

DON HORTON





DR's legacy will forever be etched in our hearts and in the foundation of the company. He will never be forgotten. As we mourn the loss of an exceptional leader, we also celebrate his life and his profound impact on each of us.

Hundreds of employees, vendors, partners, homebuyers and more reached out with stories of how DR touched their lives. So many, in fact, that we could not include them all in this book.

Though many of us cannot begin to comprehend the Horton family's loss, we hope that you may find some peace in knowing how influential he was in so many lives.

The D. R. Horton work family

“ I was unfortunately unable to meet Mr. Horton personally since I started working for the company in 2020 at the height of the pandemic. However, I know his passing is a huge loss for our work family and the home building industry as a whole. D.R. Horton was not only our founder and company namesake but a creative pioneer that loved his people and provided all of us and our families with incredible opportunities. My kids will enjoy this summer at Camp Horton, which will be no doubt an unforgettable experience for them. This was just one of DR’s many thoughtful gifts he leaves behind for us that expands well beyond our business. Thank you, Mr. Horton, for who you were and all that you have created. I assure you that we will all do everything in our power to continue your legacy. Rest in peace, sir.

Bobby Wantland
D.R. Horton - Mississippi-Mobile





“ I was saddened to read about the passing of Don Horton. If there were a Mount Rushmore for homebuilding, our founder would certainly be among the faces carved in the granite.”

Jim Zeumer
Pulte Group
Vice President, Investor Relations

“ Before I begin, I would like to take a moment to acknowledge the passing of Don Horton, Chairman and Founder of D.R. Horton. Like our founder, Bob Toll, DR was a pioneer, and an icon of the industry who helped shape how we all do business today. We extend our deepest sympathies to the Horton Family and the entire D.R. Horton organization.”

Doug Yearley
Toll Brothers
CEO





“ My sincerest condolences to both the family and the D.R. Horton family, that I am proud to be a part of, in the most difficult time. Prayers to Mr. Horton’s family.”

Dee Lewis

“ Rest in peace, Mr. Horton. Thank you for founding the great family that our company is today. We will honor you as you deserve. It was an honor to meet you.”

Dayami Laza

“ I’m so sorry for your loss. My condolences and prayers are with the Horton family. It is truly an honor to be part of the amazing company Mr. Horton worked so hard to build.”

Kristen Pruitt

“ Thoughts to the D.R. Horton organization and family. Been a pleasure working with you over the years. What a great organization that has been built with lots of hard work and lots of love!”

JR Engineering





D-B HORTON

“ I would like to express, on behalf of all of the associates of Lennar, the sadness we all feel for the recent loss of another pioneer of our industry, Don Horton. While we homebuilders compete, sometimes aggressively, in the field and across geographies, it is always with humble admiration and respect for our competitors. We learn from each other. We have reverence for all of their accomplishments. We learn from their successes and sometimes their failures, and we are pushed to be our very best by their comparative accomplishments. This business is not easy, and those who succeed over years are to be admired. Don was a tremendous success among homebuilders, and his success spanned decades. He climbed from humble beginnings to the greatest heights within our industry. To the Associates of D.R. Horton as well as to Don Horton’s family, we express our most sincere condolences, and we look forward to continuing to live, to learn, to admire - and yes, to compete with - the D.R. Horton name as you carry on Don’s tremendous legacy.”

Stuart Miller

Lennar

Executive Chairman and Co-Chief Executive Officer

“ I wanted to send a quick note passing along my condolences to the entire D.R. Horton family regarding the news I read this morning on Mr. Horton’s sudden passing. It surely was a pleasure for me to get to know Don over the past few years. What a dynamic individual.”

Kate Kaminski
Walton Global
Chief Operating Officer



“ The loss of a great businessman and American. I will never forget going to the Ft. Worth corporate office’s executive floor with David very late on a Friday afternoon, never expecting that DR would be walking around in his jeans (along with Don T and Ted); expecting the big-shots to be long gone! But not him. Most impressive. Then most of us went out for a beer.

One of the best.”

Allan Keen

Thew Keewin Real Property Company
Chairman & Founder

“ I was very sad to hear the news about DR passing and thought I’d just reach out. DR was a great man and a visionary leader, as you know, and he made a big impact on many lives, mine included. I will always appreciate the opportunities he gave us and know that you and the D.R. Horton team will continue that legacy with future generations.”

Rich Ambrosini

**“Treat the
customer
like family.”**

D. R. Harlow





Shannon Kennedy-Perri

This great man changed my life. I was a single mom struggling to make ends meet and his company gave me the opportunity to better my life and do things for my children that I could only dream about when I first started working there. It was hard work, and I had to prove myself to achieve my goals. But when you meet Donnie Ray, and he tells you that he and this company would be nowhere without you... it motivates you beyond what you can do for yourself. He believed in his employees. He was humble and so kind. He made me feel important and valued. He wore jeans and flip flops at the ranch riding ATV's with his sales people. He sat us down on the concrete in the barn and told us how much he appreciated us. If you were lucky enough to go to the ranch, you would come back ready to conquer the world after spending a few days with him. One time, I picked him up from the airport to drop him off at the cheapest hotel near the office with his assistant. He was carrying an old beat up leather Members Only duffel bag. I was in disbelief that he was so down-to-earth. He told me that he had been using that bag since 1984, and he didn't see any reason to get a new one because it did the job just fine.

I was so impressed by Mr. Horton. He built the largest homebuilding business in the United States and never stopped caring about people once he became the most successful homebuilder in the country. Not just his employees and their families, but also the real estate agents, his contractors and most importantly, his homebuyers. My daughter loved to go to Camp Horton. D.R. would fly the employees kids who couldn't afford a summer vacation out to the ranch in Texas every summer and hold a camp for them at no cost. Horseback and ATV riding, swimming, and he himself would be on the bus to pick them up from the airport. Then he and the counselors would take them bowling. He said he didn't want them sitting at home bored all summer while their parents had to work. Who does that? Donnie Ray Horton did. That's who. He will be missed by so many whose lives he touched. Prayers to his family and all that are heartbroken by his passing. Mr. Horton.... thank you for everything. You were the best.

“ The industry lost a true icon today.

I was heartbroken to learn of the passing of Donald R. Horton, Founder and Chairman of D.R. Horton. My thoughts go out to his loved ones and his entire team of talented individuals that make up the D.R. Horton family. May his legacy and impact live on in us all.”

Sheryl Palmer
Taylor Morrison
Chairman and CEO

“ Don was a legend in our business, and I am sure a huge mentor to so many team members at Horton. Our thoughts and prayers are with you and the company as you mourn his loss.”

Doug Bauer
Tri Pointe Homes
Chief Executive Officer





“ I am deeply saddened to hear about the passing of Mr. Horton. Your remarkable contributions to the homebuilding industry have left an indelible mark, shaping the landscape of countless communities and the lives of many families. Your dedication, vision and leadership have inspired generations and set a standard of excellence that will endure for years to come.

We are immensely grateful for all that you have done, not only in building homes but also in building dreams and creating opportunities for so many. Your legacy will continue to live on in the homes you have constructed and the lives you have touched.

Our thoughts and prayers are with your family during this difficult time. May they find solace in the memories of your remarkable achievements and the profound impact you have had on so many lives. We wish them continued strength and success in upholding the legacy you have built, ensuring that your vision and values continue to guide the future of D.R. Horton Corporation.”

Jason Neil
Quality Hold Co.
Director of National Accounts







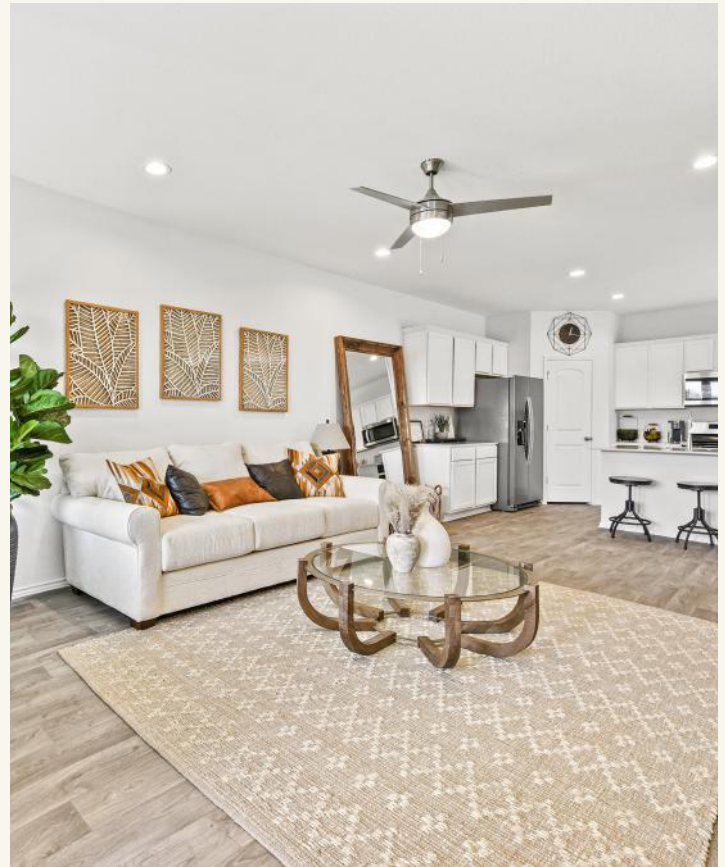
“ In 2006, I was back from a deployment in Africa and was blessed with a trip to the ranch. There, I met the man that made me more nervous than any other 4 star general and was humbled and thankful that I was able to shake the hand of the man who took care of me and my family on my time away. By the way, he immediately made me feel at ease and like part of the family.

I am blessed to have met him and will continue to honor him by always following the Hortonisms. He will be missed.”

Edwin Vazquez
D.R. Horton - Orlando East
Customer Care Manager

“ D.R. Horton and his family have had a significant impact on our lives, and we feel compelled to reach out during this difficult time. To this day, we still enjoy sharing with family and friends the good fortune his company has brought us, and they are always delighted for us. We will continue to praise Mr. Horton and the company for the rest of our lives. I hope this brings some comfort in knowing how much Mr. Horton and his work have meant to us.”

Jonathan & Melissa Rivas
Millionth Home family





ica's #1 Homebuilder s

AMERICA'S #1 HOMEBUILDERS ASSOCIATION SINCE 1916

“ Irreplaceable. Mr. Horton, you loved your Horton family, gave us so much, taught us everyday what right looks like, and made us into the people and the team we are today. It’s good to be us because of you. We will always be grateful, we will stay humble, we will never forget and we won’t let you down. We love you, too.”

Libby Shelton
D.R. Horton - Wilmington
Division President

The Builder's Daily

By John McManus

May 17th, 2024

Donald R. Horton – who built his first home in 1978, and went on to build the No. 1 homebuilding enterprise in America – has died, the company announced today.

Saluting him as an industry legend — in the vein a rarefied few individuals and namesakes like Broad, Miller, Pulte, and Toll truly deserve — understates his impact, both on the lives of a million or more people who have lived in D.R. Horton's homes over the years and on the lives of tens of thousands of D.R. Horton team members and associates whose careers gained unflinching clarity of purpose and a decades-long torrent of gratification from countless new homebuyers under his leadership.

Here is something you may or may not know about Don Horton:

“Born in Arkansas, he studied to be a pharmacist before dropping out of the University of Oklahoma to get into the family real estate business. In 1977, he went to work for a builder of standardized homes in Fort Worth but chafed at his employer's refusal to allow buyers to make changes to existing floor plans; within a year he quit to start his own business.”

– Texas Monthly

Here's a succinct testament to the legacy of a man who “chafed at his employer's refusal to allow buyers to make changes to existing home plans.”



“Now based in Arlington, D.R. Horton (NYSE:DHI) ranks among the very largest builders in the United States, closing on 87,801 single-family homes for the 12 months that ended March 31. Its fiscal 2023 revenue of nearly \$35.5 billion ranked No. 5 among all public companies based in the Dallas-Fort Worth metro, according to a Dallas Business Journal analysis of securities filings. It also has more than 13,000 employees.”

– WFAA.com

A LinkedIn posting about Don Horton’s passing received an outpouring of tribute, recognition, and celebration of achievement.

In our eyes, Don Horton’s unwillingness to tolerate anything other than outperformance will live on permanently as a generational legacy. A mission to offer a Walmart-style, up-and-down Main Street beacon to working people looking to step up into the American Dream of homeownership came with an implicit operative understanding: For customers to “win,” sustainably and expansively, D.R. Horton would simply have to outperform it all: homebuilder rivals,

existing home alternatives, economic cycles and financial upheavals. He brought practically a military-rigor approach to teamwork, discipline, chain of command and accountability, competitiveness, and connection always to the goal of creating more customers.

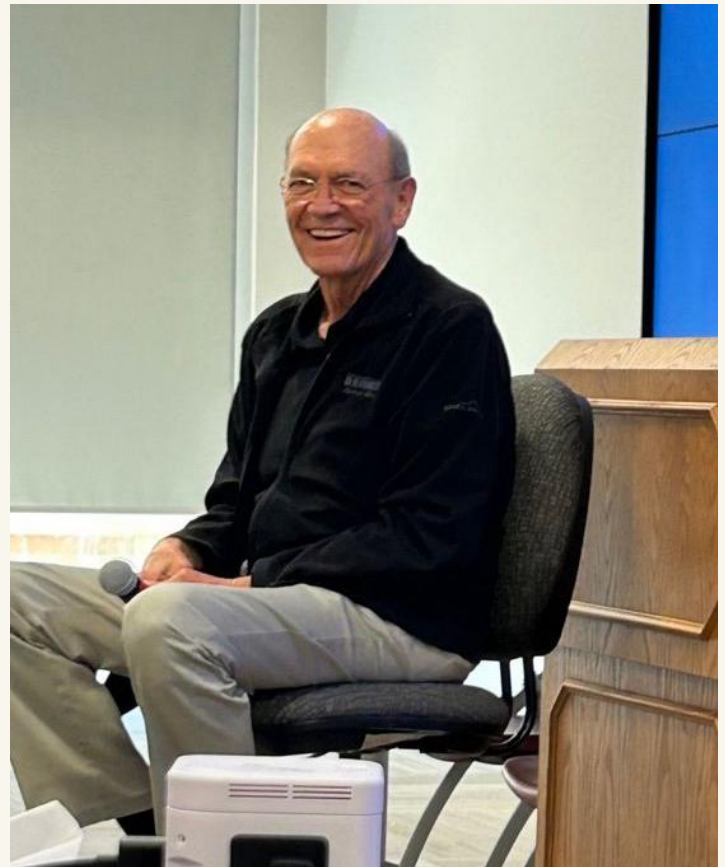
Through his career, his customers, his team member associates, his shareholder investors, and, by and large, an ecosystem of business partners, local community stakeholders, etc., learned that D.R. Horton was, is, and will be synonymous with winning.

The prize? An American Dream of homeownership accessible to more working households in more localities across more of the economy’s up and down cycles.

We’ve gotten to spend time with and know dozens of people who’ve worked with Don Horton. His imprint on them, the sheer sense that a livelihood in homebuilding means outperforming, making a win-win deal with customers and partners, and excelling especially in times of adversity, will live on and on.

“ Sad to read of DR’s passing. I am praying for and thinking of you all. What little time I spent with him left a positive mark on my life. For what he accomplished, I have never met a more down-to-earth person. Not once did I ever feel intimidated in his presence, and I can tell you he was the only Founder/Chairman to open the front door for a client visit with a big grin. I can attest the DHI salespeople would brighten when I asked about the pictures from his community visits. Clearly, David got it right calling him a rock star. Take care on a sad day.”

Paul Przybylski
Wolfe Research





“ I want to tell you how sad and sorry I am for you and everyone who have had the pleasure of working so closely with Mr. Horton over the years. Just a tremendous and unexpected loss and I am so sad to never be able to express my gratitude to him personally – such a wonderful man and I am forever honored to work for him my entire career.”

Dana Thennes

D.R. Horton - Chicago

New Home Specialist

“ ‘A new command I give you: Love one another. As I have loved you, so you must love one another.’ John 13:34

What a great scripture to describe a man who truly loved others in his time on earth. In my 11 years with D.R. Horton, I was fortunate to meet Mr. Horton a couple of times. It was evident he loved his employees and their families. My oldest son was able to visit Camp Horton twice and still talks about memories made while at camp. The platform you provided to young professionals was second to none. Thank you for all you offered to my family and I over the past 11 years. To your loved ones, my deepest prayers and condolences go out to you as you process the loss of this great man. Mr. Horton, may you rest in peace knowing your work here is done and your legacy will continue to provide a positive impact here on earth.”

Jeff Russell



BRANDS
JACOB
Singleton

D-R-HORTON
American Business

“ Sad to hear the passing of a great creator. I had the pleasure of meeting a great leader, a visionary, and I was honored to have worked for the company D.R. Horton created. Prayers extended to the Horton family and the team members of the D.R. Horton organization.”

Deb R.
D.R. Horton

“ I am deeply saddened to hear this. I have not personally had the pleasure to meet him but have had the opportunity to work with those he has mentored. His legacy will live on forever! My condolences to his family and the D.R. Horton family.”

Tracey Prellberg
City Property Management
VP Developer Services

“ Great visionary leader! Inspired a lot of builders to be more efficient and productive. It’s a sad day for the construction business. May God keep him in peace. My condolences to the family, friends and co-workers.”

Luis Noronha
Lana Development
CEO

“ It has been my utmost honor to represent your homes in a Sales position with our fine organization. Our strong and kind culture will live on through your famous legacy. Please rest in eternal peace, DR. We will take it from here and will continue to sell.”

Deborah Azevedo

“ We were deeply saddened to hear about the passing of Don Horton. His remarkable vision and leadership not only shaped D.R. Horton into an industry leader but also left an indelible mark on the homebuilding industry as a whole.

Don’s legacy of excellence and innovation will continue to inspire all who had the privilege of knowing him or working alongside him. Our heartfelt condolences go out to his family, friends and the entire D.R. Horton community during this difficult time.

Please know that our thoughts are with you as you navigate this profound loss.”

Mark Porath
Hearthstone
Chief Executive Officer





“ We will miss you, DR. Your D.R. Horton family will strive to carry on your legacy each day. Thank you for your vision and building an amazing company. Honored to have known you and to work for the incredible company you built. Thank you, DR. You will be missed.”

Shawn Hardaway
D.R. Horton - Tucson
Director of Operations

**“It’s a
people
business.”**

D. R. Horton



“ I was shocked and saddened to learn this past weekend of the sudden passing of D.R. Horton. It goes without saying that he was an icon in US homebuilding. Of course, you know we have the utmost respect for the company he founded, and we are pleased to be an investor alongside you all as his company and legacy continue to grow. You have our deepest sympathies during this time.”

Joe Capone
SFM UK Management
Portfolio Manager

“ Loved listening to the stories of the early years - first construction loan, starting the business. Mr. Horton was humble and hungry. Always striving for more. Great example. Great American!

Grateful to have an opportunity to spend time with him. He impacted so many and has made an incredible impact on me and my family.”

Gus Stallings

Boise Cascade

EWP National Accounts Director

**“ When you
have good
people,
good
things
happen. ”**

A. C. Shapiro



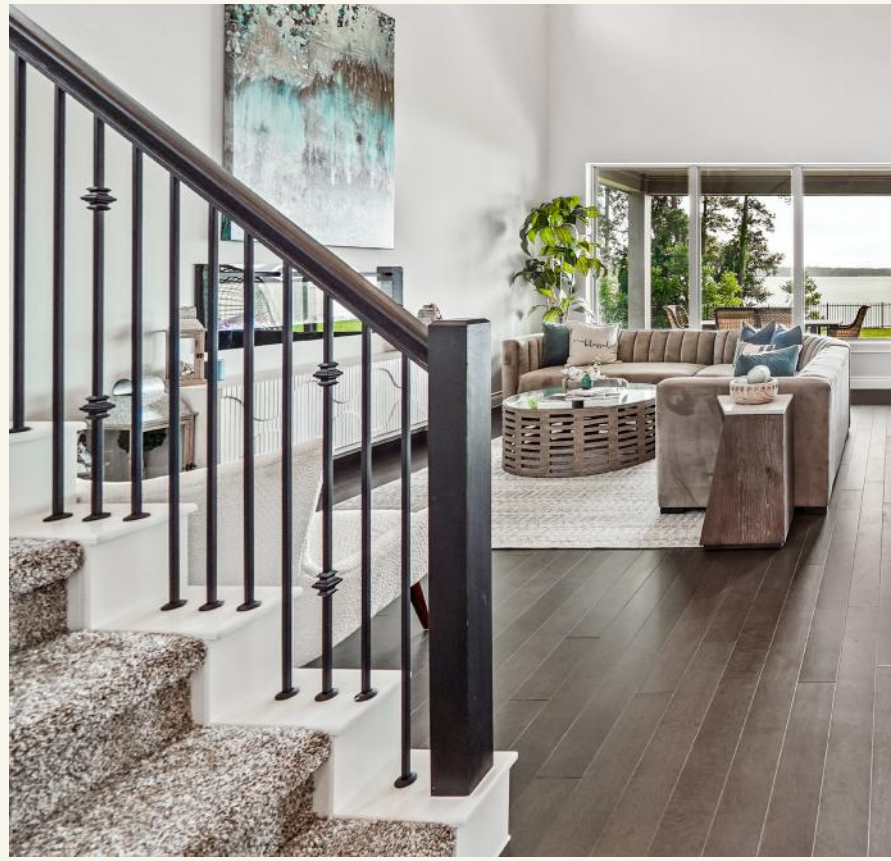
“ On behalf of Housing Research Center, I would like to express our deepest condolences on the passing of D.R. Horton. We are deeply saddened and shocked. I had deep admiration for what he accomplished. I really enjoyed the time I got to spend talking with him at the ranch the times I went.

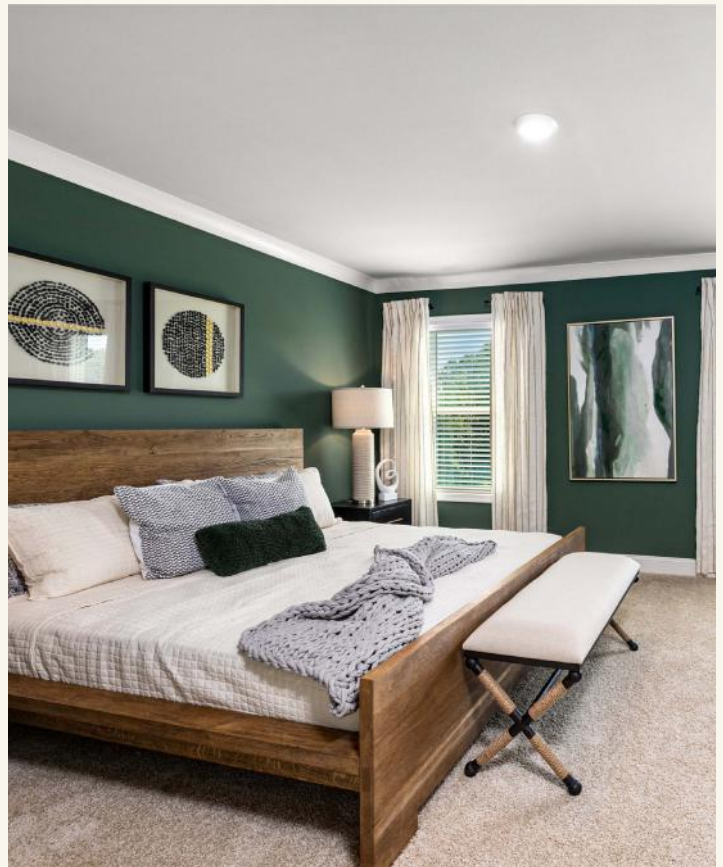
God bless you and give comfort to you and his family.”

Alex Barron
Housing Research Center, LLC
Senior Research Analyst

“ On behalf of NYSE, I want to express our deepest condolences on the passing of DR. His pioneering leadership and dedication to improving the lives of more than a million American homeowners will provide benefits for generations to come. Our thoughts are with you and the entire D.R. Horton family at this time.”

John Tuttle
NYSE
Vice Chairman







“ My deepest sympathies and prayers to Don Horton’s family and to all who loved him. He will be so missed. I hope the family finds some comfort in knowing how many lives DR changed. From the way he ran his company and the opportunities he gave us as his employees. He was always so encouraging, generous and appreciative of the employees. He was an amazing, one-of-a-kind man!

I remember one time he flew out to my area and came in to tour my models. He gave me a big hug and told me I was doing a great job! I felt so valued and so much a part of his team. I will never forget it.

Thank you, DR, for the support you showed me and how you made a difference in my life. I look forward to seeing you again one day and receiving one of your great hugs. I will never forget you.”

Carol Owens Johanna

“ Before I ever met DR, I felt I knew him some because of the culture he created and the people who proudly worked for D.R. Horton I knew already. The first time I met him, he took my tray away for me at dinner. He sat down and talked to me. I thanked him for building my family’s home, and he said, ‘no, thank you.’ We talked for longer than I thought I was due, and I felt like I was one of one for that time. Rest in peace DR, and thank you!”

Lance Kurtz
Safe Haven Security
National Director of Business Development





“ We heard the news on the passing of DR this morning. We are so very sorry for the loss this has caused to his family - which we know is his relatives, his coworkers and employees, his homeowners and his vendor partners.

He was such an inspiring leader, and he has built a legacy that will last for decades to come. Not only did he start an amazing company, he lived for such purpose, put passion into each homeowner and genuinely valued creating lasting and meaningful relationships.

The culture he created will not be forgotten in us at Whirlpool. We too have considered and will continue to look at the D.R. Horton family as our family. If there is anything that we can do to support in any way, we would be honored to be involved.

Until then, please know his entire family is in our thoughts and prayers during this time.”

Rebecca Mattmiller
Whirlpool Corporation
Sr Manager, National Builder Strategy

“ What an honor it was to work with such an incredible icon in the homebuilding industry for 28 years. Each and every day, he challenged all of the members of the ‘D.R. Horton family’ to achieve greatness! His legacy is a blessing to millions of people! Prayers of comfort for his family.”

Paula Hunter-Perkins





Carl Reichardt

Managing Director, Research
BTIG

I was shocked and saddened to read of D.R.'s passing this morning. I am so sorry for your loss, a man you knew so well and were so connected to for so long.

I am sitting here trying to put into words what it's like to lose a hero. To me he was [a hero], and I don't have very many.

Don was a man I admired and respected for 30 years.

I remember when I first met him, as a wet-behind-the-ears 20-something newly-minted MBA. He was a little crochety (it was 7:30 AM and he was kicking off a conference speaking to a near-empty room), but right away I knew: here was a sharp, pragmatic, driven man. Here was a man who was an ACTUAL leader (I didn't think "visionary" til later). Even then, I don't think he would have cottoned to that term: "visionary." It's too new age. "Businessman" would have been more his speed, I bet.

But somehow even when DRHI (the old ticker!) was just a pup, I knew it would be something special.

While building the company has been an incredible accomplishment of his, I nodded in agreement reading your release about how he thought about D.R. Horton, Inc. as a family. Whenever I've visited corporate (three different HQs!) or the field countless times, there's a connectivity I notice among Horton people that goes beyond work associates. It's more personal. It's more familial. That's the culture he created. And that's something special.

I hope – and trust – that what he built beyond the homes and his company is what stays with you as you go forward without him. He was a legend. He has left a legacy. I will always be grateful for the time I had with him. I will miss him.

My sincerest condolences to you, to Don's family and to the DHI family.

“An incredible man who built a fantastic legacy. To work for the company he built is an absolute treasure. We’ll miss you, DR. May you rest in peace knowing we will keep watching the pennies! To his surviving family, my heartfelt condolences and prayers are with you.”

John Nolan
D.R. Horton
Director of Land Development





“ First time meeting him, he gave such a warm smile and was so kind to answer all of my questions, including ‘what’s your favorite song.’ It has been incredible to see how his innovation and dedication shaped our company. Grateful for his inspiring legacy and commitment to serve our customers.”

Jackie Price
D.R. Horton
Learning & Development Manager



“ Mr. Horton has created an amazing collection of great people to continue his legacy. It was an honor to have worked with him. My thoughts and prayers to the entire Horton family.”

Rob Miller
National Account Manager

“ DR will never be forgotten. His legacy lives on with his family and the incredible impact he had, and still has today, on the homebuilding industry.”

Eric Perkins
Burgess Construction Consultants
Division President, San Antonio



“ So sad to hear the DR news this morning. He was an incredible man whose legacy touched so many souls.”

Jack McMillin
HB&G Building Products
Director of Sales

“ I’m so sorry to hear of the loss of D.R. He was and always will be a legend. I’m honored to have known and worked with him.”

Tony Avila
Builder Advisor Group
Chief Executive Officer



“ I was blessed to be welcomed into the Horton Family 20+ years ago. In that time, I’ve been truly blessed by the culture that I know was set by DR. I entered this company as a green employee in an entry level position without a college degree. The company made it possible for me to not only learn and grow within the company, but also taught the lesson handed down by DR that sharing your knowledge and ‘training your replacement’ makes you better, makes the team better, and is what makes D.R. Horton what it is today. I feel proud and blessed to say I’ve been a part of this company for as long as I have.

My daughters also had the opportunity to meet and spend time with D.R at Camp Horton, and my eldest got the full circle experience of returning to the camp as a counselor. Spending time with DR as a ‘grown-up’ was one of the most fulfilling experiences of her life, according to her. My families’ thoughts and prayers are with all of the Horton family. Mr. Horton, you will be missed.”

Jenn Dawson

“ Sad day for all of us with the passing of DR, the legend. Be sad tonight and then march forward tomorrow continuing the legacy he built, as that is what he would want. Thanks to Mr. Horton, we are all here with this great company, with great jobs, with great people, in a great industry where we are making a difference helping Americans achieve the dream of homeownership.

As we remember Don Horton:

- Work hard every day outworking the competition.
- Take care of the buyers like family.
- Take care of the trades like family.
- Treat each other with respect.
- Celebrate the wins.

Let’s finish this year strong for our founder. DR, we love you and will never forget you!”

Darren Saltzberg
D.R. Horton
Florida Region President





“ We are all deeply saddened to hear about the passing of Mr. Horton. DR’s contributions to the homebuilding industry changed the landscape forever. What an amazing gentleman to build and lead such a great company. The D.R. Horton family is in our thoughts and prayers.”

Rich W.
Hearth & Home
VP National Accounts

“ To know the D.R. Horton story is one thing. To have known the man behind the story is another! They certainly don't make them like they used to! If everyone had the standards, morals, integrity & cared as he did, the world would be a much better place! He will be deeply missed!”

Cheri Teague Falcon-Caruso
D.R. Horton - Louisiana East

“ While working at D.R. Horton, I had the privilege of meeting this amazing man on a number of occasions. He embodied hard work, integrity, and kindness. I know he will be missed by all that worked with him, especially those that were very close to him. Rest in peace, Mr. Horton. It was such a pleasure working for you and selling your homes.”

Andrea Wall
Keller Williams

**“Together,
we are
America’s
Builder.**

D. L. Hartson



D·R·HUBERTON®

America's Builders





“ So sorry to hear the news this morning. I know DR remained an important part of the company and has had a significant impact on the lives of many, both within the company and outside of it. My thoughts are with the D.R. Horton family today.”

Ryan Frank
Interval Partners
Analyst

“ My sincere condolences to the entire D.R. Horton family on Donnie Ray’s passing. He was an absolute one-of-a-kind man who will certainly be missed by all. I was grateful to have had the opportunity/honor of meeting him a few times at the ranch.”

Dave Malick
Carrier
Senior National Account Manager





“ I always liked that when I met him 5 years ago, he took time to talk with me personally for a few minutes, offered his assistance if I needed it, and then shook my hand and thanked me for working for the company. That always stuck with me.”

Tom Curran

Former Division President, D.R. Horton





“ I am so sad to hear of Mr. D.R.’s passing. He was a truly kind and wonderful person. He always said hello to me whenever he would see me in the hallway or wherever we were in the office building. When my husband died in 2014, he personally came to my desk to hug me and give me his condolences. I will truly miss seeing him and talking to him. He was very approachable and always had kind words. He truly made me feel like family. I have been with the company for 19 years and have many fond memories of him. Rest in peace, DR.

My condolences to his family and friends, God give you peace and comfort through this time.”

Pamela K. Jones
D.R. Horton
Corporate Risk Legal Dept.

“ I am saddened to hear of the loss of the greatest leader I have had the pleasure of working for. I met D.R. multiple times and can honestly say he was the most down-to-earth person. You never would have known he was the founder of the largest homebuilder in America if you met him on the street. My prayers are with his family during this time.”

Ashley





**THANK YOU
FOR ALL
YOU DO!**

**Together, we are
America's Builder.**

D·R·HORTON
America's Builder

**Orlando
East**

Crystal Walters

D.R. Horton - Southwest Florida

Sales Consultant

After 15 years of working for DR, I have many fond memories of my meetings with Don. Unfortunately, I do not have many pictures, but there is one I hold dear: the first picture that I had taken with him. I asked him and he obliged, and if I recall correctly, Paul Romanowski was the photographer. That was my last day in Fiddlers Creek, as I was being moved to Paloma the following day. DR had just asked me about my prior experience before I moved to Naples, and he was asking me why I didn't work for him when I had lived in Orlando right as that pic was taken! You can see in the picture that we were making comments while trying to smile for the camera... LOL.

That's one of many memories that stuck with me about him. This man was the owner of the largest builder in the nation. He had thousands of employees and multiple levels of managers to run his business. But yet he wanted to know about me! ... His company was personal to him and we worked for him, not just a company. I found it remarkable that he remembered me every year. He noticed my accomplishments and thanked me for my hard work each year. I've been doing this

line of work since I was 18, and now after meeting so many owners and managers along the way, I can say that Don Horton truly cared about his team, which made him very special indeed. I feel I have been very lucky to have been able to represent his name for so many years.

The picture [of DR and I in Fiddler's Creek] has sat in my office every year since it was taken. It is a part of my sales presentation, and I tell everyone about our amazing owner standing next to me in that photo. I tell our customers that he visited every employee regularly and remembered each of us year after year. He loved his company, and we loved him. He will be missed.

“ Very upsetting news. Mr. Horton was nothing short of an excellent person. I had the pleasure to meet him when I first started with D.R. Horton. His ideology was second to none, and I hope this company strives to keep it that way. My thoughts and prayers are with Mr. Horton’s family and friends.”

Brendon Rehmann

D.R. Horton

Site Supervisor





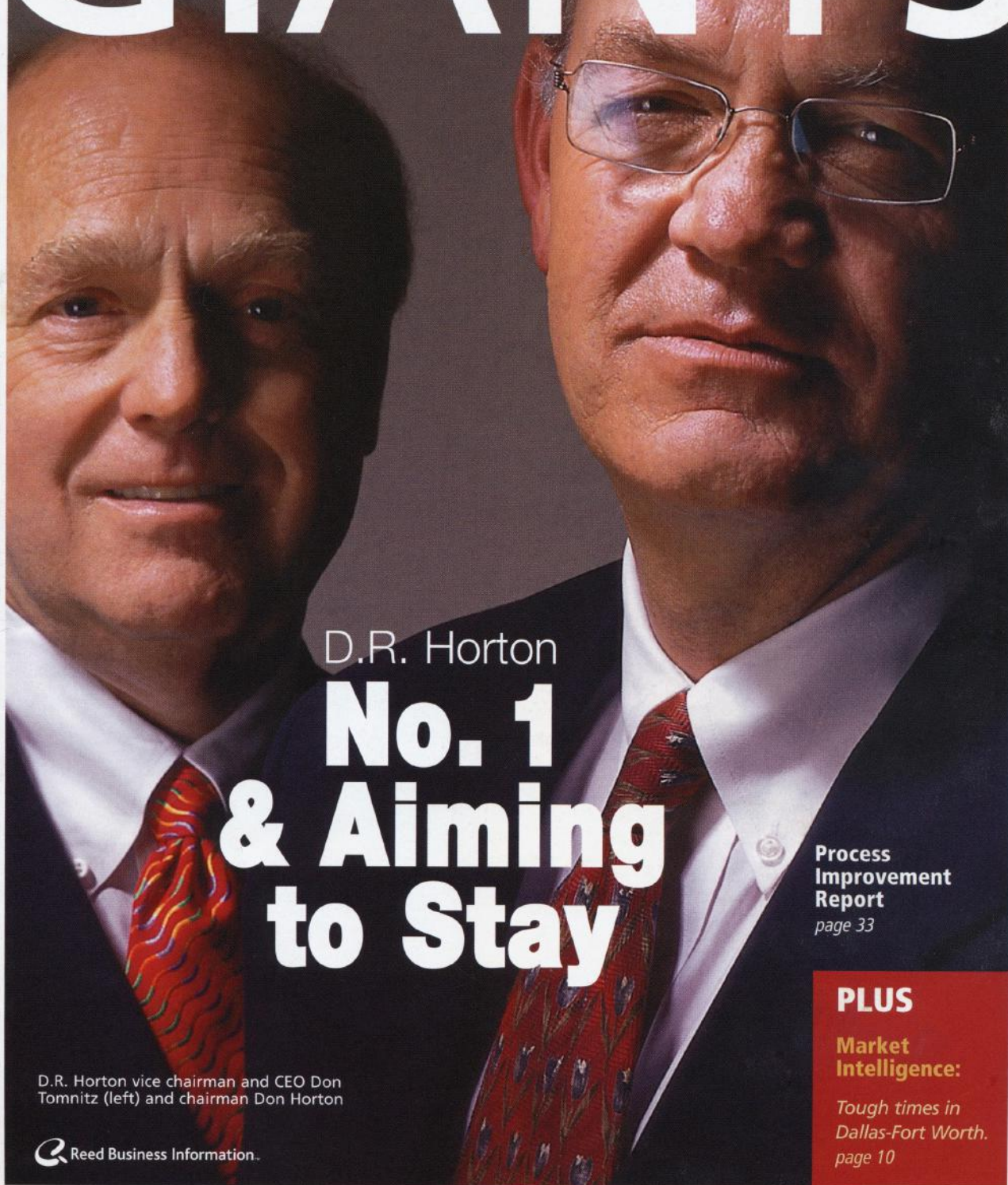
“ Rest in peace, DR. Your impact in the industry and in the world will be continued through all of those you met, led and inspired throughout your life. I am so grateful to have known you, worked with/for you and can, without a doubt, state that you inspired me to become a better individual.

We will always remember that it's a short road from the penthouse to the outhouse.”

Christian Gausman
Snow Construction
CFO

GIANTS

Apr / 04



D.R. Horton

No. 1 & Aiming to Stay


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PLUS

**Market
Intelligence:**

*Tough times in
Dallas-Fort Worth.
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D.R. Horton vice chairman and CEO Don
Tomnitz (left) and chairman Don Horton

 Reed Business Information.



“ I worked at D.R. Horton and was privileged to meet Mr. Horton several times. He was a down-to-earth, likable, smart businessman. He took us on a 40 mile ATV tour that ended with him eating deer stew with us at his ranch in West Texas. So personable and genuine. He will be missed! Rest easy, D.R.”

Gina Dawe
Builder Account Executive

“ D.R. was an iconic leader with an approachable style few who reach his level of success can maintain. I will remember fond times spent at the ranch and his frugality being a positive trait to his long term success.”

Marnie McManus
Monaco & Liechtenstein
Citi Country Officer & Head of Banking Switzerland

“ Thinking of you all as you grieve the loss of DR. Such a huge loss of a great man and leader. His time was too short, but he made such an outsized impact. Sending you all my sympathy, prayers and a virtual hug.”

Elena Bennett
Wells Fargo

“ D.R. Horton, DHI Title, DHI Mortgage staff and family, you all are in our thoughts and prayers. Mr. Horton has helped to make homeownership a reality for so many people and leaves behind a great legacy to be carried on for generations.”

Carmelita B.
eXp Realty
Real Estate Sales Agent



**“Nothing is
impossible.
Some things
just take a
little longer.”**

D. R. Horton

“ My father used to say to me, ‘protect the family name.’ It was his way of telling me to make good decisions and to understand that what I did or didn’t do and how I carried myself affected more than just me.

I didn’t know Mr. Horton exceptionally well, but I did spend my fair share of time with him. He ended every single one of our interactions the exact same way, and that was by saying, ‘take care of the customer.’

For nearly ten years now, I have proudly worn Mr. Horton’s name across my chest. I intend to honor Mr. Horton, and to protect HIS family name, the best way I know how: by continuing to take care of HIS customers.

The man’s legend and his legacy will carry on with or without me. Two million will come. The top spot on the Builder 100 will remain unchanged for the next two decades, and another two after that...

But for as long as his company will have me, I will continue to show up, work hard, and do right by people, which is what I believe mattered most to him.”

Jeff Schoonmaker
D.R. Horton - Delaware
Operations Manager





“ I am incredibly sorry to hear the sad news about DR’s passing, but know that the very large family who he has touched throughout his 74 years will have nothing but smiles on their faces in remembrance of what a great person he was.

I only had the chance to meet DR twice, but I will not forget his sharpness, poise and incredible focus on details, something that was shared by his colleagues in the numerous site visits I have done when covering your stock.

I know that the legacy will continue thanks to the great people DR surrounded himself with.”

Holger Boerner

Fidelity Investments

Real Estate Sector Leader, Research Analyst and Portfolio Manager

“ My sincere sympathies go to the family of our admired leader. In the hearts of those who loved you, you will always be there. I had the honor of meeting Don Horton several times; he always made me feel part of the D.R. Horton family. His visits would stay with me for years, which is one of the reasons I continue to work for this company for over 17 years. Your presence I will miss. Your memory I will treasure forever.”

Stacy King





“ I may not have had the privilege of knowing Don Horton personally, but his legacy resonates throughout our entire company. His visionary leadership and unwavering dedication have inspired us ALL. His impact on our work and values he instilled will continue to guide us. My heartfelt condolences to his family and to all who had the honor of working closely with him.”

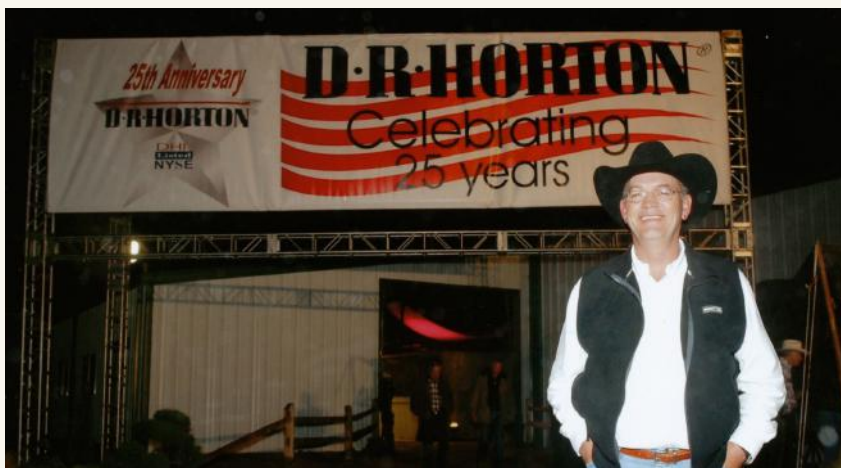
Trisha Buchanan

“ I am very sorry to hear of the passing of Don Horton. I never had the chance to meet him, but I know he was an extraordinary leader and considered a legend in shaping the company as well as the broader homebuilding industry to be what they are today. Please accept my condolences during this difficult time. My thoughts are with his loved ones and the company.”

Monali Jhaveri
Sanders Capital

“ What an honor and blessing to have worked for such a great man!! I will continue to work hard each day making our D.R. Horton communities the way Mr. Horton wanted and expected them to be. Well done, Mr. Horton. I am forever grateful! R.I.P.”

Paul Harris
D.R. Horton
Customer Service Representative





“ My heartfelt condolences and prayers go out to Mr. Horton’s wife, children, grandchildren and all of his other loved ones. I was so incredibly sad to hear of his passing. I feel blessed to be a part of the D.R. Horton, Inc. family and fortunate to have gone on several division tours, attended corporate meetings and visited the ranches over the years. I am honored to have spent time with such a brilliant man, but I have always been impressed by how kind and approachable Mr. Horton was. I will be forever grateful for the example he set, the knowledge and skills I’ve gained as a result of his unparalleled leadership and the company culture that he built and modeled throughout the years. His impact and legacy will be felt for generations to come, as he has left a permanent mark on every aspect of the company. I have a photo of Mr. Horton in his element - visiting sales offices and graciously posing for photos with division employees. He will be missed dearly.”

Stacey Craig





“ DR’s legacy will forever be etched in our hearts and in the foundation of the company. As we mourn the loss of an exceptional leader, we also celebrate his life and his profound impact on each of us. His memory will continue to inspire us as we carry forward his vision, values and unwavering dedication to excellence. With deepest sympathy and warmest wishes to the Horton family, may you find peace and strength during this challenging time.”

Samyra Rutledge





“ We were saddened to hear of DR’s passing last week, and our condolences and prayers go out to you and the entire Horton family. The story of our company and its growth is so very tied to what you all have built. In the early 90’s, my family grew its business from one small location in Houston to 7 throughout multiple states in a very large way through D.R. Horton. Since purchasing Windsor effectively out of the ashes in 2011, we have grown to service over 40 MSA’s and over 350 employees largely through our partnership with you. Without your partnership, we would not be on the wonderful trajectory we are on. The coolest thing about it is that our entire team knows it and feels like we are a part of your family. This fall, you all gave me the opportunity to spend some very cherished time with DR at the ranch. When I told him our story riding around the ranch, he replied, ‘you are family!’ I am so very grateful to have been able to express our gratitude to him directly.

While we are sad to see DR pass, we are also so very proud of the company and team he built and will continue to honor his legacy in a way that only family does. Appreciate you all very much!”

Hans Wright
Windsor America
CEO

“ My thoughts and prayers are with Mr. Horton’s family. I know this is a difficult time, but God always has a plan, and he will see you through. It was truly an honor and pleasure to meet Mr. Horton when he visited our community in Atlanta. He made you feel appreciated and valued. What an amazingly humble, kind, caring and generous man. I am so very thankful and blessed to be a part of the D.R. Horton Company family. May you Rest in Heaven, Mr. Horton.”

Danny Sowell





“ ‘Legendary homebuilding giant’ feels understated...

I joined the company in 1998 after Horton just acquired a large private homebuilder in Atlanta, and my work life changed forever.

On behalf of our Colorado Team, we were excited, a bit nervous and especially grateful when the legendary founder visited. We were proud to wear the ‘Horton jersey’ on behalf of dozens of other division Operators and work-family peers.

For over a decade, DR took a personal interest in visiting our front-line employees during/after the Great Recession years while passing on personal stories of how/why the ‘Hortonisms’ came into being. That relentless effort influenced the careers of hundreds of key employees in each division...thirsty to learn, grow and excel...for the betterment of D.R. Horton, the industry, and for the message of how you treat people and work tirelessly together to win!

Kristi and my thoughts and prayers go out to the Horton family, the D.R. Horton extended family and so many key individuals that shaped the company for greatness.

Rest in peace, D.R., and thank you for the opportunity!”

Scott Davis
D.R. Horton - Colorado
Division President

“ First and foremost, my deepest condolences to the family. I personally met Mr. Horton 15 years ago when I first started with the company. When I heard he was going to visit my community, my anxiety was through the roof. To my surprise, when he walked in, he immediately warmed up the entire room and made everyone feel special. After that, I always looked forward to his annual visits through our communities. He was a humble man with an amazing corporate culture and worked with compassion and integrity every day. He will be missed, but his legacy continues. I am thankful for his work and this company that has provided for my family all these years. May he rest in peace.”

Anelys Millo-Delgado



Nathan Cox
68 Ventures
CEO

We recently lost a legend, but his legacy will live on.

Donald Ray Horton, known to those close to him as D.R. and by the rest as “America’s Builder,” undoubtedly left his mark on this world. I had the blessing to attend his funeral this past week, and the time spent visiting with those closest to him only augmented the utmost respect I already had for the man who was truly a giant among men. I always felt a strong personal connection to Mr. Horton as a result of spending one-on-one time with him out at his ranch in Texas over the years, the many opportunities his company provided my team and family, and primarily because of all the stories I have heard over the last decade-plus from his loyal team members.

One time, while staying at his ranch, there was a big group of us hanging out on the porch one morning, visiting, and I could tell something was really agitating Mr. Horton. The conversation was good-natured, and everyone was laughing, so I knew it wasn’t something that had been said. A few more minutes passed, and he was almost shaking he was so mad. About that time, he colorfully made us all aware that one of the outside lights was on. There must have been 10 grown men who immediately jumped to their feet, ran inside, and started flipping switches as fast as they could. I think every light was accidentally turned on and all back off before he even got the sentence out of his mouth. That brief display of words leading to immediate action painted a vivid picture



of how goal setting in their organization worked. He said “jump,” and the only reply was “how high?” His never-enough mentality set the tone for the entire organization, and it still permeates to every team member.

He was as intense, competitive, and financially conservative (tight) as it gets, but he was also as loyal as they come. He viewed all of those at D.R. Horton as family and took great pride in providing for them, looking after them and loving them. It was evident just how much he cared in both his words and actions, and while he could strike fear in any of us, anyone connected to that man would run through a wall for him without hesitation. He wanted to win, wanted to be #1, but his desire was always to figure out how to do it with the people who got him there. He built a business that will stand the test of time and amassed a fortune that no one would have ever foreseen given his humble beginnings. But to me, what is the most impressive is the personal imprint he has placed on tens of thousands of lives by simply caring more than what was expected or required.

Mr. Horton – from the bottom of my heart and on behalf of my family, team, and

community, thank you! The impact you have made on all of us will be generational. We lost you too soon, but your words, actions, and unwavering commitment to always be the best will stick with all of us for all our days. You have my word that I’ll do my part to keep you all #1 forever.





**“What we do
matters.”**

D. L. Harrison

“ My sincerest sympathy to the Horton family. Being part of D.R.’s company now 23 years has been an honor. Such a fond memory comes to mind, sitting next to D.R. in a rocking chair on the porch of The Ranch having an everyday conversation, he was humble, kind and so appreciative. That moment will be carried in my heart for a lifetime. Hoping it adds a tad of comfort to know you have love and support from so many across the United States. D.R. impacted so many lives in a beautiful way.”

Mariette L Menne





“Jaguar Concrete, Inc. is so sorry for your loss. Many prayers for family. Jaguar has been working with D.R. Horton out of Florida for many years. Great company to build homes with. We are proud to work with such a loyal company and good people. We are extremely grateful to be working with D.R. Horton May God be with your family at this time of loss.”

Jaguar Concrete, Inc. and employees



“Forestar Family sending our deepest condolences to the Horton Family. His memory will live on. Rest in peace.”

Zane Ross

“What a terrific man DR was, and I cannot thank him enough for the opportunities he has given to me and my family. Our prayers are with his family during this tough time.”

Ryan Williams

“An absolute legend. You will be greatly missed; however, your legacy will carry on for decades to come. RIP, Mr. Horton. Thank you for everything!”

Michael Awi

“I am so sorry for your loss. I have been with D.R. Horton for almost 13 years. It has been the best company to work for. You will be sadly missed, Mr. Horton.”

Paula Walker



“ Though industry news reaches me a bit more slowly since retirement, I wanted to let you know that I was saddened to learn of Don Horton’s passing. His was the noblest of professions: homebuilder. He was also a visionary leader, and his success is without peer in the homebuilding industry. The creation of the largest homebuilder in the United States serves as testimony to that. Perhaps of greatest significance is that no one did more than DR to promote the American dream of homeownership by providing high quality, affordable homes to a larger population. What a noble legacy he leaves!

You have my condolences on the passing of your founder and leader.”

Wally Schwartz
Kohler Co.
Brand Ambassador





“Wow, I’m incredibly saddened to hear this. I had the pleasure of meeting him and spending a week at one of his ranches. One of my grandsons also had a great adventure when he was chosen for a trip to the same ranch.

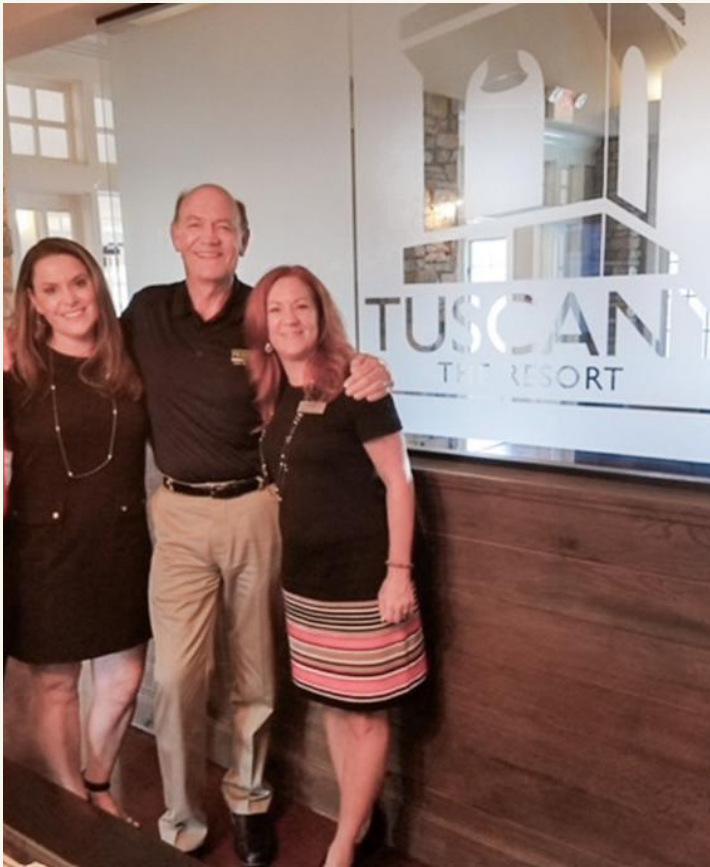
DR certainly leaves a wonderful legacy in his passing and an incredible impact on the people who have been blessed to work at D.R. Horton, along with all the home owners who are living out his dream.

He will be missed - but always remembered!”

Kathleen Wilson
Purchasing Agent

“ My thoughts are with those closest to Mr. Horton. I pray they find comfort knowing he will never be forgotten. He treated us, his employees, like family, and we felt the same. He became a part of our lives, and for that we will always be grateful. Thank you, Mr. Horton, for literally everything.”

Shari Hart





“ To The Horton Family, I am deeply sorry for your loss. My thoughts and sympathies are with you during this difficult time. Mr. Horton was an extraordinary leader and visionary.

I had the pleasure of meeting D.R. Horton many times as he toured his Atlanta communities, but my last meeting with him was the one I will cherish forever. While visiting Arlington for a women’s conference in Sept 2023, I was able to meet Mr. Horton at his office. He graciously gave us a tour, and he shared stories about his upbringing, his parents and his family. He was such a sweet and humble man who LOVED his family - both natural and D.R. Horton family.

I am grateful for the opportunity to be a part of his legacy. He was a legend and icon. Thank you Mr. Horton. You will be missed. Job well done, sir.”

Kimberly Moss

“ What an amazing man. Always had a smile on his face and genuinely meant it when he stopped to say, ‘how are you,’ or ‘is there anything I can do for you?’

Jamey Slawter

“ I have worked for this company the majority of my career. I have always greatly appreciated the strong values and culture that Mr. Horton instilled many years ago. I have great respect and admiration for him. He was a great man that will leave a lasting legacy. My sympathies.”

Scott Sasser



“ This is truly saddening... Mr. Horton was always very kind and generous; after all, he built the nation’s largest homebuilder on the notion of simply wanting to help people realize the dream of owning their own home.

I devoted 14 yrs to helping people realize that dream here in Colorado, and Mr. Horton - the man - was a driving force in my tenure. He always supported and embraced all of us in IT, and I believe he deeply understood the role that technology and innovation plays in a company’s success.

Truly a pioneer, and those of us that worked for him owe a debt of gratitude.”

Denny Farrell
D.R. Horton - Colorado
IT Operations & Management



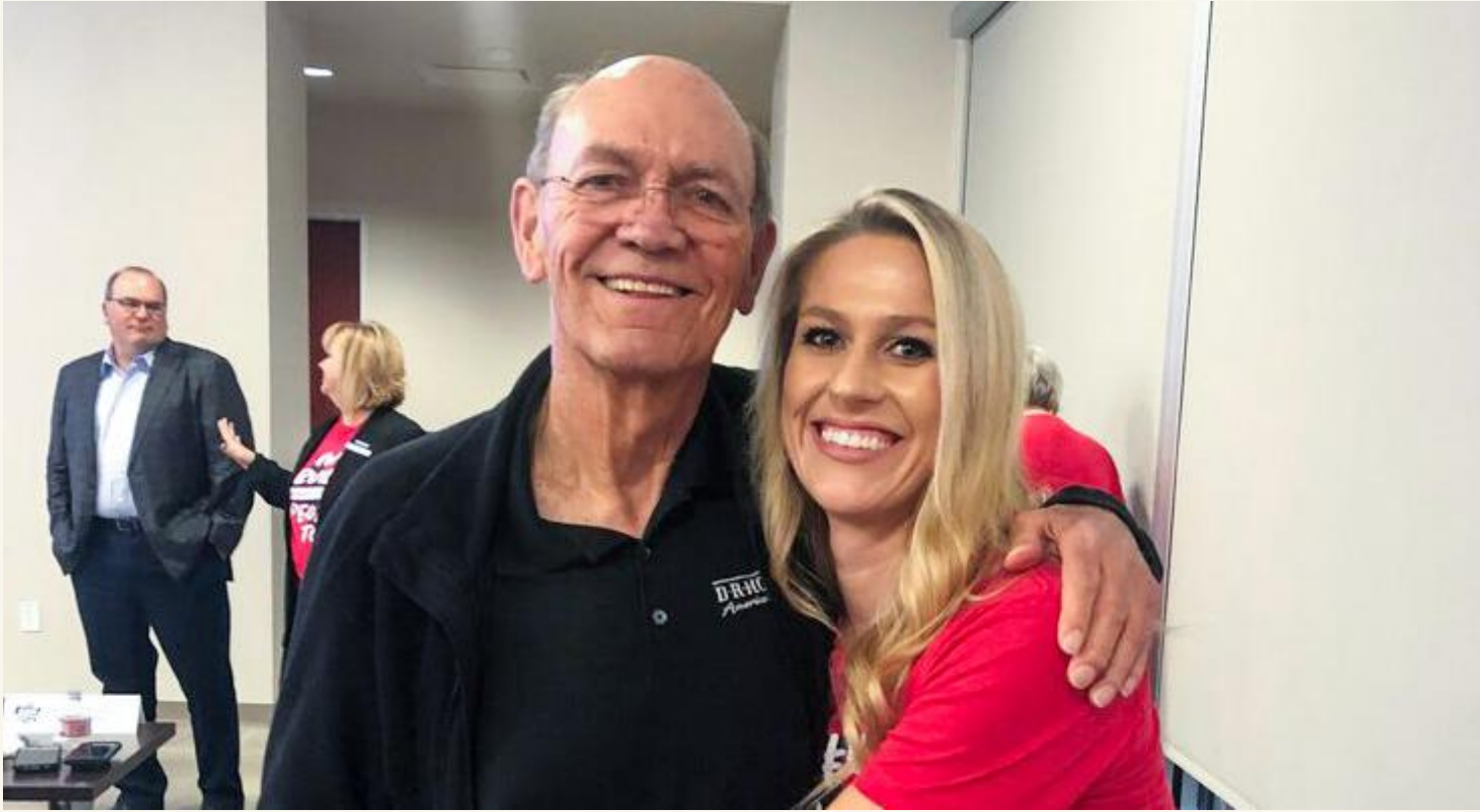


“ Sending my prayers and deepest sympathies to the Horton family. We honor DR for the legacy he has built and for giving us the opportunity to be part of that legacy. I am proud to be part of the DRH family.”

Christine Ayroso
D.R. Horton - Bay Area
Sales Counselor

“ I am so very sorry for your loss. My heart is broken for y'all. I know how hard these next days will be, but rest assured, he is with our Lord, as well as those who have gone before him. The impact that DR had on all our lives will never be forgotten!! Much love and prayers.”

Valerie Passmore





“ D.R. blessed my family in so many ways, giving my dad a career for 25 years. I had the opportunity to start my own career here two years ago. He built a truly amazing company, and it will continue to thrive in his honor. I really enjoyed seeing him in the café with an ice cream telling us to go get some. He will be greatly missed by everyone.”

Macy Roberson

“ It is difficult to put in words the impact D.R. has on his ‘extended family’ in the industry. D.R. was an obvious icon, but those of us who have been aligned as ‘extended family’ have been impacted personally and professionally over the years. D.R. was a humble man who spent his time WITH his Horton work family, not often behind a desk. He was boots on the ground and never left a meeting without regarding you as family and a business partner. From the friends I have met at Horton events to the fun and laughs we have all had. I thank you for that, Mr. Horton.

Thank you for opening your home (ranch) and your heart to us and the hundreds of children that spent their summers at the ranch.

And we all will remember, ‘it’s a short road from the penthouse to the outhouse.’

Julie Schaschwary
Copperweld
Director of Builder Relations





“ I am so grateful to be a part of the D.R. Horton work family. I remember the first time I met Mr. Horton almost 27 years ago working nights in Arlington. As a new employee, I didn't know who Mr. Horton was. He introduced himself with such humbleness and welcomed me to the family. Priceless memory. You all have my prayers.”

Louis Johnson

Melissa Anderson

DHI Title Agency

I want to start off by offering my condolences to you. I would imagine this has been a very hard time. Losing Mr. Horton hurt those of us that did not know him well – it must be an enormous loss to you. I have been keeping all of you that were close to him and his family in my prayers.

I am so grateful to have built a career working for this amazing company that he built. I started working for a real estate attorney in Marietta, Georgia in 1995, and we closed Horton lot purchases with Andy Cowan as Division President. That job taught me how to handle land acquisitions, and I have built on what I was taught there for the last 29 years.

September 2024 will be my 20th year at DHI Title. I have so much pride in this company and its culture. Five of my six children attended Camp Horton, and to this day, they bring up memories made there. They all met D.R. and were proud to come home and tell us all about camp and meeting him. The life experiences and

lessons taught at camp influenced so many children. My husband and I will forever be grateful that our children were given the gift of going to Camp Horton.

When asked to start a land acquisition team, one of my goals was that my team would know about the history of our company. It has been very important to me that our team understands the principals this company was built on; the importance of family and the unique way D.R. Horton treats and cares for its employees. I want to personally thank you and D.R. for giving me a platform to show employees how wonderful it is to be a D.R. Horton employee and stockholder. I cannot imagine working anywhere else.

Thank you for all that you do for all of us. You are so appreciated.





“ Watch the pennies, and the dollars will take care of themselves.

D. L. Harrison



“ Mr. Horton was a great man. I was fortunate enough to have had quite a few interactions with him over my 12 years with the company thus far. Mr. Horton was always kind and generous, and I always got the feeling of being part of the family. Even when challenged, lol. My condolences to all that love him.”

Vernon “Bud” Craig

“ I am so honored and grateful to have worked for D.R. Horton for 20 years. I had the pleasure of walking several models with DR over the years and always felt appreciated. He sincerely cared about his employees, and I did feel like family. He always asked, ‘how long have you been here,’ if there was anything he could do for me, and thanked me for all I did. My heartfelt condolences to the family.

My thoughts and prayers are with you all.”

Cristin Craig





VAIL
CHALLENGE

D.R. HORTON
America's Builder

D.R. HORTON
America's Builder

D.R. HORTON
America's Builder

We build people too.

“ I would like to express my deepest condolences to DR’s family and friends. May you find comfort and strength in the beautiful memories of such an incredible man. I had the pleasure of meeting DR several times working for the Las Vegas Division. It was an honor to know you and work for your amazing company.

Rest in peaceful paradise! Godspeed.”

Christine Harmon

“ It has been an honor to be a part of the Horton Family for the past 17 years. In both So. Cal and now in West Phoenix, being given the opportunity to be a part of such a great organization changed my life profoundly. Thank you, Mr. Horton, and my deepest condolences to the Horton Family. Godspeed, sir.”

Anthony William Chattin

“ He was a great man who took on a mission of building affordable quality homes for as many people as possible. I only met him briefly a few times over the years, but he was always gracious and genuinely engaged. He truly understood the value of true partnerships, and he created a culture of performance through family values unlike any in our industry.

He will be truly missed.”

Brad Wills

Schneider Electric

Director: Strategic Customers & Programs





“ My heartfelt sympathy goes out to the family and friends. Please, accept my sincere condolences. I have had the pleasure of meeting D.R. Horton a few times here in North Carolina. The first time I got to meet him was in Dallas, NC. We gave him a big ‘welcome to Dallas’ cheer. We were all lined up at the door waiting for him to come in with construction hats on, and we cheered out, ‘welcome to Dallas’ and took our hats off into the air. We all laughed!! Someone has a video somewhere, and I have a couple photos. It was memorable. I am blessed to be a part of the D.R. Horton Family. God bless.”

Corina Ann Cox
D.R. Horton - Charlotte

Melissa Rames

I thank God every day that I have been so blessed to have been a part of the Horton family the past 21 years and counting. There will never be another man like DR. He is the most gracious man I have ever worked for, and his work ethic and dedication to his work and family is something you just don't see anymore.

My fondest memory is when my family and I visited the Strawn ranch. One of the rules was no motor vehicles near the stables, so we parked just outside the stable gates. Tina saw us walking up and asked if that was our truck behind the gate. We said, 'yes.' She had a concerned look on her face and said, 'you might want to move it. The horses like shiny objects and might try to bite it.' Sure enough,

when we got down to the truck to move it, there were teeth marks on the hood. We laughed so hard! Then DR pulled up in his golf cart with one of his grandkids in his typical weekend attire: Hawaiian shirt, khaki shorts, and flip flops with the WORST flip flop tan I've ever seen. I walked up to him and said, 'excuse me, sir... Mr. Horton said "no motor vehicles near the stables."' He looked at me with his big smile and said, 'yes ma'am, I believe you are right.'

He was so down-to-earth and always had a smile and a big hello when you passed him in the hallways. Thank you, DR, for the family you built for us. Rest easy. We will continue on your legacy and make you proud!"





“ D.R. Horton gave me my first chance to become a builder, and I hold nothing but respect for the entire company. I actually had the opportunity to meet DR when he came to visit Houston in 2016.

He was a very intelligent and friendly man who clearly understood how to take care of his employees.

My condolences to his friends and family.”

David Rea
Wan Bridge Group
Senior Project Manager





“ Thank you, D.R. Horton, for creating an AMAZING work environment that felt more like family than work. You were greatly admired and dearly loved. You built an amazing legacy, and we will remember you always!”

April Idsinga





“ My heart pours out with great sympathy to the Horton family. What a legacy and a pure inspiration Mr. Horton was to our family!

It is with gratitude, thanks and appreciation for Mr. Horton and D.R. Horton Homes that our family has been greatly blessed for nearly 30 years. Although we did not have the privilege of knowing Mr. Horton on a personal level, it was pure joy, an honor, and a blessing to have had a few brief genuine conversations with him through the many years my husband has worked for the company. I am forever grateful to have always felt a part of a bigger family full of integrity, loyalty, encouragement, and continual support. Blessings to the Horton family!

‘The LORD is close to the brokenhearted and saves those who are crushed in spirit.’ Psalm 34:18”

Amy and Randy Warrick

“ I have had the absolute pleasure of being employed with D.R. Horton for 7 years now. I still remember meeting him just shortly after I was hired. Such a very pleasant, kind and down-to-earth man. This has been the best company I have ever worked for. Mr. Horton created such a family atmosphere. He will always be in our hearts. My sincerest condolences to his entire family. He is truly going to be missed.”

Lisa Jordan





Matt Bowen
Executive Director
U.S. LBM Foundation

Cook Childrens Medical Center: At U.S. LBM, we believe being a good neighbor involves giving back to the communities we serve. To further this commitment, we established The U.S. LBM Foundation, which collaborates with and supports organizations dedicated to community growth and prosperity. The U.S. LBM Foundation receives contributions from U.S. LBM, our vendors, customers, and associates, allowing us to make a positive impact.

Recently, our dear friend, colleague, and renowned homebuilder D.R. Horton, passed away. His legacy and profound influence on his community should forever be remembered. Per his family's request and in honor of D.R.'s love for children, we

are pleased to enclose a check for \$5,000. This donation in honor of D.R. will directly benefit the children and families who rely on the exceptional care provided by Cook Children's Hospital.

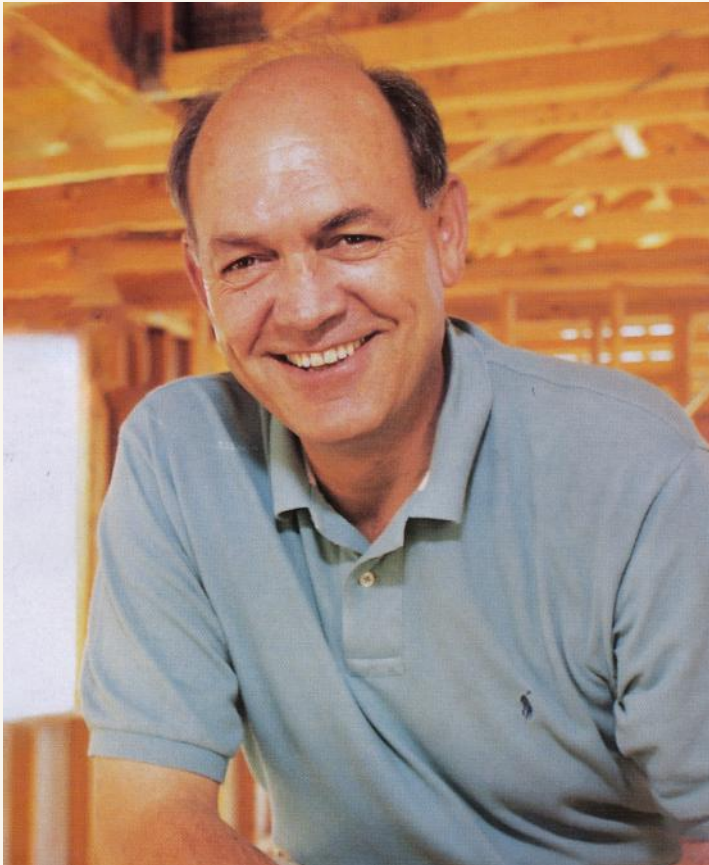
We appreciate your unwavering dedication to pediatric medicine and your commitment to ensuring that D.R. Horton's memory lives on through this contribution. Should you have any questions related to this donation, please feel free to reach out to Matt Bowen, Executive Director of The U.S. LBM Foundation, at Matt.Bowen@uslbn.com.

Thank you for joining us in making a difference in our community.

“ Thank you, DR, for your vision, leadership, motivation, goodness and the down-to-earth lifestyle you lived. A true icon and personal mentor to me. I was blessed to know and work for you for 23 years. My family will forever be grateful for the opportunities you provided me and so many others we work with. “Treat the customer like your mother” will forever be engraved on the doorstep of this company. You will be missed but remembered with honor, fondness, and respect.”

Boyd A. Martin
D.R. Horton - Utah





“ When I interviewed at D.R. Horton, I asked everyone’s favorite part about working here. All three of my interviewers responded, ‘the people,’ and spoke on how amazing the company culture is. At the time, I was thinking, ‘well, that’s what they all say.’ Nonetheless, something about these people just seemed so different and genuine compared to the companies I had previously worked for.

After accepting the position, I soon discovered what was different about this place versus the others. ‘What we do matters,’ and ‘when you have good people, good things happen’ could really sum it all up. That feeling was quickly reinforced by DR himself, as I had the privilege of assisting with the Millionth Home project shortly after I started. Listening to him speak about the company and what he/we stand for was truly special. You could tell he and the other executives truly cared about what they do and the people they serve.

Thank you, DR, for showing us what passion truly means. Your legacy in the homebuilding industry is unmatched.”

Allie Brown
D.R. Horton - Arlington
Graphic Designer

“ As one of Horton’s many bankers, it was always a pleasure to interact with Don and to witness the amazing growth of his company. His is an amazing life story. Sincere sympathies to his family and associates.”

Sam Hill

“ My condolences to the Horton Family. I am proud to be among the Horton ‘working’ family for 10 years now. DR would walk by and always say ‘how are you ladies doing today?’ He took the time to recognize you. He will be greatly missed.”

Carolyn Hastings

“ Deepest condolences to DR’s family and friends. May you find comfort and strength in the memories. Rest in peaceful paradise!”

Sheila Broussard

“ My prayers are with you all during this difficult time. DR was such a great man. I’m proud to be part of the Horton work family.”

Tammey Dean



**“When you
have good
people,
good
things
happen.”**

D. L. Harrison



“ I am very sorry for your and the D.R. Horton company’s loss.

I still have fond memories of the ranch visit Don hosted years back. I was genuinely moved by his approachable manner and the kind way in which he treated everyone, including staff. It left a big impression and is something I have thought about from time to time.

I also think he left a legacy of conservatism in balance sheet management, spending, attention to local markets, and a modest approach to M&A.”

Jade Rahmani
Keefe, Bruyette & Woods
Managing Director

“ My sincerest condolences to the family. May you be comforted by many fond memories of Mr. Horton (aka Papaw) as you celebrate his amazing life! I’m coming up on 3 years with DHI Mortgage, and I’ve been so impressed with how everyone always speaks so highly of him and that he was an all-around good human being.”

Cheryl Breckenridge





“ I am deeply grateful to have been a part of the company for the past 10 years. I never had the opportunity to meet Mr. Horton, but hearing from people who had met him, I know it was my loss. God bless the family as they move forward.

‘Blessed are those who grieve, for they will be comforted.’ Matthew 5:4”

Rachel Thomas

“ I can say proudly and with honor having worked for our great company for nearly 25 years, I truly understand what leaving a legacy means. DR and his legacy and leadership will be with us forever. My heartfelt condolences to his family are extended with prayers.”

Dan Boyd





“ To the family of Mr. Horton, I am sending my most sincere condolences to you and the entire family. Mr. Horton was an amazing man, who not only shared his dreams with his family, but he also shared them with the world and made them a reality. Although this moment is difficult, he leaves so many beautiful memories of buyers who have D.R. Horton homes. He was very friendly and touched many lives. I am sending prayers and love out to you all. May Mr. Horton rest in paradise.”

Nawrocki Dozier-Grimes

Representing Champion's Run, Lithonia, Georgia





“ I knew that I had made the right decision for my family and I when I first met D.R. Horton ‘The Man’ in 2016. It was the BEST decision I ever made. I’m talking about a man that was so selfless, a kind man, a man of the people, a man that would give everything off his back to see you succeed. That is the man I know, and that is the man I choose to remember. I will mostly remember his ever-smiling face, laugh and hugs. We loved our DR, and he loved us back.

To the Family, do know that my family and I are keeping you in prayers. We are asking God to give you peace in knowing that your loved one leaves a trail of happy homeowners, happy employees and just plain happy people whose lives he touched in one way or another. He put food on our table daily. Please accept our sincere condolences. May his beautiful soul R.I.E.P!!!

Judith Onyango and family

Stefan Hoyer
HIC Land

I was saddened to hear of DR's passing.

Reading all the posts and speaking to friends sharing their favorite DR stories, it's obvious he lived a life that impacted so many people, and it made me reflect on his impact on mine.

I will be honest, many of the core values of HIC Land, I have copied from DR.

- Wake up broke.
- Strive to be number one.
- Treat everyone as family, and take care of your team.
- Do the right thing, even if it's hard.
- And many more.

My biggest lesson from DR was on the Ranch, when he and I went hunting together. When I missed the first shot (and was scared to waste another bullet) DR looked at me and sternly said: "take another shot, son!!!!!" I did, and killed the buck....

Those words are powerful in many circumstances...

Thank you, Mr. Horton, for your positive impact on my life. I will continue to let your wisdom help guide me and HIC Land.



Eulogy

Given by David Auld

May 23rd, 2024

Welcome, and thank you for being here to share in the celebration of Don Horton's remarkable life and legacy.

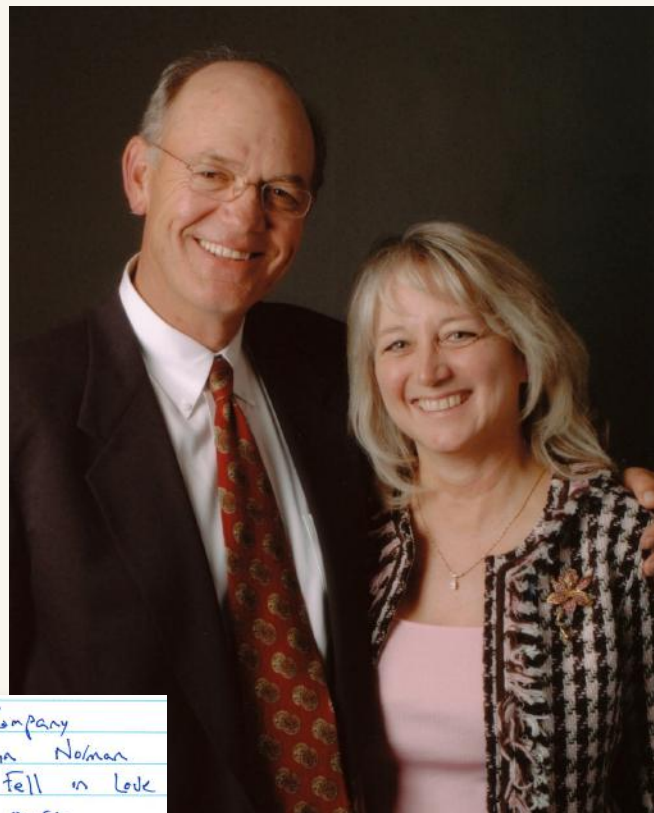
Everyone who worked with DR knew his day began and ended with sales. Don's most often quoted Hortonism is, "nothing happens until you sell something."

I believe the most important sales in company history happened in the fall of 1971 in Norman, Oklahoma. The semester he met, fell in love with, and in three months married Miss Marty Martin.

Everyone in homebuilding knows the key to a great home is a strong foundation. Marty was the structural steel that strengthened and supported both DR and the company in not only the early years but throughout our entire history.

Marty, thank you for the support and all the sacrifices you and your family made over the past 50 years. There would be no D.R. Horton, Inc. today without you.

The DR I know was a complicated man with a very simple vision "to be the number 1 homebuilder in America." He was incredibly humble with an unmatched focus and competitive drive. Don was a master at setting and then increasing the expectations. No matter the level of successes, it could have and should have been better. Everyone in the company knows... "Never enough."



I believe the most important sale in Company history happened in the fall of 1971 in Norman Oklahoma. The semester he met, fell in love with, and in three months - married Miss Marty Martin.



DR was incredibly smart, even brilliant, but his true genius wasn't housing or real estate. It was people. Every success, every challenge, always came back to the people. DR inspired, encouraged, and motivated, but could also strike fear in the hearts of the best sales agents, builders, division and regional presidents, and even his CEOs. This fear was a fear that somehow, some way, you would let the man down.

When I moved back to corporate in 2013, I learned there were two Don Hortons. The

one I knew for most of my 36 years at the company was the Founder and Executive Chairman. He was both driven and demanding. The one I have grown to know since was called Papaw.

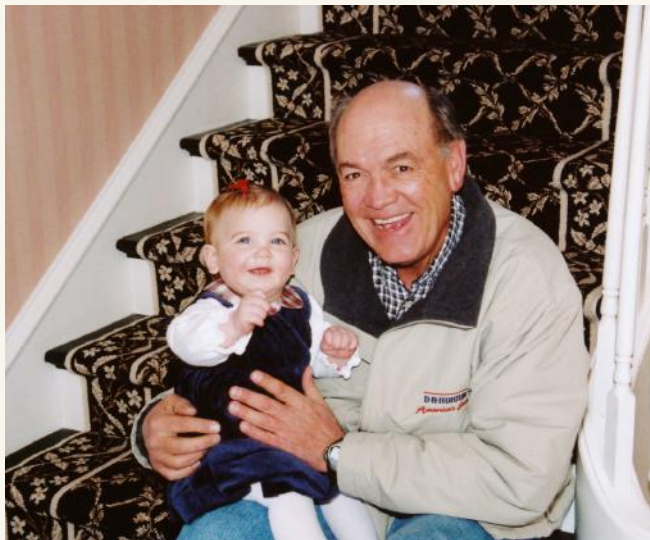
Papaw loved to tell stories about his most favorite people on this entire planet: his grandchildren.

My favorites...

When Douglas and DR went to Bass Pro Shop to buy a fishing lure and left several

Eulogy (cont.)

hours later with a shopping cart full of sporting equipment. When asked, DR could never remember what he spent that day. Only time in my memory that he couldn't quote to the penny what something cost.

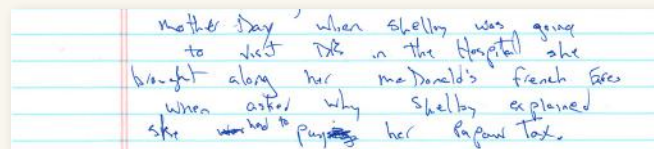


When in the middle of a Board meeting, DR adjourned the meeting so that he and the Board could watch the live stream of Madeline riding in her national high school reined cow horse competition. Madeline had a great ride. DR was prouder of his granddaughter than the company's numbers that day - one of the best financial quarters in company history.

I think my first Christmas after moving back to Texas, DR came to the office describing Derek's sleepover. When it was time for bed, Derek informed him there was, "no room for you," and sent him to another room.

Shelby and DR shared a love of french fries. Papaw was always sneaking Shelby's french fries. When caught, DR would declare he was "collecting a Papaw tax." On Mother's Day, when Shelby was going to visit DR in the hospital, she brought along her McDonald's french fries. When asked why... Shelby explained she had to pay her Papaw tax.

I can guarantee that this was by far the best tax payment DR was ever a party to.



DR, we love you, we will miss you, and you will never be forgotten. Thank you for a great 36+ years.



DR We love you, we will miss you,
but you will never be forgotten.

Thank you, Don Horton,
for everything.
Your legacy lives on with us.

A massive thank you to everyone who contributed to the production and creation of this book. It never would have happened without the support of both the natural and work family. Whether your role was major or minor, in the foreground or background, your efforts helped make this whole tribute possible.

As Don Horton would say, "you are what makes this company what it is."

Quotes by THE EXTENDED D.R. HORTON WORK FAMILY

Composed by KERI WHITWELL, JESSICA HANSEN, ELI RAMOS, ALLIE BROWN AND OTHERS

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Designed by ALLIE BROWN

Our deepest condolences to the entire Horton family, and we thank you for giving us this opportunity to make such a special remembrance of and tribute to the man who touched all of our lives. We hope you cherish these stories as much as we do.





