*

Decarbonisation lever 4: Responsible procurement and low-carbon, bio-sourced and recycled materials

A new or renovated building has around 100 to 150 components across the various construction packages (infrastructure and foundation, superstructure, facade, floor coverings, electricity, plumbing, etc.). Environmental performance needs to be addressed by component family. Within each family, the traditional benchmark/performance must also take into account the environmental performance to determine the best cost/performance/environmental correlations. This approach is based on the publication by suppliers of an assessment of the carbon weight of each component based on regulatory and standardised LCA (Life Cycle Assessment), through the FDES (Environmental and Health Declaration Form) of the PEP (climate or electrical engineering equipment), or, failing that, by a Default Environmental Data (DED) simulating the LCA with conservative assumptions. Conducting a procurement policy with suppliers aimed at using components with environmental data greatly contributes to the LCA performance of the building and highlights the efforts of the upstream value chain to decarbonise the building's elements. This lever is managed by the CSR Executive Committee, with the support of the Responsible Procurement department and the National Technical Committee.

Actions :

The group has generalised the creation of a comprehensive LCA for each project, by an independent study bureau.

Each project has to meet a CO_2 emission target for the construction phase, which forces trade-offs in design choices.

The group has implemented a responsible purchasing strategy: leveraging this decarbonisation opportunity also involves a supplier referencing policy and the use of virtuous components. Regarding structural components, active monitoring of suppliers' process and technology developments also helps to anticipate changes in the environmental performance of components. For the second project, the group also keeps up to date a review of the carbon indices of all the components of the interior services presented in the ranges and client showrooms, based on the LCA and FDES. In 2024, the responsible procurement department Kaufman & Broad has systematised the need for component and equipment suppliers (second-tier suppliers) to provide environmental and health data including LCA for all components included in the group's service ranges.

The group has trained its teams to work with end clients in order to raise awareness of the carbon impact of the different choices for interior services.

Several material families illustrate the development of components that contribute to the climate transition in the building sector:

1. Low-carbon materials (including low-carbon concrete)

The widespread use of LCA, aimed at finding the most efficient configuration for its buildings through the choice of materials, encourages the use of low-carbon components. The group is therefore in a position to prescribe and value components from suppliers that comply with innovative, lower-carbon industrial flows. This could be linked to changes in the formulation of components (e.g., taking the circular economy into account), the electrification of processes, or even improvements in suppliers' supply chains.

In this context, the group can, for example, use low-carbon concrete. The carbon impact of a concrete mix depends mainly on the proportion of clinker in the cement used and its dosage. The goal is to minimize the amount of clinker used by replacing it with substitutes (high-temperature dairy by-products, steel industry waste, etc.).

Actions :

- Actively monitor eco-design and low-carbon materials, particularly by supporting organisations working towards the decarbonisation of the property sector. By contributing to a better understanding of the carbon methodology and raising awareness within the sector, Kaufman & Broad is actively involved in the transition towards more energy-efficient practices and low-carbon materials. This participation also allows Kaufman & Broad to gradually integrate industry advancements into the overall reduction of the carbon footprint of buildings and to contribute to reducing GHG emissions in connection with the group's value chain.
  - Kaufman & Broad supports the Low-Carbon Specifiers Hub of the French Institute for Building Performance (IFPEB). The institute was able to produce sectoral and foresight analyses, including "Biobased Materials", "Material Carbon Cost Equation" and "Low-Carbon Concrete", "Low-Carbon Renovations", a review and foresight work on life cycle analyses for residential and office buildings, as well as an analysis of the carbon savings from reused materials.
  - Kaufman & Broad has been a member of the Building and Construction Carbon Reduction Association (BBCA) since 2015. The association has contributed to the development of Life Cycle Assessment (LCA) methodologies for new buildings and launched a label for constructions and buildings in operation with a reduced carbon footprint.
- Train and raise awareness among technical teams: this methodology was the subject of innovation building blocks disseminated internally (Low-Carbon Construction and Low-Carbon Concrete), an "Info-Carbone K&B" sheet dedicated to facade materials, workshops bringing together technical departments and responsible purchasing services, and the promotion of good carbon practices.
- Establishing an environmental standard: Since 2021, the MSPE or Kaufman & Broad Environmental Specification Manual has prohibited inefficient choices through two concrete measures: limiting the use of metal cladding and not using cement with a carbon weight exceeding 220 kgCO2e/m3 in superstructure on all new projects.

Example: The Lagord Plan

In 2024, Kaufman & Broad delivered to Lagord, near the city centre of La Rochelle, a project of 36 housing units across 2,500 sq.m GIA. This residence in the heart of an island district has achieved E3C2 environmental performance, thanks in particular to the use of low-carbon concrete in addition to eco-design principles.

2. Bio-sourced materials and the use of wood

Kaufman & Broad is driving the use of bio-based materials in construction in a sustainable way. The group is therefore incorporating an increasing proportion of bio-sourced materials into its production, both to meet and anticipate regulatory changes and to make progress on its carbon trajectory. The performance of these materials is linked to biogenic carbon storage. Within bio-based materials, the wood segment is particularly justified by end-of-life cycles that favour the continued sequestration of carbon. Some components that store a lot of carbon, do not release it at the end of their life cycle and may come from the circular economy (wood waste) can justify a negative carbon footprint, which is an interesting universe of components with a view to achieving neutrality by 2050.

- For 100% of production, the amount of biosourced materials integrated into the base is estimated at an average of around 9 kg/m²;
- Many transactions incorporate a more significant proportion of bio-sourced materials, both in the building structure and secondary building elements.

Actions :

Creation of a Timber Construction Technical Department in 2023. The mission of this department is to support the group's teams on biosourced and wood design projects, from development to delivery. Timber frame construction enables the creation of multi-family housing projects with significant time savings on the construction site, but also with less disturbance and a carbon footprint that meets the RE 2028 and RE 2031 standards, as well as the "Biosourced" and "BBCA" labels.

Kaufman & Broad requires that all bio-sourced materials used in its projects have environmental certification (including PEFC[1], FSC[2]), compliance with the Zero Deforestation directive, and that the quantities used are assessed as part of the LCA of the project. This action is deployed in 100% of the operations developed by the group upstream of its value chain.

Kaufman and Broad support and are involved with organizations that promote technical innovation to increase the use of bio-based materials in building construction. The group has thus:

- Supported the creation and realisation of Woodrise Congresses, dedicated to mid-rise and high-rise timber buildings, enabling an international benchmark and feedback on timber construction. The group also signed the "Woodrise Paper" in 2017 and took advantage of the last edition of the international fair to inaugurate the construction site of the Tour Silva, with a structure mainly made of wood (delivery in 2026);
- Renewed in 2025, a national partnership with the FiBois association, bringing together the 12 regional interprofessional bodies of the forestry and wood sector. This collaboration allows for the sharing of knowledge and innovations, and provides access to a network of partners, with the aim of ensuring the success of projects and collaborating more effectively with all local stakeholders towards a common goal: promoting the implementation of lower-carbon construction methods.

(1) The PEFC label guarantees that the wood used to manufacture the products purchased comes from sustainably managed forests. For more information, please visit: https://www.pefc-france.org/.

(2) The FSC label is a guarantee that the wood used in the manufacture of products comes from forests managed in accordance with sustainable forest management standards. For more information: https://fr.fsc.org/fr-fr

Examples:

Tour Silva

Kaufman & Broad won the competition for the construction of the Silva residential tower, with a primary structure mainly made of wood, in Bordeaux. This development, scheduled for delivery in early 2026, covers 17,700 square meters, including 14,200 square meters of housing units certified to the NF Habitat HQE standard, 3,000 square meters of offices with the BREEAM Very Good label, 500 square meters of retail space, and a parking garage. This 16-story, 50-meter-tall tower features a primary structure of giant wooden trusses.

In an effort to support the revitalization of the wood sector, which is still underrepresented, the research conducted for the construction of the Tour Silva (fire, seismic tests, etc.) was deposited in the public domain to serve other projects and advance research and innovation in wood construction.

Multi-occupancy housing in Bressuire

Located on Boulevard de la Rivière, the Kaufman & Broad project in Bressuire offers 47 apartments spread across 3 buildings currently under construction. This project, delivered at the end of 2025, already meets the carbon emission thresholds set by environmental regulations for 2031 throughout its life cycle.

This performance is achieved through the selection of energy systems with low GHG emissions and incorporating a share of renewable energies, as well as the implementation of a biosourced construction method. This configuration enables the investor to achieve better economic performance from the building's operation, thereby realizing a "green" opportunity.

Concrete of Wood on a program in Le Mans

The group is carrying out a project for 42 housing units in Le Mans, involving timber concrete walls on 3 levels. This innovative construction process uses wood aggregates and a low-carbon binder to offer a breathable wall system with high biogenic carbon storage.

3. Reused materials and the circular economy

The use of reused materials in the group's new real estate programmes is part of the production decarbonisation strategy. Reused materials have a low or zero carbon footprint and should be taken into account in the carbon equation for achieving the 2030 targets, and even more so by 2050.

Actions :

Re-use actions include:

- The widespread use of Product-Equipment-Material-Waste (PEMW) diagnostics before any work on a property exceeding 1,000 sq.m. floor area, to identify resources and direct them towards the circular economy,
- Involvement in innovative ecosystems promoting the circular economy and reuse for construction. For example, Kaufman & Broad has renewed its commitment to the “Booster du Réemploi” program, of which it is a co-founder and partner since autumn 2020.
- The gradual description of re-used components in the descriptive notices of the group's products and procurement files.

This topic is further developed in section "5.2.5. Resource efficiency and circular economy (ESRS E5)".

Targets:

- Number of housing units with a wooden structure (primary structure mainly bio-sourced) in production exceeding 500 units. In 2025, the group built 1,112 timber-frame housing units.
- A carbon indicator for building components (IC Composant according to the RE2020 regulatory methodology, for decarbonisation levers 3 and 4) lower than:
  - 700 kgCO2e/m² for housing units started from 2025;
  - 670 CO2e/m² for housing units started from 2027;
  - 640 kgCO2e/m² for housing units started from 2029;
  - 620 kgCO2e./m² for housing units started from 2030;
  - 500 kgCO2e/m² for housing units started from 2035.

Result: In 2025, the IC Composant KPI of newly built housing units over the year stands at 657 kgCO2e./m²

657 $kgCO_2e./sq.m$

IC Composant KPI of housing surfaces initiated 2025

4. Environmental performance of suppliers during the construction phase

The construction phase accounts for around 29 kgCO2/m² produced, which is a relatively small expense and limited lever of action. Emissions depend mainly on the construction site's energy consumption, which is linked to its duration (favouring industrial processes, especially bio-based ones) and its seasonality (increased heating consumption in winter). However, the transition plan highlights actions to reduce site energy consumption with suppliers.

Actions :

Within its Green Worksite and Low Nuisance Charter (CVFN), the group includes measures to be applied by its service providers to ensure optimised management of the site's water and energy resources. These measures include:

- Monitoring of water and energy consumption: installation of meters for the construction site and the living base, readings taken each month to enable consumption tracking by the site's Environmental Manager. Any excess consumption detected is justified and the subject of action with suppliers to find the cause and limit it;
- Implementing ways to reduce the site's water and energy consumption (energy-saving equipment, limits on heating and air conditioning temperatures, timer controls for heating, etc..);
- The implementation of energy contracts subscribed to by suppliers, incorporating a guarantee of renewable origin.

Decarbonisation levers for direct emissions (Scope 1) and indirect emissions linked to electricity consumption (Scope 2)

The 2020 - 2030 GHG emission reduction action plan led by the CSR Executive Committee also develops the strategy and drivers for decarbonising Scope 1 and 2 emissions. This lever is managed by the CSR Comex.

The impact of administrative activities represents around 2% of the total CO2e emissions associated with the group's activities (and scope 1 and 2 emissions represent less than 1%). These emissions are nevertheless monitored very closely, firstly because the company has direct control, and secondly because the action taken on this scope expresses consistency with the ambition to reduce Scope 3 emissions. A scope 1 and 2 emissions reduction action plan gives concrete form to the Group's commitment and employees' daily efforts to reduce the company's overall carbon footprint.

These emissions come mainly from employee travel and, to a lesser extent, from occupied office buildings. The levers for de-carbonisation are therefore:

- Propose alternative solutions to the individual thermal company car, by:
  - The integration of low-carbon (electric and E85) and energy-efficient vehicles into the company car fleet,
  - Proposing alternatives to car travel (company bicycles, SNCF pass, maintaining the company subsidy for public transport season tickets, shared company vehicles that can also be rented for personal use, etc.)
- Reduce energy consumption by raising employee awareness and implementing an Energy Conservation Plan.

Reduction of employee mobility related GHG emissions (E1-1-15 16j)

Aware of the significant impact of transport on its direct GHG emissions, the group's strategy consists of implementing a sustainable mobility policy aimed at limiting the use of individual thermal vehicles and favouring lower-carbon alternatives.

Actions :

This policy is reflected in a sustainable mobility action plan structured around the following areas:

- Encouragement of new communication and working practices to reduce the need for travel:
  - Rollout of video conferencing systems from 2019;
  - Introduction of a teleworking agreement in 2021;
  - Generalisation of the use of laptops.
- Rollout of a less carbon-intensive company car policy:
  - All company car renewals have been for electric vehicles (fully electric or plug-in hybrid with an electric-only range) or bioethanol E85;
  - Limitation of the mass increase among vehicles entering the fleet;
  - Training in eco-driving for all employees with a company car or access to shared vehicles.
- Application of the energy sobriety plan to business travel:
  - For long-distance journeys: systematic use of the train for journeys of less than 4 hours (or 3 hours for a return journey during the day);
  - For daily commuting: encouragement of walking, public transport use, carpooling and eco-driving.
- Introduction of two alternative mobility packages to the individual car:
  - A Green Pack (available to all employees) includes:
  - Reimbursement of 60% of public transport season tickets;
  - 70 % support for the rental of an electric company bike.
  - A Green+ Pack (for employees eligible for company vehicles) includes the benefits of the Green Pack, as well as:
  - A SNCF discount card;
  - Complimentary access to company car-sharing vehicles during the week, with preferential pricing at weekends for occasional personal use.
- Development of a bicycle-friendly policy:
  - Appointment of a site bicycle champion;
  - Dedicated cycling mobility diagnostic and action plan;
  - Awareness campaigns on the benefits of cycling and safe cycling practices;
  - Regular visits by a service provider to maintain and repair bicycles at the group's main sites;
  - Training in safe cycling;
  - Analysis of risks and accidents related to cycling;
  - Provision of a secure space for bicycle parking at the group's main sites;

Thanks to its efforts, the group's headquarters received the Pro-Bike Employer label in 2025, with Gold certification, the highest level of certification.

Targets:

The targets are defined in relation to the fleet at the end of the financial year, in number of vehicles. The group has set itself the following targets:

- 30% of the non-fossil company car fleet to be full electric, plug-in hybrid with electric dominance, or bio-ethanol by 2025.
- 45% of the non-fossil company car fleet to be full electric, plug-in hybrid or bioethanol by 2028.
- 60% of the non-fossil company car fleet to be zero-emission (all-electric, plug-in hybrid with electric dominance, or bio-ethanol) by 2030.

As of November 30, 2025, the group's vehicle fleet included 170 electric or bioethanol vehicles, out of a total of 322 vehicles (i.e., 52.8%).

Reduction of emissions related to energy consumption in offices

The group's decarbonisation plan includes reducing energy consumption through energy conservation, improving building performance, and transitioning to lower-carbon and renewable energy sources.

Actions :

An Energy Sobriety Plan has been put in place, based on an analysis of consumption and incorporating concrete actions:

- Office heating temperature limited to 19°C;
- Air conditioning temperature limited to 26°C in offices;
- Lights out after 20:30, including shops and showrooms;
- Sharing of environmental best practices between employees and agencies.
- Digital sobriety and reduction of the IT footprint:
  - Replacing the fixed IT infrastructure with low-power laptops (target achieved) and extending the equipment lifespan;
  - Outsourcing of the head office Data Center to two centers in France (including a modular center with a PUE of 1.23 thanks to free cooling) and adoption of full-flash solutions to reduce energy consumption while improving performance,

The group's policy also provides for the widespread use of contracts guaranteeing a renewable source of energy within the framework of contractual renewals.

Voluntary targets:

- The group's Energy Sobriety Plan, launched in 2022, aims to achieve a 10% reduction in direct energy consumption in offices from the outset. By 2025, the group achieved a reduction of 27%.
- 80% of the space occupied by the group and supplied by renewable energy contracts by 2030. By 2025, 66% of the space will meet this criteria.

• Financial resources allocated to transition levers (E1-1 16c; E1-1 16h; E1-3 AR21)

Regarding the decarbonisation levers for real estate projects (Scope 3), the group establishes operation reviews specific to each project. The group aims to finance the design features of projects (energy transition, energy performance, frugal design and responsible procurement) in the project economy in the design phase, without additional costs beyond those required to meet regulatory thresholds, i.e., by remaining competitive in its market. This also relates to the costs of external design engineering firms, which are responsible for, among other things, conducting life cycle analyses of the group's projects. Decarbonisation levers are a source of economic performance for projects (mastery of frugal design, implementation of nature-based adaptive solutions, assembly of energy systems with third-party investors providing increased technical competitiveness, for example) and constitute an opportunity that can be monetised with certain clients (green value with institutional clients in particular, alignment of clients' investments with the taxonomy, local increases for social landlords, etc.; E1-9 69a). These positions are included in the project charges in the financial statements.

The group is also mobilising management positions to steer the levers of decarbonisation in line with the economic performance of projects towards the best cost/carbon trade-offs, particularly:

- CSR and Innovation department involved in project decision committees;
- Responsible Procurement Department;
- Direction of the wood construction;
- An internal project design team to support external service providers (architecture and landscape division).

These positions are included in the administrative and technical expenses in the financial statements (see section 7.1.5 "Notes to the financial statements"; E1-3 29ci).

The group supports several independent organizations related to research, innovation, and action in the field of ecological transition in real estate, and disseminates the work and tools internally to employees (Institut Français pour la Performance des Bâtiments, IFPEB; Association Bâtiment Bas Carbone, BBCA; Association Fibois France; Observatoire de l'Immobilier Durable, OID; Booster du Réemploi).

These items are included in the administrative expenses in the financial statements (see section 7.1.5. " Notes to the financial statements "; E1-3 29f). Identifying green value levers (revenue uplift from institutional clients) is also seen as a way to smooth transition costs.

Regarding the levers for action to decarbonize Scope 1 and 2 emissions, the group identifies:

- The transition to alternatives to individual company cars (car pooling) or the leasing of electric vehicles (or plug-in hybrid with a predominance of electricity or bioethanol) with constant total cost of ownership (TCO) compared to existing solutions (taking into account the integration of subsidies, bonuses or taxes; Capex aligned with the European taxonomy, see section "5.2.6. European taxonomy"; E1-116c; E1-3 29c);
- Taking into account the environmental performance of leased buildings for the location of its teams, over the course of relocation and establishment opportunities (capex aligned with the European taxonomy, see section "5.2.6. European taxonomy"; E1-1 16c; E1-3 29c);
- Switching to green electricity contracts, depending on market opportunities at a constant overall cost (OpEx; E1-1 16c; E1-3 29c).

These positions are included in the administrative expenses in the financial statements (see section 7.1.5. « Notes to the financial statements »; E1-3 29ci).

• Locked-in GHG emissions (E1-1 16d)

The group does not own the industrial assets or the tools needed to produce building components or carry out construction work. Building components are prescribed to construction companies to which the construction of the works is commissioned. The group therefore does not identify any significant locked-in medium or long-term emissions.

Locked-in emissions in the short term, are linked:

- During the development phase of real estate projects, which ranges from 24 to 36 months, concerning scope 3. This deadline is taken into account when setting the group's objectives;
- To a lesser extent, the duration of company car lease contracts, for Scope 1 and 2 emissions (around 4 years). This renewal rate is taken into account when setting the targets of the transition plan.

These positions are the subject of action plans integrated into the medium-term objectives.

The GHG emissions associated with the use, over their lifetime, of products sold during the financial year are reported in the "GHG Assessment by Scope" section and are central to the decarbonisation levers of the group's transition plan (energy transition and energy efficiency of products sold).

• Alignment of activities with the European taxonomy (E1-1 16e E1-1 16f; E1-1 16g; E1-9 69a)

The eligibility and alignment of the group's activities with the European taxonomy are described in section "5.2.6. European taxonomy".

The group has set a target of aligning its revenue with the European taxonomy for its eligible activities at 90% by 2030 under the transition plan. This increase involves, in particular, the implementation of the decarbonisation levers of the plan for new building construction and existing building renovation activities, enabling the achievement of the criteria of substantial contribution to climate change mitigation (subject to stability in technical and practical market criteria).

Other:

The group does not identify any CapEx invested in relation to economic activities linked to coal, oil or gas and is not, to its knowledge, concerned by an exclusion from "Paris Agreement" benchmarks.

• Consideration of biodiversity in the transition plan

The group is integrating biodiversity issues into its transition plan, in particular through:

- The inclusion of carbon emissions linked to land use change, as well as emissions related to the use of bioenergy in its reporting scope;
- The use of nature-based adaptive solutions;
- Mobilising ecological engineering for developed projects (ecologists, for example).

The group has also carried out a double materiality analysis related to biodiversity issues and has put in place policies and actions to preserve it (see section "5.2.4. Biodiversity and Ecosystems (ESRS E4)").

• Climate and energy indicators

GHG Inventory by scope

In 2025, the group carried out the annual update (E1-6 AR46f) of its greenhouse gas (GHG) emissions inventory, covering all of its activities, applying the Bilan Carbone® methodology developed by ADEME and promoted by the Bilan Carbone association. This method is aligned with ISO 14064-1, promoting methodological consistency with international standards. (E1-6 44 AR39a; E1-6 AR45a; E1-6 AR46a).

The tool used allows for the export of results in several standard formats (ISO, GHG Protocol and French regulatory balance sheet), thus meeting the requirements of the main reporting frameworks. Beyond the BEGES regulatory requirement (every four years), the group carries out an annual review of its carbon footprint in order to measure and monitor its environmental performance on its main emission sources.

The analysis of GHG emissions covers:

- Scopes 1 and 2, which reflect the direct impact of the group's activities;
- The majority of Scope 3 positions, incorporating the carbon footprint of its upstream and downstream value chain.

675,639 tCO_2e
Assessment of the group's greenhouse gas emissions in 2025

2025 and 2024 carbon review

Emission Type *(tCO2e)*	**Emission source (GHG Protocol Category) (E1-6 AR 46d)**	**Emission source (Bilan Carbone Category)**	**Description of items**	**2025**	**2024**
Scope 1 – *Direct GHG emissions*	1.1	1.1	Direct emissions from stationary combustion sources *(agency gas consumption)*	6	12
	1.2	1.2	Direct emissions from mobile combustion sources *(Business travel in company cars)*	675	936
			(*Includes biogenic emissions from Bioethanol consumption) (E1-6 AR43c)*	*32*	*12*
	1.4	1.4	Direct fugitive emissions	20	22
			(Air conditioning in the branches)		
Total Scope 1 GHG emissions [1] (E1-6 44a; E1-6 48a)				701	**970**
Total Scope 2 GHG emissions - Indirect energy related *emissions* (E1-6 AR45)	2.1	2.1	Indirect emissions from electricity consumption - Location-based method (E1-6 49a; E1-6 44b)	49	**48**
			(Energy consumption at administrative sites - combustion)		
	2.1	2.1	Indirect emissions from electricity consumption – Market-based approach (E1-6 49b; E1-6 44b)	12	-
			(Energy consumption at administrative sites - combustion)		
Scope 3 - *Indirect emissions associated with transportation, purchased products and products sold* (E1-6 AR46i)	**Significant Scope 3 GHG emissions** (E1-6 51)				
	3.1	4.1	Purchased goods and services	356 183	314 027
			(Including the construction phase of the various types of products, impact of upstream purchased electricity)		
	3.11	5.1	Use of sold products (Phase of use of the various types of real estate over 50 years)	292 523	289 081
			Of which biogenic emissions (biomass projects) (E1-6 AR46j)	*5 193*	-
	Other Scope 3 GHG emissions				
	3.7	3.3	Employee Commuting	152	146
	3.6	3.5	Business travel	315	324
			(by personal vehicle, train or plane)		
	3.2	4.2	Capital goods *(including branch rentals)*	919	973
	3.5	4.3	Waste management	4 809	4 670
	3.1	4.5	Purchased goods and services (for administrative activity)	8 351	9 216
	Other indirect emissions - upstream	6.1	Energy consumption on worksites	10 099	9,450
			Emissions linked to land use change	1 539	2 029
Total Scope 3 GHG emissions *(location based)* (E1-6 44c)				674 889	629 917
Total GHG emissions *(location based)* (E1-6 52a; E1-6 44d)				**675 639**	**630 935**
Total GHG emissions *(market based)* (E1-6 52b ; E1-6 44d)				**675 600**	-

(1) *It should be noted that the group has not used the Emissions Trading System (ETS) (E1-6 48b)*

Comments on the evolution of the GHG Inventory between 2024 and 2025 (E1-6 AR42c)

In 2025, the group saw a significant decrease in its scope 1 and 2 emissions, as well as a reduction in the carbon intensity of its production (scope 3). The increase in absolute terms of GHG emissions between 2024 and 2025 is explained by the 19% increase in delivered space. This increase in delivered space resulted in an increase in the purchases of goods and services item (linked to the upstream construction phase of the delivered properties) as well as the usage of sold products item (linked to the downstream usage phase).

Details on the calculation of Scope 2 emissions according to the market-based method (E1-6 AR45d):

The group has contracts including a renewable energy option for 79.8% of its kWh consumption, of which 79.7% relates to GO (guaranteed origin), but has not resorted to purchasing non-bundled GO (guaranteed origin) certificates.

Emission factors used	Share of Scope 2 emissions (according to the market-based method) calculated on the basis of this factor
Supplier-related emissions factors	32%
Renewable energy contract emission factors	0%
Emission factors according to the average of the French energy mix	68%

The table below illustrates the intensity of GHG emissions in relation to the group's net turnover: (E1-6 53;E1-6 AR53)

GHG intensity by net turnover	2025	2024	% N/N-1
Total GHG emissions (location-based) by net turnover (in tCO2e/€)	0.00059476	0.00058596	1.50%
Total GHG emissions (market based) by net turnover (in tCO2e/€)	0.00059473	-	-

The entire group turnover was used to calculate the intensity values. See Section 7.1.5 "Notes to the financial statements" for data related to Turnover. (E1-6 55; E1-6 AR55)

98.6% of the group's revenue is related to its property development business and therefore comes from an activity with a high climate impact. (E1-5 AR38b)

GHG emissions linked to the production and use of delivered buildings over the financial year constitute the majority share of the GHG Inventory. They are recorded in Scope 3 over the entire project lifecycle according to the methodology described in section "5.1.2.1. Choice and peculiarities of indicators" of this chapter. In light of this order of magnitude, the intensities calculated above based on Scope 1 and 2 emissions may not be entirely representative in the case of the company.

Credits, removals, storage and reversals of equivalent carbon (GHG):

- **Carbon capture and storage** (E1-7 56a; E1-7 58a) : the group's projects incorporate bio-sourced materials, which have the characteristic of storing carbon as long as they remain in use in buildings with a long lifespan. The amount of biogenic carbon stored by the group in 2025 is estimated at (according to the RE2020 methodology; E1-7 AR60):

Absorptions *(new building construction activity)**	Average Stock C (KgC/m²)	kgCO2e 2025	kgCO2e 2024	Change (kgCO2e)
Biogenic carbon storage in new real estate projects estimated on secondary materials	7.5	10,824	9,134	+18%
Biogenic carbon storage in new real estate projects estimated to be integrated into biogenic projects	19	629	367	+72%
Total storage in delivered real estate projects	8.7	11,453	9,501	+21%

** For the detailed methodology of calculating these indicators, please refer to section **5.1.2.1. Indicators selection and specificities** .*

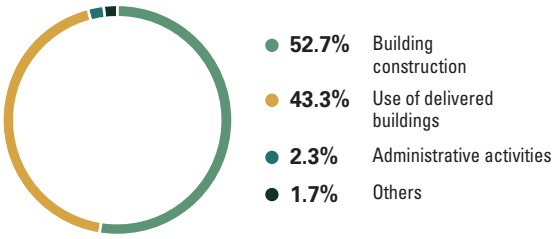
Life cycle analyses (LCAs) of the components integrated into projects are carried out according to the RE2020 regulatory methodology by material suppliers and their service providers. They take into account carbon storage during the component implementation phase, as well as the fate of this biogenic carbon stored at the end of life (release, maintaining storage), according to studies and end-of-life data from different sectors. This data on materials and components is used by an independent study firm to model the building's LCA, following the RE2020 regulatory methodology. These building LCA take into account the GHG emissions associated with these materials, which are reported in the group's GHG Inventory (Category 4.1 'Goods purchases'; E1-7 58b; E1-7 AR58f). These removals were not converted into carbon credits or sold to third parties (E1-7 AR58e). By 2050, the carbon storage linked to bio-sourced materials or integrated into building materials could help to neutralize the residual emissions of the real estate activity (E1-7 60).

- **Carbon inversions** (E1-7 AR60) **:** No events or incidents resulting in accidental releases of stored carbon were identified during the 2025 financial year.
- **Carbon credits and removals** (E1-7 56b; E1-7 58; E1-7 59a; E1-7 59b; E1-7 AR61; E1-7 AR62; E1-7 AR64) **:** in 2025, the group did not engage in the purchase or sale of carbon credits, or GHG emissions removal mechanisms outside its value chain.

Emissions from administrative and operational scopes

- An analysis of the carbon footprint allows us to identify the main challenges requiring the implementation of targeted policies and action plans. These measures can have an impact on several scopes. For example:
- Mobility policy, which impacts Scope 2 and 3 emissions;
- Energy consumption, the impact of which is spread across Scopes 1, 2 and 3.

The following chart illustrates the distribution of greenhouse gas (GHG) emissions between operational and administrative activities.



Predominance of operational activity emissions

In 2025, 96% of the group's carbon emissions are directly linked to the construction of buildings and their use. While this is the primary consideration, Kaufman & Broad places particular importance on the environmental impact of its administrative activities. The aim is to raise awareness and mobilise its employees around reducing energy consumption and GHG emissions.

For surfaces built in 2025, estimates by product type are shown below, with a history for 2024. For the 2025 financial year, the construction phase of products having reached 100% technical progress thus represented 355,746 TCO2e. for 400,643 sqm delivered.

Types of delivered space [a]	**Surface delivered 2025** *(sq.m FA)*	**Emissions of products delivered in 2025 - Building Products & Materials** *(tCO2e)*	**Surface delivered 2024** *(sqm FA)*	**Emissions of products delivered in 2024 - Building Products & Materials** *(tCO2e)*
Housing	383,719	336,829	322 549	298,891
Offices	16,924	18,918	13,197	14,619
Logistics	-	-	-	-
TOTAL[b]	**400 643**	355 746	**335,746**	**313 510**

(a) Calculation of FA (Floor Area) at the end of the projects.

(b) Excluding land/building lots.

Indicative carbon value

Regarding the construction and use of projects, the group has set an indicative internal "carbon value" of €200/tCO2e in 2025 in line with the development of the NGFS Net Zero 2050 scenario (compared to €100/tCO2e in 2024). This threshold highlights the project's environmental performance in relation to the SBTi target for reducing CO 2e emissions aligned with the Paris agreements (1.5°C) and encourages cost/carbon correlations during the project development phase, with the aim of raising awareness. This internal "carbon value" does not cover scopes 1 and 2 of the group; it only concerns this project-related aspect, which represents 96% of the group's scope 3, i.e., a total of 648 269 tCO2e in 2025. (E1-8 63)

Direct energy consumption monitoring indicators

The group carries out rigorous monitoring of its energy consumption, which has made it possible to put in place an energy saving plan. This internal reference aims to optimise and reduce consumption, in particular for:

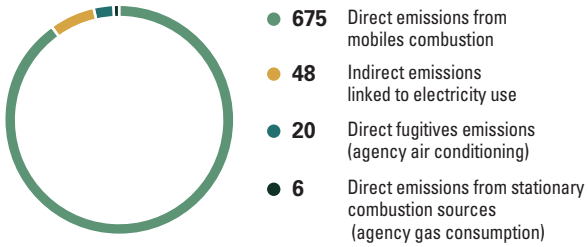
- Heating and cooling of buildings.
- Business travel.

Energy and building emissions

The group leases buildings or office floors to house its teams. These usage rights may constitute Capex to be included in reporting under the European Taxonomy (see section "5.2.6. European taxonomy") and do not constitute group assets (E1-9 67c; E1-9 AR73b). The annual monitoring process for energy consumption (electricity and gas) of Kaufman & Broad's branches is based on data transmitted by our energy suppliers. This approach, more precise than assumptions based on EPBD, aims to identify high-consumption agencies, thus offering opportunities to improve energy efficiency through strategies for reducing and managing consumption:

	Average workforce*	**Electricity consumption** *(kWh)*	**Gas consumption** *(kWh LHV)*	**Energy consumption intensity** *(kWh/employee)*
2025	**709**	**1,237,745**	**27,582**	**1785**
2024	661	1,337,553	61 206	2116
2023	758	1,635,981	61 206	2239

* *Average headcount for the year, permanent, fixed-term and work-study contracts.*



	2025		2024	
Type of transport	*tCO2e*	**Breakdown**	*tCO2e*	**Breakdown**
Car	1144	87.2%	1,486	92.7%
Train	2	0.2%	2	0.1%
Flights	166	12.7%	114	7.1%
Total	**1312**	**100%**	**1603**	**100%**

Fuel consumption in liters [(a)]	**2025**	**2024**	**2023**
Diesel	95 856	191,020	291,033
Petrol	180 200	203,507	232 188
Superethanol (E85)	86,657	32,391	2,132
Total	**365 714**	**426 919**	**525 353**

(a) For all company vehicles

In total, approximately 1,312 tCO2e were emitted in 2025 for business travel. Cars are the main source of CO2e from travel, contributing 87.2%. The emissions from company vehicles decreased due to the reduction in the size of the company car fleet and the introduction of electric and E85 vehicles.

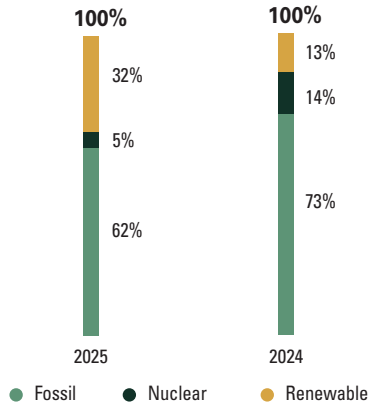
Summaries of energy consumed: mobility and buildings

The summary table of energy consumption below includes the energy consumed by the branches and that of vehicles, in 2025:

	Consumption *(in MWh)*	**Renewable energy consumption** *(in MWh)*	**Share of renewable energies**	**Fossil fuel energy consumption** *(in MWh)*	**Share of fossil energies**	**Nuclear power consumption** *(in MWh)*	**Share of nuclear energies**
Gas consumption	28	-	0%	28	100%	-	0%
	(E1-5 38c)						
Electricity consumption	1,238	972	79%	19	2%	246	20%
		(E1-5 37cii)		(E1-5 38e)			
Fuel consumption	3,285	491	15%	2,794	85%	-	0%
	(E1-5 38b)	(E1-5 37ci)					
Total	**4,551**	**1,463**	**32%**	**2840**	**62%**	**246**	**5%**
	(E1-5 37)	**(E1-5 37c)**	**(E1-5 AR34)**	**(E1-5 37a)**	**(E1-5 AR34)**	**(E1-5 37b)**	**(E1-5 AR34)**

In 2025, the group did not consume any energy from heat, steam or cooling networks. Furthermore, the group did not generate any energy (renewable or non-renewable), and therefore did not consume any self-generated energy (E1-5 37ciii; E1-5 39). The group did not consume any products made from or with a carbon footprint from coal or other fossil sources. (E1-5 38a; E1-5 38d)

Evolution of the consumption of fossil, nuclear and renewable energies (E1-5 37 AR34; E1-5 AR35; E1-5 37 AR35)



	N	Comparative data (N-1)	% N/N-1
Total energy consumption from high impact climate activities *MWh* (e1-5 41)	4551	5428	-16.6%
Net turnover (in €) related to the two activities of the group, which are part of the real estate sector (classified as having a high climate impact) (E1-5 42): • 68.12 Real estate development • 68.20 Renting and management of properties *See section 7.1.1. "Consolidated statement of comprehensive income" (E1-5 43 AR38)*	1 134 983 830	1 076 762 172	5.4%
Intensity of energy consumed for high impact climate activities *in MWh/€)* (E1-5 40 AR26; AR 37)	3.99E-06	5.04E-06	-20.85%

5.2.1.2. Resilience analysis (E1.SBM-3 19; AR 6; AR 13; AR7; AR8): climate change adaptation policies, actions and targets

The materiality analysis of physical and transition climate-related risks, and its assumptions (scenarios and time horizons) are presented in the section "5.2.1.1. Transition Plan for Climate Change Mitigation (E1-1 14): Climate-related risks and opportunities impacts" (E1.SMB-3 AR7b).

The resilience analysis, updated in 2025 (E1.SMB-3 19b), covered the group's consolidated scope, including proprietary operations (location of proprietary sites), the upstream value chain, particularly the geography of real estate operations carried out (suppliers, construction companies and worksites), and the downstream value chain (clients and use of marketed products) (E1.IRO-1 AR 11c; E1.SMB-3 19a). The results are detailed below. This approach contributed to the analysis of the transition plan's risks as well as the double materiality analysis for the group's sustainability issues.

The upstream and downstream value chain macro processes were analysed using the OCARA (*Operational Climate Adaptation and Resilience Assessment*) methodology to identify areas of vulnerability to climate hazards and adaptation levers to strengthen the group's resilience.

- Climate change adaptation and resilience policy (E1.MDR-P 01-06; E1-2 24)

Kaufman & Broad's climate adaptation policy consists of building resilience for the firm and its value chain to identified physical and transition risks, and integrating adaptive solutions into the buildings it designs and develops. The policy is overseen and implemented by the CSR Executive Committee, under the supervision of the CSR Committee of the Board of Directors, and applies to all production without particular exclusions.

The policy involves suppliers involved in the design of buildings, as well as construction companies. The group influences these players through environmental and social criteria integrated into the design phase and then when awarding construction contracts, by requiring compliance with all applicable environmental and social regulations, the K&B Supplier Code of Ethics, as well as the group's own standards and objectives, which are outlined in contractual clauses.

• Actions and targets regarding adaptation to climate change on the group's own operations (not material)

The climate risks identified in the group's own operations relate to:

- Buildings occupied by the group in which employees work (offices, sales areas, shops, sales offices), which may be exposed to chronic (water stress) or acute (heatwaves, storms) physical risks;
- The availability of telecommunications and internet networks, which may be exposed to acute physical risks (flooding, storms, etc.).

A physical climate risk study was carried out on the group's various assets using the BatAdapt tool, without revealing any material physical risks on the commitment timeframes (E1-9 66; E1-9 AR70ci; E1-9 AR69; E1-9 67b)

The key adaptive features and resilience levers in place are:

- The group's multi-site presence, through its different branches in France;
- Tenant status for occupied buildings, enabling mobility to be organised in the event of increasing exposure to chronic weather-related hazards;
- The ability to organise employees' remote work using digital tools;
- The ability to change the location of its IT resources over time, in the event of a chronic risk evolving unfavourably.

Actions: The key adaptations to the group's own operations are (E1-3 AR19d):

1. Engineering:

For its leased premises, the group carries out a combined analysis evaluating both their exposure and vulnerability to the main climate risks. This analysis is carried out using the R4RE Bat-Adapt (Resilience for Real Estate) tool, particularly as part of the evaluation of the group's real estate commitments (CapEx) with regard to the criteria for qualifying Capex according to the criteria of the European Taxonomy.

To date, this assessment has not identified any material acute or chronic physical risks across the short, medium, and long-term time horizons.

2. Technology:

Redundancy, decentralisation and location choices for IT and digital systems take into account the likelihood of climate-related disruptions and help reduce the group's exposure and vulnerability.

Targets: For its own operations, the group has set the following targets (E1-4 33):

- Not leasing new premises that are highly exposed and vulnerable to chronic climate risks or located in areas of severe climate variability due to their location;
- Not to use IT solutions that are highly exposed and vulnerable to chronic climate risks or areas of acute randomness due to their location, and systems whose energy supplies are not redundant.

• Climate change adaptation on upstream value chain operations (non material)

The group's value chain upstream corresponds to construction sites, suppliers, construction companies and their supply chains. The climate risks identified in the group's upstream value chain processes relate to:

- The modification or reduction of building zones for new real estate or the reduction of planning permissions for construction projects in areas prone to chronic hazards (e.g., lack of drinking water, water stress, areas of marine submersion) or acute hazards.
- The potential exposure of construction sites contracted to the group's suppliers, as well as their energy and water supply, to chronic (water stress, drought, etc.) or acute (heatwaves, storms, wildfires, flooding, etc.) physical risks.

The group is therefore vigilant with regard to exceptional weather events that could lead to unexpected technical constraints. For example: particularly harsh winter conditions or periods of summer heatwaves leading to several days (or even weeks) of construction site stoppages could result in delivery delays, thus impacting the recognition of the group's revenue and margin. (See also Section 4.2.2.10 "Risks related to climatic conditions".)

Scarcity, tension, or difficulty of implementation of materials and construction methods due to climate change (biosourced materials may develop within the framework of a low-emission economy vs. storm risks, fluid construction methods vs. water stress, etc.). See also sections 4.2.2.2. "Construction cost risk" and 4.2.2.6. "Risks related to the management of programs".

The key adaptive features and resilience levers in place are:

- The consideration of certain climate hazards in urban planning by local authorities (floods, subsidence, coastline erosion) which condition the group's project areas, particularly as part of a transition towards a resilient economy;
- Taking certain risks into account in the design process for buildings to be built (hydrogeological surveys, for example);
- The geographical diversity of the venues for transactions on French territory, in the face of chronic and acute climate hazards;
- The diversity of construction methods used by the group's numerous suppliers (on-site fluid construction, prefabrication, dry biosourced construction, etc.).

Actions: The key adaptive actions for the group's upstream operations are (E1-3 AR19d):

Engineering:

- Conducting an assessment of the exposure of project sites to the main climate risks using the R4RE Bat-Adapt (Resilience for Real Estate) tool.
- The group monitors a metric for days of interruption due to bad weather and climate-related incidents at each construction site. Monitoring these statistics contributes to monitoring the risk of a possible impact related to climate change.

Technology: The group is also developing the integration of biosourced materials and materials from a second life in its real estate projects, strengthening the diversification and resilience of suppliers'and service providers'supplies; see also section "5.2.5. Resource Efficiency and Circular Economy (ESRS E5)".

• Climate change adaptation on downstream operations of the value chain

The group identifies a material positive impact linked to the development of real estate projects integrating climate change resilience factors. Three out of ten French people are willing to move because of climate risks (Odoxa survey for ICI, 2025), 54% of French homes are exposed to a risk of cracks caused by periods of drought (PriceHubble study, 2025) and the housing stock in France is "overwhelmingly unsuitable" for the risks associated with climate change according to a report by the Court of Auditors (2024). New projects and major renovations offer opportunities to address climate vulnerabilities by incorporating resilient solutions from the project design stage.

The climate risks identified in the group's downstream value chain processes relate to (non-material):

- Risks related to delivered buildings resulting from real estate development activity, including reputational risk,
- The reduced attractiveness of certain geographical areas for the group's clients, due to chronic climate risks (e.g., water stress, heatwaves),

The group's adaptive characteristics and key resilience levers are:

The diversity of the locations of transaction sites on French territory, which may change to take into account the evolution of chronic or acute risks,

The consideration of certain climate uncertainties in urban planning by local authorities (floods, subsidence, coastline erosion) which condition the group's project areas,

Taking certain risks into account when designing building operations during the design phase (soil studies, hydrogeological studies, energy performance, reduction in water needs, summer comfort, etc.),

The Group's ability to anticipate environmental regulations in terms of adaptation,

Actions: The main adaptive actions regarding the buildings made by the group as part of its activity are (E1-3 AR19d):

Engineering :

- Conducting an assessment of the exposure of project sites to the main climate risks (E1.IRO-1 20b) using the R4RE Bat-Adapt (Resilience for Real Estate) tool, systematically for each project at the time of its review by the commitment committee. This tool, developed by the Observatoire de l'Immobilier Durable, an independent organisation supported by the group, makes it possible to model a forecast climate risk profile. The risk analysis is carried out based on climate scenarios defined by the IPCC (including the Business-as-Usual SSP5-8.5 scenario, with no significant reduction measures, leading to intense global warming) over different time horizons (2030, 2050 and 2090). The analysis integrates two key dimensions to determine the level of climate risk:
  - The site's exposure to climate hazards.
- The main characteristics of the building (under construction or existing) that allow assessment of its level of adaptation and resilience to expected climate changes.

Based on the results of this risk study, the project includes adaptive measures. The risks assessed are:

- Heat: heat stress and heatwaves;
- Drought: soil dryness, clay shrinkage and swelling;
- Precipitation, flooding and inundation: changing precipitation patterns, heavy rainfall, flash flooding, river flooding, etc.. ;
- Coastal dynamics: coastal erosion, saltwater intrusion, rising water levels;
- Storms & high winds: Change in wind patterns, cyclones, tornadoes, typhoons, storms etc. ;
- Weather forest fires;
- Cold Waves: freezes and cold waves,
- Land movements: avalanches, landslides, subsidence.

The most frequently encountered gross risks in the geographic area for the group's project development are exposure to heat waves, droughts and floods/rising water tables.

- The widespread adoption of a design approach and adaptive solutions (particularly those based on nature) for 100% of projects, both to limit risks and to implement the identified adaptive opportunity. Examples:
  - Light-coloured (high albedo) façades and roofs, as compatible as possible with urban planning regulations, to reduce the risk of heatwaves,
  - Waterproofing of external parking areas, in light of hydrogeological hazards in particular,
  - The thermal and bioclimatic design studies carried out on each of the projects include a "summer comfort" component, with the measurement of a "Degree-Hours" indicator and a target ceiling value.
  - Soil studies carried out on all projects by specialized engineering firms, qualifying the risk of "clay shrinkage and swelling", and providing for appropriate geotechnical measures.

Nature-based solutions: notably in the design of landscaped areas around buildings, to address the risks of droughts and heat waves (reinforcement of the canopy rate, increase in vegetation screens especially south of buildings, etc.).

Technology: use of solar protections, possibly connected to sensors, air purifiers, etc.

Awareness raising and training:

Raising employee awareness to incorporate adaptive challenges when designing buildings,

The involvement of the group's suppliers in the design of buildings, as well as the upstream construction companies during the design phase and when awarding construction contracts to suppliers. The requirement to comply with adaptation targets, all environmental regulations, the K&B Supplier Code of Ethics, and the frameworks and objectives set by Kaufman & Broad is also outlined in the contractual clauses.

Target: For its value chain, the group has set itself the following targets (E1-4 33):

- Achieve an average group DH summer comfort index below 1000 °C.h for RE2020 projects launched during the financial year. In 2025, the average HW will be 605 °C.h.
- Achieve a summer comfort index DH below 1250 °C.h for all projects launched (excluding specific cases of modulation and specific categories provided for by the RE2020). The group uses the "DH" indicator, or Degrees Hours of the RE2020, which measures the cumulative duration of hours of thermal discomfort for users based on a conventional weather scenario. Thermal discomfort is defined as exceeding a certain temperature level within the building, reaching a level considered harmful to user comfort, i.e., more than 28°C during the day or more than 26°C at night.

5.2.2. Pollution reduction (ESRS E2)

5.2.2.1. Identifying and assessing pollution impacts, risks and opportunities

The analysis of impacts, risks, and opportunities (IRO) related to pollution covers Kaufman & Broad's entire value chain (E2.IRO-1 11a), including : (i) its own operations (owned or occupied sites), (ii) upstream (suppliers and worksites), and (iii) downstream (use of delivered goods) value chain. This analysis took into account the views of stakeholders as described in the methodological note (see section 5.1.3. Methodology for the identification and evaluation of OIRs in the context of the Double Materiality Analysis (ESRS 2 IRO-1) (E2.IRO-1 11b)

On own operations

The group took its office activities at its various locations in France into account. The products used in these rooms that could present a pollution risk are mainly ink cartridges, batteries and IT equipment. The group relied on data provided by its waste management providers to quantify the waste generated, as well as information on their treatment.

The group's vehicle fleet, especially combustion vehicles, used by its employees also generates combustion products and particles. To estimate its particulate matter emissions, the group based itself on the quantities of fuels consumed and transmitted by its suppliers.

On the value chain

The assessment of impacts, risks, and opportunities led to the identification of the following pollution-related issues:

Pollution management on upstream value chain

The group favours the development of real estate projects on already artificialised land through brownfield recycling, redevelopment or intensification operations. This strategy may involve the management of environmental liabilities. Already anthropised sites may require the removal or treatment of pollutants or hazardous waste, whether present in the components of existing buildings (to be deconstructed or stripped in view of rehabilitation), or present in the soil following historical activities on these sites.

The handling of machines, products and components by suppliers and service providers at their production sites (real estate project construction sites in particular) is also subject to preventive measures aimed at limiting pollution risks.

Regarding building materials, new buildings use components produced by European suppliers wich are compliant with current regulations, as part of the group's contractual standards to exclude hazardous products.

Pollution management on downstream value chain

Properties delivered to clients incorporate constructive measures adapted to potential exposures to pollution (for example, air, soil, water and noise) known in their environment, as well as components compliant with current regulations.

Results of the materiality analysis (E2.IRO-1 AR9):

	Topic			Stakeholders	Time
IRO	**Sub-Topic**	**Description**	**Scope**	**concerned**	**Horizon**
Positive impact	**Soil pollution**	**Positive impact associated with the removal of pollutants from the soil** Real estate activity on brownfield sites, particularly industrial land, has led the group to remove pollutants from the soil as part of the development of its projects, thereby having a positive impact in terms of decontamination.	Upstream	Suppliers (construction companies) Service providers	Short term

The impacts, risks, and opportunities of limited materiality (non-material, but close to materiality thresholds) are as follows:

	Topic			Stakeholders	Time
IRO	**Sub-Topic**	**Description**	**Scope**	**concerned**	**Horizon**
Negative impact	**Air pollution**	**Negative impact on air quality from company vehicles** The use of vehicles generates air pollutants, particularly those resulting from the combustion of vehicle fuels (as well as tyres, brakes, etc.).	Own transactions	Employees	Short term
Positive impact	**Soil pollution**	**Removal of hazardous waste during deconstructions or rehabilitations** The components of old buildings to be demolished or renovated for redevelopment may contain hazardous materials: asbestos, lead, POPs, substances from the REACH regulation, etc. As part of its projects, the group is required to remove these materials and ensure their proper treatment, thus contributing to the decontamination of the existing building stock.	Upstream	Suppliers (construction companies) Service providers	Short term
Opportunity	**Substances of very high concern**	**Opportunity related to the depollution of industrial wastelands** The group can control soil remediation risks and processes to develop more brownfield, particularly industrial, conversion projects.	Upstream	Suppliers (construction companies) Service providers	Short term

5.2.2.2. Policies, actions and targets for preventing and reducing pollution along the value chain

- Pollution prevention and control policies along the value chain (E2-1 14; ESRS 2 MDR.P)

The group's policy on its value chain regarding pollution aims for three main objectives (MDR-P 65a):

Upstream of the group's value chain:

- **Remove potential pollutants from sites intended for the group's projects or from components of existing buildings on these sites, in accordance with the intended use.** (E2-1 15a) This involves both treating sites whose soils may be contaminated to make them compatible with the intended destinations as part of real estate operations, and treating hazardous waste identified during cleaning or demolition, in accordance with regulations, in order to extract it from the built environment in the safest possible way for those working on the site, future users of the projects under development, and the environment. This objective helps to strengthen the positive impacts identified during the double materiality analysis.
- **Prevent incidents involving these pollutants and monitor and contain their impact if they occur: While remediating project sites or properties for demolition / redevelopment, incidents cannot be ruled out.** (E2-1 15c) Through its policy, the group systematically aims to encourage a framework that contributes to the management of pollution risk among its suppliers, particularly those involved in construction projects. This policy objective deals with a non-material topic.

Upstream and downstream of the group's value chain:

- **Replace and reduce the use of substances of concern and eliminate substances of very high concern, including in connection with the choice of construction materials and components implemented in projects developed by the group.** (E2-1 15b) This involves the involvement of component and material suppliers (tier -2) in excluding substances that it identifies as non-compliant with REACH and RoHS regulations and which may be hazardous to health or the environment. This policy objective addresses a non-material topic.

This policy covers all of the group's projects, in connection with its upstream value chain, including tier 1 suppliers, namely construction companies and waste management providers, but also tier 2 suppliers, namely construction material suppliers. (MDR-P 65b)

Within this framework, the Regional Technical Departments are responsible for monitoring all aspects of the policy relating to the management of pollution and hazardous waste on worksites. With regard to aspects related to the selection of construction materials, the application of the group's policy is overseen by the National Procurement and Supplier Policy Department. The Group's CSR and Innovation department works with the Regional Technical Departments and the Responsible Purchasing Department on the continuous improvement of policies and actions related to this theme, and ensures that these issues are taken into account within the framework of the CSR Executive Committees and CSR Committees when necessary. (MDR-P 65c) This policy is communicated to those involved in the value chain through contractual documents (Supplier Code of Ethics, Green Works Charter and Low Emissions Charter) as well as regular discussions. (MDR-P 65f)

This policy aims to align with French and European regulatory provisions on waste management, in particular the Waste Framework Directive (2008/98/EC) and the Environment Code - Book V "Combating pollution, risks and nuisances". (MDR-P 65d)

- Actions and targets to mitigate and prevent negative and promote positive impacts related to pollution upstream of the value chain (E2-2 18; E2-2 19)

Management of soil and subsoil pollution at project sites

Before any land purchase (MDR-A 68b), the group engages independent, specialized research firms. They first carry out a historical, documentary and memorial study of the activities that may have taken place on the land. Then, a soil and subsoil pollution diagnosis is established. The cost of this is included in project budgets. (MDR-A 69a). In case of an unfavourable diagnosis, a specialised company is responsible for cleaning up the site to achieve a condition compatible with the project's destination (reducing pollution and restoring polluted ecosystems). The group increases its due diligence when the project is located on hazardous soils (especially clayey) or on brownfield sites (see section 4.2.2.9 "Risks related to pollution") (MDR-A 68a).

Example: In the " Les Reflets de l'Ourcq" project involving 216 housing units to be delivered in 2025 in Bobigny (93), the group turned to the AIC Environnement engineering firm, whose analysis revealed the presence of hydrocarbon pollution, PCBs, sulfates, soluble fraction, and antimony. This soil (approximately 7 290 cubic metres) was removed by a specialist company and treated in a centre specialising in this type of hazardous waste, such as ISDI 3x3 / biocenter / ISDND.

Control of intervention processes on contaminated industrial wasteland

The group's activity leads to a reduction in soil pollution and the treatment of hazardous components on old rehabilitated or deconstructed buildings (reduction of pollution and restoration of ecosystems that have been polluted). This action, involving the mastery of processes enabling the removal or control of existing pollution, is considered an opportunity related to the environment. The group seized this opportunity by creating a subsidiary, Aménagement & Territoires, in 2020, which specialises in transforming former industrial wasteland where buildings and soil may have been polluted. (MDR-A 68a)

Example: The operation of the development of the Magasins Généraux district is developed in Reims by the group's subsidiary, Aménagement et Territoires. The group's mastery of management processes for contaminated sites and soil enabled it to initiate the conversion of this former wasteland. The project won the Friche Fund and is also part of the France Relance Plan, aimed at cleaning up and rehabilitating unused urban areas.

Management and traceability of hazardous waste in old buildings to be deconstructed or renovated

Since 2023, the group has made the digitization of hazardous waste tracking reports widespread. The TrackDéchets tool made it possible to identify 335 dematerialised manifests for the 2025 financial year, representing a total of 4 403 tonnes of hazardous waste removed from the existing real estate portfolio to be treated in suitable centres.

Quantities of hazardous materials and substances removed from the existing real estate stock:

Denomination of waste	Waste BALE codes	Quantities (in tons)
Waste containing asbestos	16 01 11* / 16 02 12* / 17 06 01*/ 17 06 05*	211
Mercury containing waste	17 08 01*	1
Waste containing hydrocarbons	16 07 08* /17 03 01*	105
Waste containing / contaminated with other hazardous substances	17 02 04*/ 17 05 05* / 17 06 03* / 17 09 03*	51
Polluted or hazardous soil and stones	17 05 03* / 17 05 04*	4 035
Total quantity of hazardous waste discharged		**4 403**

For instance, the group cleaned up a plot of land of around 2,400 m² in Yerres to accommodate a project for 50 housing units. This intervention led to the removal of 3,697 tonnes of contaminated soil from a former service station previously on the site.

- Actions and targets to prevent pollution incidents and to control and limit their potential impact (E2- 2 19; E2-2 AR15)

Implementation of a process dedicated to the management of environmental pollution when working on brownfields

For sites identified by the State as SIS (Soil Information Sector) or former industrial sites, the group provides the authorities with a file as part of the authorisation procedure, attesting to the compatibility of the carried out decontamination with the construction project. This is the ATTES-Alur, a document drawn up by a certified technical study office attesting to sufficient depollution and listing the precautionary measures that must be implemented as part of the construction project (actions aimed at preventing pollution). (MDR-A 68a)

These measures could include a ban on infiltrating rainwater into contaminated soil (groundwater pollution), or conversely, a ban on withdrawing polluted water from the aquifer. Other measures may include land management or the installation of pipes that are impermeable to all forms of pollution. The project manager undertakes to apply these measures as part of the administrative authorisation.

Pollution risk management with suppliers and construction companies (non-material)

Among its actions, the group has adopted a Green Worksite and Low Nuisance Charter applied to all worksites, which requires the following from its suppliers (MDR-A 68a; E2-2 AR13; E2-2 AR15):

- Not using hazardous or potentially polluting materials (actions to avoid pollution), such as:
  - Persistent Organic Pollutants (POPs; substances listed in Annex I or II of Regulation (EU) 2019/1021),
  - Mercury and mercury compounds; asbestos and asbestos compounds,
  - Ozone depleting substances (ODS; defined in Annex I or II to Regulation (EC) No 1005/2009),
  - Hazardous substances in electrical and electronic equipment (WEEE category),
  - Chemicals regulated by REACH (e.g. carcinogens; persistent, bioaccumulative and toxic chemicals).
- The exclusive use of products classified as A or A+ for VOCs (Volatile Organic Compounds) for interior applications (paints and varnishes, ceiling tiles, floor coverings, including associated adhesives and sealants, interior insulation and interior surface treatments such as those used against humidity and mold). The products concerned are stored in conditions that prevent any environmental contamination (watertight floor, ventilation of the room, closed containers).
- **Measures to prevent soil and water pollution** : including sealing storage areas, using less polluting products, regulatory labelling of containers, monitoring and collection of effluents, setting up washing areas for equipment and retention tanks, connecting to the networks of worksites and having an emergency intervention kit to absorb or neutralise any accidental spill (fuel, oil, grease, solvent, acid, paint, varnish...).
- **Measures to prevent and control air pollution** : including raising awareness among companies about working methods to reduce dust projections, watering the soil and dust in very dry weather, daily cleaning of roads and the construction site, dust extraction, using tools equipped with dust filters and the strict prohibition of burning.
- **Measures to prevent visual pollution** : by maintaining hoarding, covering waste sorting bins, periodic cleaning of the works area and a washing area for the wheels of equipment at the end of the works (paved and equipped with a basin to retain mud and a device to retain oil and grease) to limit dirt on public roads that could make the road slippery.
- **Noise pollution prevention measures :** by choosing low noise methods and tools, using less noisy machinery as listed in article 5 of the decree of 18 March 2002 and respecting the levels of phase 2 of the permissible levels, radio communication between the crane operator and the ground teams as well as planning noisy tasks.

Target (E2-3 22): The target takes into account the specific nature of the materiality of the pollution topic (Positive impact related to depollution). The group has set a target of zero incidents related to soil and water pollution management each year.

Train and develop employee skills in the management of contaminated sites and soils, and hazardous waste:

The group provides ongoing training to its teams on the technical and regulatory aspects to consider when managing such projects. To this end, training sessions have been introduced (MDR-A 68a) for the group's technical teams (MDR-A 68b):

- Since 2021, the "Clean worksite" training has been provided to teams by the Qualitel organization. This training aims to provide teams with the foresight and management tools necessary to control the worksite phase with regard to regulatory, environmental and nuisance reduction issues.
- In 2022, the group strengthened its efforts by introducing a second training course, "Contaminated Sites and Soil Management", provided to the teams by the specialized engineering firm AIC Environnement. The objective of this training is to make the various soil decontamination techniques known to the technical teams, as well as all regulatory and safety expectations applicable on site. The training also includes a module on the circular economy.

Below are the training efforts provided over the last few years, as well as the resources allocated to them (MDR-A 68e; MDR-A 69a):

Training	"Management of polluted sites and soils"					"Clean Worksite"				
Exercises	**Number of employees trained**	**Hours of training completed**	**Wage Cost** *(€)*	**Training cost** *(€)*	**Trend (MDR-T 80j)**	**Number of employees trained**	**Hours of training completed**	**Wage Cost** *(€)*	**Training cost** *(€)*	**Trend (MDR-T 80j)**
2023	17	119	6 303	1 991	-	21	147	5 766	9 720	-
2024	15	105	4 304	1 905	- 12%	9	63	2 712	5 100	- 57%
2025	15	98	3 872	2 400	=	23	161	6 293	5 100	+155%

* *The salary cost represents the payment of employees' salaries during their training. It is linked to employee* expenses*, as defined in section 7.1. Consolidated financial statements at 30/11/2025, Note 4. (MDR-A 69b)* e trend calculation is based on number of employees trained.

Target: Each year (MDR-T 80e) at least 15 of the employees in technical teams (MDR-T 80c) who are likely to work on these issues receive training in the management of contaminated sites and soils and of own premises. In 2026, the group will complete its training targets to specify coverage rates.

• Actions and targets to replace and reduce the use of substances of concern on the value chain (non-material) (E2- 2 19a)

Responsible procurement strategy: Quality and safety requirements for new building components:

The environmental objectives addressed in the Kaufman & Broad "Green Worksite and Low Nuisance" charter, appended to the works contracts, as well as in the "Supplier Code of Ethics" contribute to the exclusion of products that may present a risk in terms of pollution and enhance product safety for tier 1 suppliers (E2-2 AR13). The charter requires in particular:

- No use of restricted or hazardous substances, including persistent organic pollutants (POPs); substances listed in Annex I or II of Regulation (EU) 2019/1021; hazardous substances and chemicals covered by REACH; and a warning procedure in case of detected non-compliance;
- Limiting the risk of water and soil pollution during construction ;
- Products labelled Class A or A+ regarding VOCs (Volatile Organic Compounds) for interior batches (paints and varnishes, ceiling tiles, floor coverings, including associated adhesives and sealants, interior insulation and interior surface treatments, such as those used against dampness and mould), benefiting the indoor air quality for clients and users.

These provisions apply to all transactions.

The responsible purchasing department identifies the main suppliers at rank -2 and can establish framework agreements which systematically include the K&B Supplier Code of Ethics, providing for the exclusion of hazardous products identified in the REACH regulation.

In 2024, the group introduced a whistleblower procedure for suppliers who observe breaches of agreements regarding the exclusion of hazardous products. In 2025, the group was able to deepen its discussions with suppliers regarding the reduction or elimination of certain substances (fittings in particular).

Target: The group aims for immediate application of the actions (MDR-A 68c). For the past year, 100% of framework agreements with second-tier suppliers signed during the year incorporate the K&B Supplier Code of Ethics.

In 2025, the group also continued to consider identifying the plastics used in suppliers' materials, with the aim of identifying possible ways to reduce these substances.

Awareness raising for buyers:

The Kaufman & Broad buyer's guide highlights best practices for residential customers in maintaining indoor air quality, (E2-2 AR13) for example:

- The need for proper ventilation maintenance and upkeep to ensure air circulation,
- Using healthy, eco-friendly cleaning products.

• Policies, actions and targets for preventing and reducing pollution from the group's own operations (non-material)

Policies for preventing and reducing pollution from the group's own operations

As part of its activities in the offices, the group's policy is to identify, reduce, collect and sort waste and to ensure appropriate treatment for waste that may present a risk of pollution.

With regard to pollution linked to mobility, the group's policy is to propose and facilitate the use of alternatives to the private car, but also to gradually phase out internal combustion engine vehicles from its fleet in favour of electric vehicles or other sustainable modes of transport (bicycles, shared vehicles).

Actions to prevent and reduce pollution from the group's own operations

Actions implemented on group premises: Any hazardous waste is subject to appropriate treatment:

Ink cartridges are subject to a specific collection policy at all Kaufman & Broad sites by a professional for appropriate treatment and recycling.

Since 2020, the head office has been equipped with collection points for used batteries and cigarette butts for employees.

In 2025, the group collected the following quantities of hazardous waste from its branches:

- WEEE (Waste Electrical and Electronic Equipment): 0.00 tonnes collected,
- Batteries: 0.02 tons collected and channeled to recycling centers. 100% of this mass had conditions allowing for effective recycling.

Target: achieve 100% mass recycled for WEEE, batteries

Actions to reduce pollution from mobility: The group has implemented the following action plan:

- Development of alternatives to the private car,
- The ongoing shift to electric models,
- Limitation of the increase in the number of vehicles,
- Training in eco-driving.

The fleet's thermal vehicles (gasoline, bioethanol and diesel), which have been significantly reduced, consumed 365 714 liters of fuel in 2025, compared to 426 919 liters in 2024. Thus, the group recorded a decrease of around 14% in fuel costs related to its company car fleet, compared to 2024.

Target: reduce vehicle fuel consumption by 50% by 2030 vs. 2024.

The group has thus identified the following indicative pollution volumes (E2-4 28a):

Combustion products	**Indicative emissions (2025)** *in tons*	**Indicative emissions (2024)** *in tons*	**Evolution and progress towards target**
Nitrous oxides (NOx)	0.25	0.39	- 36%
Unburned hydrocarbons (HC)	0.12	0.15	- 19%
Nitrous oxide (N2O)	23.87	23.86	0.03%
Carbon monoxide (CO)	1.89	1.83	3%
Ammonia (NH3)	0.08	0.09	- 10%
Methane (CH4)	14.04	14,3	0.06%
Tire particles	0.59	0.71	- 17%

For more information on the group's policies and actions regarding mobility, please refer to the "Policies and actions related to the group's direct activities" section - GHG emissions related to employee mobility.

5.2.3. Water & Marine Resources (ESRS E3) (non material)

Water scarcity is a global issue affecting a significant portion of the population. The management of withdrawals, clean water consumption and sanitation is one of the 17 UN Sustainable Development Goals (SDGs). In this context, Kaufman & Broad acknowledges its role in preserving the water cycle and the economy in terms of water consumption through its projects and activities.

5.2.3.1. Identifying impacts, risks, and opportunities related to water and marine resources (E3.IRO-1 8a)

In accordance with the methodology for identifying and valuing IROs (section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)"), the group has subjected the theme of water and marine resources to a double materiality analysis. This included the financial implications of the identified risks (E3-5 33). Following this review, this issue was deemed non-material for the group.

The scope of the analysis of physical and transition impacts, risks, dependencies, and opportunities on "water and marine resources" issues includes all sites directly owned or occupied by the group, sites of real estate projects entrusted to suppliers (upstream of the value chain), as well as the use of marketed products (downstream of the value chain). The interfaces were assessed with regards to surface water consumption, groundwater consumption, water discharge and marine resources.

- Own Operations

The group has taken into account the location of its office premises in France with regard to areas experiencing water stress (areas historically subject to significant droughts). These zones are identified based on the historical drought intensity available at the national Vigieau scale. The group has not identified any significant risk or impact: no agency is directly located in a crisis zone.

- On the value chain

The assessment of impacts, risks, and opportunities across the group's value chain identified the following water and marine resources issues:

- Upstream value chain

Assessment of direct and indirect water dependencies of building components. at this stage, the group has not identified any major dependence on water or marine resources. Available alternatives are identified for certain components with potential future vulnerability, such as using alternative aggregates or concrete plants to those located in water-stressed areas. Alternative products and construction modes are also identified.

Assessment of impacts and risks related to groundwater table disruptions (ground subsidence).

Assessment of impacts and risks related to the presence of confirmed wetlands on the sites of real estate projects.

The impacts, risks, and opportunities related to point pollution, land use change, soil sealing, and adaptation to climate change are addressed in the sections "5.2.2. Pollution reduction (ESRS E2)", " 5.2.4. Biodiversity and Ecosystems (ESRS E4)", "5.2.1. Climate change (ESRS E1)",

- Downstream value chain

Assessment of the consumption of the water resource in water-stressed areas, that is, in areas that have historically been subject to significant drought episodes.

Assessment of potential refusals of planning permissions due to water scarcity.

Assessment of the drinking water needs of commercially marketed real estate products for operation, as well as water discharges and infrastructure availability.

This analysis was carried out internally, with the consultation of business experts (technical departments, program departments, quality department, architecture and customer experience, CSR department) and external stakeholders (see section "5.1.6.1. The group's business model (SBM-1): Modalities for dialogue with stakeholders ", E3.IRO-1 8b).

5.2.3.2. Policies, actions and targets to monitor and reduce the group's water consumption

Directly operated properties of Kaufman & Broad include office and retail. The group applies a policy that implements the principles of the International Standard for the Responsible Management of Water at its directly operated sites, which consists of:

- Collect and understand water usage and data,
- Commit to responsible management,
- Implement water-saving measures,
- Evaluate site performance.
- Monitor the risk of tension on the water resource in order to reduce water consumption in exposed sites (E3-3 12c).

This policy is overseen by the CSR Comex and involves the agency managements (E3-3 11; E3-3 12ai).

- Actions and targets for managing water consumption at directly operated sites (E3-2 17)

Among the measures taken by the group:

- Each manager is made aware of and committed to controlling water consumption (quantities, cost, availability of the resource, etc.)
- Collecting and monitoring water consumption enables alerts and action plans to be put in place if excessive consumption is identified at a site,
- The theme of preserving water resources is one of the topics discussed within the framework of the green committees established at the group's main sites with the managers of leased surfaces.

Furthermore, the group has set itself the voluntary target (E3-3 25) of keeping water consumption below the threshold of 40 liters per employee per day (corresponding to the national average water consumption in offices, according to the Chamber of Commerce and Industry; E3-3 23c). The branches' water consumption is shown below:

	Average workforce*	**Water consumption** *(m^3)* **(E3-4 28a)**	**Of which consumption in water-stressed areas (E3-4 28b)**	**Liters per employee per day**	**Water intensity (** *m3/ €M of revenue*; **E3-4 29)**
2025	709	5,354	0	35.0	4.7
2024	661	3,906	0	27.4	3.6
2023	758	5,184	0	31.1	3.7

*Average headcount for the year, permanent, fixed-term and work-study contracts.

The volumes of water stored, recycled or reused are zero (E3-4 28c; E3-4 28d). The methodology used to monitor water consumption is detailed in the methodological note (E3-4 28e)

Action and targets to monitor water stress risk at directly operated sites (E3-2 19)

Each year, the group carries out monitoring to identify its premises which are located in areas considered to be under "water stress" (also known as "water scarcity", or even "water rarity" in the most extreme cases).

Water stress is a critical condition that occurs when available water resources are insufficient to meet water demand (Source: UN).

For this assessment, the group uses the VigiEau tool published and updated by the Ministry for Ecological Transition and Territorial Cohesion. This tool maps restriction measures concerning water stress areas in France, based on historical data on the severity and duration of drought episodes, climate and water usage.

The group identifies its premises located in areas considered to be in a "high alert" or "crisis situation" according to the VigiEau drought risk scale. This identification covers all of the group's premises and is carried out once a year by the CSR and Innovation department. By 2025, no offices were identified in an area of water stress.(E3-1 13).

Measures in the event of a water alert

If a Group site were to be affected by an increased alert situation or a crisis, measures would be put in place for the premises concerned, including:

- Reminder of government instructions to the teams concerned,
- Organisation of a discussion with the existing teams and managers in order to raise their awareness of the issue and remind them of best practices and instructions in the event of an increased alert level or crisis,
- Display of best practices in on-site water conservation,
- Implementation of additional adaptive actions based on the situation,
- Reduction of the target water consumption per employee to 25 litres per day.

5.2.3.3. Policy and actions to preserve water resources upstream of the value chain

• Preserving aquatic ecosystems

The group's policy is to protect aquatic environments and wetlands, particularly through the application of "water law" procedures at all project sites. This policy is overseen by the CSR Comex and involves the project and technical departments (E3-1 11; E3-1 12iii).

When developing a real estate project, these actions encourage consideration of issues related to water and aquatic environments (flood zones, wetlands, groundwater and aquifers, rivers, ponds or lakes). To this end, the group calls on independent experts, whether for projects subject to notification or authorisation. The main actions are:

- Identifying and delineating potential wetlands on project sites (soil and botanical surveys). The tests carried out aim to identify the possible presence of hydrophilic vegetation and the hydromorphology of the soils. If one of the two criteria is confirmed, the wetland is identified and the project incorporates its preservation (total or partial, with compensatory measures in accordance with regulations on facilities, structures, works and activities);
- Studies on the geology and soil hydrology, for example by installing piezometers;
- The process of managing or lowering a water table during construction;
- More specifically, the management of an energy exchange with the environment (geothermal energy on a reservoir),

The amount of these studies and any resulting recommendations is included in the balance sheet for the relevant transactions .

For example, the "Dialogue" development north of La Rochelle includes the construction of 178 housing units with a basement level. It is being developed on a former industrial site (former power plant and barracks). Considering that the groundwater level is between 2 and 3 meters deep, the project required the temporary lowering of the water table during the basement construction phase, estimated at eight months, as part of an authorization and declaration under the Water Act. Measures have been put in place to conduct the construction without impacting the site's water resources, including:

- The implementation of a sedimentation system combined with an activated carbon filter before the release of water;
- Preserving the isolation of layers to ensure no pollutants are introduced during work;
- The prevention of groundwater pollution (which can occur through water infiltration);
- Prevention of accidental pollution: storing consumable site products under maximum safety conditions, installing retention tanks in areas storing polluting products, maintenance, washing and handling areas, recovering discharges from site sanitary facilities, no direct discharge of grey water into the natural environment;
- The constant maintenance of equipment to combat accidental pollution of all kinds.

• Protect and save water resources on construction sites

The group's policy is to collaborate with its partners and aims to involve its suppliers in implementing actions to monitor and reduce water consumption, protect aquatic resources and environments, and prevent water pollution on worksites. This policy is overseen by the CSR Comex and involves technical departments (E1-3 11; E3-1 12iii).

Among the measures taken, the group has notably rolled out a Green Works and Low Nuisance Charter, a contractual document applicable to all works contracts linking the group to the companies responsible for the construction sites of its projects.

This charter outlines the following partner commitments, which are beneficial for preserving water resources and managing water risks:

- Collecting, monitoring and controlling water consumption on the worksite;
- The use of hazardous materials on the construction site is prohibited: POPs as defined in Annex I or II of Regulation EU 2019/1021, mercury, asbestos, ODS as defined in Annex I or II of Regulation EC No. 1005/2009, substances covered by REACH regulations, as well as hazardous substances in electrical and electronic equipment;
- A washing area for machinery is being set up; it is paved and equipped with a holding tank;
- Runoff water is collected in areas temporarily sealed for this purpose;
- Effluents (oils, solvents and cleaning or degreasing products) are checked and collected;
- All polluting products must be stored in holding tanks designed for this purpose;
- For each batch, the company prepares an emergency response kit to absorb or neutralise any accidental spill (fuel, oil, grease, solvent, acid, paint, varnish)....);
- The vats, barrels, cans and jars are labelled;
- Any effluent or product collected on site is either sent to a company specialising in treatment or pretreated on site before being released into the network.

5.2.3.4. Policy and actions to preserve water and marine resources downstream of the value chain

• Preserve or even restore the water cycle

The group's policy is to establish technical and programmatic measures promoting stormwater management on the site and the preservation of water resources. This policy is overseen by the CSR Comex and involves the program departments and technical departments (E1-3 11).

With respect to actions, the group applies its internal environmental standards to all new real estate programs and plans the following measures:

- Making 100% of outdoor parking spaces permeable (excluding PMR spaces or technical impossibilities),
- Positioning of non-paved surfaces at a low point to allow rainwater to infiltrate (as long as the soil type does not object),
- The use of rainwater infiltration on the land, depending on the project potential,
- A target to reduce the need for fresh water to maintain outdoor spaces (including watering) by 50% compared to standard provisions, which could include:
- The water-saving design of the landscaping project (choice of native and suitable plant species),
- The use of drinking water networks, where applicable,
- The installation of a rainwater harvesting solution,
- The implementation of green roofs,
- The creation of infiltration nodes in development projects and housing projects.

The qualification of the site with regard to crisis areas in terms of water availability is carried out using the national VigiEau tool: the site is considered to be located in a water stress zone if it is affected by the "crisis" or "enhanced alert" drought alert levels. In 2025, the group introduced the implementation of strengthened water sobriety measures in the event of operations initiated in these sectors:

- The project does not include a swimming pool,
- Rainwater is collected for watering the outdoor spaces,
- Lawn areas are being significantly reduced in favour of multi-layered vegetation that is resilient to water shortages,
- Showers are equipped with a device to raise user awareness of water consumption (meter, LED colour, etc.),
- Waters are managed at the parcel.

For example, in 2025 the group launched the "Rowing Boat Quays at Gravigny" project, aiming to develop an intergenerational residence with a social partner, consisting of around sixty social housing units (young professionals, seniors, family housing) with a common ground floor space and a RE 2020 timber construction threshold 2028.

The target property is a plot of land of approximately 6,067 sq.m., more than 90% of which was paved over (old buildings - asphalt). The project will result in the creation of a full ground area of approximately 4,100 sq.m., representing the de-paving of around 60% of the land area, as well as the planting of around twenty trees.

• Engage to reduce drinking water consumption in projects

The group's policy is to design water-efficient projects, both for the use of buildings and for the maintenance of outdoor spaces. This policy is overseen by the CSR Comex and involves the program departments and technical departments (E1-3 11).

The water consumption of residents and the water needs of projects are simulated for all new projects, over a lifetime (50 years by convention), as part of the RE2020 life cycle analysis. This approach contributes to the integration and preservation of freshwater resources from the design phase of new operations (Kaufman & Broad cannot track water consumption once operations are delivered to its clients) and relies in particular on the widespread use of water-saving equipment and metering tools, as well as individualized consumption monitoring:

- Individual water meters: each unit is equipped with an individual water meter with remote reading, enabling billing based on users' actual consumption during the usage phase and pricing that encourages saving on the resource.
- Water-efficient equipment: Since 2022, Kaufman & Broad has standardized the installation of water-efficient equipment across 100% of projects under construction through the MSPE (internal environmental guidelines). Flow rates for sanitary and irrigation equipment must comply with the following ceilings:

✓ Washbasin: 6 L/min
✓ Sink: 6 l/min in residential and commercial
✓ Shower: 8 L/min
✓ WC: Dual flush 3L/6L (or 2/4L) cisterns
✓ Urinals (tertiary): 1L per flush or <2 litres per bowl per hour
✓ Other equipment, services: -30 % of base rates

The proper application of these provisions is reviewed during decision-making committees on real estate operations, under the responsibility of the CSR Executive Committee represented by the CSR Director. Specific exceptions may be authorised (express request from a client, compliance with another regulation, etc.).

In addition, the amount of these provisions is included in the balance sheet of these transactions.

The purchasing department of Kaufman & Broad has integrated the maximum debits of water-saving equipment into its supplier referencing strategy.

5.2.4. Biodiversity and Ecosystems (ESRS E4)

5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1)

The group reviewed and identified its main interaction interfaces with biodiversity and ecosystems, related to its activity and business model. This review covers all sites directly owned or occupied by the group (proprietary operations). It also includes the production sites of supplier-operated real estate projects (upstream value chain) as well as the use of marketed products (downstream value chain) (E4-1 13b). This process identified material IROs (Interdependencies, Impacts, Risks, and Opportunities) and assessed the resilience of the group's strategy and business model to these issues.

- Methodology (E4.IRO-1 17a)

The themes assessed and the time horizons considered are described in the "5.1.3. Methodology for the identification and evaluation of OIRs in the context of the Double Materiality Analysis (ESRS 2 IRO-1) » (E4-1 13d)

This analysis was carried out using the LEAP method, in four steps: identification of the sites concerned, evaluation of the impacts and dependencies on these sites, analysis of material risks and opportunities, and finally report preparation.

Sites concerned:

The group took into account its own facilities as well as the sites where its projects were carried out and awarded to its suppliers.

Assessment of impacts and dependencies:

The assessment of the impact of the group's activity on biodiversity involves analysing the nature of the land on which real estate projects are carried out, or the land near developed projects. For example, the cross-analyses of the General Commission for Sustainable Development, based on scenario analyses, indeed show the existence of a strong link between ZNIEFF (Naturel Zone d'Intérêt Écologique, Faunistique et Floristique - Natural Zone of Ecological, Faunal and Floral Interest) and the irreplaceable nature of biodiversity regardless of the scenario studied (S1, S5 or S10). These analyses also show a significant under-representation of arable land and a strong over-representation of permanent crops in areas with irreplaceable biodiversity, which contributed to the risk analysis and monitoring.

The group has assessed its impacts, risks, opportunities and dependencies related to biodiversity, particularly with respect to the following sites:

- Biodiversity sensitive areas: Key Biodiversity Areas, Natura 2000 sites; Biosphere reserves and UNESCO *World Heritage* sites; ZCB (Zones Clés en matière de Biodiversité), particularly sites of the International Union for Conservation of Nature (IUCN) listed by the French committee;
- Other areas that may be identified or classified for biodiversity purposes include: protected areas under statutory nature conservation regulations (national parks, national and regional nature reserves, prefectural orders protecting biotopes, geophytes, natural habitats, etc.), protected areas under contractual agreements (Regional Natural Parks, etc.), areas important for biodiversity, including other Type 1 and 2 Naturel Areas of Faunal and Floral Ecological Interest (ZNIEFF), and Ramsar sites;
- Other areas of biodiversity concern: wetlands, Important Bird Areas (IBAs), Sensitive Natural Areas, etc.
- The concept of land artificialisation: land and plots used for buildings, as opposed to natural, agricultural or forested non-built areas;
- The concept of soil sealing: surface causing rainwater runoff as opposed to unsealing , meaning creating a surface allowing rainwater infiltration.
- Notions of land degradation and desertification.

Consideration of scenarios and study reports (E4.IRO-1 18):

As part of the assessment of the resilience of its strategy and business model in the field of biodiversity and ecosystems, the group mainly relied on conventional scientific assumptions and knowledge derived from (E4-1 13c):

- IPBES Global Biodiversity Assessment Report
- Contribution of the Building and Construction working group to the French National Biodiversity Strategy 2030. This strategy takes into account both the findings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES, 2019) report and the objectives of the European Union's biodiversity strategy, in relation to the development of protected areas.
- Indicators and measurement tools: Assessing the impact of human activities on biodiversity, by the FRB and the OFB (2021)

The group also took into account various reports from international institutions and organisations concerning impacts and dependencies, as well as biodiversity scenario analysis (including the technical manuals of the Secretariat of the Convention on Biological Diversity, the cross-analysis of biodiversity issues in mainland France by the General Commission for Sustainable Development). (E4.IRO-1 17d)

In order to assess the challenges related to actual and potential impacts as well as dependencies (E4.IRO-1 17b) on bio-sourced materials, particularly wood, the group relied on the study by the IGN and the FCBA on scenarios for projections of wood availability (May 2024). The group notes that the resource does not appear to present a high risk in terms of climate change (decrease in softwood mortality, scenario R1_B1_C2) and that the sector plans to maintain, or even increase, production volumes (scenario C2, projections of wood availability and the French forestry sector's carbon stocks and flows). Scenario C3 of the same study highlights a possible moderate strain on resources in the event of recurrent extreme events (storms or disease; physical risk (E4.IRO-1 17c). These scenarios encourage the group to maintain diversified construction methods and to identify and master construction methods that are alternatives in the event of tension on this resource.(E4.IRO-1 17d)

Expert intervention and partnerships:

The group collaborated with external biodiversity experts (ecologists) to identify biodiversity impacts, risks, dependencies, and opportunities on its own operations and value chain.

• Assessment of interfaces with biodiversity and ecosystems (E4-1 13e)

Own operations:

The group leases office space for its employees, spread across around twenty different sites in the country. These locations are in urban areas; for more information about the map of branches and sub-offices, please refer to section 1.1.1.2. "Presentation of the Company". By 2025, none of these sites are located in an area identified as sensitive for biodiversity and/or significantly affecting biodiversity (E4.SBM-3 16a; E4.IRO-1 19a). The group's processes include an annual assessement.

Upstream value chain:

The group operates mainly in France and has its suppliers carry out real estate projects in compliance with building regulations. The group has no influence on whether these areas are or are not suitable for development. These are defined by the Local Urban Planning (PLU or PLUi) at the level of each city. These PLU's themselves break down the Territorial Coherence Schemes (SCoT). SCoTs are tools that take into account the articulation of the socio-economic needs of the territories as well as their resources and environmental parameters, particularly the fight against land conversion and the protection of natural spaces. Real estate transactions are fully developed within the framework of administrative authorisations fully obtained and purged of all appeals. (E4-2 AR17a)

The group monitors the nature of the spaces on which its projects are developed in order to identify the impacts, risks and opportunities related to biodiversity and land use change that may result from them. In 2025, the group estimates to have begun developing real estate projects on 43.5 hectares of land as follows (E4.SBM-3 16):

Biodiversity Impact *43.5 ha of land purchased in 2025* **(E4-5 38)**	**Artificialized land:** **35.2 ha**	**Unsealed natural land: 8.3 ha**	
		Farmland: **6.9 ha**	**Permanent grasslands, natural or forest space:** **1.3 ha**
Outside Biodiversity sensitive area	81%	16%	3%
In a Biodiversity sensitive area (E4.SBM-3 16a; E4.SBM-3 16c; E4.IRO-1 19a; E4-5 35)	0%	0%	0%

Interfaces with biodiversity sensitive areas:

The process of obtaining administrative authorisations includes a case-by-case review of the potential impacts of the project on the environment and, in particular, biodiversity, through discussions with the authorities (fauna and flora, soil, water, air or cultural heritage). Depending on the scale of the project and the environmental sensitivity of the site, an impact assessment is required. Ecological diagnostics and flora and fauna studies (including protected species) are then carried out by independent ecologists. When a risk of harm to biodiversity is identified, the group systematically incorporates the conclusions of impact assessment studies and the mitigation measures requested by the Environmental Authority into its operations so that there is no material impact on biodiversity-sensitive areas. Finally, obtaining administrative authorisations is conditional upon the project taking environmental issues into account (E4.IRO-1 19b).

So by 2025:

- 0% of projects started by the group were located directly in a biodiversity-sensitive area.
- 4% of projects initiated had a baseline impact assessment and resulted in the implementation of mitigation measures (E4.IRO-1 19b).

Interfaces with regard to land use change:

Land artificialisation

The development of real estate projects, the group's main business, is closely linked to land use issues. The Zero Net Artificialisation (ZAN) regulation aims to reduce soil artificialisation to achieve a net absence of soil artificialisation in France by 2050. The majority of the surfaces initiated by the group - which masters the processes of land recycling - are located on already developed land. However, the implementation of the ZAN could lead to a risk of non-compensation of reduced building rights on natural, agricultural or forest land through increased building rights on already developed land (E4.IRO-1 17b).

Interface regarding soil impermeability (E4.SBM-3 16b):

The majority of real estate space is built on land that is already artificial and partially impermeable (see table above). Among these projects are some that reduce soil sealing by recreating full ground and permeable spaces, which have a positive impact (1.54 hectares will be de-impermeabilized out of the 43.5 hectares of land purchased in 2025) and an opportunity developed below. However, some projects can be developed on land with little or no impermeable surface, or even on non-artificial land (farmland, natural areas or forests) which, in the vast majority of cases, are not sensitive sites in terms of biodiversity or the irreplacements of biodiversity.

The development of certain projects also allows for soil drainage in some cases and creates a financing opportunity due to their contribution to the restoration of the water cycle and the reduction in the cost of network development and operation. The carbon impact of the land use change related to projects launched by the group during the reporting year is included in category 6.1 of the GHG Assessment, "Other indirect Scope 3 emissions". In 2025, this impact was estimated at 1,443 tCO2e. This calculation is based on a life cycle analysis. For more details on the methodology, please refer to section "5.1.2.1. Indicators selection and specificity » **(E4-5 36)**

The change in land use in connection with the projects developed by the group during the financial year is summarised in the following table. It should be noted that these figures relate to projects launched during the financial year; therefore, these changes will take place over the next 3 to 5 years depending on the progress of the projects (E4-5 38a):

Sealing impact / risks (ha) *43.5 hectares of land purchased in 2025* ***(E4-5 AR34a)***	**Artificialized land: 35.2 ha**	**Unsealed natural land : 8.3 ha**	
		Farmland: **6.9 ha**	**Permanent grasslands, natural or forest space:** **1.3 ha**
Surface with no change in permeability	28,2	3.5	0.9
Impermeabilized surfaces (**E4-5 AR34b**)	5.5	3.4	0.5
Impervious surfaces (**E4-5 AR34c)**	1.5	0.0	0.0

Interfaces with the ecosystems on the project sites

Processes of construction service providers (1st tier), including disturbances related to construction and site operations, can be in interface with ecosystems. However, it is common industry practice to implement necessary measures to reduce and limit such harm.

Interfaces with respect to raw material extraction

The projects developed require the use of construction materials, which the group sources from its suppliers of materials and components (2nd tier). These suppliers rely on certain natural resources in the production of these bio-based or geo-based materials and components such as wood, plaster or even sand for concrete manufacturing. The group's suppliers may have both an impact on ecosystems linked to the extraction of raw materials, as well as a dependence on their availability. The group pays particular attention to suppliers'policies with regard to these issues. (E4.IRO-1 17b;E4.IRO-1 17ei)

The group's vehicle fleet also uses bioethanol for its employees' mobility. This energy consumption takes place as part of the transition plan to decarbonise transport. This decarbonisation is achieved through the overall reduction of vehicles and travel, and then through the transition from fossil fuel-powered vehicles to electric vehicles. Bioethanol can play a marginal role as an energy carrier participating in the transition, but in very limited proportions.

Downstream value chain:

Project sites delivered by the group may include areas that support the development of local flora and fauna, and/or, on an occasional basis be located near nationally or internationally classified or protected areas. The group then implements measures to protect ecosystems and maintain natural corridors on the project site, the proper functioning of which also depends on the maintenance of the users. On the other hand, the use of products made by the group could put pressure on certain environments (domestic animals of residents, for example). To this end, the group includes biodiversity issues and best practices in the owner's guide it provides to its clients.

• Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems

This analysis was carried out in accordance with the methodology described in section "5.1.3. Methodology for the identification and evaluation of OIR in the context of the Double Materiality analysis (ESRS 2 IRO-1) ", while incorporating the results of the evaluations described in the above steps. The results are described in the following section. (E4.IRO-1 17b AR8)

IRO	**Topic** **Sub-Topic**	**Name and description**	**scope**	**Stakeholders Involved**	**Time Horizon**
Negative impact	**Direct drivers of biodiversity loss: Land use change (urbanisation)**	**Negative impact from land conversion.** Development of real estate projects on non-developed land.	Upstream	Local authorities	Short-term
Negative impact	**Impacts on extent and state of ecosystems: Soil sealing**	**Negative impact related to soil sealing.** Some projects on already artificial land may lead to increased soil sealing.	Upstream	Local authorities	Short-term
Risk **(transitionnal)** (E4.IRO-1 17c AR8; E4-6 AR39)	**Direct drivers of biodiversity loss: Land use change (urbanisation)**	**Risk related to the non-compensation of building rights on land within the ZAN** The decrease in building rights on natural, agricultural, or forested land may not be offset by the increase in building rights on already developed land, as part of stricter regulations to combat soil sealing.	Upstream	Local authorities	Long-term

Limited materiality IROs (non-material, but close to materiality thresholds) are:

IRO	Topic Sub-Topic	Name and description	Scope	Stakeholders Involved	Time Horizon
Positive impact	**Impacts on extent and state of ecosystems: Soil sealing**	**Positive soil unsealing impact:** Some projects, especially on industrial or commercial brownfields, allow soil unsealing (reconstitution of native soil, " living" soil, plant mass).	Upstream	Local authorities	Short term
Opportunity (Economic and sustainability performance) (E4.IRO-1 AR8)		**Soil unsealing opportunity:** In the context of ZAN and reducing land sealing, projects reducing soil sealing are more acceptable (opportunity to obtain construction permits, among others), and even eligible for subsidies	Upstream	Local authorities	Short term
Opportunity (of economic performance) (E4.IRO-1 AR8)	**Ecosystem service impacts and dependencies: Wood construction**	**Opportunity in wood construction** The use of construction materials from forests and the bio-based materials sector is seen as particularly acceptable, which facilitates the granting of building permits.	Upstream	Suppliers (construction companies)	Short term

The group has not identified any material systemic risks that could cause the collapse of an ecosystem, spread to an entire economic system, affect local communities, or impact ecosystem services that are of importance to these communities (E4.IRO-1 17d). Furthermore, the group has not identified any impacts related to land degradation and desertification.

- ### Transition plan for biodiversity and business model resilience (E4-1 15)

The group's business model and its upstream and downstream value chain have material interfaces with biodiversity and ecosystems. Real estate development projects can have a negative impact on land use change (land sealing and paving), especially when they consume greenfields. This impact is associated with a transition risk linked to a potential land scarcity resulting from urban sprawl regulation. On the other hand, the activity has a positive impact in terms of land use change (land use conversion and sealing) when it develops on already developed land (land recycling, urban intensification, renovations, etc.) and sealed land. The majority of the group's transactions are already taking place on this type of land. The Biodiversity Transition Plan thus provides for the maintenance and development of the skills to develop projects on already developed land (training and expertise in demolition, renovation, intervention on polluted sites and soils for land recycling operations, etc.).

The resilience of the business model to systemic and physical risks involves, in particular, the diversity of geographical areas of intervention, the absence or exceptional nature of the development of projects in areas sensitive to biodiversity, as well as the diversity of construction methods that the group can use.

5.2.4.2. Biodiversity and Ecosystems Policy and Action

The biodiversity and ecosystems policy was adopted with the aim of strengthening the resilience of the group's business model to its challenges, as well as in response to the dependencies, impacts, risks and opportunities identified during the double materiality analysis. Each subsection specifies the objectives in more detail (MDR-P 65a).

This policy was also established with the aim of realizing the group's desire to contribute to the following biodiversity goals on its scale (MDR-P 65d):

- Targets set by the EU's Biodiversity Strategy Horizon 2030, including (E4-1 AR2):
  - Three billion more trees planted across the EU in full respect of ecological principles.
  - Significant progress in cleaning up contaminated site soils. For more details on how the group aims to contribute to this target, please refer to section "5.2.2.2. Pollution prevention and control policies, actions and targets in the value chain ".
- United Nations Sustainable Development Goals (E4-1 AR3; E4-2 AR13):
  - SDG 15: 'Protect, restore and promote sustainable use of terrestrial ecosystems'.
  - SDG 6: 'Ensure access to clean water and sanitation for all and manage water resources sustainably'

- ### Group's biodiversity and ecosystem policy upstream of its value chain

The group's policy regarding biodiversity and ecosystems along its upstream value chain has the following main objectives (MDR-P 65a; E4-2 23; E4-2 24a; E4-2 AR16):

- To avoid or minimise the negative impact of land use changes, including paving or building on land, and especially in the event of intervention in areas sensitive to biodiversity (extremely rare case),
- Limit any dependence on undeveloped land, in response to the identified risk of a potential reduction over time,
- Promote the preservation of natural spaces, development of biodiversity, and soil permeability; in response to the positive impact and identified opportunity, but also as a quality and sustainability factor of production,
- Finally, promote the use of bio-sourced materials and components in production, while ensuring that this does not negatively impact natural resources. (E4-1 AR12)

Continuous engagement with its stakeholders as outlined in section " 5.1.6.1. The group's business model (SBM-1): Modalities of exchange with stakeholders ", ensuring that their issues are taken into account when defining the group's policy.

Regarding procurement, the group's policy is communicated, in particular, by the National Purchasing and Supplier Policy Department as part of the development of partnerships with its suppliers (MDR-P 65e) (MDR-P 65c). Much of the policy is deployed through measures integrated into the group's processes via the MSPE. Each addition to the MSPE is studied and approved by the National Technical Committee. The application of these processes is then the responsibility of the group's regional technical departments. (MDR-P 65c)

This policy covers the group's 1 st tier suppliers, i.e., all sites where its real estate projects are developed, as well as its relationships with its second tier suppliers on procurement issues (MDR-P 65b). The group influences them through environmental criteria integrated upstream, in the design phase, and then when awarding construction contracts to suppliers. The requirement to comply with all environmental and social regulations is enforced through the K&B Supplier Code of Ethics, the guidelines and objectives defined by Kaufman & Broad are also outlined in the contractual clauses (MDR-P 65f).

The biodiversity policy falls under the CSR Executive Committee, with the support of the Regional and Technical Departments, but also the CSR and Innovation Department. (MDR-P 65c)

- ## Group's actions regarding biodiversity and ecosystems upstream of its value chain

Several of the group's biodiversity initiatives have been integrated into its processes through their inclusion in the internal environmental framework: the K&B Environmental Specifications and Procedures Manual (MSPE). This framework has been applicable to all projects (MDR-A 68b) since its creation in 2022 (MDR-A 68c).

Actions relating to the impact of land use change

Action 1: Limit or even avoid soil sealing and artificialisation, especially in biodiversity sensitive areas :

Measures to reduce the sealing and artificialisation of soil (MDR-A 68a) have been integrated into the MSPE K&B environmental guidelines:

- 100% of projects include green space, prioritising natural wild grass,
- The Biotope coefficient is simulated for each of the group's projects during the design phases; offsetting measures can then be implemented (such as green roofs and terraces, for example),
- All parking spaces built outdoors are designed to be permeable.

These actions help reduce soil sealing and do not require specific investment; the expenses related to their implementation are included in the expenses related to the projects (MDR-A 69a). They also represent an economic opportunity, as some operations can monetize their contribution to reducing the cost of stormwater management by municipalities and network operators. Readers are invited to refer in particular to the opportunity related to soil impermeabilisation, developed in section "5.2.4.1. Evaluation of biodiversity and ecosystem impacts, risks, dependencies, and opportunities (E4.IRO-1) ".

Action 2: Promote soil unsealing through land recycling:

The group has evolved its business model to carry out more virtuous projects for soil de-impermeabilisation as well as reducing artificialisation (MDR-A 68a) The subsidiary Aménagement et Territoires (A&T), created in 2020, specialises in the conversion of industrial wasteland. In addition to the positive impact on biodiversity from the removal of impermeable surfaces and the restoration of vegetation, the rehabilitation of these wasteland areas acts as a "carbon sink", particularly through the vegetation of the soil. As a result, reclaiming the brownfield benefits the entire surrounding neighbourhood, creating value for stakeholders and for Kaufman & Broad, by reducing its exposure to land scarcity risk.

The financial resources allocated to this action are mainly the operating expenses included in the operations' balance sheets. (MDR-A 69a)

Example: (MDR-A 68e)

AMÉNAGEMENT ET TERRITOIRES

To date, the performance of the A&T subsidiary is mainly linked to the Magasins Généraux rehabilitation program. This project, under construction in 2025, aims to become the region's first dedicated hub for creative and entrepreneurial industries, with 4,000 sq.m dedicated to creativity and innovation. The program aims to spark new appeal with a quality, inclusive space that will bring in 1,300 new residents and 4,500 students. This program also aims to create a neighborhood that is exemplary in terms of sobriety and biodiversity. The operation is also involved in a biodiversity certification process (Effinature certification). The site's development allows for a 132% increase in permeable surfaces (20,332 sq.m.) with 30% of the roof planned for green roofs.

Reims project – Magasins Généraux	Before Rehabilitation	Planned after renovation	Overall impact
Artificialised surface area	39,000 sq.m	27,000 sq.m	(-) 30%
Number of trees	4	1,700	1 tree /9 sq.m. of vegetated area

It is also specified that all the group's projects, including operations developed on non-artificial land (greenfields), are subject to quality and environmental certification (see section "5.3.4.5. Actions taken to ensure the quality and safety of products on the market (S4-31): Third-party certification of the quality and environmental performance of facilities») and comply with the group's environmental standards.

Actions to protect and develop biodiversity on the sites of real estate projects

Action 1: Identify biodiversity impacts, risks, and opportunities on the project:

In order to manage biodiversity risks and impacts and identify opportunities from the design phases, the group has integrated a systematic analysis of real estate projects into its decision-making committees (MDR-A 68a):

- Project submissions must include specific indicators for impact assessment related to soil conservation and biodiversity.
- The consideration of the natural and landscape context in the development of the real estate project is also addressed during the decision-making phases.
- The project situation assessment, to determine its proximity to a sensitive area or one with a biodiversity issue, is systematically carried out and is based on:
  - Through a mapping analysis: particularly using data from Géoportail.gouv (operated jointly by several national actors, including the National Agency for Territorial Cohesion - ANCT, as well as the National Centre for Scientific Research - CNRS), the Network of Wetlands and the Key Biodiversity Areas which identify the areas covered by the main biodiversity protection zones. A very small percentage of transactions may be concerned.
  - On any additional on-the-ground analyses, particularly soil and botanical studies to characterise any wetlands.

In 2025, no activities were identified on sites sensitive to and important for biodiversity.

The group has included the following metric in its K&B environmental framework (MDR-A 68a):

- Plan for the systematic involvement of an independent ecologist for each site: located in or within 200 m of a sensitive natural area, in another area with biodiversity issues, or during the development of warehouses exceeding 20,000 sq.m. of ground area. In this case, the expert carries out a mission involving at least a diagnosis of the initial site (its fauna and flora) and suggestions and recommendations for the planned project in order to maximise the site's biodiversity potential.

As part of the hierarchy of mitigation measures, these actions are preventive (E4-3 28a)

Action 2: Preserve and improve existing: (E4-2 24d)

The group has integrated into its environmental framework MSPE K&B, actions aimed at preserving the existing biodiversity on project sites and improving it (MDR-A 68a):

- For all projects, teams are required to identify trees (major trunks over 5 m in height and mature) on the site and to preserve them, along with their root systems, by implementing the necessary measures during the construction phase.
- All group transactions must result in a net gain in trees (major items over 5m maturing),
- A multi-strategy approach is adopted in the design of the landscape project for the purpose of plant intensification,
- The plant species brought in must meet the following criteria:
  - Be non-invasive and low allergen (allergen species classified as "high risk" are prohibited; introduction of "moderate allergen risk" species is limited to 25% of subjects);
  - Be adapted to the climate and the terrain;
  - Be predominantly climate change resilient,
  - Ability to build diversified plant strata.

This approach contributes to a positive biodiversity impact in the majority of projects and improves the adaptation of operations to climate change.

Within the framework of the hierarchy of mitigation measures, these actions fall under prevention, compensation and restoration (E4-3 28a).

Target: In line with its nature conservation policy and in response to the negative impacts related to the paving and artificialisation of land (E4-4 32c; MDR-T 80a), the group has set a target of a positive net balance of trees planted (MDR-T 80b). This target applies to all projects launched (MDR-T 80c) and is monitored annually (E4-4 32c; MDR-T 80e).

This target falls within the hierarchy of mitigation measures, as a preventive action (prioritizing the encouragement of tree felling avoidance) and then a restoration action (ensuring active compensation and a net gain in forest biodiversity where appropriate). (E4-4 32c)

By 2025, this goal is achieved with a net gain of 1,929 trees planted (MDR-T 80j). For more information on the monitoring and calculation of this target, please refer to section 5.1.2.1. Choice and special features of the indicators".

1 929

The number of trees planted for projects launched during the 2025 financial year.

In 2025, the group also developed a Landscape Guidelines Manual, promoting the development of common landscaped areas in its projects, as well as the use of nature-based solutions (E4-3 28c): common island cores, private gardens, different vegetation layers, and green fringes around the project and between private gardens.

Examples of implementation for multi-family housing:

Agora student residence - Normandy

As part of an effort to consider biodiversity, the "Agora" development of 149 student housing units in Mont Saint-Aignan incorporates nesting boxes adapted for both starlings and swallows, as well as bat houses.

Consultation with the League for the Protection of Birds (LPO) helped determine the types of nesting boxes to be installed on the project based on nearby species. These beehives made from wood concrete have been directly integrated into the building's facades.

Project Harmonie - Marseille

As part of the "Harmony" project, located in the La Duranne district of Aix-en-Provence, Kaufman & Broad has implemented an innovative Environmental Real Environmental Obligation procedure accompanied by methodological monitoring in order to contribute to the preservation of an orchid species.

Clos du Cygne - Île-de-France

Scheduled for delivery in 2025, this project for 111 collective housing units in Noisy-le-Grand was completed while taking into account the site's biodiversity challenges.

The Biodivercity project includes a walk in the shade of a flowering trellis, planted pathways, landscaped rain gardens, 23 tall trees and 100 shrubs planted (75% of which are local species).

Examples of implementation for urban development projects:

As part of the ongoing restructuring of the Magasins Généraux site in Reims, an ecological four-season inventory was conducted by an independent ecologist to comprehensively identify the species of fauna and flora present on site. The diagnosis highlighted issues of low importance, which were nevertheless taken into account, for example:

- The possibility of using the site as a passage zone for species present in nearby type II NBNI, as well as the observation of a near-threatened species near the land,
- Identification of a nationally protected reptile species,
- The presence of invasive plant species,
- The improvement in the site's ecological quality is reflected in the operation through:
- Preservation of existing flora and fauna during the construction period (protections around tree stumps and root systems, construction schedule adapted to the life cycle of the fauna),
- The establishment of diverse habitats and micro-habitats serving as refuges allowing certain species to remain on site (nest boxes, hedgerows, rockeries for reptiles, insect hotels favourable to numerous beetles and diptera),
- The integration of green spaces allowing wildlife to move between built-up areas,
- Monitoring of withdrawals, management and treatment of soil to combat the proliferation of invasive species,
- The composition of a plant palette consisting mainly of local species or those adapted to the site's climatic conditions,
- The establishment of an ecological management plan for the maintenance of all green spaces in the project (no use of pesticides, reasonable pruning of trees and shrubs, implementation of a differentiated management approach, etc.).

Examples of implementation for the tertiary sector:

Austerlitz Project (A7/A8) in Paris

Within the emblematic project to renovate the Gare d'Austerlitz station, the group is creating a multitude of products including approximately 55,000 square meters of offices, 6,500 square meters of hotel space, as well as 29,000 square meters of shops and other areas (community center, delivery areas, parking spaces, etc.).

The biodiversity theme has been given significant prominence in the project, which will incorporate green spaces covering a total area of 24,000 sq.m. These spaces will be spread across different layers of the plot, including:

- 1500m² of rooftop dedicated to urban farming,
- 3,500 m² of biodiversity-friendly terraces: these terraces will be planted with herbaceous vegetation of local, non-allergenic, non-invasive species suited to the climate. Requiring little watering or fertilising, they are intended to serve as a haven for wildlife and will be supplemented by nearby nesting boxes.

Action 3: Design with nature:

Beyond its aesthetic and recreational functions, nature is seen as a system in which every project must integrate and interact. For each project, consideration is given to integrating them into the green (flora), blue (water), brown (living soil), turquoise (wetlands) and black (combating light pollution) frameworks.

In 2025, the group strengthened its internal processes for considering biodiversity:

- The architecture department became the architecture and landscape department
- The architectural design guide has become the architectural and landscape design guide, strengthening the consideration of biodiversity, nature-based adaptive solutions, and water cycle preservation.

Since 2023, the Group has included MSPE K&B (MDR-A 68a) in its environmental standards:

- The systematic involvement of an ecologist for any project located within or less than 200 m from a protected natural area.
- The integration of at least one feature to support biodiversity into each project (such as bird feeders, wildlife habitats, hedgehog crossings, insect hotels, etc.).

In addition to this internal process, a landscape architect and/or ecologist is regularly involved in the program's design to study landscape integration. The integration of the project is also particularly carefully considered in the event of recommendations from the French Building and Monuments Agency (Architectes des Bâtiments de France, ABF) regarding heritage issues.

The design of building-landscape systems also incorporates their resilience to climate disruption, that is, resilience to droughts and heat waves.

The group has thus included in its environmental scope the MSPE K&B (MDR-A 68a):

On resilience to bouts of dryness:

- A design objective to reduce water needs by 50% through the hydro-efficient design of outdoor spaces, the selection and arrangement of plant species, the use of non-potable water networks, or the implementation of a rainwater harvesting solution (this device is common in single-family homes). Reducing the water needs of projects relates to both outdoor spaces and water-using building equipment.
- Maximum debits for all equipment in line with best practices.

On heatwave resilience:

- The design of the building-landscape system incorporates the challenges of combating the urban heat island effect, summer comfort and optimising light inputs in winter, as well as hygrothermal regulation on the scale of the plot.

Within the hierarchy of mitigation measures, these actions fall under prevention (E4-3 28a).

Regarding logistics buildings, the Concerto subsidiary has committed to planting hedgerows consisting of trees and shrubs in two rows covering at least 50% of the property boundary for all warehouses, integrating seamlessly with the local green network. At least 50% of the hedgerow lines are made up of pollinator-friendly species.

Action 4: Monitor changes over time:

Consolidation of data through the KB Comités tool makes it possible to track the group's action over time for biodiversity and reducing soil sealing. The tool also assesses the project against the " Do No Significant Harm " criteria of the European Taxonomy, as outlined in the section *"5.2.6. European taxonomy"*, including for the protection and restoration of biodiversity and ecosystems.

Action 5: Active monitoring of the topic:

The group actively monitors regulations and best practices in the field of biodiversity through its membership of the Observatoire de l'Immobilier Durable (Observatory of Sustainable Real Estate).

Target:

In line with its policy of preserving and developing natural spaces and biodiversity, and in response to the negative impacts related to the paving and artificialisation of land (MDR-T 80a; E4-4 32c), the group has set a target of having, each year (MDR-T 80e), at least 20% of projects launched (MDR-T 80c) that have been the subject of diagnostics and recommendations from an ecologist.

The group notes the positive change in the involvement of ecologists in its projects, which demonstrates better consideration of material issues related to biodiversity. In 2025, 34% of projects launched by the group during the financial year used an ecologist as part of their biodiversity approach, with 12% aiming for a label related to biodiversity (MDR-T 80j). For more information on the monitoring and calculation of the indicator, please refer to section *"5.1.2.1. Indicators selection and specificities »*

Actions relating to the purchasing policy and suppliers of bio-sourced materials and components (non-material)

As part of its climate transition plan, the group is increasingly integrating bio-sourced materials into its projects; this approach is detailed in section 5.2.1. Climate change. To ensure that the use of these materials is done in a way that respects forest ecosystems, the group has implemented the following actions (MDR-A 68a):

Action 1: Require high standards from suppliers in all specifications: all wood must be FSC or PEFC labelled and " zero deforestation " (MDR-A 68b; E4-2 AR12a; E4-2 AR12b),

Action 2: Prioritise local: use mainly French or European softwoods,

Action 3: Raise supplier awareness of biodiversity issues:

Through their membership in the K&B Supplier Code of Ethics, the group's suppliers certify that the production cycle of materials, components, or products does not harm areas sensitive to biodiversity. The Supplier Code of Ethics also includes a whistleblowing procedure in the event of non-compliance being detected. No proceedings have ever been initiated. (E4-2 AR12a).

• Group policy and actions regarding biodiversity downstream of its value chain (non-material)

The group's policy, overseen by the CSR Executive Committee, aims to raise its clients' awareness of biodiversity issues through explanations of design choices that are favourable to biodiversity, as well as recommendations on the responsible maintenance of outdoor spaces.

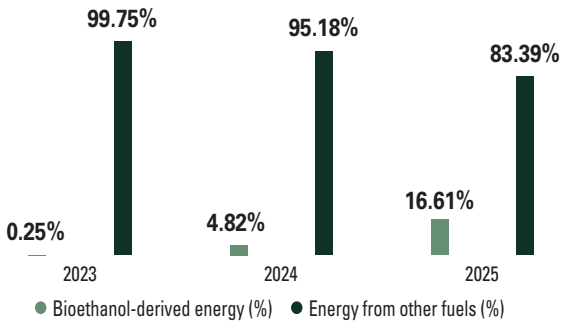
The group's actions include providing all clients with a copy of the Owner's Manual. This guide contains recommendations for green household maintenance and practices that benefit biodiversity. This guide highlights the important role gardens play in quality of life and offers recommendations to protect the water cycle, living soil, and the ecosystems they support. They promote sustainable management of outdoor spaces.

• Group policy and actions on biodiversity in its own operations (non- material)

The group has not identified any material IROs at the level of its own operations, but nevertheless has a policy to promote biodiversity at each of its major occupied sites. The actions involve encouraging respect for biodiversity and the eco-management of the spaces on leased sites, particularly within the framework of green committees in collaboration with site managers.

This policy also includes the use of bioenergy in a moderate way as part of transition plans. Within the group's action scope, bioethanol can be used for vehicle mobility for which use does not allow for immediate electrification; this energy is considered transitional as part of the migration of fossil fuels towards the electrification of mobility.

The graph below shows the consumption of bioethanol compared to other energy sources over the past three years:



5.2.5. Resource use and circular economy (ESRS E5)

5.2.5.1. Identification and assessment of the impacts, risks, and opportunities associated with circular economy (E5.IRO-1 11a)

The analysis of impacts, risks, and opportunities (IRO) related to the protection of resources and the circular economy, in connection with Kaufman & Broad's activity and its business model, covers all sites directly owned or occupied by the group, sites involved in the production of real estate projects entrusted to suppliers, as well as the use of marketed products.

- On own operations

The group has taken its office activities into account at its various locations in France, where actions to reduce, reuse, sort and recycle office resources and waste are implemented.

- On the value chain

The group carries out its real estate activity within the construction industry. The assessment of impacts, risks, and opportunities is based, in particular, on data from the construction sector in France, as well as statistics on materials and waste specific to the group's activities.

Resource consumption upstream of the value chain

Construction materials for transport infrastructure and buildings (gravel and sand, aggregates) account for half of France's material consumption (Material consumption and material footprints - excerpt from the 2024 Environmental Review, Ministry of Spatial Planning and Ecological Transition).

The group's analysis assessed the resource flows needed to carry out its new real estate projects based on studies. These show that the consumption of resources upstream of its value chain generates a flow of approximately 1.6 t/m² for a new concrete high-rise building and 1 t/m² for a detached house. The group also considered the specific characteristics of the building renovation business, which allows for the retention of part of the existing building structure, thereby minimizing the volume of materials used and waste generated. The context linked to the growing circular economy sectors in the construction industry, to supply or benefit from low-carbon materials and components from reuse or recycling, was also taken into consideration.

Waste output and outflows upstream of the value chain

According to ADEME and the Building ERP, the construction industry produces 46 million tonnes of waste and rubble from demolition or deconstruction each year, which is three times more than household waste. More than 85% of the waste mass would be from decommissioning and restoration (excluding excavated soil). The group carried out its analysis taking this global context into account.

The analysis also took into account changes in practices in the property development sector in France, which is characterized by the realization of new real estate projects and restoration on land already developed for issues of biodiversity, climate and carbon strategy; this consequently exposes the group to operations generating the most waste (demolition, cleaning). The material recovery rate in the construction industry in France is 67%, all waste combined (2023, source: FFB).

The analysis also took into account the mass of excavated soil that cannot be reused on-site as waste generated upstream in the value chain, when real estate projects, for example, provide for the construction of parking infrastructures.

This results in the following indicative estimate for the 2025 financial year for the projects launched (E5-5 37a):

- 342,389 tonnes of excavated soil not reused on-site (estimate based on the number of parking spaces under construction in new infrastructure), including 8,143 tonnes of "polluted" soil; soil excavations are mainly due to the construction of parking spaces in infrastructure.
- 70,089 tons of demolition waste (selective deconstruction or redevelopment; estimated based on deconstructed and redeveloped areas).
- 9,955 tons of waste during the building construction phases (estimate based on completed areas, non-equipment). The vast majority of this waste is non-hazardous. As such, the group bans hazardous materials in its tenders (see section " 5.2.2.2. Pollution prevention and control policies, actions and targets in the value chain "). This waste is mainly inert (or non-inert non-hazardous) and requires sorting to enable material recovery (including the packaging of components supplied by second-tier suppliers).

Downstream: when the products are used

The group designs, builds and sells housing, offices and other real estate. In this context, the materiality analysis took into account:

- The operation of the buildings built,
- The future renewal of certain components of completed buildings. Some elements, such as floor coverings, can be renewed during the life of the buildings.
- The scalability of building structures and the removability of building components.

The risk assessment also takes into account consultations and exchanges with numerous stakeholders (members of the Executive Committee and Board of Directors, employees, experts, actors and stakeholders involved in the circular economy in general and particularly within the construction sector (including the eco-organization Valobat and the Booster du Réemploi association)), as well as sector benchmarks (E5.IRO-1 11b).

The material impacts, risks, and opportunities are presented in the table below:

IRO (1)	Topic Sub-Topic	Name and description	Scope	Stakeholders concerned	Time Horizon
Negative impact	Inflow of resources , including use of resources	**The real estate developement activity is resource-intensive** Use of new materials in the construction of developed buildings, which involves the extraction of raw materials and manufacturing processes.	Upstream	Suppliers (component parts and construction companies)	Short-term
Negative impact	Waste	**Construction waste streams (incl. land and demolition or soft stripping)** Construction sites awarded to companies (upstream of the group's value chain) generate a flow of waste (mainly excavated soil, demolition and cleaning waste, and to a lesser extent construction waste, etc.)	Upstream	Suppliers (construction companies) Service providers (external EOM, waste operators)	Short-term

(1) Impacts, Risks and Opportunities

Financial implications of risks and opportunities from resource use and circular economy

The group has not identified any material risks or opportunities in relation to the use of resources and the circular economy (E5-6 43a; E5-6 43b; E5-6 43c). A limited materiality opportunity related to building refurbishment was identified. The group's share of revenue for the 2025 financial year linked to this type of project is estimated at around 2%.

5.2.5.2. Policies, actions and targets to reduce resource flows on worksites (upstream of the value chain)

• Policies for reducing resource flows on worksites (E5.MDR-P; E5-1 14)

As a principal, the group's policy is to apply the principles of the circular economy in the following order: Reduce, Reuse, Recycle and Recover resources (E5-1 AR 9a), giving priority to reducing, reusing or recycling the resources consumed (E5-1 AR 9b).

Regarding the reduction of resource inflows, this policy is implemented through:

- The adoption of eco-design principles aimed at minimizing the amount of raw materials and resources used to achieve the operational usable or living space (E5-1 15a):
  - Eco-design, the frugal design principle and the "Less is More" approach in the design of real estate projects (reduce),
  - The development of timber construction and the development of bio-based components to favour the share of renewable and bio-sourced resources,
  - Reducing parking infrastructure, for example by promoting public transport connections or developing alternative or complementary mobility solutions to individual car use, such as shared electric mobility or individual cycling (reduce),
  - The study of the potential to rehabilitate any surface area of more than 1,000 m² before choosing demolition (reduce, re-use), as well as internal control and promotion of building rehabilitations and transformations with changes of use (reduce and re-use),
  - The use of recycled components to reduce the use of new resources (re-use),
  - The use of secondary materials and components with a high proportion of recycled content in buildings, to encourage the circularity of materials (recycling),
- A responsible purchasing policy based on the life cycle analysis of building components, which consequently promotes elements incorporating secondary resources in their manufacturing processes as well as renewable resources (including biosourced) (E5-1 15b),

This policy is fully aligned with the goal of reducing greenhouse gas emissions (ESRS E1), and also promotes the use of renewable resources through timber construction and bio-sourced materials.

These policies and related actions are overseen and implemented by the CSR Executive Committee and apply to all production without specific exclusions. They involve the group's suppliers in the design of buildings, as well as construction companies, on which the group also exerts influence through environmental and social criteria integrated upstream in the design phase and then when awarding construction contracts to suppliers. The requirement to comply with all applicable environmental and social regulations, as well as the standards and objectives defined by Kaufman & Broad, is outlined in the contractual clauses. The K&B Supplier Code of Ethics also commits our value chain to promoting the circular economy, eco-design, component longevity, the use of reused and recycled materials, and resource reduction initiatives.

• Actions, resources and targets related to the use of resources and the circular economy (E5.MDR-A)

Reduce: eco-design of real estate projects (E5-2 20a; E5-2 20c; E5-2 20f)

The group develops eco-design and frugal design initiatives as part of the design of the buildings it manages. The objective of this policy is to minimise the amount of resources used to achieve the living or useful space it markets to its customers.

In 2025, the group notably evolved its shared design guidelines with its design stakeholders. The aim of this action is to better integrate ecological and technical standards into new projects. The group has therefore:

- Updated and supplemented the guide of architectural and landscaping recommendations distributed to design partners to ensure the group's expectations are properly considered. Expectations for compactness and provisions favouring building height have been incorporated.
- Revised its design of serviced apartment buildings to combine compactness with usability for residents. A high-performance frame has thus been adopted as a standard for new designs,
- Reviewed the characteristics of the different ranges of housing units, with a focus on cost-effectiveness,
- Delivered its first operation integrating an electric vehicle sharing service, which has helped minimise the number of parking spaces in infrastructure,
- Strengthened the evaluation of projects presented at the committee stage (land committees) from an eco-design perspective, through performance ratios in terms of material sobriety (compactness, parking space ratio in buildings, floor yield, etc.).

These actions cover 100% of the transactions developed by the group.

Example: For its " Les Rayettes " project in Martigues, delivered in 2025, the group was able to reduce the number of parking spaces initially planned by around 15 % thanks to the implementation of two car-sharing vehicles. The creation of infrastructure sites could therefore be avoided, reducing the amount of materials used (concrete, steel, excavated soil, etc.).

Targets (E5-3 23):

The frugal design policy results in minimized and optimized spaces in real estate projects. The group monitors the number of parking spaces built on site for cars in this regard. The higher this figure, the greater the amount of resources consumed relative to the sold living or useful surface area; the lower it is, the smaller the amount of resources mobilised. (MDR-T 80a)

In 2025, the group has set a voluntary target (E5-3 27) of achieving fewer than one parking space per dwelling in the structure, on average, for new developments under construction each year. (MDR-T 80b; 80e; 80c)

In 2025, the group estimates that for projects started during the financial year, it produced an average of 0.7 parking spaces per unit of housing built. (MDR-T 80j)

This target refers to reducing the flow of resource inputs in the production phase (E5-3 24), including primary raw materials (E5-3 24c), upstream in the value chain. It also helps to avoid waste production (E5-3 25; MDR-T 80a)

Operation Koya in Courbevoie

This operation, which began in 2025 in Courbevoie, aims to develop a total of approximately 15,000 square meters of living space on a 6,253 square meter plot. The project has three components:

- The first is a social student housing project with 148 housing units, certified "NF Habitat HQE Very Efficient", resulting from the renovation of an existing office building (Existing RT) and completed by a new extension meeting the requirements of the RE2020 standard.
- The second component includes 191 units of social housing certified as Prestaterre BEE+, combining new constructions with RE2020 standards with the renovation of a second office building (Existing RT and RT2012), with this renovated part being certified as BBC Renovation 2024.
- Finally, 123 entirely new collective housing units, compliant with the 2025 thresholds of the RE2020 regulation and certified Prestaterre BEE, complete the project.

From an eco-design perspective, the operation mobilises two structuring levers: reducing resources consumed through the renovation of two existing buildings and land economy through urban intensification, thus enabling the creation of new surfaces while reducing soil impermeability. As such, the landscaping project includes a surface area of natural green spaces of approximately 1,273 sq.m.

Potocki Hotel Project

The project launched by Kaufman & Broad for the Potocki Hotel (approved in 2025) as a Sub-Prime Contractor with OSAE, illustrates the group's approach to preserving and rehabilitating existing heritage. Listed as a historic monument for over 30 years and featuring a 3,000m² garden, this site has historically housed the offices of the Paris Chamber of Commerce and Industry. The group wanted to extend the life of this monument through an ambitious renovation, particularly because of the hotel's unique typology, with its listed facade and many salons, presenting an architectural challenge of optimising the available space. The operation aims to modernise the spaces and improve the building's overall energy performance, illuminate low ground floor surfaces, create collaborative workspaces, increase the number of eligible employees, provide services in rooms with limited dimensions, create functional seals between areas accessible to the public and those reserved for staff, renovate and preserve existing furniture. In short: adapting a building designed more than a century ago to today's environmental performance and taste. The building renovations aim to achieve the 2040 target of the tertiary decree by reducing energy consumption by 50%, particularly through the use of geothermal energy. This project also targets several labels, two of which are specific to renovation: a carbon performance aligned with the "Efficient" level of the BBCA Renovation label, and the BREEAM Refurbishment and Fit-Out Very Good certification.

Lille Vinaigrerie Project

The Kaufman & Broad agency in Lille is currently carrying out a transformation project of a former office building into a social hotel residence, which will be delivered in early 2026.

The development will comprise 182 rooms, with public space to bring life to the ground floor.

Bois-Guillaume

In Bois-Guillaume (76), Kaufman & Broad is renovating the site of the former hospital.

The project involves the creation of approximately 400 housing units. It was designed with an ambitious environmental approach. An extensive ecological study led to the implementation of biodiversity preservation initiatives. The program also offers solutions to encourage the use of electric vehicles in car sharing (charging stations, booking app, etc.) and is fully connected to a district heating network using 80% renewable energy.

Part of the existing buildings on the site, as well as a disused former chapel of approximately 300 m², will be renovated and converted.

Cour Saint-Mathurins

The group's Breton agency is developing a project in Laval, in the Mayenne department, aiming to transform the Herce-Saint-Mathurins site (a plot of around 4,700 sq.m.) housing emblematic historical elements into a micro-residential district while preserving the city's heritage.

Kaufman & Broad moves into Highlight building

Kaufman & Broad has chosen to locate its headquarters in the Highlight building. This project, completed in 2022, involved the comprehensive renovation of a group of existing buildings while retaining the structure of the 14-story building. With the addition of a new extension, Kaufman & Broad has redeveloped 17,600 sq.m. of collaborative workspace while intensifying and de-paving the site. The project is part of a multiple certifications and labelling approach. The rehabilitated building is:

- Certified in line with NF BT HQE "Renovation," according to the HQE framework
- Certified with the BBC Effinergie Rénovation label
- Certified with the Well label +

Indicator (E5.MDR-T; E5-3 23):

The policy of developing building renovation projects enables savings in resources entering the value chain upstream. The group monitors the following in this regard:

- The number of restoration projects launched: the group has set a voluntary goal (E5-3 27) of having at least one restoration project each year. In 2025, five projects in the scope of projects underway during the financial year include restoration work.
- The group also monitors the proportion of surfaces put into restoration each year. In 2025, out of the scope of projects launched during the financial year, the group initiated 2.9% of surfaces in renovation.

This goal and indicator refer to the reduction of the flow of resource inputs in the production phase (E5-3 24), including primary raw materials (E5-3 24c), upstream in the value chain. They also help avoid waste production (E5-3 25).

Reuse materials in the design and production of new buildings (E5-2 20b, E5-2 20e, E5-2 20f)

Although an increasing proportion of waste in the construction industry is now recycled, few are "reused", meaning reused without or with very little transformation. Yet, many construction materials can be recovered after deconstruction for reuse, significantly reducing the environmental footprint of buildings.

According to an impact calculation carried out by the Booster du Réemploi using data from FDES (Environmental and Health Declaration Sheets), for 1,000 m² of surface area, the use of reused materials has the potential to save 44 tonnes of waste and 67 tonnes of CO2e (and more than 1 million litres of water). These performances fully align with the objectives of the National Low Carbon Strategy (SNBC) and the emissions reduction commitments made by Kaufman & Broad.

In an effort to be more environmentally friendly, Kaufman & Broad has implemented a materials reuse policy for its projects. Among the actions, the group has undertaken:

Reusability study: customer perception

One of the challenges of reuse and the acceptability for clients of finding old components within a new building. Kaufman & Broad is focused on how their clients perceive reused materials in new buildings. An external research provider conducted such a survey in 2021 among 527 potential buyers representative of its retail housing customer base. Various examples of the implementation of reused materials have been subject to their qualitative perception, both in communal areas and private areas. The results of this study helped to better define the areas of the building and types of components to prioritize for reuse.

Engagement with Booster du Réemploi (E5-2 AR 11; E5-2 AR 12b; E5-2 AR 12c)

The group is a founding member and partner of the "Booster du Réemploi" program, which brings together around thirty major clients. This commitment aims to promote the use of recycled materials in construction contracts. The goal of this initiative is to structure the current weak and fragmented demand to kickstart reuse, which currently accounts for less than 1% of materials used in construction. Increasing this demand is necessary to achieve the SNBC's various objectives. This involves working with site team members and developers: Architects, designers, design offices, inspection offices, technical managers, contractor companies and industrial companies. An online platform has been developed to centralise, bulk and standardise the need for reused materials, which is currently difficult for suppliers to identify: false floor, false ceiling, door, light fixture, carpet, locksmith, partition, furniture, joinery, plumbing, etc.

Kaufman & Broad, along with each signatory to this initiative, has committed to implementing reclaimed materials from decommissioned buildings on five projects per year.

In early 2025, Kaufman & Broad renewed its commitment. The group also organised operational workshops led by the Booster du Réemploi with its technical teams in different regions to promote reuse in the design and prescription phases.

Example: Clésence project in Compiègne

Kaufman & Broad delivered Clésence's new headquarters in Compiègne in 2025: 4,400 sq.m. of offices designed to meet current sustainability and usage challenges. As part of this project, the group carried out an EPDMF assessment, which allowed it to initiate the reuse process and identify the list of materials to be recovered. After carrying out a selective deconstruction of the company's former headquarters, this approach is being continued both:

- in-situ: materials recovered from the original building were directly reused on site (doors, suspended ceiling tiles, metal grilles, or even LED lights),
- ex-situ: some materials were directed to recycling facilities where possible. Not reused on site, they will be recovered in other projects to extend their life cycle. For example, 10,000 tons of concrete and 105 tons of scrap metal were recycled.

Circular economy in urban development operations

Kaufman & Broad's commitment to promoting material circularity is reflected in its Planning & Territory structure, which deals with land recycling, but also with the recycling of building production.

In 2020, as part of the Reims Magasins Généraux project, Aménagement et Territoires was named winner of the DÉMOCLÈS call for projects. This is a collaborative platform co-funded by ADEME and Ecosystem to improve practices in the prevention and management of secondary waste from heavy renovation and demolition projects. Kaufman & Broad thus benefited from DEMOCLES support in 2021, within the framework of objectives related to the reuse of materials, including the creation of a waste diagnosis, the integration of reuse in the drafting of tender documents, and the traceability of reused materials.

Operation of the La Vallée business park in Châtenay-Malabry

This major project, the last phase of which was delivered in 2025, addresses energy and circular economy issues. The design of the new eco-neighbourhood was conceived following the closure of the École Centrale, to be exemplary and innovative in terms of design. For example, in the ZAC, the RéaVie association was commissioned to manage the reuse of materials and furniture from the deconstructed old school through a platform that also raises public awareness of waste management issues through participatory workshops.

Objective (E5.MDR-T; E5-3 23):

The policy of implementing re-used components in new buildings helps to reduce the flow of new components entering the manufacturing of buildings. The group monitors the following in this regard:

- Number of projects in progress using re-used materials: The group had two active projects using re-used components in 2025. The group has set a voluntary target (E5-3 27) of at least 1 active construction site per year between 2025 and 2030.

This target refers to the reduction of the flow of resources entering production phase (E5-3 24), including primary raw materials (E5-3 24c), upstream in the value chain. Reuse helps to recover components that could otherwise be waste (E5-3 25) and is part of innovative solutions for closing loops in the building sector (E5-3 24f). It is therefore linked to sustainable supply (E5-3 24d), increasing circularity in product design (E5-3 24a) and increasing the circular use rate of materials (E5-3 24b).

Recycle: drive the use of recycled secondary materials and components in buildings (E5-2 20b)

The group has made a first estimate of the indicative incorporation rate of secondary materials or recycled components in different sectors upstream of its value chain, using sectoral or national data. This would result in an indicative weight of 80 279t (E5-4 20d), or 15% (E5-4 20e) of secondary components embedded in the group's product. This preliminary estimate aims to gradually strengthen the group's actions upstream in its value chain and as part of its responsible purchasing policy to promote the integration of recycled materials into the buildings it develops.

Estimate of incoming resource flows	*Tons*	*%*	*% estimated recycled/ reused*
Paper	-	0.0%	-
Metal	12 523	2.4%	31%
Wood	10 300	2.0%	14%
Glass	1 073	0.2%	25%
Plastic	7 515	1.4%	25%
Mineral fraction (concrete, bricks, tiles, ceramics)	482 137	92.0%	15%
Plaster	9 747	1.9%	5%
Other	575	0.1%	-
Total	**523 870**	**100%**	**15%**

The calculation methodology of this first estimated inventory is detailed in the section **"** 5.1.2.1. Indicators selection and specificity **»**

Among the actions taken to integrate recycled components upstream in its value chain, the group has included an incentive to integrate secondary and recycled components in its supplier code of ethics.

Objective: The group plans to continually refine its estimate of the recycled content in its production, with the aim of setting target incorporation rates for suppliers on certain material families in the coming years.

5.2.5.3. Policies, actions and targets to reduce waste streams at the construction site (upstream of the value chain)

The table below presents the estimated total quantity of waste produced upstream of the value chain (in tonnes) by type of waste flow (E5-5 38; E5-5 38a) and main materials, as well as by type of recovery operation (E5-5 37b) and disposal (E5-5 37c) on an estimated and indicative basis of data from the various recovery and treatment sectors of the construction industry.

Indicative waste production estimate				Type of valuation				Type of elimination			
		Quantity	%	Reuse	Recycling	Other	%	Incineration	Discharge	Other	%
Soil	Non-polluted	342 389	79%	342 389	-	-	100%	-	-	-	0%
	Polluted	8 143	2%	-	2 423		30%	-	5 721	-	70%
Decommissioning, remediation and construction waste	Concrete	56 031	13%	-	13 869	23 670	67%	-	18 492	-	33%
	Inert (rubble)	10 406	2%	-	2 576	4 396	67%	-	3 434	-	33%
	Mix (DIB), other	7 204	2%	-	1 783	3 043	67%	-	2 378	-	33%
	Metal	2 401	1%	-	2 161	-	90%	-	-	240	10%
	Wood	3 202	1%	80	1 345	1 537	93%	-	240	-	8%
	Plaster	800	0%	-	604	-	75%	-	196	-	25%
	Hazardous	607	0%	-	-	-	0%	-	-	607	100 %
Total		**431 184**	**100%**	**342 469**	**24 761**	**32 646**	**93%**	**-**	**30 461**	**848**	**7%**

The total hazardous waste amount corresponds to the volume entered on TrackWaste over the financial year: 607 t. This figure excludes excavated land and hazardous or polluted sediments. The group does not identify any radioactive waste in its value chain (E5-5 39).

This data is based on national or regional statistics on the recovery of construction waste. This results in an estimate of the share of non-recycled waste of 31,309 t, or 7% (E5-5 37d).

- **Construction waste reduction, sorting, recovery and traceability policies (E5.MDR-P; E5-1 14)**

Regarding the reduction, sorting, recycling and/or recovery of waste on worksites contracted by the company, this policy includes:

- The study of the potential to rehabilitate any surface area of more than 1,000 m² before choosing demolition (reduce, reuse), described above,
- Product, Equipment, Material, and Waste diagnostics to identify re-usable components on any building to be deconstructed over 1 000 sq.m. (reuse and recycle)
- Sorting of construction site waste according to 7 flows (sort),
- On-site reuse of on-site excavated soils (reduce, reuse)
- Applying standards and best practices for waste traceability to its partners and suppliers, including by recording data in registers and using waste tracking forms (digital where possible). This is done as part of the supplier collaboration program (including, in particular, the Supplier Code of Ethics, Green Worksite and and Low Nuisance Charter, and forming part of the contractual framework with these stakeholders).

These policies and related actions are overseen by the CSR Executive Committee and apply to all production without specific exclusions. They involve its suppliers in building design and construction companies, on which the group also exerts influence through environmental and social criteria integrated upstream in the design phase and then when awarding construction contracts to suppliers. The requirement to comply with all applicable environmental and social regulations, as well as the guidelines and objectives defined by Kaufman & Broad, is outlined in the contractual clauses. The K&B Supplier Code of Ethics also commits our value chain to promoting the circular economy, the sustainability of components, and actions to reduce, sort, and recover waste.

- Actions, resources, and objectives for reducing, sorting, recovering, and tracking construction waste (E5.MDR-A; E5-2 19)

Reuse and recycle: responsible deconstructions (E5-2 20b; E5-2 20e; E5-2 20f)

The group promotes property developments on already developed land (in response to the challenges developed in the Biodiversity section) as well as rehabilitations (especially in response to the Climate challenges). This leads her to work on old buildings that may be subject to renovation or deconstruction. These materials are mostly inert or common, and can therefore be recycled, but some old buildings may contain hazardous materials.

When restructuring existing buildings is not appropriate, a deconstruction process is then initiated. Kaufman & Broad promotes the circularity vision in which the building is seen as a material bank that can be reused at least partially. The group has thus formalised the selective deconstruction process as part of an innovation brick which is produced and distributed internally. The K&B ESPM makes it mandatory to carry out a Material Equipment Product Waste (MEPW) Diagnostic Report prior to any work on a building exceeding 1,000 sq.m. GIA, favouring service providers involved in the circular economy of reuse and complementing the group's involvement in these same reuse ecosystems (as described below for the use of the circular economy for construction materials).

Furthermore, among the environmental requirements that its suppliers must meet within the Supplier Program, the group also requires the systematic use of TrackDéchets for the dematerialization of the traceability of hazardous waste, asbestos, or waste containing persistent organic pollutants (POW waste) during building demolitions (these materials are prohibited in new construction). See section " 5.2.2.2. Pollution prevention and control policies, actions and targets across the value chain : Hazardous waste management and traceability in old buildings for renovation or demolition.

Objective (E5.MDR-T; E5-3 23):

The policy of conducting diagnostics on products, equipment, materials, and waste (PEMD) on surfaces to be demolished contributes to identifying potential resources to feed the circular economy, and therefore helps reduce the proportion of non-recycled waste. The group monitors the following in this regard:

- The proportion of surfaces to be demolished during the financial year that are subject to an EMCD assessment. The group has set a voluntary target (E5-3 27) of more than 80% of demolished surfaces being subject to a BREEAM diagnostics (including diagnostics carried out as part of the regulatory requirement for demolitions of more than 1000 sq.m.).
- In 2025, 17 projects initiated were subject to BREEAM diagnostics, representing 80% of the floors demolished.

This target refers to the reduction of non-reused outgoing resource flows in the production phase (E5-3 24), including primary raw materials (E5-3 24c), upstream in the value chain. It is linked to the management of potential waste (E5-3 24e) that can be avoided and constitute resources, for example by advocating disassembly and preparation methods for reuse (E5-3 24e), which helps to prevent waste production (E5-3 25). It also contributes to increasing circularity in product design (E5-3 24a) and the circular use rate of materials (E5-3 24b) by supplying the reclaimed materials market, addressing the challenges of mass flows, information and reuse component supply chains within the circular building economy (E5-3 24f).

Reduce, reuse, recycle: managing excavated soil (E5-2 20e; E5-2 20f)

Excavated soil constitutes the majority of waste/potential resource generated across the group's value chain (c. 69% of estimated upstream waste generation). The group implements a virtuous approach for this flow:

- **Reduce**: Excavated soil is mainly produced by the construction of parking infrastructure for some building projects. During the design phases, the group strives to minimise the number of parking spaces built on site. This includes implementing solutions that complement or even replace the use of private cars and encouraging active mobility: the group includes at least one bicycle parking space per unit in all these projects (two spaces from the three-room apartment). The proximity and quality of public transport near the site optimise the number of parking spaces built on site, with a target of one space per unit maximum within 500m of a station.

Objective (E5-3 23):

The policy of reducing the amount of land excavated finds a common objective with the policy of frugal design through the reduction of parking spaces in infrastructure. The creation of infrastructure works is in fact the main cause of the volumes of land excavated.

The group here reiterates the target for reducing the outflow of resources described in section " 5.2.5.2. Policies, actions and targets to reduce resource flows on worksites (upstream of the value chain) — Reduce: eco-design of real estate projects (E5-3 24).

- **Reuse**: The group seeks to reuse as much of the excavated soil as possible on the site of their excavation, as part of the external landscaping for the property development. The MSPE thus requires that excavated earth be considered a resource and, consequently, all projects must seek to maximize on-site reuse before any removal.

Objective (E5-3 23):

The reuse of soil excavated on site avoids waste production, which is fully in line with the company's policy. The group monitors the average proportion of excavated soil reused on-site, based on estimated volumes during the design phase:

- In 2025, the proportion of land reused on-site for projects initiated during the financial year is estimated at around 18%. The group has set a voluntary target (E5-3 27) of reusing 10% of excavated soil on site.

This target refers to the reduction of the flow of resource outflows in the production phase (E5-3 24), including primary raw materials (E5-3 24c), upstream in the value chain. The reuse of land on site makes it possible to recover elements that could have been waste (E5-3 25) and avoids the consumption of topsoil to be brought to the site. It is therefore also related to waste management (E5-3 24e; E5-3 24e), sustainable sourcing (E5-3 24d), increasing circularity in product design (E5-3 24a) and increasing the circular use rate of materials (E5-3 24b).

- **Recycle**: Reuse of " off-site " land can be considered, provided the action is beneficial for an *on-site* development and no impact on the environment and health is demonstrated, in accordance with waste regulations.
- **Return to soil**: As a last resort, excavated soil is treated in a landfill if the soil's nature permits.

Finally, the group wants to contribute to the proper traceability of excavated land within the construction industry. To this end, it requires all its partners to use the National Land and Sediment Register for any new projects.

Reduce, sort, and recover construction waste (E5-2 20e ; E5-2 20f)

The waste from the construction phase is mostly inert (or non-inert non-hazardous) and requires sorting to enable material recovery (including packaging from components supplied by second-tier suppliers).

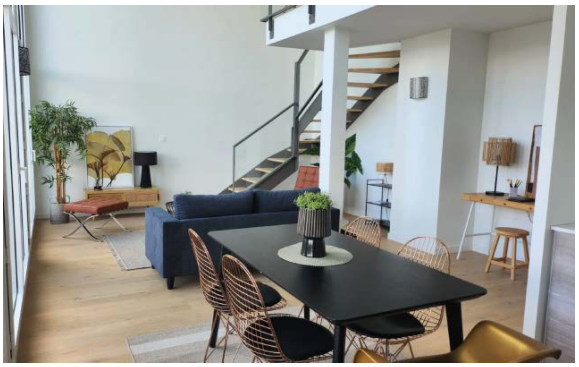
As part of its Green Works and Low Nuisance charter, the group requires its suppliers and service providers at the production site (E5-2 AR 12a):

- Reducing waste at the source for each stakeholder, for example by carrying out bundling during the study phase, creating network summaries before execution plans, choosing suppliers who limit packaging, etc.
- Traceability of all construction site waste through a standardised ledger (and digitalised in the case of hazardous waste),
- The designation of a waste sorting area,
- Sorting waste into seven streams: Paper, Metal, Wood, Glass, Plastic, Mineral (concrete, bricks, tiles, ceramics) and Plaster,
- A quantitative waste reuse, recycling or recovery target of 80% by mass across all worksites,
- Contractual sanctions, in case of non-compliance with the provisions,

The group also views its involvement in the Extended Producer Responsibility for Construction Products and Materials (REP PMCB) as a (non-material) opportunity. This involves financing eco-bodies with an amount deducted from the cost of materials in order to develop waste collection channels in the construction industry. The group exchanges with eco-bodies and, for example, held a joint conference with Valobat at the Low Carbon Real Estate Fair 2025 (E5-2 AR11; E5-2 AR 12b).

In this context, the group has experimented with appointing a player dedicated to waste sorting and recovery issues on worksites to enable the PMCB REP channels to be fed with recoverable waste and thus reduce the cost of construction waste. The experimentation on the Clamart construction site in 2023 and 2024, followed by experiments on 3 construction sites in western France, initiated in 2024, highlight the ability to integrate a package specific to waste reduction, sorting and recovery within the tender process while controlling production costs (E5-2 20d; E5-2 AR 12a).

Example :



The group made progress in 2025 on the construction site of two major projects aimed at building two residential neighbourhoods in Toulouse, including around 860 family housing units, 190 housing units for students and young professionals, and 110 housing units in serviced residences for seniors. These two projects are being developed on former car dealerships, thus involving the demolition of a total surface area of 15,770 sq.m. The group has commissioned a service provider responsible for managing and sorting construction site waste for better recovery. Among the measures planned for these sites: raising awareness among site workers through information meetings and communication tools, setting up sorting stations based on the progress of the site, checking the correct application of safety instructions, monitoring the collection and rotation of sorting stations, directing waste to the appropriate reuse, recycling or recovery channels, as well as producing recovery certificates.

More generally, suppliers' compliance with the group's circular economy requirements is ensured by the Production Director supported by specialized service providers whose mission is to reduce, sort and recover materials from waste. The group may also be supported by the implementing principal and on certain projects by an AEMO (project management environmental assistant). In this case, AEMO is present from the first site meeting to raise awareness among the companies responsible for the main lots about compliance with the Low-Disruption Green Construction Charter. At the end of the project, it prepares a site review. On all of the group's worksites, waste sorting is mandatory and takes place on-site if the size of the worksite allows.

Indicator : the group estimates that it produces on average around 0.023 tonnes of non-hazardous waste per sq.m of built GFA. Kaufman & Broad estimates that approximately 9,955 metric tons of construction waste will be produced on sites initiated during the 2025 financial year. The majority of this construction waste is recycled. The indicator refers to the reduction in the flow of outgoing resources (E5-3 24).

Example :

In 2024, the group delivered 50 housing units as part of the Clamart Trivaux project. For this construction site, a service provider was commissioned to manage waste sorting, skip rotation management, and the cleaning of living areas and traffic routes on the site perimeter and inside the site. Approximately 146 tonnes of waste were collected during the project's fit-out phase, with 91% being recovered.

Technical teams have been made aware of new expectations regarding traceability and reduction of construction waste through several national events:

- The Construction Waste Bootcamp held in December 2023. This event served as a reminder of the need for the dematerialised traceability of all hazardous waste, the register of excavated land and sediments, and improvement of actions to reduce and sort waste at the source by suppliers).
- The keynotes given since 2023 by the National Technical Committee and involving the National Program Committee in 2025 again highlighted the challenges and objectives of the circular economy on construction sites.

Through its initiatives and experiments, Kaufman & Broad is reshaping its construction waste management, thereby strengthening its commitment to sustainable resource management and a circular economy applied to construction sites.

5.2.5.4. Policies and circular economy actions during the use of products (non-physical; E5-2 20c; E5-2 20e ; E5-2 20f)

The materiality of the products marketed by the group is similar to the materiality of the input flows in building production described in section "5.2.5.1. Identifying and assessing the impacts, risks, and opportunities of the circular economy (E5.IRO-1 11a)".

Pérennité

The group is also committed to reducing waste downstream in its value chain.

The group takes into account the lifespan of the various components when analyzing the product's carbon life cycle, favoring the most durable components over the theoretical and conventional life cycle (50 years) on which these studies are conducted. The end-of-life assumptions for building components are also taken into account (D module systematically taken into account in the application of the NF EN 15804 + A2/CN standard for the preparation of the FDES). This approach promotes the use of components benefiting from reuse, recycling or, failing that, recovery.

This also involves sharing with clients the sustainability information of the components and equipment they can choose to customise their home. The group has therefore rolled out an eco-score for the component references presented in its Showrooms. This score is based mainly on the carbon footprint of each benchmark, taking into account the product lifespan stated in the FDES (Environmental and Health Data Sheet).

For example, PVC floor coverings have a less favourable eco-score than plywood wood flooring, which is more sustainable, bio-sourced and has a lower long-term impact. The eco-score thus allows the customer to make informed choices to minimise the carbon footprint associated with customising their home. This approach is consistent with the asset value of the product ranges on offer. The carbon impact of a product is directly linked to its durability: the more fragile a product is, the more often it needs to be replaced, and the higher its carbon impact over the building's lifetime.

The group's products are guaranteed for 10 years from the date of receipt against damage that would compromise the structural integrity of the work or render it unsuitable for its intended purpose. A two-year warranty also covers the proper functioning of the housing units' equipment. An in-house after-sales department is dedicated to customer relations after the delivery of the projects.

The group also contributes to the financing of eco-bodies responsible for managing the building's waste/resource flows when purchasing building components as part of the Extended Producer Responsibility for construction products and materials in the building, which will be intended to remain in place at the end of the life of certain building components, or even the building itself (E5-5 AR28).

Repairability

The group's real estate products are designed to be repairable using common techniques. The owner's guide given to each client includes actions that promote the sustainability of the properties acquired by the clients.

Recyclability of products

Based on the material flows in its value chain that enter the configuration of marketed real estate products, the different components of the buildings are recyclable (flat glass, wood, metal, mineral fraction, plastic, plaster, etc.). The group takes into account the challenges of disassemblability to encourage the disassembly of materials over time, allowing for good recyclability. This approach gradually increases the compatibility of its creations with the circularity of matter.

The group provides household waste bins or voluntary drop-off points adapted to local guidelines for sorting waste, for all its operations. The subsidiary Neoresid encourages residents of the properties it manages to reduce waste, reuse and sort waste by posting locally applicable instructions to help improve the recycling rate.

The Owner's Guide, given to each client, includes a "green tips" section explaining the benefits of sorting and the main guidelines for selective sorting.

Through these initiatives, Kaufman & Broad continues its commitment to the circular economy by facilitating responsible waste management and supporting its clients towards more sustainable and eco-friendly choices.

5.2.5.5. Circular economy policies, actions and targets on Kaufman & Broad premises (E5-2 06, non material)

As a property developer (non-builder), the waste generated directly by Kaufman & Broad is mainly office waste.

The group systematically applies the following principles to all of its sites for the management of office -waste: reduce and minimise waste, then develop re-use or, failing that, sorting for recycling of different flows.

Responsible procurement and recycled content incorporation policy

For its remaining necessary purchases within the scope of its own operations (MDR-P 65b), the group has a responsible purchasing policy aimed at (MDR-P 65a):

- Prioritise local resources: regional, national, European, to limit the impact of transport and encourage the circularity of inbound and outbound flows,
- Favoring products with a high proportion of recycled material, where possible,
- Favor suppliers that incorporate circularity into their flow management (for example, the coffee supplier recovers the grounds for composting).

This policy is overseen and implemented by the CSR Executive Committee (MDR-P 65c).

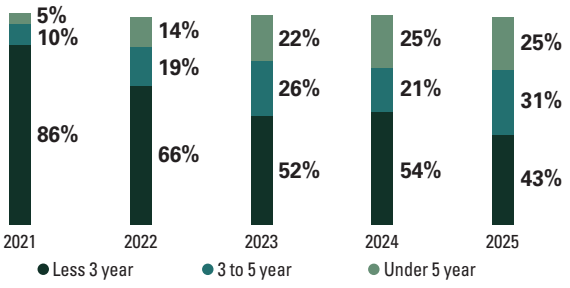
Waste reduction actions

Kaufman & Broad is implementing initiatives to reduce waste at the source, including eliminating single-use products (removing plastic coffee cups and water bottles, meeting room water pitchers, etc.) and standardizing document print job approvals.

Kaufman & Broad has also committed, as part of its responsible management of IT equipment, to signing a sector position note on digital minimalism. The manufacture of IT equipment is its main source of carbon emissions. Reducing equipment consumption and extending their lifespan are therefore identified as the most effective levers.

To avoid the proliferation of equipment for each employee, the group has systematically been offering business telephones with the option of inserting two SIM cards since July 2021. Employees can therefore have just one phone for both professional and personal use, reducing the need for telephone equipment.

Since 2019 (MDR-A 68b), the group has been pursuing an approach aimed at extending the lifespan of IT equipment (MDR-A 68a). In collaboration with manufacturers or partners, the useful life of computers has been extended to five years instead of the traditional three. This action has significantly reduced the number of end-of-life IT equipment, this evolution is illustrated by the following graph (MDR-A 68d):



Reuse and recycling actions

Where possible, Kaufman & Broad encourages the reuse and repurposing of its end-of-life IT equipment by transferring it to employees

or partner associations for a nominal fee. When equipment is no longer usable, the group has established partnerships with companies to recover it (repairing it for further use, or if this is not possible, recycling or recovery). This action has resulted in several donations over the past financial years.

Sorting and recycling actions

The group has undertaken a policy aimed at the generalisation of sorting and recycling in all its branches, in collaboration with a common service provider. This service provider also contributes to professional integration by creating permanent jobs for people with limited access to the labour market and people with disabilities.

During the 2025 financial year, approximately 27 tonnes of waste were collected, of which 13 tonnes were recycled. The remaining waste that cannot be recycled is mostly recovered as energy (incineration). Furthermore, all the paper and cardboard collected and sorted by this service provider was recycled in paper mills located in France.

Measures to reduce and control office waste also include waste that may represent a form of danger, as specified in section "5.2.2. Pollution reduction (ESRS E2)".

	Weight of waste collected *(kg)*	**Weight of waste collected per employee *** *(kg / year)*	**Recycled weight** *(kg)*	**Share of recycled waste over the financial year**	**Water saved** *(m^3)*	**Avoided emissions** *(kgCO2e)*	**Energy saved** *(kWh)*
2025	25 261	35.63	12,849	51%	800	6,281	161,814
2024	34 343	51.96	12,201	36%	397	3,187	79,446
2023	43 588	57,5	21,882	50%	721	5 148	145,911

* Data provided by service providers.

* The weight of waste is reported relative to the average workforce for the financial year.

Objectives :

- In line with its waste reduction policy, the group has set a voluntary target of reducing office waste below the national average, i.e., a maximum of 60 kg/year per employee by 2025 and 55 kg/year per employee by 2030.
- In line with its recycling policy, the group aims to achieve a voluntary recycling rate for its direct waste of 65% by 2030.

5.2.6. European taxonomy

In accordance with European Regulation EU 2020/852 of 18 June 2020 and its delegated acts (hereinafter the "Taxonomy" regulation), Kaufman & Broad is publishing for the 2025 financial year performance indicators reflecting the proportion of revenue, investments (CapEx) and operating expenses (OpEx) eligible and aligned with economic activities considered sustainable within the meaning of this regulation for six environmental objectives set out in Article 9 of Regulation (EU) 2020/852, namely:

- Climate change mitigation ;
- Adapting to climate change ;
- Protecting and sustainably using water and marine resources;
- The transition to a circular economy ;
- Pollution prevention and control;
- Protecting and restoring biodiversity and ecosystems.

An economic activity is considered “eligible” if it is included in the list of activities described in the delegated acts to the Taxonomy Regulation. An activity becomes "aligned" when it meets all the technical review criteria, consisting of precise conditions and performance thresholds necessary to demonstrate a substantial contribution to one of the six environmental objectives without prejudice to the other "DNSH" principles, and in compliance with the minimum guarantees related to human rights, corruption, taxation, and competition law.

Kaufman & Broad is one of these firms because of:

- ✓ Number of employees: more than 500.
- ✓ Because the company is required to publish a sustainability report.
- ✓ The classification of its real estate and construction activities as eligible for the Taxonomy, under one or more Taxonomy objectives.

The group applies the simplification measures introduced by Delegated Regulation 2026/73 of 4 July 2025 (published in the OJEU on 8 January 2026) in its publication, with the exception of the principle of materiality, the application of which is optional.

The group is adapting its strategy, process and operational tools to comply with changes to the European Taxonomy and to align its production with the criteria of the European Taxonomy. The group also collaborates with various organisations to contribute to the development of industry tools and practices aligned with the European Taxonomy (participation in the European Taxonomy working group of the Observatoire de l'Immobilier Durable, for example).

Methodology

Data related to turnover, CapEx and OpEx for the financial year are consolidated and forwarded by the Finance Department in detail. The accounting principles used for this consolidation are described in section 7.1.5. "Notes to the financial statements" of this document. The reporting scope adopted for the European Taxonomy is identical to the group's financial consolidation scope. In order to determine its share of sustainable performance indicators within the meaning of the Taxonomy, the CSR and Innovation department carries out the following analyses in stages:

- ✓ Analysis of the eligibility of its activities under Delegated Regulations (EU) 2021/2139 and 2023/2486 of the respective committees of 4 June 2021 and 27 June 2023,
- ✓ Assessment of compliance with minimum guarantees,
- ✓ Analysis of the alignment of activities with objectives (climate change adaptation, climate change mitigation and circular economy) through compliance with technical criteria.

Data collection and adaptation of tools to changes linked to the European Taxonomy

The group has integrated the technical criteria of the Taxonomy into the decision-making committees through the KBComité tool. The compliance of each development project with the criteria of the European Taxonomy for activities related to the construction of new buildings and the renovation of existing buildings is assessed early in the process and will be labelled as either "aligned" or "not aligned". This development allows the CSR and Innovation department to automatically extract data related to the alignment of the activity and compliance with the DNSH criteria regarding turnover.

Regarding CapEx and OpEx, the CSR department collects annual data directly from the Finance department and then qualifies the investment items and expenses that can be linked to eligible activities, as well as their alignment with the Taxonomy.

Avoid double counting

The group has adopted the regulatory tables of the European Taxonomy to clearly identify alignment by objective and by activity. Where the revenue associated with a business is aligned to multiple goals, the group has chosen the climate change mitigation goal as the primary goal. To avoid double counting, indicators (revenue, CapEx or OpEx) cannot be allocated to multiple taxonomic activities.

5.2.6.2. Eligibility analysis

In accordance with Delegated Regulations (EU) 2021/2139 and 2023/2486 of the respective Commissions of 4 June 2021 and 27 June 2023, the group provides below a mapping of Kaufman & Broad's activities eligible under the current EU Taxonomy.

Activity	Definition (according to Appendix 1 of the EU delegated act)	K&B Correspondent Activities	CCM	CCA	WTR	CE	PPC	BIO
7.1 Construction of new buildings	Real estate development for the construction of residential and non-residential buildings by gathering the financial, technical and human resources necessary to carry out real estate projects intended for subsequent sale, as well as the construction of complete residential or non-residential buildings built on a proprietary basis for subsequent sale or for third parties.	CA: New-build property development transactions	**Eligible**	Non éligible	Non éligible	Eligible	Non éligible	Non éligible
7.2 Renovation of existing buildings	Construction and civil engineering work or preparation thereof.	Revenue: Property development operations mainly focused on major renovations and refurbishments of existing buildings CapEx: Environmental improvements to properties owned by the group	**Eligible**	CA: Not eligible **CapEx: Eligible**	Non éligible	**Eligible**	Non-eligible	Non-eligible
7.7 Building acquisition and ownership	Buying real estate and exercising ownership of that real estate.	CapEx: take or extend long-term leases on buildings the group occupies as an end-user OpEx: indicator not disclosed as taxonomic OpEx are non-material to the group's business model.	**Eligible**	Non-eligible	Non éligible	Non éligible	Non éligible	Non éligible
6.5 Motorcycles, passenger cars and light commercial vehicles	The purchase, financing, rental, leasing and operation of vehicles designated as belonging to categories M1 and N1, both of which fall within the scope of Regulation (EC) No 715/2007 of the European Parliament and of the Council, or to category L (two or three-wheel vehicles and quadricycles).	CapEx: Contract wins or extensions for company cars OpEx: indicator not disclosed as taxonomic OpEx are non-material to the group's business model.	**Eligible**	Non éligible	Non éligible	Non éligible	Non éligible	Non-eligible

CCM: Climate Change Mitigation

CCA: Climate Change Adaptation

WTR: Water and Marine Resources - Water

CE: Circular Economy

PPC: Pollution prevention and control

BIO: Biodiversity - Biodoversité

Non-eligible activities in the meaning of the European Taxonomy:

- Development activity: This involves the preparation of land for construction and the conversion of brownfield sites into urban projects. In 2025, it accounted for 0.00% of total revenue. This revenue comes mainly from the Aménagement et Territoires subsidiary.
- Student residence management: this activity represents 0.82% of the revenue generated in 2025. This only includes revenue generated by the Neoresid subsidiary through the management of residences where the group does not own the walls.
- Showroom – Other: These activities represent 0.59% of the total consolidated revenue for the full year 2025. This mainly includes revenue from the sale of housing unit customisation options (0.53%), but also land, MOD and service distribution.

5.2.6.3. Alignment of activities eligible for the Taxonomy

Proportion of revenue and CapEx associated with eligible or Taxonomy-aligned activities for fiscal year 2025

Alignment indicators summary

2025					Breakdown of taxonomy-aligned activities by environmental objective											
ICP (1)	Total (2)	Share of Taxonomy-eligible activities (3)	Taxonomy-aligned activities (4)	Share of activities aligned with the Taxonomy (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)	Enabling activities share (12)	Share of transitional activities (13)	Activities not assessed deemed not significant (14)	Taxonomy-aligned activities in the previous financial year (2024) (15)	Share of Taxonomy-aligned activities during the previous year (2024) (16)
Revenue	€1,135,981,740	98.6%	€758,145,454	66.7%	66.7%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	1.8%	0.0%	*298,604,082€*	27.7%
CapEx	€16,872,521	62.7%	€5,429,622	32.2%	32.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	€10,341,759	40.5%
OpEx	€130,918,923														

Methodological details for reading the table of activities eligible for or aligned with the Taxonomy for the financial year:

To avoid double counting and in accordance with regulatory requirements, the sum of columns (6) to (11) must equal the value in column (5). Therefore, the group considers Climate Change Mitigation as the primary objective in the breakdown of the alignment by objective. In the event of alignment with multiple objectives, the indicator will only be reported on the objective of Climate Change Mitigation.

Assessment of compliance with the European Taxonomy's minimum safeguards

To reach the level of alignment with the European Taxonomy, activities must first meet minimum guarantees in relation to social and governance standards before they can be considered environmentally sustainable. Kaufman & Broad refers to the 4 key areas mentioned by the platform for sustainable finance: human rights, corruption, taxation and fair competition.

All the group's activities are carried out in France in accordance with fundamental human and social labor rights.

Kaufman & Broad is committed to upholding these rights and the following principles:

- ✓ Labour standards according to the declaration of the International Labour organization.
- ✓ OECD Guidelines for Multi-national Enterprises.
- ✓ The United Nations Guiding Principles on Business and Human Rights.

This action addresses the 4 key areas outlined in the Platform's final report on sustainable finance minimum safeguards: ***Human Rights***

The company has put in place a human rights monitoring and alert process. At the level of its value chain, the group verifies the compliance of the service providers it uses as a principal in terms of labor rights regulations, see section "5.3.2. Human Resources on the Value Chain (ESRS S2)». The company has an EWC that monitors the health and safety of employees and third parties in the working environment. For more details, see section 5.3.1. “Human Resources Policies: Health and Safety and Social Protection Indicators”.

Corruption

The company has implemented processes to combat corruption. For more details, see section “5.4. Governance and Business Conduct Information ».

Taxation

The company treats governance and tax compliance as important elements of oversight, and adequate tax risk management strategies and processes are in place. For more details, please refer to section 5.4 of this chapter and section 4.1.1.2. "Key elements of the group's internal control system: Code of Ethics".

Fair competition

The company raises awareness among its employees of the importance of complying with applicable competition laws and regulations. For more details, see 4.1.1.2. "Key elements of the group's internal control system: Code of Ethics".

Share of revenue from products or services related to economic activities aligned with the Taxonomy

Revenue

Financial year 2025

					Environmental objective of the European Taxonomy								
Economic activity (1)	**Code (2)**	**Portion of Eligible Revenue (3)**	**Aligned revenue (4)**	**Share of aligned revenue (5)**	**Climate change mitigation (6)**	**Climate change adaptation (7)**	**Water (8)**	**Circular Economy (9)**	**Pollution (10)**	**Biodiversity (11)**	**Enabling activity (12)**	**Transient activity (13)**	**Share of aligned turnover vs. eligible turnover (14)**
Construction of new buildings	CCM 7.1	96.3%	€737,523,164	**64.9%**	**64.9%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	-	-	67.4%
Renovation of existing buildings	CCM 7.2	2.3%	€20,622,291	**1.8%**	**1.8%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	-	**T**	77.9%
Sum of aligned revenue by objective					**66.7%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**			
Aligned Total Revenues		**98.6%**	**€758,145,454**	**66.7%**	**66.7%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.00%**	**1.8%**	**67.7%**

Revenue eligible and aligned with European taxonomy

Products aligned with the European Taxonomy primarily contribute to the objective of mitigating climate change and meet the technical criteria of no significant harm (DNSH) for all Taxonomy objectives. For the 2025 financial year, the group has not identified any alignment with other environmental objectives.

Consolidated revenue is presented in the group financial statements in section 7.1. "Consolidated financial statements as at 30 November 2025". 66,7% of consolidated revenue, meets contribution criteria to climate change mitigation.

The proportion of aligned revenue, according to the methodology described below, is up compared to the previous financial year. This trend can be explained in particular by:

- The introduction of RE202: regulation requiring a life cycle analysis for every project, leading to an increase in the proportion of projects generating revenue that meet this requirement,
- The consideration and achievement of the technical criteria for the absence of significant harm (DNSH) on the vast majority of design operations, thanks to their integration into the group's standards and processes.

Changes to the European Taxonomy criteria as well as the precision of market practices could impact this dynamic upwards or downwards.

Methodology selected based on technical criteria for contributing to the climate change mitigation objective:

- New building construction business:

The group has chosen as a performance criterion for primary energy demand: reaching the regulatory PKE for projects subject to RE2020, or reaching the regulatory PKE -10% for projects that have been subject to RT2012.

For programmes of more than 5,000 m², two additional criteria are applied:

- Conduct of a life cycle analysis: the group believes that achieving the criterion is linked to the completion of a programme-specific life cycle analysis carried out by an independent research firm.
- Passing air tightness tests and managing thermal quality: this criterion is considered met through compliance with RT2012 or RE2020 for housing projects and is achieved consistently for commercial projects.

- Renovation of existing buildings:

The criterion applied was compliance with the regulations in force and related to the renovation.

Methodology used on the technical criteria of absence of significant harm (DNSH):

The CSR department and technical departments have integrated European Taxonomy compliance criteria into the Environmental Specifications and Procedures Manual so that all new projects are aligned with certain aspects of the regulation. These criteria include the "DNSH" criteria of the European Taxonomy in relation to building construction and renovation activities, which are not systematically integrated through the regulations in force. Based on the Taxonomy DNSH for the construction and renovation activities, here are the integrated targets:

- **DNSH Climate Change Adaptation** : This criterion aims at the completion of a climate risk analysis and the implementation of adaptation measures for significant risks, see section " 5.2.1. Climate change (ESRS E1)».
- **Circular Economy** DNSH:
  - Integration of a target for the recovery of construction waste in procurement contracts, with a minimum of 70% by weight,
  - Application of a PEMD diagnosis for demolitions exceeding 1,000 sq.m. of floor area.
  - Eco-design approach to save on resources used and favour adaptable building methods enabling flexible housing and office space for Kaufman & Broad, as well as the upkeep, maintenance and scalability of buildings.
- **DNSH Water**: widespread use of water-efficient equipment with flows consistent with the taxonomy; see section "5.2.3. Water and Marine Resources (ESRS E3) (non-physical)". This criterion also includes compliance with the regulatory provisions to be met within the framework of the Water Act, namely the submission of a Declaration or Authorization if this is necessary.

- **DNSH Pollution**: Achieving this criterion aims to:
  - The integration of the systematic use of indoor air quality products with a VOC rating of A or A+,
  - The exclusion of hazardous products in works contracts, particularly through the supplier code of ethics and its notification procedure, as well as the Green Works and Low Nuisance Charter. The products covered include, but are not limited to, ozone-depleting substances ODS, persistent organic pollutants POPs, hazardous substances in electrical and electronic equipment WEEE, and substances regulated under REACH,
  - Conducting soil pollution studies in case of risk, as well as decontamination in line with the destination in case of proven pollution,
  - Finally, this criterion also includes the implementation of measures to limit noise, dust and pollutant emissions during the construction phase. These elements are integrated into construction markets, particularly through the Green Worksite Charter and Kaufman and Broad Low Nuisance.

The group notes that the requirements of the European Taxonomy are:

- On the one hand, partially aligned with regulations that allow the use of certain substances in specific cases, particularly regarding ozone-depleting substances (ODS; Regulation EU 2024/590),
- On the other hand, more restrictive than current European regulations, particularly on POPs (Regulation (EU) 2019/1021), mercury and its compounds (Regulation (EU) 2017/852) as well as substances of very high concern (SVHCs) (Regulation (EC) No 1907/2006 "REACH").

Due to the lack of alignment between these different standards, the group is actively working on reconciling the articles of its suppliers most likely to contain substances excluded by the Taxonomy.

Special cases:

Based on known market practices, evaluations, and documentation provided by suppliers, the group has been able to take into account the provisions of point (f) of Appendix C of Regulation (EU) 2021/2139 on the DNSH criterion for the prevention and reduction of pollution, in its simplified version under Regulation 2026/73. This states that products containing a concentration of substances from Annex 14 of the candidate SVHC list above 0.1% by mass can be considered aligned with this DNSH if suitable alternatives do not exist and the articles are used under controlled conditions.

For these specific cases, if no alternative exists on the market that meets the needs of the projects as well as the other challenges raised by the taxonomy (particularly climate and water) in terms of performance, the group has estimated that these products are compatible with the DNSH Pollution, subject to compliance with the following conditions:

  - The products in question must comply with the requirements of the European REACH regulation (EC No. 1907/2006),
  - The supplier provides a health and safety compliance certificate,
  - The supplier provides a medium-term action plan for eliminating or reducing the substance concerned below the thresholds.

- **DNSH Biodiversity:**
  - The group's projects are located in mainland France and have systematically obtained administrative authorisations in areas designated as "buildable" according to urban planning documents taking ecological issues into account (no projects in natural areas).
  - Depending on the environmental sensitivity of the site or the size of the project, an environmental assessment may be required by the environmental authority for each project.
  - As part of its processes, the group systematically involves an ecologist for projects located less than 200 m from a natural area sensitive to biodiversity. This intervention includes a diagnosis and recommendations to protect and maximize the potential of the biodiversity on the site. For more details about the process in place, readers are invited to refer to section 5.2.4. Biodiversity and Ecosystems (ESRS E4)".
  - Initiated projects are located outside of Key Biodiversity Zones (KBZ)

Share of CapEx from products or services related to economic activities aligned with the Taxonomy

CapEx

Financial year 2025

					Environmental objective of the European Taxonomy								
Economic activities (1)	**Code (2)**	**Share of eligible CapEx (3)**	**Aligned CapEx (4)**	**Share of aligned CapEx (5)**	**Climate change mitigation (6)**	**Climate change adaptation (7)**	**Water (8)**	**Circular Economy (9)**	**Pollution (10)**	**Biodiversity (11)**	**Enabling activity (12)**	**Bridge activity (13)**	**Aligned CapEx share vs. eligible CapEx (14)**
Acquisition and ownership of buildings	CCM 7.7	**55.8%**	€4,845,979	28.7%	28.7%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	**51.4%**
Motorcycle, passenger car and light commercial vehicle transport	CCM 6.5	**6.9%**	€583,644	3.5%	3.5%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	**50.5%**
Sum of aligned CapEx by objective					**32.2%**	00.0%	0.00%	0.00%	0.00%	0.00%			
Total Aligned CapEx		**62.7%**	€5,429,622	32.2%	32.2%	**0.00%**	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	**51.3%**

Methodological details for reading the table of CapEx from products or services associated with economic activities aligned with the Taxonomy:

In accordance with regulatory requirements, columns (6) to (11) illustrate the breakdown of indicators according to environmental objectives: when an activity contributes substantially to several objectives at the same time, its contribution is shown under all of these objectives in the corresponding row. To avoid double counting, this principle does not apply to the 'Total Aligned CapEx' line, which takes Climate Change Mitigation as the primary objective when breaking down alignment by objective.

Taxonomy-aligned and eligible investment expenditures

Kaufman & Broad's property development business generates investment and operating expenses eligible for the European Taxonomy, related to the construction of new buildings, renovation of existing buildings, and the acquisition and ownership of real estate.

Kaufman & Broad acts as the owner of its projects, so the group uses the services of different companies depending on the stage of the program lifecycle (E1-1 16c):

- Project design: Architects, contractors, design offices.
- Project production: Construction companies with different expertise.

The companies involved hold production capital that is their own (crane trucks, concrete plants, timber construction factories, computers, etc.), with these expenses corresponding to purchases.

The group's CapEx corresponds to structural costs; eligible CapEx is linked to the following activities:

- Acquisition activity and building ownership: leasing of commercial premises for the group's locations in France;
- Renovation of existing buildings: Renovation of leased buildings, which may include the group's locations or maintenance and renovation work on the walls of student service residences owned directly.
- Transportation by motorcycles, passenger cars and commercial vehicles: lease or purchase of company or business vehicles.

The group identifies an eligibility of its CapEx for both climate mitigation and adaptation objectives, which is not transparent in the table because the alignment is only observed for the mitigation objective.

In 2025, the group did not report any CapEx in connection with the renovation business, and has no CapEx (0% of annual CapEx) related to economic activities linked to fossil fuel sectors (natural gas, oil, coal or other fossil fuels) (E1-1 16f)

32.2% of CapEx as presented in the group's financial statements in section 7.1. "Consolidated Financial Statements as of 30 November 2025" are aligned with the goal of mitigating climate change.

Methodology used on the technical criteria of absence of significant harm (DNSH):

- Acquisition activities and building ownership and renovation of existing buildings: The criteria used for "DNSH" are identical to those mentioned in the section dedicated to the methodology used for Revenue (see the paragraph Eligible and aligned European Taxonomy revenue).
- Motorcycle, passenger car, and light commercial transport: Vehicles compliant with European Council Directive 2000/53/EC and EURO 6 standards.

Alignment criteria applied to Capex of activities eligible for the different environmental objectives:

Acquisition activity and building ownership:

- Contribution to climate change mitigation: the building must rank in the top 15% of national or regional buildings in terms of primary energy demand (PED). According to the interpretation guide for the delegated regulation published by the Ministry for Ecological Transition, this threshold corresponds to an estimated energy consumption of less than 135 kWh/m²/year.
- Contribution to climate change adaptation: The group did not have any capital expenditures to implement adaptation measures on the identified business activities during the fiscal year.

Motorcycle, passenger car, and commercial vehicle transportation activity:

- Contribution to climate change mitigation: The selected vehicles are electric vehicles or plug-in hybrid electric vehicles (PHEV) with greenhouse gas (GHG) emissions below 50 gCO2e/km.

Share of operating expenditure (OpEx) eligible for the Taxonomy

For the 2025 financial year, the group's operating expenses are worth a total of €130,918,923. The group has assessed the materiality of its operating expenses in accordance with Appendix I of the Article 8 Taxonomies Delegated Act.

The group's OpEx as defined by the Taxonomy correspond to the following items:

- ✓ Short-term rents not capitalized, at approximately €2,041,046
- ✓ €1,063,033 for repair and maintenance charges and operating costs for the buildings and assets used by the group
- ✓ The group does not record R&D costs during the financial year.

The group's total economic OpEx in 2025 is therefore € 3,104,079, or 2.4 % of OpEX for the financial year.

In this regard, the group considers the portion of OpEx retained by the Taxonomy to be non-material and applies the exemption principle.

It should be noted that the group has no OpEx (0% of annual OpEx) related to economic activities linked to fossil fuel sectors (natural gas, oil, coal or other fossil fuels) (E1-1 16f)

5.2.6.4. CSR-indexed facility

In 2024, Kaufman & Broad issued a non-financial criteria-linked cash facility.

The rate is adjusted annually depending on whether or not certain non-financial criteria are met:

- Scope 1 & 2 CO_2eq emissions
- Scope 3 (SBTi scope) CO_2eq emissions per sqm
- Share of European Taxonomy-aligned revenue (mitigation)

5.3. Social and societal information

5.3.1. Human Resources (ESRS S1)

5.3.1.1. Group strategy and identification of impacts, risks and opportunities regarding company personnel

- Corporate Workforce Strategy (ESRS-S1)

Strategy

Building with colleagues: Kaufman & Broad's human resources policy

As part of its strategy, the employees of Kaufman & Broad are the key pillar of its success. This approach is built on several pillars:

- **Become owners of the company:** Every employee can participate directly in the collective performance by becoming an owner.
- **Work in a positive, flexible environment:** A framework designed to help everyone develop their potential, with adaptable ways of working and supportive conditions to facilitate access to housing Kaufman & Broad.
- **Actively contributing to environmental and social commitments:** As a responsible corporate citizen, the group places these priorities at the heart of its mission.
- **Participate in skills-based volunteering initiatives,** such as:
  - The Palladio Foundation, a platform for thought on the city of the future, supporting students and PhD candidates with scholarships;
  - The Kaufman & Broad Endowment Fund, enabling employees to get involved through skills donations or support partner associations through the solidarity rounding;
  - The operational reserve, offering employees 10 working days per year to fulfill r commitment as standbys.

The expectations of employees – employee shareholders are integrated by Kaufman & Broad through a fair and ambitious social model, continuous skills improvement and the promotion of diversity, including gender equality.

The interests, views and rights of staff members taken into account in the strategy and the business model are described in the section "5.1.6.1. The group's business model (SBM-1): Modalities of exchange with stakeholders".

The methodology for assessing impact risks and opportunities is described in the section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)" and the interaction of these material impacts, risks and opportunities with the group's strategy and business model is described in section "5.1.6.4. Material impacts, risks, and opportunities and their links to the group's strategy and business model (SBM-3)".

All of the group's employees are located in France, the only country where the group operates its activities.

Description of employee and non-employee types that are part of your own workforce and could be materially relocated (S1.SBM-3)

Kaufman & Broad points out that the permanent contract (CDI) is the most common employment form within the company, accounting for 86.82% of the total workforce, reflecting its desire to offer its employees a stable and long-term working relationship.

In its analysis of double materiality, the Kaufman & Broad group nevertheless took into account permanent (open-ended contract) and non-permanent/temporary employees (fixed-term contract and work-study participants).

The company's use of temporary non-permanent employees remains very low: temporary contracts account for 0.99% of the workforce (1.03% in 2024), equivalent to 6.32 people per year (6.87 in 2024).

Impact, risk and opportunity management

Kaufman & Broad places respect for and the promotion of human rights at the core of its commitments. The group believes that their protection is an essential foundation for ensuring an ethical, responsible and compliant work environment.

Working conditions: Kaufman & Broad positively contributes to the job security of its employees through the majority use of permanent contracts, providing stability and trust. The group also promotes a balanced working time and offers a framework that allows for a better work-life balance, more favourable than practices observed in the sector. Finally, through ambitious wage policies, Kaufman & Broad ensures its employees a living wage, strengthening their purchasing power and guaranteeing them and their families a respectful and sustainable standard of living.

Diversity: Kaufman & Broad recognizes that gender inequalities persist in the workplace, including pay gaps and barriers to management positions. These disparities have a negative impact, as they can limit equal opportunities, affect employee motivation and harm social cohesion within the company.

The group strives to measure and reduce these gaps by implementing fair remuneration policies, promoting transparent management practices, and fostering gender equality at all levels of the organisation. Specific initiatives, such as the Women On Broad club, aim to strengthen women's position in the company, develop their skills, and encourage their access to leadership roles (S1- 3).

Skill and training: Training and skills development is a key lever to strengthen employee employability. By equipping them with the tools to adapt and thrive s in a changing environment, Kaufman & Broad is enhancing their career prospects and fostering their long-term integration into the workforce. This investment in skills also contributes to the company's overall performance. Conversely, a skills gap can limit productivity, reduce adaptability to a changing environment, and make it harder to attract and retain talent.

Material impacts, risks, and opportunities:

IRO	Topic Sub-Topic	Name and description	Périmètre	Stakeholders concerned	Time Horizon
Positive impact	**Working conditions**	Given its industry and its geographical base in France, the group believes it has a positive impact on: **Job security** : relying mostly on permanent contracts to give employees trust and security. **Working hours** : by protecting the work-life balance of its employees. **Decent wages**: boosting employees'purchasing power and ensuring a decent and sustainable standard of living for employees and their families.	Own operations	For all group employees (permanent, fixed-term, work-study)	Short term
Negative impact (Systemic)	**Diversity**	Gender-based pay and management inequalities, limiting equal opportunities and career progression.	Own operations	For permanent contracts	Short term
Positive impact	**Equal treatment and equal opportunities for all / Training and skills development**	**Positive impact on employee employability through training**. Training and skills development equip employees with the tools to adapt and thrive in a rapidly changing environment, enhancing their career prospects and employability.	Own operations	For all group employees (permanent, fixed-term, work-study)	Short term
Risks	**Equal treatment and equal opportunities for all / Training and skills development**	**Risk of lack of skills of employees leading to a limitation of the company's performance**. Company is unable to adapt to changing environment and maintain high productivity (and/or losing attractiveness / retaining talents).	Own operations	For all group employees (permanent, fixed-term, work-study)	Short term

5.3.1.2. Working conditions policies,actions and targets

- Job security

Responsible employment and skills management policies in times of reduced activity. (S1-1)

The company commits to adapt its permanent workforce responsibly (MDR-P 65A) when the economic context of new housing requires a reduction or transformation of the activity.

This policy is based on three principles:

- Limit social impacts by favouring non-binding measures (non-replacement of voluntary departures, managed conventional departures, mobility leave provided for in the Job and Career Management agreement). This associated principle is overseen and implemented by the Human Resources department with the members of the Executive Committee (MDR-P 65C).
- Provide enhanced support to the employees concerned, particularly through the Job and Career Management Agreement (GEPP) of 19 June 2023 and its addendum of 6 June 2024.
- Protect the most exposed populations, especially older employees, through strengthened specific measures.

These three principles are implemented by the Human Resources department in consultation with the social partners and the Social and Economic Committee (MDR-P 65C).

Equities (S1-4)

In a challenging economic environment, the group has initiated a series of measures aimed at adjusting its workforce in a gradual and responsible manner.

These adjustments initially resulted in a cautious management of open-ended permanent departures (MDR-A 68B): resignations, departures following dismissals for personal reasons, or even conventional terminations were not systematically replaced, allowing for a controlled adaptation of resources without resorting to more restrictive measures. (MDR-A 68A)

At the same time, the Group has mobilised the **mobility leave** scheme provided for by the GEPP agreement of 19 June 2023. This mechanism is activated when the economic climate or business developments require it. It provides the employees concerned (MDR-A 68B) with a clear framework for organising their professional transition, including terms of departure, personalised support and retraining solutions (MDR-A 68A). This framework can be expanded when necessary, through dialogue with the Social and Economic Committee (SEC), which is systematically consulted before implementation.

Particular attention was paid to older employees (MDR-A 68B). The amendment of 6 June 2024 to the GEPP agreement strengthened the arrangements dedicated to them, in order to better meet their specific needs. These measures include adapting mobility or retraining paths, as well as the possibility of implementing retirement benefits or more flexible transition mechanisms. The goal is to ensure that this population receives enhanced support tailored to the challenges of their career path (MDR-A 68A).

All of these actions are part of a structured and ongoing social dialogue. The Group continues to negotiate and regularly update the GEPP agreement, in close collaboration with the social partners. The ESC is involved in each key stage, both for the implementation of the mobility leave and for monitoring the social impacts related to workforce adjustments. This joint work ensures full transparency and shared oversight of the transformations undertaken.

Targets (S1-5)

In order to guarantee compliance with the requirements of the CSRD and to ensure rigorous oversight of the actions taken, the Group has set itself several objectives relating to permanent employees (MDR-T 80C).

As part of the mobility leave scheme, the Group provides personalised support for all employees concerned (MDR-T 80C). In accordance with the monitoring and transparency requirements of the CSRD, the Group systematically measures the effectiveness of the scheme, particularly through the rate of return to employment at the end of the scheme, for which it has set a target of 80%. It also monitors the average processing time to assess the quality of the proposed route and ensure continuous improvement of its practices (MDR-T 80A).

Senior employees (MDR-T 80C) are subject to specific indicators. The Group wants the vast majority of them to benefit from the strengthened systems put in place. It also monitors the employment rate after job transformation, as well as the annual implementation of dedicated actions, such as training, skills reviews or career transition arrangements (MDR-T 80A).

Finally, the social dialogue is also monitored in a structured manner. The Group undertakes to organise meetings of the Works Council to monitor adaptation measures until all employees have returned to external employment, and to systematically conclude the necessary agreements or amendments during major changes Article L.2242-20 of the Labour Code Triennial obligation (MDR-T 80B).

- Decent Wages (S1-10)

Remuneration policy (S1-1)

Kaufman & Broad's compensation policy is central to the Group's social strategy. It aims to support the overall performance of the company while recognising the commitment and contribution of each employee. Convinced that economic performance and social performance are inseparable, the Group strives to offer compensation that is both competitive, fair and aligned with market standards. (MDR-P 65A)

This policy is built on two key principles:

- external competitiveness, ensured through regular benchmarks carried out with specialist firms;
- internal equity, guaranteeing identical pay for equivalent jobs and profiles, with no discrimination.

All employees benefit from a uniform remuneration structure, built around a fixed salary, variable remuneration adapted to their roles and responsibilities, and a long-term incentive plan based on the free allocation of shares. This universal model links each employee to the company's performance and strengthens the variable compensation culture, which is deeply rooted within the Group.

Kaufman & Broad has a strict policy on living wages. All employees (MDR-P 65B) are employed in France, where remuneration levels are governed by a legal framework, in particular the National Collective Agreement for the real estate promotion sector of 18 May 1988 (S1-10 69), extended by decree of 4 November 1988 (JORF of 15 November 1988) (MDR-P 65D).

Within the Group, the lowest remuneration is that of new real estate advisors. Their fixed salary is aligned with the SMIC (S1-10 AR 72), in accordance with legal provisions, as their remuneration is mainly based on commissions linked to their sales activities.

The Human Resources department (MDR-P 65C) ensures that all employees receive consistent remuneration within the company as part of its employment framework and also with regard to the business sector.

The company ensures that temporary workers receive a decent wage equivalent to that applied to permanent employees, in accordance with the CSRD's requirements for fair and adequate remuneration (S1-10 71).

Equities (S1-4)

A structured and digitalised salary review process

Each year (MDR-A 68C), salary reviews exclusively for employees with permanent contracts (MDR-A 68B) are conducted according to a uniform process, based on a factual and objective assessment of individual contributions (MDR-A 68A) . This work is carried out jointly by managers and the Human Resources department, ensuring informed and consistent decision-making across the entire scope.

Upskilling of managers on compensation

Since 2022 (MDR-A 68C), Kaufman & Broad has rolled out a tailored training program called *" Build Your People's Pay "*, designed to strengthen managers'ability (MDR-A 68B) to objectively analyze individual situations and clearly and constructively communicate pay decisions. (MDR-A 68A).

All managers involved in HR reviews are trained. This approach helps to spread a common culture of equal pay and transparency.

Targets (S1-5)

To ensure compliance with the requirements of the CSRD and to ensure rigorous management of its wage policy, Kaufman & Broad has defined several measurable objectives.

- To maintain 100% (MDR-T 80B) of employees, regardless of contract type, at or above the decent living wage threshold in accordance with the legal framework.(MDR-T 80A)
- Ensure there is no wage discrimination (MDR-T 80A) for equivalent positions and profiles through internal compensation studies during recruitment or internal transfers for all salaried and non-salaried employees (MDR-T 80C).
- Consistently integrate the module *"Build your employee's compensation"* (MDR-T 80A) into the training path for managers (MDR-T 80C).
- Maintain a training rate of **100 %** (MDR-T 80B) **for managers involved in HR reviews** (MDR-T 80C).

• Coverage of collective bargaining and social dialogue (S1-8)

Politics (S1-1)

All employees of the GIE (MDR-P 65B), whose activity is located exclusively in France, are covered by the collective agreements (S1-8 60a; S1-8 60b). They are represented by the trade unions and the Social and Economic Committee (S1-8 63b), as well as its specialised committees. These bodies have dedicated resources and meet regularly, ensuring a structured and continuous social dialogue coordinated by the Human Resources department (MDR-P 65C).

The mandatory annual negotiations (MDR-P 65D), provided for by the Labour Code, as well as the thematic agreements particularly concerning quality of life at work, teleworking, management of jobs and professional development, health and remuneration (Article L2312-26), illustrate an active, inclusive and participatory social policy (MDR-P 65A).

In line with the requirements of the CSRD, employee input in the definition, implementation and monitoring of social objectives is fully integrated into the social dialogue framework, ensuring their effective consideration in the organisation's social governance.

For employees not covered by collective agreements, the company applies the same working conditions (working hours and days worked (S1-8 61; S1-8 62) and employment conditions based on the collective agreement of its covered employees).

Equities (S1-4)

As stated in the "Quality of Work Life and Gender Equality at Work Agreement" signed with employee representatives on September 30, 2024, the group has implemented an annual interview system and is committed to monitoring its implementation to better build the career (MDR-A 68A) of employees with permanent contracts (MDR-A 68B).

Each employee benefits, from their first year (MDR-A 68C), from an annual interview allowing them to express their short- and long-term career aspirations.

A sharing opportunity, the professional interview enables:

- The evaluation of skills and performance over the past year, and for new objectives to be set ;
- The definition of training courses that may not already be offered amongst KB Factory courses ;
- Reflections on career development ;

The training review is presented annually to the social partners and is monitored during the year in which the skills plan is implemented.

Social dialogue

The group respects the collective representation of employees and freedom of association. The social climate within the Kaufman & Broad group is based on the principle of mutual construction between management, employees and their representatives, and those with a neutral attitude towards the various trade unions (S1-2 25).

The Group encourages individual expression among its employees (S1-2 27a), particularly by facilitating the work of staff representatives, implementing a local HR organisation and promoting tools such as engagement surveys.

The Group adopts a listening attitude towards them, and more specifically during the evaluation interviews conducted annually by managers (S1-2 27b). In accordance with the law (S1-2 27c), the group shall provide employee representatives with the resources necessary to carry out their duties.

This includes:

- A dedicated space ;
- Delegation hours ;
- The possibility to communicate to all employees and a dedicated e-mail address.

In March 2023, new elections were held for the French Social and Economic Committee (Comité Social et Économique, or CSE). Following these elections, employees are represented on the ESC by 15 elected members (9 managers, 6 employees), which is 5 more than in 2018.

The SEC has set up 3 commissions :

- The Health, Safety and Working Conditions Commission (hereinafter "HSWCC");
- The Social and Cultural Activities Commission;
- And, since September 2020, a Mutual Commission.

The trade unions are represented by two union delegates, one from the National Union of Building and Property Managers, Force Ouvrière (FO), and the other from the National Union of Town and Country Planners and Property Administrators of the Confédération Française de l'Encadrement - CGC (CFE-CGC).

(S1-2 27b) The management and the representatives of the Works Council meet every month as part of the regular meetings, except in August. The management and members of the CSSCT meet every three months.

Trade unions and management meet for the Mandatory Annual Negotiations each year and as often as necessary, in accordance with the legal obligations and negotiation priorities defined by the group.

Targets (S1-5)

The company aims to maintain a high and consistent level of social dialogue with employee representatives and all employees (MDR-T 80A). This commitment is reflected in maintaining the frequency of communication, the quality of consultations, the transparency of information and the active participation of employees in communication channels. Specific indicators are used to monitor their effectiveness, including the number of CSE meetings (MDR-T 80B).

There were 11 meetings of the ESC and four meetings of the CSSCT. All meeting minutes are published on the Kolibri group's intranet.

Summary of collective agreements :

In 2025, the trade unions and management signed the following five collective agreements unanimously:

- Amendment dated 25 September 2025 to the agreement on the organisation of working hours within the GIE Kaufman & Broad dated 16 June 2022
- Amendment no. 4 of 15 July 2025 to the collective bargaining agreement on the mandatory group health insurance reimbursement plan of 16 December 2019
- Amendment no. 1 of 9 December 2025 to the collective agreement on the "Incapacity – Disability – Death" collective and mandatory employee benefits scheme
- Collective bargaining agreement of 31 January 2025 on the payment of wages in the event of illness, accident, maternity and paternity (agreement superseding the one of 1 September 2021)
- Mandatory annual negotiation covering inter alia salaries: agreement of 17 September 2025

Over the years, the Kaufman & Broad group has entered into agreements mainly concerning work organisation, remuneration and working conditions that contribute to the smooth running of the company and its performance.

The main agreements are :

- Company agreement on profit-sharing of 25 June 2020 and its amendments
- Company agreement relating to the 25 June 2020 shareholding ;
- Company agreement on teleworking of 16 March 2020 and its addenda
- Collective agreements of 16 December 2019 relating to the Health and Personal Protection insurance plans and their successive amendments
- Collective bargaining agreement on the management of jobs and professional development (" GEPP ") of 6 June 2024
- Company collective agreement on quality of life and working conditions and equal opportunities, 30 September 2024
- Company-wide collective agreement on teleworking of 29 January 2024
- Employment agreement of 16 June 2022 on the organisation of work within the GIE Kaufman & Broad and its amendment of 25 September 2025;

Labels and recognition

Employees expressed their pride in belonging to and their commitment through the award of several labels:

3rd
consecutive year of award received

3.92/5
Average score across survey questions *(vs. 3.95/5 in 2024)*

This distinction highlights the commitment of all our employees and guardians to the integration and training of young people within the company. The criteria receiving the most positive feedback were: support offered by mentors, initiative and trust in their work, quality of integration, and good working atmosphere within their respective teams.

4th
consecutive year of receiving the award

Kaufman was distinguished in 2025 for being among the best French companies in terms of long-term strategy, talent management, innovation capacity, CSR policy, as well as governance and financial management.

• Indicators of work-life balance (S1-15)

Policy (S1-1)

Kaufman & Broad places work-life balance at the heart of its social policy. The Group believes that quality of life in the workplace is a key driver of sustainable performance, employee engagement, and retention of permanent, fixed-term, and work-study employees (MDR-P 65B). This ambition is based on a set of measures aimed at providing a flexible, protective working environment adapted to everyone's needs, regardless of their profession, gender or family situation (MDR-P 65A).

The Group's policy is built on three key principles:

- Encourage reconciliation of life through working time adjustments accessible to all;
- Supporting parenthood through enhanced family leave and support systems (S1-15 92);
- Ensure respectful working conditions, including through remote work, the right to disconnect and the prevention of digital overload.

This policy is formalised and coordinated by the Human Resources department in the Agreement on Quality of Life and Working Conditions and Equal Opportunities for Women and Men, signed on 30 September 2024, which updates and strengthens the commitments made since 2019 (S1-15 91; MDR-P 65C).

Actions (S1-4)

A. Flexible working and individual arrangements (MDR-A 68A)

As at 31 December 2025, 13 employees work part-time, on a voluntary basis only. These situations primarily concern women (81%), often on parental leave, with an average of between 20 and 30 hours per week. In addition, eleven employees benefit from specific working hours to facilitate the organisation of their personal life.

The Group responds favourably to 100% of requests for flexible working hours, regardless of gender, illustrating its commitment to a flexibility accessible to all (MDR-A 68B).

B. Enhanced parental leave and support for working parents (MDR-A 68A)

Kaufman & Broad has an active parental support policy in place that is aligned with the ESRS S1-15 requirements.

- **Maternity leave** : full pay is guaranteed since 1 March 2020 without any length of service requirement. Dedicated interviews are organised before departure and on return. In 2025, 100% of female employees returning from maternity leave received a personal salary increase, demonstrating a proactive policy of not penalising motherhood.
- **Paternity leave** : 100 % of relevant employees took their 28 days of paternity leave.
- **Parental leave** : each parent is entitled to up to three years of parental leave; in 2025, 11 % of employees took advantage of this benefit.
- **Family leave** : 100 % of employees are entitled to family leave (S1-15 93a).

Leaves	2025	2024
Maternity	0.94%	1.08%
Family events	0.37%	0.26%
Total	**1.31%**	**1.34%**

In 2025, 17.6% of employees took family leave, with 53.6% being women and 46.4% being men (S1-15 93b). These measures ensure fair access to family rights and promote a balanced sharing of parental responsibilities.

C. Telework and work organisation (MDR-A 68A)

The Group supports new forms of work organisation, in particular teleworking, in order to promote quality of life and a healthy work-life balance. A collective bargaining agreement on teleworking from 19 January 2024, as well as a Teleworking and Work-Life Balance Charter drawn up with employee representatives, govern these practices.

Each employee is invited every year to express their feelings about their work-life balance and their teleworking conditions, allowing for continuous management of the improvements to be made.

D. Right to be forgotten and oversolicitation prevention (MDR-A 68A)

The collective agreement on quality of life and working conditions and equal opportunities for women and men of 30 September 2024 ("QVCT") provides for the reasonable use of digital tools and enshrines the **right to disconnect**. A dedicated charter recalls the essential rules:

- Obligation to disconnect during legal rest periods;
- No obligation to respond to work requests outside of working hours;
- Recommendations for best practices (choosing the right time to send messages, not expecting immediate replies, setting out-of-office messages).

The company collective agreement on the organisation of working hours of 16 June 2022 strengthens these guarantees for employees on a working days allowance basis, particularly with regard to monitoring workloads.

E. Awareness and training (MDR-A 68A)

To prevent digital overload and improve the use of digital tools, Kaufman & Broad is rolling out:

- Training sessions for managers and employees;
- A dedicated awareness course, accessible via the KB Factory digital platform, has been rolled out to strengthen employees' cyber security culture. It covers the following essential topics: identifying phishing attempts, preventing fraudulent payments, protecting passwords, detecting malicious software, and adopting best practices for distinguishing between professional and personal use. This system helps to control digital risks and continuously improve the skills of the teams;
- Awareness-raising measures on information management (emails, collaborative tools, notifications).

Each employee is asked about their work-life balance during their annual performance review, allowing for individualised monitoring.

Targets (S1-5)

Kaufman & Broad aims to maintain universal and equitable access to work schedule arrangements, with a favorable 100% response rate to requests made (MDR-T 80A; MDR-T 80B).

The group also aims to strengthen support for parenthood by improving the use of family leave and ensuring systematic non-penalization of returns from maternity or parental leave (MDR-T 80A).

It wants to continue developing teleworking within the limit of one day per week and in a secure and balanced framework, while consolidating the prevention of digital overload through regular training and increased monitoring of workload, especially for employees on a daily basis (MDR-T 80C).

Lastly, the group aims to continuously improve employee perception (MDR-T 80C) of their work-life balance, using annual surveys and professional interviews to adjust its systems (MDR-T 80A).

- Health, safety and social protection indicators (S1-11; S1-14)

Policy (S1-1)

Occupational health and safety is a strategic priority for Kaufman & Broad, which is committed to ensuring safe and compliant working conditions for all its employees (MDR-P 65B) and third parties working on its sites.

The group relies on dedicated governance (MDR-P 65C), particularly through the Health, Safety and Working Conditions Committee (CSSCT) of the Works Council, responsible for handling all topics related to risk prevention (S1-14 86).

Each establishment has a unique risk assessment document (RAD) (MDR-P 65D) incorporating physical and psychosocial risks, as well as an annual action plan. Kaufman & Broad also ensures that the premises are equipped in accordance with health and safety standards, and that technical and organisational systems are in place to guarantee employee protection.

Regarding social protection, Kaufman & Broad is committed to strengthening its employees' welfare coverage by providing a system to secure their financial situation in the event of major life events likely to lead to an income loss (S1-11 72; S1-11 73).

Actions (S1-4)

The Group implements a set of concrete measures to ensure day-to-day safety (MDR-A 68A) . The premises comply with standards regarding ventilation, lighting, heating, noise protection, the layout of computer workstations, sanitary facilities, catering, the marking of hazardous areas and the availability of first aid equipment. Technical systems and security measures are subject to regular maintenance and checks, and evacuation drills are organised at all branches on a regular basis. Ergonomic studies are carried out to adapt workstations and train employees in movements and postures.

All employees travelling to worksites (MDR-A 68B) are equipped with personal protective equipment, and an annual procedure reiterates the mandatory rules to be followed. In 2025, the group recorded two work-related accidents, one of which resulted in time off. The frequency rate of workplace accidents is 0.89. Over the financial year, workplace accidents resulted in a total of 27 days of absence due to work stoppage (S1-14 88e); the severity rate is 0.02. In addition, ten commuting accidents were recorded, four of which resulted in time off (S1-14 88c). No accidents or occupational illnesses were reported. The scope includes all employees, including contractors and work-study participants (MDR-A 68B).

Absenteeism rate (S1-14)	2025	2024
Illness	3.52%	3.73%
Workplace accident or journey	0.01%	0.22%
Total	**3.53%**	**3.95%**

As part of the social protection offered to all its employees (MDR-A 68B), the company provides personal protection insurance through insurer Alan, aimed at limiting the financial impact of situations that may affect working capacity or income, such as illness (S1-11 74a), workplace accidents or disability (S1-11 74c), by providing income support according to the terms of the policy (MDR-A 68A). Furthermore, to support preparation for retirement (S1-11 74e), a PERCOL-type system has been put in place, allowing all employees to build up retirement savings through voluntary contributions deductible from taxable income and the possible transfer of unused rest days. Saved amounts can also be withdrawn early if unemployment insurance rights expire (S1-11 74b).

Targets (S1-5)

Kaufman & Broad aims to keep its workplace accident frequency rate below the previous year's level (MDR-T 80B), by strengthening prevention and continuously improving its safety systems (MDR-T 80A).

The group also aims to reduce the severity of accidents below 0.2 (MDR-T 80B), intensify awareness-raising and training initiatives, and continue the ergonomic adaptation of workstations. It aims to maintain an exemplary level of equipment and compliance, guarantee the regular updating of URDs and strengthen the safety culture within the company. The overall objective is to move towards a work environment free of accidents, by consolidating prevention practices and involving all employees (MDR-T 80C), in a proactive safety approach (MDR-T 80A).

5.3.1.3. Diversity policies, actions and targets (S1-9; S1-12;S1-16)

- Gender pay equality: Remuneration indicators (remuneration gap and total remuneration) (S1-16)

Professional equality policy (S1-1)

Kaufman & Broad places professional equality between women and men at the heart of its HR strategy and its CSR approach (MDR-P 65A).

The group aims for balanced representation at all levels, fair career development, equitable remuneration and a respectful working environment. This policy is based on an annual action plan presented to the social partners (MDR-P 65C), as well as the collective agreement signed (MDR-P 65D) on 30 September 2024, which strengthens commitments to professional equality, quality of life at work, prevention of discrimination, combating gender-based and sexual violence, and social and environmental commitment. The company also ensures access to training, work-life balance and the promotion of ethical practices among its partners.

Actions related to professional equality (S1-4;S1-3)

Between 2024 and 2025, the proportion of women in the total workforce increased from 51% to 52%, confirming the continued feminisation of the organisation. This dynamic is also reflected in leadership: the proportion of women executives among women remains fairly stable (from 63% to 62%), while their share of all executives increases from 44% to 46%, an increase of almost 2 points.

These developments reflect a measurable improvement in female representation at senior levels and a gradual move towards greater parity within management functions, in line with the diversity and equal opportunity goals expected under the CSRD.

(MDR-A 68C) Individual and collective reviews ensure fair career progression and identify female talent to support their access to senior roles (MDR-A 68A) .

The group has improved access to training through a digital platform called KB Factory, making learning easier for employees (MDR-A 68B), especially non-managers.

Kaufman & Broad responds favorably to 100% of requests for flexible work arrangements, with no gender distinctions (MDR-A 68B).

A comparative analysis of remuneration (MDR-A 68A) is carried out each year (MDR-A 68C) during salary reviews, allowing for a gradual correction of discrepancies. The group also measures its performance using the Gender Equality Index, with a score of 87 / 100 in 2024.

The 2024 QVT agreement also includes the right to disconnect, flexible working hours, a system for donating paid time off, and measures to prevent discrimination.

Professional equality targets (S1-5)

(MDR-T 80A) Kaufman & Broad aims to maintain a female representation of around 50% in the workforce (MDR-T 80B) and to increase the presence of women in leadership and key positions.

The group aims to increase employee participation in strategic training and to continue developing career paths that encourage them to move into positions of responsibility.

It aims to maintain a 100% acceptance rate for requests for adjustment of working hours (MDR-T 80B) and strengthen mechanisms facilitating the reconciliation of working and personal lives.

Regarding equal pay, the goal is to reduce remaining differences and achieve a score above 90/100 on the Equality Index (MDR-T 80B).

The pay gap between men and women, excluding the corporate officer and rotating director, is 37% (vs. 28% in 2024) (S1-16 97a).

The total remuneration ratio (equity ratio) is 31.43 in 2025; for more details, please refer to section 3.2.3."Remuneration paid to the Chairman and CEO during the financial year ended 30 November 2025 or awarded in respect of the same financial year: Ratio between the level of remuneration of the Chairman and CEO and the average and median remuneration of the group's employees"(S1-16 97b).

Finally, the group commits to monitoring the indicators of the collective agreement annually (MDR-T 80E), to strengthen the prevention of psychosocial risks, and to further integrate equality and ethical issues into its relations with its partners.

- Diversity & disability (S1-9; S1-12)

Diversity (S1-9)

Policy (S1-1)

Kaufman & Broad demonstrates its commitment to intergenerational diversity through the June 6, 2024, Management of Jobs and Career Paths Agreement, which is enhanced from the original 2023 version (MDR-P 65D). This policy aims to promote the sustainable integration of young people (MDR-P 65B), to retain and support older workers (MDR-P 65B) in employment, to preserve the transmission of knowledge and to secure professional development during organisational changes (MDR-P 65A).

The group views the integration of young people (MDR-P 65B) as a strategic lever for attracting emerging skills, while valuing the experience of older employees. All of these guidelines are part of a comprehensive approach to supporting employment, responsible skills management, and promoting an inclusive work environment (MDR-P 65A).

The Executive Committee consists of 7 members, including 1 woman and 6 men, reflecting the current gender diversity composition of the governing body (S1-9 64).

Breakdown by gender in management positions: 238 women managers, representing 46% of managers, and 276 men managers, representing 54% of managers. (S1-9 66a)

Distribution of employees by age group (S1-9 66b)	2025
Employees under 30 years of age	24.13%
Employees between 30 and 50 years old	49.24%
Employees over the age of 50	26.63%

Actions (S1-4)

In 2025 (MDR-A 68C), Kaufman & Broad continued its efforts to promote youth inclusion (MDR-A 68B) by maintaining ambitious targets (MDR-A 68A), as of 31 December 2025:

- There were 174 employees under the age of 30 in the company, including 86 on permanent contracts and 6 on fixed-term contracts,
- The proportion of young people (under 30) in open-ended and fixed-term contracts reached 12.76 % of the total workforce,
- 105 young people under 30 were recruited, 73% of whom were hired on permanent contracts, fixed-term contracts or work-study programs
- 25 hires of under 30s on permanent and fixed-term contracts, representing 15% of total hires.

The group also exceeded its apprenticeship target, with 85 apprenticeships or professional development contracts as of 31 December 2025. This represents 11.79% of the total workforce, more than double the 4% threshold. Regarding older employees, staff aged 55 and over accounted for 16.5% of the total headcount, stable compared to 2024.

To support the transfer of skills (MDR-A 68A), the KB Factory program was rolled out to support experienced employees (MDR-A 68B) in training new generations. Lastly, a mobility leave scheme has been introduced to support career transitions: 7 mobility leaves were initiated in 2025, compared to 1 in 2024 and 14 in 2023, and all beneficiaries found stable employment outside the group.

Targets (S1-5)

Kaufman & Broad aims to maintain a minimum annual level of 10% (MDR-T 80B) of employees under 30 with permanent or fixed-term contracts (excluding work-study participants) and at least 4% (MDR-T 80B) of work-study participants, while consolidating the quality of the integration and support of young people (MDR-T 80A).

The group also aims to strengthen the retention of older employees (MDR-T 80A) by preserving their proportion of the workforce, particularly for employees aged 57 and over (or 55 with a disability).

The transfer of knowledge is a fundamental objective, as outlined in the Job and Career Management Agreement (MDR-T 80H), with the aim of further developing intergenerational support systems through KB Factory.

Lastly, the group wants to continue to secure professional careers through the mobility allowance, guaranteeing personalised support and a sustainable return to work for the employees concerned. These objectives are part of an effort to sustainably increase age diversity within the company.

Handicap (S1-12)

Policy (S1-1)

Kaufman & Broad pursues an active policy in favor of the employment and integration of people with disabilities, integrated into its global equal opportunity and corporate social responsibility strategy (MDR-P 65A).

This policy aims to ensure an inclusive, accessible and adaptable work environment, enabling each employee (MDR-P 65B) to benefit from the same career opportunities.

It is based on four structuring areas coordinated by the Human Resources department (MDR-P 65C):

- Inclusive recruitment,
- Job retention and adapting working conditions,
- The accessibility of the working environment, and
- Collective awareness.

As of 31 December 2025, the group had 12 employees with disabilities, representing 1.7% (s1-12 77), compared to 4 in 2010, demonstrating a continuous increase in the integration of these talents.

In 2024, Kaufman & Broad also strengthened its commitment by partnering with the organization responsible for supporting the employment of people with disabilities in private companies, funding actions to support, train and adapt workplaces (AGEFIPH). In 2025, an action plan was put in place and is monitored annually.

Actions (S1-4)

The group has implemented several concrete measures to promote inclusion. In terms of recruitment, HR teams and managers are made aware of disability issues, and diversity is integrated as a criterion into the selection processes (MDR-A 68A).

To ensure job retention, individualised monitoring (MDR-A 68B) is provided for each employee concerned, and job adjustments are implemented based on identified needs.

Accessibility is another major focus: improving the physical accessibility of premises, adapting equipment, and enhancing the digital accessibility of internal tools.

Kaufman & Broad also encourages collaboration with sheltered employment centers or services (ESAT), particularly for waste management, and runs awareness campaigns to strengthen the inclusive culture.

Targets (S1-5)

Kaufman & Broad aims to continue increasing the number of employees with disabilities in its workforce while ensuring their sustainable employment (MDR-T 80A).

With each branch move and as individual requests come in, the group is making its physical and digital environments more accessible, expanding post office facilities and improving the quality of individual support. He also wants to step up awareness-raising initiatives for the teams and develop partnerships with ESATs and AGEFIPH further. The results of the internal diagnosis carried out in 2024 were used as a basis for defining new measures aimed at strengthening inclusion, improving working conditions and guaranteeing equal opportunities for all. In 2025, the Group will continue to implement these actions and ensure their continuous improvement, which remains a strategic priority.

5.3.1.4. Human Rights policies, actions and targets (S1-17)

Policy (S1-1)

In accordance with the UN Guiding Principles on Human Rights, the company is committed to respecting human rights, applies zero tolerance to any violations, and provides accessible and confidential complaint mechanisms.

The total number of discrimination incidents, including harassment, reported in 2025 was 1 (S1-17 103a).

In 2025, no complaints were filed through the systems allowing employees to express their concerns, including formal grievance mechanisms (S1-17 103b).

Furthermore, no incident resulted in the payment of fines, penalties or compensation for damages related to these complaints, with the total amount being 0 (S1-17 103c).

In line with the UN Guiding Principles on Human Rights, the company reports that there have been no serious incidents, complaints, or confirmed impacts related to forced labour, human trafficking, or child labour in its operations or value chain as defined by the CSRD (S1-17 104).

Actions (S1-4)

Regarding forced labour, the company implements measures guaranteeing free consent to employment, including contracts drafted in understandable language, the possibility of terminating employment without penalty, the absence of coercive disciplinary measures, voluntary participation for overtime, freedom of movement within the workplace, and fair treatment of migrant workers.

Targets (S1-5)

The company has set itself the target of ensuring respect for human rights in all of its activities. It applies a zero-tolerance policy towards any violation and makes accessible and confidential complaint mechanisms available, designed to ensure an effective and secure handling of reports.

5.3.1.5. Training and Skills Development Policies, Actions and Targets (S1-13)

Skills development policy (S1-1)

The Kaufman & Broad Group has a Skills Development policy for all of its employees (permanent, fixed-term, work-study placements) (MDR-P 65B).

This document is available to everyone on the Group intranet: Kolibri (MDR-P 65F).

To ensure that employees' interests are taken into account, this training policy is:

- Carried out by KB Factory (established under the Graduate Employment and Professional Pathways (GEPP) agreement signed on 16 February 2021 (MDR-P 65E). This is the Skills Development universe, which includes the onboarding phase (the Welcome On Broad program) and continuous training.
- Presented annually to the CSE

The Group's Training Policy is established in response to the positive impact identified following the double materiality analysis as described in section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)"

Through its Training Policy, the Kaufman & Broad Group aims to address various challenges (MDR-P 65A):

- The evolution of the métiers
- Legislative and regulatory developments
- Environmental transformation
- Generational change and its relationship to a changing world of work
- The rise of artificial intelligence
- Changes in our working methods, processes and tools
- The increasingly important role of our DREAM diversity policy

And so achieve the following goals:

- Be attractive to recruit new talent,
- Develop our employees' skills and build their loyalty,
- Continuously adapting our Group to various internal and external changes

The training plan is built by the training team, approved by the Head of Human Resources and Operational Excellence, and then deployed by the training team to all employees targeted in the skills development plan (MDR-P 65C).

Actions in terms of skills development (S1-4)

The two main actions of the Group are the construction of the training catalogue and thus the deployment of the training plan. (MDR-A 68A) (accessible to all group employees via Kolibri (MDR-A 68B). The catalogue presents all training courses and their breakdown by area: business tools and processes, business expertise, soft skills (including management and leadership), CSR and customer experience. In addition to these mandatory training programs, everyone can access the digital training platform accessible to all via our Kolibri intranet to undertake self-training. Training sessions are organised according to the following areas of expertise: business expertise, soft skills, diversity, equity and inclusion, Group security and regulations, and artificial intelligence.

The training plan is rolled out annually to all Group employees (MDR-A 68C).

The training areas that are most represented relate to professional skills and interpersonal and managerial skills.

To ensure that everyone's skills are developed in a consistent manner, the Group is building mandatory training programs for each business line. Today, there are 5 business expertise tracks for operational staff (Development, Program, Design & Technical Purchases, Production and Commercial Property) and 2 business expertise tracks for support functions. These career paths are built on the basis of the business framework in line with changes in the professions in consultation with our expert employees.

In order to ensure that the training provided matches the identified needs, a debriefing is systematically carried out after the first session between the training provider, the business expert and the training team. This milestone allows us to validate and adjust the content before rolling it out more widely.

The consistency between the educational objectives and the course structure is then checked using evaluation questionnaires sent at the end of each session. An analysis of this feedback allows us to assess student satisfaction and, if necessary, to reassess the relevance of the content proposed.

Employees in business lines without a mandatory training program also have access to job-specific training validated during HR reviews.

In addition, the Group is rolling out a training offer dedicated to the development of interpersonal skills, which is divided into two categories:

- Soft skills and leadership

All Group employees have access to the digital training platform, which provides modules on topics such as time management, effective meeting facilitation, persuasion and non-violent communication.

The Group continues to roll out classroom training modules on these specific topics. These are premium training courses for which participation is subject to a collegiate decision between the manager and the HR specialist.

- Managerial skills

All Group managers have access to the management training program, which includes two levels of management training and a module on how to structure employee remuneration. As of 31 December 2025, nearly 70% of managers have completed some or all of the existing training program. They also have access to the digital training platform, which offers modules dedicated to management, such as team performance management, attracting talent and developing team cohesion.

In 2025, the Human Resources department expanded this program, which will be rolled out in 2026.

- La Map Talent

During HR reviews, managers can include their employees in the Talent Map if they meet the criteria.

Employees identified as "Young Talents" have a specific training path consisting of two training modules:

- Communicate with assertiveness
- Voiceover by Locuti

As at 31 December 2025, 53% of the 76 young talent employees had completed both training modules.

Skills Development Targets (S1-5)

The Kaufman & Broad Group has set an annual target (MDR T-80E) of training 95% (MDR T-80B) of the total workforce (MDR T-80C) per year (MDR T-80A). This ambitious training target aims to maximise the Group's ability to meet its commitments in terms of skills development and support for transformations.

• Key indicators and training performance for 2025

During the 2025 financial year, 96% of the workforce received training. (MDR T-80J). This indicator is the ratio between the number of employees trained on permanent, fixed-term and work-study contracts (693 employees trained) and the number of employees on permanent, fixed-term and work-study contracts present as at 31/12/2025 (721 employees present as at 31/12/2025)

During the 2025 financial year, the group recorded 8,648 hours of training. These training hours are divided into two parts:

- Mandatory training hours: 8,472.68 hours
- Self-training hours completed on the e-learning platform: 175.7 hours

These hours are broken down by gender as shown in the table below. Furthermore, an analysis of actual 2025 versus actual 2024 reveals a 10% decrease in training hours overall (MDR T-80D).

Training performance indicators (S1-13 83a)	**2025**	**2024**
Total number of training hours	**8,648**	**9,621**
Of which number of hours followed by women	*4,514*	*5,084*
Of which number of hours followed by men	*4,134*	*4,537*

Overall, women attended 52% of training hours and men 48%.

Regarding the number of men and women at the end of the reporting period who were present during the 2025 financial year, it appears that men received, on average, a higher volume of training than women. This trend is reversed compared to 2024 (MDR T-80D; S1-13 83b) In conclusion, employees completed an average of approximately 11.97 hours of training.

Training performance indicators	**2025**	**2024**
Average number of hours taken by employees	**11.97**	**13.59**
Average hours of training taken by women	12.04	14.04
Average hours of training per men	11.95	13.11

• Employee evaluation

Employee evaluation policy (S1-1)

The employee skills assessment policy was put in place in response to the identified risk of a skills gap among employees, identified following the double materiality analysis as described in section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)"(MDR-P 65A).

The aim of this policy is to review the employee's career path so that they can continue to develop their career within the company. It helps to strengthen dialogue, align individual goals with those of the Group, and define the actions necessary to support everyone's development. Therefore, the risk of loss of productivity and attractiveness is limited, as the skills to be developed are defined for each employee during the annual interview. (MDR-P 65A).

In addition, this policy complies with Article L.6315-1 of the French Labour Code (MDR-P 65D).

This policy applies to 100% of employees (MDR-P 65B) (permanent, fixed-term, work-study) present at the time of the campaign launch. The annual interview campaign is carried out using the ADP tool.

The skills appraisal policy is overseen by the Head of Human Resources and approved by the Managing Director, Human Resources and Operational Excellence (MDR-P 65C).

Initiatives to evaluate employees (S1-4)

The group's main action is the annual employee-manager review (S1-13 AR77). This exchange follows the completion by both parties of the annual interview form available via the ADP tool. The employee is thus informed of the topics to be discussed. The employee is assessed on their skills and on the evaluation of the objectives drawn up during the previous interview. During this interview, the parties set the objectives for the coming year and discuss the following topics: training needs, work-life balance, geographical and/or professional mobility, and teleworking.

Training for all new employees on the appraisal process (MDR-A 68A).

- All new employees (MDR-A 68B), i.e. employees who joined the company during the previous year and who did not participate in the previous campaign, are required to complete a specific training course led by members of the Human Resources department. The aim of this training is to present the group's policy in terms of employee appraisal and how the tool works.
- In addition, all Group employees (MDR-A 68B) are invited to take training modules dedicated to feedback in order to maximise the effectiveness of communication and develop a feedback culture within the organisation.

This training must be completed between the start of the campaign and the date of the employee's annual appraisal. (MDR-A 68C). There is no specific cost allocated to this training, as it is done internally. (MDR-A 69A). In 2025, 80 employees completed the annual appraisal training. (MDR-A 68E).

Employee Appraisal Targets (S1-5)

The goal is to achieve an annual target (MDR-T 80E) of a 95% completion rate for annual interviews; this allows us to assess employees' skills in order to control the risk associated with this issue. (MDR-T 80A; MDR-7 80B).

The objective covers the same scope as that of the policy (MDR-T 80C). Non-employees are not included in the scope, meaning 0% of non-employees were included in the employee evaluation campaign (S1-13 85).

Overall as at 31 December 2025, (S1-13 83a; MDR-T 80J) 95.39% of employees have completed their annual appraisal, i.e., 621 interviews out of 651 initiated, with 50.72% by women and 49.28% by men. In 2024, the interview pass rate was 87.90% (MDR-T 80).

Analysis of annual interviews (S1-13 83a)	2025	2024
Annual interview completion rate	**95.39%**	**87.90%**
Number of interviews conducted	621	574
Number of interviews triggered	651	653

Analysis of annual interviews (S1-13 84)	2025	2024
Number of interviews conducted	**621**	**574**
Number of interviews conducted by managers	509	402
Number of interviews conducted by employees	112	172
Percentage of interviews conducted by managers	**81.96%**	**70.03%**
Percentage of interviews conducted by employees	**18.04%**	**29.97%**

2025	Women	Men	Total
Annual interviews conducted by managers	227	282	509
Rate of completion of annual manager interviews	**69.42%**	**87.04%**	**78.19%**

2025	Women	Men	Total
Annual employee interviews	88	24	112
Rate of completion of annual employee interviews	**26.91%**	**7.41%**	**17.20%**

- Policies and initiatives for employee integration: The Welcome On Broad program (non material)

All employees (permanent, fixed-term, interns or work-study participants) receive a comprehensive induction program called Welcome On Board when they join the company. It is a hybrid program consisting of Teams modules, digital modules and also face-to-face meetings with key employees.

Each new employee is invited to:

- Attend an induction meeting led by the Human Resources department from the start of their employment This meeting also allows new employees to meet each other and enables HR teams to gather feedback as part of a continuous improvement approach to the onboarding process.
- Attend a specific induction meeting related to payroll and administrative issues.
- Complete our 3 mandatory security training modules: GDPR, Ethics at Kaufman & Broad and Become an IT Security Expert
- Attend training sessions led by our in-house experts on topics such as: the Group's business model, CSR and innovation, customer experience, etc.
- Follow the digital modules presenting the Group, our businesses, our organisation or our culture.
- Follow the "Increase your impact on LinkedIn" module led by the communications agency that supports us in managing the Kaufman & Broad social media accounts.

Trainees (new or extending their contract) are invited to participate in a classroom induction day with trainees from their region. During this day, they have a corporate presentation and then a site visit.

The Great Place to Work survey highlighted that nine out of ten employees say “new employees are made to feel welcome.” On-boarding with the development of remote working poses a major challenge.

5.3.1.6. Characteristics of company employees and non-employees (S1-6;S1-7)

Breakdown of end-of-period and average headcount by type of contract (S1-6 50b AR55)

All of the group's employees are located in France, the only country in which the group operates. The average number of employees in the group in 2025, excluding work-study participants, is 638.

	Staff registered at 31 December [1]		Average workforce	
Type of contract	**2025**	**2024**	**2025**	**2024**
Corporate Officer (other)	1	1	1	1
CDI (permanent)	626	635	627	654
CDD (temporary)	9	5	11	6
Interns (temporary)	85	69	71	64
Total	**721**	**710**	**709**	**725**

(a) *Via the economic interest grouping that has brought together all the group's entities in France since January 2008. Employees are made available to each group company according to their requirements. Staff costs are allocated to each legal entity according to the volume of business generated by each legal entity within the group.*

(b) *The data published relate to the GIE and do not include NéoResid. These stood at 30 employees as at 31 December 2025, 28 as at 31 December 2024*

Breakdown of workforce at end of period by gender and type of contract (S1-6 AR55; S1-6 50a)

Total number of employees as at 31 December [1]

	2025			2024		
	Women	**Men**	**Total**	**Women**	**Men**	**Total**
Corporate Officer (effective)	0	1	1	0	1	1
Number of permanent employees (headcount) - CDI	321	295	616	322	313	635
Number of temporary employees (headcount) - CDD	6	4	10	3	2	5
Number of temporary employees (headcount) - Work-study participants	44	37	81	38	31	69
Total number of employees (headcount)	**371**	**337**	**708**	**363**	**347**	**710**

	2025			2024		
	Women	**Men**	**Total**	**Women**	**Men**	**Total**
Number of full-time employees (headcount)	357	336	693	352	346	698
Number of part-time employees (headcount)	14	1	15	11	1	12
Total number of employees (headcount)	**371**	**337**	**708**	**363**	**347**	**710**

Permanent and fixed-term contract hires (S1-6):

In 2025, Kaufman & Broad hired 89 employees, including 77 on permanent contracts (87 hires of which 75 on permanent contracts in 2024). Of the new hires, 47.19% were women and 52.81% were men.

Number of entries per age group

Line labels	**Women**	**Men**	**Total**
Less than 24 years	3	5	8
25 to 29 years	11	6	17
30 to 34 years	6	8	14
35 to 39 years	8	14	22
40 to 44 years old	3	5	8
45 to 49 years	3	4	7
50 to 54 years old	3	5	8
55 to 59 years	5	0	5
Grand Total	**42**	**47**	**89**

These new hires include 74 managers and 15 other employees. Of the 89 employees hired on fixed-term and permanent contracts in 2025, 25 were under 30 at the time of joining the group, representing 28% of new hires.

In 2025, the group signed 52 new apprenticeships or professional development contracts. As of 31 December 2025, the group has 85 work-study participants, providing a talent pipeline of young people ready to join teams as opportunities arise.

Departures (S1-6 50c)

The three-year collective bargaining agreement providing for mobility leave for economic reasons lays down all the conditions applicable to this type of departure in advance. This system, with the support of the Social and Economic Committee, has allowed us to continue adapting the workforce to the reality of the business (S1-6 50e).

Departures	**2025**	**2024**
Number of departures (resignations, conventional terminations, dismissals; PE terminations and retirements) (permanent contracts)	**101**	**134**
Of which resignations (permanent contracts)	*24*	*34*
Of which redundancies (permanent contracts)	*9*	*28*
Of which end of contract (Temporary contracts)	*10*	
Of which agreed termination (temporary contracts)	*2*	*0*

In 2025, the staff turnover rate (calculated on the basis of permanent and fixed-term contracts excluding the end of contract compared to the workforce N-1) stood at 12.78%, compared to 21.0% the previous year, reflecting an improvement in workforce stability.

	2025	**2024**
Turnover rate	12.78%	21.0%

The resignation rate decreased to 3.37% in 2025 from 4.85% in 2024.

	2025	**2024**
Resignation rate	3.37%	4.85%

Against the backdrop of an economic crisis combined with the attractiveness of Kaufman & Broad, employees are less inclined to change companies.

Exit interviews are systematically conducted during resignations to analyze the reasons for departures and implement appropriate action plans to strengthen the group's ability to retain talent, especially young people under 30.

The CDI/CDD promotion rate remains stable.

	2025	**2024**
Promotion rate	7%	7%

- Characteristics of non-salaried employees considered as company personnel (S1-7)

Temporary (S1-7 55a)

In 2025, the use of temporary staff remains very low: temporary contracts account for 0.99% of the workforce (1.03% in 2024 for an equivalent of 6.32 people per year (S1-7 55b) (6.87 in 2024). The average duration of assignments was 14.51 days (12.91 days in 2024).

5.3.2. Human Resources on the value chain (ESRS S2)

5.3.2.1. Identifying and assessing human capital impacts, risks, and opportunities across the value chain (S2.SBM-3)

The business model published in sections "5.1.6.1. The group's business model (SBM-1)" and developed in section 1.1.1.2 "Company Presentation" presents a synthetic vision of the group's value chain. Value chain workers, as defined by the CSRD and the ESRS S2 standard, CSRD, include people performing work both upstream and downstream of own operations.

1. Upstream :

1st tier suppliers: Construction companies. The group outsources the execution of its projects to specialized construction companies, through general contracting or separate lot rental agreements (structure, plumbing, high and low current electricity, facade, HRV, plasterer, carpenter, tile layer, green infrastructure, etc.). These companies, mostly registered in France, are predominantly mobile, with their production sites mainly being the sites of real estate projects. Construction sites are exclusively located in mainland France (or possibly, on an exceptional basis, in a country bordering the European Union) and are subject to strict regulations regarding safety and the fight against undeclared work, forced labour or child labour, and have ratified and incorporated into their regulations the fundamental conventions of the International Labour Organization (ILO).

These suppliers are exposed to changes in technologies, materials and skills related to the environmental transition of the real estate sector. First-tier suppliers are also considered to be service providers and intellectual or liberal professions (architects, technical and environmental engineering firms, lawyers, audit firm, technical controller, safety and health coordinator, insurance companies, surveyors, consultants, etc.) involved in the dynamics of the environmental transition of real estate and who could potentially be exposed to periods of intense work with job insecurity, or difficult working hours, for example.

2nd tier suppliers: suppliers of construction materials (cement, concrete, flooring, timber modules, coatings, etc.), components (electrical equipment, plumbing fixtures, furniture, etc.) and equipment (energy systems, elevators, etc.). They produce and market the materials, components, and equipment that construction companies purchase and assemble to meet the group's specifications. Most of these are French and international groups that generally have their registered office in France. They can also have an upstream value chain depending on the nature and complexity of their materials, products and equipment. These suppliers are exposed to the dynamics of the French real estate market in terms of materials (integration of the environmental transition, in processes and skills).

2. Downstream :

The group's clients are often end users, such as owner-occupiers or companies purchasing their own offices. Alternatively, they can be real estate investors, whether individuals or property companies, who let the space to end users. During the life of the work, companies may be involved in maintenance and repair operations requiring appropriate safety measures (supervisors, property managers, building, equipment and green space maintenance and repair companies, etc.).

The material impacts, risks, and opportunities are presented in the table below:

IRO (1)	Topic Sub-Topic	Name and description	Scope	Stakeholders concerned	Time Horizon
Negative impact	**Working conditions (health and safety)**	**Working conditions of suppliers on worksites (notably safety)** Negative impacts from potential one-off incidents related to the safety of value chain workers on worksites. Nuisances from the worksite (exposure to noise, weather, and chemical substances) and failure to comply with safety measures can affect their safety or health. Suppliers' use of temporary staff and subcontracting may lead to job insecurity. Negative impact on working hours and wages at suppliers and contractors, especially on worksites.	Upstream	Suppliers	Short-term
Negative impact	**Equal treatment and equal opportunities for all (diversity, gender equality and equal pay)**	**Negative impact from gender inequality and diversity issues, particularly in construction and among designers and contractors.** Gender inequality (including pay gaps) or unequal opportunities and a lack of diversity (and the risk of discrimination based on religious or political beliefs, trade union membership, sexual orientation, socio-cultural or ethnic background, age, etc.) can be perpetuated in a systemic way across the value chain.	Upstream	Suppliers	Short-term
Negative impact	**Other employment-related rights (informal work)**	**Negative impact from use of undeclared work by suppliers in the value chain:** in particular on construction sites and their sub-contractors.	Upstream	Suppliers	Short-term

The impacts, risks, and opportunities of limited materiality (non-material, but close to materiality thresholds) are as follows:

IRO [1]	Topic Sub-Topic	Name and description	Scope	Stakeholders concerned	Time Horizon
Risk	**Equal treatment and equal opportunities for all (Training and skills development)**	**Risk linked to a lack of skills among suppliers, especially designers and contractors** Value chain employees' lack of skills to adapt to a changing environment, innovate and maintain high productivity (and/or loss of attractiveness/talent retention) limits firm performance.	Upstream	Suppliers	Short-term
Risk	**Other employment-related rights (informal labour)**	**Risk (reputational in particular) linked to suppliers in the value chain using undeclared labour** Especially on construction projects awarded to construction companies and their subcontractors.	Upstream	Suppliers	Short-term

(1) Impacts, Risks and Opportunities

5.3.2.2. Value chain human resources policies (S2-1)

The group's policy is to treat its suppliers and partners fairly and honestly and to create the conditions for compliance along its value chain:

- Human rights, especially with regard to the challenges of combating undeclared work, diversity, gender equality and remuneration.
- Healthy working conditions, especially for workers of suppliers involved in construction sites, particularly with regard to health and safety. Non-material elements are also taken into account, such as job security, working hours and fair wages.

Furthermore, Kaufman & Broad operates exclusively in mainland France (or possibly exceptionally in a country bordering the European Union), i.e., in countries that have ratified and transcribed into their regulations the fundamental conventions of the ILO (International Labour Organization). Kaufman & Broad is committed to respecting and promoting throughout its value chain the fundamental rights set out in the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the ILO Core Labour Standards.

The group's policy includes the application of the "Supplier Code of Ethics", accessible from the company's website, which covers, among other things, the fight against human trafficking, forced labour and child labour. This charter is systematically included in works contracts and in any framework agreement or supplier referencing. Safety issues are also covered in the Green Work site and Low Impact K&B Charter, which is applied to all projects initiated.

This policy is overseen and implemented by the K&B Comex with the involvement of the branch managements, the Human Relations and Operational Excellence department and the support of the Quality, Client Architecture and Experience department, the Responsible Purchasing department and the CSR department.

This policy applies to all production without special exclusions and involves all employees of the group in interaction with suppliers. The group does not identify any convictions regarding human rights or fundamental rights at work along its value chain.

5.3.2.3. Dialogue with value chain workers (S2-2)

Kaufman & Broad, as a real estate developer, interacts with its value chain employees daily, including those involved in its operations (management and employees of construction companies, in particular).

The aim of the dialogue is to:
- Prevent and mitigate potential negative impacts on health, safety and working conditions on site;
- Strengthen social compliance in the supply chain, particularly with regard to combating undeclared work;
- Continuously improve prevention practices, drawing on direct feedback from the field and institutional prevention stakeholders (CNAM/CRAMIF);
- Share challenges and targets for project timelines, quality, environmental performance;
- Develop and strengthen relationships with local partner companies.

Dialogue on health and safety (HSE) issues

The management of the dialogue on working conditions and safety is structured around the Health and Safety Protection (HSP) Coordination. For each operation, the technical department in charge of the project systematically appoints an SPS Coordinator (CSPS). The CSPS is involved from the study phase to integrate prevention requirements as early as possible (worksite organisation, flows, phasing, prevention measures related to joint activity). This dialogue continues throughout the implementation phase, through rituals and operational channels. It covers, in particular:
- Meetings before and during the coordination site (including joint activity and planning), covering the management of joint activity interfaces between lots and companies (shared areas, access, deliveries, lifting, traffic);
- Preventing dangerous situations and adjusting operating procedures;
- Coordination of safety measures (collective protection, marking, signage, cleanliness, respect for other entities' facilities) and suitability of collective protection and operating procedures;
- Visits and checks (CSPS and supervision) to ensure the correct application of prevention measures, in addition to regular visits by the main contractor (at least weekly);
- The formalisation of observations and corrective actions to be implemented in case of non-compliance (traceability in the CSPS monitoring documents and communication to the companies concerned). The group can also impose financial penalties outlined in the contractual documents and may even terminate a supplier's contract in case of serious non-compliance.

When the complexity thresholds of the operation so require (large construction sites with more than 10,000 man-days and more than 10 companies), the dialogue is strengthened through coordination bodies dedicated to safety and working conditions. Kaufman & Broad then mandated the establishment of an Inter-Company College for Safety, Health and Working Conditions (CISSCT), promoting formalised exchanges between the companies involved and involving workers called upon to work on the site. The purpose of this structure is to define certain common rules aimed at ensuring compliance with the health and safety measures applicable on the worksite.

Dialogue with prevention institutions

Beyond the worksite dialogue, Kaufman & Broad, through its technical departments and the departments of quality, architecture and customer experience, is committed to continuous progress and improvement of safety in the construction industry, relying on institutional players in prevention (including CNAM: National Health Insurance Fund, CARSAT: Occupational Health and Retirement Insurance Funds, and CRAMIF: Île-de-France Regional Health Insurance Fund), with a focus on:
- Sharing of repositories and feedback,
- Methodological support for occupational risk prevention,
- Dissemination of best practices (especially regarding major construction risks and co-activity).

In 2025, members of the prevention department were received at the headquarters of Kaufman & Broad to discuss occupational risk prevention issues for construction companies, and operations were defined for shared local monitoring in order to establish continuous improvement in the field of risk prevention on worksites.

Dialogue in the early stage: Call for tenders and company selection

The dialogue with the value chain workers begins before the start of the construction site, through discussions with candidate companies and their managers during the tender phases, under the responsibility of the technical department in charge of the project. In particular, it aims to:
- Share Kaufman & Broad's prevention requirements (organisation, co-activity, environmental quality and performance, cleanliness, compliance with site rules contained in the Green Site Charter and Low Nuisance, expected documentary, etc..);
- Assess the companies' ability to manage safety, quality and compliance (human resources, management, safety culture, methods);
- Clarify the intervention conditions (phasing, site constraints, access, opening hours, interfaces) in order to limit risky situations.

In parallel, a specific dialogue is conducted on the social compliance of companies, including the fight against undeclared work. The evaluation carried out during the calls for tenders and/or the award of contracts aims to ensure that the companies selected are able to meet the expected legal and contractual obligations (especially on the subcontracting chain), particularly in terms of human and material resources. Sub-contractors of building contractors are prohibited (with limited exceptions).

Dialogue during the construction phase: monitoring of quality, deadlines and environmental performance

Kaufman & Broad implements, in its building operations and under the responsibility of the technical department in charge of the project, structured processes for dialogue with the workers in its value chain, integrated contractually through the "Green Worksite and Low Nuisance" Charter, which formalise the commitments, responsibilities and channels of communication regarding working conditions, risk prevention, nuisance limitation and quality monitoring.

Each participating company must appoint an identified environmental manager. These correspondents are key points of contact for operational dialogue with the contracting authority and the implementing contracting authority (MOEX). They relay information to the workers in the field. In the absence of an explicit appointment, the company director is deemed to fulfil this role.

Dialogue with value chain workers relies on several complementary mechanisms:

- Site meetings and inter-company coordination: The MOEX or the general contractor systematically includes the requirements of the Charter during weekly site meetings. These spaces provide a regular forum for discussing working conditions, the organisation of workflows, cleanliness, waste management and the prevention of disturbances. These meetings include:
  - Reminder of quality and environmental objectives and applicable requirements;
  - Review of technical services and environmentally and organisationally sensitive points;
- Awareness-raising initiatives are being rolled out for company staff, including:
  - On-site signage and distribution of illustrated materials on best environmental practices;
  - Dissemination of information on the rational use of water and energy, reduction of consumption and expected behaviours at home and in the workplace;
  - Integration of these requirements into a site welcome booklet, including instructions on waste management, limiting nuisances (noise, dust), health risks from noise and respecting local residents.

These tools aim to involve employees in prevention measures and encourage local dialogue about daily practices.

Companies wishing to use subcontractors must obtain prior approval from the principal contractor and submit a document describing the measures implemented under the Charter, as well as the identity of their environmental manager. This requirement ensures that dialogue mechanisms and expectations regarding working conditions are extended to all workers on site, including those from subcontractor ranks.

At the end of the operation, a site review is prepared and shared with the stakeholders, enabling feedback and the identification of areas for continuous improvement. These mechanisms help to assess and structure the dialogue around the difficulties faced by companies and their teams, and to incorporate their feedback into improving practices. (S2-2 22)

Territorial and partnership dialogue

Kaufman & Broad also maintains a close dialogue with local partner companies, at the initiative of each technical department of the group's local agencies. These are direct exchanges with recurring partner suppliers or partner days at the agency. The purpose of these chat sessions is to:

- Share expectations for safety, quality of execution and compliance,
- Strengthen the relationship and alignment with expected practices on site,
- Gather feedback from the ground to improve organisation, prevention and collaboration (planning, interfaces, local constraints).

These dialogue processes are part of an integrated approach, combining contractual requirements, operational coordination and direct staff awareness-raising.

5.3.2.4. Processes to address negative impacts and channels to raise concerns (S2-3)

Kaufman & Broad implements processes for its building operations to prevent, mitigate and remedy negative impacts that could affect workers in its value chain, particularly employees and subcontractors of construction companies working on the sites, including suppliers' workers.

Consideration of major risks for workers

Health, Safety, and SPS Coordination

The group takes into account the individual contribution rate of companies as part of its tender procedures, in particular to identify potential suppliers whose safety practices and history are not in line with the group's policy. This rate is calculated by the health insurance company based on the company's own loss rate (and not just an industry average) and therefore depends, among other things, on recognised work-related accidents and illnesses attributable to the company over a reference period.

Occupational risk prevention also relies on the involvement of the H&S coordinator, who ensures coordination regarding safety and health protection on the worksite. Companies draw up and validate their Personal Health and Safety Plan (PHSP) with the CSPS. Workers from the company and its subcontractors can contact the SPS coordinator if a situation arises that poses a risk to their health or safety, in addition to their internal hierarchical channels.

The worksite organisation systems (Site Installation Plan (SIP), flow management, cleanliness, nuisance limitation, information and awareness) also help to reduce exposure to dangerous situations.

Handling of non-compliances

Instances of non-compliance with applicable site requirements may be recorded by the main contractor in order to document the situation, its causes, consequences and the corrective measures proposed by the company concerned. Incidents and areas for improvement are also shared as part of the project wrap-up, contributing to continuous improvement.

Contractual corrective measures

The contractual arrangement includes penalties for failure to meet the requirements of the Green Works and Low Nuisance Charter, as well as the possibility for the Works Manager to replace a failing company to carry out the necessary actions. These mechanisms support the effectiveness of remediation measures.

Right to alert and right of withdrawal

In accordance with the Labour Code, employees of the companies involved have the right to raise concerns and the right to withdraw if they believe they are facing a work situation that presents a serious and imminent danger to their life or health, without fear of reprisals. The exercise of these rights is part of the site safety management procedures and triggers a review of the situation by the relevant stakeholders (company concerned, site manager, H&S coordinator, main contractor).

These provisions help ensure that workers can take direct action in response to a risk, independently of contractual channels.

Combating undeclared work and traceability of stakeholders

The use of outsourcing is governed by a procedure of prior and systematic approval by the project manager. Companies must disclose their subcontractors and formalise their commitments under the "Green Sites and Low Nuisance" Charter, contributing to the traceability of stakeholders and limiting the risks of non-compliant practices in the subcontracting chain.

Channels for expressing concerns

Value chain workers can express their concerns about working conditions, diversity, and human rights through several complementary channels:

- Their direct managers within their company;
- The environmental correspondent appointed by each company;
- The Works Supervision of Execution and the OPC, identified contacts on the worksite;
- The SPS coordinator, for health and safety issues;
- Site meetings, which provide a regular space for the flow of information;
- Formalised systems (logbook, non-compliance reports) enabling traceability of reported situations;
- The channels provided for and guaranteed by the labour code regarding the content, conditions of employment and organisation of work.

5.3.2.5. Value chain human resources actions (S2-4)

The material impacts and risks concerning the workers in Kaufman & Broad's value chain mainly relate to health and safety on site (joint activity, accident prevention), as well as social compliance within suppliers and subcontractors (particularly the prevention of undeclared work). As a developer and Non-Builder (CNR), Kaufman & Broad relies on a project management team (architects, engineering firms and independent control bodies) and contractual and operational mechanisms aimed at preventing, mitigating and, where necessary, addressing these impacts and risks throughout the project cycle (design → tender → preparation → execution → delivery).

Supplier company selection process and responsible procurement

Kaufman & Broad typically selects its mix of companies and suppliers through a competitive bidding process. The group takes non-financial criteria into account when selecting its suppliers to prevent negative impacts on workers in the value chain, including:

- The financial health of suppliers, through companies' economic data,
- The quality of the work,
- Consideration of safety,

To go further in prevention, the group joined a sectoral initiative and participated in 2025 in continuous improvement workshops - with industry peers aiming to define and collect certain indicators related to ethics, governance and suppliers' social and environmental information. This platform concerns the most significant technical commitments. It aims to improve the promotion of positive impacts for workers in the value chain by identifying virtuous companies. This questionnaire, called "Business Ethics & Sustainability Pre-Qualification", invites suppliers to provide information on:

- Governance
- Occupational health and safety
- Environmental policies
- CSR commitments through certifications or labels
- The CSR commitments of their own suppliers and/or subcontractors

This questionnaire, which is confidential for principals, is mandatory and submitted to the approver(s) and/or signatory(ies) of the contract.

Kaufman & Broad has generalised tools enabling the dematerialisation of the processing of calls for tenders through the online filing of documents and the electronic signature of contracts. This has made it possible to reduce the volume of paper files and be more reactive through online file monitoring and reminders, benefiting both the supplier teams and the group.

Lastly, Kaufman & Broad centralises some of its purchases and specifications for secondary works and services, while the structural works remain managed by each agency. This centralisation of referencing secondary suppliers (components) helps to strengthen relationships with sustainable suppliers through framework contracts and to guarantee uniform quality of services across the country. It is also a way for Kaufman & Broad to control product quality, ensuring the same level of service and a common image for the programs across thecountry.

- ### Actions regarding Working Conditions, Health and Safety

On the construction sites

Kaufman & Broad, as the Principal Contractor, appoints a Health and Safety Coordinator (HSCC) for its operations from the design stage of projects, to organise risk prevention, especially those related to joint ventures (simultaneous interventions of several companies and subcontractors).

The Health, Safety and Security (HSS) coordinator must have professional experience certified by approved training organisations or hold a diploma and have specific HSS coordinator training (updated every five years).

From the design phase, the CSPS helps identify risks related to the construction site (and future maintenance work on the building) and define prevention measures to be integrated into the project organisation, in order to facilitate their implementation during execution. The companies involved establish their Personal Health and Safety Plan (PHSP). On this basis, the CSPS formalises and updates the General Coordination Plan (PGC/PGCSPS) in order to harmonise prevention measures and ensure overall consistency, particularly regarding areas and phases of joint activity.

During the implementation phase, the CSPS carries out visits and coordination meetings, issues observations if necessary, and monitors the companies' response. They keep a Journal Register (RJ) in which they record incidents and have them signed off by the suppliers. This system aims to reduce the likelihood and severity of accidents by ensuring the effective application of preventive measures.

On occasion, Kaufman & Broad may act as both the Principal and the design and/or "internal" execution Agent. This is usually the case in village single-family home programs as well as in programs where organizational, strategic, financial, or technical challenges require it. The group then assumes responsibility not only for the design and development, but also for the construction and progress of the project.

Access to worksites is subject to prior authorisation from the group and the wearing of personal protective equipment. The ordering and renewal of this equipment is centralised for the group's employees.

Kaufman & Broad also reiterates its safety requirements in its Supplier Code of Ethics. Partners and stakeholders must ensure the health and safety of their employees in the performance of their duties, in particular by strictly enforcing rules governing worksites. They must also raise their employees' awareness of them if necessary. This attention must extend to employees as well as temporary workers, employees of suppliers and subcontractors on worksites and, more generally, anyone who may be near worksites, including residents, or end users of the buildings.

The quality, architecture and client experience department occasionally visits certain worksites, which allows, among other things, to audit the proper application of the group's safety procedures. In the event of non-compliance, a report is sent to the group's operational teams in order to implement corrective measures.

The group has introduced a training course on safety issues on worksites for all technical teams. The program focuses on enhancing the technical teams' understanding of regulatory compliance criteria and security risks. In addition, two webinars on site safety were held in 2023. They remain accessible on the intranet and are highlighted to the group's technical community. In 2025, the group provided training to raise awareness of safety and the importance of systematic collaboration with the SPS.

The risk of serious bodily injury on a worksite cannot be completely ruled out, despite compliance with the regulations in force and the monitoring of the group's procedures. If this risk were to materialise, an internal process has been put in place to organise the escalation of information to the technical and regional agency departments in order to be able to monitor the issue in conjunction with the companies involved. Depending on the severity (irremediable consequences for the person), the Legal Department, Quality Department and General Management would also be informed and involved in the follow-up.

Risks related to the value chain are detailed in sections 4.1.2. "Insurance" and 4.2.2.3. "Risks related to supplier relationships".

On marketed products (safety of future interventions)

Kaufman & Broad entrusts the independent Health, Safety and Security Coordinator (HSCC) with the creation of a Subsequent Intervention Dossier for the Structure (DIUO), intended to prevent risks during future interventions on the structure (downstream of the value chain). This file is systematically sent to the client (superintendent in case of co-ownership, institutional investor or lessor). The ODD includes plans and markings (networks, cutting devices, access, roof walkways, hatches, ladders, handrail and lifeline locations, anchor points, etc.) and operating instructions (access conditions, hazardous areas, etc.).

For working hours and pay level (non-material)

Kaufman & Broad is committed to promoting quality of life in the workplace and personal life, including ensuring compliance with legal requirements regarding working hours and remuneration. The group requests, as part of its Supplier Code of Ethics attached to contracts:

- Comply with applicable legislation on minimum wage,
- Pay employees their salaries regularly,
- Comply with applicable legislation on working hours.

Target (S2-5): The group's target is to have 100% of projects in progress with an SPS employee, and this for each financial year (MDR-T 80b; 80e). This target is linked to the material impact of suppliers' working conditions on worksites, as well as the group's policy aimed at guaranteeing healthy working conditions across its value chain (MDR-T 80a).

In 2025, this target was reached (MDR-T 80j).

• Actions to prevent forced labour and respect for fundamental rights

Prevention of undeclared work on construction sites

Kaufman & Broad ensures that undeclared work is prevented, a risk that could affect the group's image and regulatory compliance. The legal representatives of suppliers must also certify on their word of honour that they do not employ any undocumented workers and, in accordance with Article D.8222-5 to 7 of the Labour Code, the group requires administrative documents from co-contracting companies (social security contributions, legal declarations, etc.), to be provided every six months until the end of the contract.

A master agreement with a dedicated platform facilitates the collection, verification and archiving of the necessary documents to combat undeclared work and ensure company compliance. Furthermore, Kaufman & Broad systematically entrusts a two-monthly random check mission to a service provider (usually the SPS) for all projects to ensure that the workers on the sites match the declared personnel.

The Supplier Code of Ethics, which is attached to all contracts, outlines the group's main requirements:

- Not to use illegal labour,
- Not to use undeclared work,
- Comply with applicable labour law.

Furthermore, the group is particularly vigilant about the conditions for subcontracting its suppliers and compliance with legal provisions in terms of social, environmental and personal safety. In particular, the contract signature procedure requires systematically checking that the subcontractors used by suppliers are up to date with their social contributions. On the construction site, each worker must have a Building and Public Works Professional Identification Card (Pro CI-BTP card) and is subject to internal controls (the SPS, which has a specific task for a minimum of 2 random checks per month, the site manager, security) and external controls (labour inspection, law enforcement, etc.). Failure to comply with these obligations may entail a contractual breach.

Respect for fundamental rights

The group supports the principles of the UN Global Compact regarding human rights, labour standards and the environment, and ensures compliance with the principles it defines, including the fundamental rights derived from the Universal Declaration of Human Rights, the dignity and worth of the human person, the privacy of employees and equal rights for women and men.

As part of its Supplier Code of Ethics, which applies to all its partners, Kaufman & Broad asks its suppliers to respect and promote fundamental rights, including those covered by ILO conventions. Suppliers thus undertake not to use forced or compulsory labour as defined in International Labour Organization (ILO) Conventions C29 and C105. Suppliers also undertake to apply the provisions relating to the elimination of child labour and the protection of children and adolescents, as defined by the legislation. They undertake, in particular, not to employ anyone who has not reached the minimum age required to work under the law or, failing that, by ILO Conventions C138 and C182. The group has not been made aware of any severe human rights incidents in its value chain.

• Actions for diversity and equal opportunities and treatment

Diversity and anti-discrimination

The group encourages diversity of profiles and backgrounds in line with its non-discrimination commitments. The group is committed to all forms of discrimination. Kaufman & Broad requests inclusion in its value chain as part of the Supplier Code of Ethics to combat all forms of discrimination.

Freedom of association and the right to collective bargaining

The group encourages employees to express themselves individually, in particular by coordinating staff representative bodies. Kaufman & Broad requests, as part of its Supplier Code of Ethics, that its partners respect the collective representation of employees and the trade union rights of their employees.

• Supplier dependency

During the 2025 financial year, the top ten suppliers accounted for 25.6% of the flows invoiced by suppliers, compared to 26.1% in 2024. The largest supplier represented 14%.

5.3.3. Authorities, local residents and affected communities (ESRS S3)

The group's business consists of developing real estate projects - predominantly housing units - aimed at meeting basic needs for decent housing, as defined in the "social floor" of the UN Sustainable Development Goals (SDGs).

These projects adapt to demographic and social changes, taking into account issues of inadequate housing, reducing inequalities, and the specific needs of students, young professionals, and seniors. The group initiates its operations by taking into account the expectations of communities and local residents during the design phases. He then entrusts the construction of the works to construction companies, including provisions for controlling and reducing nuisances in the contractual framework.

5.3.3.1. Identifying and assessing impacts, risks, and opportunities related to affected communities, residents, and neighborhoods (S3.SBM-3 9)

The material impacts, risks, and opportunities are presented in the table below:

	Topic				
IRO [1]	**Sub-Topic**	**Name and description**	**Scope**	**Stakeholders involved**	**Time Horizon**
Positive impact **Opportunity**	Communities' economic, social and cultural rights Adequate housing	**Housing that meets the societal needs and demographic dynamics of the regions** Positive impact linked to the construction of new housing, to industry quality standards adapted to demographic dynamics and challenges (including service residences and managed products), and to conditions adapted to household resources (including social housing, intermediate housing, social home ownership and BRS) **Opportunity linked to the resolution of the housing crisis (prices, sociodemographic challenges, etc.).**	**Upstream**	Communities; Clients	Short-term
Risk	Communities' economic, social and cultural rights Impact on living environment	**Acceptability of real estate projects** Risk related to the acceptability of projects by local residents (application / refusal of building permits)	Upstream	Communities; Residents	Short-term
Positive Impact	Communities' economic, social and cultural rights Impact on local economy	**Contribution to the local economy** Local positive impact from portion of real estate business that is captured by the local economy (architects and partners, construction companies, etc.)	Upstream	Suppliers; Communities	Short-term

The limited material impacts, risks, and opportunities (non-material, but close to materiality thresholds) are:

IRO [1]	Theme Sub-Theme	Name and description	Scope	Stakeholders involved	Time Horizon
Risk	Communities' economic, social and cultural rights	**Housing that meets the societal needs and demographic dynamics of the regions**	Upstream	Clients	Short-term
	Adequate housing	Business risk linked to the production of housing units that are unsuitable in terms of price, type and quality compared to market expectations			

(1) Impacts, Risks and Opportunities

Affected communities that the company could have material impacts on are (S3.SBM-3 9a; S3.SBM-3 9c; S3.SBM-3 9d; S3.SBM-3 11):

- residents of the territories where the group operates: these citizens have housing needs that the group meets, participating in the residential journey dynamic (positive impact). These residents may already live in this area, or choose to settle there as part of their life plans.
- The local economic fabric, which the group can help to boost by entrusting the completion of certain batches of its operations to locally established companies.
- Residents of real estate projects, regarding the acceptability of transactions (recourse).

5.3.3.2. Policies for affected communities, residents and stakeholders (S3-1 14)

The group's policies regarding affected communities, residents, and local authorities consist of:

- Consider national and local sociodemographic dynamics in project development, as well as household resources. This policy is overseen, monitored and implemented by the K&B Comex with the involvement of the Commercial and Marketing and Human Relations departments and Operational Excellence, as well as the Quality, Architecture and Customer Experience department.
- Consider the expectations of local communities and residents when developing projects, by encouraging dialogue and consultation. This policy is overseen and monitored by the K&B Comex and implemented by local agency and development departments.
- To build sustainable partnerships with local contractors for the design and construction of operations. This policy is overseen and monitored by the K&B Comex, and implemented by local technical departments with the support of the Quality department and the National Technical Committee.

These policies apply to all production with no particular exclusions and involve all employees of the group. They are shared with external stakeholders as part of the development of operations. They are conducted in accordance with the international conventions to which France is a signatory (including the UNGP, ILO and OECD guiding principles) and with respect for human rights. The company did not identify any instances of non-compliance with these community guidelines and did not update its policies during the financial year.

5.3.3.3. Initiate dialogue and increase acceptance of the real estate project (S3-2; S3-3; S4-34a; S4-35; S4-38)

Regulatory compliance and public participation

All projects developed by Kaufman & Broad are subject to administrative authorisations in accordance with urban planning documents drawn up through participatory procedures. These processes include public debates and prior consultations when development plans are being created, as well as public surveys or direct electronic participation when they are being approved.

Direct engagement with local stakeholders

Recognising the impact of urban projects on the living environment, uses and mobility, Kaufman & Broad organises direct consultation meetings with local residents wherever possible before submitting the building permit. Generally initiated by the municipality, these meetings are implemented under the operational responsibility of the agency management. They aim to inform residents and discuss the progress of the project. Project management teams review feedback to explore upstream project improvements before planning permission submissions.

To directly involve citizens in the real estate project, the group also works with associations specialising in resident participation, taking into account the history of the area and the urban development plan, and facilitating dialogue between the group, local residents and elected representatives. For example, since 2020, an operational partnership initiated by the Operational Excellence and Human Resources department with the Empreintes Citoyennes association has allowed the development of the “Démarche (H)urbaine” (urban approach), promoting an urban planning approach open to dialogue and attentive to the expectations of the region and its stakeholders. This partnership, in which the association acts as a mediator, also includes training Kaufman & Broad employees on societal issues related to property development, thus strengthening virtuous collaboration models.

These proactive steps allow us to anticipate and defuse potential tensions linked to new real estate projects by favouring dialogue from the design phase. The effectiveness of the dialogue can be assessed through the granting of building permits that take into account the expectations of local communities.

Peugeot and Citroën projects in Toulouse

These two brownfield redevelopment projects in Toulouse are being developed on two former industrial sites totaling more than 5 hectares. These highly paved areas were occupied by car dealerships in a residential environment. Kaufman & Broad and the city held engagement meetings in 2022 and 2023 with neighbors and project stakeholders. These discussions led to some improvements in the design phase of the projects, particularly regarding urban and architectural issues and the greening of sites.

Project Ozalie gardens in Mayenne

Kaufman & Broad and the City Council organised a meeting with local residents which allowed the project to be presented, which is part of a particular urban context. Kaufman & Broad was therefore able to demonstrate the qualities of its project to take into account the specificities of the sector, being within the ABF (Architectes des Bâtiments de France) scope, with an intergenerational social housing program in wood. The group also presented and discussed the chosen treatment for fences and neighbouring plants for managing shared boundaries during meetings with local residents and presented the project's estimated timeline. Regular emails sent to participants allow for dialogue with stakeholders during the works phase and to inform local residents about the key stages of the project.

Transparency of urban planning permits

In accordance with legal requirements, all planning permissions obtained by the group are visibly displayed on the sites concerned. Documents relating to these authorisations are available to the public upon request from the relevant authorities. Third parties, such as associations or local residents, have a period to challenge these authorisations, based on their compliance with local planning regulations and the Urban Planning Code.

Implementation of the preventive injunction

To protect local residents and the group, Kaufman & Broad frequently initiates a preventive injunction procedure when starting operations in densely populated urban areas. This system allows an independent expert to record the condition of nearby properties before work begins. According to the mission defined by the court, this procedure can continue during the works, offering residents the opportunity to report any damage or nuisance related to the construction site, in order to make the necessary corrections.

Dialogue with local construction companies

Tenders for construction contracts are managed by the local Kaufman & Broad technical teams. The group systematically uses databases of construction companies, which can help identify companies in the region with robust, high-quality and compliant CSR criteria and commitment in line with the group's standards. The Group's internal process notably involves monitoring two procedures aimed at verifying the robustness and compliance of companies.

The local Kaufman & Broad technical management can then choose to include these local economic players in the tender and dialogue process.

More broadly, the group engages with other types of suppliers active in the local economy, such as the design teams (architects, engineering firms, etc.) to which it entrusts its operations.

Management and reduction of disturbances during the works

Aware of the potential impacts of construction sites on residents and staff, the group implements measures to reduce nuisances such as waste, wastewater, noise, dust, the visual appearance of the site and health risks. Kaufman & Broad requires its suppliers to take these issues into account, either through contractual clauses or internal initiatives such as the "Low-Noise Green Worksite" charter, which is systematically applied to all of the group's worksites to limit and manage vibrations, noise, dust, and other worksite impacts.

The group may also be assisted by an Environmental Master Construction Assistant (AMOe).

Local residents have a point of contact within the group (at least by email and usually by phone) to express their concerns or report any negative impact or nuisance. In 2025, the group started rolling out digital site boards that facilitate identification of stakeholders and contact within the group. Furthermore, for certain operations, a cleaning company is commissioned to regularly maintain the immediate vicinity of the construction site.

5.3.3.4. Actions and targets related to affected communities, residents and stakeholders (S3-4)

- Facilitating access to housing in the regions

The group listens to the market and has an internal organisation that allows it to adapt and develop its products quickly in order to meet societal needs and the demographic trends of the regions.

Over the past few decades, amid a housing crisis and economic downturn, Kaufman & Broad has seen its customer base evolve and has adapted its offerings to provide affordable housing units of equal quality, seizing the opportunity to integrate affordable housing into its portfolio. The group has also anticipated and integrated new issues taken into account in regional development and urban planning documents to evolve its offering (limiting urban sprawl, suburbanisation of areas, urban intensification, etc.). The group then expanded its range of housing units, but also collective housing for first-time buyers and investors by offering more compact and functional products while preserving the useful space. The affordability of the group's offering in terms of price is also part of the group's risk mapping and is monitored (sales patterns, turnover rates, etc.).

At the same time, the group is seeing a housing crisis in its market, illustrated for example by the lack of:

- Affordable housing: According to the Foundation for the Housing of the Poor: in 2023, 1,098,000 people were without housing and 3,421,250 people lived in precarious conditions or were in a vulnerable situation.
- Student and young professional housing: Longer study periods and extended single life have driven increased demand, with an additional 250,000 students between 2018 and 2023, reaching 2.935 million.
- Small types of housing: the decline in home ownership and the reduction in household size (from 2.42 occupants per household in 1999 to 2.16 in 2021, source: INSEE) reinforce the need to develop suitable housing units.
- Senior housing: Increasing life expectancy (from 77.8 years in 1994 to 82.3 years in 2024) is increasing the need for adaptable housing units and specialized properties.

The group takes these situations into account as part of its efforts to seek a positive impact and seize opportunities from now on, particularly through the scheduling of real estate projects implemented by the sales teams and the program:

Facilitating home ownership

To support first-time buyers, the group is developing affordable housing units for some programs, sold approximately 20% below market price (less than €4,000/m² including tax in Ile-de-France and less than €3,000/m² including tax in the region). This action is overseen by the general commercial and marketing management, with the agency managements.

These programs, located on the outskirts but well connected to city centres by public transport, meet first-time buyers' solvency criteria while also being attractive to investors. Thanks to its expertise, Kaufman & Broad designs compact and pleasant to live in housing units, while respecting its quality and environmental performance standards (see table in section "5.3.4.1. Identification and assessment of impacts, risks and opportunities related to clients and end users (S4.SBM-3)", which reflects the group's buyer types over the last two financial years).

Innovating to make home ownership more affordable: Real Renting Solidarity Housing

Kaufman & Broad's policy is to innovate and be involved in the development of innovative real estate projects to make its products more accessible. Several programs in areas with high demand are thus marketed under the Real Co-ownership Mortgage (BRS) arrangement. The BRS principle consists of separating land from buildings. The land is held by a local community land trust (OFS) over the long term and leased to the buyer of the building at a low price. This enables a price reduction of around 25% to 35%, benefiting low-income households who can now afford home ownership.

Expand affordable rental housing for low-income households

Kaufman & Broad also works closely with public housing agencies to help build affordable rental housing and social housing for lower-income households. Rents are subject to government-set ceilings and rules, as are the level of income and tenant selection process. Access to social housing is subject to income requirements, as these housing units have a dedicated tax mechanism for their specific financing and are managed by government-approved organisations. This can include housing:

- PLAI, financed through the Integrated Social Housing Loan, awarded to tenants in a precarious economic situation. According to a March 2024 study by the National Agency for the Control of Social Housing (ANCOLS), 24% of households have an income below or equal to the PLAI rental housing ceiling,
- PLUS, financed by the Prêt Locatif à Usage Social correspond to moderately priced rentals; eligible to 54% of French households (source ANCOLS),
- Social Rental Housing Loans (PLS), granted to applicants who do not qualify for subsidized housing but do not have enough income to afford private housing; eligible for 70% of French households (source: ANCOLS),
- LLI stands for "Logements Location Intermédiaires," which are intermediate rental housing units also allocated to individuals whose income is too high to qualify for social housing but too low to afford private housing.

To meet the need for social housing programs (especially in areas outside major cities, i.e., social zones 2 and 3, Pinel B2 and C zones), the group created a dedicated structure in 2020, Kalilog, to offer a national response to these challenges. This subsidiary develops exclusively conventional rental housing units. For the group, this activity is the realisation of an opportunity with a positive societal impact, enabling new diversification and complementary development for 100% social VEFA projects. Kalilog enables communities to meet the 25% social housing threshold required by the SRU law, while encouraging young households, families, and seniors to stay in the region.

Indicator: In 2025, 60 % of the group's housing orders are affordable units and subject to income caps for buyers or tenant occupants in order to target low-income households (vs. 68 % in 2024). The company has internally defined the indicator "proportion of the group's housing units ordered subject to a resource condition" and regularly tracks changes in this indicator.

Target: The group has internally set a development target of 1,000 affordable housing units to be certified by Kalilog by the end of the 2026 financial year.

By the end of the 2025 financial year, Kalilog had already started 1,071 housing units.

Provide serviced housing units for students and seniors

Kaufman & Broad incorporates sociodemographic issues into its strategy by developing service residences for seniors and students.

- **Senior housing – Cosy Diem**

Designed in collaboration with Gérontopôle de Toulouse, these residences promote independence and sociability among the elderly. The apartments are ergonomic and secure, while the common areas (restaurant, library, gym) encourage interaction among residents and with the urban community. These residences, located in city centres, also support intergenerational diversity through spaces open to the public, such as restaurants.

- **Student housing – NéoResid**

NéoResid currently manages 14 residences on behalf of investors and aims to manage 8 new projects by 2030, of which two are already under construction. This includes new or renovated buildings offering more than 1,000 student and young professional housing units with adapted services: co-working spaces, restaurants, laundry facilities, gyms. These projects meet growing demand, due in particular to longer study periods, unshared living arrangements, and the increasing urbanisation of the regions.

The residences encourage eco-friendly practices and invite students to maximise their positive impact on the environment through the power of collectivity, thus contributing to a responsible environmental and societal approach.

Depending on the nature of the projects, the group may acquire and renovate student housing buildings to improve their energy and carbon performance.

Example :

The group took part in the round table discussion on the acquisition of the walls of a student residence operated by NéoResid in Amiens. An energy renovation project was initiated following the building's purchase, including the replacement of heating and domestic hot water systems to improve the building's energy and carbon performance.

The positive evolution of the indicators in the table "Development of service residences" below reflects the deployment of the group's strategy.

Development of service residences	**Number of units built to completion in 2025**	**2025 Revenue[(a)]**	**Share of total revenue in 2025 [(b)]**	**Number of lots built to completion in 2024**	**2024 Revenue [(a)]**	**Share of total revenue in 2024 [(b)]**
Senior residences	177	30 620	3%	180	28,846	3%
Student residences	299	27,027	2%	329	28,386	3%
Intergenerational residencies	68	10,555	1%	89	9,626	1%
Total	**544**	**68 202**	**6%**	**598**	**66 858**	**7%**

(a) *in thousands*

(b) Excluding JVT.

• Develop employment and contribute to the regions' economy

Already present in major cities, Kaufman & Broad has over the years strengthened its regional network by establishing itself in large cities and agglomerations, particularly through the acquisition of companies such as Serge Mas Promotion, Safaur and Seri Ouest. The group has also expanded its offering through the creation of subsidiaries such as Kalilog, increasing the geographical coverage of the group's operations. This strategy allows the group to diversify its projects while contributing to the economic dynamism of the regions.

As a developer and constructor, the group plays a significant role in job creation, generating economic opportunities in the regions where it operates. Kaufman & Broad prioritizes using local suppliers and companies (within 100 km of the operation), thereby valuing regional expertise and strengthening local economies. The group plans to determine the percentage of local companies involved in its projects in 2026.

According to a study by the Bank of the Territories (Perspective 2020), each new home built contributes to the creation or maintenance of 2.4 jobs, broken down into 1.2 direct jobs and 1.2 indirect jobs.

Indicator: On this basis, the group's operations delivered in 2025 would have generated around 7,220 direct jobs and 7,220 indirect jobs. The company has internally defined this indicator, based on external publications.

The group is also committed to professional integration through the inclusion of integration clauses in its contracts, allowing people who are far from employed or in professional difficulty to participate in worksites. For example, inclusion clauses have been added to the contracts for the "Domaine de Jade" project in Saint-Laurent-du-Var and the "Eco-cité" project in Bobigny, representing a total of more than 25,600 hours of professional inclusion on these two sites.

Indicator: The company is working on the precision of the tracking of all the insertion hours carried out on the construction sites of its delivered projects.

Sustainable involvement with local authorities

Integration of programs into communities' urban policies

Kaufman & Broad is committed to working closely with local communities to ensure its real estate projects are well-integrated with public policies for regional and urban development. Each program is designed in consultation with the municipalities, contributing to local initiatives and heritage preservation. Sites are chosen based on qualitative criteria, such as the quality of the land, accessibility, proximity to public facilities, shops, public transport and services.

The phasing of programs can thus be linked to the opening of new public services or equipment. On large projects, Kaufman & Broad diversifies its business to take an urban logistics view and create real economic momentum.

The group also systematically contributes to the financing of public facilities for all projects through development charges and, for certain operations, through mechanisms such as the Partenarial Urban Development Project (PUP), a contractual financing method with the community enabling the financing, in full or in part, of public facilities necessary for the operation of the projects carried out. Kaufman & Broad is engaged to develop and improve neighborhood attractiveness in areas where the firm is expanding operations. As part of the Green Lodge project in Villepreux, a gym and school were built and then returned to the city, as part of an urban partnership project associated with this operation of more than 500 housing units.

Furthermore, the group supports local authorities in their urban regeneration projects through its operations. This is materialised by operations located:

- Within the scope of the ANRU (National Urban Renewal Agency) or sectors identified as Priority Neighbourhoods of the City Policy (QPV) eligible for a reduced VAT rate to encourage home ownership,
- In territories identified within the Action Cœur de Ville (ACV) program, led by the National Agency for Territorial Cohesion (ANCT),
- In communities supported by the Petites Villes de Demain (PVD) program, also supported by the National Agency for Territorial Cohesion (ANCT).

Example : In Pantin, the group is developing " Les Jardins Kléber ", a real estate complex of approximately 6,753 sq.m. of floor space on a property site of 3,399 sq.m. The development includes 102 housing units, a ground-floor retail space, and 78 parking spaces. The group is therefore working on a project incorporating housing units ranging from studios to five-bedroom apartments, including 70 owner-occupied housing units and 32 units under a guaranteed joint tenancy scheme, making it possible to offer an affordable option. This project reflects the group's commitment to promoting residential diversity and making housing and property ownership more affordable. The project is also designed with the aim of improving environmental performance: it incorporates a low-carbon concrete structure and aims to use reclaimed facing bricks. The RE2020 - 2025 thresholds operation is also Prestaterre certified and targets the BiodiverCity and Biosourced Building level 2 labels, reflecting the integration of objectives related to energy sobriety, biodiversity preservation, and the use of low-impact materials.

Supporting organisations related to building a greener city

The group supports, particularly financially, several independent organisations related to research, innovation and action towards a greener city integrating environmental challenges and the ecological transition. The non-questioning of the international scientific consensus on climate change is part of the group's support criteria. The organisations supported are:

- French Institute for Building Performance (IFPEB): an alliance of economic players committed to implementing, through operational knowledge, the means for an ambitious and effective energy and environmental transition for real estate and construction compatible with the market.
- Association Bâtiment Bas Carbone (BBCA): This association works to reduce the carbon footprint of the building sector and highlight best practices and exemplary buildings. Its objectives are to: raise awareness of the urgent need to reduce the carbon footprint of buildings; develop knowledge about low-carbon buildings; encourage low-carbon construction.
- Fibois France: an association bringing together the 12 regional interprofessional bodies for the forestry and wood products sector in France. The association's mission is to develop interregional initiatives related to forests and wood by fostering collaboration and the exchange of information between regional FIBOIs; by promoting and supporting the implementation of tools, services and actions within a local, regional, interregional framework; by representing regional FIBOIs towards national partners in the forest and wood sector.
- Observatoire de l'Immobilier Durable (OID): association actively involved in promoting ESG issues, particularly regarding the integration of biodiversity into new real estate projects and adapting buildings to climate change. The OID brings together more than 80 members and partners across its entire value chain.
- Boost Reuse: structure bringing together public and private sector clients and designers to encourage, promote and facilitate the integration of reused materials in new buildings and building renovations.
- Paris&Co: an agency for innovation, economic development and the attractiveness of Paris), Sustainable City Hub: an incubation program (two calls for applications per year), and an activity of monitoring and analysis of innovation related to sustainable cities.
- Palladio Foundation: The purpose of the Palladio Foundation is to stimulate reflection and debate amongst all players and stakeholders in the cities of tomorrow and, in particular, to award scholarships for students and PhD students. The group sits on the college of auditors.

Endowments, gifts and philanthropy

Kaufman & Broad has established an endowment fund. It is a non-profit organisation created to serve the group's sponsorship policy, enabling charitable initiatives to be funded, public interest missions to be carried out and employees to be offered the opportunity to take part. The Kaufman & Broad Endowment Fund has chosen to focus its giving on quality of life and education. The Kaufman & Broad Endowment Fund is dedicated to empowering women, men, and children to build their futures through access to education and knowledge, health, sports, the arts, and culture. These beliefs and values guide the actions of the Kaufman & Broad Endowment Fund in supporting each project.

In 2025, the Kaufman & Broad Endowment Fund supported, for example:

- ***Sport dans la Ville*** : the leading sports-based social inclusion organisation in France, which helps thousands of young people from deprived areas to succeed at school and in their future careers. Through sports and mentoring, training and job access programs, it promotes self-confidence and equal opportunity.
- ***Télémaque***: the association provides dual mentoring (in companies and the education system) for determined and deserving primary and secondary school pupils from disadvantaged areas. It supports them over time to broaden their horizons, strengthen their ambition and secure their academic and professional paths.
- ***Duo for a Job*** : This program promotes the professional integration of young people from immigrant backgrounds by connecting them with experienced professionals over the age of 50. This intergenerational mentoring creates a strong bond, values experience and facilitates access to sustainable employment.
- ***The " Cravate Solidaire "*** (Solidarity Tie): the charity combats discrimination in hiring by offering interview preparation workshops, personalised HR support and appropriate professional attire. It restores candidates' confidence and maximises their chances of success.
- ***The PlanVue program, driven by Helen Keller Europe*** : It campaigns for the early detection and treatment of visual disorders in children, in order to prevent learning difficulties linked to poor eyesight. By facilitating access to screening and appropriate equipment, PlanVue directly contributes to academic success.

5.3.4. Clients and end users (ESRS S4)

5.3.4.1. Identification and assessment of impacts, risks and opportunities related to clients and end users (S4.SBM-3)

The clients and end-users on which the company is likely to have material impacts are most often (S4.SBM-3 10; S4.SBM-3 10a):

- For housing:

Individual investors

- Individuals who will be living in the housing units (houses and apartments) they purchase as their primary residence. Among them:
  - First-time buyers are typically households aged between 25 and 35, with or without a child, and with a monthly household income of around €3,000 to €4,000. To finance the purchase of the home, the buyer may be eligible for a "Zero Interest Rate Loan," the employer's 1% loan, and a reduced VAT rate in certain regions.
  - Second-time home buyers who are already homeowners and are reselling their primary residence are typically households aged 35 to 60 and older, with one or more children. Their monthly household income is typically between €4,500 and €9,000,
- Individuals who make an investment by purchasing a property (house, flat, student housing block, etc.) to build wealth, rent and receive an income, and potentially a tax advantage (see section 1.2.3. "Tax incentives"). The end user is then a tenant household (individual, family, student, senior citizen, etc.)

Institutional investors and Public housing operator

Kaufman & Broad has developed strong partnerships with key French and foreign institutional investors (insurance companies, pension funds, property companies and social operators) and enjoys a high level of recognition within this community. Its clients are:

- Social landlords, public or private legal entities that purchase housing units or development projects with the intention of renting them to households subject to income requirements. The end user is then a tenant household (individual, family, student, senior citizen, etc.).
- REITs that purchase conventional housing (including senior housing, student housing and multi-family housing) to rent to individual people. The end user is then a tenant household (individual, family, student, senior citizen, etc.).

	Share orders in number		Share of reserved turnover (incl. VAT)	
Customer category	**2025**	**2024**	**2025**	**2024**
Individuals First-time home buyer	15%	12%	22%	17%
Individuals Second-time buyers	5%	3%	10%	6%
Private Individuals Investors	10%	12%	11%	13%
Institutional Investors (block)	70%	73%	57%	65%
TOTAL	**100%**	**100%**	**100%**	**100%**

- For commercial real estate:

- Landlords becoming buyers:
- Office buildings to be leased to a single user or multiple corporate users. End users are the employees of the leasing companies,
- From commercial units on building lots to rent to users and traders,
- Hotel properties, to operate them directly or to lease them to hotel operators. End users are the hotel guests.
- Logistic buildings. End users are logistics companies that are tenants.
- Owner-occupied businesses that occupy their commercial premises (offices, logistics, hotels, retail, etc.).

- For the management activity (non material):

- Students living in their housing units.

The group does not identify any types of clients or end users for which the products marketed would pose a material risk of harm, chronic disease, privacy protection, data protection, discrimination, accessibility, or aggressive marketing and sales strategy (S4.SBM-3 10ai-iv).

The material impacts, risks, and opportunities are presented in the table below:

IRO [1]	Topic Sub-Topic	Name and description	Scope	Stakeholders concerned	Time Horizon
Positive impact Risk Opportunity	Social Inclusion of consumers and/or end-users	**Development of housing units suited to household resources** Positive impact linked to the marketing of new housing units, to industry quality standards adapted to demographic dynamics and challenges, and to prices adapted to the resources of households as clients or users of these housing units (S4.SBM-3 10c). **Risk linked to the production of housing units that do not meet market expectations** in terms of price, type or quality (S4.SBM-3 10d), regarding all categories of clients and types of products (S4.SBM-3 12). **Opportunity linked to the resolution of the housing crisis and the development of new products** in line with household purchasing power and sociodemographic changes (S4.SBM-3 10d).	Upstream	Clients	Short-term

The impacts, risks, and opportunities of limited materiality (non-material, but close to materiality thresholds) are as follows:

IRO [1]	Topic Sub-Topic	Name and description	Scope	Stakeholders concerned	Time Horizon
Negative (one-off) impact	Health, Safety and Quality	**Quality** Poor housing quality and non-compliance with hygiene, health and safety standards	Upstream	Clients	Short-term

(1) Impacts, Risks and Opportunities

5.3.4.2. Policies related to consumers and end-users (S4-1 15)

The group's policy is to take into account and support each client through all phases of the real estate project and to enhance their satisfaction through the quality of the products and the customer experience in order to contribute positively to the growth of the business. This policy is overseen and implemented by the K&B Comex with the involvement of the Commercial and Marketing and Human Relations and Operational Excellence departments and the support of the Quality, Architecture and Customer Experience department.

In terms of quality and the environment, the group's policy is to have its production certified by an independent third party accredited by COFRAC.

Regarding product transparency, the group's policy is to inform customers about the key stages of the purchasing process, and to provide customers with the information it has to facilitate the use and maintenance of products (layout plans and network diagrams, operating instructions, equipment maintenance and servicing, performance certificates, etc.).

Regarding the price accessibility of its offering, the group's policy is to monitor local socio-demographic trends closely in order to adapt its products to demand.

These policies apply to all production with no particular exclusions and involve all employees of the group.

Furthermore, as a French company, Kaufman & Broad adheres to ratified international conventions and treaties, including the United Nations Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. No instances of non-compliance with the UN Guiding Principles on Business and Human Rights, or ILO declarations involving consumers or end-users were identified (S4-1 16; S4-1 16a; S4-1 17).

In 2025, the group notably strengthened its policies by:

- Sharing a client commitments guide to all employees,
- Regular news on the intranet regarding customer experience,
- Inviting all group employees to take part in program delivery days to bring teams closer to clients and end users,
- The creation of a Group Client Experience Department.

5.3.4.3. Process for dialogue with consumers and end-users (S4-2)

The group maintains ongoing dialogue with its clients and end users under the supervision of the Executive Committee through various channels (S4-2 20):

• Direct dialogue, support and customised monitoring

Direct dialogue with clients is guaranteed:

- During the marketing phase, directly by the commercial and marketing teams as part of supporting clients in realising their real estate projects, through adapted sales methods (dedicated sales adviser, traditional sales offices, pop-up sales offices, boutique sales contacts, use of digital tools allowing visualisation of personalised layouts, etc.)
- During the phase following the purchase of a property through client relations (construction phase and handovers) and after-sales service (4 months to 10 years after handover). Clients are informed of the key stages of the acquisition process. To this end, a document called "The Essentials" is provided to clients: it presents the Kaufman & Broad client journey and includes key information about the steps to take when planning their property project.

Among the group's initiatives, the Customer Experience department has rolled out an internal tool called KLIENT360 to support a continuous improvement approach to service quality and customer satisfaction. This tool centralises and archives client file items (documents and exchanges related to the client relationship) and tracks requests at different stages of the process. Linked to the Client Platform, it helps to make information and documents available to clients.

The teams concerned have been made aware of this, and this work has made it possible to develop online training materials that are accessible to all employees. A "KLIENT360 tool induction" training module is offered to new employees. Workshops dedicated to using the tool are also held within the branches, and detailed documentation (guides and operating procedures) is available to support the adoption and standardisation of practices.

Kaufman & Broad leverages KLIENT360 to:

- Centralise and track all communications with clients via a request management system (tickets) to ensure a structured follow-up of requests.
- Manage client correspondence within a single reference system, with the objective of systematic use by the teams concerned.
- Contribute to client file management while also enabling the filing and monitoring of documents related to the client's journey (client file logic integrating communications and documents).
- Manage the activity and service quality through a weekly report from the Customer Experience Department, including operational indicators (volume, processing times, monitoring of the request backlog, etc.) and alert and support mechanisms where necessary.
- Increase the efficiency of processing by integrating the use of AI writing assistance (generation of draft responses/prompts) to standardise the quality of responses and speed up processing, while maintaining human validation.
- This system is used as a lever for standardising practices and managing service quality, resulting in more consistent management of interactions and response commitments.

In 2025, the group also began considering ways to strengthen its client support tools in order to:

- **Move** towards a unified Prospects / Clients vision and a continuity of monitoring throughout the entire lifecycle;
- Standardise practices and governance (common guidelines: categories, statuses, reasons, priorities, allocation rules) between business lines and agencies;
- **Tooling** integration with telephony and associated reporting
- **Enable** orchestration and automation of recurring client communications through marketing automation mechanisms (e.g., step communications, sending of information / documentation, follow-ups and reminders of due dates).

The scoping is carried out through internal workshops aimed at defining the target processes, the expected configuration and the link with the Client Platform.

For more details, please refer to chapter 1 section 1.1.3 "The Clients".

• Client platform

The group provides its clients with a Client Platform accessible 30 days after the reservation agreement is signed and up to 10 years after delivery, designed to facilitate access to information and client file documents, as well as support dialogue with Kaufman & Broad teams.

The Client Platform enables you to:

- Review the contractual documents signed with Kaufman & Broad (e.g., reservation agreement, authentic deed, capital calls and related documents, as well as the documents and information in the case file made available throughout the process)
- Access practical and educational content related to the client journey (guidelines, advice, key stages)
- To view monthly updated construction photos and project progress information
- To access, at the time of delivery, a digital delivery file containing the documents provided for the proper handover of the property, including the delivery report and associated documents.

The Client Platform is interconnected with KLIENT360, the internal client relationship management tool, which helps to archive documents and communications. The documents available in the Client Platform are populated in particular via KLIENT360.

Under the Climate and Resilience Act, the Housing Information Book (CIL) is available in the Client Platform for the relevant transactions, including those for which the building permit application was submitted as of 1 January 2023.

In this context, the following are shared in digital form:

- Housing plans;
- Network plans, diagrams and descriptions (water, electricity, ventilation, etc.).);
- The list and main characteristics of materials and components used (windows, insulation, etc..);
- Operating, maintenance and repair instructions for the main equipment (especially for heating and production of individual domestic hot water);
- The Energy Performance Certificate, attesting to the home's environmental performance.

This transmitted information aims to facilitate the repair, maintenance, scalability and sustainability of the products delivered to customers.

In 2025, the group began work on developing the Customer Area, with the aim of offering a smoother digital experience and increasing the customer's autonomy with regard to information and documents related to their home. This development approach is based on a co-design approach, incorporating workshops with clients to gather and compare needs, pain points and expectations, and to guide functional and journey choices.

• Customer satisfaction surveys and follow-up

Customer satisfaction surveys are commissioned by the Quality, Architecture and Customer Experience department to IPSOS-BVA, a recognised independent expert third party organisation that ensures the traceability and reliability of the results (S4-1 16b). They aim to refine the measurement of satisfaction by systematically surveying all households purchasing housing at four specific points in their customer journey:

- 1 month after the notary signature, to collect customer feedback on the booking phase and the signing of the deed (understanding of documents, clarity of information, support, etc..);
- 1 month after the wall visit, to gather client feedback on the customisation phase, including buyer modification works (TMA), interior service choices, and the wall visit process;
- 1 month after the handover of the property, to evaluate the handover experience;
- 1 year after the delivery of the housing, in order to assess the experience over time, including follow-up and resolution of issues, the Guarantee Period for Perfect Completion (GPA) and use of the property.

These surveys are conducted monthly with all clients who have completed one of the four phases, with a significant and representative response rate. The results of these surveys are used to identify the main leverage points for satisfaction and dissatisfaction in order to further analyse them and then develop internal processes to improve client satisfaction and manage the performance of the various departments involved. The results are analysed according to the type of acquirer, the type of product and across all of the group's agencies. To ensure alignment between the group's strategy and the improvement projects implemented, the results are presented in the form of a client satisfaction survey once a year to members of the Executive Committee, branch managers and then all group employees. Regional managers, branch managers and client relationship managers have access to the BVA platform, allowing them to monitor client satisfaction results and client feedback on an ongoing basis and at least quarterly.

Following the initial satisfaction surveys, working groups were formed to rewrite the client experience by constantly promoting client orientation and seeking the same level of quality in all agencies. This work resulted in the creation of a clear and transparent client journey, which is now communicated to all new homebuyers through a document called "The Essentials," which was updated in 2024. These surveys also identified site visits and deliveries as key moments for client satisfaction, prompting audit work and recommendations to improve the handling of buyers at these particular moments. The methodology applied makes it possible to identify points of vigilance and to monitor the group's commitments in its client journey (e.g., acceptance of plans, number of orders, etc). Refunds are thus made within the agencies on the regional results. The Customer Experience Department supports these feedback reports by working with local teams to propose targeted improvement actions based on the identified pain points and drivers (analysis of results and feedback). This approach helps ensure that action plans are aligned operationally with the 15 client commitments, which structure Kaufman & Broad's client experience and relationship strategy.

In addition, the variable Compensation objectives for Management Board and Extended Management Board members now include a component linked to the results of this client satisfaction survey.

Target: The group aims to systematically survey all households buying their first home to gather their opinions on at least four key stages of their customer journey (achieved 2018).

• Market research and knowledge of clients

Knowing and monitoring client expectations also involves conducting market research

- Systematically in all project territories: the group has made market research standard practice in all project territories and sites, upstream from the design and definition of operations. These studies are carried out by an independent third party under the supervision of the general commercial and marketing management. They take into account market data (sales volume, sales rate, new and old prices, rental values, etc.) and socio-demographic data (size of households, income by decile, real estate purchasing power, employment rate, age pyramid, demographic dynamics, etc.), with the aim of establishing programming and sales prices adapted to the needs of clients and users.
- Cross-functionally, to monitor major national and local socio-demographic trends, or on specific themes (perception of reused materials by client type, analysis of the value of interior services, co-design of client relationship monitoring tools, etc.).

• Monitoring of the group's brand image

The group also monitors the public's awareness and perception of the Kaufman & Broad brand through:

- Regular analysis of the general awareness and sentiment trends for the Kaufman & Broad brand (since 2017) by an external, independent provider. These indicators, measured on a six-monthly basis, allow us to monitor the perception of the group, which remains well-established in the French new real estate market;
- Monitoring of online reputation by regularly checking reviews, used as an additional source of customer feedback (satisfaction/ dissatisfaction) and as a tool for dialogue when public feedback is expressed;
- Media and social media monitoring, including a daily press review;
- A Group Communications management and certification solution for journalists;

In 2025, the group again received the Deloitte Best Managed Companies label for the fourth consecutive year. Kaufman & Broad was also in the top 3 of Capital's "Best Companies 2025" ranking.

5.3.4.4. Process for handling any client requests and reservations, and after-sales service (S4-3)

The Quality, Architecture and Client Experience department – reporting directly to the Human Resources and Operational Excellence department – is responsible for applying processes related to client relationship monitoring, particularly in order to anticipate, track and respond to client requests and concerns to ensure compliance with contractual commitments and satisfaction. Employees are regularly made aware of the group's quality and client satisfaction culture.

- In the marketing phase

- Responsible marketing
- Dedicated Sales Counsellor
- 30 days after signing the booking contract:
  - Initialisation of a dedicated client platform (KLIENT 360) from which the client can find all information related to their project and the product creation process. From this area, the client can also formulate any type of question, with a commitment to processing requests by Kaufman & Broad within 3 business days.
  - Targeted information to explain all future interactions within the framework of the Sale in the Future State of Completion, including the possibilities for customizing services and plans, as well as the delivery process and the formulation of any reservations. This information is also included in the “Essential Information” guide given to the client when the property is booked, and available in the Client Platform.

- During the execution phase (construction)

- Support for handling specific client requests for changes to product plans, through a Buyer Modification Works (BMW) process,
- Support at the showroom to configure the housing and customise it by choosing options.
- From the start of the work, the client receives information about the realisation of their real estate project, in particular through:
  - Construction information letters: regular communications contributing to transparency and understanding, by clients, of the building realisation process, the progress of work and the upcoming key stages within the framework of the Off-plan sale (VEFA).
  - A "pre-partition" visit: inspections carried out at a key moment to check the execution of elements that will become less accessible after the installation of partitions and finishes.
  - "Client Meetings": meetings organised for specific programs and/or scopes, bringing together Kaufman & Broad teams and clients, to share information on progress, present the next steps of the project, gather questions and feedback from clients, and support the preparation of deliveries. These discussions also allow us to anticipate topics related to life in the residence and co-ownership (operating principles, practical guidelines, contacts), in order to promote a shared understanding of the upcoming stages and to strengthen the quality of dialogue during the construction phase and as we approach the handover of the keys.

- Upon delivery of the properties

Client information and reservations management:

- The client always has access to their client platform before and/or after delivery to access information sources, ask questions and benefit from the advice and expertise of the group's experts.
- Information about the delivery process, applicable guarantees (including the declaration of apparent defects and reservations within one month), the lifting of reservations, as well as the two-year and ten-year guarantees is also shared during a Client Meeting organised before the deliveries and the first general meeting of co-owners.
- In order to enhance information and trust, and in line with client commitments, the group provides a module dedicated to monitoring reservations in the client platform, allowing the client to check the progress of their processing and the main associated steps.
- Upon receipt, a tablet application is used to document the reserves (description, photographs, traceability, formalisation, monitoring).
- The "Methodology for lifting reserves" group operating procedure is being implemented. The goal is to implement and apply a culture and management of reserve release following a precise process. This is carried out at the time of the Pre-Wall Inspection Visit (PIV), pre-delivery, delivery and the release of reserves for private and common areas.

The group's process includes a post-delivery debriefing (one week after delivery). The Program Department and the Client Experience and Relations Department present, in particular, the quality of the welcome and organisation, the summary of the number of reservations, the specific situations encountered, and the action plan to resolve the reservations.

- Warranty and After-Sales Service

The Group implements an after-sales process common to all branches in order to handle post-delivery reservations and requests, and to guarantee the long-term compliance of projects.

To this end, the Group has an in-house customer service department comprising around 20 employees. Clients can submit requests and complaints directly from their client platform, or alternatively by post. The SAV department receives customer requests via a dedicated CRM, enabling traceability and quick responses to customers. The SAV process is deployed for all of the Group's agencies. The SAV teams can intervene for a period ranging from 4 months to 10 years after delivery, depending on the nature of the requests and the applicable guarantees.

The Group therefore ensures:

- The perfect finish of its products,
- And warranties on the building for up to 10 years after delivery.

At the end of the operation, the group's quality process provides for a systematic internal review meeting, including a review of any difficulties encountered as part of a continuous improvement approach.

The group undertakes to respond to all requests from clients within 72 hours, providing at least a first level response (acknowledgement of receipt and, where applicable, explanations regarding the further processing). Compliance with this deadline is monitored using a dedicated indicator, managed as part of the weekly reporting provided by the KLIENT 360 tool.

5.3.4.5. Actions for the quality and safety of marketed products (S4-4 31)

The Quality, Architecture and Customer Experience department – reporting directly to the Human Relations and Operational Excellence department, responsible for applying processes related to controlling the quality and safety of the group's products in order to ensure regulatory compliance, customer satisfaction and the durability of the facilities.

These processes are documented and accessible to all employees on the intranet. They apply to all the group's agencies. Employees receive regular training on how to apply quality processes. These quality processes include:

- Monitoring quality during the design and construction of buildings

Quality controls in the design phase

The quality process begins at the design stage, with controls aimed at ensuring a high level of quality for the plans and limiting late-stage non-conformities (end of design, or even during the construction site or delivery phase).

Key features include:

- A book of architectural, technical and landscaping recommendations: a reference framework aiming to harmonise practices and enhance the quality of projects.
- An internal team of architects, the Architecture and Landscape division, responsible for reviewing plans, enabling:
  - Identify design non-conformities,
  - To suggest improvements to external designers (quality of use, consistency of plans, robustness of solutions).
- Internal review milestones: checkpoints structure the design through internal quality control reviews of the plans along the process.
- Standardised constructive mode options complying with industry rules, Unified Technical Documents (DTU) or Technical Notes (AT)
- Independent verification by an external auditor of the plans, in particular with regard to:
  - Security,
  - Application of building standards and regulations,
  - Accessibility for people with disabilities.

Component choices from ranges defined by the group's responsible purchasing department as part of its supplier referencing actions, based on environmental performance, sustainability, quality and cost.

These controls aim to offer customers a high level of quality in the plans, and to reduce the risk of reserves and returns related to design defects.

Quality controls during the purchasing phase

The quality process governs the purchasing phase, particularly through the consultation document for companies established by the group and its partners. The DCE includes a CCTP (Special Technical Clauses Document) which describes the quality expectations.

Quality criteria are specified for each material family. For example, in the group's standards:

- All insulators must have an ACERMI from the Association for the Certification of Insulating Materials,
- Floor coverings must have a UPEC classification (Usage, Puncturing, Water and Chemicals)

Quality checks during the production phase

During the execution phase, the Group carries out quality control measures to ensure compliance with the works and the correct execution of the services before delivery.

Key features include:

- Regular site meetings with the general contractor and construction companies,
- Notifying companies of reservations when non-compliance is detected on the worksite and issuing minutes for lifting reservations,
- Verification of corrective work carried out by companies
- Regular monitoring of the operation schedule and anticipation of upcoming stages,
- A visit -100 days before deliveries is carried out by the operational teams with the MOE using a dedicated checklist to assess whether the progress of the work is compliant (if compliant, triggering of client letters indicating the month of delivery),
- A visit to -40 days of deliveries is carried out by the operational teams with the MOE using a dedicated checklist to assess whether the progress of the work is in line with a fully completed and perfect quality operational delivery (if compliant, triggering of the letter inviting clients to the delivery).

Quality control upon delivery of buildings

Delivery is a major milestone in the customer journey and quality control system.

An independent control office issues a compliance visa, covering in particular:

- The safety of the products manufactured,
- Application of standards and regulations,
- Accessibility for people with disabilities.

The independent study bureau also issues:

- A definitive energy performance diagnosis, certifying the property's energy and environmental performance,
- Technical performance attestations.

The community issues an architectural compliance certificate

Targets:

- Deliver housing units with fewer than 5 reservations per batch, including reservations issued by the buyer within one month of delivery (internal target monitored by the quality, architecture and customer experience departments),
- Comply with more than 40% of the acceptance reservations for surfaces delivered within 1 month of delivery; more than 80% within 2 months; 100% within 3 months, in accordance with the group's reservation release methodology.

• Third-party independent quality and environmental certification of buildings

Housing

The group has its marketed products certified by an independent third party accredited by COFRAC (French Accreditation Committee). This certification provides added value to buyers in terms of comfort of use at an additional regulatory level, particularly in terms of thermal, energy and environmental performance, acoustics, health and safety.

The activities of the certifier fall within the legal framework of the Consumer Code (Articles L433-3 et seq. and R433-1 et seq. of the Consumer Code) and must comply with the NF EN ISO/IEC 17065:2012 standard. COFRAC is the French national accreditation body recognised internationally by the International Laboratory Accreditation Cooperation (ILAC), the International Accreditation Forum (IAF) and the European Cooperation for Accreditation (EA). These certifications are recognised by GRESB in its Standards and Benchmarks Guide, in "Appendix 4a - Building Certification Schemes".

Within this framework, the group has appointed Environmental Certification Officers for each agency. A check is carried out on the appointment of Certifiers for each project during the land, commitment and acquisition committee meetings.

Project management is carried out by the operational teams using the internal Symphonik processes (the group's real estate operations repository). The Quality, Architecture and Client Experience department is responsible for ensuring that processes are properly implemented and that the desired quality levels and requirements are met.

Target: achieve 90 % of delivered housing projects certified by an independent, accredited COFRAC third party in 2028. In 2025, the share of certified housing units delivered was 48%.

Regarding the Commercial business line

The Kaufman & Broad group systematically ensures its office building projects are certified, aiming for at least double or even triple environmental certification from accredited independent third parties. The guidelines make it possible to highlight or strengthen:

- Environmental performance and reduction of GHG emissions over the building lifecycle.
- The modular nature of the spaces, which meet new ways of working, but also the challenges of converting buildings.
- User well-being, comfort and safety.

These certifications or labels are tailored to each program based on expectations, and can be supplemented with labels, generally from the following frameworks:

NF Habitat certification,

NF Habitat HQE	**E + C- label-**
BREEAM certification	Effinergie + label +
LEED certification	Bio-sourced Building Label
WELL or Osmoze certification	Biodivercity label
Label BATIMENT Bas Carbone (BBCA)	Certification Effinature

Target: To reach and maintain 100% of commercial projects delivered with a minimum of two certifications in 2025 (achieved in 2025).

Project "Highlight"

The Highlight commercial real estate transaction, which has housed the group's headquarters since 2022, has received Well Core & Shell certification. This certification guarantees a number of parameters related to comfort of use (indoor air quality, hygro-thermal and acoustic comfort, comfort of natural and artificial lighting, biophilia, etc.), contributing to employee health, well-being and productivity.

Project "Highlight"

The Highlight commercial real estate transaction, which has housed the group's headquarters since 2022, has received Well Core & Shell certification. This certification guarantees a number of parameters related to comfort of use (indoor air quality, hygro-thermal and acoustic comfort, comfort of natural and artificial lighting, biophilia, etc.), contributing to employee health, well-being and productivity.

• Price accessibility and social inclusion of consumers and end users (S4-4; S4-4 31; S4-4 33; S4-4 37)

The consideration of social and societal issues and dynamics is part of the Group's business model and is integrated into risk management processes. Kaufman & Broad is committed to creating offerings that meet real consumer needs and foster social inclusion, particularly in housing. The group continuously monitors, through its marketing, sales and finance departments, a number of market indicators impacting price accessibility and the social inclusion of end consumers and users (including GDP growth rates, average interest rates and average mortgage terms, changes in new housing orders and inventory, and tax incentive schemes, as described in chapter 2). The effectiveness of these actions is monitored in particular through client satisfaction surveys described in section " 5.3.4.3. Process for dialogue with consumers and end-users (S4-2)". Actions include:

• Diversification of offering

The group offers a wide variety of housing products for owner-occupiers and rental users throughout the rental journey:

- First-time home ownership, with specific support for these often constrained households,
- Second-accession to ownership,
- Accession to ownership with building-land unbundling (joint and several ground lease),
- Purchase-and-Lease (PSLA),
- Family rental housing,
- Rental properties in free-standing or social service residences (students, young professionals, seniors, intergenerational, co-living, etc.)
- Intermediate rental housing,
- Social rental housing (PLS) and very social housing (PLUS, PLAI), family housing, emergency accommodation, social rental ground leases, etc., with a partnership with social landlords.

Measures to diversify the offering and tailor it to social and demographic challenges and trends are described in the section "5.3.3.4. Actions and targets related to affected communities, residents and stakeholders (S3-4). These include the creation of a subsidiary dedicated to the production of affordable housing units, Kalilog (subject discussed in the previous section "Local Authorities, Residents and Affected Communities").

Indicator :

The group monitors the proportion of housing units made available with income-related conditions (for sale or for rent) among the total volume of housing units marketed. In 2025, 60% of housing units were subject to resource constraints.

- ## Programs that favour economic accessibility

The group takes into account uses and quality of life when designing these buildings. This includes the study and implementation of services compatible with an economical use of the products sold:

- Energy efficiency: all products marketed by the group meet the most ambitious energy consumption criteria (see section "5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14): Decarbonisation lever 2: Energy performance improvement"),
- Mobility: The group promotes soft modes and offers all housing units one to two bicycle spaces for complementary or alternative use and more economically than the single car. On some projects, the group can offer an electric vehicle car-sharing service. The group also designs parking facilities enabling the individual installation of a charging station for electric cars, the cost of using which is lower than that of a thermal car (see section "5.2.1.1. Climate Change Mitigation Transition Plan (E1-1 14): Decarbonisation lever 3: Eco-design and Frugality").
- Materiality of the products: as part of the life cycle assessments carried out on all projects initiated (see section " 5.2.1.1. Paris Aligned Transition Plan for Climate Change Mitigation (E1-1 14) : decarbonisation lever 3: responsible procurement and biobased and recycled materials'), the service life of components and their possible renewal are taken into account, which promotes materials that are sustainable over time.
- Eco-design: the approach applied to all the group's projects allows for the optimisation of plans and surfaces, promoting the fluidity of paths, the use of natural light and the quality of spaces. This approach allows for optimized spaces that meet the needs of clients and users at efficient costs, making it possible to offer housing units and real estate at prices aligned with budgets.

- ## Reduced mobility accessibility

The group's policy is to promote the ability for all users to move around, find their way, and communicate within the buildings, access the premises and use the equipment with the greatest possible autonomy.

The group works with its design partners to consider accessibility issues from the design phase to plan for appropriate modifications and technical provisions in common areas and housing units, such as space organisation, door widths and equipment. The group is therefore now including in its production targets:

- Ensure at least 20% of housing units are accessible from street level or by lift (standard for all buildings over 3 storeys). Buyers of these housing units can request reversible alterations that do not affect the possibility of a person with a disability visiting the apartment.
- The remaining housing units are offered with a scalable principle: they allow access and movement for a wheelchair user in the living room and toilet and can be made accessible through simple renovations that do not affect the structure or networks.

- ## Combating financial vulnerability

The group aims to prevent any situation of financial vulnerability for its clients by adopting the following measures:

- Price transparency: The group provides clear and detailed information on sales prices and optional services, enabling customers to make informed decisions.
- **Independence of the financing** : the group is not involved in the creation of financing files for incoming clients. They are invited to consult the banking institutions of their choice, directly or via an independent broker. Although the group may suggest introducing clients to brokers or partner banks, clients are under no obligation to accept such introductions.

This approach aims to ensure that each client receives financing tailored to their individual circumstances, without undue influence from the group.

- ## Responsible marketing and commercial policy (S4-4 34)

The group develops responsible and respectful marketing and commercial strategy, considering the challenges of sustainable development; as well as justified and fact-based environmental claims.

In 2025, employees responsible for marketing activities received training on the principles of responsible marketing.

A process of reviewing the group's publications and communications by the communications teams - which can involve the CSR and Innovation Director - includes a check against the principles of responsible marketing.

- ## Client data protection (S4-4 34)

The group's policy aims to ensure the protection of its customers' personal or sensitive data. The procedures and control measures implemented to this end are described in sections 4.1.1.2. "Key elements of the group's internal control system: Information system security and protection of personal data" and 4.2.5.5. "Risks associated with the protection of personal data" of this document.

- ## Equal opportunities in purchasing and renting (S4-4 35)

The group applies a non-discriminatory policy for candidates for acquisition or lease and excludes any discriminatory criterion such as origin, gender, age, sexual orientation, etc. Néoresid, a subsidiary of Kaufman & Broad for student residence management, can take into account objective criteria in the selection of tenant candidates, such as their financial situations; the selection process excludes any discriminatory criterion. The group is not aware of any incidents related to its consumers and end users.

- ## Target (S4-5 41):

The group internally monitors the lead time for its housing programs (see chapter 2, section 2.1.1.2. "Monitoring of key operational indicators: Orders"). This monitoring is carried out by the Finance Department, with the support of the Sales and Marketing Department. A short time to sell reflects a match between the group's housing supply and customer demand, indirectly transcribing customer acceptance of the group's products. The group's latest communications on this indicator have highlighted a much shorter lead time than the market.

5.3.4.6. Environmental performance in trade agreements

Commercial contracts and agreements systematically include a description of the energy or environmental performance of the products or services being marketed, for example through:

- The expected level of energy performance, for example through achieving certain levels of the DPE or energy consumption targets,
- Contractual environmental performance criteria taken into account by social housing clients in the local increase mechanism (see section "5.2.1. Climate change (ESRS E1): Climate change mitigation policies").

5.4. Governance and business conduct information

5.4.1. The role of administrative, management and supervisory bodies (ESRS 2 GOV -1)

The Kaufman & Broad Board of Directors is composed of the CSR Committee, the Remuneration and Nomination Committee, and the Audit Committee. As part of its responsibilities, the Audit Committee monitors the effectiveness of the risk management systems (including sustainability risks, which are monitored by the CSR Committee).

As part of its duties, the Internal Audit department presents the updated anti-corruption risk map (Sapin 2 law) and related action plans to the Audit Committee.

For further information on the group structure and the business management expertise of the Directors, please refer to paragraph 3.1 "Governance structure and operation" and paragraph 3.1.1.1 respectively. “General principles governing the composition of the Board: Diversity Policy” of this document.

5.4.2. Identifying material governance impacts, risks, and opportunities in business conduct (ESRS 2 IRO-1)

The process of identifying impacts, risks and opportunities related to business operations applies to all of the group's activities as well as to the entire value chain. It is part of the methodological framework presented in the sustainability report (Chapter 5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1)).

Regarding business conduct, this process is based on a collaborative approach, founded on in-depth discussions between the CSR department and the Internal Audit department, through workshops.

Business ethics and corporate culture (G1-1 and G1-3)

The table below presents the risks and opportunities identified by the double materiality analysis as material for the "Corporate Culture" and "Business Ethics" issues.

IRO	Description	Value chain	Time Horizon
Positive impact	**The corporate culture contributes to employee development and advances best practices in the real estate market** The corporate culture regarding ethics, compliance, and transparent business conduct promotes sound professional practices in the real estate and construction sector.	Own operations	Short term
Risk	**Lack of corporate culture hurts performance in business conduct** A lack of culture around ethics, compliance, and transparency in business practices creates conditions that could lead to business conduct that results in financial, legal, or reputational risk to Kaufman & Broad	Own operations	Short term
Risk	**Non-compliance with the regulatory framework intended to prevent corruption** A lack of adequate anti-corruption measures within the company (training, detection, control), particularly with its supply chain, clients or other stakeholders, can expose the group to financial, reputational or legal risks.	Upstream Own operations Downstream	Short term

5.4.3. Business conduct policies, actions, and targets and company culture (G1-1; G1-3; G1-4)

Kaufman & Broad's corporate culture policy aims to unite employees around a shared vision of sustainable development, in connection with social, environmental and regional issues. Its aim is to strengthen internal commitment, the consistency of practices within the value chain, and the quality of relations with stakeholders. It helps to prevent risks related to reputation, social performance and non-compliance, while creating opportunities for innovation and collective mobilisation of employees and suppliers.

This policy is monitored by the CSR department, the Human Resources department, the Legal department and the Internal Audit department.

Kaufman & Broad has established a framework for its employees and suppliers to prevent, detect, and internally address unethical or non-compliant behaviour, and to ensure an ethical corporate culture. This system is based on the group's Code of Ethics and is supplemented by the whistleblowing procedure, the supplier code of ethics and the disciplinary sanctions procedure.

Code of Ethics

The Code of Ethics is the concrete reflection of the corporate culture. In line with the United Nations Convention against Corruption, it formalises the principles that guide daily conduct – integrity, responsibility, respect for the law and transparency – and applies to all employees, regardless of their role or hierarchical level. Embedded in the internal regulations, it accompanies the group's decisions, interactions and commitments in its urban projects as well as its professional relationships.

This Code is accessible to everyone and enables each person to contribute to a collective dynamic based on ethics and responsibility. It embodies the group's commitment to building sustainable cities while upholding the highest standards of compliance, fight against corruption and respect for human rights.

In particular, the Code enables unethical or non-compliant behaviour to be prevented, detected and dealt with internally.

In terms of prevention, the group's Code of Ethics, updated in 2025, defines the expected principles of conduct, particularly in relation to combating corruption, conflicts of interest and unfair competition. This code is implemented by the Internal Audit Department and applies to the entire group. It is distributed to all employees. Employees are informed of updates of the Code of Ethics via a communication shared on the intranet.

Furthermore, this code enables the group to meet a requirement of the Sapin 2 law on transparency, the fight against corruption and the modernisation of economic life and thus to mitigate the risk of non-compliance with regulations relating to corruption.

Whistleblowing procedure

The group has implemented a procedure to identify and report illegal behaviour or behaviour contrary to the Kaufman & Broad Code of Ethics.

This procedure applies to all of the group's activities and concerns both employees and suppliers and partners, with the aim of aligning practices throughout the value chain. Its implementation is overseen by the referents (Head of Human Resources and Head of Internal Audit).

Through this procedure, the group enables all stakeholders to make reports through different channels.

Alert

Internally, each employee can make reports either to (i) a superior, (ii) the HR/Internal Audit department or (iii) via the KB Ethics module on the group's intranet. Kaufman & Broad employees are informed of this procedure directly via the Company's intranet.

The group has not yet established a mechanism allowing external users to make reports. External whistleblowers may, however, make reports via the existing channels provided for by law.

Processing

All alerts are processed by the referents. This independance ensures a neutral analysis, without direct influence from the teams concerned. If necessary, external third parties may be used, subject to confidentiality, to strengthen the independence of the processing.

The procedure sets clear, defined timeframes for each stage of alert processing. Upon receipt, an acknowledgement is sent within seven business days and the entire process must take place within a maximum of three months. The KB Ethics module automates these deadlines and facilitates the traceability of the quick and structured handling of reports.

This procedure also requires the collection of strictly factual information, directly related to the reported facts. Each investigation results in a formal, reasoned decision, which is sent to the author and ensures that the conclusions are based on concrete and verified elements in accordance with the principle of the presumption of innocence.

Kaufman & Broad ensures strict confidentiality of information provided in a whistleblowing report to protect whistleblowers from any form of retaliation or adverse treatment.

Investigation

As of the date of this document, Kaufman & Broad does not have a formal policy in place.

Communication of results

Potential cases of corruption or the payment of bribes, as well as the results of related investigations, are reported to the Audit Committee.

Training in business ethics and fight against corruption

Employees

Kaufman & Broad has implemented a structured training programme to raise employee awareness of the importance of fighting corruption and adhering to business ethics. Upon arrival, new employees undergo mandatory training (Ethics at Kaufman & Broad) as part of their induction programme, including a Sapin 2 module in the form of an educational video. This content outlines the principles of the Code of Ethics and illustrates the specific risks related to the group's business lines (conflicts of interest, gifts, etc.). An internal watch is also provided through the distribution of news related to Sapin 2 on the Kaufman & Broad intranet.

The training programmes implemented by Kaufman & Broad, which cover compliance topics or operational aspects, are described in detail in paragraph 5.3.1.5. Training and Skills Development Policies, Actions and Targets (S1-13)

Administrative, management and supervisory bodies

As mentioned in Chapter 3, the Directors have acquired sufficient experience on these matters with respect to their past experience and their participation in various boards and committees of other companies.

In 2024, the Extended Board received specific training tailored to the challenges of management positions. In 2025, a new awareness-raising campaign was carried out for Agency Managers.

Functions at risk

Furthermore, Kaufman & Broad has chosen not to categorise specific populations as being more exposed to the risk of corruption or bribery, considering that all employees may be concerned and must, as such, be made aware of the business ethics issues.

Suppliers Ethics Charter

As part of its CSR strategy, Kaufman & Broad has established a Supplier Ethics Charter aimed at involving its partners in a responsible and sustainable approach. This Charter formalises the expected commitments in terms of ethics, working conditions, fair commercial practices, the environment and data protection. By adopting it, suppliers commit to contributing to exemplary urban projects, in line with the group's ethical standards. This step falls within the framework of the Sapin 2 law.

Specifically, this Charter lays down the following rules:

- From an ethical standpoint, the group prohibits all forms of corruption, requires the prevention of conflicts of interest and compliance with competition rules.
- In social matters, it asks its suppliers to respect fundamental rights, combat illegal and undeclared work, promote diversity and freedom of association, and guarantee safe and fair working conditions.
- In Environment matters, Kaufman & Broad expects its partners to adhere to current standards, contribute to reducing carbon emissions, conserving natural resources, and promoting a circular economy.
- Finally, the charter requires compliance with the GDPR and the implementation of security measures to guarantee data confidentiality.

Suppliers are required to sign the charter and thus adhere to the group's values, which can lead to changes in their practices, particularly regarding sustainability.

This Charter applies to the entire group, with the Technical Departments responsible for implementing this approach.

Disciplinary sanctions procedure

Kaufman & Broad applies a structured disciplinary procedure to sanction behaviour that is inconsistent with its internal rules, legislation and Code of Ethics. This procedure applies to the whole of the Group and is implemented by the Human Resources department. Sanctions range from written warnings to dismissal, depending on the severity of the incident. Any sanction is handled through a formal process including notification, prior interview (if applicable) and compliance with legal deadlines. The procedure guarantees employees' rights and is based on the Labour Code.

Distribution of policies and procedures

Kaufman & Broad makes its Code of Ethics and Supplier Ethics Charter available on the group's website, ensuring open and transparent access.

All new employees are required to read the Code of Ethics on joining the company. This reading is formalised by a signed approval, attesting to their commitment to comply with the provisions set out therein.

In addition, the group's internal procedures are available on the intranet and are frequently communicated on the Company's intranet.

Actions in corporate culture and business ethics

Following the update to the corruption risk mapping, the group has developed an action plan to minimise the risk of non-compliance with the regulatory framework aimed at preventing corruption and the negative impact on employees and suppliers in the event of a lack of ethical corporate culture.

In recent years, the group has therefore:

- Introduced a Code of Ethics and a Supplier Ethics Charter ;
- Established a whistleblowing procedure and a related sanctions procedure;
- Provided incoming employees mandatory trainings, including training on the Sapin 2 regulation;
- Introduced a procedure governing the Company's relations with business providers.

This year, the group continued to roll out the action plan through:

- The updated Code of Ethics and the Supplier Ethics Charter; the latest versions are available on the Company's website and on the intranet
- The deployment of its training plan as indicated above.
- Rollout of the third-party evaluation through the dissemination of the "intermediaries" procedure, in addition to the tools already in place (Infolegale and Viaco).

Many actions are being taken to fulfil the Group's commitments in terms of corporate culture. These are listed in the " 5.3. Social and societal information ".

Company culture indicators and targets

For information on human resources and the corporate culture, the reader is invited to refer to section "5.3. Social and societal information".

The group tracks an indicator related to employee training, Ethics at Kaufman & Broad. As such, 98.3% of employees completed it by the end of November 2025. No quantified target has been set at this stage.

Case of corruption or bribery (G1-4)

Over the past period, the Kaufman & Broad group has not been subject to any legal or administrative sanctions related to corruption or influence peddling. However, the Group continues to improve its internal control system in order to reduce the risk of probity breaches.

5.4.4. Identifying material impacts, risks, and opportunities in supplier relationship management (ESRS 2 IRO-1)

The table below presents the impacts, risks, and opportunities identified by the double materiality analysis as material to the topic "Supplier relationship management".

IROs	Description	Value chain	Time Horizon
Positive impact	**Positive impact from the selection of suppliers based on ethical criteria**	Upstreams	Short term
	K&B is likely to have a positive impact on the economic well-being of its suppliers, particularly by using fair payment practices or adhering to payment deadlines; as well as by selecting suppliers based on professional ethics criteria.	Own operations	
Negative impact	**Negative impact on suppliers' economic well-being from late payments**	Upstreams	Short term
	K&B could have a negative impact on the economic well-being of its suppliers or customers if the group abuses its position of strength, particularly by using unfair payment practices or by taking long payment periods.	Own operations	

5.4.5. Supplier relationship management policies, actions and targets (G1-2; G1-6)

Supplier selection policy

Kaufman & Broad's policy is to choose all its companies and suppliers through a competitive tender process, with a selection based on a number of financial and non-financial criteria. This policy covers the entire group and is implemented by the Technical Departments.

The group joined a sector initiative in 2021 aimed at defining and collecting a selection of indicators related to the ethics and social and environmental information of suppliers. The Viaco platform covers the most significant market engagements through a questionnaire called "business ethics and sustainability prequalification", inviting suppliers to provide information on:

- Governance: This covers information on the identity of the company's management and its shareholders overall.
- Business ethics: This aspect concerns sanctions imposed on suppliers over the past 5 years, as well as anti-corruption measures in place.
- Contribution to sustainable development: This aspect covers actions taken by suppliers regarding occupational health and safety, social commitments, and environmental protection.

This policy enables Kaufman & Broad to assess the ethical and sustainable practices of its suppliers and raise awareness of these new topics.

The group relies, among others, on Infolegale, a financial analysis tool used to assess the soundness of its partner companies. This policy also allows for a more detailed assessment of the risk of exposure to supplier defaults.

Supplier Ethics Charter

Kaufman & Broad has established a Supplier Ethics Charter, which suppliers must adhere to, incorporating principles of loyalty, transparency, and fulfillment of commitments.

Action Plan

In 2024, Kaufman & Broad continued its efforts to raise awareness of the company's values among all suppliers with which the group works. This includes discussions with suppliers when signing the Supplier Ethics Charter, a mandatory step to enter into a contract with the group.

The group continues its actions through the use of the Infolegale platform and the deployment of the procedure dedicated to business providers (Hoguet law), in order to legally secure operations.

Indicators and targets.

To date, Kaufman & Broad has not defined any indicators or targets to measure the effectiveness of its policies and actions regarding supplier selection.

Supplier payment practices

Policy

To date, Kaufman & Broad has not formalised a supplier payment policy, due to the very low number of alerts or reports on this subject.

However, the Group has implemented an operational procedure to ensure compliance with payment deadlines, especially in its relations with suppliers. This procedure is overseen by the Supplier Reference Document integrated into the accounting ERP system, where payment terms are set to 45 days at the end of the month by default. Shorter timeframes may be applied on an ad hoc basis, depending on the specific situations.

This system mainly covers market suppliers, as well as the group's corporate suppliers (marketing, consulting, etc.) whose volume is more limited. The majority of invoices are thus integrated into the electronic document management system (EDMS), enabling rigorous monitoring of invoicing from receipt to validation to settlement. In case of a dysfunction or blocking in the validation circuit, alternative procedures such as urgent payments can be activated.

Although there is no specific policy tailored to SMEs, alerts help identifying sensitive situations upstream, which are then handled on a case-by-case basis. In the event of occasional difficulties encountered by a partner supplier, exceptional measures such as advance payments may be considered, based on the principle of mutual support and operational continuity.

Action Plan

Over the past year, the Company has begun a project to switch to electronic invoicing, with a target implementation date in the 2026 financial year.

Indicators and targets

Kaufman & Broad is committed to maintaining responsible business relationships with its suppliers, including timely payment. In line with its Supplier Ethics Charter and its CSR strategy, the group undertakes to respect the agreed contractual terms, in accordance with the French legal framework, which sets a maximum period of 60 days from the invoice date.

For this financial year, the average payment term from the invoice date is 47 days.

The Company did not wish, at this stage, to categorise its suppliers with regard to the ongoing project concerning the deployment of electronic invoicing. This decision is part of a cautious approach, aiming to guarantee the reliability and relevance of future classifications. Kaufman & Broad plans to implement this once its own electronic invoicing is fully functional.

The group is not currently subject to any legal proceedings related to late payments. However, it remains attentive to changes in its practices, especially towards SMEs, in order to ensure fair and transparent payment conditions.

To date, the group has not set any targets in terms of payment practices.

5.5. Sustainability-related information certification report

Certification Report on Sustainability Information and Monitoring of Disclosure Requirements under Article 8 of Regulation (EU) 2020/852 by Kaufman & Broad S.A., for the financial year ended 30 November 2025

At the general meeting of Kaufman & Broad S.A.,

This report is issued in our capacity as auditor of Kaufman & Broad S.A. It covers sustainability-related information and information required by Article 8 of Regulation (EU) 2020/852, for the year ended 30 November 2025, which is included in Section 5 " Sustainability Report " of the group management report.

Our work on this information was carried out in a changing context characterised by uncertainties about the interpretation of texts and the development of market practices.

In accordance with article L. 233-28-4 of the French Commercial Code, Kaufman & Broad S.A. is required to include the above information in a separate section of the group's management report.

This information helps to understand the impacts of the group's activity on sustainability issues, as well as how these issues influence the group's business developments. Sustainability issues include environmental, social and corporate governance issues.

In application of part II of article L. 821-54 of the aforementioned code, our role is to perform the work necessary to issue an opinion expressing a limited assurance, on:

- compliance with the requirements resulting from the sustainability information standards adopted by the European Commission pursuant to Article 29b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter referred to as ESRS for European Sustainability Reporting Standards) by the process implemented by Kaufman & Broad S.A. to determine the information published, which includes, where the entity is subject to it, the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- the compliance of the sustainability information included in section 5 " Sustainability Report " of the group's management report with the provisions of article L.233-28-4 of the commercial code, including with the ESRS, and
- compliance with the requirements for publication of information under Article 8 of Regulation (EU) 2020/852.

The performance of this engagement is carried out in compliance with the rules of ethics , including those relating to independence, and the quality rules laid down by the Commercial Code.

It is also governed by the guidelines of the High Authority for Auditing *"Task of certifying sustainability information and monitoring the requirements for publishing information provided for in article 8 of regulation (EU) 2020/852"*.

In the following three distinct sections of the report, we present, for each of the areas of our engagement, the nature of the checks we carried out, the conclusions we drew from them, and, to support these conclusions, the elements to which we paid particular attention and the due diligence we performed on these elements. We draw your attention to the fact that we are not expressing a conclusion on these elements taken separately and that the due diligence described must be considered within the overall context of the conclusions drawn for each of the three areas of our engagement.

Finally, when we feel it is necessary to draw your attention to one or more sustainability-related disclosures provided by Kaufman & Broad S.A. in our group management report, we include a paragraph with our observations.

• Limits of our mission

As our objective is to express a limited assurance, the nature (choice of audit techniques), the scope, and the duration of the work are less extensive than those necessary to obtain a reasonable assurance.

This engagement does not involve expressing an opinion on the viability or quality of Kaufman & Broad S.A.'s management, in particular an assessment that would go beyond compliance with the ESRS disclosure requirements regarding the relevance of the choices made by Kaufman & Broad S.A. in terms of action plans, targets, policies, scenario analyses and transition plans.

Furthermore, as forward-looking statements are inherently uncertain, future events may differ materially from the forward-looking statements contained in the group's management report.

Our engagement, however, enables us to express conclusions regarding the process for determining the published sustainability information, the information itself, and the information published in accordance with Article 8 of Regulation (EU) 2020/852, as to whether there is a lack of, or, conversely, the presence of, identification, errors, omissions or inconsistencies of such significance that they could influence the decisions that readers of the information we have audited might make.

Our engagement does not address any comparative data.

Sustainability and information provided for in Article 8 of Regulation (EU) No 2020/852 may be subject to uncertainty inherent in the state of scientific knowledge and the quality of external data used. Certain information is sensitive to the methodology, assumptions and/or estimates used to prepare it and presented in the group's management report.

Compliance with the requirements arising from the ESRS standards of the process implemented by Kaufman & Broad S.A. to determine the published information, which includes the obligation to consult the works council provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code

• Nature of the checks performed

Our work consisted in verifying that:

- the process defined and implemented by Kaufman & Broad S.A., including the obligation to consult the works council provided for in the sixth paragraph of Article L. 2312-17 of the Labour Code, enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability issues, and to identify those material impacts, risks and opportunities that led to the publication of sustainability information in section 5 "Sustainability Report" of the group's management report, and
- The information provided on this process is also compliant with the ESRS.

• Conclusion of the checks performed

Based on our procedures, we did not identify any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Kaufman & Broad S.A. with the ESRS.

Elements which have received particular attention

Regarding the identification of stakeholders

Information on identifying stakeholders is provided in the "Procedures for exchanging information with stakeholders" paragraph of note "5.1.6. Integration of sustainability issues into the strategy, the group's business model and its governance" of the group's sustainability report.

We reviewed the analysis carried out by the group to identify:

- stakeholders, who may affect or be affected by the entities within the information scope, through their activities and direct or indirect business relationships in the value chain,
- the primary users of the sustainability reports (including the primary users of the financial statements).

We spoke with management and other appropriate parties and reviewed available documentation. Our procedures consisted of:

- assess the consistency of the main stakeholders identified by the group with the nature of its activities and its geographical location, taking into account its business relationships and its value chain,
- apply critical thinking to assess the representativeness of the stakeholders identified by the group, and
- assess the appropriateness of the description given in the "Modalities for exchanging with stakeholders" paragraph of the note "5.1.6. Consideration of sustainability issues at the strategy, business model and governance level of the group's sustainability report, particularly with regard to the methods for collecting stakeholders' interests and points of view established by the group.

Regarding the identification of impacts, risks and opportunities

Information relating to the identification of impacts, risks and opportunities is mentioned in "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1) of the group's sustainability statement.

We have reviewed the process implemented by the Group for identifying actual or potential (negative or positive) impacts, risks, and opportunities (" IRO ") related to the sustainability issues mentioned in paragraph AR 16 of the " Application Requirements " of the ESRS 1 standard and, where applicable, those specific to the group, as presented in paragraph " 5.1.3. Methodology for the identification and evaluation of RIOs in the context of the Double Materiality Analysis (ESRS 2 IRO-1)" of the group's sustainability state.

In particular, we evaluated the approach the group has taken to determine its impacts and dependencies, which can be a source of risks or opportunities, including the dialogue implemented, where appropriate, with stakeholders.

We also evaluated the comprehensiveness of the activities included in the scope used to identify IROs

We have reviewed the table of identified IROs in the section "5.1.6.4. Material impacts, risks, and opportunities and their links to the group's strategy and business model (SBM-3)", including, in particular, a description of their distribution across the proprietary activities and the value chain, and assessed the consistency of this table with our knowledge of the group and, where appropriate, with the risk analyses carried out by the group's entities.

We particularly evaluated:

- the approach used by the group to collect information on subsidiaries;
- how the group considered the list of sustainability topics listed in the ESRS 1 standard (AR 16) in its analysis,
- the consistency of actual and potential impacts, risks and opportunities identified by the group with available industry analyses,
- the consistency of the current and potential impacts, risks and opportunities identified by the group, particularly those that are specific to it, as they are not covered or insufficiently covered by the ESRS standards with our knowledge of the group,
- how the group has taken into account different time horizons, particularly with regard to climate challenges - these elements are included in the IRO memos specific to each thematic ESRS, within the corresponding sections of the group's sustainability report,
- whether the group has considered the risks and opportunities that could arise from past and future events based on its own activities or business relationships, including actions taken to manage certain impacts or risks, and
- whether the group has taken its dependencies on natural, human and/or social resources into account when identifying risks and opportunities.

Information relating to the assessment of the materiality of the impact and the financial materiality is provided in the section "5.1.3. Methodology for the identification and evaluation of IROs in the context of the Double Materiality analysis (ESRS 2 IRO-1) » of the group's sustainability statement.

We obtained an understanding, through interviews with management and a review of available documentation, of the group's materiality impact assessment and financial materiality processes, and assessed their compliance with the criteria defined by ESRS 1.

We particularly evaluated how the group established and applied the materiality criteria for information defined by ESRS 1, including those related to threshold setting, to determine the material information disclosed for the indicators related to the material OIRs identified in accordance with the relevant thematic ESRS standards.

Compliance of sustainability information included in section 5 " Sustainability report " of the group's management report with the provisions of Article L. 233-28-4 of the French Commercial Code, including with the ESRS.

• Nature of the checks performed

Our work consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the information provided enables an understanding of how the sustainability information in section 5 "Sustainability Report" of the group management report, including the approach for determining value chain information and the chosen exemptions from disclosure, is prepared and governed,
- the presentation of this information ensures readability and comprehensibility,
- the scope retained by Kaufman & Broad S.A. in respect of this information is appropriate; and
- based on a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of its users, that this information is free from errors, omissions, material inconsistencies, that is, likely to influence the judgment or decisions of the users of this information.

• Conclusion of the checks performed

Based on our procedures, we did not identify any errors, omissions or material inconsistencies in the sustainability information included in Section 5 " Sustainability Report " of the group's management report, with the requirements of article L. 233-28-4 of the French Commercial Code, including with the ESRS.

• Elements of particular focus

Information provided in application of environmental standards (ESRS E1 to E5)

The information published on the greenhouse gas emission inventory is mentioned in the "GHG inventory by scope" paragraph of note "5.2.1. Climate change (ESRS E1)" of the group's sustainability report.

Below we highlight the areas on which we have focused our attention with regard to compliance with the ESRS for this information.

Regarding information published on the greenhouse gas emission inventory:

- we have familiarised ourselves with the internal control and risk management procedures implemented by the group aiming at the compliance of the published information,
- we evaluated the consistency of the scope considered for the assessment of the greenhouse gas emissions balance sheet with the scope of the consolidated financial statements and the upstream and downstream value chain,
- we took note of the protocol for establishing the greenhouse gas emissions inventory used by the group to prepare the greenhouse gas emissions report and assessed its application methods, on a selection of emission categories and sites on Scope 1, Scope 2 and Scope 3,
- For Scope 3 emissions, we have:
  - evaluated the justification for the inclusions and exclusions of the different categories and the transparency of the information provided in this regard,
  - evaluated the information gathering process,
  - reconciled basic data with accounting, where underlying information came from accounting and financial systems,
- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the inherent uncertainty in the state of scientific or economic knowledge and the quality of the external data used,
- for physical data (such as energy consumption), we reconciled the underlying data used to prepare the greenhouse gas emissions report with the supporting documents,
- we have implemented analytical procedures,
- regarding the estimates we considered to be structural, which the group used to draw up its greenhouse gas emission balance sheet:
  - through meetings with management, we familiarised ourselves with the calculation method for estimated data and the sources of information on which these estimates are based,
  - we have assessed whether the methods have been applied consistently, and
- we have verified the arithmetical accuracy of the calculations used to establish this information.

Information provided in application of social standards

Information published in respect of company staff (ESRS S1) is included in section "5.3.1. Human Resources of the enterprise (ESRS S1)" of the group's management report.

Below we present the elements that have been subject to our particular attention regarding compliance with the ESRS for this information.

Based on our interviews with management or other parties we deemed appropriate, our key procedures on this information consisted of:

- obtaining an understanding of the collection and compilation process for the processing of qualitative and quantitative information for the publication of material information in the sustainability report,
- review available underlying documentation
- implementing procedures to check the correct consolidation of this data
- assessing the appropriateness of the information presented in the notes "5.3.1. Company Human Resources (ESRS S1)" of the Social section of sustainability-related disclosures in the group management report and its overall consistency with our understanding of the entity.

We have also:

- reviewed the legal scope on which the information was prepared,
- compared the information published with the items contained in the consolidated financial statements, the entity's internal data related to accounting, such as management reports, and other publications related to these matters that we may have identified,
- defined and implemented analytical procedures adapted to the information examined in relation to changes in the activity,
- reviewed, on a sample basis, the supporting documentation with the corresponding information, and
- checked the arithmetic accuracy of the calculations used to establish this information, where applicable, after applying rounding rules.

Compliance with the requirements for publication of information under Article 8 of Regulation (EU) 2020/852

• Nature of the checks performed

Our work consisted in verifying the process implemented by Kaufman & Broad S.A. to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also consisted in verifying the information published in accordance with Article 8 of Regulation (EU) 2020/852, which involves checking:

- compliance with the rules for presenting this information, which ensures that it is legible and understandable, and
- based on a selection, the absence of errors, omissions, significant inconsistencies in the information provided, i.e. likely to influence the judgment or decisions of users of this information.

Conclusion of the checks performed

Based on our procedures, we did not identify any errors, omissions or material inconsistencies concerning compliance with Article 8 of Regulation (EU) 2020/852.

Elements which received particular attention

Information on the European Taxonomy is presented in the section "5.2.6. European Taxonomy" of the sustainability report.

Below we present the elements that have been the subject of particular attention on our part regarding the aligned nature of the activities.

Information on aligned activities can be found in paragraph "5.2.6.3. The Taxonomy-aligned activities section" of the sustainability report, including the description of the revenue alignment analysis.

Our procedures consisted of:

- conduct interviews with the CSR and Innovation department or the relevant people to understand the process for identifying aligned activities,
- assess, through interviews and by inspecting relevant documentation, the conformity of the Company's analysis of the alignment of its activities under the scope of MCC activity 7.1, with regard to the criteria defined in the annexes to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

Paris La Défense, 24 March 2026
KPMG SA
François Plat
Partner

Information about the issuer, share capital and shareholder structure

6.1. General information concerning the capital 346
6.1.1. Share capital 346
6.1.2. Rights, privileges and restrictions attached to shares 346
6.1.3. Capital authorized but not issued 346
6.1.4. Non-equity securities 347
6.1.5. Other securities giving rights to capital 347
6.1.6. Stocks of any member of the group 347
6.1.7. Alienation of cross equity interests 347
6.1.8. Pledges 347
6.1.9. Changes of control 347
6.1.10. Changes in share capital 348

6.2. Details of the Company's shareholding 349
6.2.1. Distribution of capital and voting rights 349
6.2.2. Employee shareholding 350
6.2.3. Disclosure thresholds on shares held in Kaufman & Broad SA 351
6.2.4. Acquisition by the company of its own shares 353
6.2.5. Securities transactions of corporate officers and related parties during the last fiscal year 354
6.2.6. Securities transactions by corporate officers and related parties after 2025 fiscal year 354

6.3. Dividends 355
6.3.1. Distribution policy 355
6.3.2. Dividends distributed over the last three fiscal years 355

19,862,022
Number of shares

€ 595.9 M
Market Capitalization
as of November 28, 2025

60,784
Total volume all platforms combined

6.1. General information concerning the capital

6.1.1. Share capital

The Company's authorized capital at November 30, 2025, was €5,164,125.72 consisting of 19,862,022 ordinary shares, each with a par value of €0.26, all subscribed and fully paid up. These transactions are described in section 6.1.10 "Changes in share capital" of this document.

6.1.2. Rights, privileges and restrictions attached to shares

All shares carry the same rights and privileges (see section 6.3.1 "Distribution policy"), subject to the existence of double voting rights. Only the shares held by Kaufman & Broad itself shall, during the period that it holds them, be stripped of their voting and dividend rights, and of the rights to a share in any winding-up bonus.

The Company's Extraordinary Shareholders' Meeting of January 21, 2000 attributed voting rights which are double those attributed to other shares - on the basis of the proportion of the share capital which they represent - to all fully paid-up shares registered in the name of the same shareholder for at least two years, and to any new shares resulting from those shares. Bonus shares resulting from a capital increase by incorporation of reserves, earnings or premiums will benefit from double voting rights when they are issued, provided they are attributed on the basis of shares that already enjoy this right. Double voting rights cease for all shares that have been converted to bearer shares or have been transferred, except for all transfers from one registered owner to another.

Since the bylaws do not contain any specific provisions relating thereto, any change in the capital or the rights attached to shares is subject to legal provisions. A decision to strip shares of double voting rights may be made by an Extraordinary Shareholders' Meeting, but only if authorized by a Special Meeting of the holders of such rights.

The total number of shares known to have double voting rights at November 30, 2025 was 5,729,686, representing 13,311,570 votes exercisable at the Shareholders' Meeting (including double votes). Accordingly, the total number of the Company's theoretical voting rights totaled 25,591,708 on the same date, and the total number of voting rights exercisable at Shareholders' Meetings amounted to 25,251,820 (with the difference corresponding to the number of treasury shares held by the Company, which are stripped of voting rights).

Shareholders' Meetings

Shareholder decisions are made at Shareholders' Meetings. Ordinary Shareholders' Meetings cover all matters that do not require amendments to the bylaws (unless otherwise stipulated by law.

Extraordinary Shareholders' Meetings may be convened to amend the bylaws (unless otherwise stipulated by law).

Shareholders' Meetings are held at the registered office or in any other location indicated in the notice of meeting.

They are convened by the Board of Directors, in the manner and within the time limit set by law. All shareholders are entitled to attend Shareholders' Meetings, either in person or by proxy, provided that they submit proof of their identity and of ownership of at least one share, in the form and at the place specified in the notice of meeting. All shareholders are entitled to be represented at Shareholders' Meetings in the manner stipulated by law. Shareholders may also cast postal votes in the manner stipulated by law.

Shareholders who attend a meeting via video conference or other telecommunication technology that enables them to be identified, the type and use of which are defined by law, are deemed in attendance for the purpose of calculating a quorum and voting majorities. These provisions are contained in Article 18 of the Company's bylaws.

All shareholders may be represented by their spouse, their civil-pact (PACS) partner, by another shareholder or by any individual or legal entity of their choice, at all Shareholders' Meetings. Shareholders may also cast postal votes in the manner stipulated by law.

Shareholders' Meetings are chaired by the Chairman of the Board of Directors or, in the Chairman's absence, by the Deputy Chairman or, in the Deputy Chairman's absence, by a director designated by the Board. The two shareholders in attendance holding the largest number of votes in their own names and/or as proxies shall, if they agree, act as the tellers. The officers appoint the meeting secretary, who does not have to be a shareholder.

6.1.3. Capital authorized but not issued

The summary of the authorizations granted by the Extraordinary Shareholders' Meeting to the Board of Directors to increase the Company's authorized capital by issuing shares or securities giving rights to said capital appears in section 3.5.6 of this document.

6.1.4. Non-equity securities

The Board of Directors has the authority, granted by the Combined Ordinary and Extraordinary Shareholders' Meeting of May 6, 2025, to issue securities giving rights to an allocation of debt instruments for a period of 26 months, up to a maximum limit of 10% of share capital. This authorization has not been used to date.

6.1.5. Other securities giving rights to capital

6.1.5.1. Stocks subscription and purchase options awarded to employees and corporate officers

None.

6.1.5.2. Bonus shares

For further details, please refer to section 3.4.3.

6.1.6. Stocks of any member of the group

None

6.1.7. Alienation of cross equity interests

None.

6.1.8. Pledges

To the Company's knowledge, no pledges of its securities exist.

6.1.9. Changes of control

6.1.9.1. Agreements likely to result in a change of control

To the Company's knowledge, as of the date of this document, there are no agreements whose implementation could, at a later date, result in a change of its control.

6.1.9.2. Provisions likely to delay, defer or prevent a change of control

None.

6.1.9.3. Shareholders' agreement

No shareholders' agreements have been entered into by the group's companies with third-party contractors. For joint development programs, the partners sign a Memorandum of Understanding (and/or fee agreements) defining the allocation of responsibilities and the fees to be invoiced to these service providers.

6.1.10. Changes in share capital

Transactions	Number of shares issued	Total change in capital	Premium per share	Total issue premium	Successive capital amounts	Total number of shares	Per value
November 30, 2021				**€59,093,757.56**	**€5,645,385.98**	**21,713,023**	**€0.26**
February 1st, 2022							
Capital reduction	- 400,000	- €104,000.00	- €35.25	€44,995,223.35	€5,541,385.98	21,313,023	€0.26
October 12, 2022							
Capital increase in favor of FCPE KB ACTIONS 2022[(a)]	299,999	€77,999.74	€18.99	€50,691,604.36	€5,619,385.72	21,613,022	€0.26
November 30, 2022				**€50,691,604.36**	**€5,619,385.72**	**21,613,022**	**€0.26**
January 31, 2023							
Capital reduction	- 500,000	- €130,000.00	- €29.34	€36,023,309.50	€5,489,385.72	21,113,022	€0.26
September 5, 2023							
Capital reduction	- 1,251,000	- €325,260.00	- €25.92	€3,597,389.50	€5,164,125.72	19,862,022	€0.26
November 30, 2023				**€3,597,389.50**	**€5,164,125.72**	**19,862,022**	**€0.26**
November 30, 2024				**€3,597,389.50**	**€5,164,125.72**	**19,862,022**	**€0.26**
November 30, 2025				**€3,597,389.50**	**€5,164,125.72**	**19,862,022**	**€0.26**

(a) *See section* 6.2.2.1. Employee savings.

6.2. Details of the Company's shareholding

6.2.1. Distribution of capital and voting rights

The table below shows the breakdown of authorized capital and voting rights at November 30, 2023, November 30, 2024 and, November 30, 2025:

Shareholding	Number of shares	% of capital	% of voting rights exercisable at Shareholders' Meetings	Percentage of voting rights theoretical
Public (a)	10,624,454	53.49%	42.14%	41.36%
Rolloy family (Promogim)	4,588,428	23.10%	29.67%	29.12%
Artimus Participation[(b)]	1,073,423	5.40%	8.36%	8.21%
Prédica/Spirica	1,766,629	8.89%	13.76%	13.51%
Employees[(c)]	1,324,369	6.67%	6.06%	5.95%
Kaufman & Broad SA	484,719	2.44%	0.00%	1.85%
Total at November 30, 2023	**21,613,022**	**100.00%**	**100.00%**	**100.00%**
Public (a)	11,103,154	55.90%	43.96%	43.32%
Rolloy family (Promogim)	4,588,428	23.10%	30.18%	29.74%
Artimus Participation[(b)]	896,238	4.51%	6.96%	6.86%
Prédica/Spirica	1,766,629	8.89%	13.72%	13.52%
Employees [(c)]	1,123,576	5.66%	5.18%	5.10%
Kaufman & Broad SA	383,997	1.93%	0.00%	1.47%
Total at November 30, 2024	**19,862,022**	**100.00%**	**100.00%**	**100.00%**
Public (a)	11,353,636	57.16%	45.91%	45.30%
Rolloy family (Promogim)	4,588,428	23.10%	29.98%	29.58%
Artimus Participation[(b)]	607,220	3.06%	4.40%	4.35%
Prédica/Spirica	1,766,629	8.89%	13.99%	13.81%
Employees[(c)]	1,206,221	6.07%	5.71%	5.63%
Kaufman & Broad SA	339,888	1.71%	0.00%	1.33%
Total at November 30, 2025	**19,862,022**	**100.00%**	**100.00%**	**100.00%**

(a) Shares owned by Directors are included in "Public" shareholders at November 30.

(b) A company owned by certain group executives and employees and chaired by Mr. Nordine Hachemi, Chairman and CEO of Kaufman & Broad SA (who held more than 27% of the share capital and voting rights of Artimus Participations).

(c) Includes the shares held in the FCPE funds Kaufman & Broad Actionnariat and KB Actions plans, as well as individually held shares, recorded in the share register by employees of Kaufman & Broad employed by the company to date.

To the Company's knowledge, no shareholder holds more than 5% of the share capital and voting rights with the exception of the Rolloy family, the funds managed by Prédica and funds managed by Caisse Des Dépôts & Consignations (Investment Management).

6.2.2. Employee shareholding

6.2.2.1. Employee savings

- Group savings plans

As part of the Initial Public Offering in February 2000, a Company savings plan was set up and subsequently amended in February 2001, March 2002, July 2003, September and December 2006, December 2007, December 2008, December 2009 and December 2014. By supplementary agreement of July 2017, this savings plan was extended to all employees of the group's subsidiaries and became a group savings plan. The savings collected under this plan are invested in the Kaufman & Broad Actionnariat FCPE (company mutual fund) and in the KB Actions FCPE, which was created in 2017.

To promote employee saving under advantageous financial and tax conditions, Kaufman & Broad set up a Group Employee Savings Plan (*Plan d'Épargne Groupe*) open to all employees (see section 3.3 "Incentives and profit-sharing programs" of this document). It consists of two company mutual funds ("*FCPE*"), including the "*Kaufman & Broad Actionnariat*" fund invested in Kaufman & Broad shares and covered by a contribution matching program, and the fund, "*KB Actions*" (initially with "*KB Actions 2017*") with its current and remaining sub-fund and "*KB Actions 2022*". These various and successive funds were opened as part of the 2017, 2019 and 2022 shareholding offers carried out through a Kaufman & Broad SA capital increase and closed to new investments.

The assets of the Kaufman & Broad Actionnariat fund consist primarily of shares in the Company or, at the discretion of the employees, in "Capi Euro Monétaire", classified as a "money market" mutual fund according to its by-laws, or "Capi Équilibre", classified as a "balanced" mutual fund according to its by-laws, or "Flexi Taux Court Solidaire", a solidarity fund classified as a "Eurobond" fund according to its by-laws, with between 5% and 10% of its assets invested in "solidarity" businesses, as defined in Article L. 214-164 of the French Monetary and Financial Code.

KB Actions 2022

.On June 15, 2022, Kaufman & Broad announced the launch of its "*KB Actions 2022*" shareholding offer with leverage and investment guarantee, reserved for group employees who are participants in the savings plan. Kaufman & Broad SA recognized the increase of its share capital resulting from subscriptions for "*KB Actions 2019*" shares on October 12, 2022. The offer was as successful as its predecessor in 2017 and 2019. The participation rate of eligible employees reached 53%, with a total of 299,999 shares subscribed through the "*KB Actions 2019*" sub-fund of the KB Actions FCPE for an amount of €5,774,980.75. The 299,999 new shares issued pursuant to the offer are common stock, fully fungible with existing shares and vested.

At November 30, 2025, employees held, mainly through the various *FCPE*s of the Group Employee Savings Plan, 743,417 shares in the Company, or 3.74% of Kaufman & Broad SA's capital.

6.2.2.2. Employee shareholding as of November 30, 2025

At the closing date, the number of shares held by employees, as defined in Article L. 225-102 of the French Commercial Code, represented 3.74% of the Company's authorized capital

At November 30, 2025, the number of shares held by members of the Board of Directors was 144,093, representing 221,375 votes. For more information, please refer to section 3.1.1.1. "General principles governing the composition of the Board" in the "Composition of the Board of Directors" section of this document.

6.2.3. Disclosure thresholds on shares held in Kaufman & Broad SA

Furthermore, according to Article L. 233-7 of the French Commercial Code, any individual or legal entity, acting alone or in concert with others, who acquires, directly or indirectly, a number of shares representing thresholds, set by the French Commercial Code, of the existing capital or voting rights of Kaufman & Broad, must inform the company and the Autorité des Marchés Financiers at the latest before the close of trading on the fourth trading day following the date when such threshold was crossed.

The legal/statutory thresholds crossed in 2025 were as follows:

Market transaction date	Registered Intermediaries or Fund Managers	Type of crossing	Number of shares	% share capital
03/07/2025	Artimus Participations SAS	↘	816,647	5.81%
04/16/2025	Amiral Gestion	↘	387,525	1.95%
04/28/2025	Artimus Participations SAS	↘	754,881	3.80%
06/11/2025	Artimus Participations SAS	↘	657,643	3.31%
06/24/2025	Funds managed by Invesco Ltd	↘	348,475	1.75%
09/30/2025	Funds managed by Franklin Resources, Inc	↘	422,730	2.12%
10/08/2025	Funds managed by Franklin Resources, Inc	↘	347,221	1.75%
11/21/2025	Amiral Gestion	↗	406,549	2.05%
11/24/2025	Blackrock	↗	401,583	2.02%
11/25/2025	Blackrock	↘	394,701	1.54%
11/26/2025	Blackrock	↗	405,196	2.04%

In addition to the legal thresholds for crossing the share capital, Article 7 of Kaufman & Broad's bylaws requires a declaration for any crossing of the statutory threshold of 2%.

The legal/statutory thresholds crossed since the end of the 2025 financial year were are as follows:

Market transaction date	Registered Intermediaries or Fund Managers	Type of crossing	Number of shares	% share capital
12/02/2025	Blackrock	↘	394,674	1.99%
12/04/2025	Blackrock	↗	402,874	2.03%
12/10/2025	Blackrock	↘	396,531	1.99%
12/15/2025	Blackrock	↗	405,116	2.04%
12/16/2025	Blackrock	↘	396,923	2.00%
12/18/2025	Blackrock	↗	400,368	2.02%
12/31/2025	Blackrock	↘	395,546	1.99%
01/02/2026	Blackrock	↗	408,501	2.06%
01/29/2026	Blackrock	↘	397,208	1.99%
01/30/2026	Blackrock	↗	397,546	2.00%
02/03/2026	Blackrock	↘	393,282	1.98%
02/13/2026	Blackrock	↗	410,308	2.07%

On February 25, 2026, Artimus Participations informed the company that, following a transfer operation involving the shares held by the company in the capital of Kaufman & Broad SA, it fell below the statutory threshold of 4% of the voting rights of Kaufman & Broad SA on February 20, 2026. Finally, on February 26, 2026, in accordance with Article L 233-7 of the French Commercial Code (threshold crossing), AMUNDI *Investment Solutions* confirmed that its UCITS held 529,713 voting rights of Kaufman & Broad SA, representing a stake of 2.07 % and resulting in the upper threshold of 2 % in terms of voting rights being exceeded.

At the date of this document, Kaufman & Broad SA has not been informed of any threshold crossings other than those previously declared, whether legal or statutory, or by other companies holding more than 5% of the share capital.

6.2.4. Acquisition by the company of its own shares

The sixth resolution of the Combined Ordinary and Extraordinary Shareholders' Meeting of May 9, 2001 authorized the Company to implement a share buyback program, up to a maximum 10% of the number of shares comprising the Company's capital. The authority granted to the Board of Directors for the Company to buy back its own shares was renewed by the Shareholders' Meeting of May 6, 2025 in its sixteenth resolution for a period of eighteen months. The authority was granted to the Board of Directors during this Shareholders' Meeting by the seventeenth resolution to proceed with the cancellation of the shares held by the Company following the buyback of its own shares, and to do so over a period of twenty-six months.

6.2.4.1. Buyback program authorized by the Shareholders' Meeting of May 6, 2025

The sixteenth resolution submitted and approuved by the Combined Shareholders' Meeting of May 6, 2025 authorized the Board of Directors, for a period of eighteen months, to purchase the Company's own shares. The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, and after a reading of the report of the Board of Directors, authorizes the Board of Directors, with the option to delegate in the manner provided for by law, in accordance with the provisions of Articles L. 22-10-62 et seq. of the French Commercial Code to have the Company purchase its own shares.

This authorization may be used to :

- Stimulate the market or the liquidity of the Company's shares through an investment service provider under a liquidity agreement that complies with the market practice permitted by the AMF (French Financial Markets Authority) on July 1st , 2021;
- Acquire shares to be held and subsequently delivered in payment or exchanged as part of corporate acquisition transactions;
- Award or transfer stock to employees and/or corporate officers (on the terms and in the manner provided for by law) in particular as part of a stock option plan, a bonus share award plan or a company savings plan;
- Award stock by the delivery of shares when exercising the rights attached to securities giving the right via redemption, conversion, exchange or presentation of a warrant, or in any other way, to an allocation of the Company's stock;
- Potentially cancel the shares acquired, subject to adoption of the seventeenth extraordinary resolution appearing on the agenda for today's Shareholders' Meeting;
- More generally, execute any transaction allowed or that may in the future be allowed by then current rules and regulations, particularly if it is part of a market practice that may be accepted by the French Financial Markets Authority (AMF).

The purchases, disposals or transfers described above may be executed by any method compatible with the applicable law or regulations, including by using derivative financial instruments or block trades. The part of the program transacted as a block may extend to the entire share buyback program.

The Board of Directors may not, except with the prior authorization of the Shareholders' Meeting, make use of this authorization from the filing by a third party of a public offer aimed at the Company's shares until the end of the offer period.

The Shareholders' Meeting sets the maximum number of shares that may be acquired under this resolution at 10% of share capital, adjusted for transactions made after this meeting that may affect the capital, it being specified that (i) under this authorization, the number of treasury shares must be taken into consideration so that the Company remains consistently within the limit of the number of treasury shares owned, equal to a maximum of 10% of the share capital; and (ii) the number of treasury shares to be used as payment or in exchange as part of a merger, demerger or contribution, may not exceed 5% of the capital.

The Shareholders' Meeting resolves that the total amount for such acquisitions may not exceed €99,310,110 and resolves that the maximum purchase price may not exceed €50 per share.

In the event of a capital increase through capitalization of premiums, reserves, profits or in the form of an award of bonus shares during the period of validity of this authority, or in the event of a stock split or reverse stock split, the Shareholders' Meeting delegates to the Board of Directors the authority to adjust, if necessary, the maximum purchase price per share referred to above to take into account the impact of such transactions on the value of the stock.

The Shareholders' Meeting grants full authority to the Board of Directors, with the option to delegate this authority under the terms provided for by law, to:

- Resolve to implement this authority;
- Set the terms and conditions the observance of which ensure, if necessary, the preservation of the rights of bearers of securities convertible into share capital, stock warrants or stock options, or rights to allocation of performance shares, in compliance with legal, regulatory or contractual provisions;
- Place any stock market order and enter into any agreement specifically in order to keep the records of buy and sell transactions in compliance with applicable regulations;
- File all required disclosures and comply with all formal, legal and other requirements and, in general, take all necessary measures.

The Board of Directors will inform the shareholders attending the Annual Ordinary Shareholders' Meeting about all the transactions executed in application of this resolution.

This authority is granted for a period of eighteen months from the date of this Shareholders' Meeting.

Liquidity Agreement

Since October 10, 2018, Kaufman & Broad has entrusted Rothschild Martin Maurel with implementing a Liquidity Agreement in accordance with legal provisions. This contract is automatically renewed each year, with the last renewal on July 18, 2025. For its implementation, €283,138.17 and 32,765 Kaufman & Broad SA shares were initially allocated to the liquidity account.

At November 30, 2025, the following resources were reported in the liquidity account: 0 share and €1,473,371.06 not invested in shares.

6.2.4.2. Summary of share purchase and sales

Implementation of the Liquidity Agreement resulted in the following transaction volumes and prices during the 2025 fiscal year:

Liquidity contract	**2025**
Number of shares purchased	482,053 shares
Average purchase price	€31.54
Number of shares sold	490,553 shares
Average selling price	€31.56
Total trading costs	**€40,000**

At November 30, 2025 the group held 339,888 treasury shares (representing 1.71% of the Company's share capital). This comprised 249,088 shares (representing 1.25% of the Company's share capital) serving to cover the bonus share plans granted to date.

6.2.4.3. Possible adjustments for securities giving access to the share capital in the event of share buybacks or financial transactions

None.

6.2.5. Securities transactions of corporate officers and related parties during the last fiscal year

Date	**Person**	**Financial instrument**	**Average unit price** *(€)*	**Nature transaction**	**Total transaction volume**
				None	

6.2.6. Securities transactions by corporate officers and related parties after 2025 fiscal year

Date	**Person**	**Financial instrument**	**Average unit price** *(€)*	**Nature transaction**	**Total transaction volume**
Jan 29, 2026	Artimus participations SAS	Share	32,700	Disposal	-7,800
Jan 30, 2026	Artimus participations SAS	Share	32,550	Disposal	-500
Jan 30, 2026	Artimus participations SAS	Share	32,380	Disposal	-29,146
Feb 10, 2026	Artimus participations SAS	Share	32,100	Disposal	-1,952

6.3. Dividends

6.3.1. Distribution policy

After approval of the annual financial statements and recognition of an existing distributable income for the fiscal year, at least five percent (5%) of net income is appropriated to the legal reserve up to a limit of one tenth of the Company's share capital.

The remaining income, less any prior-year losses as well as sums to be recorded in retained earnings pursuant to the law or the bylaws, and increased by the profit carried forward, constitutes the distributable income.

The Shareholders' Meeting may decide to distribute income drawn from the reserves at its disposal. In this case, the decision expressly indicates the reserve items on which the deductions are made; it being understood that the dividends are deducted in priority from the distributable income for the fiscal year.

The Ordinary Shareholders' Meeting may deduct from this distributable income any sums deemed appropriate to set, either to be taken to retained earnings for the next fiscal year, or to be recorded in one or more general or special reserve funds, for which it is responsible for determining the allocation or use.

Dividends must be distributed within a maximum period of nine (9) months of the end of the fiscal year, unless such period is extended by an order of the President of the Commercial Court.

6.3.2. Dividends distributed over the last three fiscal years

Over the past three years, the Company has applied a dividend policy calculated as follows:

Note: The amount of profit distributed, including via the issue of new shares, is stated in section 7.5 "five year financial summary" of this document.

Payment in cash of the dividend for the fiscal year ended November 30, 2024.

The Combined Ordinary and Extraordinary Shareholders' Meeting of Kaufman & Broad SA held behind closed doors May 6, 2025 under the chairmanship of the Chairman and Chief Executive resolved to distribute a total dividend of €2.20 per share for the year ended November 30, 2024. The dividend was paid in cash on May 13, 2025.

Payment in cash of the dividend for the fiscal year ended November 2025

The Board of Directors held on January 25, 2026, taking note of the 2025 results, the financial structure of Kaufman & Broad and the high level of its equity, decided to propose to the next Shareholders' Meeting to be held on May 6, 2026, a dividend of €2.20 per share for fiscal year 2025..

Limitation period

Under French law, dividends which are not claimed within five years of the date of payment become statute-barred in favor of the French government.

Assets, Financial Statements and Results as November 30, 2025

7.1. Consolidated financial statements at November 30, 2025 358

7.1.1. Statement of consolidated comprehensive income 358
7.1.2. Statement of the consolidated financial position 359
7.1.3. Cash flow statement 360
7.1.4. Statement of changes in consolidated shareholders' equity 361
7.1.5. Notes to the financial statements 362

7.2. Statutory Auditors' report on the consolidated financial statements 398

7.3. Parent company financial statements at November 30, 2025 402

7.3.1. Annual financial statements at November 30, 2025 402
7.3.2. Balance sheet 403
7.3.3. General principles 404
7.3.4. Analysis of the financial statements 406
7.3.5. Tax consolidation and future tax position 416
7.3.6. Related party transactions 416
7.3.7. Post-closing events 416
7.3.8. Consolidation 416
7.3.9. Other 417

7.4. Statutory Auditors' report on the parent company financial statements 420

7.5. Five-year financial summary 425

1,136.0 M€ +5.5%
Revenue

€ 54.2 M + 20.6 %
Attributable net income

2,20 €/share
dividend paid in 2025

€322.5M
Cash and cash equivalents as at November 30, 2025

7.1. Consolidated financial statements at November 30, 2025

7.1.1. Statement of consolidated comprehensive income

Consolidated income statement

(in € thousands)	Notes	Nov 30, 2025	Nov 30, 2024
Revenue	3.2	1,135,982	1,076,762
Cost of sales		-914,064	-868,738
Gross margin	**3.2**	**221,918**	**208,024**
Marketing expenses	3.3	-18,002	-17,829
Administrative expenses	3.3	-61,684	-56,956
Technical and customer service expenses	3.3	-17,556	-18,438
Development and program expenses	3.3	-33,676	-34,033
Current Operational Income (COI)		**91,000**	**80,768**
Non-recurring operating income	3.1 - 5.4	-	3,412
Operating income		**91,000**	**84,180**
Financial expenses		-19,220	-27,161
Financial income		10,950	15,954
Net financial income	**6.3**	**-8,270**	**-11,207**
Pre-tax income (loss) of consolated compagnies		**82,730**	**72,973**
Income tax	9	-17,107	-14,935
Net income (loss) of consolated companies		**65,623**	**58,038**
Share of income (loss) of equity affiliates and joint ventures		-1,117	-220
Income (loss) of the consolidated group	**3.1.1**	**64,506**	**57,818**
Non-controlling interests income (loss)	7.1.5	10,295	12,849
Attributable net income		54,211	44,969
Average number of shares	7.2	19,571,742	19,462,031
Basic earnings per share	**7.2**	**2.77**	**2.31**
Diluted earning per share	**7.2**	**2.69**	**2.28**

Consolidated comprehensive net income

(in € thousands)	Nov 30, 2025	Nov 30, 2024
Income (loss) of the consolidated group	**64,506**	**57,818**
Change in gross value of derivative instruments	-	-
Tax impact on derivative instruments	-	-
Total other comprehensive income to be subsequently reclassified to profit or loss	**-**	**-**
Revaluation of net defined-benefit plan liabilities (assets)	-50	-58
Tax impact on revaluation of net defined-benefit plan liabilities (assets)	13	15
Total other comprehensive income not to be subsequently reclassified to profit or loss	**-37**	**-43**
Consolidated comprehensive net income	**64,469**	**57,775**
Attributable net income	54,174	44,926
Non-controlling interests	10,295	12,849

7.1.2. Statement of the consolidated financial position

Assets

(in € thousands)	Notes	Nov 30, 2025	Nov 30, 2024
Goodwill	5.1	68,661	68,661
Other intangible assets	5.2	93,607	92,107
Right-of-use assets	5.3	45,443	45,210
Property, plant and equipment	5.5	7,847	8,886
Equity affiliates and joint ventures	2.1.2	44,344	42,811
Other non-current financial assets	6.1.1	5,200	5,115
Deferred tax assets	9.2.1	17,331	17,074
Non-current assets		**282,433**	**279,864**
Inventories/new projects	3.4	46,189	55,769
Inventories/current programs	3.4	331,342	311,500
Accounts receivables and contract assets	3.5	391,404	431,779
Other receivables	3.5	215,795	182,742
Current tax position	9.2.1	-	8,668
Cash and cash equivalents	6.1.3	322,542	502,866
Current assets		**1,307,272**	**1,493,324**
Total Assets		**1,589,705**	**1,773,188**

Liabilities

(in € thousands)	Notes	Nov 30, 2025	Nov 30, 2024
Share capital		5,164	5,164
Consolidated reserves		247,143	237,769
Other reserves		-14,138	-13,216
Treasury shares	7.1.4	-8,740	-9,668
Attributable shareholders' equity		**229,429**	**220,049**
Non-controlling interests	7.1.5	8,153	15,644
Shareholders' equity	**7**	**237,582**	**235,693**
Non-current provisions for retirement benefits	4.2	5,140	4,840
Non-current provisions for liabilities and charges	8.1	27,023	24,440
Borrowings and other non-current financial liabilities	6.1.2	710	-
Non-current lease liabilities	6.1.2	41,503	41,677
Non-current Minority interests put debt	6.1.2	1,268	2,481
Deferred taxes	9.2.1	56,328	63,011
Non-current liabilities		**131,972**	**136,449**
Current provisions for liabilities and charges	8.1	6,623	5,898
Borrowings and other current financial liabilities	6.1.2	2,708	105,263
Current lease liabilities	6.1.2	10,080	8,936
Current Minority interests put debt	6.1.2	1,288	1,296
Accounts payable	6.1.1	963,371	943,424
Other liabilities and contract liabilities	6.1.1	226,191	336,121
Current tax position	9.2.1	9,890	108
Current liabilities		**1,220,151**	**1,401,046**
Total Liabilities and Shareholders' Equity		**1,589,705**	**1,773,188**

7.1.3. Cash flow statement

(in € thousands)	Notes	Nov 30, 2025	Nov 30, 2024
Consolidated net income		64,506	57,818
Share of income (loss) of equity affiliates and joint ventures		1,117	220
Calculated income and expenses		14,804	10,459
CASH FLOW FROM OPERATIONS AFTER COST OF FINANCIAL DEBT AND TAXES		**80,427**	**68,497**
Net financial income	6.3	8,270	11,207
Tax expense (income)	9.1	17,107	14,935
CASH FLOW FROM OPERATIONS BEFORE COST OF FINANCIAL DEBT AND TAXES		**105,804**	**94,639**
Tax (paid)/received	3.7	190	-37,460
Change in Operating Working Capital Requirement	3.7	-95,268	230,205
CASH FLOW FROM OPERATING ACTIVITIES (A)		**10,726**	**287,384**
Acquisitions of property, plant & equipment and intangible assets (net of disposals)	5	-6,295	-5,147
Net change in financial assets		-124	-2,412
Cash flow with equity affiliates and joint ventures		-6,515	-4,536
Acquisitions of equity interests	7.1.6	-450	-171
CASH FLOW FROM INVESTING ACTIVITIES (B)		**-13,384**	**-12,266**
Free cash flow		**-2,658**	**275,118**
Distributions to non-controlling interests	7.1.5	-17,320	-10,969
Buyouts of non-controlling interest	7.1.5	-3,402	-226
Purchase of treasury shares	7.1.4	-17,848	-11,507
Sale of treasury shares	7.1.4	15,472	11,305
Loan repayments	6.1.2	-100,132	-51,035
Payment of lease liabilities	6.1.2	-12,215	-11,450
Distributions to shareholders	7.1.3	-43,142	-46,765
Net financial interest paid		921	-1,649
CASH FLOW FROM FINANCING ACTIVITIES (C)		**-177,666**	**-122,296**
Increase (decrease) in cash (A + B + C)		**-180,324**	**152,822**
Cash at start of period		502,866	350,044
Cash at end of period		**322,542**	**502,866**
Increase (decrease) in cash		**-180,324**	**152,822**
Cash and cash equivalents	**6.1.3**	**322,542**	**502,866**

7.1.4. Statement of changes in consolidated shareholders' equity

(in € thousands)	Number of shares	Share capital	Consolidated reserves	Other reserves	Treasury shares	Attributable shareholders' equity	Non-controlling interests	Total shareholders' equity
December 1, 2023	**19,862,022**	**5,164**	**240,522**	**-12,387**	**-12,496**	**220,803**	**13,660**	**234,463**
Other comprehensive income	-	-	-	-43	-	-43	-	-43
Net income at November 30, 2024	-	-	44,969	-	-	44,969	12,849	57,818
Consolidated comprehensive net income	**-**	**-**	**44,969**	**-43**	**-**	**44,926**	**12,849**	**57,775**
Distribution	-	-	-46,765	-	-	-46,765	-10,969	-57,734
Capital increase	-	-	-	-	-	-	-	-
Capital reduction	-	-	-	-	-	-	-	-
Treasury share transactions	-	-	-	-	2,828	2,828	-	2,828
Share-based payments	-	-	-	-810	-	-810	-	-810
Minority-interest share buy-back	-	-	-933	-	-	-933	104	-829
TOTAL TRANSACTIONS WITH SHAREHOLDERS	-	-	-47,698	-810	2,828	-45,680	-10,865	-56,545
November 30, 2024	**19,862,022**	**5,164**	**237,793**	**-13,240**	**-9,668**	**220,049**	**15,644**	**235,693**
Other comprehensive income	-	-	-	-37	-	-37	-	-37
Net income at November 30, 2025	**-**	**-**	**54,211**	**-**	**-**	**54,211**	**10,295**	**64,506**
Consolidated comprehensive net income	-	-	54,211	-37	-	54,174	10,295	64,469
Distribution	-	-	-43,142	-	-	-43,142	-17,320	-60,462
Capital increase	-	-	-	-	-	-	-	-
Capital reduction	-	-	-	-	-	-	-	-
Treasury share transactions	-	-	-	-	928	928	-	928
Share-based payments	-	-	-	-886	-	-886	-	-886
Minority-interest share buy-back	-	-	-1,694	-	-	-, 694	-466	-2,160
Total transactions with shareholders	-	-	-44,836	-886	928	-44,794	-17,786	-62,580
November 30, 2025	**19,862,022**	**5,164**	**247,168**	**-14,163**	**-8,740**	**229,429**	**8,153**	**237,582**

7.1.5. Notes to the financial statements

Note 1. Accounting principles

The consolidated financial statements at November 30, 2025 reflect the operations of Kaufman & Broad SA and its subsidiaries (hereinafter the "Kaufman & Broad group" or the "group"), a French company listed on Euronext Paris, Compartment B, whose registered office is in Courbevoie (17, Quai du Président Paul Doumer CS 9001 - 92672 Courbevoie France).

For more than 50 years, the Kaufman & Broad group has designed, developed and sold single-family homes in communities, apartments and offices on behalf of third parties. Its size and strong brand name have made Kaufman & Broad one of France's leading property developers and builders.

The consolidated annual financial statements at November 30, 2025 along with the related notes were approved by the Board of Directors on February 25, 2025.

Note 1.1. Basis of preparation

Pursuant to Regulation (EC) no. 1606/2002 of July 19, 2002, the Kaufman & Broad group prepared its company consolidated financial statements at November 30, 2025 in accordance with the standards and interpretations published by the International Accounting Standards Board (IASB), as adopted by the European Union and rendered mandatory at the closing date of these financial statements.

These standards, available on the European Commission's website, incorporate international accounting standards (IAS and IFRS) and IFRIC (International Financial Reporting Interpretations Committee) interpretations. The accounting methods presented hereafter have been consistently applied to all periods presented in the consolidated financial statements, except for the new standards and interpretations described below.

Consolidation is based on the financial statements at November 30, for almost all entities included in the Company's scope of consolidation. Some equity affiliates have a different period-end date and are accounted for on the basis of interim financial statements at November 30, corresponding to twelve months of operations; their contribution is not material.

The consolidated financial statements and accompanying notes are denominated in euros.

Note 1.1.1. Standards applied

Standards, interpretations and amendments with mandatory application for the fiscal year beginning December 1, 2024

No new standards and interpretations whose application is mandatory for the fiscal year beginning on December 1, 2024 have a significant impact on the financial statements of the Kaufman & Broad group.

Standards and interpretations effective after the fiscal year opening date

Application of the standards, amendments to standards and interpretations published by the IASB and presented below is mandatory for fiscal years beginning after December 1, 2024.

Standards/Interpretation	Projected EU application date (at the latest for fiscal years beginning on or after)
Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments	January 1, 2026
Annual Improvements – IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	January 1, 2026
IFRS 19 – Subsidiaries without Public Accountability: Disclosures	January 1, 2027
IFRS 18 - Preparation for the new standard on the presentation of financial statements	January 1, 2027

Note 1.1.2. Use of estimates and assumptions

In order to prepare the group's financial statements, the management of Kaufman & Broad is required to make estimates and assumptions for items in the financial statements that cannot be precisely valued.

These estimates and assumptions are based on past experience, expected changes in the markets in which the group operates, or other factors considered to be reasonable given the circumstances. These assessments have an effect on the amounts of income and expenses, and on the book value of assets and liabilities.

The estimates and assumptions primarily concern:

• earnings forecasts for real-estate programs used to recognize these operations on a percentage-of-completion basis (Notes 3.2. "Revenue and gross margin" and 3.5 "Accounts receivable and other receivables");

• the business plans used to perform impairment tests on goodwill and other intangible assets (Notes 5.1. "Goodwill" and 5.2. "Other intangible assets");

• inventory valuation (Note 3.4 "Inventories")

• measurement of provisions (Note 8.1 "Provisions"). The estimated amount recorded in provisions corresponds to the outflow of resources that the group will be likely to support in order to settle its obligation. If no reliable estimate of this amount can be made, no provision is recognized.

The selling price and take-up rate assumptions used to forecast earnings from real estate programs, and the achievement of the medium-term forecasts used, could be impacted by the economic environment and regulatory changes, particularly government tax incentives.

Impact of multiple shocks since 2020 on group specific risk factors

The Group's operating environment continues to be profoundly impacted by the uninterrupted succession of economic and geopolitical shocks since 2020. While the effects of the Russia-Ukraine conflict and the protracted conflict in the Middle East continue to weigh on economic activity, new sources of uncertainty have emerged, most notably the potential implications of U.S. trade policy on global trade flows, further heightening market uncertainty.

In France, the political landscape has been marked by an unprecedented period of instability following the dissolution of the National Assembly in June 2024 and the subsequent summer government vacancy. This period has been characterized by three changes of government in less than a year. The resulting political uncertainty led to significant parliamentary deadlock: the public deficit remained at 5.4% of GDP in 2025, while the absence of a political consensus delayed the adoption of the national budget until early February 2026, despite its critical importance in defining support measures for the housing sector.

Beyond these political challenges, the French real estate market continues to face a number of structural economic headwinds. Although inflationary pressures have largely subsided, with average annual inflation falling below 1% in 2025 compared with more than 2.0% in previous years, borrowing costs remain a significant constraint on homeownership. While mortgage rates have retreated from their 2023 peak, they stabilized at around 3% during 2025 before showing signs of increasing again towards year-end, reaching 3.6% in early 2026. At the same time, the sector continues to experience a sustained decline in building permits and housing starts, both of which have fallen to their lowest levels in more than twenty years, reflecting a deep-seated loss of confidence across the market.

These developments, while affecting all market participants, have increased the Group's exposure to several key risk categories:

Construction cost risk has intensified as a result of persistent volatility in raw material prices, increasingly demanding environmental regulations, particularly under the RE2020 framework, and prolonged uncertainty regarding the continuity of government support measures for the sector.

Supplier and supply chain risk has increased amid the growing financial fragility of construction companies, many of which are facing liquidity constraints and limited visibility over future public procurement opportunities and government support schemes. Corporate insolvencies have also resumed their upward trend.

Sales risk has become more pronounced due to the significant erosion of households' purchasing power in the residential property market. The tripling of mortgage rates since October 2021, combined with the expiration of the Pinel tax incentive scheme on 31 December 2024, has created an incentive gap that has only been partially offset by the extension of the zero-interest loan scheme (PTZ), reinforcing a wait-and-see attitude among prospective buyers.

Financing risk remains elevated in an environment where access to funding continues to be constrained. Prolonged political instability poses a potential threat to France's sovereign credit rating, which could, in turn, adversely affect corporate refinancing conditions and increase borrowing costs.

The adoption of the 2026 budget in early February marked an important step towards greater stability in an otherwise uncertain environment. The introduction of the *Relance Logement* programme, establishing a tax framework for private landlords based on a depreciation mechanism differentiated according to rental levels, the allocation of an additional €500 million to support social housing, and the confirmation of the extension of the PTZ scheme through 2027 together provide a more stable regulatory framework for the housing sector.

Nevertheless, recurring political instability and limited visibility regarding medium-term fiscal policy continue to complicate both strategic and operational planning. As a result, the Group maintains a prudent approach in an environment whose outlook remains subject to significant uncertainty.

Effects of climate change

Alignment of Kaufman & Broad's approach with the national low-carbon strategy

Adopted for the first time in 2015, the first French low-carbon national strategy (SNBC) was revised in 2018-2019 with ambitions revised upwards, the objective being for France to reach carbon neutrality by 2050 (a factor of 6 reduction in national emissions). The construction and use of residential and commercial buildings sector is responsible for almost 25% of French emissions: intervention in energy-intensive buildings and the construction of new low-carbon buildings therefore have a major role to play in the fight against climate change.

Measurement of the group's carbon impact and reduction objectives

The group carried out a greenhouse gas emissions assessment in 2024 for all its activities, using the Bilan Carbone methodology created by ADEME and supported by the Bilan Carbone Association. The method has been constructed in full compliance with ISO 14064-1. The tool also allows exports in the ISO, GHG Protocol, French regulatory review and CDP formats to meet the other, most closely monitored standards. The Bilan carbone® method and the associated tools make it possible to meet these standards. Each year, the group measures its carbon impact in order to assess and monitor its environmental performance in regard to the main emission sources.

The analysis of greenhouse gas emissions for Kaufman & Broad's activities was carried out across the regulatory scope (Scopes 1 and 2), and across the majority of Scope 3 emission items. The group's 2024 greenhouse gas emissions were 630,935 tons of Co_2 equivalent.

Highlights of the Period

Cash payment of the dividend for the fiscal year ended November 30, 2024

The Combined Ordinary and Extraordinary Shareholders' Meeting of Kaufman & Broad SA, held at the registered office on May 6, 2025 under the chairmanship of Nordine Hachemi, decided to distribute a total dividend of €2.20 per share for the fiscal year ended November 30, 2024. The cash dividend was paid on May 13, 2025.

Full repayment of the "Euro PP" debt

As part of its Euro PP bond issue, Kaufman & Broad redeemed the second 8-year tranche amounting to €100 million (maturing in May 2025). The repayment was made in accordance with the documentation on May 17, 2025, thanks to the Company's excess cash.

Fitch Rating confirms Kaufman & Broad's Investment Grade rating

The rating agency Fitch Rating confirmed last August, for a fourth consecutive year, the "Investment grade" rating - "BBB -" rating with stable outlook of Kaufman & Broad S.A. This rating has been constant since 2022. For Fitch Ratings, the confirmation of the rating reflects Kaufman & Broad's solid business and financial profile, which proves resilient during periods of weak demand. Fitch also points out that Kaufman & Broad continues to maintain a positive net cash position, which comfortably covers all future debt maturities. Kaufman & Broad is currently the only pure developer in continental Europe with an Investment Grade rating.

Proposed dividend payment by the Board of Directors for the year ended November 30, 2025

.At its meeting of February 25, 2026, the Board of Directors, in light of the 2025 results, the strong financial structure of Kaufman & Broad and the level of the backlog decided to propose to the Shareholders' Meeting of May 5, 2026 a dividend of €2.20 per share for the fiscal year 2025.

Note 2. Scope of consolidation

Note 2.1. Accounting principles relating to the scope of consolidation

The consolidated financial statements include the financial statements of the parent company, as well as those of entities controlled by the parent (subsidiaries), jointly controlled entities (joint ventures), and entities over whose management and financial policies the group has significant influence (equity affiliates), which are consolidated in accordance with the consolidation and accounting methods described below.

In accordance with IFRS 10, the subsidiaries are all controlled entities.

Control, whatever the level of interest held in an entity, results from the following three components: holding the power to direct key business activities (operational and financial activities); exposure or entitlement to the variable returns associated with the equity interest; and the ability to exercise that power in order to influence those returns. In assessing whether power is held, account is only taken of substantive rights, such as those conferred by shareholder agreements, that may be exercised when decisions on key business activities must be taken and are not purely protective.

Note 2.1.1. Consolidated subsidiaries

Subsidiaries controlled by the Kaufman & Broad group are consolidated.

The accounts are fully consolidated, line item by line item.

Within consolidated shareholders' equity, the share of non-controlling interests are presented as a separate item, as it is in the income statement and in the statement of comprehensive income.

Any change in Kaufman & Broad's equity interest in a subsidiary that does not result in a loss of control is directly recognized in shareholders' equity.

Note 2.1.2. Equity accounting of joint ventures and equity affiliates

Joint ventures are partnerships in which the group and the other parties involved have joint control, as agreed contractually, over the entity and rights over the entity's net assets.

Decisions regarding key business activities are subject to a unanimous vote by Kaufman & Broad and its joint venture partners.

Equity affiliates are entities over which the group exercises significant influence: Kaufman & Broad is entitled to participate in financial and operational policy decisions, without, however, exercising joint control or exclusive control. Significant influence is assumed to exist if the group directly or indirectly holds an equity interest of 20% or more.

Joint ventures and equity affiliates are recognized using the equity method.

This method consists in retaining in the consolidated accounts only the proportion of shareholders' equity that corresponds to the percentage held by the group.

If the group's share in the losses of an entity accounted for using the equity method exceeds its equity interest in the entity, then the group's share is reduced to zero. Additional losses are subject to a provision if the group has a statutory or implicit obligation in this regard.

The book value of equity affiliates and joint ventures corresponds to the share of net equity held. For the development business, this item includes capital and similar investments, i.e. the current account advances made by the group in order to finance programs.

Value of securities of equity affiliates and joint ventures

(in € thousands)	November 30, 2024	Distribution	Share of net income for the fiscal year	Impact of changes in scope and similar	November 30, 2025
Equity-accounted investments in equity affiliates	1,132	51	125	-442	865
Equity-accounted investments in joint ventures	12,852	-302	-871	915	12,594
Total equity-accounted investments	**13,983**	**-251**	**-746**	**473**	**13,459**
Receivables due from equity affiliates	10,866			-2,429	8,438
Receivables due from joint ventures	17,962			4,486	22,448
Total receivables due from equity affiliates and joint ventures	**28,828**	**0**	**0**	**2,058**	**30,885**
Equity affiliates and joint ventures	**42,811**	**-251**	**-746**	**2,530**	**44,344**

Credit values of investments in securities of equity affiliates and joint ventures are shown as liabilities under provisions for an amount of €5.3 million.

Main components of the balance sheet and income statement of equity affiliates and joint ventures

	November 30, 2025		November 30, 2024	
(in € thousands)	Equity affiliates	Joint ventures	Equity affiliates	Joint ventures
Non-current assets	731	97,206	4,442	88,219
Current assets	161,881	88,622	168,472	91,310
TOTAL Assets	**162,611**	**185,828**	**172,914**	**179,529**
Shareholders' equity	-1,854	25,313	-487	30,659
Non-current liabilities	19,405	77,848	13,748	69,170
Current liabilities	145,059	82,668	159,654	79,701
Total shareholders' Equity And Liabilities	**162,611**	**185,829**	**172,914**	**179,529**

	November 30, 2025		November 30, 2024	
(in € thousands)	Equity affiliates	Joint ventures	Equity affiliates	Joint ventures
Revenue	8,164	29,553	4,876	42,498
Cost of sales	-6,665	-23,807	-4,591	-37,743
Gross margin	**1,499**	**5,746**	**285**	**4,755**
Other income and expenses	174	-8,845	-380	-7,447
Current operating income (EBIT)	1,673	-3,099	-95	-2,693
NET INCOME	**256**	**-4,613**	**-739**	**-3,847**

Note 2.1.3. Business combinations

In the event of a takeover, the identifiable assets, liabilities and contingent liabilities of the acquired entity that satisfy IFRS recognition requirements are generally recognized at their fair value determined on the acquisition date.

For partial acquisitions, non-controlling interests may either be recognized at their share of the fair value of the assets and liabilities acquired, or measured at their fair value.

This choice is made on a transaction-by-transaction basis.

In accordance with the standard's provisions, the costs associated with business combinations are recognized in expenses for the period during which they were incurred.

Note 2.2. Change to the scope of consolidation

During the year, 18 companies entered the scope and 11 companies were dissolved or removed from the scope.

Number	30/11/2024	Entry	Disposal	Intrest rate Δ	30/11/2025
Entity under exclusive control	298	18	-9	2	309
Jointly controlled entities	53		-2	-2	49
Total	**351**	**18**	**-11**	**0**	**358**

Note 3. Operational data

Note 3.1. Segment reporting

In accordance with the provisions of IFRS 8 "Operating Segments", the segment information presented corresponds to the internal structure for to the group's Chairman and Chief Executive Officer (Chief Operating Decision Maker as defined by IFRS 8) and to the group's Executive Committee and Board of Directors, in order to assess performance of these operating segments.

These aggregations are also consistent because the scopes and activities thus grouped within each segment have similar economic characteristics in accordance with the aggregation criteria set out in Article 8.12 of IFRS 8.

In addition, given their insignificant contributions to the group's financial statements and in compliance with IFRS 8.13, other activities/scopes are grouped under a single "Other activities" segment.

Note 3.1.1. Income by operating segment

Fiscal year ended November 30, 2025 *(in € thousands)*	Île-de-France	West	East	Commercial property and logistics	Other Activities	Grand Total
Revenue	317,466	227,620	276,536	256,645	57,715	1,135,982
Gross margin	**66,240**	**29,219**	**49,152**	**68,973**	**8,335**	**221,919**
Marketing expenses	-6,339	-5,529	-5,535	-354	-254	-18,011
Administrative expenses	-16,714	-20,495	-16,093	-3,742	-4,632	-61,677
Technical and customer service expenses	-6,679	-4,191	-4,915	-532	-1,239	-17,556
Development and program expenses	-6,593	-15,502	-6,623	-2,130	-2,828	-33,676
Current operating Income (EBIT)	**29,915**	**-16,498**	**15,986**	**62,215**	**-618**	**91,000**
Other non-current income and expenses *						0
Total operating income	**29,915**	**-16,498**	**15,986**	**62,215**	**-618**	**91,000**
Net financial income	-1,971	-6,033	-3,287	6,948	-3,928	-8,270
PRE-TAX INCOME (LOSS) OF CONSOLIDATED COMPANIES	**27,944**	**-22,530**	**12,700**	**69,163**	**-4,546**	**82,730**
Income tax	-5,813	6,843	-2,416	-17,885	2,164	-17,107
Share of income (loss) of equity affiliates and joint ventures	2,371	-267	201	0	-3,421	-1,117
Income (loss) of the consolidated group	**24,503**	**-15,955**	**10,484**	**51,277**	**-5,803**	**64,506**
Attributable net income	*18,435*	*-17,641*	*8,843*	*50,725*	*-6,152*	*54,211*
Non-controlling interests	*6,067*	*1,687*	*1,641*	*552*	*348*	*10,295*

Head office expenses (including the Net cost of financial debt) are reallocated on the basis of each segment's relative share of the group total. This share is assessed on the basis of business activity (measured by the number of Equivalent Housing Units – EHUs delivered) and the number of employees projected in the budget for the period concerned.

Income tax is based on a notional tax charge for each segment according to its net pre-tax income. The impact of permanent differences included in the calculation of income tax is reallocated on the basis described above.

Fiscal year ended November 30, 2024 *(in € thousands)*	**Île-de-France**	**West**	**East**	**Commercial property and logistics**	**Other Activities**	**Grand Total**
Revenue	356,249	256,949	272,446	155,034	36,085	1,076,762
Gross margin	**65,717**	**36 116**	**46,996**	**52,558**	**6,637**	**208,024**
Marketing expenses	-6,950	-5,175	-5,145	-399	-160	-17,829
Administrative expenses	-17,636	-16,935	-14,506	-4,181	-3,699	-56,956
Technical and customer service expenses	-7,466	-4,283	-4,904	-608	-1,178	-18,438
Development and program expenses	-8,682	-11,184	-5,568	-5,264	-3,334	-34,033
Current Operationg Income (EBIT)	**24,983**	**-1,460**	**16,873**	**42,107**	**-1,734**	**80,768**
Other non-current income and expenses *					3,412	3,412
Total operating income	24,983	-1,460	16,873	42,107	1,678	84,180
Net financial income	-949	-7,393	-9,384	12,691	-6,172	-11,207
PRE-TAX INCOME (LOSS) OF CONSOLIDATED COMPANIES	**24,034**	**-8,853**	**7,489**	**54,798**	**-4,495**	**72,973**
Income tax	-4,567	3,407	-1,518	-14,028	1,771	-14,935
Share of income (loss) of equity affiliates and joint ventures	2,269	-309	-5	0	-2,176	-220
Net Income (loss) of the consolidated group	**21,735**	**-5,755**	**5,967**	**40,770**	**-4,899**	**57,818**
Attributable net income	*14,247*	*-9,061*	*4,886*	*39,953*	*-5,055*	*44,969*
Non-controlling interests	*7,489*	*3,306*	*1,081*	*817*	*156*	*12,849*

Working Capital Requirement by operating segments

Fiscal year ended November 30, 2025 *(in € thousands)*	**Île-de-France**	**West**	**East**	**Commercial property and logistics**	**Other Activities**	**Grand Total**
Inventories	165,348	109,064	80,085	15,560	7,475	377,531
Accounts receivables and contract assets	81,468	146,904	120 235	13,616	29,182	391 404
Other	-219,756	-208,410	-150,292	-397,927	-7,272	-983,658
WORKING CAPITAL REQUIREMENT	**27,060**	**47,558**	**50,027**	**-368,752**	**29,385**	**-214,722**

The line item "Other" mainly consists of accounts payable in the amount of €963.4 million, social and tax payables in the amount of €71.9 million, other receivables in the amount of €215.8 million and other payables in the amount of €164.2 million.

Fiscal year ended November 30, 2024 *(in € thousands)*	**Île-de-France**	**West**	**East**	**Commercial property and logistics**	**Other Activities**	**Grand Total**
Inventories	143,376	129,787	75,578	12,811	5,717	367,269
Accounts receivables and contract assets	103,648	168,779	115,497	24,160	19,695	431,779
Other	-233,304	-227,493	-156,865	-456,233	-14,349	-1,088,243
WORKING CAPITAL REQUIREMENT	**13,720**	**71,073**	**34,210**	**-419,261**	**11,063**	**-289,195**

Note 3.2. Revenue and gross margin

The group markets all its development projects under sale-before-completion (VEFA) rules, while in a few operations it opts for Property Development Agreement (*Contrat de Promotion Immobilière*, or CPI) rules.

With the sale-before-completion contract, lawmakers have given real estate developers the option to call for payment from customers progressively over the course of a construction program based on a payment schedule determined by law, while giving customers a Performance Bond. Total payments from customers may not exceed 35% of the price upon completion of the foundations, 70% upon boxing up and 95% upon completion of the building. This contract makes the buyer the owner of the land and building progressively during the course of the construction process.

Revenue is recognized in accordance with IFRS 15 "Revenue from Contracts with customers", i.e., in proportion to the percentage of technical completion, starting from the acquisition of the land, and commercial completion (execution of the deeds of sale) for each program.

The application of IFRS 15 calls for the application of the principle of recognizing revenue on the percentage-of-completion basis for property development business conducted on a VEFA (sale-before-completion) basis. Under a sale-before-completion contract, the customer obtains control of the asset gradually during the course of its construction. Revenue is recognized on property developments in accordance with the accumulation of the total costs, based on the rules for recognizing work in progress.

Revenue and margin are recognized as and when works are completed, based on project forecasts and in accordance with the following rule: the revenue recognized for a given program is equal to the total revenue from the lots for which a deed of sale has been signed, multiplied by the percentage of land expenses and related taxes, as well as construction expenses incurred by the group for the program to date relative to the program's total budgeted costs.

The forecasts used are fully reviewed each quarter and, to the best of the Management's knowledge, they take account of expected changes in selling prices, unit sales and costs.

Below is a breakdown of revenue and gross margin by product:

	November 30, 2025		November 30, 2024	
(in € thousands)	**Revenue**	**Gross profit**	**Revenue**	**Gross profit**
Multi-occupancy housing	814,473	145,034	830,132	139,619
Single-family homes in communities	56,434	10,073	77,842	12,092
Total housing	**870,907**	**155,107**	**907,974**	**151,711**
Commercial Property	**248,901**	**61,897**	**151,585**	**50,395**
Managed residence	**6,876**	**1,986**	**8,307**	**2,791**
Other	**9,297**	**2,929**	**8,897**	**3,127**
Total Revenue and gross margin	**1,135,982**	**221,919**	**1,076,762**	**208,024**

Note 3.3. Operating expenses

	November 30, 2025				November 30, 2024			
(in € thousands)	**Salaries and social contributions**	**Advertising expenses**	**Other operating expenses**	**Total**	**Salaries and social contributions**	**Advertising expenses**	**Other operating expenses**	**Total**
Marketing expenses	6,302	8,980	2,720	18,002	7,548	7,183	3,098	17,829
Administrative expenses	27,251	-	34,435	61,685	27,412	10	29,535	56,956
Technical and customer service expenses	15,969	-	1,587	17,556	16,558		1,880	18,438
Development and program expenses	19,321	-	14,355	33,676	18,899	-	15,134	34,033
Total Operating expenses	**68,843**	**8,980**	**53,096**	**130,919**	**70,417**	**7,193**	**49,645**	**127,255**

Marketing expenses

Marketing expenses amounted to €18 million at November 30, 2025, compared with €17.8 million in 2024, a 1.0% change mainly attributable to the €1.8 million increase in "advertising expenses" offset by the €1.2 milion decrease in "salaries and social contributions charges".

Administrative expenses

Administrative expenses amounted to €61.7 million at November 30, 2025, compared with €57.0 million in 2024, a change of +9.1% mainly attributable to the increase in the "Fees" item for €0.8 million, the increase in the "Rental expenses" item for €0.4 million, the increase in the "IT subcontracting" item for €0.6 million, the increase in retirement expenses and expenses related to free shares for €1.1 million.

Technical and customer service expenses

Technical and customer service expenses and customer service amounted to €17.6 million at November 30, 2025, compared with €18.4 million in 2024, a change of -4.8% mainly attributable to the €0.6 million decrease in "salaries and social contributions charges".

Development and program expenses

Development and program expenses amounted to €33.7 million as of November 30, 2025, compared with €34.0 million in 2024, representing a -1.0% change mainly attributable to the decrease in the caption "Abandons of projects net of reversals of provisions" for €0.6 million offset by the increase in salary expenses for €0.4 million.

Note 3.4. Inventories

"New projects" are programs that have not yet been developed.

These projects are valued at cost and include holding guarantees for the purchase of land, design fees, land development costs, and all other costs incurred in connection with the projects.

On each accounting period end date, the fraction of these costs incurred in respect of projects for which commitments to purchase land have not been signed, and on which there is little visibility on the likelihood of their being developed in the near future, is expensed.

Inventories for programs under development are valued at cost. This cost includes the land acquisition price and related fees, taxes, the cost of roads and infrastructure, the cost of construction and development of show home areas, land expenses, as well as the fees and commissions inherent in the agency agreements executed by Kaufman & Broad in order to sell the real estate programs.

IAS 2 provides for the recognition of indirect fixed expenses in inventory, insofar as such expenses are clearly identifiable and can be allocated. These expenses must be added to inventory using systematic and rational methods applied on a consistent and ongoing basis to all costs with similar characteristics.

Indirect fixed expenses (salaries, social contributions and other expenses) incurred after a contract to purchase land has been signed may be included in inventory, at the proportion chargeable to the real estate programs. Such expenses relate to the land, technical and general administration departments and essentially concern development, works supervision, project management and after-sales management costs.

Provisions are set up to cover foreseeable losses, which are valued on the basis of an analysis of the projected economic and financial data specific to each project.

	November 30, 2025			November 30, 2024		
(in € thousands)	**Gross**	**Impairment**	**Net**	**Gross**	**Impairment**	**Net**
New projects	79,232	-33,043	46,189	86,627	-30,858	55,769
Current programs	338,447	-7,105	331,342	316,936	-5,436	311,500
Total inventories	**417,679**	**-40,148**	**377,531**	**403,563**	**-36,294**	**367,269**

The change in impairment provisions may be broken down as follows:

(in € thousands)	**November 30, 2024**	**Increases**	**Reversals**	**November 30, 2025**
New projects	30,858	21,289	-19,104	33,043
Current programs	5,436	3,365	-1,696	7,105
Total inventories	**36,294**	**24,654**	**-20,800**	**40,148**

Gross inventories of new project expenses were down by €7.4 million.

The provision for new project expenses corresponds to the impairment of expenses for projects that have not been formally abandoned, but whose future development is uncertain.

Impairment provisions of €9.8 million correspond to unused reversals in relation to projects whose development had been considered uncertain but which were ultimately launched. The remaining reversals concern inventories that were written off and charged to expenses after the projects to which they related were abandoned.

Gross inventories for current programs were increased by €21.5 million.

Provisions for current programs reflect provisions for purchased but undeveloped land and provisions for losses on completion on programs under development.

Note 3.5. Accounts receivables, contract assets and other receivables

Accounts receivable and contract assets are receivables arising from the recognition of revenues in accordance with the percentage of completion of programs. Accounts receivable include the following:

– unsettled calls for payment issued to customers at various stages of construction works in accordance with the regulations in force;

– the time lag that may exist between calls for payments and the actual percentage of completion recorded at period-end.

This time lag, active on sale-before-completion contracts, generates most of these receivables.

Accounts receivable are measured at their contractual value. The recoverability of receivables is examined and a provision for expected losses is recognized where necessary. The group considers that credit risk (losses to maturity) is not material, given that the essence of its business is carried out within a regulatory framework that ensures that receivables will be settled.

	November 30, 2025			November 30, 2024		
(in € thousands)	**Gross**	**Impairment**	**Net**	**Gross**	**Impairment**	**Net**
Sale-before-completion contract assets	303,057		303,057	354,625		354,625
Trade receivables	89,077	-730	88,347	77,694	-539	77,154
Trade receivables and Contract assets	**392,134**	**-730**	**391,404**	**432,319**	**-539**	**431,779**
Government - VAT	162,722	-150	162,572	149,749		149,749
Advances and down-payments	1,107		1,107	1,735		1,735
Partners' current accounts	16,743		16,743	17,704		17,704
Receivables due from notaries	5,877		5,877	2,487		2,487
Prepaid expenses	605		605	390		390
Other	34,396	-5,505	28,891	16,042	-5,365	10,677
Total Other receivables	**221,450**	**-5,655**	**215,795**	**188,107**	**-5,365**	**182,742**
Government - Current tax			**0**	**8,668**		**8,668**
Total Accounts receivable and other receivables	**613,584**	**-6,385**	**607,199**	**629,093**	**-5,905**	**623,189**

All "Accounts receivable" and "Other receivables" mature in less than one year.

The change in impairment provisions may be broken down as follows :

(in € thousands)	November 30, 2024	Charges	Used reversals	Unused reversals	November 30, 2025
Accounts receivable	539	263	-23	-50	730
Other receivables and VAT	5,365	505	0	-245	5,625
Total	**5,905**	**768**	**-23**	**-295**	**6,355**

There were no significant increases in provisions or provision reversals for accounts receivable or other receivables during the period.

Note 3.5.1. Accounts receivables and contract assets.

Net accounts receivable of €391.3 million break down as follows:

- Value of sale-before-completion contract assets for €303.1 million,
- Outstanding calls for payment for €85.9 million (net of impairment),
- Other accounts receivables for €2.4 million.

Services that have been the subject of a sale-before-completion contract or CPI but not yet recognized in revenue amounted to €1.0 billion at November 30, 2025 compared to €1.1 billion in 2024.The associated revenue is expected to be recognized mainly within the next 18 to 24 months.

Sale-before-completion contract liabilities amounted to €106.2 million in 2025, compared with €232.4 million in 2024, a change of €-126.2 million mainly related to the A7/A8 Austerlitz project. They are recorded as liabilities under other liabilities.

Notaries drafting deeds of sale are generally required to verify that the financing of a sale is secured by the time the deed is executed. Provisions for the impairment of accounts receivable are therefore rare.

Receivables outstanding for more than 90 days essentially consist of late payments on calls for payment for lots not yet delivered to buyers. A provision of €0.7 million at November 30, 2025, compared with 0.5 million at November 30, 2024.

According to the standard terms of payment, calls for payment are payable immediately upon receipt.

As of November 30, 2025, calls for payment by due date were as follows:

	November 30, 2025		November 30, 2024	
(in millions of euros)	Value	%	Value	%
- Not yet due	5.6	6.5%	7.0	9.7%
- Less than 30 days	62.1	72.2%	55.8	77.1%
- 30 to 60 days	10.5	12.2%	4.6	6.3%
- 60 to 90 days	2.0	2.3%	0.9	1.3%
- Over 90 days	5.8	6.7%	4.0	5.6%
Total calls for payment	**85.9**		**72.4**	

Note 3.5.2. Government - VAT

At November 30, 2025, the VAT item included: deductible VAT of €40.2 million (€45.4 million in 2024) in relation to supplier invoices; VAT of €87.1 million (€83.5 million in 2024) on invoices not yet received in relation to program expenses recognized on the percentage-of-completion basis; and VAT credits of €35.3 million (€20.8 million in 2024).

Note 3.5.3. Partners' current accounts

This item reflects the share of losses allocated to minority partners and not settled at November 30, 2025 for fully consolidated operations. A provision of €9.5 million has been established to cover the non-recoverability risk associated with partner current accounts receivable (see Note 8.1. “Provisions”).

Note 3.5.4. Other

The "Other" line item, includes among other things, a €3.0 million receivable from the notary in connection with a land acquisition. two loan receivables from partners, one of which (€1.2 million) is fully provisioned on account of the legal dispute between the group and the partner in question (see Note 8.1 "Provisions"), in relation to the URSSAF adjustment for €1.9 million, the insurance premiums paid in advance in 2025 for €2.9 million, a €15.0 million escrowed amount related to a legal dispute.

Note 3.6. Breakdown of changes in working capital requirements

(in € thousands)	November 30, 2024	Change in WCR in the CFS	Change in scope of consolidation	Other changes in WCR	November 30, 2025
Inventories	367,269	4,449	5,961	-147	377,531
Accounts receivables and contract assets	431,779	-40,577	202		391,404
Accounts payable	-943,423	-10,117	-4,362	-5,468	-963,371
Other operating assets and liabilities	-153,380	141,514	789	680	-10,396
OPERATING WORKING CAPITAL REQUIREMENT (CASH FLOW STATEMENT)	**-297,755**	**95,268**	**2,591**	**-4,935**	**-204,832**
Current taxes	8,560	-190		-18,260	-9,890
Working Capital Requirement	**-289,195**	**95,078**	**2,591**	**-23,195**	**-214,722**

Changes in operating working capital (excluding current tax) on the statement of cash flows amounted to +€95.3 million in 2025. Total working capital requirements (including current taxes) as of November 30, 2025, amounted to -€214.8 million, compared with -€289.2 million as of November 30, 2024, representing an increase of €74.4 million.

Note 3.7. Counterparty risk management

The counterparty risks incurred by the group potentially concern suppliers and subcontractors, accounts receivable and banking counterparties.

Because of the group's numerous suppliers and subcontractors, an insolvency is unlikely to have any material impact on its operations. Kaufman & Broad believes that the risk of non-payment by customers is very low due to the large number of customers and the fact that property transactions are signed exclusively in the presence of a notary, generally after financing has been obtained to purchase the property.

Customer-related credit risk is managed by each agency and supervised by the head office. Due to the nature of its business, the group's exposure to customer default risk is low. The aging of accounts receivable is reviewed monthly.

The group places its cash, cash equivalents and investment securities with top-ranking financial institutions.

The Kaufman & Broad group enters into interest rate agreements with leading financial institutions.

Kaufman & Broad carries out certain development programs in conjunction with external partners, which inject capital into programs and provide loans. Depending, among other things, on the current economic and financial situation, certain group partners participating in joint development programs may default during the property development phase and may fail to honor their commitments, which would result in the Company having to meet the cash requirements generated by the relevant property programs.

Note 4. Employment compensation and benefits

Note 4.1. Payroll expenses

Payroll expenses incurred in relation to the group's employees break down as follows:

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Salaries (excluding retirement benefits and employer's contributions to share purchase schemes)	-45,420	-47,212
Retirement indemnities: awarded during year	0	779
Employer's contributions to share purchase schemes	-1,071	-1,050
SALARIES	**-46,491**	**-47,483**
Expenses relating to the award of bonus shares	-2,109	-1,937
SALARIES AND OTHER Compensation	**-48,600**	**-49,420**
Social contributions	-22,472	-22,082
Payroll taxes	-1,132	-1,080
TAX AND SOCIAL CONTRIBUTION CHARGES	**-23,604**	**-23,162**
TOTAL PAYROLL EXPENSES	**-72,204**	**-72,582**
Average number of employees	662	694

Note 4.2. Provisions for retirement benefits

The group has no commitments other than the retirement benefits for which a provision has been booked in the group's consolidated financial statements.

This provision is assessed by an independent expert.

The actuarial method used is the projected unit credit method. This method consists in evaluating the amount of the award for each employee based on his or her projected final salary and the vested rights associated with the employee's length of service on the valuation date. The amount of the award thus measured is discounted and weighted for probability using the mortality table and the employee turnover table.

Actuarial gains and losses are fully and directly recognized in other comprehensive income over the course of the period in which they arise.

The following assumptions were used in order to calculate retirement benefits:

- Discount rate: 3.4% rate on "AA" corporate bonds (value determined via the IBOXX index);
- Average wage increase rate: 5.60% for staff aged under 40 and 2.70% for staff aged 40 and over;
- Inflation rate: 2.00%;
- Retirement age of 64 for all personnel categories;
- Average annual staff turnover rate: 10.0% for managerial staff and 8.0% for others, whereby differential rates calculated on the average of the last three fiscal years were applied by age bracket.

The discount rate applied by the Company in accordance with market conditions is based on bonds whose maturity is similar to the estimated duration of the Company's employee benefit commitments.

The Company does not hold any assets to hedge retirement benefit plans.

This provision includes the social contributions that the Company would have to pay if it required employees to retire pursuant to the labor laws in force.

Measurement date	**Nov. 30,25**	**Nov. 30, 24**
Discount rate	3.60%	3.40%
Long term inflation rate	2.00%	2.00%
Wage growth rate	< 40 years: 5.60%	< 40 years: 5.60%
	≥ 40 years: 2.70%	≥ 40 years: 2.70%
Mortality tables	INSEE 2019-2021	INSEE 2018-2020
Retirement age	64 years old	64 years old
Average social security contributions	47%	47%
IDR Rights	GIE: Maximum between the CCN of Real Estate Development and the Corporate Agreement	
Retirement pattern	Volunteer	Volunteer

The following table presents the breakdown of the components of the expense for the year, in respect of end of career benefits :

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Current service cost	119	-802
Interest cost [(b)]	153	169
Expense recognized in the income statement	**272**	**-633**

The changes to the provision are as follows :

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Net liabilities at beginning of period	**4,840**	**5,417**
Cost for the fiscal year	530	99
Benefits paid	-258	-733
Change in scope of consolidation		0
Actuarial gains and losses (recognized in other comprehensive income)	50	58
Net liabilities at end of period	**5,162**	**4,840**

The actuarial gains and losses generated can be presented on a historical basis as follows :

(in € thousands)	**November 30, 2025**	**November 30, 2024**	**November 30, 2023**	**November 30, 2022**	**November 30, 2021**
Obligations	5,162	4,840	5,417	5,491	6,648
Financial assets	-	-	-	-	-
FINANCIAL COVERAGE	**5,162**	**4,840**	**5,417**	**5,491**	**6,648**
Actuarial losses and (gains) generated on the obligation	50	58	-64	-1,370	-628

Note 4.3. Share-based payments

Under IFRS 2 "Share-based payment", share options and share subscription options, offers reserved for employees and bonus awards of Kaufman & Broad shares granted to group employees and corporate officers are valued at the date of the award.

The group values benefits awarded to employees on the basis of their fair value on the date the rights are allocated. The value of share options, share subscription options and bonus shares is determined based on the exercise price and term of the option, the current price of the underlying shares, the expected volatility in the share price, the expected dividends on the shares, the likelihood of the option being exercised, and the risk-free interest rate for the term of the option. This value is recorded in general and administrative expenses on a straight-line basis between the award date and the vesting date of the shares, with a direct contra entry recorded under shareholders' equity.

Note 4.3.1. Bonus share allocation plan

- During the fiscal year, the Board of Directors decided to introduce two new bonus share plans on February 21, 2025, under the authority granted by the Shareholders' Meeting of May 6, 2024.

Bonus share plan	February 2022 - Plan 2	February 2023 Plan 1	February 2023 Plan 2	February 2024 Plan 1	February 2024 Plan 2	February 2024 Plan 3	February 2025 Plan 1	February 2025 Plan 2
Date authorized by the Extraordinary Shareholders' Meeting	May 6, 2021	May 5, 2022	May 5, 2022	May 4, 2023	May 4, 2023	May 4, 2023	May 6, 2024	May 6, 2024
Number of bonus shares that may be awarded	112,947	250,000	111,978	250,000	124,920	114,920	250,000	127,090
Date of the Board of Directors' meeting awarding the shares	Feb 25, 2022	Feb 24, 2023	Feb 24, 2023	Feb 15, 2024	Feb 15, 2024	Feb 15, 2024	Feb 21, 2025	Feb 21, 2025
Number of free shares allocated	10,000	138,022	10,000	125,080	10,000	21,430	122,910	10,000
Number of beneficiaries	1	823	1	640	1	633	681	1
Types of shares	Existing	Existing	Existing	Existing	Existing	Existing	Existing	Existing
Shares outstanding at November 30, 2025	7,500	99,445	10,000	113,490	10,000	19,355	109,890	10,000
Share price on the award date	€33.00	€28.95	€28.95	€30.05	€30.05	€30.05	€33.10	€33.10
Free shares transfer date	Feb 25, 2025	Feb 24, 2025	Feb 24, 2026	Feb 15, 2026	Feb 15, 2027	Feb 15, 2025	Feb 21, 2027	Feb 21, 2028
Date of disposal of free shares	Feb 25, 2026	Feb 24, 2027	Feb 24, 2027	Feb 15, 2028	Feb 15, 2028	Feb 15, 2028	Feb 21, 2029	Feb 21, 2029
Expired shares	2,500	38,577	2,833	11,590	0	2,075	13,020	0
Shares outstanding	7,500	99,445	7,167	113,490	10,000	19,355	109,890	10,000
Initial fair value of the plan	186,241	2,224,160	168,581	2,075,171	203,642	434,281	2,255,595	221,658
Data input into the model:	Binomial model	Binomial model	Binomial model	Binomial model	Binomial model	Binomial model	Binomial model	Binomial model
– Exercise price	-	-	-	-	-	-	-	-
– Loss of liquidity of the shares (% of the forward price)	1%	1%	1%	1%	1%	1%	1%	1%
– expected dividends	€1.95 per share	€2.10 to €2.40 per share	€2.10 to €2.40 per share	€1.00 to €2.40 per share	€1.00 to €2.40 per share	€1.00 to €2.40 per share	€1.80 to €2.20 per share	€1.80 to €2.20 per share
– Risk-free interest rate (market rate)	from -0.33% to 0.10%	from 3.30% to 3.45%	from 3.30% to 3.45%	from 2.83% to 3.45%	from 2.83% to 3.45%	from 2.83% to 3.45%	from 2.15% to 2.21%	from 2.15% to 2.21%
– Share lending/borrowing rate	0	0	0	0	0	0	0	0
– Forward price discounting rate	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps
– Turnover rate	0% for the Chairman	0% for the Chairman, 11.69% for key executives 22.15%/ year for others	0% for the Chairperson	0% for the Chairman, 14.96% for key executives 25.92%/ year for others	0% for the Chairperson	0% for the Chairman, 14.96% for key executives 25.92%/ year for others	0% for the Chairman, 16.10% for key managers 20.03% p.a. for others	0% for the Chairperson

Given the performance criteria assessed by the Compensation Committee on January 14, 2026, 7,167 shares were awarded under Plan 2 of February 24, 2023.

The bonus share plans generated an expense of €2.1 million in 2025, as detailed below. This was recognized in income with a contra entry in shareholders' equity.

(in € thousands)	Plan 02/25/ 22 No. 2	Plan 24/2/ 23 n°1	Plan 24/2/ 23 No. 2	Plan 24/2/ 23 No. 2	Plan 24/2/ 23 No. 2	Plan 24/2/ 23 n°3	Plan 25/2/ 21 no. 2	Plan 25/2/ 21 no. 2	Total
Initial valuation	190	2,505	186	2,224	169	2,075	204	434	7,987
Expenses for the period	-32	172	56	775	68	230	783	57	2,109

Note 4.4. Executive Compensation (related parties)

Terms and conditions of related parties transactions

Dealings with related parties, including the compensation method for executives, remained comparable to 2024 and no other transaction that was unusual in its type or amount occurred during the fiscal year.

Group corporate officers

In 2024 and 2025, the group did not grant any loans to members of its administrative and management bodies.

Compensation of members of the administrative and management bodies

The table below shows the compensation of persons who were members of the group's administrative and management bodies at the closing date or during the course of the period.

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Short term benefits other than employer contributions [(a)]	4,296	3,629
Short-term benefits: employer contributions	2,073	1,667
Post employment benefits - balance sheet impact [(b)]	-	-
Other long term benefits [(c)]	-	-
Severance awards	-	-
Directors' fees [(d)]	-	330
Share option awards (number)	-	-
Allocation of stock options (quantity)	-	-
Bonus share awards (number)	30,000	27,000

(a) Includes gross salaries, Compensation, bonuses, incentives, profit-sharing and benefits in kind paid for the year.
Compensation relates to members of the Management Committee.

(b) Benefits provided as retirement benefits

(c) Other Compensation vested but due in the long-term.

(d) Compensation paid to non-executive corporate officers only.

Defined contribution pension plans

The members of the Management Committee, including the corporate officer, Nordine Hachemi, receive a supplemental defined contribution pension plan.

For the fiscal year 2025, the amount recognized as expenses by our Company for this contract was €180.6 thousands (€184.6 thousands at November 30, 2024).

Note 5. Property, plant and equipment and intangible assets

Note 5.1. *Goodwill*

Goodwill is determined on the takeover date. Recognition of the business combination is finalized during the valuation period, i.e. within 12 months of the takeover date. The impact of subsequent percentage changes not affecting control is recognized in shareholders' equity. Debt indexed to a price adjustment clause is recognized at fair value starting from the acquisition date. Any adjustments to the fair value of the debt are generally recognized in profit or loss.

The main *goodwill* items of the consolidated companies may be analyzed by Cash-Generating Unit (CGU) as follows :

(net value in € thousands)	**November 30, 2025**	**November 30, 2024**
Île-de-France	8,346	8,346
Kaufman & Broad Sud Ouest	47,287	47,287
Serge Mas Promotion	150	150
Résidences Bernard Teillaud	12,878	12,878
Total goodwill	**68,661**	**68,661**

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Balance at beginning of period	68,661	68,661
Increase		
impairment loss		
Balance at end of period	**68,661**	**68,661**

Goodwill was subjected to impairment tests in accordance with the principles described in Note 5.6 "Impairment test on fixed assets". The tests showed that there was no impairment at November 30, 2025. The recoverable amount used was based on value in use.

Note 5.2. Other intangible assets

Intangible assets mainly consist of the value of the Kaufman & Broad brands and logos. The lifetime of these assets is undetermined and they are therefore not amortized, but they are subject to impairment testing annually, or as soon as there is any indication of impairment.

Other intangible assets consist of software development costs and software, which are recognized at their acquisition or production cost, and are amortized using the straight-line method over their useful lifetimes, which do not usually exceed five years.

Other intangible assets break down as follows :

	November 30, 2025			**November 30, 2024**
(in € thousands)	**Gross value**	**Aggregated amortization**	**Net value**	**Net value**
Kaufman & Broad brand	80,422		80,422	80,422
Other intangible assets	59,832	-46,647	13,185	11,685
Total Intangible asset	**140,254**	**-46,647**	**93,607**	**92,107**

The brand is tested for the impairment of overall value together with goodwill (see Note 5.6 "Impairment test on fixed assets").

The change in the net value of intangible assets is analysed as follows :

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Balance at beginning of period	92,107	92,429
Newly consolidated companies		
Acquisition of intangible assets	5,557	3,724
Disposals, scrapping and change in scope of consolidation		-80
Amortization expenses	-4,057	-3,963
Other movements		-3
Balance at end of period	**93,607**	**92,107**

Acquisitions of intangible assets and amortization expenses concern software programs.

Note 5.3. Right-of-use assets (IFRS 16)

Treatment of leases in accordance with IFRS 16

Since November 1, 2019, the group has applied IFRS 16 - IFRS 16 requires the recognition of a right-of-use asset and a lease liability at the inception of each lease, with the possible exceptions of short-term leases (i.e., with a term of up to 12 months) and leases of low-value assets. A lease liability is recognized in the balance sheet from the inception of a lease at the present value of future payments.

Leases are recorded in liabilities as "long-term lease liabilities" and "short-term lease liabilities", and in assets as "right-of-use assets". They are amortized over the term of the lease, which generally corresponds to the non-cancellable period of the lease, unless it has been re-estimated based on an economic approach to determine the reasonably certain useful life.

Application of IFRS 16 to leases had a gross impact of €77.9 million under Right-of-use assets at November 30, 2025.

Assumptions used for accounting estimates::

- Term of lease: contractual final lease payment date, i.e. for 3/6/9 leases a term of 9 years.
- Discount rate applied, given the group's centralized financing: use of a debt/equity ratio close to the reported net rate

Leases prior to 2022:

- Leases with a term of 48 months or less: 1.5%
- Leases with a term of more than 48 months: 3.0%

New leases from 2022:

- Leases with a term of 48 months or less: 1.5%
- Leases with a term of more than 48 months: 6.0%

(in € thousands)	**Nov. 30, 24**	**Acquisitions**	**Depreciation and amortization**	**Other movements**	**Nov. 30, 25**
Buildings	66,237	8,991		-1,855	73,373
Shops	1,602	430		-63	1,969
Vehicles	1,894	1,156		-467	2,583
IT equipment	0				0
Total right-of use assets (gross)	**69,733**	**10,577**	**0**	**-2,385**	**77,926**
Buildings	-22,412		-8,920	1,332	-30,000
Shops	-1,080		-270	81	-1,269
Vehicles	-1,031		-650	467	-1,214
IT equipment	0				0
Total right-of use assets - Dep. and amortiz.	**-24,523**	**0**	**-9,840**	**1,880**	**-32,483**
Total right-of use asset (net)	**45,210**	**10,577**	**-9,840**	**-505**	**45,443**

Note 5.4. Property, plant and equipment

Property, plant and equipment are recognized at their acquisition cost.

Depreciation expenses are calculated according to the rate at which the expected economic benefits are consumed for each asset, based on the acquisition cost less a residual value where applicable.

As such, the straight-line method is usually applied over the following periods:

– Fittings, fixtures and facilities: 9 years;

– Construction equipment: 5 years;

– Transportation equipment: 5 years;

– Office equipment: 5 years;

– Office furniture: 10 years;

– IT equipment: 3 years.

Property, plant and equipment break down as follows :

	November 30, 2025				November 30, 2024
(in € thousands)	**Gross value**	**Aggregated amortizations**	**Provisions for impairment**	**Net value**	**Net value**
Fixtures and fittings	15,385	-10,213		5,172	5,802
Other property, plant and equipment	14,391	-11,749		2,642	3,015
In progress	33			33	69
Total property, plant and equipment	**29,810**	**-21,962**	**0**	**7,847**	**8,886**

Other property, plant and equipment include the office fixtures and furnishings at the head office and various group agencies.

The change in the value of property, plant and equipment may be analyzed as follows:

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Balance of Property, plant and equipment at opening date (gross)	**29,840**	**29,726**
Acquisitions of property, plant and equipment	738	935
Sales, write-offs and changes in scope of consolidation	-769	-821
BALANCE OF PROPERTY, PLANT AND EQUIPMENT AT CLOSING DATE (GROSS)	**29,810**	**29,840**
Balance of Property, plant and equipment - impairment loss at opening date	**-20,954**	**-19,552**
Sales, write-offs and changes in scope of consolidation	723	653
Depreciation (net of reversals)	-1,732	-2,055
Provisions for impairment (net of reversals)		
BALANCE OF PROPERTY, PLANT AND EQUIPMENT - IMPAIRMENT LOSS AT CLOSING DATE	**-21,962**	**-20,954**
NET BALANCE OF PROPERTY, PLANT AND EQUIPMENT	**7,847**	**8,886**

Note 5.5. Impairment test on fixed assets

Cash-Generating Units

Cash generating units (CGUs) are homogeneous groups of assets, the continuous use of which generates cash inflows that are largely independent of the cash inflows generated by other groups of assets. The CGUs identified by the Kaufman & Broad group are as follows (full list):

Ile de France

– Kaufman & Broad Paris;

– Kaufman & Broad Île de France;

West

– Kaufman & Broad Sud Ouest;

– Kaufman & Broad Ouest;

– Kaufman & Broad Pyrénées Atlantiques;

East

– Résidences Bernard Teillaud;

– Kaufman & Broad Rhône Alpes;

– Kaufman & Broad Méditerranée;

– Kaufman & Broad Côte d'Azur;

– Kaufman & Broad Flandres;

– Kaufman & Broad Est;

Commercial property and logistics

–Kaufman & Broad Immobilier d'entreprise et Logistique

Impairment testing

For goodwill and intangible assets with an undetermined useful lifetime, impairment tests are carried out at least once a year in order to ensure that the net book value of the goodwill and non-amortizable intangible assets allocated to each CGU or group of CGUs is at least equal to the recoverable value.

Fixed assets (property, plant and equipment and intangible fixed assets) are subject to impairment if because of events or circumstances occurring during the relevant period (e.g. obsolescence, physical deterioration, significant changes in the method of use, performance below forecasts, decrease in revenue, other external factors), their recoverable value appears to be permanently lower than their net book value.

Impairment tests are carried out on each asset group (cash generating unit) by comparing their recoverable value against their net book value.

The need to recognize an impairment loss is assessed by comparing the book value of the CGUs' assets and liabilities against their recoverable value. Recoverable value is taken to be the fair value net of disposal costs or the value in use, whichever is higher.

Fair value net of disposal costs is determined as the best estimate of the sale value net of disposal costs for a transaction completed at arm's length between well-informed and willing parties. This estimate is determined on the basis of the market information available, taking specific circumstances into account.

The value in use adopted by Kaufman & Broad is equal to the aggregate discounted free cash flows generated over a five-year period, with a terminal value.

The discount rate used to determine the value in use at November 30, 2025 was 7.0% (unchanged compared to November 30, 2024). The group uses a single discount rate, as the geographic and industry segments do not have any specific features that might have an impact on the discount rate. This rate is calculated based on the average cost of capital employed and includes a risk premium.

The group used the projections established at fiscal year-end for the 2026-2030 period; these projections include growth assumptions that differ from one another to geographic area and take into account current market conditions and their expected trends, considering the current situation and the uncertainties regarding future forecasts.

The financial impacts related to climate change are integrated by the group in the analysis and the budgeting process of the operations. The projects undertaken take into account climate change mitigation and adaptation challenges, in line with the Group's transition plan (1.5°C decarbonization pathway and consideration of the RCP 1.9(1) and RCP 8.5(2) scenarios), as well as the impact of the RE2020 regulation, which in France implements and extends the principles set out in the European Energy Performance of Buildings Directive (EPBD). For further details, readers are invited to refer to Section 5.2.1, *Climate Change*.

The projected margins take into account those requirements and remain consistent with the margin targets validated by the Commitment Committee and the observed perfomances in previous years. For forecasts of more than five years into the future, the perpetual growth rate used to calculate the terminal value was 0.5% (unchanged compared to November 30, 2024). This rate is below the average revenue growth rate for the five-year forecast period.

Asset recoverability tests are conducted for each CGU. They take into account the goodwill allocated at the time of the various acquisitions and assets with a fixed useful life (property, plant and equipment and net working capital requirement). The Kaufman & Broad brand, whose net balance sheet value is €80.4 million (see Note 5.2. "Other intangible assets"), is not allocated to the group's CGUs and its impairment testing is carried out at group level using the discounted cash flow method.

Sensitivity tests were conducted using the assumptions set out above to measure the impact of changes to the calculation parameters that were deemed to be reasonably possible by Executive Management, namely: an increase in the discount rate (50 basis points), a decline in the long term growth rate (50 basis points) and an increase in the working capital requirement rate (5 basis points). No potential impairment loss appears using these reduced assumptions.

Note 6. Financing and financial instruments

Note 6.1. Financial assets and liabilities

Financial assets are classified and measured at amortized cost. They principally comprise receivables in relation to equity interests, loans, and deposits and sureties paid.

Financial liabilities are classified into three categories and include:

– Borrowings at amortized cost;

– Financial liabilities recognized at fair value through profit or loss;

– Financial liabilities recognized at fair value through other comprehensive income.

Current and non-current borrowings and financial liabilities

Transaction costs that are directly attributable to the acquisition or issuance of a financial liability are deducted from this financial liability. These costs are then amortized over the lifetime of the liability using the EIR method.

The portion of financial debt maturing in less than one year is included in current liabilities.

Derivative financial instruments

Kaufman & Broad is exposed to market risk, and particularly to interest rate risk. The group uses a number of derivative financial instruments to manage this risk.

Derivatives are marked to market in the balance sheet. Changes in the fair value of derivatives are recognized through profit or loss, except in cases of hedging as indicated below. No derivative instruments were recorded at November 30, 2025.

Cash flow hedging instruments

The group only uses future cash flow hedging instruments:

– Cash flow hedging, consists in covering exposure to changes in cash flow attributable to the specific risk associated with a recognized asset or liability, or with a planned transaction (e.g. interest flows on floating rate debt), where such a risk would affect the reported net income;

– The effective portion of the change in the fair value of the hedging instrument is taken to other comprehensive income. The change in the value of the ineffective portion of the hedging instrument is recognized as a profit or loss in financial expenses. The amounts recorded in shareholders' equity are recognized in the income statement in the same way as the assets and liabilities hedged. No hedging instruments were recorded at November 30, 2025.

Accounts payable and other payables

The majority of positions recorded in the consolidated financial statements (85%) are presented at their book value, given their short-term nature. The remaining 15%, which are medium to long term in nature, are presented at their present market value.

Note 6.1.1. Book value and fair value of financial assets and liabilities by category

	November 30, 2025				November 30, 2024			
(in € thousands)	Fair value through profit or loss	Fair value through equity	Amortised cost	Balance sheet value	Fair value through profit or loss	Fair value through equity	Amortised cost	Balance sheet value
Financial assets								
Other non-current financial assets			5,200	5,200			5,115	5,115
Accounts receivable			391,404	391,404			431,779	431,779
Other current receivables			215,795	215,795			182,742	182,742
Current tax position				0			8,668	8,668
Cash and cash equivalents				322,542	502,866			502,866
TOTAL FINANCIAL ASSET	**322,542**		**612,399**	**934 941**	**502,866**		**628,303**	**1,131,170**
Financial liabilities								
Borrowings and financial debts			3,418	3,418			105,263	105,263
Lease liabilities (IFRS 16)			51,583	51,583			50,613	50,613
Minority interests put debt		2,555		2,555		3,777		3,777
Accounts payables			963,371	963,371			943,424	943,424
Current tax position			9,890	9,890			108	108
Other current liabilities			226,192	226,192			336,121	336,121
TOTAL FINANCIAL LIABILITIES	**0**	**2,555**	**1,254,454**	**1,257,009**	**0**	**3,777**	**1,435,529**	**1,439,306**

IFRS 13 ranks the measurement techniques used to determine fair value according to a hierarchy of three levels. These levels are as follows:

- Level 1: direct reference to quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access on the measurement date.
- Level 2: Inputs other than quoted market prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Inputs concerning the asset or liability that are based on unobservable inputs.

	November 30, 2025			November 30, 2024		
(in € thousands)	**Book value**	**Fair value**	**Level**	**Book value**	**Fair value**	**Level**
Assets						
Cash flow and cash equivalents	322,542	322,542	1	502,866	502,866	1
Total Assets	**322,542**	**322,542**		**502,866**	**502,866**	
Liabilities						
Bonds issues			3	100,000	100,000	3
Credit facilities utilized	3,552	3,552	3	3,947	3,947	3
Other borrowings and finance leases	783	783	3	1,316	1,316	3
Total Liabilities (excluding impact of IFRS 16 lease liabilities	**4,335**	**4,335**		**105,263**	**105,263**	
Lease liabilities (IFRS 16)	51,583	51,583	3	50,613	50,613	3
Minority interest put debt	2,555	2,555	3	3,777	3,777	3
TOTAL equity and LIABILITIES	**58,473**	**58,473**		**159,653**	**159,653**	

Loans and receivables

The group believes that the balance sheet value of cash, accounts receivable and accounts payable is the value most representative of their fair market value because of the liquidity of these items.

Debts at amortized cost

The group believes that the calculated fair value of floating rate financial liabilities is close to their book value.

Note 6.1.2. Gross financial debt

Gross financial debt consists of long-term and short-term financial liabilities, financial hedging instruments relating to those liabilities, and accrued interest on those liabilities and hedging instruments.

Gross financial debt by nature

As November 30, 2025, gross financial debt broke down as follows:

	November 30, 2025			November 30, 2024
(in € thousands)	**Current**	**Non-current**	**Total**	
Syndicated credit line			0	0
Bond issue [(a)]			0	100,000
Credit facilities utilized	3,552		3,552	3,947
Other borrowings and accrued interests [(b)]	-844	710	-134	1,316
Gross financial debt (excluding impact of ifrs 16 lease liabilities and minority interests put debt)	**2,708**	**710**	**3,418**	**105,263**
Lease liabilities (IFRS 16) [(c)]	10,080	41,503	51,583	50,613
Financial liabilities on minority interests put	1,288	1,268	2,556	3,777
Gross financial debt	**14,076**	**43,480**	**57,556**	**159,653**

(a) The bonds set up in May 2017 have the following maturities: The €50 million tranche was repaid in May 2024 and the €100 million was repaid in May 2025.

(b) The change in the IFRS16 lease liability is due to the inclusion of new lease contracts (see note 5.3 Right-of-use assets (IFRS 16))

Bond issue

Kaufman & Broad, in the context of its "Euro PP" bond, processed the reimbursmentof the second €100 million 8-year tranche maturing in May 2025. The repayment was completed on May 17, 2025, in accordance with the applicable documentation, and was funded from the company's surplus cash.

Syndicated Loan Agreement

In July 2024, Kaufman & Broad set up a new €200 million syndicated loan agreement. With an initial maturity of 5 years, this loan replaces the €250 million RCF 2019 syndicated loan agreement maturing in January 2025. The implementation of this *Corporate* line "RCF 2024" enables the company to extend the maturity of its resources and improve their cost, while giving greater flexibility of use according to needs and opportunities, in addition to its free cash flow.

As a result, at November 30, 2025, the group had syndicated loans comprising a revolving credit facility (the "Revolving Credit Facility") with a principal amount of €200 million. No amount was outstanding under the facility at November 30, 2025.

Under the 2024 Syndicated loan Agreement, the margin applicable to each drawdown will be determined according to the leverage ratio applicable at each testing date and, depending on the group's observance of the Annual CSR Criteria, a positive or negative incentive mechanism will be applied to the margin applicable at the time.

Adjustment of financial ratios

For accounting periods beginning in November 2024 until the maturity of the Syndicated Credit Agreement, the group is subject to compliance with two ratios, calculated on a consolidated basis, the levels of which have been defined as follows:

Ratios at the end of each six-month period	Threshold at November 30, 2025	Ratio at November 30, 2025
Leverage ratio [1]	< or = 3.0	-3.52
Net Gearing ratio [2]	< or = 2.5	-1.29

(1) i.e., Financial Debt (a) divided by EBITDA (b) where:

(a) *Financial debt means gross financial debt less cash and cash equivalents, and without taking into account the impacts related to the application of IFRS 16 (leases) or any other applicable Accounting Principles becoming applicable, where applicable, after the date of signature of the Credit Agreement.*

(b) *EBITDA means the net income of the consolidated group before income tax and financial income (including net financial expenses, foreign exchange gains and losses and other financial expenses); other extraordinary and/or non-recurring income and expenses, excluding estimated expenses (including any increases or decreases in amortization, depreciation and provisions, fair value adjustments, and income and expenses relating to the non-financial compensation of employees); and capital gains or losses from the sale of assets, less income from minority interests.*

(2) Net financial debt (a) divided by adjusted shareholders'equity (c) ;

(c) *Adjusted shareholders' equity = consolidated shareholders' equity at any given date, as shown on the liabilities side of the last consolidated financial statements plus the impact of treasury shares held by the company at the closing date of the financial statements at the end of the reporting period.*

Finally, the 2024 Syndicated Credit Agreement provides that in the event of a change of control of Kaufman & Broad SA, the total commitments will be automatically canceled and any outstanding advances as well as any interest and accrued fees (to the extent that the Agent has not issued a notification under Article 21.7 "Proportional Settlement of Interests"), any reinvestment costs and any other amounts due under the Financing Documents will automatically become due and payable on the date of said Change of Control. Under the terms of the 2024 Syndicated Credit Agreement, a change of control means any act or event resulting in one or more persons or entities, acting alone or in concert, come to holding more than thirty-three and one third (33.33%) of the capital and/or voting rights of the Borrower.

Unutilized syndicated credit line

(in € thousands)	November 30, 2025	November 30, 2024
Unutilized RCF 2024 syndicated credit line	200,000	200,000

Change in gross financial debt

(in € thousands)	2025
Gross financial debt at November 30, 2024 (excluding IFRS 16 lease liabilities and minority interests put debt)	**105,263**
Change in other borrowings [a]	-100,000
Change in credit facilities	-1,845
Gross financial debt at November 30, 2025 (excluding IFRS 16 lease liabilities and minority interests put debt)	**3,418**
IFRS 16 lease liabilities and minority interests put debt at November 30, 2024	**54,390**
Change in minority interests put debt	-1,222
Change in IFRS 16 lease liability	971
IFRS 16 lease liability and debt on minority put at November 30, 2025	**54,139**
Gross financial debt at November 30, 2025	**57,556**

(a) Bond issue balance

Note 6.1.3. Net financial debt

Cash and cash equivalents

Cash and cash equivalents comprise cash, demand deposits and cash equivalents as defined by IAS 7. These are short-term investments, generally of less than three months, readily convertible into a known amount of cash and not subject to any material risk of a change in value; they are denominated in euros (primarily money-market SICAVs and mutual funds and certificates of deposit).

At each period-end date, short-term investments are marked to market and any difference is booked in income.

The group's cash and cash equivalents break down as follows :

(in € thousands)	November 30, 2025	November 30, 2024
Bank balances and cash in hand [(a)]	192,168	291,657
Short-term investments and demand deposits	128,717	209,840
Order balances [(b)]	1,657	1,370
Cash and cash equivalents	**322,542**	**502,866**

(a) In accordance with the provisions of the French Construction and Housing Code, payment of any sum owed by program companies to their partners may only be made strictly within the limits of the amounts freely available to the program companies based on the percentage of completion of building operations.

(b) Order balances represent 5% of the deposits paid by clients into an escrow account when they sign their order. These amounts are released and therefore available upon execution of the notarized deed of sale.

Net financial debt

Net financial debt consists of gross financial debt, as defined above, less cash and cash equivalents.

The balance sheet items contributing to net financial debt are as follows :

(in € thousands)	November 30, 2025	November 30, 2024
Gross financial debt (excluding IFRS 16 lease liabilities and minority interests put debt)	3,418	105,263
Cash and cash equivalents	322,542	502,866
Net financial debt (excluding ifrs 16 lease liabilities and minority interests put debt)	**-319,124**	**-397,603**
IFRS 16 lease liabilities	51,583	50,613
Minority interests put debt	2,555	3,777
Net financial debt	**-264,986**	**-343,214**

Note 6.2. Exposure to market risks and financial instruments

Note 6.2.1. Interest Rate Risk Management

Fair value measurements are detailed by level, in accordance with the following fair value hierarchy: the instrument is traded on an active market (level 1); the valuation techniques used for measurement are based on directly observable (prices) or indirectly observable (derived from prices) inputs (level 2); at least one significant component of the fair value is based on unobservable inputs (level 3).

The fair value of financial instruments traded on active markets is based on the prices quoted on the balance sheet date. A market is considered to be active if prices are readily and regularly available from a stock exchange, traders, brokers, a pricing agent or a regulatory agency, and these prices are based on normal transactions. These instruments are classified as level 1.

The fair value of financial instruments not quoted on an active market (such as over-the-counter derivatives) is determined through the use of valuation techniques. These various methods make maximum use of observable market data, if available, and are based only to a limited degree on the group's own estimates. If all the factors required to calculate an instrument's fair value are observable, it is classified as Level 2.

If one or more of the main elements of the calculation are not based on observable market data, the instrument is classified as level 3.

The interest rate risk management policy is intended to limit and control fluctuations in interest rates and their impact on net income and cash flow, so that the total cost of debt remains acceptable. To achieve this objective, the group hedges its floating rate loan interest flows using interest rate swaps. These are derivatives for hedging cash flows. They are recognized in the balance sheet at their fair value. Kaufman & Broad applies cash flow hedge accounting.

Interest rate risk is hedged using instruments traded on organized markets or over the counter with high-quality counterparties.

The group does not have any hedging instruments as at 30/11/2025.

The group's net debt exposure at November 30, 2025 was as follows:

Instrument type	Floating/fixed	< 1 year	1 to 5 years	> 5 years
Syndicated credit lines				
Other borrowings				
Credit facilities	floating	3,552		
Financial liabilities		**3,552**	**0**	**0**
Bank balances and cash in hand [(a)]	floating	192,168		
Short-term investments	floating	128,717		
Order balances	floating	1,657		
Financial assets		**322,542**	**0**	**0**
Net position		**-319,124**	**0**	**0**

(a) In accordance with the provisions of the French Construction and Housing Code, the payment of any amount due by program companies to their partners may only be made up to and within the strict limit of the sums that the program companies will have at their free disposal as the building operations are completed.

Interest rate sensitivity of financial assets and liabilities

Assumptions: 1-month Euribor at 2.20%

A 50-basis point rise or a 10 basis points fall in interest rates on the above liabilities would have the following impact on pre-tax income:

Increase: - €1,018 thousand;

Decrease: +€204 thousand.

The group's net debt exposure at November 30, 2024 was:

Instrument type	Floating/fixed	< 1 year	1 to 5 years	> 5 years
Syndicated credit lines				
Bond issue	fixed	101,602		
Other borrowings	fixed			
Credit facilities	floating	3,947		
Financial liabilities		**105,549**	**0**	**0**
Bank balances and cash in hand [(a)]	floating	291,657		
Short-term investments	floating	209,840		
Order balances	floating	1,370		
Financial assets		**502,866**	**0**	**0**
Net position after hedging		**-397,317**	**0**	**0**

(a) In accordance with the provisions of the French Construction and Housing Code, the payment of any amount due by program companies to their partners may only be made up to and within the strict limit of the sums that the program companies will have at their free disposal as the building operations are completed.

Note 6.2.2. Equity risk management

The company's equity risk is limited because:

treasury shares are held either to cover the objectives presented in the description of the share buyback plan, including share option and bonus share plans, or in accordance with the liquidity agreement. The impact of treasury shares and fluctuations in the share price is described in Note 7.1.4. "Treasury shares".

Note 6.2.3. Liquidity risk management

The table below shows the group's contractual obligations regarding the payment of interest and the repayment of financial debt, excluding derivatives, and derivatives with positive and negative fair values. Floating rate interest payments were calculated based on the last known interest rates at November 30, 2025.

	Less than one year		1 to 2 years		2 to 3 years		3 to 5 years		+ 5		Total	Carrying amount at Nov. 30, 2025
	Interest	Repay-ments	Interest	Repay-ments	Interest	Repay-ments	Interest	Repay-ments	Interest	Repay-ments		
Borrowings and financial liabilities												
Syndicated credit lines											0	
Bond issue											0	
Housing business Loan											0	
Other borrowings	188	3,826	38	0	38	0	77	783			4,950	3,826
TOTAL (EXCLUDING IFRS 16 LEASE liabilities AND MINORITY interests PUT debt)	**188**	**3,826**	**38**	**0**	**38**	**0**	**77**	**783**	**0**	**0**	**4,950**	**3,826**
Minority interests put debt	57	1,316	19	1,239							2,631	2,555
IFRS 16 lease liabilities	272	9,807		8,790		7,568		14,000		11,146	51,583	51,583
Total	**517**	**14,949**	**57**	**10,029**	**38**	**7,568**	**77**	**14,783**	**0**	**11,146**	**59,164**	**57,964**

Interest is paid monthly.

Note 6.3. Net financial income

(in € thousands)	**November 30,2025**	**November 30, 2024**
Financial expenses	-19,220	-27,161
Financial income	10,950	15,954
Net Financial income (+) or loss (-)	**-8,270**	**-11,207**

The net financial result amounted to -€8.3 million as of November 30, 2025, an increase of €2.9 million compared with 2024.

Financial expenses break down as follows :

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Interest expenses on syndicated credit lines and bond issue	-1,488	-3,873
Interest expense on current accounts of equity accounted companies	-1,708	-2,350
Financial expenses on IFRS 16 lease liabilities	-2,597	-2,339
Expenses on dedicated operations	-3,228	-7,775
Undiscoutning expenses	-4,308	-4,181
Non utilization fees	-1,600	-1,544
Impairment of financial assets	-3,709	-3,847
Other	-582	-1,252
Financial expenses	**-19,220**	**-27,161**

Interest expenses on syndicated credit lines and bonds were due to the use of these same credit lines. For the fiscal year 2025, the bond issue was used in the amount of €100.0 million over 6 months.

The total effective rate payable on the debt, taking into account the overall amortization of issuance expenses, was 3.81% versus 3.89% in 2024.

Income from cash and cash equivalents breaks down as follows :

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Capital gain on disposal - Liquidity agreement	97	116
Interest income on current accounts of equity accounted companies	1,433	1,370
Investment income	9,420	14,101
Reversal of provision on fund advances		366
Financial income	**10,950**	**15,954**

Note 7. Shareholders' equity and earnings per share

Note 7.1. Shareholders' equity

Note 7.1.1. Change in capital

No changes in share capital were recorded during the year.

(in € thousands)	Nov. 30, 2024	Increase	Reduction	Nov. 30, 2025
Number of shares	19,862,022			19,862,022
Par value (in €)	0.26			0.26
TOTAL (IN €K)	**5,163**			**5,163**

Note 7.1.2. Consolidated reserves

At November 30, 2025, consolidated reserves included €54.2 million in attributable net income for the period.

Note 7.1.3. Dividends

The Shareholders' Meeting of Kaufman & Broad S.A. held on May 6, 2025 voted to pay the dividend in cash for the year ended November 30, 2024.

The total cash dividend of €43.1 million was paid to shareholders on 9 May 2025.

Note 7.1.4. Treasury shares

Purchases of treasury shares are recognized against shareholders' equity based on their acquisition cost. Gains and losses from the sale of treasury shares, net of tax, are posted to consolidated reserves.

At November 30, 2025, the group held 339,888 shares. At November 30, 2024, the group held 383,997 treasury shares, including 8,500 held under the liquidity agreement.

Note 7.1.5. Non-controlling interests

At November 30, 2025, Non-controlling interest on the balance sheet totaled €8.2 million and related to 192 companies. This included negative amounts of €7.2 million.

At November 30, 2024, Non-controlling interest on the balance sheet totaled €15.6 million and related to 199 companies. The aggregate amount of non-controlling interests in a deficit position was €6.2 million.

In order to take into account the risk associated with recovering negative Non-controlling interest and outstanding loans from one of its co-development partners, the group recorded a provision of €7.5 million in 2009, including €1.2 million as provisions for the impairment of receivables (see Note 3.5.4. "Other" and €6.5 million as a risk provision covering the outstanding loan amounts relating to this partner. This provision remained unchanged in fiscal year 2025.

In 2025, €3.4 million was recorded in respect of purchases of shares from holders of non-controlling interests versus €0.2 million in 2024. The difference between the price paid and the corresponding reduction in any non-controlling interest is recognized in attributable shareholders' equity.

Note 7.1.6. Acquisition of new entities

At November 30, 2025, the acquisition of shares in new entities had no impact on the group's equity.

Note 7.2. Earnings per share

In accordance with IAS 33, the group discloses basic earnings per share and diluted earnings per share.

Earnings per share are calculated by dividing the net income for the fiscal year attributable to the group's shareholders by the average number of shares of common share outstanding during the fiscal year.

Diluted earnings per share are calculated using the treasury stock method. They are calculated based on the net income attributable to the group's shareholders, adjusted for the financial costs of the dilutive instruments, net of the corresponding tax effect.

The number of shares used for the calculation of diluted earnings takes into account the conversion into shares of common shares of the dilutive instruments outstanding over the period.

In order to ensure the comparability of the earnings per share presented, the weighted average numbers of shares outstanding for the fiscal year and for earlier years are adjusted if a capital increase has been carried out at a lower than market price.

Treasury shares are deducted from consolidated shareholders' equity and are not included in the calculation of earnings per share.

(in € thousands)	November 30, 2025	November 30, 2024
Attributable net income	54,211	44,969
Average number of shares outstanding	19,571,742	19,462,031
Adjustment for dilutive effect of share awards	546,109	266,536
Earnings per share	**€2.77**	**€2.31**
DILUTED EARNINGS PER SHARE	**€2.69**	**€2.28**

Note 7.3. Capital risk management

The group's objectives in terms of capital management are to maintain the group's ability to carry on trading as a going concern and be profitable for its shareholders, and to maintain an optimal capital structure in order to limit the cost of capital.

The group calculates its debt/equity ratio as net financial debt to total shareholders' equity. At November 30, 2025, net financial debt amounted to -€265.0 million (including IFRS 16 lease liabilities of €51.6 million and a minority interests put debt of €2.6 million) versus €343.2 million at November 30, 2024. Gearing (the ratio of net debt to consolidated shareholders' equity) was thus -111.5% in 2025, while gearing excluding IFRS 16 lease liabilities and minority interests put debt was -134.3% versus -168.7% at November 30, 2024.

Note 8. Provisions- Contingent liabilities - Guarantees

Provisions are recognized if, at the period end, the group has an obligation to a third party resulting from a past event, the settlement of which is expected to result for the Company in an outflow of resources embodying economic benefits.

This outflow of resources may be discounted where appropriate.

The obligation may be statutory, regulatory or contractual. It may also result from the group's practices or from public commitments that created a legitimate expectation by the third parties concerned that the group will assume certain responsibilities.

The estimated amount included in the provisions is equal to the resource outflow that the group would probably have to bear in order to extinguish its obligation. If a reliable estimate of such an amount cannot be made, then no provision is recognized. The liability is then contingent.

Contingent liabilities are potential obligations resulting from past events, the existence of which is confirmed only by the occurrence of uncertain future events that are not wholly under the Company's control, or from current obligations resulting from past events that are not recognized in the accounts either because it is unlikely that an outflow of resources embodying economic benefits will be required to settle the obligation, or because the amount of the obligation cannot be measured with sufficient reliability. These liabilities are disclosed in Note 8.2. "Contingent liabilities".

Non-current provisions mainly include:

– a provision for risks with respect to certain partners;

– provisions for commercial and legal risks;

– provisions for tax risks;

– employee benefits.

Note 8.1. Provisions

The provisions may be analyzed as follows:

(in € thousands)	Provisions for risks relating to affiliates	Provisions for tax risk	Provisions for industrial relations risks	Provisions for other risks	Credit amount of equity-accounted investments	Total
November 30, 2024	**8,234**	**86**	**2,669**	**15,681**	**3,668**	**30,338**
Increases Charges	1,390	10	2,161	4,812		8,373
Used reversals	-8	-86	-3,248	-1,297		-4,639
Unused reversals			-612	-1,410		-2,022
Other movements	-145			97	1,644	1,596
November 30, 2025	**9,471**	**10**	**970**	**17,883**	**5,312**	**33,646**
Of which less than one year: €5,898k			790	5,488		6,278

Provisions for risks relating to affiliates

This €9.5 million provision covers the risk associated with defaulting partners, including €6.5 million for a risk relating to one partner as the result of a dispute (see Note 7.1.5. "Non-controlling interests income (loss)").

Provisions for industrial relations risks

The provision for industrial relations risks amounts to €1.0 million and covers disputes with former group employees.

Provisions for other risks

The provision for commercial and legal risks, totaling 17.9 million, essentially covers current disputes with customers or suppliers relating to projects delivered.

Note 8.2. Contingent liabilities

The long-term lease granted to a Kaufman & Broad SA subsidiary for a real estate development operation launched by the group in 2012 was canceled by the Council of State in a ruling handed down on March 15, 2019, without compromising the deeds that had been signed to carry out the program, which was completed and delivered in late 2017. These deeds are now final. Proceedings relating to the completion of this program remained in progress at November 30, 2025.

Note 8.3. Guarantees and bonds issued

All other items detailed below relate to the normal course of our operations.

(in € thousandss)	November 30, 2025	November 30, 2024
Performance Bonds [(a)]	131,721	189 170
Hoguet Act Guarantees [(b)]	550	440
Holding Guarantees [(c)]	8,107	7,801
Other guarantees issued [(d)]	256,621	264,301
GUARANTEES AND BONDS issued – BANKS	**396,999**	**461,712**
Land holding guarantees and works guarantees [(e)]	334,642	339,126
Miscellaneous guarantees and bonds issued [(f)]	9,632	18,908
Guarantee of repayment of the sale-before-completion price	0	9,393
Guarantees issued - Kaufman & Broad SA	**344,274**	**367,427**
Total Guarantees and bonds issued	**741,273**	**829,139**

(a) Performance Bonds are provided to customers under sale-before-completion contracts. Kaufman & Broad asks a financial institution, mutual guarantee institution or insurance company to issue a Performance Bond in favor of Kaufman & Broad's customers. These bonds are arranged on a transaction-by-transaction basis and have a term comparable to the term for completion of the program.In consideration for these bonds, Kaufman & Broad typically gives the financial institutions or insurance companies an option to take out a mortgage, a non-assignment of shares undertaking if the program is funded by a special-purpose entity, and a pledge of the receivables accruing on selling prices.Performance Bonds are presented off-balance sheet, in the amount corresponding to the risk incurred by the financial institution issuing the bonds. For each transaction, this risk is valued as follows: the program's projected production cost, less the share financed by the group and the amount of the sales for which an agreement has been signed at the closing date. This valuation does not, therefore, take into account orders placed as of the closing date, or the percentage of construction completion for unsold lots.Performance Bonds are valued internally each month and the consistency of the data is then confirmed every six months based on the figures communicated by the financial institutions, according to their own disclosures to the Banque de France or the Insurance Supervision Commission.

(b) Hoguet Act guarantees are required from companies intending to operate as real estate agents. This purely occasional activity is not a part of the group's strategy.

(c) Holding guarantees are bank or financial guarantees given in lieu of security deposits in connection with land acquisition commitments.

(d) These other guarantees cover primarily acquisitions of land and matters relating to roads and infrastructure.

(e) Of which Austerlitz A7/A8 transaction guarantee for €319 million.

(f) These are miscellaneous guarantees and bonds given by Kaufman & Broad SA primarily a lease guarantee on head office rent payments

Note 8.4. Works and other guarantees received

(in € thousands)	November 30, 2025	November 30, 2024
Guarantees on work contracts	125,322	128,830
Buyers' guarantees received	212,867	258,945
Total	**338,189**	**387,775**

On purchasing its equity interests, Kaufman & Broad obtained, from the sellers, the usual liability guarantees to cover pre-acquisition risks.

Note 8.5. Pledges and liens

Under a memorandum of understanding, Kaufman & Broad SA stood as guarantor for one of its partners. The guarantee was limited to €4 million excluding VAT and until the provision of a first-demand bank guarantee, in keeping with the commitments made by two of its subsidiaries in said memorandum. In exchange, this partner's main shareholder stood as joint and several guarantors for its subsidiary's commitments with regard to joint ventures, for the same amount and until the provision of its own first-demand bank guarantee.

Note 9. Income tax

Note 9.1. Income tax

The tax liability is made up of current taxes, changes in provisions for tax risks and deferred taxes for the group's consolidated companies.

Note 9.1.1. Breakdown of tax liability

At November 30, 2025, the group's tax liability broke down as follows:

(in € thousands)	November 30, 2025	November 30, 2024
Current tax expense/(income)	20,858	9,835
CVAE expense	912	335
Deferred taxes	-4,663	4,765
TOTAL INCOME TAX EXPENSE (INCOME)	**17,107**	**14,935**

Tax is calculated on attributable net income, since the entities with programs are fiscally transparent companies.

The result of the group's tax consolidation for 2025 was a profit of €60.5 million.

The current tax liability at November 30, 2025 includes a tax income related to the 2024 tax consolidation of €6.2 million.

Note 9.1.2. Breakdown of tax liability

Deferred taxes are calculated on the basis of legal tax rates, i.e. 25.83% for 2025, and factor in the provisions included in Finance Act regarding a gradual reduction in the normal corporate tax rate.

The reconciliation between the theoretical tax expense and the actual tax liability is as follows:

(in € thousands)	November 30, 2025	November 30, 2024
PRE-TAX INCOME (LOSS) OF CONSOLIDATED COMPANIES	**82,730**	**72,973**
Applicable tax rate	25.83%	25.83%
Theoretical tax EXPENSE (INCOME)	**21,340**	**18,820**
Tax on share of profit (loss) of equity affiliates	-288	-57
Impact of shares in fiscally transparent minority interests	-2,659	-3,318
CVAE expense (net of tax effect)	676	248
Impact of other permanent differences	-1,962	-758
group tax expense (income)	**17,107**	**14,935**

Permanent differences at November 30, 2025 incorporated various deferred tax adjustments.

The share of the income (loss) of equity affiliates is presented before tax in the income statement given their fiscally transparent nature. The corresponding tax expense is included in the group's tax expense. The group's tax expense does not include the tax attributable to non-controlling interests in the group's subsidiaries, as the subsidiaries in question are also fiscally transparent.

The CVAE expense is presented in the income tax expense in the amount of €0.9 million before tax impact.

Other permanent differences mainly correspond to the adjustment of deferred taxes in the amount of -€2.0 million.

If these tax provisions were to change in the future, the Company would have to adjust its tax charge accordingly.

Note 9.2. Current and deferred taxes

Deferred taxes are recognized for all timing differences between the book value of assets and liabilities and their fiscal bases, and for tax losses, according to the liability method. Deferred tax assets are only booked if it is likely that they can be recovered.

Under IAS 12, deferred tax liabilities must be recognized in relation to all intangible assets recognized in the event of a business combination (brands, etc.).

Deferred tax assets and liabilities are not discounted.

The group does not recognize a tax expense in relation to the share of income attributable to non-controlling interests in fiscally transparent companies, owing to the tax status of those companies.

– The primary sources of deferred tax are as follows:

– application of the percentage-of-completion method when determining the margin on operations in the parent company financial statements;

– application of the completed contract method when determining the margin on operations for tax purposes;

– the elimination of intra-group services;

– tax deductibility of certain goodwill items;

– timing differences relating to provisions for liabilities and charges;

The group recognizes tax assets when they are recoverable, either by virtue of tax policies or because of income projections.

Note 9.2.1. Breakdown of taxes

Current and deferred tax assets and liabilities are presented as follows :

(in € thousands)	November 30, 2025	November 30, 2024
Current tax (assets)		8,668
Current tax (liabilities)	-9,890	-108
Deferred tax liabilities	-56,329	-63,011
Deferred tax assets	17,331	17,074
Balance at end of period	**-48,888**	**-37,377**

Current tax payable of €9.9 million at November 30, 2025 mainly concern tax payable to the French Public Treasury of entities within the tax consolidation group for an amount of €9.4 million, owing to the fact that payments on account made during 2025 are lower than the amount of tax due.

Sources of deferred taxes by type

(in € thousands)	Deferred tax base at November 30,2025	Deferred taxes on 30 November 2025
Differences in recognition of real estate programs	182,954	47,248
Provisions and expenses with deferred deductibility	-22,380	-5,780
Right-of-use assets IFRS 16	45,443	11,736
Other	12,102	3,125
Balance at end of period - liabilities	**218,120**	**56,329**
Tax loss carry forwards (excluding tax consolidation)	15,528	4,010
Lease liabilities IFRS 16	51,583	13,321
Balance at end of period - assets	**67,111**	**17,331**

Most of the deferred taxes relate to differences for real estate programs between tax treatment and accounting treatment (recognition of income under the completed contract method in the tax accounts and differences in the type of costs included in inventories).

The new requirements of IAS 12 applicable to fiscal years beginning on or after January 1, 2023 precise the scope of the exemption from non-recognition of deferred tax assets and liabilities. For the exemption to apply, the initial recognition of an asset or liability, in a transaction that is not a business combination, and that, at the time of the transaction, affects neither the accounting nor the tax profit or loss, shall not generate “a taxable temporary difference and a deductible temporary difference of an equal amount”. Therefore, in line with the principle of recognizing deferred taxes for temporary differences, deferred taxes on leases generating an asset and a liability of the same amount must now be recognized.

Note 10. Fees of the Statutory Auditors

The following table shows the breakdown of fees paid to ERNST & YOUNG Audit, KPMG and DELOITTE *et associés* by type of service. "Non-audit services" refer to the services defined by French laws and regulations, the issuance of various certificates and verification of consolidated social, environmental and societal information:

	Ernst & Young Audit				KPMG				Deloitte & Associés			
	Amount (excl. VAT)		Percentage		Amount (excl. VAT)		Percentage		Amount (excl. VAT)		Percentage	
(in € thousands)	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Audit and half-year limited review of the individual and consolidated financial statements												
Issuer: Kaufman & Broad SA	138.0	132.2	68%	41%	138.0	136.0	29%	43%				
Fully consolidated subsidiaries	53.4	141.4	26%	56%	224.4	145.3	47%	39%	28.0	16.8	87%	100%
Non-audit services												
Issuer: Kaufman & Broad SA	10.8	10.0	5%	3%	110.9	60.4	23%	18%				
Fully consolidated subsidiaries		4.0							4.2		13%	
Total	**202.2**	**283.6**	**100%**	**100%**	**473.3**	**341.7**	**100%**	**100%**	**32.2**	**16.8**	**100%**	**100%**

Note 11. Events after the closing date

There was no event after the closing date.

Note 12. List of consolidated companies

The Consolidated Financial Statements of the Kaufman & Broad group for the year ended November 30, 2025 include the financial statements of 357 companies: 308 consolidated companies and 49 equity-accounted companies.

At November 30, 2025, there were no non-consolidated companies that could have a material impact on the group's consolidated financial statements.

The main companies in the group are as follows:

Business name	Legal structure	Capital	% group control	Method of consolidation [a]
Kaufman & Broad Financement	SNC	3,040,500	100.00%	FC
Kaufman & Broad Europe	SAS	221,440,548	100.00%	FC
Kaufman & Broad Homes	SAS	2,247,403	100.00%	FC
Kaufman & Broad Développement	SAS	152,449	100.00%	FC
Neoresid	SAS	504,148	73.33%	FC
Kaufman & Broad Etudiants	SCI	8,479,862	51.00%	EA
Kaufman & Broad Seniors	SCI	19,690,000	51.00%	EA
Cosy Diem	SAS	1,540,000	50.00%	EA
Kaufman & Broad Investissements Séniors	SAS	100,000	100.00%	FC
Kaufman & Broad Investissements Etudiants	SAS	100,000	100.00%	FC
Kaufman & Broad Champagne	SARL	100,000	100.00%	FC
Kaufman & Broad Nantes	SARL	100,000	100.00%	FC
SMCI Développement	SAS	762,245	100.00%	FC
Kaufman & Broad Renovation	SAS	160,000	100.00%	FC
Gie Kaufman & Broad	EIG	-	100.00%	FC
Kaufman & Broad Mediterranean	SARL	100,000	100.00%	FC
Kaufman & Broad Savoies	SARL	100,000	100.00%	FC
Kaufman & Broad Rhône-Alpes	SARL	1,300,000	100.00%	FC
Kaufman & Broad Pyrénées-Atlantiques	SARL	100,000	100.00%	FC
Safaur	SAS	200,000	100.00%	FC
Serge Mas Promotion	SAS	282,289	95.00%	FC
Kaufman & Broad Innovation et Technologie	SAS	1,000	100.00%	FC
Kaufman & Broad Grands Projets	SAS	1 000 00	100.00%	FC
Kaufman & Broad Marketing et Ventes	SAS	1,000	100.00%	FC
Show Room	SNC	457,347	100.00%	FC
Kaufman & Broad Investissements	SAS	100,000	100.00%	FC
KetB Partenaires	SAS	100,000	100.00%	FC
Citec Ingenierie	SARL	10,000	100.00%	FC
Kapital Partners Promotion	SAS	10,000	100.00%	FC
Kaufman & Broad Côte d'Azur	SARL	100,000	100.00%	FC
Kaufman & Broad Real Estate	SAS	205,280	100.00%	FC
Kaufman & Broad Promotion 1	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 2	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 3	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 4	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 5	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 6	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 7	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 8	SNC	1,000	100.00%	FC
Kaufman & Broad Promotion 9	SNC	1,000	100.00%	FC
Kaufman & Broad Immo	SNC	1,000	100.00%	FC
Concerto Developpement	SAS	500,000	100.00%	FC
Roissy Hôtel AMENAGEMENT	SARL	1,000	70.00%	FC
Paris 14th - Rue Losserand	SAS	1,000	100.00%	FC
Kaufman & Broad South-West	SARL	100,000	100.00%	FC
Kaufman & Broad Midi-Pyrénées	SARL	2,858,910	100.00%	FC
Kaufman & Broad Gironde	SARL	100,000	100.00%	FC
Kaufman & Broad Languedoc Roussillon	SARL	100,000	100.00%	FC
Kaufman & Broad Bretagne	SARL	1,000,000	100.00%	FC
Résidences Bernard Teillaud	SARL	840,000	100.00%	FC
Pierre et Rance	SARL	8,000	100.00%	FC
Kaufman & Broad Poitou Charentes	SARL	100,000	100.00%	FC
Kaufman & Broad Flandres	SARL	7,700	100.00%	FC
Kaufman & Broad Pyrénées-Orientales	SARL	100,000	100.00%	FC
Kaufman & Broad Est	SARL	100,000	100.00%	FC
Kaufman & Broad Bourgogne Franche Comté	SARL	100,000	100.00%	FC

(a) FC = Full consolidation, EA = Equity accounting.

Listed below are the main special purpose vehicles, in the form of Real Estate Companies (SCIs), Construction Sale Companies (SCCVs) or Commercial Partnerships (SNCs), that held a real estate program with the highest revenues, as calculated under the percentage-of-completion method.

Business name	Legal structure	Capital	% group control	Method of consolidation [(a)]
SCCV IMMO SERGE MAS	SCCV	1,000	100.00%	FC
SCCV MERU 15 RUE ARISTIDE BRIAND	SCCV	1,000	51.00%	FC
SCCV COLOMBES 11-13 RUE D'ENGHIEN	SCCV	1,000	100.00%	FC
SCCV CHATENAY MALABRY ECOLE CENTRALE LOT L	SCCV	1,000	50.10%	FC
SCCV CHATENAY MALABRY ECOLE CENTRALE LOT M	SCCV	1,000	50.10%	FC
SCCV FRANCONVILLE 120 RUE DE LA STATION	SCCV	2,000	70.00%	FC
SCCV THIAIS 2 VOIE RUBENS	SCCV	1,000	100.00%	FC
SCCV LA COURNEUVE PONT DE PIERRE II	SCCV	1,000	100.00%	FC
SCCV OZOIR LA FERRIERE 2 RUE HENRI FRANCOIS	SCCV	1,000	55.00%	FC
SCCV Cannes Ecluse chemin des graviers	SCCV	1,000	84.60%	FC
SCCV LE BLANC MESNIL 181-185 AVENUE PASTEUR	SCCV	1,000	55.00%	FC
SCCV COMPIEGNE 9 RUE CLEMENT ADER	SCCV	1,000	100.00%	FC
SCCV BAGNEUX 189 AVENUE HENRI RAVERA	SCCV	1,000	100.00%	FC
SCCV VILLENEUVE SAINT-GEORGES 35 AVENUE DE CHOISY	SCCV	1,000	100.00%	FC
SCCV CONCERTO BEAUCAIRE 3	SCCV	1,000	97.50%	FC
SCCV TOULOUSE 142 AVENUE DES ETATS UNIS	SCCV	1,000	70.80%	FC
SCCV ARMENTIERES 2 AVENUE MARC SANGNIER	SCCV	1,000	65.00%	FC
SCCV STRASBOURG PLACVE DE LA GARE	SCCV	1,000	70.00%	FC
SCCV ROQUEBRUNE CAP MARTIN AVENUE ARISTIDE BRIAND	SCCV	1,000	100.00%	FC
SCCV MARTIGUES LIEUDIT SAINT MACAIRE SUD	SCCV	1,000	100.00%	FC
SCCV LA TOUR DE SALVAGNY ROUTE DE PARIS	SCCV	1,000	100.00%	FC
SCCV DIVES SUR MER 36 RUE DES FRERES BISSON	SCCV	1,000	80.00%	FC
SCCV SAINT LAURENT DU VAR LES PUGETS 2	SCCV	1,000	90.00%	FC
SCCV GOLFE JUAN 10 AVENUE CLEMENT MASSIER	SCCV	1,000	51.00%	FC
SCI STRASBOURG STARLETTE QUAI VAUBAN	SCI	1,000	99.00%	FC
SCI KAUFMAN & BROAD PROJET 7	SCI	1,000	51.00%	FC
SCCV VAL DE REUIL CHAUSSEE DE LERY	SCCV	1,000	80.00%	FC

(a) FC = Full Consolidation, EA = Equity accounting

7.2. Statutory Auditors' report on the consolidated financial statements

Financial year ended 30 November 2025

At the Kaufman & Broad S.A. General Meeting,

Opinion

In compliance with the engagement entrusted to us by your general meeting, we have audited the accompanying consolidated financial statements of Kaufman & Broad SA for the financial year ended 30 November 2025.

We certify that the consolidated financial statements are, in accordance with IFRS as adopted by the European Union, prepared and presented fairly and give a true and fair view of the results of operations for the past financial year and of the financial position and assets at the end of the financial year of the consolidated group of entities and individuals.

The opinion expressed above is consistent with the content of our report to the Audit Committee.

Basis of opinion

- Audit standards

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities in light of these standards are described in the "Statutory Auditor's responsibilities regarding the audit of the consolidated financial statements" section of this report.

- Independence

We conducted our audit engagement in compliance with the independence rules stipulated by the French Commercial Code and the Code of Ethics for Statutory Auditors, for the period from 1 December 2024 to the date of our report, and specifically we did not provide any prohibited non-audit services in accordance with Article 5(1) of Regulation (EU) No 537/2014.

Justification of our assessments - Key audit matters

In application of the provisions of articles L.821-53 and R.821-180 of the French Commercial Code regarding the justification of our assessments, we bring to your attention the key audit matters related to the risks of material misstatements that, in our professional judgment, were the most important for the audit of the consolidated financial statements for the financial year, as well as the responses we have provided to these risks.

These assessments were made in the context of the audit of the consolidated financial statements taken as a whole and the formation of our opinion expressed above. We do not express an opinion on elements of these consolidated accounts taken separately.

- **Assessment of the gross margin in the property development business and property programme stocks (Notes 3.2., 3.4. and 1.1.2 to the consolidated financial statements)**

Risk identified	As at 30 November 2025, real estate programme Inventories are recorded on the balance sheet for an amount of EUR 377,531 thousand and the gross margin amounts to EUR 221,918 thousand. The accounting methods used to recognise revenue and gross margin, as well as the main management estimates relating to these items, are presented in Note 3.2. to the consolidated financial statements. Your group's property development business is mainly carried out through off-plan sales contracts, whereby your group transfers ownership of future lots as they are built. The revenue and gross margin of the property development business are recognised in the income statement in proportion to the progress of all of the costs that can be stocked for each programme, starting with the acquisition of the land. This method requires management to make estimates, particularly for the assessment of margins at completion and for the assessment of the percentage of completion of each transaction. As indicated in Note 3.4 to the consolidated financial statements, inventories of new projects and programmes under development are valued at cost price. Provisions are set aside to cover foreseeable losses measured on the basis of an analysis of the forecast economic and financial data for each project. We considered the valuation of the gross margin of the property development business and the real estate programme inventories as a key audit matter. Indeed, these elements are of significant importance in the consolidated financial statements, and the assumptions on which these valuations are based leave considerable room for management's judgment.
Our response	We familiarised ourselves with the internal control procedures implemented for the preparation and monitoring of real estate program budgets. Our approach consisted in assessing the assumptions used and the data used by management to measure the results of real estate transactions (gross margin) and real estate inventories. For programmes under development and delivered programmes sold: • We examined the assumptions related to selling prices, land costs, construction costs and service fees for a sample of programs. This sample was established by combining a random sample with a selection of certain programs, including the most significant in terms of gross margin, as well as those with negative margins. In addition, we selected programs whose budgets have atypical margin levels as well as former operations with a small variation in commercial progress and a high level of inventories. • For the most significant programs in terms of gross margin, the percentage of completion of the costs of the selected operations was confirmed to us by the project managers in charge of real estate operations. We assessed these confirmations in relation to the expenditure incurred. For these programs, we also rationalised the commercial progress rates by dividing the amount of revenues signed by the amount of revenues budgeted and we performed detailed revenues tests by reconciling them with notarial acts. Finally, we assessed, on a sample of completed and sold programs, the consistency of the margin rates actually generated with the margin rates initially budgeted by analyzing the supporting documents and the information obtained from the program managers and/or management controllers. For programs not yet launched commercially, we assessed, on the basis of a sample, the existence of profitable prospects through interviews with management. For delivered programs with units not yet sold, we analysed, based on a sample, the flow prospects presented by management and compared the forecast selling prices of the units in stock with the selling prices of the units. We also assessed the appropriateness of the information provided in the notes to the consolidated financial statements with respect to these items

Specific verifications

We have also carried out, in accordance with professional standards applicable in France, the specific verifications required by the legal and regulatory texts of the information relating to the group, presented in the management report of the board of directors.

We have no comment as to their sincerity and consistency with the consolidated financial statements.

Other verifications or information required by law and regulations

- Presentation format of the consolidated financial statements for inclusion in the annual financial report

We have also verified, in accordance with the professional standard on the Statutory Auditor's procedures relating to the annual and consolidated financial statements presented in accordance with the single European electronic reporting format, compliance with this format defined by European Delegated Regulation No. 2019/815 of 17 December 2018 in the presentation of the consolidated financial statements intended to be included in the annual financial report referred to in paragraph I of Article L. 451-1-2 of the French Monetary and Financial Code, prepared under the responsibility of the Chairman and Chief Executive Officer. With respect to consolidated financial statements, our procedures include verifying the compliance of the layout of these statements with the format defined by the aforementioned regulation.

Based on our work, we conclude that the presentation of the consolidated financial statements for inclusion in the annual financial report complies, in all material respects, with the single European electronic information format.

In addition, it is not our responsibility to verify that the consolidated financial statements that will actually be included by your company in the annual financial report filed with the AMF correspond to those on which we conducted our work.

- Appointment of the Statutory Auditors

We were appointed auditors of Kaufman & Broad SA by the general meeting of 6 May 2021 for KPMG SA and of 3 July 1991 for ERNST & YOUNG AUDIT.

As at 30 November 2025, KPMG SA was in its 5th year of uninterrupted engagement and ERNST & YOUNG AUDIT in its 35th year, of which 26 years since the company's securities were admitted to trading on a regulated market for ERNST & YOUNG .

Responsibilities of management and those constituting company governance in regard to the annual financial statements

It is the responsibility of the management to prepare consolidated financial statements presenting a true and fair view in accordance with IFRS as adopted in the European Union, and to implement the internal control procedures that it deems necessary to prepare consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, management is responsible for assessing the company's ability to continue with its operations, disclosing in these financial statements, as applicable, the necessary information related to business continuity and the applying the business continuity accounting convention, unless it is expected to liquidate the company or to cease trading.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of the internal control and risk management systems, as well as, where applicable, the internal audit, with regard to the procedures for preparing and processing accounting and financial information.

The consolidated financial statements were approved by the board of directors.

Responsibilities of the Statutory Auditors relating to the auditing of the annual financial statements

• Audit objective and approach

It is our responsibility to prepare a report on the consolidated financial statements. Our objective is to obtain reasonable assurance that the consolidated financial statements taken as a whole are free of material misstatement. Reasonable assurance corresponds to a high level of assurance, but does not guarantee that an audit conducted in accordance with professional standards will always detect any material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As specified by Article L.821-55 of the French Commercial Code, our certification of the financial statements does not constitute a guarantee of the viability or quality of the management of your company.

- it identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for its opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- it understands the internal control relevant to the audit in order to define audit procedures that are appropriate in the circumstances, and not with the aim of expressing an opinion on the effectiveness of internal control;
- Evaluate the appropriateness of the accounting policies used and the reasonable nature of the accounting estimates and related disclosures made by management in the annual financial statements ;
- it assesses the appropriateness of the management's application of the going concern accounting principle and, based on the information gathered, the existence or absence of significant uncertainty related to events or circumstances that may cast doubt on the company's ability to continue its operations. This assessment is based on the information collected up to the date of its report, it being understood, however, that subsequent circumstances or events could call into question the going concern principle. If it concludes that significant uncertainty exists, it draws the attention of the readers of its report to the information provided in the consolidated financial statements regarding this uncertainty or, if this information is not provided or is not relevant, it expresses a qualified opinion or a refusal to certify;
- it assesses the overall presentation of the consolidated financial statements and evaluates whether the consolidated financial statements reflect the underlying transactions and events in a manner that achieves fair presentation;

regarding the financial information of the individuals or entities included in the scope of consolidation, it collects sufficient and appropriate information to express an opinion on the consolidated financial statements. It is responsible for the management, supervision and execution of the audit of the consolidated financial statements, as well as the opinion expressed on these statements.

• Report to the Audit Committee

We submit a report to the Audit Committee detailing, among other things, the scope of the audit work and the work programme carried out, as well as the conclusions resulting from our work. We also bring to its attention, where applicable, any significant weaknesses in the internal control that we have identified, with respect to the procedures relating to the preparation and processing of accounting and financial information.

Our report to the Audit Committee includes the risks of significant anomalies that, in our professional judgement, were of most significance in the audit of the annual financial statements for the current period, and which are therefore the key audit points that we are required to describe in this report.

We also provide the audit committee with the declaration provided for in Article 6 of Regulation (EU) No. 537-2014 confirming our independence, within the meaning of the rules applicable in France as laid down in particular by Articles L.821-27 to L.821-34 of the French Commercial Code and in the code of ethics for the profession of statutory auditor. Where applicable, we discuss with the Audit Committee the risks to our independence and the safeguards applied.

Paris-La Défense, March 24, 2026

The Statutory Auditors

KPMG SA
François Plat
Partner

ERNST & YOUNG Audit
Denis Thibon
Partner

7.3. Parent company financial statements at November 30, 2025

7.3.1. Annual financial statements at November 30, 2025

Income statement

(in € thousands)	Section	November 30, 2025	November 30, 2024
Revenue	7.3.4.14	4,518	3,461
Other purchases and external charges	7.3.4.15	-3,092	-3,533
Wages and salaries		-	-
Taxes		-134	-485
Amortization, depreciation and provisions		-2,999	-3,761
Reversal of provisions and expense transfers		4,173	3,449
Other operating charges and revenues		-327	-566
Operating income		**2,139**	**-1,435**
Profits allocated and losses incurred	7.3.4.16	17,758	36,893
Net financial income (including dividends from subsidiaries)	7.3.4.17	-2,779	44,082
Current operating income		**17,118**	**79,540**
Non-recurring income (expenses)	7.3.4.18	-4,593	-3,148
Corporate income tax		-6,821	4,843
Net income/(loss)		**5,703**	**81,234**

7.3.2. Balance sheet

Asset

(in € thousands)	Section	November 30, 2025	November 30, 2024
Intangible assets	7.3.4.2	-	-
Property, plant and equipment	7.3.4.3	108	110
Financial assets	7.3.4.4	354,088	461,949
Fixed assets		**354,196**	**462,059**
Inventories		-	-
Receivables	7.3.4.5	57,513	80,004
Treasury shares	7.3.4.6	8,740	9,668
Cash		51,260	50,691
Prepaid expenses		123	42
Current assets		**117,637**	**140,406**
TOTAL Assets		**471,833**	**602,465**

Liabilities

(in € thousands)	Section	November 30, 2025	November 30, 2024
Share capital	7.3.4.8	5,164	5,164
Premiums and reserves		391,432	353,340
Net income		5,703	81,234
Shareholders' equity	**7.3.4.7**	**402,299**	**439,739**
Provisions for liabilities and charges	7.3.4.9	6,607	7,782
Financial debt	7.3.4.10	5,865	103,906
Accounts payables and related accounts		1,370	1,096
Other liabilities	7.3.4.11	55,692	49,943
Total Equity & Liabilities		**471,833**	**602,465**

7.3.3. General principles

The fiscal year lasts 12 months, from December 1 to November 30.

The annual financial statements were prepared in accordance with current French accounting regulations (the General Chart of Accounts and Commercial Code).

7.3.3.1. Property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are stated in the balance sheet at acquisition cost. Amortization and depreciation are calculated on a straight-line basis according to the expected life of the asset concerned.

The depreciation periods generally used are as follows ::

- IT licenses: 3 years;
- Fittings, fixtures, and facilities: 10 years;
- Office furniture : 10 years.

7.3.3.2. Financial assets

The gross amount of the equity investments in companies in the balance sheet is equal to their cost. A provision is recognized when the book value is lower than the acquisition value.

The book value is determined by reference to the value in use of each company. This value in use is measured on the basis of the share of the net equity held, which includes a share in the income from programs hosted by the company and the earnings outlook of the subsidiaries. Receivables from equity interests and loans are recognized at their value on acquisition or par value. Provisions are recorded for receivables where there is a risk that they will not be recovered, or will not be recovered in full.

To assess the value in use of the group's subsidiaries, the management of Kaufman & Broad makes estimates and assumptions that are based on past experience and anticipated changes in the markets in which the companies operate, or other factors considered to be reasonable under the circumstances.

The estimates and assumptions primarily concern:

- Earnings forecasts for real estate developments;
- Business plans for future fiscal years.

The selling prices and take-up rate assumptions used to forecast earnings from real estate programs, and the achievement of the medium-term forecasts used in impairment testing, could be impacted by the economic environment and regulatory changes, particularly government tax incentives.

Receivables relating to equity interests correspond to current account advances to group companies.

The net income from fiscally transparent subsidiaries (construction-sale partnerships or other business partnerships) of which Kaufman & Broad SA is a partner or shareholder becomes immediately and entirely vested in Kaufman & Broad SA at the end of the fiscal year. At year-end, the shares of the annual income of fiscally transparent companies are posted in the current account.

7.3.3.3. Treasury shares

The treasury shares purchased for allocation to group employees (under bonus share plans) are recognized in a "Treasury shares" account, and are categorized by purpose in accordance with the decision to allocate the shares. Treasury shares held for the purposes of the liquidity agreement, or not yet allocated, are valued at their acquisition price. A provision is recorded in the event of a loss compared to the average stock market price during the last month of the fiscal year. Treasury shares allocated to a bonus share plan are kept at their book value on the allocation date.

7.3.3.4. Provisions for liabilities and charges

Every quarter the Legal And Accounting Departments review the provisions for litigation posted as liabilities on the balance sheet. Provisions made previously are reviewed and reassessed on the basis of the current status of the proceedings. If applicable, new provisions are made on the basis of an individual assessment of risks for new disputes. The creation of a provision is not conditional on whether or not proceedings are being litigated in court but depends on the nature of the risk.

7.3.3.5. Suspense accounts and financial instruments

Unrealized gains and losses on interest rate instruments used in hedging transactions are not recognized.

7.3.3.6. Share of profits and losses incurred

Most of the group's subsidiaries have opted for the preferred percentage-of-completion method to recognize revenues and margin on real estate programs in their financial statements.

Revenue and margin are recognized in proportion to the percentage of technical completion, for which the starting point is the purchase of the land, and to the progress of sales (signed deeds of sale) of each program. This method is applied whether the program is expected to be profitable or loss making.

The taxable income of these subsidiaries is still determined using the completed contract method.

The bylaws of these companies, which have the legal form of SCIs (Real Estate Companies) and SNCs (Commercial Partnerships), provide for the automatic transfer of profits to their partners in the same fiscal year.

In accordance with the provisions of the Construction and Housing Code, payment of any sum owed by program companies to their partners may only be made strictly within the limits of the amounts freely available to the program companies based on the percentage of completion of building operations.

7.3.3.7. Tax consolidation

The tax consolidation agreement signed by the companies that are members of the consolidated group stipulates that tax liabilities will be borne by the consolidated companies (parent and subsidiary), as they would in the absence of tax consolidation, after deduction of their previous losses. In addition, tax savings obtained as a result of losses are retained by Kaufman & Broad SA, as the parent company, and are considered as earnings for the period even if they give rise to an expense in the period during which the loss-making subsidiaries return to profit.

7.3.3.8. Consolidated VAT

The Kaufman & Broad group has been reporting VAT on a consolidated basis since December 1, 2012. The agreement signed by the companies included in the scope of consolidation provides that VAT payments and credits must be transferred to Kaufman & Broad SA which, as the parent company of the group, becomes the only company responsible for paying the VAT or receiving VAT refunds.

Nevertheless, each legal entity checks to ensure that the VAT credits of each company included in the scope of consolidation are repaid by Kaufman & Broad SA (60 days later).

7.3.4. Analysis of the financial statements

7.3.4.1. Significant events

• The impact of the economic environment on specific risk factors

The Group's operating environment continues to be profoundly impacted by the uninterrupted succession of economic and geopolitical shocks since 2020. While the effects of the Russia-Ukraine conflict and the protracted conflict in the Middle East continue to weigh on economic activity, new sources of uncertainty have emerged, most notably the potential implications of U.S. trade policy on global trade flows, further heightening market uncertainty.

In France, the political landscape has been marked by an unprecedented period of instability following the dissolution of the National Assembly in June 2024 and the subsequent summer government vacancy. This period has been characterized by three changes of government in less than a year. The resulting political uncertainty led to significant parliamentary deadlock: the public deficit remained at 5.4% of GDP in 2025, while the absence of a political consensus delayed the adoption of the national budget until early February 2026, despite its critical importance in defining support measures for the housing sector.

Beyond these political challenges, the French real estate market continues to face a number of structural economic headwinds. Although inflationary pressures have largely subsided, with average annual inflation falling below 1% in 2025 compared with more than 2.0% in previous years, borrowing costs remain a significant constraint on homeownership. While mortgage rates have retreated from their 2023 peak, they stabilized at around 3% during 2025 before showing signs of increasing again towards year-end, reaching 3.6% in early 2026. At the same time, the sector continues to experience a sustained decline in building permits and housing starts, both of which have fallen to their lowest levels in more than twenty years, reflecting a deep-seated loss of confidence across the market.

These developments, while affecting all market participants, have increased the Group's exposure to several key risk categories:

Construction cost risk has intensified as a result of persistent volatility in raw material prices, increasingly demanding environmental regulations, particularly under the RE2020 framework, and prolonged uncertainty regarding the continuity of government support measures for the sector.

Supplier and supply chain risk has increased amid the growing financial fragility of construction companies, many of which are facing liquidity constraints and limited visibility over future public procurement opportunities and government support schemes. Corporate insolvencies have also resumed their upward trend.

Sales risk has become more pronounced due to the significant erosion of households' purchasing power in the residential property market. The tripling of mortgage rates since October 2021, combined with the expiration of the Pinel tax incentive scheme on 31 December 2024, has created an incentive gap that has only been partially offset by the extension of the zero-interest loan scheme (PTZ), reinforcing a wait-and-see attitude among prospective buyers.

Financing risk remains elevated in an environment where access to funding continues to be constrained. Prolonged political instability poses a potential threat to France's sovereign credit rating, which could, in turn, adversely affect corporate refinancing conditions and increase borrowing costs.

The adoption of the 2026 budget in early February marked an important step towards greater stability in an otherwise uncertain environment. The introduction of the *Relance Logement* programme, establishing a tax framework for private landlords based on a depreciation mechanism differentiated according to rental levels, the allocation of an additional €500 million to support social housing, and the confirmation of the extension of the PTZ scheme through 2027 together provide a more stable regulatory framework for the housing sector.

Nevertheless, recurring political instability and limited visibility regarding medium-term fiscal policy continue to complicate both strategic and operational planning. As a result, the Group maintains a prudent approach in an environment whose outlook remains subject to significant uncertainty.

• Proposal of the Board of Directors to pay a dividend in respect of the fiscal year ended November 30, 2025

The Board of Directors held on January 27, 2026 in view of the 2025 results, the strong financial structure of Kaufman & Broad and the level of its backlog decided to propose to the Shareholders' Meeting on May 5, 2026 a dividend of €2.20 per share for the 2025 fiscal year.

• Cash Payment on the dividend for the fiscal year ended November 30, 2024

The Combined Ordinary and Extraordinary Shareholders' Meeting of Kaufman & Broad SA, held at the registered office on May 6, 2025 under the chairmanship of Nordine Hachemi, decided to distribute a total dividend of €2.20 per share for the fiscal year ended November 30, 2024. The cash dividend was paid on May 13, 2025.

• Fitch Rating confirms Kaufman & Broad's Investment Grade rating

The rating agency Fitch Rating confirmed last August the "Investment Grade" - "BBB-" rating with stable outlook of Kaufman & Broad S.A. This rating has been constant since 2022. For Fitch Ratings, the confirmation of the rating reflects Kaufman & Broad's solid business and financial profile, which proves resilient during periods of weak demand. Fitch also points out that Kaufman & Broad continues to maintain a positive net cash position, which comfortably covers all future debt maturities. Kaufman & Broad is currently the only pure European developer to be rated Investment Grade. Fitch's confirmation of this rating in a difficult environment highlights the strength of the group's financial structure and its ability to structurally generate substantial cash flows.

Dividends received

No dividends were received during the financial year.

7.3.4.2. Intangible assets

(in € thousands)	November 30, 2025	November 30, 2024
Software licenses	274	274
Depreciation and amortization	-274	-274
Net Intangible assets	**0**	**0**

7.3.4.3. Property, plant and equipment

(in € thousands)	November 30, 2025	November 30, 2024
Facilities and fittings	184	184
Depreciation and amortization	-75	-74
Facilities and fittings	**108**	**110**
Office and IT equipment – furnishings	601	601
Depreciation and amortization	-601	-601
Office and IT equipment – furnishings	**-**	**-**
Net property, plant and equipment	**108**	**110**

7.3.4.4. Financial assets

(in € thousands)	November 30, 2025	November 30, 2024
Equity interests	323,061	324,748
Receivables related to equity interests and loans [(1)]	33,869	140,323
Other financial assets [(2)]	1,474	1,194
Impairment [(3)]	-4,316	-4,316
Net non-current financial assets	**354,088**	**461,949**

(1) Receivables relating to equity investments and loans correspond for €0.8M to the share of margins of transparent companies that are not distributable at the end of the fiscal year (compared with €117M at November 30, 2024) and for €33M of receivables from group companies, members of the tax consolidation group.

(2) Other financial assets mainly consist of deposits and guarantees, including the cash made available to Rothschild Bank under the share buyback agreement for €1.4 million.

(3) At November 30, 2024, the provision for shares in subsidiaries mainly concerned Kaufman & Broad Financement for €4.3 million.

7.3.4.5. Receivables

(in € thousands)	November 30, 2025	November 30, 2024
Value-added tax	14,303	1,281
Corporate income tax	-	9,425
Current accounts (1)	35,723	60,757
Intra-group customers - Invoices to be issued (2)	7,186	8,360
Other receivables	301	181
Receivables	**57,513**	**80,004**

(1) This sum comprises: €22 million, being the share of the revenue upstreamed from subsidiaries (versus €42.5 million at November 30, 2024); €8.6 million , being the current accounts for tax consolidation purposes with other group companies; and €8.6 million for consolidated VAT current accounts.

(2) This sum corresponds to intra-group reinvoicing relating to the bonus shares awarded to employees of the Kaufman & Broad group

(in € thousands)	November 30, 2025	In one year at most	In more than one year
Value-added tax	14,303	14,303	-
Corporate income tax	-	-	-
Current accounts	35,723	35,723	
Intra-group customers - Invoice to be issued	7,186	7,186	-
Other receivables	301	301	-
Receivables	**57,513**	**57,513**	**-**

7.3.4.6. Treasury shares

(in € thousands)	November 30, 2025	November 30, 2024
Treasury shares	8,740	9,668
Provisions for impairment of treasury shares		
Treasury shares (net of impairment)	**8,740**	**9,668**

At November 30, 2025, Kaufman & Broad SA held 339.888 treasury shares (representing 1.71% of the company's share capital). These shares break down as follows:

- 76,891 shares (representing 0.39% of the company's share capital) valued at €2.0 million intended to cover the bonus share plans of plan 2 of 2023, plans 1 & 2 of 2024, and plans 1 & 2 of 2025.
- 262,997 shares (representing 1.32% of the company's share capital) valued at €6.6 million held to meet the other objectives of the share buyback plan (future bonus hare plans and cancellation of shares by the company).
- No shares are held under the Liquidity Agreement .

As at 30 November 2024, the 383,997 treasury shares comprised:

- 266, 536 shares (€7.0 million) allocated to bonus share plans;
- 108,961 shares (€2.7 million) held to achieve the other objectives of the share buyback plan;
- 8,500 shares (€0.3million) held under the Liquidity Agreement;

7.3.4.7. Shareholders' equity

The change in shareholders' equity is broken down as follows:

(in € thousands)	Share capital	Legal reserve	Share subscription options	Premium	Other reserves	Balance of retained earnings	Net income	Shareholders' equity
November 30, 2023	**5,164**	**979**	**781**	**3,923**	**-**	**337,204**	**57,219**	**405,269**
Distribution						10,453	-57,219	-46,766
Capital reduction								-
Capital increase								-
Net income for the fiscal year							81,234	81,234
November 30, 2024	**5,164**	**979**	**781**	**3,923**	**-**	**347,657**	**81,234**	**439,738**
Distribution						38,092	-81,234	-43,142
Capital reduction								-
Capital increase								-
Net income for the fiscal year							5,703	5,703
November 30, 2025	**5,164**	**979**	**781**	**3,923**	**-**	**385,749**	**5,703**	**402,299**

In addition to the legal reserve, the Company has reserves for an amount at least equal to the value of all the shares it holds.

There were no transactions in the company's share capital for the year ended November 30, 2025.

7.3.4.8. Change in capital

(in € thousands)	November 30, 2024	Increase	Reduction	November 30, 2025
Number of shares	19,862,022	-	-	19,862,022
Par value	0.26	-	-	0.26
Capital	**5,164,126**	**-**	**-**	**5,164,126**

At November 30, 2025, Kaufman & Broad SA's share capital was €5,164,125.72, divided into 19,862,022 shares of common stock with a par value of €0.26.

Bonus share plans

During the fiscal year, the Board of Directors decided to introduce three new bonus share plans on February 21, 2025 under the authority granted by the Shareholders' Meeting of May 6, 2024.

The main features of the group's plans in effect at November 30, 2025 are presented in the table below:

Bonus share plan	February 2023 Plan 2	February 2024 Plan 1	February 2024 Plan 2	February 2025 Plan 1	February 2025 Plan 2
Date authorized by the Extraordinary Shareholders' Meeting	May 5, 2022	May 4, 2023	May 4, 2023	May 4, 2023	May 6, 2024
Number of bonus shares that may be awarded	111,978	250,000	124,920	250,000	127,090
Date of the Board of Directors' meeting awarding the shares	Feb 24, 2023	Feb 15, 2024	Feb 15, 2024	Feb 15, 2024	21-Feb-25
Number of bonus shares awarded	10,000	125,080	10,000	122,910	10,000
Number of beneficiaries	1	640	1	612	1
Types of shares	Existing	Existing	Existing	Existing	Existing
Shares outstanding at November 30, 2024	10,000	113,490	10,000	109,890	10,000
Share price on the award date	€28.95	€30.05	€30.05	€33.10	€33.10
Date of vesting	Feb 24, 2026	Feb 15, 2026	Feb 15, 2027	Jan 15, 2025	Feb 21, 2028
Date available	Feb 24, 2027	Feb 15, 2028	Feb 15, 2028	Feb 15, 2028	Feb 21, 2029
Lapsed shares	0	11,590	0	13020	0
Shares outstanding	10,000	113,490	10,000	109,890	10,000
Initial fair value of the plan	168,581	2,075,171	203,642	2,255,595	221,658
Data input into the model:	Binomial model	Binomial model	Binomial model	Binomial model	Binomial model
• Exercise price	-	-	-	-	-
• Loss of liquidity of the shares (% of the forward price)	1%	1%	1%	1%	1%
• expected dividends	€2.10 to €2.40 per share	€1.00 to €2.40 per share	€1.00 to €2.40 per share	€1.80 to €2.20 per share	€1.80 to €2.20 per share
• Risk-free interest rate (market rate)	from 3.30% to 3.45%	from 2.83% to 3.45%	from 2.83% to 3.45%	from 2.15% to 2.21%	from 2.15% to 2.21%
• Share lending/borrowing rat	0	0	0	0	0
• Forward price discounting rate	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps	Euribor + 300 bps
• Turnover rate	0% for the Chairman	0% for the Chairman, 14.96% for key executives 25.92%/year for others	0% for the Chairman	0% for the Chairman, 16.10% for key executives 20.03% p.a. for others	0% for the Chairman

7.3.4.9. Provisions for liabilities and charges

(in € thousands)	November 30, 2025	November 30, 2024
Provision for bonus share awards [1]	5,868	6,957
Provision for tax liabilities	-	86
Provision for subsidiary liabilities	2	2
Other provisions for liabilities and charges	737	737
Provisions for liabilities and charges	**6,607**	**7,781**

(1) Provision created up to the capital loss that the Company will incur on the delivery of bonus shares to employees.

7.3.4.10. Financial debt

(in € thousands)	November 30, 2025	November 30, 2024
Syndicated bank credit line	-	-
Bond issue		100,000
Bank loans and debts related to equity investments	5,865	-
Interest accrued on borrowings	-	1,939
Financial debt	**5,865**	**101,939**

The €100,000,000 bond was repaid in full in May 2025

- Main utilizations of financial debt

(in € thousands)	Capacity	Utilization at November 30, 2025	Maturity	Rate [1]
Bond issue				
RCF[2]	200,000			E [3] + 189 to 281 BPS
Total	**200,000**			

(1) E = Euribor, which is, for a given maturity, the fixed average rate at which a panel of fifty major banks in Europe offer to make unsecured loans to other major banks, calculated every business day

(2) Revolving credit facility.

(3) The applicable margin depends on the Leverage ratio.

Bond issue

On May 18, 2017, Kaufman & Broad issued its first "Euro PP" bond, of €150 million, as part of a private placement made with institutional investors in Europe. This private placement comprised a €50 million seven-year tranche maturing in May 2024 at a fixed annual interest rate of 2.879% payable on May 31 of each year, and a €100 million eight-year tranche maturing in May 2025 at a fixed annual interest rate of 3.204% payable on May 31 of each year.

This transaction also allowed the group to diversify its financing sources, benefit from favorable market conditions and significantly extend the average maturity of its debt.As part of its Euro PP bond financing, Kaufman & Broad repaid the second €100 million tranche with an 8-year maturity (due in May 2025). The repayment was made on May 17, 2025, in accordance with the terms of the financing documentation, using the company's excess cash resources.

Senior Facilities Agreement

In July 2024, Kaufman & Broad set up a new €200 million syndicated loan agreement. With an initial maturity of 5 years, this loan replaces the €250 million RCF 2019 syndicated loan agreement maturing in January 2025. This corporate credit line "RCF 2024" enables the Company to extend its debt maturity and lower its cost of debt, while also giving it more leeway to use these resources in accordance with any needs and opportunities that may arise, over and above its available cash.

As a result, at November 30, 2025, the group had syndicated loans comprising a revolving credit facility (the "Revolving Credit Facility") with a principal amount of €200 million. No amount was outstanding under the facility at November 30, 2025.

Under the 2024 Senior Facilities Agreement, the margin applicable to each drawdown will be determined according to the leverage ratio applicable at each testing date and, depending on the group's observance of the Annual CSR Criteria, a positive or negative incentive mechanism will be applied to the margin applicable at the time.

Financial covenants

For each six-month accounting period from November 2024 until the Syndicated Loan Agreement matures, the group is required to observe two ratios, calculated on a consolidated basis, with levels defined as follows: :

Ratios at end of each six-month period	Threshold at November 30, 2025	Ratio at November 30, 2025
Leverage ratio (1)	≤ 3.0	-3.52
Net Gearing ratio (2)	≤ 2.0	-1,29

(1) i.e., net Financial Debt (a) divided by EBITDA (b) where:

(a) *Financial debt means gross financial debt less cash and cash equivalents, and without taking into account the impacts related to the application of IFRS 16 (leases) or any other applicable Accounting Principles becoming applicable, where applicable, after the date of signature of the Credit Agreement.*

(b) *EBITDA means the net income of the consolidated group before income tax and financial income (including net financial expenses, foreign exchange gains and losses and other financial expenses); other extraordinary and/or non-recurring income and expenses, excluding estimated expenses (including any increases or decreases in amortization, depreciation and provisions, fair value adjustments, and income and expenses relating to the non-financial compensation of employees); and capital gains or losses from the sale of assets, less income from minority interests.*

(2) i.e., net financial debt (a) divided by adjusted shareholder's equity (c) ;

(c) *Adjusted shareholders' equity = consolidated shareholders' equity at any given date, as shown on the liabilities side of the last consolidated financial statements plus the impact of treasury shares held by the Company at the closing date of the financial statements at the end of the reporting period.*

Finally, the 2024 Syndicated Loan Agreement provides that in the event of a change of control of Kaufman & Broad SA, the total commitments will be automatically canceled and any outstanding advances as well as any interest and accrued fees (to the extent that the Agent has not issued a notification under Article 21.7 "Proportional Settlement of Interests"), any reinvestment costs and any other amounts due under the Financing Documents will automatically become due and payable on the date of said Change of Control. Under the terms of the 2024 Syndicated Credit Agreement, a change of control means any act or event resulting in one or more persons or entities, acting alone or in concert, come to holding more than thirty three and one third (33.33%) of the capital and/or voting rights of the Borrower.

7.3.4.11. Other liabilities

(in € thousands)	November 30,2025	November 30, 2024
Value-added tax	1,174	1,674
Corporate income tax	8,850	-
Other taxes	5	96
Other miscellaneous payables	540	451
Current accounts [1]	45,123	47,722
Other liabilities	**55,692**	**49,943**

(1) This amount comprises €12 million relating to the current accounts of the member companies of consolidated VAT group (compared to €15 million at November 30, 2024), for €28 million to the current accounts with KB Financement and €4.8 million in relation to cash advances granted by group companies (compared to €0.07 million at November 30, 2024).

(in € thousands)	November 30,2025	Up to 1 year	1 to 5 years	More than 5 years
Value-added tax	1,173	1,173	-	-
Corporate income tax	8,850	8,850	-	-
Other taxes	5	5	-	-
Other miscellaneous payables	540	540	-	-
Current accounts	45,123	45,123	-	-
Other liabilities	**55,692**	**55,692**	**-**	**-**

7.3.4.12. Amounts due to or owed by related companies

(in € thousands)	November 30, 2025	November 30, 2024
Receivables from equity interests	33,869	140,323
Other receivables	35,722	60,757
Current accounts	-45,123	-47,648
Related companies – receivables and payables	**24,468**	**153,432**

7.3.4.13. Accrued expenses and income

(in € thousands)	November 30, 2025	November 30, 2024
Borrowings and financial debts	-374	-1,939
Accounts payable and related accounts	-1,370	-971
Tax and social security liabilities	-5	- 6
Total accrued expenses	**-1 749**	**-2,916**

The amount listed under accounts payable and related accounts corresponds primarily to fees not yet invoiced.

(in € thousands)	November 30, 2025	November 30, 2024
Other receivables [1]	7,848	8,977
Total accrued income	**7,848**	**8,977**

(1) These are mainly invoices to be issued under the bonus share plans for employees of the Kaufman & Broad group.

7.3.4.14. Revenue

(in € thousands)	November 30, 2025	November 30, 2024
Provision of services	4,518	3,461
Total	**4,518**	**3,461**

Revenues relate mainly to the reinvoicing of operating costs incurred in 2025 by Kaufman & Broad SA on behalf of group companies or some of its shareholders, namely Artimus Participations, and to the reinvoicing to GIE Kaufman & Broad, an entity employing Kaufman & Broad group employees, of expenses related to the future delivery of bonus shares awarded during the year.

7.3.4.15. Other purchases and external charges

(in € thousands)	November 30, 2025	November 30, 2024
Legal fees and arrangement costs	-1,383	-554
Audit fees	-504	-319
Intra-group services	-664	-709
Other expenses	-540	-1,950
Total	**-3,092**	**-3,532**

7.3.4.16. Profits allocated and losses incurred

This item records the income from program support companies, the net total of which was €17.8 million for the year ended November 30, 2025, compared with €36.9 million for the year ended November 30, 2024. This net figure includes shares of losses totaling €9.2 million for the year ended November 30, 2025, compared with €5.6 million for the year ended November 30, 2024.

7.3.4.17. Net financial income

(in € thousands)	November 30, 2025	November 30, 2024
Dividends received	-	35,523
Net change in provisions	-	11,157
Financial income related to the early repayment of Senior B and C lines	-	-
Net interest expense [1]	-2,779	-2,598
Total	**-2,779**	**44,082**

(1) The financial interest borne corresponds to interest on the financial debt and on intra-group current accounts.

7.3.4.18. Non-recurring income (expenses)

(in € thousands)	November 30, 2025	November 30, 2024
Other net exceptional expenses	-4,593	-3,148
Total	**-4,593**	**-3,148**

7.3.4.19. Off-balance sheet items

• Interest rate hedging

Interest rate risk is hedged using instruments traded on organized markets or over the counter with high-quality counterparties.As at 30 November 2025, the company does not have any hedging instruments.

• Off-balance sheet commitments received

Unutilized syndicated credit lines

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Unutilized RCF Line [1]	200,000	200,000
Total	**200,000**	**200,000**

(1) Last July, Kaufman & Broad set up a new €200 million syndicated loan agreement. With an initial maturity of 5 years, this loan replaces the 2€50 million RCF 2019 syndicated loan agreement maturing in January 2025.

• Pledges and liens

Under a memorandum of understanding, Kaufman & Broad SA stood as guarantor for one of its partners. The guarantee was limited to €4 million excluding VAT and until the provision of a first-demand bank guarantee, in keeping with the commitments made by two of its subsidiaries in said memorandum. In exchange, this partner's main shareholder stood as joint and several guarantor for its subsidiary's commitments with regard to joint ventures, for the same amount and until the provision of its own first-demand bank guarantee.

• Off-balance sheet commitments given

Guarantees and bonds issued

(in € thousands)	**November 30, 2025**	**November 30, 2024**
Land holding guarantees and works guarantees [1]	334,642	339,126
Counter guarantees granted [2]	9,632	18,908
Guarantee of repayment of the sale-before-completion price	03	9,393
Total	**344,274**	**367,427**

(1) Of which guarantee works on the Austerlitz transaction: €318,604k as well as various sureties and guarantees granted by Kaufman & Broad SA mainly a rental guarantee on the rents of the head office and a guarantee of €4 million granted under a protocol with a partner.

(2) In addition, financial completion guarantees are provided to customers as part of VEFA revenues by Kaufman & Broad SA subsidiaries. Kaufman & Broad asks a financial institution, mutual guarantee body or insurance company to issue a guarantee

In consideration for these bonds, Kaufman & Broad typically gives the financial institutions or insurance companies a mortgage undertaking ("promesse hypothécaire") and a non-assignment of shares undertaking in relation to the companies running the programs, and a pledge of receivables accruing on the sale price.

7.3.5. Tax consolidation and future tax position

The Company opted for tax consolidation starting from the year ended November 30, 1990, in accordance with Article 223 of the French Tax Code, for a term of five years. The Company has renewed this option six times, making it valid until the end of 2025.

(in € thousands)	Pre-tax accounting income (loss)	Tax adjustments (1)	Income for tax purposes	Tax loss carry forward to be charged	Taxable income	Kaufman & Broad SA theoretical tax	Effect of tax consolidation income/ (expense)	Recognized tax income/ (expense)	NET INCOME
Recuring	**17,118**	**38,971**	**56,089**	**-**	**56,089**	**14,188**	**-6,180**	**8,088**	**9,110**
Non-Recuring	-4,593	0	-4,593	-	-4,593	-1,186	-	-1,186	-3,407
Total	**12,524**	**38,971**	**51,495**	**-**	**51,495**	**13,002**	**-6,180**	**6,822**	**5,703**

(1) The tax adjustments include mainly the deduction of dividends received from subsidiaries and the restatement of 2025 revenues and income, whereby the amounts recognized in the financial statements on the percentage-of-completion basis are reversed and taxable income is calculated instead on the completed contract basis.

- Due to the difference in the methods used to recognize profit for accounting purposes (the percentage-of-completion basis) and for tax purposes (the completed contract basis), a significant deferred tax position arises. As an indication, the total gross margin recognized on a percentage of completion basis, which is eliminated for the purpose of calculating the taxable income, was €56.8 million, representing a deferred tax of €14.7 million at November 30, 2025.

7.3.6. Related party transactions

Under the license agreement signed with Kaufman & Broad Europe SAS, Kaufman & Broad SA benefits from a free license to use Kaufman & Broad's trademarks, logos and domain names in France. All other transactions with related parties are carried out under market conditions.

Dealings with related parties, including the compensation method for executives, remained comparable to 2024 and no transaction that was unusual in its type or amount occurred during the fiscal year.

7.3.7. Post-closing events

None

7.3.8. Consolidation

Kaufman & Broad SA is the parent company in the scope of consolidation that consists of Kaufman & Broad SA and its subsidiaries.

7.3.9. Other

Kaufman & Broad SA has no employee.

The total compensation paid to directors and corporate officers for 2025 amounted to €1,823,245, of which €359,500 was paid to Non-Executive Directors.

- Subsidiaries and equity affiliates

	Capital	Other shareholders' equity before allocation of profit or loss	% ownership	Gross book value of shares held	Net book value of shares held	Outstanding loans and advances granted by the Company	Sum of guarantees and endorsements given by the Company	Last published net revenue	Last published net income (loss)	Dividends received by the Company during the fiscal year
A - Detailed information on investments in subsidiaries the gross book value of which exceeds 1% of Kaufman & Broad SA's capital										
1. Subsidiaries (at least 50% of the capital held by the company)										
Kaufman & Broad Europe SAS	221,440,548	- 7,685,855	99.90%	217,436,878.30	217,436,878.30	-	-	12,988,450	15,923,592	
Kaufman & Broad Homes SAS	2,247,403	7,146,679	100.00%	10,450,195.06	10,450,195.06	-	3,825,850	24,633,242	- 8,018,757	
Kaufman & Broad Développement SAS	152,449	- 1,393,338	100.00%	152,449.02	152,449.02	-	2,127,500	13,450,362	2,285,263	
Kaufman & Broad Champagne	100,000	- 919,397	100.00%	100,000.00	100,000.00	-	-	280,731	1,432,240	
SMCI Développement SAS	762,245	- 80,338	100.00%	762,245.09	762,245.09	-	-	75,832	33,018	
Kaufman & Broad Rénovation SAS	160,000	- 27,117	100.00%	152,296.57	152,296.57	-	-	128,679	2,599	
Kaufman & Broad Financement SNC	3,040,500	- 1,032,750	99.96%	4,307,707.67	-	-	-	371,682	- 5,550,608	
Kaufman & Broad Real Estate SAS	205,280	- 30,041,257	100.00%	30,191,792.45	30,191,792.45	-	5,060,000	38,298,471	61,955,161	
Kaufman & Broad Méditerranée SARL	100,000	34,312,720	100.00%	100,000.00	100,000.00	-	1,508,116	5,013,797	- 4,015,712	
Kaufman & Broad Savoie SARL	100,000	11,313,730	100.00%	100,000.00	100,000.00	-	331,059	1,767,376	- 2,642,189	
Kaufman & Broad Rhône-Alpes SARL	1,300,000	31,947,720	100.00%	1,300,000.00	1,300,000.00	-	1,210,500	3,139,825	- 3,489,346	
Kaufman & Broad Pyrénées-Atlantiques SARL	100,000	16,949,699	100.00%	100,000.00	100,000.00	-	44,500	546,249	- 2,671,175	
Residences Bernard Teillaud SARL	840,000	- 14,849,594	100.00%	15,663,728.80	15,663,728.80	-	-	104,342	587,939	
Kaufman & Broad Midi-Pyrénées SARL	2,858,910	7,138,891	100.00%	36,404,833.53	36,404,833.53	-	17,999,900	5,332,979	- 4,673,356	
	100,000	13,436,792	99.00%	99,000.00	99,000.00	-	2,588,375	3,462,759	- 1,633,801	

	Capital	Other shareholders' equity before allocation of profit or loss	% ownership	Gross book value of shares held	Net book value of shares held	Outstanding loans and advances granted by the Company	Sum of guarantees and endorsements given by the Company	Last published net revenue	Last published net income (loss)	Dividends received by the Company during the fiscal year
SARL Kaufman & Broad Languedoc-Roussillon										
SARL Kaufman & Broad Gironde	100,000	16,261,483	99.00%	1,387,900.00	1,387,900.00	-	320,186	3,459,116	- 6,079,943	
Kaufman & Broad Bretagne	1,000,000	13,661,263	100.00%	5,064,530.00	5,064,530.00	-	355,000	151,377	- 4,474,524	
Kaufman and Broad Flandres	7,700	3,146,154	99.90%	449,360.00	449,360.00	-	974,750	3,917,103	- 1,726,800	
Kaufman and Broad Innovations	1,000	1,802,910	100.00%	1,000.00	1,000.00	-	-	385,488	11,228	
Kaufman and Broad Marketing and sales	1,000	728,504	100.00%	1,000.00	1,000.00	-	-	24,096,061	- 69,203	
Kaufman and Broad Poitou-Charentes	100,000	6,563,698	100.00%	100,000.00	100,000.00	-	207 214	392,200	- 2,689,947	
Kaufman and Broad Pyrénées-Orientales	100,000	- 168,850	100.00%	100,000.00	100,000.00	-	136,000	2,215	- 129,177	
Kaufman and Broad Est	100,000	3,162,166	100.00%	100,000.00	100,000.00	-	703,005	5,716,373	4,490,425	
Kaufman et Broad Bourgogne-Franche-Comté	100,000	1,281,144	100.00%	100,000.00	100,000.00	-	162,972	1,364,989	- 1,629,588	
Kaufman and Broad Investissement	100,000	806,710	100.00%	100,000.00	100,000.00	-	-	-	- 72,280	
Serge Mas Immo	1,000	-	99.90%	999.00	999.00	-	-	7,047,177	325,578	

	Capital	Other shareholders' equity before allocation of profit or loss	% ownership	Gross book value of shares held	Net book value of shares held	Outstanding loans and advances granted by the Company	Sum of guarantees and endorsements given by the Company	Last published net revenue	Last published net income (loss)	Dividends received by the Company during the fiscal year
2. Equity affiliates (10% to 50% owned by the Company)										
B – General information on other interests with a gross value less than 1% of Kaufman & Broad SA's capital										
1. Subsidiaries not included in paragraph A1. Subsidiaries not included in section A										
SNC Kaufman & Broad Promotion 1	1,000	-	99.00%	990.00	990.00	-	-	91,620,452	9,576,421	
SNC Kaufman & Broad Promotion 2	1,000	-	99.00%	990.00	990.00	-	-	888,204	- 475,155	
SNC Kaufman & Broad Promotion 3	1,000	-	99.00%	990.00	990.00	-	555,628	123,115,139	7,141,853	
SNC Kaufman & Broad Promotion 4	1,000	-	99.00%	990.00	990.00	-	-	46,355,594	6,437,382	
SNC Kaufman & Broad Promotion 5	1,000	-	99.00%	990.00	990.00	-	-	66,711,657	7,200,493	
SNC Kaufman & Broad Promotion 6	1,000	0	99.00%	990.00	990.00	-	2,718,241	104,201,577	9,259,734	
SNC Kaufman & Broad Promotion 7	1,000	-	99.00%	990.00	990.00	-	-	22,388,001	2,379,439	
SNC Kaufman & Broad Promotion 8	1,000	0	99.00%	990.00	990.00	-	158,000	117,570,967	9,064,423	
SNC Kaufman & Broad Promotion 9	1,000	-	99.00%	990.00	990.00	-	-	-	- 434	
Other French subsidiaries (total)				163,085	5,015	-		-	-	

7.4. Statutory Auditors' report on the parent company financial statements

Financial year ended 30 November 2025

At the Kaufman & Broad S.A. General Meeting,

Opinion

In compliance with the engagement entrusted to us by your general meeting, we have audited the annual financial statements of Kaufman & Broad SA for the financial year ended 30 November 2025, as they are appended to this report.

We certify that the annual financial statements are, in accordance with French accounting rules and principles, accurate and reliable, and provide a true and fair view of the results of the financial year under review, as well as the financial position and assets and liabilities of the company at the end of this financial year.

The opinion expressed above is consistent with the content of our report to the Audit Committee.

Basis of opinion

- Audit standards

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities in light of these standards are described in the "Statutory Auditor's responsibilities regarding the audit of the annual financial statements" section of this report.

- Independence

We conducted our audit engagement in compliance with the independence rules set out in the French Commercial Code and the statutory auditors'code of ethics, for the period from 1 December 2024 to the date of our report, and specifically we did not provide any prohibited non-audit services in accordance with Article 5(1) of Regulation (EU) No 537/2014.

Justification of our assessments - Key audit matters

In application of the provisions of articles L.821-53 and R.821-180 of the French Commercial Code regarding the justification of our assessments, we bring to your attention the key audit matters related to the risks of material misstatements that, in our professional judgment, were the most important for the audit of the annual financial statements for the financial year, as well as the responses we have provided to these risks.

These assessments were made in the context of the audit of the annual financial statements taken as a whole and the formation of our opinion expressed above. We do not express an opinion on individual items of these financial statements.

• Valuation of equity securities

Risk identified	At 30 November 2025, the net value of equity securities was EUR 318,745 thousand, representing more than half of total assets. They are recognized at acquisition cost. A provision for impairment is recorded when the carrying amount of investments in subsidiaries and affiliates is lower than their acquisition value. As indicated in Note 7.3.3.2 to the annual financial statements, the carrying amount is determined in relation to the value in use of each company, assessed on the basis of the proportion of equity held and the prospects of the subsidiaries concerned, which take into account the projected results of their property programmes and could be affected by the economic environment and regulatory changes. The assessment of value in use requires assumptions and estimates from management. The valuation of equity securities is therefore considered a key point in the audit due to their importance in the annual financial statements and the estimated nature of their determination.
Our response	We examined the method used to determine the value in use of subsidiaries and reviewed the related internal control procedures. For a representative sample of equity securities, we reconciled the equity used by management in its valuations with those appearing in the financial statements of the subsidiaries concerned, which have been audited or subject to analytical procedures as part of the work we have carried out for the certification of the group's consolidated financial statements. For subsidiaries whose value in use is based on their earnings potential, our procedures mainly consisted of: • analyse the consistency of the data and budget assumptions used by management to evaluate the results of property programmes with known historical data and development prospects, and in relation to the economic and financial context in which the subsidiaries of your company operate, • assessing the assumptions in the business plans and, with valuation specialists included in the audit team, those of the discount rates used by management to value the intangible assets attributable to the subsidiaries. We also assessed the appropriateness of the information provided in the notes to the financial statements with respect to these items.

• Valuation of profit and loss shares of subsidiaries

Risk identified	As at November 30, 2025, the net amount of the profit and loss shares of the subsidiaries recognized by your company for the financial year amounts to €17,758 thousand and is presented on the line "Allocated profits and losses" of the income statement. This net amount includes loss shares of €9,204 thousand. As indicated in note 7.3.3.6 to the annual financial statements, most of your company's subsidiaries have chosen to recognise the revenue and margin from property programmes according to the percentage of completion method in their annual financial statements. Revenue and margin are recognized in proportion to the technical and commercial progress of each program. The articles of association of these companies, which are mainly in the form of S.C.I. and S.N.C., provide for a clause whereby their results are automatically reported to their partners in the year in which they are realized. We considered the valuation of the profit and loss shares of subsidiaries to be a key audit matter due to their significant importance in the annual financial statements and the judgment required to determine the estimates used to calculate the values of the shares of results of subsidiaries, which depend on the progress and projected margin of the programmes carried out, which could be affected by the economic environment and regulatory changes
Our response	We familiarized ourselves with the internal control procedures put in place to assess the share of profits and losses of subsidiaries. For a representative sample of subsidiaries established as S.C.I. and S.N.C., our work mainly consisted of: • check that the articles of association of these entities actually include a clause providing for an automatic distribution of income to their partners in the year in which it is generated; • examine whether the results used by management are consistent with those appearing in the financial statements of the subsidiaries concerned, for which we have carried out an analysis of the progress and projected margin of the main programs undertaken; • compare the holding percentage applied in the calculation with that stated in the respective articles of association of the entities concerned. We also assessed the appropriateness of the information provided in the notes to the financial statements with respect to these items.

Specific verifications

We have also carried out the specific verifications required by the laws and regulations in force in France, in accordance with the professional standards applicable in France.

- ## Information given in the management report and in the other documents provided to shareholders with respect to the financial position and the financial statements

We have no comment as to the fair presentation and conformity with the annual financial statements of the information given in the management report of the board of directors and in the other documents provided to shareholders with respect to the financial position and the annual financial statements.

We hereby certify the accuracy and consistency with the annual financial statements of the information on payment terms referred to in article D.441-6 of the French Commercial Code.

- ## Information on corporate governance

We hereby certify that the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code is present in the corporate governance section of the Board of Directors' management report.

Regarding the information provided in accordance with the provisions of Article L.22-10-9 of the French Commercial Code on the compensation and benefits paid or awarded to corporate officers, as well as the commitments made in their favour, we have verified its consistency with the financial statements or with the data used to prepare these financial statements and, where applicable, with the information gathered by your company from the companies it controls and included in the scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Regarding the information on items that your company has considered likely to have an impact in the event of a public takeover bid or exchange offer, provided in accordance with the provisions of Article L.22-10-11 of the French Commercial Code, we have verified its consistency with the documents from which it originates and which were communicated to us. Based on our work, we have no matters to report on this information.

- ## Other information

In accordance with the law, we have ensured that the various details regarding the identity of the holders of capital or voting rights have been communicated to you in the management report.

Other verifications or information required by law and regulations

- ## Presentation format of the annual financial statements for inclusion in the annual financial report

We have also verified, in accordance with the professional standard on the statutory auditor's duties regarding annual and consolidated financial statements presented in the single European electronic format, compliance with this format defined by European Delegated Regulation 2019/815 of 17 December 2018 in the presentation of the annual financial statements intended to be included in the annual financial report mentioned in point I of Article L.451-1-2 of the French Monetary and Financial Code, prepared under the responsibility of the Chairman and Managing Director.

Based on our work, we conclude that the presentation of the annual financial statements for inclusion in the annual financial report respects, in all material respects, the single European electronic information format.

It is not our responsibility to verify that the annual financial statements that will actually be included by your company in the annual financial report filed with the FMA correspond to those on which we conducted our work.

- ## Appointment of the Statutory Auditors

We were appointed auditors of Kaufman & Broad SA by the general meeting of 6 May 2021 for KPMG SA and of 3 July 1991 for ERNST & YOUNG AUDIT.

As at 30 November 2025, KPMG SA was in its 5th year of uninterrupted engagement and ERNST & YOUNG AUDIT in its 35th year, of which 26 years since the company's securities were admitted to trading on a regulated market for ERNST & YOUNG AUDIT].

Responsibilities of management and those charged with corporate governance for the financial statements

It is the responsibility of the management to draw up annual financial statements presenting a true and fair view in accordance with French accounting rules and principles, and to implement the internal controls it deems necessary for the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, as applicable, disclosing matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of the internal control and risk management systems, as well as, where applicable, the internal audit, with regard to the procedures for preparing and processing accounting and financial information.

The annual financial statements were approved by the board of directors.

Auditors' responsibilities for the audit of the annual accounts

- Audit objective and approach

It is our responsibility to prepare a report on the annual financial statements. Our objective is to obtain reasonable assurance that the annual financial statements as a whole are free of material misstatement. Reasonable assurance corresponds to a high level of assurance, but does not guarantee that an audit conducted in accordance with professional standards will always detect any material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As specified by Article L.821-55 of the French Commercial Code, our certification of the financial statements does not constitute a guarantee of the viability or quality of the management of your company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit. In addition:

- it identifies and assesses the risks of material misstatement of the annual financial statements, whether due to fraud or error, defines and implements audit procedures in response to these risks, and collects evidence it considers sufficient and appropriate to serve as a basis for its opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- it understands the internal control relevant to the audit in order to define audit procedures that are appropriate in the circumstances, and not with the aim of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements ;
- it assesses the appropriateness of the management's application of the going concern accounting principle and, based on the information gathered, the existence or absence of significant uncertainty linked to events or circumstances likely to cast doubt on the company's ability to continue its operations. This assessment is based on the information collected up to the date of its report, it being noted, however, that subsequent circumstances or events could call into question the continuity of the business. If it concludes that significant uncertainty exists, it draws the attention of the readers of its report to the information provided in the annual financial statements regarding this uncertainty or, if this information is not provided or is not relevant, it issues a qualified certification or a refusal to certify;

it assesses the overall presentation of the annual financial statements and evaluates whether the annual financial statements reflect the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee detailing the scope of the audit work and the work programme carried out, as well as the conclusions drawn from our work. We also bring to its attention, where applicable, any significant weaknesses in the internal control that we have identified, with respect to the procedures relating to the preparation and processing of accounting and financial information.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the audit committee with the declaration provided for in Article 6 of Regulation (EU) No. 537-2014 confirming our independence, within the meaning of the rules applicable in France as laid down in particular by Articles L.821-27 to L.821-34 of the French Commercial Code and in the code of ethics for the profession of statutory auditor. Where applicable, we discuss with the Audit Committee the risks to our independence and the safeguards applied.

Paris-La Défense, March 24, 2026

The Statutory Auditors

KPMG S.A.
François Plat

ERNST & YOUNG Audit
Denis Thibon

7.5. Five-year financial summary

Type of information	2025	2024	2023	2022	2021
1. Financial position at year-end					
a) Authorized capital	5,164,126	5,164,126	5,164,126	5,619,386	5,645,386
b) Number of shares issued	19,862,022	19,862,022	19,862,022	21,113,022	21,713,023
c) Number of convertible bonds					
2. Total income from operating activities					
a) Revenues excluding VAT	4,517,581	3,460,562	2,605,059	3,448,625	2,692,036
b) Earnings before taxes, amortization, depreciation and provisions	11,350,228	76,703,818	60,373,404	52,531,497	58,232,873
c) Tax on profits	6,821,085	-4,842,620	3,029,504	-1,229,432	20,776,484
d) Earnings after taxes, amortization, depreciation and provisions	5,703,067	81,234,266	57,218,677	53,368,072	35,690,796
e) Amount of profits distributed (1)		43,696,448	46,765,339	49,509,487	40,476,175
3. Earnings per share from operations					
a) Earnings after taxes and before amortization, depreciation and provisions	0.23	4.11	2.89	2.68	1.78
b) Earnings after taxes, amortization, depreciation and provisions	0.29	4.09	2.88	2.66	1.69
c) Dividend per share (1)		2.20	2.40	2.40	1.95
4. Workforce					
a) Number of employees		-	-	-	-
b) Total payroll		-	-	-	-
c) Amount paid in respect of employee benefits		-	-	-	-

(1) The 2025 figures are in keeping with the income allocation plan to be submitted at the next Shareholders' Meeting.

Additional information

8.1. General information concerning the Company 428
8.1.1. Company name and registered office 428
8.1.2. Legal form and applicable legislation 428
8.1.3. Identification, date of incorporation and term of the Company 428
8.1.4. Corporate purpose 428
8.1.5. Trading in the Company's shares 430
8.1.6. Material contracts 431
8.1.7. Agenda of the Shareholders' Meeting of May 5, 2026 431

8.2. Persons responsible 432
8.2.1. Person responsible for the Universal Registration Document and the annual financial report 432
8.2.2. Statement by the person responsible for the Universal Registration Document and the annual financial report 432

8.3. Persons responsible for the audit of the financial statements 432
8.3.1. Statutory Auditors 432
8.3.2. Alternate Statutory Auditors 432

8.4. Information incorporated by reference 432

8.5. Documents on display 434

8.6. Cross reference tables 434
8.6.1. Cross reference table for the corporate governance report 434
8.6.2. Cross reference table for the Sustainability Statement 435
8.6.3. Cross reference table for the management report 436
8.6.4. Cross reference table for the annual financial report 436
8.6.5. Cross reference table for the Universal Registration Document 437

8.7. Glossary 440

8.1. General information concerning the Company

8.1.1. Company name and registered office

Company name: Kaufman & Broad S.A.

Registered office: 17, quai du Président Paul Doumer

CS 90001 - 92672 Courbevoie Cedex - France

Telephone: + 33 (0) 1 41 43 43 43

8.1.2. Legal form and applicable legislation

The Company is a French "société anonyme" (joint stock company) governed by a Board of Directors and, in particular, by the provisions of Book II of the French Commercial Code.

8.1.3. Identification, date of incorporation and term of the Company

The Company was created by private deed dated June 28, 1968 and registered on October 29, 1968 in the Trade and Companies Register of Nanterre under number 702,022,724. The Company is incorporated for a term of 99 years, and will be dissolved on October 29, 2067, unless it is wound up earlier or its term is extended.

The Company's LEI code is 969500CE0X343D8ALO86.

8.1.4. Corporate purpose

As defined in Article 3 of the bylaws, the corporate purpose of the Company is to perform the following, directly or indirectly, in France or abroad:

- to acquire any developed or undeveloped land, with or without structures requiring demolition, for the construction and sale, upon or before completion, of new buildings of any type (apartments, single-family homes, offices and commercial premises, etc.) as a package or in individual lots, to any individual or legal entity;
- to design and complete any project for subdivision into real estate lots or for groups of housing units, governed or not by condominium status, for urban development or any program to rehabilitate or renovate existing buildings;
- to prepare all documents, take all administrative steps and perform all formalities on its own behalf or on behalf of landowners, to obtain all administrative authorizations, sign all contracts of sale or, before contracts are signed, to analyze and prepare all construction and service contracts with any contractors, architects, design firms and project owners and, more generally, all technical, legal, financial, marketing and advertising programs, transactions and campaigns to promote the implementation and sale of real estate developments;
- to construct, on behalf of landowners, buildings of any kind, under real estate development contracts, Project Management contracts, Project Owner Assistance contracts or any other type of contract for the provision of services;
- to own, lease or manage any building, whether or not constructed by the Company, for the requirements of its business;
- to execute all industrial, commercial or financial transactions, in tradable securities or real estate, relating directly or indirectly to the corporate purpose or any similar or related purposes;
- to acquire equity interests for the Company in any existing or future businesses or companies, directly or indirectly relating to the corporate purpose or any similar or related purposes, particularly businesses or companies the purpose of which would assist in achieving the corporate purpose, and by any means, particularly by the creation of new companies, contributions of capital, mergers, alliances or acquisitions of ownership interests in any type of jointly owned company or intercompany partnership;
- to carry out any partnership or other transactions, with any companies, directly or indirectly relating to the corporate purpose or to any similar or related purpose, or likely to facilitate its growth or development, or make it more profitable;
- incidentally to acquire and sell, by any means and particularly by contribution, subscription, purchase, swap or otherwise, and to manage a portfolio of listed and/or unlisted securities, as well as shares in partnerships or private companies, and/or partnership interests, and rights in real estate or securities of any kind;
- to provide all services, studies, Corporate Services, access to resources, interpretations, technical or legal, expert assessments and consulting services arising therefrom;
- independently, and more generally, to provide administrative, economic, marketing and technical support to all private or public organizations, businesses, local authorities or to any individuals, in all areas;

• to carry out, in whatever form, any type of transaction directly or indirectly relating to the above-mentioned purposes, including forming partnerships with any individuals, legal entities and any organizations, to acquire an ownership interest in existing businesses and to create new businesses, merging companies, or representing any French or foreign corporations or companies;

• and generally, to carry out any scientific, technical, industrial, sales, financial, securities or real estate transactions directly or indirectly relating to the above-mentioned purposes or any similar or related purposes, or that are likely to facilitate their growth or development or make them more profitable.

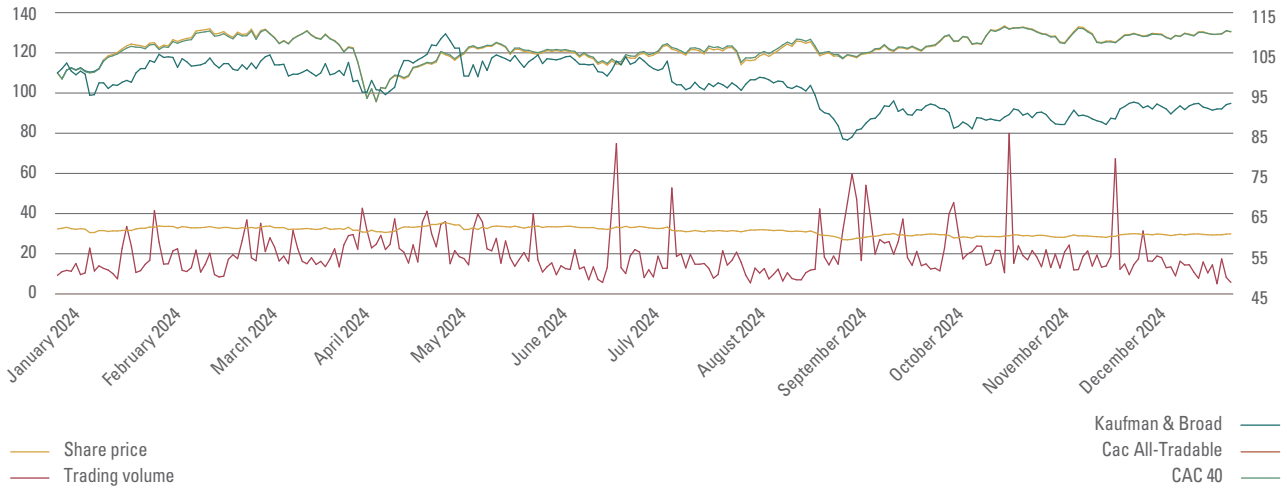
8.1.5. Trading in the Company's shares

From January 1st to December 31, 2025, the CAC All Tradable gained 10.51 %, while the Kaufman & Broad SA share lost 8.42 %.

	Cumulative monthly prices	Number of days	Average price	Cumulative volume in stocks	Average volume of stocks	Average volume in capital resources	Cumulative volume in capital resources
January 2025	705.00	22	32.05	705	32	502,039	11,044,853
February 2025	662.65	20	33.13	663	33	576,764	11,535,277
March 2025	686.35	21	32.68	688	33	653,460	13,722,656
April 2025	646.95	20	32.35	646	32	879,560	17,591,207
May 2025	703.70	21	33.51	704	34	806,390	16,934,189
June 2025	696.20	21	33.15	697	33	566,808	11,902,975
July 2025	734.40	23	31.93	736	32	539,978	12,419,488
August 2025	650.50	21	30.98	651	31	384,815	8,081,125
September 2025	633.80	22	28.81	634	29	773,350	17,013,709
October 2025	661.95	23	28.78	663	29	517,890	15,819,657
November 2025	577.15	20	28.86	577	29	540,124	10,802,482
December 2025	621.60	21	29.60	622	30	416,718	8,751,078

Source: Euronext Paris data January 2026 – KOF code – ISIN FR 004007813.

Change in Kaufman & Broad stock compared to the CAC 40 and CAC All-Tradable and the trading volume



Estimated financial results are published quarterly.

The publication timetable is as follows:

- The first-quarter results, April 15, 2026 after trading ;
- The first half-results, July 8, 2026 after the Stock Exchange ;
- The third-quarter results, September 30, 2026 after the stock market;
- Annual results, in January 2027.

(*This schedule is subject to change*).

The group's financial statements are reviewed twice yearly by the Statutory Auditors, who conduct a full audit of the annual results and a limited review of the half-year results.

8.1.6. Material contracts

The Group's major contracts are detailed in sections 1.4.1 and 4.2.3.2 of this document.

8.1.7. Agenda of the Shareholders' Meeting of May 5, 2026

Combined ordinary and Extraordinary Shareholders' Meeting of May 5, 2026

- Agenda

Resolutions submitted to the Ordinary Shareholders' Meeting

- Review and approval of the statutory financial statements for the fiscal year ended at November 30, 2025;
- Appropriation of net income for the fiscal year ended at November 30, 2025;
- Review and approval of the consolidated financial statements for the fiscal year ended at November 30, 2025;
- Review and approval of agreements subject to article L.225-38 of the French Commercial Code;
- Approval of the compensation policy for the Chairman and Chief Executive Officer
- Approval of the Deputy Chief Executive Officer's compensation policy from May 6, 2026 to November 30, 2026;
- Approval of the payment of the fixed, variable and exceptional components of the total compensation and benefits of any kind paid during the year ended November 30, 2025 or awarded to the Company's Chairman and Chief Executive Officer for the same fiscal year;
- Approval of the compensation policy for non-executive directors;
- Approval of the information mentioned in Article L.22-10-9 -I of the French Commercial Code ;
- Appointment of Mr Emeric Burin des Roziers as a new director;
- Appointment of Ms Myriam Maestroni as a new director;
- Appointment of Mr David Laurent as a new director;
- Authority to be granted to the Board of Directors, for a period of 18 months, for the Company to buy back its treasury shares;

Resolutions submitted to the Extraordinary Shareholders' Meeting

- Authority to be granted to the Board of Directors, for a period of twenty-six months, to cancel shares held by the Company following the buyback of its shares;
- Delegation of authority to be granted to the Board of Directors, for a period of twenty-six months, to issue shares and/or securities convertible into equity securities to be issued by the Company, without preemptive subscription rights for shareholders, to participants in the group's Company Savings Plan(s) up to a maximum amount of 3% of the share capital;
- Authority to be granted to the Board of Directors, for a period of thirty-eight months, to award bonus shares to be issued or already issued to employees and/or executive corporate officers of the Company and related entities;

rdinary decisionResolution submitted to the Ordinary Shareholders' Meeting decision

- Powers to be granted to carry out the formalities.

The text of the resolutions may be consulted at the Company's registered office or on its website as from April 14, 2026.

8.2. Persons responsible

8.2.1. Person responsible for the Universal Registration Document and the annual financial report

Mr. Nordine Hachemi

Chairman and Chief Executive Officer of Kaufman & Broad SA

8.2.2. Statement by the person responsible for the Universal Registration Document and the annual financial report

I declare that the information contained in this Universal Registration Document does, to my knowledge, present fairly the facts and contains no omission likely to affect its significance.

I declare, to the best of my knowledge, that the annual and consolidated financial statements have been prepared in accordance with applicable accounting standards and presents a true and fair view of the assets and liabilities, financial position and profits or losses of the issuer and its consolidated subsidiaries, and that the group Management report, set out in section 8.6.3. presents a true and fair view of the changes and the results of the Company and the financial position of the issuer and its consolidated subsidiaries, and describes the principal main risks and uncertainties they face, which it has been prepared in accordance with the applicable sustainability disclosure standards.

Courbevoie, March 27, 2026

The Chairman and Chief Executive Officer

8.3. Persons responsible for the audit of the financial statements

8.3.1. Statutory Auditors

- Ernst & Young Audit

1-2, place des Saisons -92400 Courbevoie - Paris La Défense 1, represented by Mr. Denis Thibon,appointed on April 16, 2015 until the Shareholders' Meeting convened to approve the financial statements for the fiscal year ending November 30, 2026.

- KPMG S.A.

Tour Eqho -2, avenue Gambetta -92066 Paris La DÉFENSE CEDEX, represented by Mr. François Plat, appointed on May 6, 2021 until the Shareholders' Meeting convened to approve the financial statements for the fiscal year ending November 30, 2026.

8.3.2. Alternate Statutory Auditors

None.

8.4. Information incorporated by reference

Pursuant to Article 19 of Regulation (EU) No 2017/1129 of the Commission of the European Parliament and of the Council, the following information is incorporated by reference in this Universal Registration Document 2025:

- The consolidated financial statements for the fiscal year ended November 30, 2024, prepared in accordance with IFRS as adopted by the European Union, and the related Statutory Auditor's report presented respectively in sections 7.1 and 7.2 of the 2024 Universal Registration Document filed with the AMF on March 28, 2025 under number D.25-0194, as well as the information extracted from the 2024 management report included in the 2024 Universal Registration Document;
- The consolidated financial statements for the fiscal year ended November 30, 2023, prepared in accordance with IFRS as adopted by the European Union, and the related Statutory Auditor's report presented respectively in sections 6.1 and 6.2 of the 2023 Universal Registration Document filed with the AMF on March 28, 2024 under number D.24-0211, as well as the information extracted from the 2023 management report included in the 2023 Universal Registration Document.

Items in the above documents that have not been incorporated by reference are either of no relevance to the investor or are covered elsewhere in the Universal Registration Document.

8.5. Documents on display

All the legal documents relating to the Company that must be made available to shareholders by law, all the documents mentioned and used as a basis for the Group's communication, the Company's press releases, the annual documents including in particular historical financial information on the Company filed with the AMF and their amendments are available on the Company's website at the following address: https://corporate.kaufmanbroad.fr/, and a copy can be obtained at the Company's registered office, 17 Quai du Président Paul Doumer, 92400 Courbevoie.

All information published and made public by the Company during the last twelve months in France is available on the Company's website at the address indicated above and on the AMF website at the following address: www.amf-france.org.

Lastly, the Company's bylaws as well as the minutes of Shareholders' Meetings, the Statutory Auditors' reports and all other corporate documents may be consulted at the Company's registered office.

The information on the Company's website does not form part of the prospectus unless this information is incorporated by reference in the prospectus.

8.6. Cross reference tables

8.6.1. Cross reference table for the corporate governance report

Remuneration information	
Compensation policy of corporate officers	3.2
Compensation and benefits of any kind paid during the year or granted for the year to each corporate officer	3.2
Relative proportion of fixed and variable compensation	3.2
Use of the option to request the return of variable compensation	N/A
Commitments of any kind made by the Company for the benefit of its corporate officers, corresponding to elements of compensation, indemnities or benefits due or likely to be due as a result of the assumption, termination or change of their functions or subsequent to the fiscal year thereof	3.2
Compensation paid or awarded by a company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code	N/A
Compensation ratios between the compensation of each executive corporate officer and the average and median compensations of the Company employees	3.2.3 and 3.5.5
Annual change in the compensation, the Company's performances, the average compensation of the Company's employees and the aforementioned ratios over the last five financial years	3.2.3
Explanation of how the total compensation complies with the compensation policy adopted, including the way it contributes to the long term performance of the Company and the way the performance criteria have been applied	3.2.1
Manner in which the vote of the last Ordinary Shareholders' Meeting has been taken into account, as provided for in I of Article L. 22-10-34 of the French Commercial Code	3.2.1, 3.2.2 and 3.2.3
Deviation from the procedure for implementing the compensation policy and any derogation	N/A
Application of the provisions of Article L. 225-45 of the French Commercial Code (suspension of payment of Directors' compensation in the event of non compliance with the Board of Directors' gender diversity)	N/A
Award and retention of options by corporate officers	3.4
Award and retention of bonus shares to executive corporate officers	3.4
Governance Information	
List of all terms of offices and functions held in any Company by each of the corporate officers during the fiscal year	3.1.1.1
Agreements entered into between an executive officer or a major shareholder of the Company and a subsidiary	N/A
Summary table of current delegations of authority granted by the Shareholders' Meeting for capital increases	3.5.6
Executive management procedures	3.1.3
Composition, preparation and organization of work of the Board of Directors	3.1.1.1, 3.1.1.2
Application of the principle of fair representation of women and men for the Board of Directors	3.1.1.1

Remuneration information	
Any limits provided by the Board of Directors on Chief Executive Officer's powers	3.1.1.2
Reference to a corporate governance code and application of the "comply or explain" principle	Chapter 3 - Preamble
Special procedures for shareholder participation in the Shareholder's Meeting	3.1.4
Procedure for assessing current agreements - Implementation	3.5.7
Information likely to have an impact in the event of a public offer or exchange offer:	3.5.4
• Capital structure of the Company;	
• Restrictions on the exercise of voting rights and share transfers, or clauses of agreements brought to the attention of the Company pursuant to Article L. 233-11;	
• Direct or indirect shareholdings known to the Company's pursuant to Articles L. 233-7 and L. 233-12;	
• List of holders of any securities with special control rights and the description of these - control mechanisms provided for in any employee shareholding system, when control rights are not exercised by the latter;	
• Agreements between shareholders known to the Company and which may result in restrictions on the transfer of shares and the exercise of voting rights;	
• Rules applicable to the appointment and replacement of members of the Board of Directors and to the amendment of the Company's bylaws;	
• Powers of the Board of Directors, in particular with regard to the issue or buyback of shares;	
• Agreements entered into by the Company that are modified or terminated in the event of a change of control of the Company, unless such disclosure, excluding cases of legal disclosure requirement, would seriously harm its interests;;	
• Agreements providing for indemnities for members of the Board of Directors or employees, if they resign or are dismissed without real and serious cause or if their employment ends due to a public or exchange offer.	
For public limited companies with supervisory boards: Observations of the supervisory board on the report of the executive board and on the financial statements for the fiscal year.	N/A

8.6.2. Cross reference table for the Sustainability Statement

Sustainability Statement	
Business model	5.1.6.1
Presentation of the main non-financial risks related to the group's business	4.2.2, 4.2.3.1, 4.2.5.1 and 5.1.2.3
Description of the social and environmental effects of the activity and the policies applied to prevent or mitigate them	5.1.6.4
Results of applied policies, including key performance indicators	5.1.6.4
Social information	5.3
Environmental information	5.2
Societal information	5.3
Information on the fight against corruption and tax evasion	4.2.2.13 and 5.4
Information on actions in favor of human rights	5.3.2.2
Specific Information	n.a
Collective agreements	5.3.1.2
Statement by the independent third party	5.5

8.6.3. Cross reference table for the management report

SITUATION AND ACTIVITY INFORMATION	
Analysis of changes in the business, results and financial position of the group	2.1, 2.2, 2.3
Key performance indicators of financial and non-financial kind relating to the group's specific activity	2.1.1, 2.2.1
Important events since the end of the fiscal year	2.5
Existing branches	2.7.5
Acquisition of significant interests or controlling interests	1.1.1 and 7.1.5 Note 2.2
Activity of subsidiaries and controlled companies	1.1.2
Disposals of cross shareholdings	6.1.7
Foreseeable evolution of the group	2.6
Research and development activities	1.5.1
Five year financial summary	7.5
Information on the payment terms of the Group's suppliers and customers	7.1.5, Note 3.5
Information on loans granted by the group to micro enterprises, SMEs or ISEs	2.7.4
INTERNAL CONTROL AND RISK MANAGEMENT	
Main risks and uncertainties facing the group	4.2
Financial risks related to the effects of climate change and measures taken by the group	4.2.2.10
Group internal control and risk management procedures relating to the preparation and processing of accounting and financial information	4.1.1.4
Group objectives and hedging policy for price, credit, liquidity and cash flow risks	4.2.1, 4.2.2, 4.2.3, 4.2.4
Anti corruption mechanism	4.1.1.2, 4.2.2.13
Vigilance plan	4.1.1.3
SHARE OWNERSHIP AND CAPITAL INFORMATION	
Identity of shareholders holding more than 5% of the share capital or voting rights	6.2.1
Disclosure thresholds	6.2.3
Acquisition and disposal by the Company of its treasury shares	6.2.4
Statement of employee share holding on the last day of the fiscal year	6.2.2.2
Disclosure of possible adjustments for securities giving access to share capital in the event of share buybacks or financial transactions	6.2.4.3
Securities transactions by executives and related parties in the Company's securities	6.2.5
Dividends paid in respect of the last three fiscal years	6.3.2
Name of controlled companies and share of company capital they hold	2.7.1
REPORT ON CORPORATE GOVERNANCE	**Chapter 3**
EXTRA FINANCIAL PERFORMANCE STATEMENT	**Chapter 5**
Other information	
Additional tax information	7.1.5 Note 9, 2.7.3
Injunctions or financial penalties for anti-competitive practices	2.7.2

8.6.4. Cross reference table for the annual financial report

Annual financial report	
Annual financial statements	7.3
Consolidated financial statements	7.1
Management report (including corporate governance report and non-financial performance statement)	Dedicated CRT
Declaration by the persons responsible	8.2.2
Statutory Auditors' reports on the parent company and consolidated financial statements	7.2 and 7.4

8.6.5. Cross reference table for the Universal Registration Document

SECTION 1 Persons responsible, experts, third parties and competent authority		
1.1	**Identity of the person(s) responsible**	**8.2.1**
1.2	**Statement by the person (s) responsible**	**8.2.2**
1.3	**Identity of the expert(s) whose reports are included in the document**	**n.a.**
1.4	**Statement on third party information**	**n.a.**
1.5	**Statement of the Competent Authority**	**p.3**
SECTION 2 Statutory auditors		
2.1	**Identity**	**8.3**
2.2	**Change**	**n.a.**
SECTION 3 Risk factors		**Chapter 4**
SECTION 4 Information about the issuer		
4.1	**Company and trade name**	**8.1.1, 8.1.2**
4.2	**Registration place and number and legal entity identifier (LEI)**	**8.1.3**
4.3	**Date of incorporation and term**	**8.1.3**
4.4	**Registered office, legal form, applicable legislation, country of incorporation, address and telephone number, website and warning**	**8.1.1, 8.1.2 and 8.5**
SECTION 5 Business overview		
5.1	**Principal activities**	
5.1.1	Principal activities and related key factors, nature of operations and main categories of products or services	1.1.1, 1.1.2
5.1.2	Information on new products or services	1.1.2
5.2	**Principal markets**	**1.2**
5.3	**Important events in development**	**1.1.1 and 7.1.5, Note 1**
5.4	**Strategy and targets (financial and non-financial)**	**1.3**
5.5	**Where applicable, the issuer's dependence on patents, licenses, contracts and manufacturing processes**	**1.4**
5.6	**Statement of competitive position and justification**	**1.2.2**
5.7	**Investments**	
5.7.1	Material investments made up to the date of publication	1.5.2
5.7.2	Material investments in progress	1.5.3
5.7.3	Information on joint ventures and investments that may have a significant influence on the issuer	2.7.1
5.7.4	Environmental issues that may affect the utilization of property, plant and equipment	4.2.2.10, 5.1.6.4
SECTION 6 Organizational structure		
6.1	**Group organization chart**	**2.7.1**
6.2	**List of significant subsidiaries**	**2.7.1**
SECTION 7 Operating and financial review		
7.1	**Financial position**	
7.1.1	Evolution of business, results and financial position, as well as key financial and non-financial performance indicators	2.1, 2.2, 2.3, 5.1.2.1
7.1.2	Information on the foreseeable development of the Company and its R & D activities	1.5.1
7.2	**Operating results**	
7.2.1	Important factors materially affecting operating income	2.1 and 2.2
7.2.2	Where applicable, explanations for significant changes in revenue	2.2

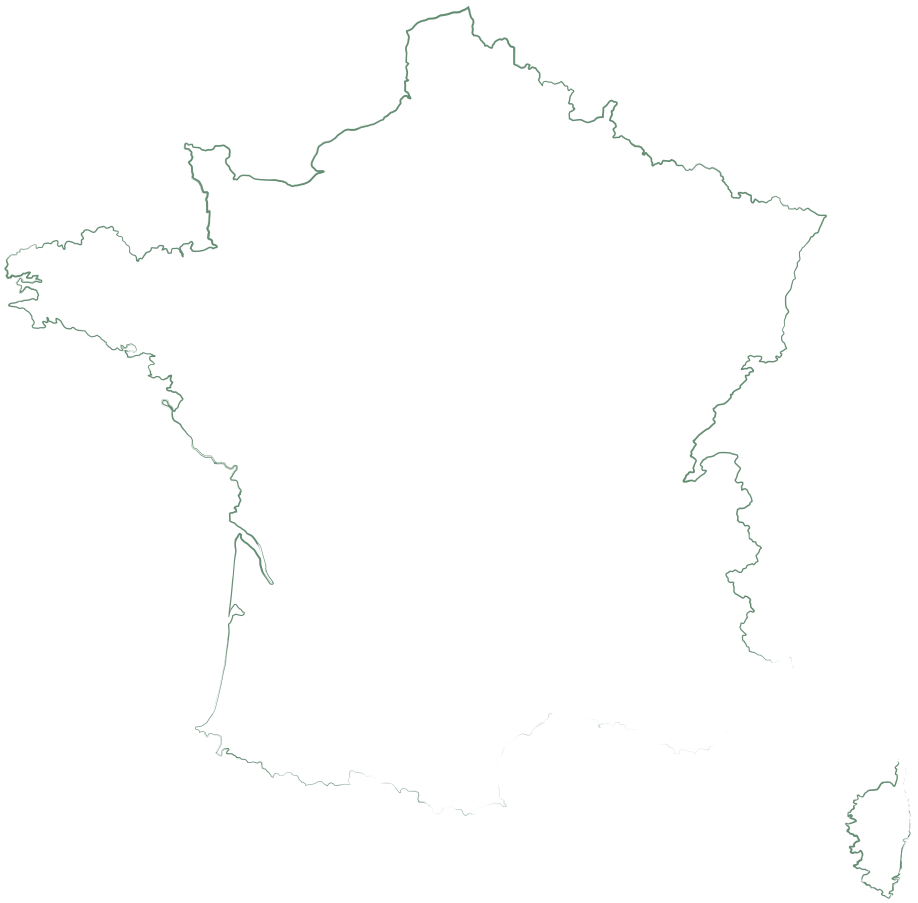
SECTION 8 Liquidity and capital resources		
8.1	**Information on capital resources**	**2.3, 2.4, 7.1.5 and NOTE 7.1.**
8.2	**Sources and amounts of cash flows**	**2.4.1**
8.3	**Financing needs and structure**	**7.1.5 and Note 6**
8.4	**Restrictions on the use of capital resources**	**1.5.4 and 4.2.3.2**
8.5	**Expected sources of funding**	**1.5.5 and 4.2.3.2**
SECTION 9 Regulatory environment that has a significant impact on operations		**4.2.5.1**
SECTION 10 Trend information		
10.1	**Key trends between the end of the last fiscal year and the date of this document**	**1.2.1.1 and 2.6**
10.2	**Key trends that may materially affect the outlook, at least for the current year**	**2.6**
SECTION 11 Profit forecasts or estimates		
11.1	**Profit forecasts or estimates (published and in progress, or new)**	**n.a.**
11.2	**Key assumptions (influencing or exogenous)**	**n.a.**
11.3	**Comparability and compliance statement**	**n.a.**
Section 12 Administrative, management and supervisory bodies		
12.1	**Information on members of the administrative, management and supervisory bodies**	**3.1.1.1**
12.2	**Conflicts of interest**	**3.1.1.1 and 3.1.1.2**
Section 13 Compensation		
13.1	**Compensation paid and benefits in kind**	**3.2**
13.2	**Pension provisions**	**3.2**
Section 14 Functioning of the administrative and management bodies		
14.1	**Expiry date of current terms of office**	**3.1.1.1.1**
14.2	**Service contracts with the issuer or its subsidiaries**	**3.1.1.1.5**
14.3	**Information on Board committees**	**3.1.2**
14.4	**Declaration of compliance with the Corporate Governance Code**	**Chapter 3 - Preamble**
14.5	**Potential significant impacts on governance, if changes have been decided**	**n.a.**
Section 15 Headcount		
15.1	**Headcount**	**5.3.1**
15.2	**Shareholding and share options of corporate officers**	**3.4**
15.3	**Employee Share Ownership Agreement**	**6.2.2, 3.3 and 3.4.1**
Section 16 Major shareholders		
16.1	**Identity of major shareholders**	**6.2.1**
16.2	**Categories of voting rights**	**6.1.2**
16.3	**Control of the Company**	**6.2.1**
16.4	**Agreement likely to result in a change of control**	**6.1.8 and 6.1.9**
Section 17 Information on related party transactions		**3.5.2, 7.1.5, Note 4.4 and Note 4.4, 7.3.6, 2.7.1**

Section 18 Financial information concerning assets and liabilities, financial position and results		
18.1	**Historical financial information**	
18.1.1	Consolidated financial statements for the last 3 years	7.1, 8.4
18.1.2	Related audit reports	7.2, 8.4
18.2	**Interim financial information and limited review reports, if any**	**n.a.**
18.3	**Audit of historical financial information**	
18.3.1	Explanations in case of refusal or reservation(s)	n.a.
18.3.2	Other information in this document audited by the Statutory Auditors	n.a.
18.3.3	Financial information not extracted from the audited financial statements of the issuer	N.A.
18.4	**Proforma financial information**	**n.a.**
18.5	**Dividend Policy**	
18.5.1	Description of the policy	6.1.2, 6.3.1
18.5.2	Dividend per share over the last 3 years	6.3.2
18.6	**Legal and arbitration proceedings**	**4.1.3**
18.7	**Significant change in financial position since the end of the last fiscal year**	**2.5**
SECTION 19 Additional information		
19.1	**Share capital**	
19.1.1	Quantitative information by share category	6.1.10
19.1.2	Non equity interests	6.1.4
19.1.3	Treasury shares	6.2.4
19.1.4	Convertible securities	6.1.5
19.1.5	Rights and obligations on authorized but unissued capital	6.1.3
19.1.6	Options on the capital of any member of the group	6.1.6
19.1.7	History of share capital over the last 3 fiscal years	6.1.1, 6.1.10 and 6.2.1
19.2	**Memorandum and bylaws**	
19.2.1	Trade and Companies Register and corporate purpose	8.1.3, 8.1.4
19.2.2	Description of existing share categories, if any	6.1.2
19.2.3	Provisions likely to delay, defer or prevent a change in control	6.1.9.2, 6.1.9.3
SECTION 20 MATERIAL CONTRACTS		**8.1.6**
SECTION 21 DOCUMENTS AVAILABLE		**8.5**

8.7. Glossary

Competitive bidding	A process that enables a principal (the Project Owner) to choose the Company (the tendering enterprise, which will be the supplier) that is the best able to provide works, supplies or services. The goal is to have multiple companies competing to provide a product or service.
BBC-Effinergie®	Low Energy Consumption Building ("Bâtiment Basse Consommation"). BBC-Effinergie® is a thermal performance label for buildings intended for residential use. For new residential buildings, the maximum primary energy target is set at 50 kWh/sq.m/year, which is readjusted to account for region and altitude. So-called conventional primary energy consumption for heating, cooling, ventilation, auxiliaries, hot water production and lighting of premises is taken into account.
Bilan Carbone®	The Bilan Carbone® is a carbon assessment tool for calculating greenhouse gas emissions whose objective is to gauge direct and indirect emissions from business activity, economic or otherwise, based on readily available data.
***Backlog* or order book**	In the case of sales before completion (VEFA), the backlog covers orders for housing units that have not been delivered and for which a notarized deed of sale has not yet been signed, and orders for housing units that have not been delivered and for which a notarized deed of sale has been signed for the portion not yet recorded in revenue (in the case of a program that is 30% complete, 30% of the revenue from a housing unit for which a notarized deed has been signed is recognized as revenue, while 70% is included in the backlog). Backlog is a summary at any given point in time that makes it possible to estimate the revenue remaining to be recognized over the coming months and as such to confirm the group's projections. It should be noted that there is an element of uncertainty regarding the conversion of backlog into income- particularly for orders that have not yet been officially notarized.
BEFA	(Lease-before-completion): a lease-before-completion involves a customer leasing a building before it is built or redeveloped.
Net earnings per share	Attributable net income divided by the average number of shares during the fiscal year.
Working Capital Requirement (WCR)	WCR results from deferrals of cash flow: inflows and outflows relating to expenditures and operating revenues necessary for the design, production and marketing of real estate projects. The simplified expression of WCR that results is as follows: current assets (inventory + receivables + other operating receivables + advances received + deferred income) minus current liabilities (accounts payable + tax and Social Security payables + other operating debt + prepaid expenses). The amount of WCR will depend in particular on the length of the operating cycle, the extent and duration of the work-in-process inventory carried, the number of projects initiated, and the payment terms granted by suppliers and delivery schedules granted to customers.
Cash flow from operations after cost of financial debt and taxes	Cash flow from operations after cost of financial debt and taxes is equal to consolidated net income adjusted for the group's share of the income of equity affiliates and joint ventures, the income from discontinued operations, and estimated income and expenses.
Financial capacity	Corresponds to cash assets plus lines of credit not yet drawn.
***Free cash* flow**	Free cash flow is equal to cash flow from operations less net operating investments made during the period.
Liquidity agreement	An agreement between a listed company and a provider of investment services (a bank or stockbroker). The Company makes the cash and shares of the company available to the Investment Services Provider (ISP), on condition that the investment services provider buys or sells the shares of the Company when the market for its shares is unstable.
Internal control	Company-specific system, defined and implemented under its responsibility, that aims to ensure: a) compliance with laws and regulations; b) the application of instructions and guidelines issued by Executive Management (…); c) the proper functioning of the internal processes of the Company, including those designed to safeguard assets. The proper functioning of the process requires that the standards or operating principles have been established and that performance and profitability indicators have been put in place; d) the reliability of financial information (…) (source: AMF reference framework - June 2010).
Senior loans (lines of credit)	Banks use senior debt to fund LBO (leveraged buyout) transactions. LBO financing by banks is risky in the bank credit market. It is characterized by a loan repayable by installments and/or, most frequently, a "bullet repayment" type loan, but also by lines of credit to finance the working capital requirement and growth policies of companies affected by this kind of acquisition. Senior debt is debt that enjoys specific guarantees, the repayment of which has priority over other so-called subordinated debt. It is therefore "priority debt".
Take-up period	The take-up period for inventories is the number of months required for available housing units to be sold if revenues continued at the same pace as previous ones, i.e. the outstanding housing units (available supply) per quarter divided by orders per quarter just ended themselves divided by three.
EBIT	Earnings Before Interest and Taxes corresponds to current operating income, i.e. gross margin less current operating expenses.
EBITDA	This indicator is equal to the net income, corrected for net amortization, depreciation and provisions, corporate income tax, the Net cost of financial debt, of other financial expenses, of impairment losses, if any, of capital gains or losses on disposal of fixed assets, of non-recurring income and expenses, of the income of companies accounted for by the Equity method and of other estimated expenses.
Eco design	This term describes the commitment to design products that meet the principles of sustainable and environmental development. It is an approach that takes environmental impact into account in the design and development of the product and integrates environmentally-friendly thinking throughout its life cycle (raw materials, end of product life, manufacturing, logistics, distribution and use).
Net debt or net financial debt	A company's net debt or net financial debt is the balance of its gross financial debt (gross borrowings) and the available financial assets forming its "cash and cash equivalents". It represents the company's creditor or debtor position with respect to third parties outside the operating cycle.
Gross debt or financial debt	Gross financial debt consists of long-term and short-term financial liabilities, financial hedging instruments relating to those liabilities, and accrued interest on those liabilities and hedging instruments.
Environmental label	Official Certification that aims to distinguish and promote a product, process or company for its low impact on the environment. This is a benchmark for the consumer to identify more environmentally friendly products (goods or services), but also a promotion and an eco design tool for manufacturers and distributors. There are several environmental labels such as the H&E certification process (Habitat & Environment), the HQE ® (High Environmental Quality) process and RE2020 (Reglementation Environnementale).
Investment grade	Investment grade means that a financial instrument or a company has a relatively low risk of default.

Equivalent Housing Units (EHUs)	EHUs (Equivalent Housing Units delivered) directly reflect sales. The number of EHUs is a function of multiplying (i) the number of housing units of a given program for which notarized sales deeds have been signed by (ii) the ratio between the group's property expenses and construction expenses incurred on said program and its total expense budget.
Project Owner	Individual or legal entity on whose behalf construction and real estate work or more generally the services of a contractor are carried out and which, in order to do so, has entered into one or more contracts with the various trades involved in construction. The Project Owner is so called despite not being the contractor's employer since the contractor is independent. The Project Owner must not be confused with the project manager. The Project Owner selects the project manager and puts them in charge of coordinating and monitoring of the work of the various trades.
Gross margin	Gross margin corresponds to revenues less cost of sales.
(Housing) Commercial offer	This refers to the total inventory of properties available for sale as of the date in question, i.e. all unordered housing units as of this date (minus the programs that have not yet entered the marketing phase).
Property portfolio	All real estate for which a commitment (such as a contract for sale) has been signed.
PTZ+	The "Zero-Interest Plus Loan": interest-free loan, issued by government-registered credit institutions. It is available to individuals wishing to finance the purchase, refurbishment or construction of their primary residence as a first-time homeowner (buyers are considered first-time homeowners if they did not own their primary residence during the two years preceding the loan offer).
Gearing	Ratio of net debt (or net financial debt) to the consolidated shareholders' equity of the Company. It measures the risk to the company's financial structure.
Managed Residence	Managed residence, or serviced housing, refers to a property complex consisting of housing units (homes or apartments) for residential use and offering a minimum number of services such as a reception, the supply of linen, house cleaning and maintenance, and breakfast. There are several different types of housing in this category: student housing including apartment complexes, mostly furnished studios with a kitchenette located in the vicinity of schools and universities and close to public transportation; tourist accommodation located in high-potential tourist areas offering, in addition to the usual services, amenities such as swimming pools, sports fields, sometimes saunas, steam rooms, jacuzzis and children's clubs; corporate housing as an alternative to traditional hotels, including studios (about 80%) and two-room apartments located in city centers or close to major business hubs with convenient access to everything; and lastly, senior residences (including both assisted and non-assisted living facilities for the elderly) designed to prepare for an aging population and housing people aged 55 and over; their customers include both leaseholders and property owners.
Revivalis®	Created by Kaufman & Broad, this process is intended to determine all recovery potential of an office building for its rehabilitation while respecting its architectural heritage. It is based on a multi-criteria analysis that takes technical, regulatory, operational and urban planning aspects into account.
Orders (value)	This figure represents the value of the real property as expressed in order contracts signed, including VAT, for a given period. It is net of cancellations recorded during that period.
Orders of Units (volume)	These are a reflection of the group's commercial activity. Orders are recognized in revenue based on the time necessary to "convert" an order into a signed and notarized deed, which is the point at which income is generated. Moreover, in apartment programs that include mixed-use buildings (apartments/business premises/retail space/offices), all floor space is converted into housing equivalents. They are measured in volume (Units) and value.
Land portfolio	This includes land for development (otherwise called the land portfolio), i.e., the land for which an act or promise of sale was signed, as well as land under consideration, i.e., the land for which an act or promise of sale has not yet been signed.
Pinel (incentive)	The incentive under the Pinel Act purpose is to revive the attractiveness of investment in new property. The incentive is meant to allow every buyer of a new property or a home sold before completion (VEFA) in an eligible area to benefit from a tax reduction. 12% to 21% for periods from 6 to 12 years.
Sub-contracting	Sub-contracting is a contract by which a company, the "principal", asks one or more other companies, called "sub-contractors" to perform part of its production process or make some of the components necessary to its production. The sub-contractors are companies that are authorized to do certain tasks. The sub-contractor is different from a supplier because it manufactures a product designed by the sponsor or, often, it does so together with the sponsor. The product is manufactured by the sub-contractor exclusively on behalf of the sponsor and does not bear the sub-contractor's name. The sub-contractor is committed exclusively in respect of compliance in execution as per the sponsor's guidelines.
Take-up rate (Te)	The take-up rate represents the percentage of the initial inventory for a property program that is sold on a monthly basis (sales per month divided by the initial inventory), i.e., net monthly orders divided by the ratio between the opening inventory and the closing inventory, divided by two. NB: The inverse of the take-up rate (1/Te) gives the expected timeframe (in months) for the marketing of a program, i.e., the marketing period. For example, a 4.0% take-up rate corresponds to a projected duration of 25 months of marketing.
EBIT rate or operating margin	Expressed as a percentage, it corresponds to current operating income, i.e. the gross margin less current operating expenses divided by revenue.
Cash and cash equivalents	This corresponds to cash and cash equivalents on the assets side of the balance sheet, i.e., all cash on hand (bank balances and cash in hand), investment securities (short-term investments and term deposits) and order balances.
Net cash	This corresponds to the "negative" net debt or net financial debt, i.e. for the company the balance of available cash and financial investments forming its "active cash position" is greater than the amount of its gross financial debt (or gross financial debt.
Units	Units are used to define the number of housing units or Equivalent Housing Units (for mixed programs) of any given program. The number of equivalent housing units is calculated from the ratio of the surface area by type (business premises, retail space, or offices) to the previously obtained average surface area of housing units.
Sale before completion (VEFA)	Sale before completion is a contract whereby the seller immediately transfers to the buyer its land rights and ownership of existing buildings. The future structures will become the purchaser's property as they are completed: the purchaser is required to pay the price of these structures as the works progress. The seller retains the powers of the Project Owner until acceptance of the work. With the sale-before-completion contract, lawmakers have given real-estate developers the option of calling for payment from customers in accordance with the percentage completion of programs, based on a payment schedule determined by law, while giving customers a performance bond. Total payments from customers may not exceed 35% of the price upon completion of the foundations, 70% upon boxing up and 95% upon completion of the building. This contract makes the buyer the owner of the land and building progressively during the course of the construction process.
ANRU area	Area covered by the signing of a multi-year agreement with the French National Agency for Urban Renewal (ANRU). In this geographical area with tax benefits, households, in particular tax households with limited resources, can purchase a new principal residence with a reduced VAT rate (5.5%) subject to certain conditions.



Implantations

Courbevoie:
(Registered office - Ile-de-France agencies - Corporate real estate - Showroom - Kalilog)
17, quai du Président Paul Doumer - 92400 Courbevoie
Tel. 01 41 43 43 43

Annecy:
Immeuble Onyx, 15 Rue Pré Paillard - 74940 Annecy-le-Vieux
Tel. 04 50 05 61 95

Bordeaux:
14 allée de Tourny - 33064 Bordeaux Cedex
Tel. 05 56 12 72 72

Caen:
93-97 rue de Bernières - 14000 Caen
Tel. 02 31 15 56 56

Lille:
238 boulevard Clémenceau - 59700 Marcq-en-Baroeul
Tel. 03 28 33 83 23

Lyon:
19 rue Domer, CS 10231, 3e étage - 69362 Lyon Cedex 07
Tel. 04 72 84 03 74

Marseille:
Immeuble CAP JOLIETTE - 5 boulevard de Dunkerque - 13002 Marseille Cedex
Tel. 04 96 17 32 00

Montpellier:
55 avenue Marie de Montpellier - 34000 Montpellier
Tel. 04 67 22 04 48

Nantes:
2 Allée de la Bouscarle de Cetti - 2nd floor - 44000 Nantes
Tel. 02 40 74 44 44

Nice:
400, Promenade des Anglais - 06200 Nice
Tel. 01 41 43 43 43

Rennes:
55 rue de Châtillon - 35000 Rennes
Tel. 02 99 52 70 37

Strasbourg:
15 rue des francs bourgeois - 67000 Strasbourg
Tel. 03 88 11 30 40

Toulouse:
27 bis allée Jean Jaurès - 31010 Toulouse Cedex 6
Tel. 05 34 41 08 08

Dijon:
1 rue Nicolas Berthot - Entrée B - 21000 Dijon

La Rochelle: 56
rue Saint Yon -17000 La Rochelle

Showroom Méditerranée

Fréjus:
ZI du Capitou Pôle Mixte Lot 19 - avenue Jean Lachenaud -83600 Fréjus

Conception et Réalisation
POMELO PARADIGM
pomelo-paradigm.com

KAUFMAN BROAD

17 Quai du Président Paul Doumer

CS 90001 - 92672 Courbevoie Cedex

corporate.kaufmanbroad.fr