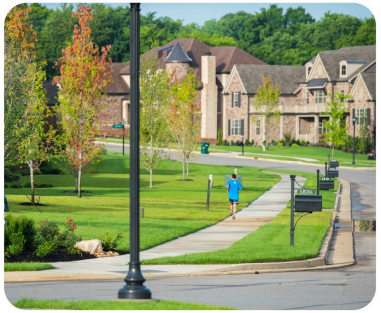




FORESTAR



Investor Presentation

Q3 2024





FORWARD-LOOKING STATEMENTS

Factors that may cause the actual results to be materially different from the future results expressed by the forward-looking statements include, but are not limited to: the effect of D.R. Horton's controlling level of ownership on us and the holders of our securities; our ability to realize the potential benefits of the strategic relationship with D.R. Horton; the effect of our strategic relationship with D.R. Horton on our ability to maintain relationships with our customers; the cyclical nature of the homebuilding and lot development industries and changes in economic, real estate and other conditions; the impact of significant inflation, higher interest rates or deflation; supply shortages and other risks of acquiring land, construction materials and skilled labor; the effects of public health issues such as a major epidemic or pandemic on the economy and our business; the impacts of weather conditions and natural disasters; health and safety incidents relating to our operations; our ability to obtain or the availability of surety bonds to secure our performance related to construction and development activities and the pricing of bonds; the strength of our information technology systems and the risk of cybersecurity breaches and our ability to satisfy privacy and data protection laws and regulations; the impact of governmental policies, laws or regulations and actions or restrictions of regulatory agencies; our ability to achieve our strategic initiatives; continuing liabilities related to assets that have been sold; the cost and availability of property suitable for residential lot development; general economic, market or business conditions where our real estate activities are concentrated; our dependence on relationships with national, regional and local homebuilders; competitive conditions in our industry; obtaining reimbursements and other payments from governmental districts and other agencies and timing of such payments; our ability to succeed in new markets; the conditions of the capital markets and our ability to raise capital to fund expected growth; our ability to manage and service our debt and comply with our debt covenants, restrictions and limitations; the volatility of the market price and trading volume of our common stock; and our ability to hire and retain key personnel. Additional information about issues that could lead to material changes in performance is contained in Forestar's annual report on Form 10-K and its most recent quarterly report on Form 10-Q, both of which are filed with the Securities and Exchange Commission.

In addition to providing results that are determined in accordance with GAAP, we present EBITDA and Adjusted EBITDA, which are non-GAAP financial measures. These measures are not considered measures of financial performance or liquidity under GAAP, and the items excluded therefrom are significant components in understanding and assessing our financial performance or liquidity. These measures should not be considered in isolation or as alternatives to GAAP measures such as net income, cash provided by or used in operating, investing or financing activities or other financial statement data presented in the financial statements as an indicator of our financial performance or liquidity.

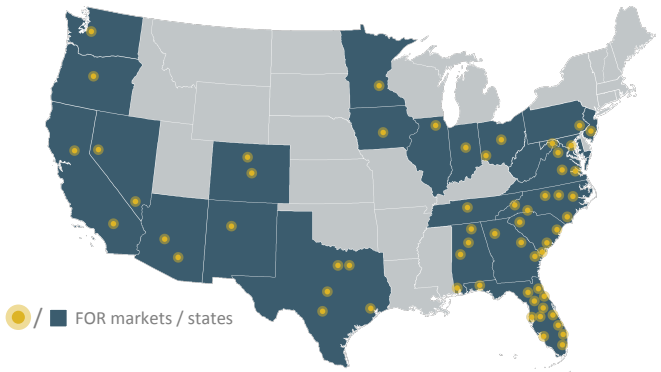
Non-GAAP financial measures as reported by us may not be comparable to similarly titled metrics reported by other companies and may not be calculated in the same manner. These measures have limitations as analytical tools, and you should not consider them in isolation or as substitutes for analysis of our results as reported under GAAP. Reconciliations of such non-GAAP measures to the most directly comparable GAAP measure and calculations of the non-GAAP measures are set forth in the appendix of this presentation.

FORESTAR OVERVIEW

FORESTAR

Forestar Group Inc. (“Forestar” or “FOR”) is a highly differentiated, pure-play, residential lot developer for the affordably-priced single-family home market

Operations in 60 markets across 24 states[(1)]



RETURNS FOCUSED	Track record of solid operational results
PRUDENT	Fully-entitled projects with short durations
DISCIPLINED	Investing capital across a diverse, national footprint which mitigates risk
STRATEGIC	Strong relationship with D.R. Horton, the nation's largest homebuilder
EFFICIENT	Capturing market share while maintaining a low overhead model
STRONG LIQUIDITY	Balance sheet provides financial and operational flexibility
LEADERSHIP	Proven management team with significant land development experience

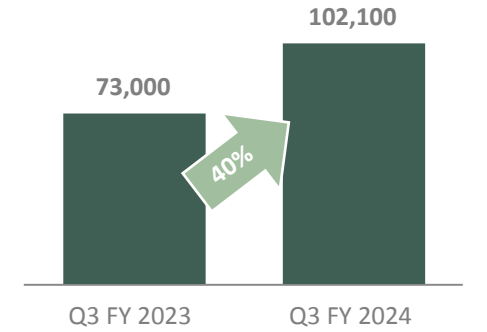
(1) As of June 30, 2024

Q3 FY 2024 HIGHLIGHTS

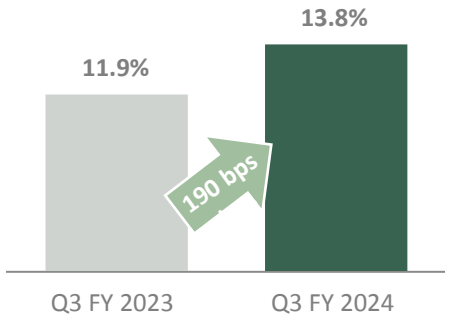
Solid execution with strong profitability

- Earnings per diluted share of $0.76
- Pre-tax income of $52 million, with a pre-tax profit margin of 16.2%
- Revenues of $318 million on 3,255 lots sold
- Net debt to capital[(1)] of 18.7%, with total liquidity of $744 million
- Real estate book value of $2.2 billion

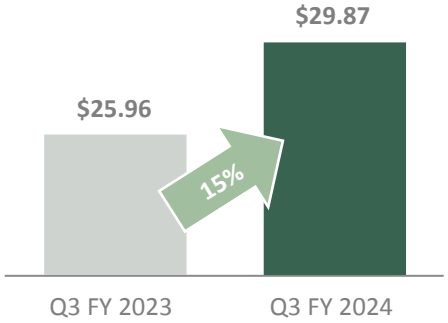
Lot Position[(2)]



Return on Equity[(3)]



Book Value Per Share



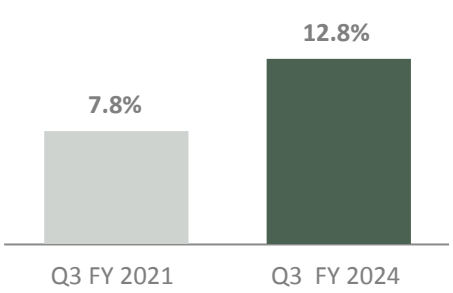
$ in millions
Note: All comparisons are to the prior year quarter
(1) Net debt to total capital consists of debt net of unrestricted cash divided by stockholders' equity plus debt net of unrestricted cash
(2) See page 21 for more detail
(3) Return on equity is calculated as net income for the trailing twelve months divided by average stockholders' equity, where average stockholders' equity is the sum of ending stockholders' equity balances of the trailing five quarters divided by five

RETURNS FOCUSED EXECUTION

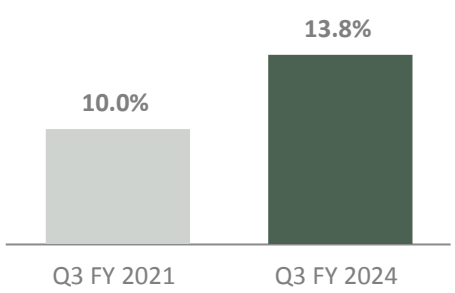
Forestar is driving shareholder value creation through the execution of its clear, strategic plan and a disciplined, returns-focused approach to capital allocation

Talented Team + Solid Profitability + Strong Customer Relationship = Industry Leading Residential Lot Developer

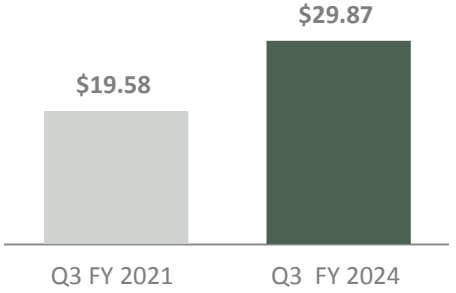
Return on Average Inventory [(1)]



Return on Equity [(2)]



Book Value Per Share



Maximize return on investments through consistent execution and financial discipline

Strong capital discipline builds shareholder value

Consistent growth in book value per share → 3-year CAGR of 15%

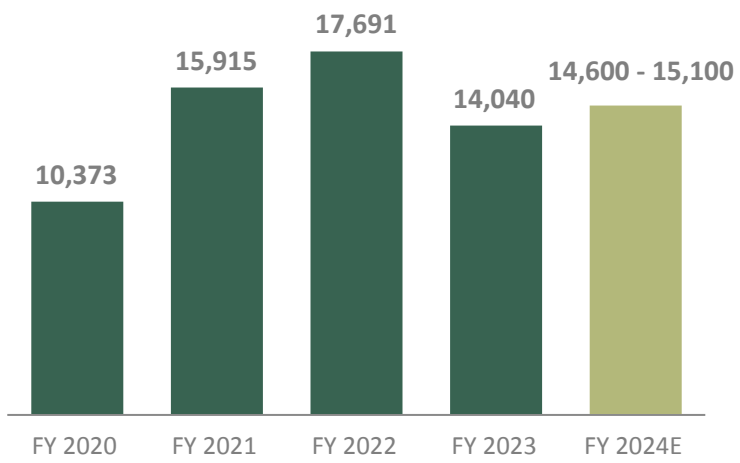
(1) Return on average inventory is calculated as pre-tax income for the trailing twelve months divided by average real estate balance, where average real estate balance is the sum of ending real estate balances of the trailing five quarters divided by five

(2) Return on equity is calculated as net income for the trailing twelve months divided by average stockholders' equity, where average stockholders' equity is the sum of ending stockholders' equity balances of the trailing five quarters divided by five

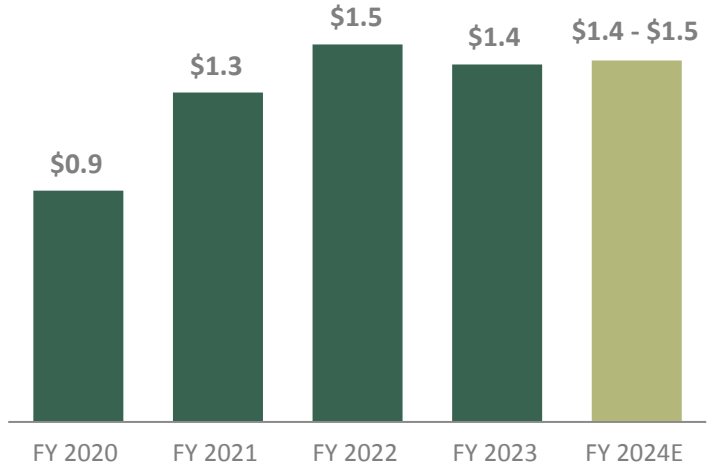
SOLID PERFORMANCE WHILE POSITIONING FOR FUTURE GROWTH

Forestar expects to grow its lot deliveries ~4% to 8% in fiscal 2024, generating between $1.4 billion and $1.5 billion of revenue

Lot Deliveries



Revenue

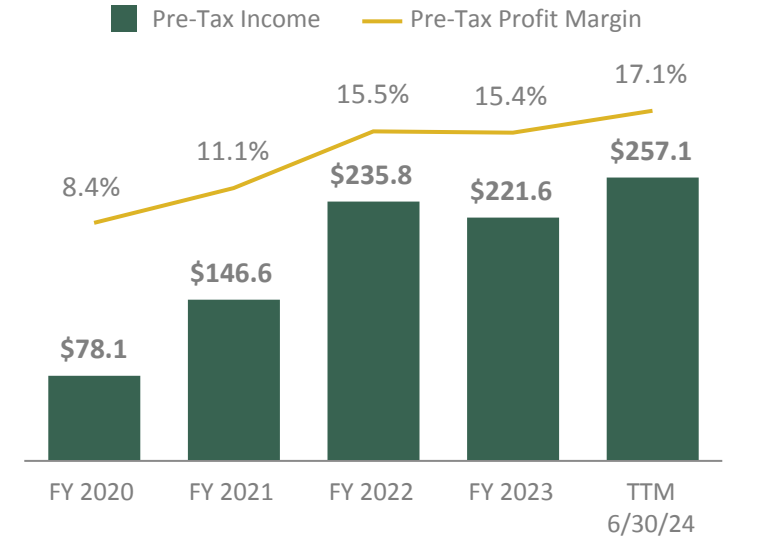


$ in billions
Note: Expectations are based on current market conditions as noted on the Company's Q3 FY 2024 conference call on 7/18/24.

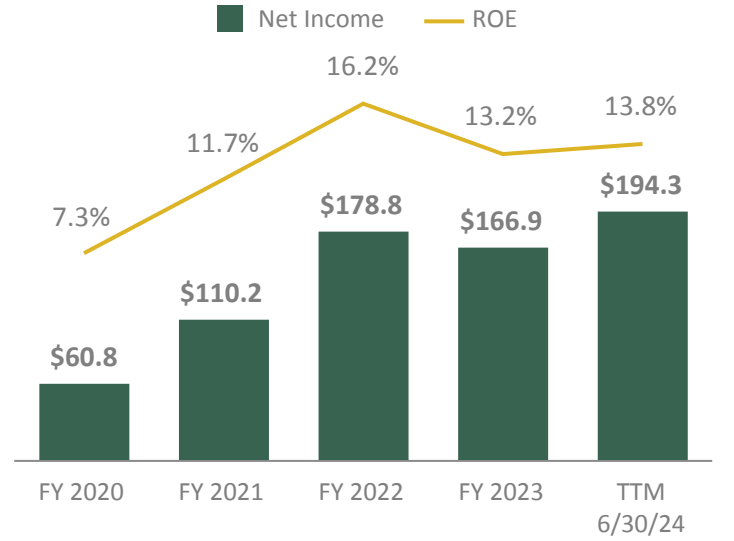
DELIVERING PROFITABLE GROWTH

Forestar is creating long-term value for shareholders by generating strong profitability and returns

Pre-Tax Income and Margin



Net Income and ROE



$ in millions

Note: Return on equity is calculated as net income for the trailing twelve months divided by average stockholders' equity, where average stockholders' equity is the sum of ending stockholders' equity balances of the trailing five quarters divided by five

FORESTAR SUPPLIES THE FIRST INPUT TO BUILDING A HOME

Key Components to Building a Home:

- **Finished Lot (~20-30% of ASP)**
- Concrete
- Lumber
- Roofing materials
- Siding / Brick
- Windows
- Insulation
- HVAC / Plumbing / Electrical
- Cabinets / Flooring / Paint
- Appliances

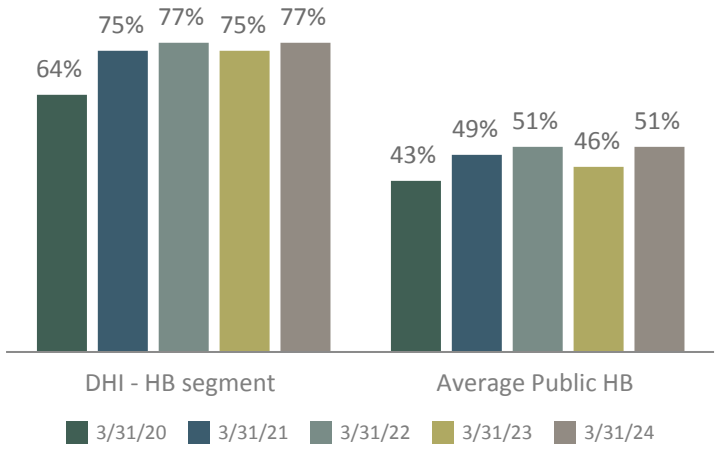


Note: ASP refers to the average sales price of a home

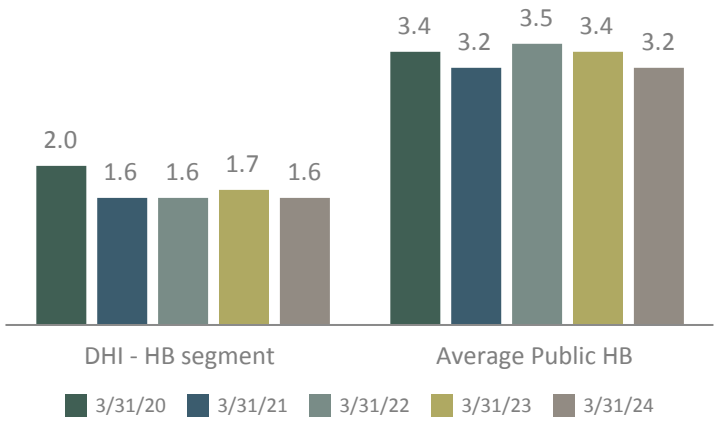
UNIQUELY POSITIONED TO PROVIDE FINISHED LOTS

Builders' preference for 'land lighter' models enhances opportunity, and in times of economic uncertainty, many homebuilders shift their land strategies to slow raw land purchases and focus on purchasing finished lots

Optioned Land/Lot Position as a % of Total Owned & Controlled



Number of Years of Owned Land Based on TTM Closings

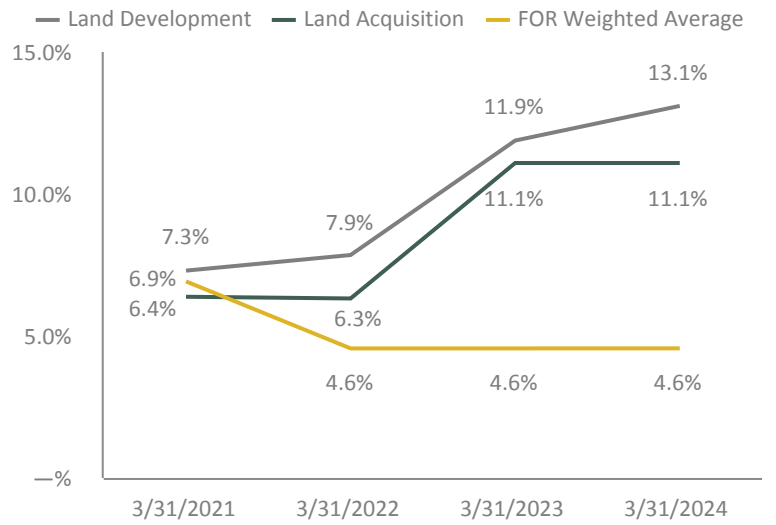


Source: FactSet and respective Company SEC filings
Notes: Average Public Homebuilder (HB) data represents the land and lot positions of LEN, PHM, TOL, NVR, MTH, MHO, TMHC, TPH, LGIH and KBH
For LEN and KBH, data is as of the periods ended 2/28
For TOL, data is as of the periods ended 4/30

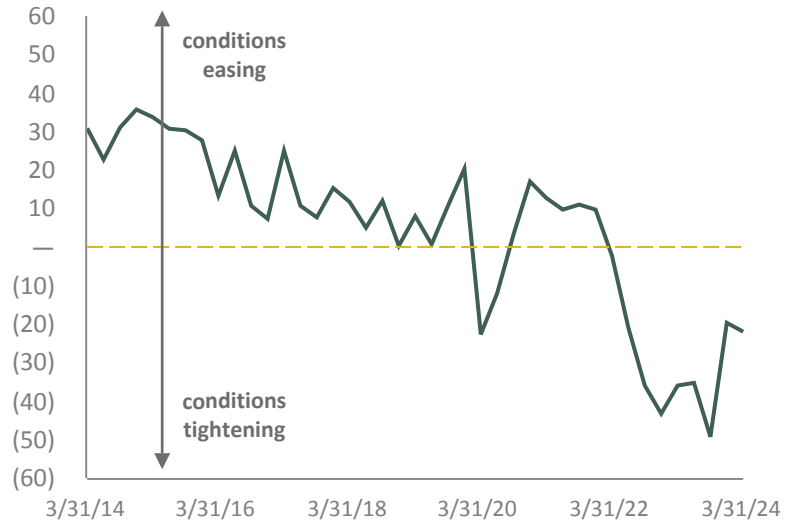
PROJECT-LEVEL LAND DEVELOPMENT FINANCING SNAPSHOT

According to the NAHB's Survey on Acquisition, Development & Construction Financing, land development loan availability continues to be expensive and hard to secure

Effective Interest Rate of Financing



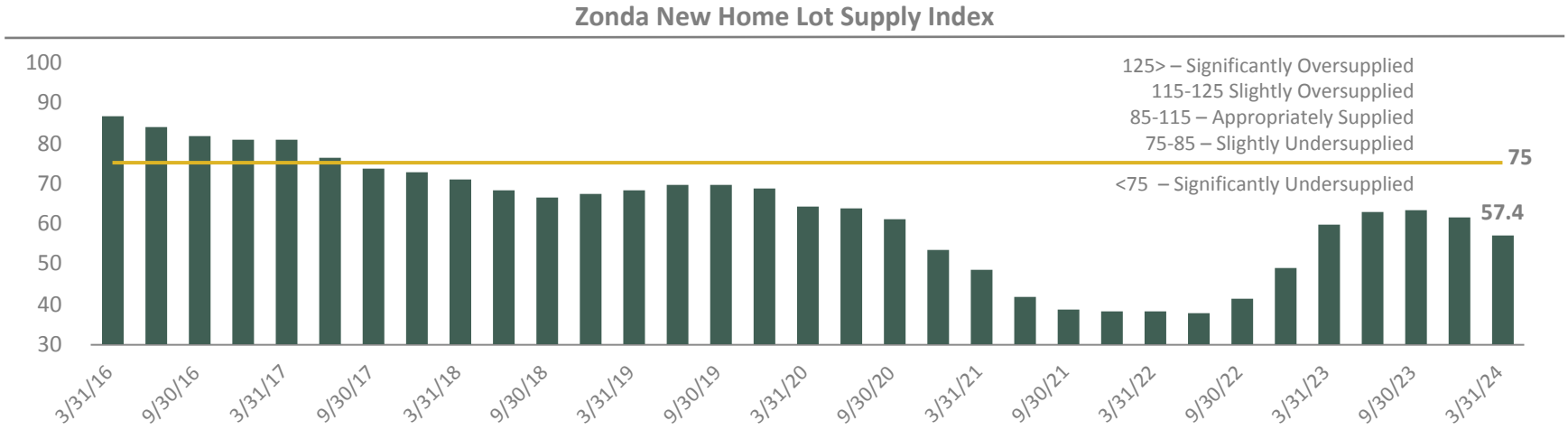
NAHB AD&C Financing Survey Index



Source: NAHB. The NAHB AD&C Financing Survey Index is derived from the share of respondents who rated the availability of new loans for land acquisition, land development and single-family construction. The share of respondents who selected "worse" is subtracted from the share selecting "better" for each series, and the results are then averaged.

CONSTRAINED LOT SUPPLY

- Availability of lots is improving from historic lows; however, calendar 1Q 2024 data still reflects a significantly undersupplied market nationally
- The improvement in lot availability is likely short lived given the recent acceleration of single-family housing starts
- New home construction has been constrained by the availability of lots, labor and materials shortages, increased regulation and tight credit for land development

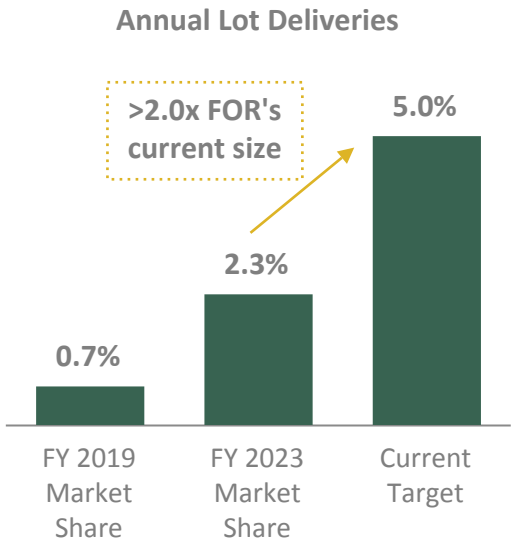


Source: Zonda
Note: The lot supply index values represent single-family vacant developed lot supply, lots that are ready to be built on, relative to equilibrium

INTERMEDIATE TERM GROWTH GOALS

Forestar has a visible path to capturing 5% market share within the highly-fragmented U.S. single-family residential lot development industry*

Organic Growth	Inorganic Growth	Maximize Returns
• Gain market share within D.R. Horton and current footprint • Accelerate development to meet strong underlying demand for finished lots • Diversify customer base – ultimately up to 30% of lot deliveries to customers other than D.R. Horton • Invest in the growth and development of our local teams	• Expand into new markets to further diversify national footprint • Acquire key personnel when appropriate • Selectively pursue strategic, opportunistic M&A	• Grow portfolio of Forestar sourced development projects • Operational efficiencies due to scale • Adopt new technologies to enhance efficiencies



*5% market share goal based on one million annual U.S. fee simple single-family homes started

MANUFACTURING APPROACH TO LAND DEVELOPMENT

Forestar has built a unique lot manufacturing model that enables it to be a consistent supplier of lots to homebuilders, while producing strong risk-adjusted returns



Short duration, fully-entitled lot development projects — asset turnover is fundamental to the business strategy



Large scale with national footprint and in-market depth — Forestar has approximately 200 active projects across 60 markets and 24 states



Returns-focused, with strict underwriting criteria — all projects must have >15% return on average inventory(1) and return the entire phase 1 investment (including all land costs) in 36 months or less



Predictable operating results with strong profitability — pre-tax profit margin of 16.2% in Q3 FY 2024



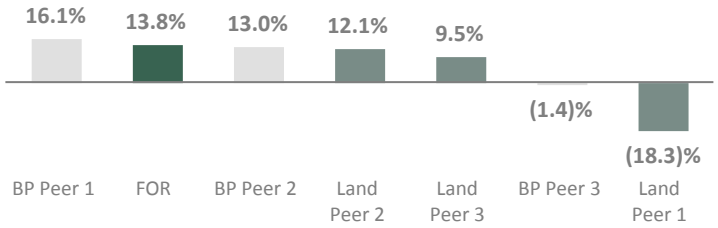
Strong liquidity and access to debt and equity capital — Forestar's capital structure is a key competitive advantage

(1) Return on average inventory is calculated as pre-tax income divided by average inventory over the life of a project

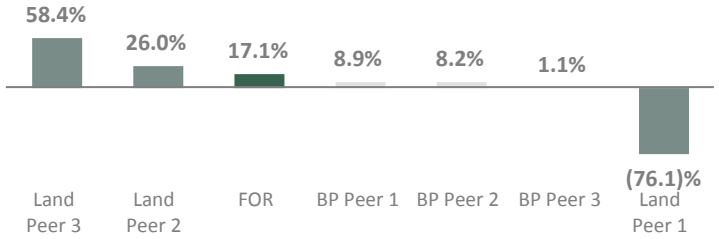
UNIQUE APPROACH TO LOT DEVELOPMENT — DUPONT ANALYSIS

Forestar's lot manufacturing strategy has positioned the Company closer to a building products manufacturer than a traditional land developer

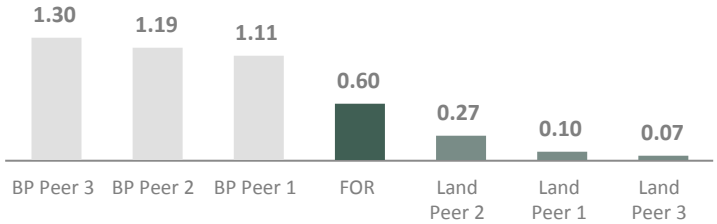
Return on Equity[1]



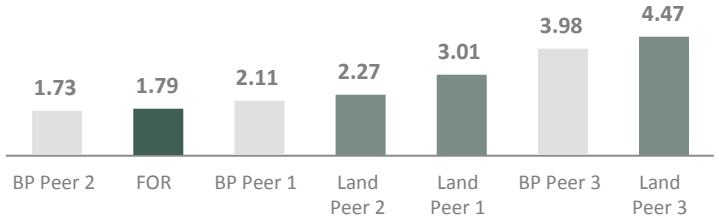
Pre-Tax Profit Margin[2]



Asset Turnover[3]



Financial Leverage[4]



Source: Factset as of 7/11/24, except for Forestar which is as of 3Q FY 2024

(1) Return on equity is calculated as net income for the trailing twelve months divided by average stockholders' equity, where average stockholders' equity is the sum of ending stockholders' equity balances of the trailing five quarters divided by five

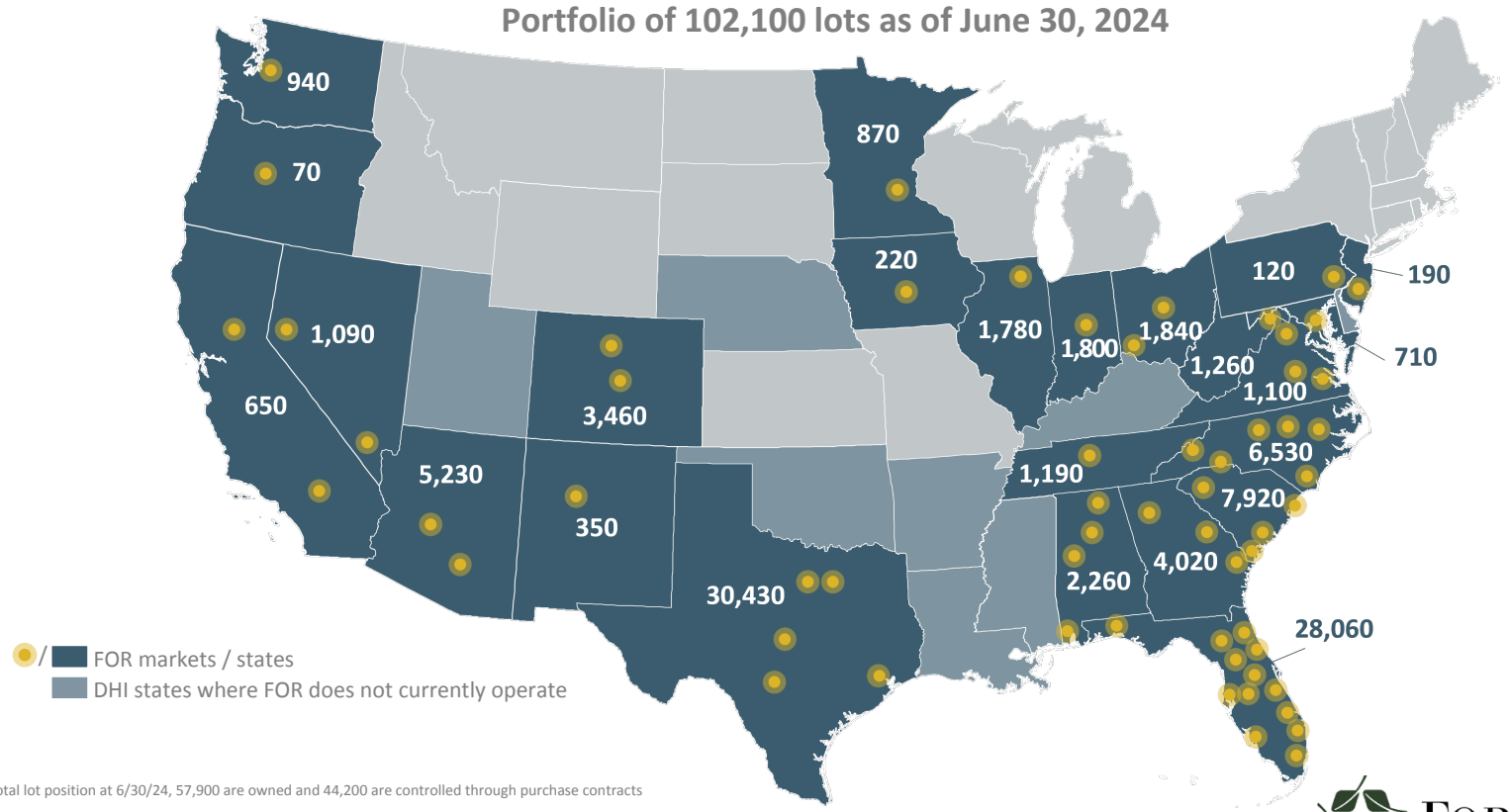
(2) Pre-tax profit margin is calculated for the trailing twelve months

(3) Asset turnover is calculated as revenue for the trailing twelve months divided by average assets, where average assets is the sum of total assets balances of the trailing five quarters divided by five

(4) Financial leverage is calculated as average assets divided by average stockholders' equity, where average assets is the sum of total assets balances of the trailing five quarters divided by five and where average stockholders' equity is the sum of ending stockholders' equity balances of the trailing five quarters divided by five

DIVERSIFIED NATIONAL FOOTPRINT

60 MARKETS | 24 STATES

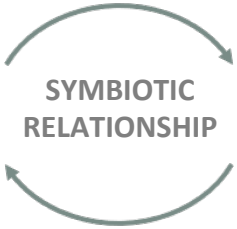


Of total lot position at 6/30/24, 57,900 are owned and 44,200 are controlled through purchase contracts

HIGHLY STRATEGIC ALIGNMENT WITH DHI

BENEFITS TO FOR

- Supports Forestar's national platform
- Significant built-in demand for lots
- Improved access to capital markets
- Shared Services from DHI



BENEFITS TO DHI

- Long-term consistent supplier of finished lots across DHI's national footprint (121 markets in 33 states)
- Integral component of DHI's operational strategy
- Participate in value creation of FOR

Alignment with the nation's largest builder provides support and stability in changing economic conditions

- Most land developers lack the scale and access to capital to be consistent suppliers of lots to DHI across its national footprint
- DHI is committed to owning no more than a 2-year supply of lots, while increasing its mix of controlled lots in inventory
- D.R. Horton has a strong appetite for finished lots that continues even during potential market downturns
  - During the worst years of the last significant housing downturn, D.R. Horton closed ~17,000 to 20,000 homes annually, the majority of which were built on finished lots purchased from 3rd parties
- Master Supply, Stockholder and Shared Services Agreements formalize the business relationship and protect FOR's interests[(1)]
- DHI plans to maintain a significant ownership position in FOR over the long-term[(2)]

Relationship with DHI further strengthens FOR's competitive advantage
DHI's interests are aligned with FOR shareholders to ensure the profitable expansion of FOR's platform

(1) Stockholder's Agreement and Shared Services Agreement summaries included in Appendix
(2) D.R. Horton owns 62% of Forestar as of 6/30/24

MASTER SUPPLY AGREEMENT

The Master Supply Agreement formalizes the business relationship with DHI as both companies identify real estate opportunities and protects FOR's interests via the Right of First Offer process

A Right of First Offer (ROFO) is very different than a Right of First Refusal (ROFR)

- A ROFO agreement helps establish a fair market price/terms, whereas a ROFR is advantageous to the buyer by providing a "last look"
- The ROFO provides DHI the "first look" on available lots at market terms set by Forestar
- If FOR and DHI fail to agree on terms, FOR can offer the lots to other customers at similar terms offered to DHI

1 Lots Sourced by DHI

FOR must offer 100% of the lots sourced by DHI to DHI at current market terms

2 Lots Sourced by FOR

FOR must offer 50% of the lots in the first phase to DHI and 50% of the lots in any subsequent phase if DHI purchases at least 25% of the lots in the previous phase at current market terms

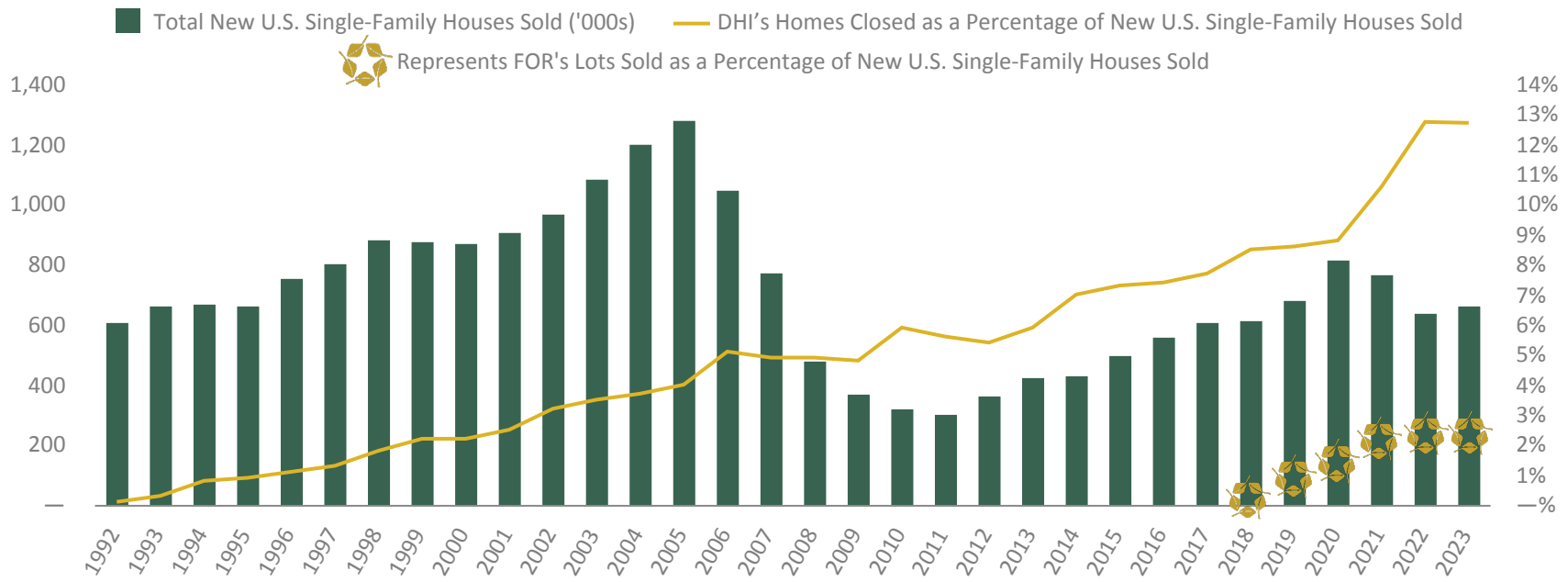
3 Lots Sourced by Third Parties

FOR offers the lots to the respective customer on third-party sourced development opportunities and is **not** contractually obligated to offer DHI the “first look”

Note: The Master Supply Agreement continues until the earlier of (i) the date which DHI owns less than 15% of voting shares of FOR or (ii) June 29, 2037; however, FOR may terminate the MSA at any time when DHI owns less than 25% of the voting stock of Forestar

DHI TRACK RECORD PROVIDES ROADMAP TO FOR

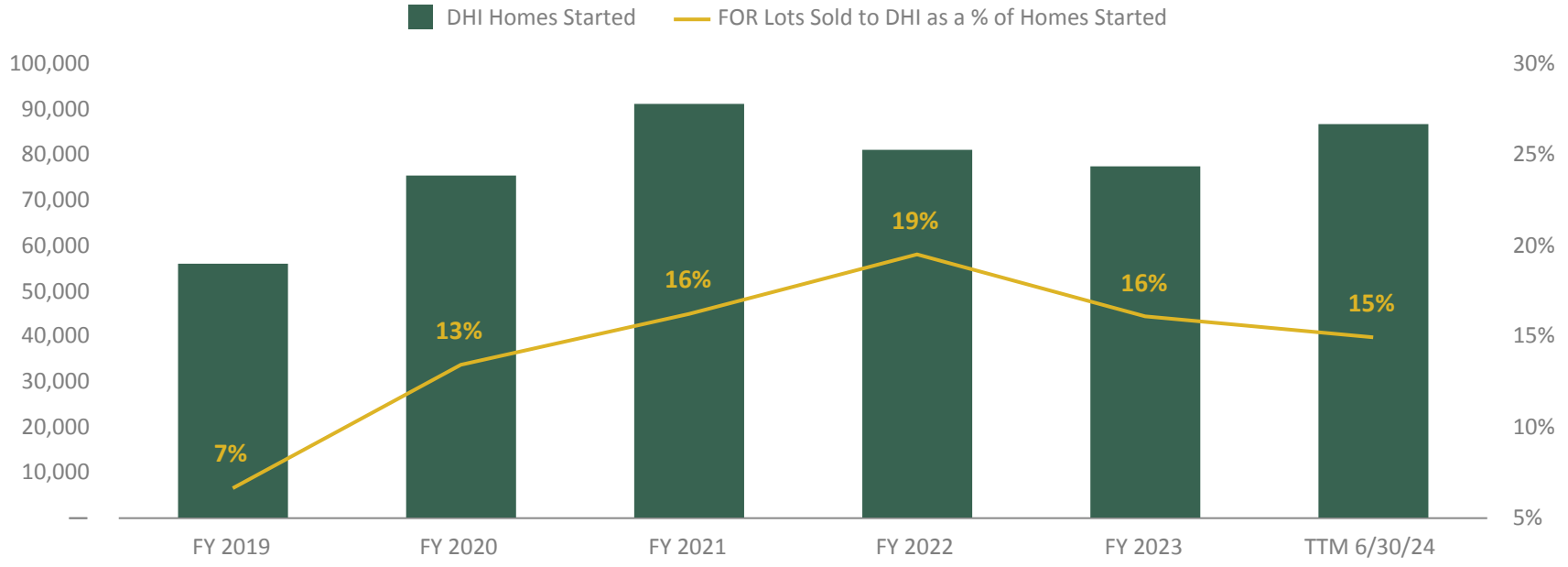
DHI's 30-year public track record provides a blueprint to FOR to achieve its own growth, consolidation and market share gains



Source: Company filings, Census
Note: Periods represent full calendar year

FOR IS AN ESSENTIAL LOT SUPPLIER TO DHI

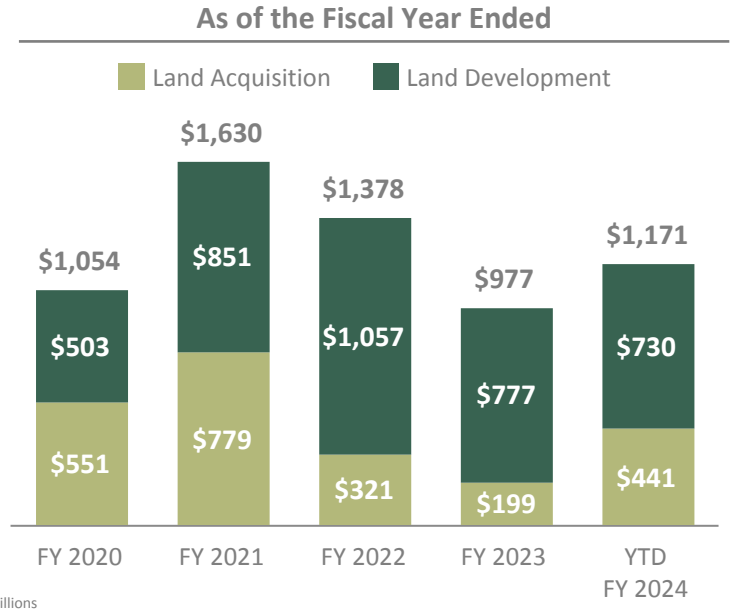
FOR maintains solid market share within DHI and has a goal to supply approximately one third of DHI's annual lot needs

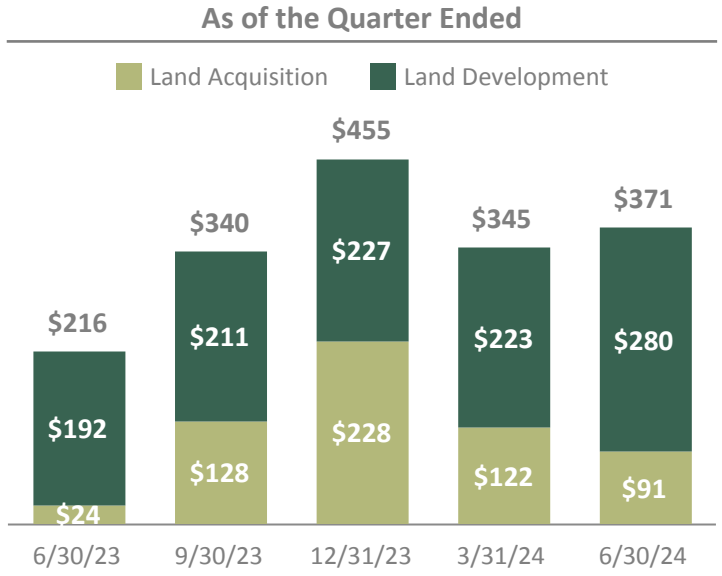


Note: Includes 191, 943, 252 and 124 lots sold in FY 2021, FY 2022, FY 2023 and TTM 6/30/24, respectively, to a lot banker who expects to sell those lots to D.R. Horton at a future date

LAND AND DEVELOPMENT INVESTMENTS

- Accelerating investing in new projects while maintaining a disciplined and conservative approach to underwriting
- Continuing to focus on phased development to deliver finished lots at a pace that matches market demand, consistent with its focus on capital efficiency and returns
- Expect to invest approximately $1.6 billion in land acquisition and development in fiscal 2024



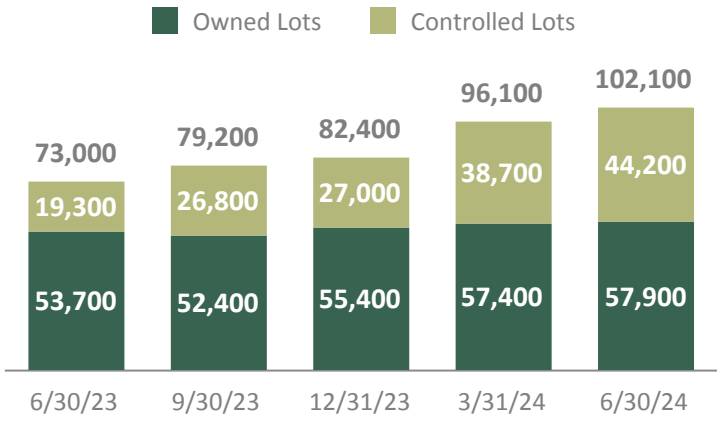


$ in millions

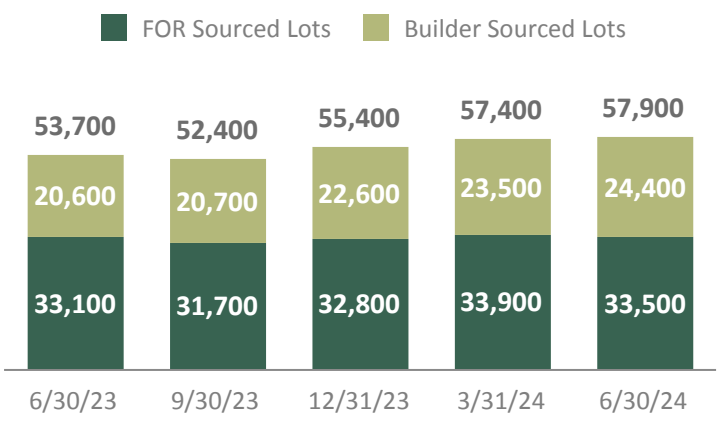
LOT POSITION

- Owned and controlled lot position is increasing to support future growth; targeting a 3- to 4-year owned inventory of lots
- Consistent with Forestar's focus on capital efficiency, the portion of its land and lot supply that is controlled via purchase contracts is increasing
- Strong liquidity will be used to increase opportunistic land purchases

Owned & Controlled Lot Position



Owned Lot Position by Source



Includes lots that DHI has under contract or the right of first offer to purchase of 36,200 at 6/30/24, 34,300 at 3/31/24, 33,700 at 12/31/23, 31,400 at 9/30/23, and 30,500 at 6/30/23, respectively.

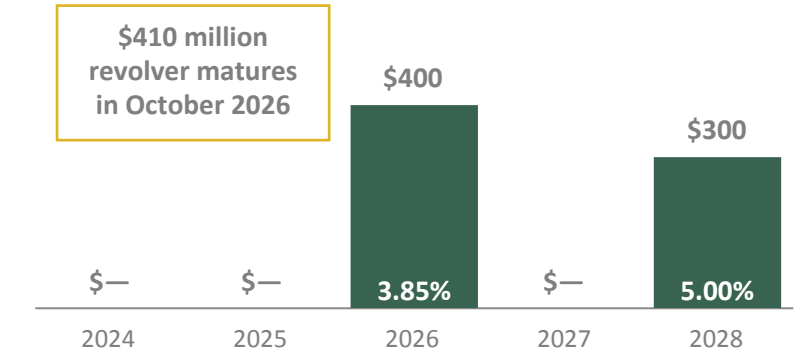
SOLID BALANCE SHEET AND LIQUIDITY POSITION

- Forestar is well-positioned with conservative net leverage[(1)] of 1.3x, net debt to capital[(2)] of 18.7% and a strong liquidity position of ~$745 million at 6/30/24
- Balanced financing plan includes both debt and equity — net debt to capital[(2)] target of ≤ 40%
- Capital allocation priorities include land development, land acquisition, investment in team and opportunistic M&A

Capitalization Summary at 6/30/24		
Cash and cash equivalents	$	359.2
Debt	$	706.1
Stockholders' equity	$	1,511.9
Net debt to capital[(2)]		**18.7 %**

Available Liquidity at 6/30/24		
Cash and cash equivalents	$	359.2
Availability under revolving credit facility	$	385.2
Total liquidity	**$**	**744.4**

Debt Maturity Profile



$ in millions
(1) Net leverage is calculated as debt net of unrestricted cash divided by adjusted EBITDA for the trailing twelve months. See appendix for adjusted EBITDA reconciliation
(2) Net debt to capital is calculated as debt net of unrestricted cash divided by debt net of unrestricted cash plus stockholders' equity

COMMITTED LEADERSHIP WITH DECADES OF EXPERIENCE

Management team includes land development veterans experienced in consolidating market share and navigating through industry and economic cycles

DON TOMNITZ
Executive Chairman

Formerly President & CEO of DHI for over a decade and joined FOR in October 2017

ANDY OXLEY
CEO

Joined FOR in January 2024 from DHI; over 25 years of experience in the homebuilding & land development industry

JIM ALLEN
CFO

Joined FOR in March 2020 with over 35 years of operating and financial experience in multiple industries including manufacturing

MARK WALKER
COO

Joined FOR in February 2019 with over 20 years of real estate experience from public and private homebuilders, including DHI

8
Regional Vice Presidents
24 Average Years of Experience

19
Division Leaders
20 Average Years of Experience

APPENDIX

BUSINESS OVERVIEW

Forestar Capital Deployment and Cash Generation

Source land acquisition opportunities

- Forestar, D.R. Horton and other homebuilders

Place land under contract and complete due diligence

- Environmental, market, entitlement, planning, engineering and permitting review

Close acquisition of entitled land

(~30% finished lot cost)

- Initial Forestar capital commitment

Lot development

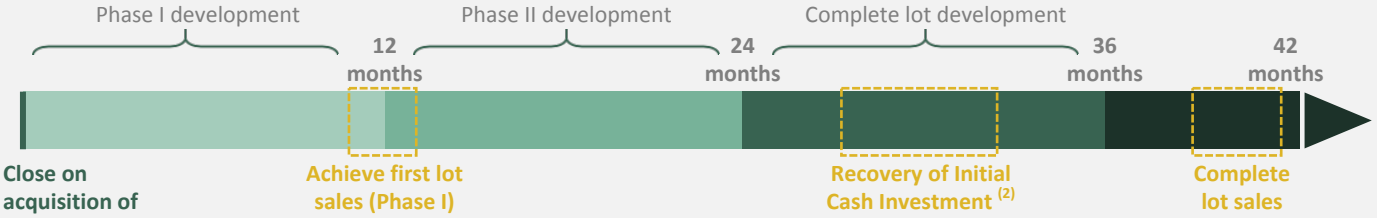
(~70% finished lot cost)

- Phased development
- ~50% of development cost is grading and utilities
- ~50% of development cost is roads, landscape, amenities, engineering, fees and all other

Deliver finished lots to builders

- D.R. Horton and other homebuilders

ILLUSTRATIVE FORESTAR PROJECT



Underwriting Criteria

- >15% Return on Inventory (1)
- <36 month return of initial investment

(1) Return on inventory is calculated as pre-tax income divided by average inventory over the life of a project
(2) Includes land purchase price and development costs for first phase of lots

INCOME STATEMENT

	3 MONTHS ENDED		9 MONTHS ENDED	
	6/30/24	6/30/23	6/30/24	6/30/23
Residential lots sold:	**3,255**	**3,812**	**9,694**	**9,054**
Development projects	3,163	3,812	9,593	9,054
Lot banking projects	92	—	101	—
Average sales price per lot[1]	$ 94,000	$ 87,700	$ 96,300	$ 87,300
Revenues[2]	**$ 318.4**	**$ 368.9**	**$ 958.0**	**$ 887.1**
Gross profit	71.5	85.0	227.4	188.4
Selling, general and administrative expense	29.3	26.4	86.5	71.3
Gain on sale of assets	(5.0)	—	(5.0)	(1.6)
Interest and other income	(4.4)	(3.8)	(15.7)	(7.5)
Income before income taxes	**$ 51.6**	**$ 62.4**	**$ 161.6**	**$ 126.2**
Income tax expense	12.9	15.6	39.8	31.7
Net income	$ 38.7	$ 46.8	$ 121.8	$ 94.5
Net income per diluted share	**$ 0.76**	**$ 0.93**	**$ 2.40**	**$ 1.89**

$ in millions except per share data and the average sales price per lot
Unaudited
(1) Excludes any impact from change in contract liabilities
(2) Revenues include $12.1 million and $23.8 million in tract sales and other revenue for three months ended June 30, 2024 and 2023, respectively, and $18.6 million and $68.2 million in tract sales and other revenue for the nine months ended June 30, 2024 and 2023, respectively. Revenues also include $0.5 million and $10.3 million in deferred development revenue for the three months ended June 30, 2024 and 2023, respectively, and $3.5 million and $24.6 million in deferred development revenue for the nine months ended June 30, 2024 and 2023, respectively.

ADJUSTED EBITDA RECONCILIATION

Reconciliation of Adjusted Non-GAAP Financial Measures to their GAAP equivalents

	3 MONTHS ENDED		12 MONTHS ENDED	
	6/30/24	6/30/23	6/30/24	6/30/23
Net income	**$ 38.7**	**$ 46.8**	**$ 194.2**	**$ 145.3**
Income tax expense	12.9	15.6	62.8	47.3
Interest charged to cost of sales	5.8	6.5	28.6	24.0
Depreciation and amortization	0.9	0.8	3.0	3.0
Equity in earnings of unconsolidated ventures	—	—	—	(0.1)
Interest and other income	(4.4)	(3.8)	(21.8)	(8.3)
EBITDA	**$ 53.9**	**$ 65.9**	**$ 266.8**	**$ 211.2**
Stock based compensation	1.4	0.9	5.0	3.9
Gain on sale of assets	(5.0)	—	(5.0)	(1.6)
Real estate impairment	—	—	—	19.4
Adjusted EBITDA	**$ 50.3**	**$ 66.8**	**$ 266.8**	**$ 232.9**
Adjusted EBITDA Margin	*15.8%*	*18.1%*	*17.7%*	*18.4%*

$ in millions
Unaudited

BALANCE SHEET

	6/30/24	9/30/23	6/30/23
Cash and cash equivalents	**$ 359.2**	**$ 616.0**	**$ 401.0**
Real estate	2,238.7	1,790.3	1,909.1
Investment in unconsolidated ventures	0.3	0.5	0.5
Other assets	76.8	63.9	64.8
Total assets	**$ 2,675.0**	**$ 2,470.7**	**$ 2,375.4**
Debt	$ 706.1	$ 695.0	$ 707.2
Accrued development costs	112.5	104.1	91.1
Earnest money on sales contracts	163.8	121.4	123.8
Other liabilities	126.9	129.6	122.7
Deferred tax liability, net	52.8	50.7	34.1
Stockholders' equity	**1,511.9**	**1,368.9**	**1,295.5**
Noncontrolling interests	1.0	1.0	1.0
Total equity	1,512.9	1,369.9	1,296.5
Total liabilities and equity	$ 2,675.0	$ 2,470.7	$ 2,375.4
Net debt to total capital[(1)]	**18.7 %**	**5.5 %**	**19.1 %**
Debt to total capital[(1)]	**31.8 %**	**33.7 %**	**35.3 %**

$ in millions
Unaudited
(1) Debt to capital is calculated as debt divided by stockholders' equity plus debt; net debt to capital is calculated as debt net of unrestricted cash divided by debt net of unrestricted cash plus stockholders' equity

STOCKHOLDER'S AGREEMENT

- FOR Board of Directors must include at least three independent directors (currently has four)
- As long as DHI owns at least 20% of FOR's outstanding equity:
  - DHI has the right to designate individuals to FOR's Board based on DHI's ownership percentage
  - DHI has the right to designate the Executive Chairman of FOR
- Requires an investment committee of FOR officers to approve new lot development and banking projects
- As long as DHI owns at least 35% of FOR's outstanding voting shares, FOR must obtain DHI consent in order to:
  - Issue equity
  - Incur, assume, refinance or guarantee debt that would increase FOR's gross leverage to greater than 40%
  - Select, terminate, remove or change compensation arrangements for the Executive Chairman, CEO, CFO and other key senior management
  - Make an acquisition or investment greater than $20 million

SHARED SERVICES AGREEMENT

- Shared Services Agreement between FOR and DHI defines the terms under which DHI may provide administrative, compliance, operational and procurement services to FOR
- Scope and cost of services provided to FOR are mutually agreed upon by FOR and DHI management teams and are adjusted periodically as necessary
- Services provided currently include:
  - Finance and Treasury
  - Risk Management
  - Information Technology
  - Internal Audit
  - Investor Relations
  - Human Resources, Payroll and Employee Benefits
- FOR also contracts with DHI for lot development services in projects owned by FOR in geographic markets where FOR has not yet established development teams and capabilities
  - FOR pays DHI a fixed fee for each lot developed, which is mutually agreed upon for each project