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FROM OUR PRESIDENT & CEO WALTON C. DOSTER

I'd like to start by telling you how much I appreciate each member of the Doster Construction team. I recognize that we wouldn't be where we are today without each of our employees. That's why I'm honored to present each of you with Doster's *Blueprint for Success* that explains the essence of our company. Doster Construction was founded 46 years ago through hard work, commitment and dedication. And, with your help, we'll continue to build and grow this company based on the same principles for years to come.

Our company is driven to provide our clients with the finest possible service, and at the same time, ensure our employees have the opportunity to grow and develop to their full potential. You are our greatest asset, and we are committed to your personal and professional growth.

On these pages you will find an overview and history of our company. Most importantly, you will find an in-depth examination of Doster's company culture, the basic beliefs that unify our company and set the framework within which each of us work daily. Please study our culture carefully. We strongly feel each belief is very important for the continued success of our company.

It's my job to make sure you look forward to coming to work in the morning. I hope this will serve as the blueprint to help make that goal possible. Only with your total commitment and dedication can we become the best in the industry. Please know my door is always open, and I look forward to many more years of Building Lasting Relationships.

Walton C. Oster



COMPANY HISTORY & OVERVIEW

In 1969, young entrepreneur Thomas E. Doster III launched Doster Construction Company, Inc. in his hometown of Birmingham, Alabama. The new company was a one-man show that he operated out of the trunk of his car. In the early days, Doster's first projects were remodeling basements in Birmingham, and the family company consisted of three employees with Thomas managing projects and his wife, Sissy, managing payroll, accounting and the back house of the business.

The "car-trunk turned office" days did not last long. In 1970, Doster won a competitive bid for a project at the University of Alabama, and soon thereafter was also awarded its first project at Carraway Methodist Medical Center in Birmingham. Doster's work at Carraway served as a springboard for the healthcare work that would become a large part of the company's success. Since that time, Doster has completed over 1,400 healthcare projects.

Today, Doster Construction is consistently ranked by *Engineering News Record* as one of the nation's top 400 contractors. The basement office is now a modern headquarters facility located in International Park in Birmingham, Alabama. In addition to the Birmingham location, Doster also operates an office in Nashville, Tennessee. While our roots are firmly established in the Southeast, the company has constructed over 4,000 projects in 30 states for some of the nation's leading companies.

Through the exceptional skill and integrity of our employees and their superior workmanship on every job, Doster has gained a reputation for excellence in commercial, retail, education, healthcare, hospitality, industrial and multifamily construction. The following pages outline Doster's history through the decades.



DOSTER through the DECADES

• THE '70S

The '70s were years of growth for Doster with more healthcare work focusing on Carraway and other regional hospitals. It was in the '70s Doster added employees such as Charlotte McCaslin, Bill Bowman, Charlie Hubbard and Tim Robertson, who are still employed to this day. The longevity of these relationships is a source of pride for the organization today as we continue to Build our Internal Lasting Relationships and place it as our most important initiative as we grow our company and strengthen our culture. The '70s also saw Doster enter the industrial and education markets. Both our volume and number of employees grew exponentially as the company began to lay a foundation for long-term success. Doster's rapid growth moved the blossoming company to a new larger office in Irondale, Alabama.







THE '80S

Building upon Doster's healthcare relationships and strengths, the '80s proved to be very successful for the company. In 1984 Doster made *Engineering News Record's* Top 400 General Contractors list for the first time. Relationships with Carraway grew to include other facilities in the system, including hospitals in Bessemer, Haleyville, and Winfield, Alabama along with many greenfield hospitals for the Hospital Corporation of America. Doster broadened its commercial office and retail operations during this time with major projects for Alabama Power and Bellsouth Data Center. The Alabama Power Corporate Headquarters was built as a joint venture and until 2014 was the largest structure in downtown Birmingham. It was on the Alabama Power project that Doster hired a young accountant, Charlotte Powell, who went on to serve several roles such as Job Cost Accountant and Controller, and is still with the company today. The '80s also began Doster's decentralized concept and the opening of an office in Nashville, Tennessee.

Doster's national reach expanded all the way to California in 1987, with the construction of the Milpitas Embassy Suites Hotel. Doster went on to complete numerous other projects on the West Coast.

In 1987, Doster's annual volume reached \$100 million for the first time.

THE '90S

In the ensuing years, the company built an excellent reputation as one of the area's top builders, undertaking projects throughout the United States. Walton Doster was eager to continue in his father's footsteps and began working at the company in 1995 as a Project Engineer. But that was not Walton's first experience on a Doster project; he served as a day laborer for several summers while attending college.

Doster steadily expanded its portfolio throughout the '90s in the retail, industrial, healthcare and commercial markets, and in 1996, Doster was honored to be selected as the Contractor of the Year by the American Subcontractor Association.





TODAY

Under the leadership of Walton Doster, the company continues to embrace change as they keep in mind the company's founding values of integrity, fairness and excellence in every action. Today their clients depend on Doster to quantify their vision and to make it real. Doster sees what is possible and can make it happen even under extraordinary conditions.









THE 2000S

The 2000s marked an impactful decade for the company, including continuous evolution and improvement. The company successfully completed many wood-framed senior living projects, and in 2005, decided to dedicate a division to pursuing Multifamily work to also include apartments. This allowed the organization to develop a strong group prior to the multifamily boom of the latter half of the decade, giving the company a great strategic advantage. A formal QA/QC plan was developed during this decade, along with the promotion of Walton Doster to President. The Retirement Systems of Alabama provided many high profile jobs, including the Ross Bridge Resort and Doster's largest project to date, the \$180 million dollar Montgomery Hotel and Conference Center. Doster continued to achieve recognition as a top Healthcare GC. making Modern Healthcare's Top 20 Contractor List, while their K-12 market share grew in Alabama.



WHO WE ARE: CORE VALUES

Every company has a style, philosophy and personality that sets it apart from others. This collection of often intangible ideals or beliefs has come to be known as corporate culture. It is these characteristics that distinguish a company from its competition and make it successful.

At Doster, our strongest and most compelling belief is in the value of each and every employee. We believe that each employee is critically important to the success of our company and must be given the opportunity and environment in which to achieve top results. We firmly believe that our employees are the company's most important asset and, in fact, are the only asset that separates Doster from its competition. Therefore, our employees are responsible for establishing the goals of our company and designing the strategy and plan to accomplish them.

In turn, Doster's employees recognize that we are only successful because our clients provide us an opportunity to serve as members of their construction teams. Therefore, we realize that it is imperative for us to place the needs of our clients as the company's top priority and driving force.

Our commitment to our employees and their dedication to our clients form the basis and the priorities upon which we develop our entire organization. This is the foundation of our corporate culture.

These fundamental elements are reflected in a strong set of beliefs that collectively distinguish Doster from its competition and, therefore, comprise its corporate culture.

OPERATIONAL EXCELLENCE SAFETY

EAMWORK Ethics Relationships

UA SCIENCE & ENGINEERING COMPLEX TUSCALOOSA, AL

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THE DRIVE TO ACHIEVE

A business driver is a resource, process or condition that is vital for the continued success and growth of an organization. A company must identify its business drivers and attempt to maximize any that are under their control. There are always outside business drivers that a company cannot influence, such as economic conditions or trade relations with other nations. One thing that we can control at Doster is the *drive* of the people we attract, hire and retain. It should be cultural and contagious. There are countless attributes of the Doster employee, but four stand out with respect to our Drive to Achieve:

- **1. Passion**. Driven people have a clear zeal for what they are doing. If the focus of their passion comes up in a conversation, their enthusiasm can be contagious.
- 2. Huge amount of mind share. The more driven a person is, the more time they spend thinking about it. This eventually leads to learning the seemingly small details that separate the best from the average.
- **3. Hard work**. With just the first two traits, they aren't driven, but simply dreamers or spectators (think obsessed pro sports fan). Driven people are doers.
- 4. Competitive. Usually driven people have an internal need to win.

We often think that the driven person naturally has more success, but it's not a magic lamp. It's cause-and-effect. Driven people are generally more successful because they are driven to accomplish — they are driven to not give up and they will make those sacrifices to ensure that their project is completed on time or ahead of schedule and meets or exceeds expectations. At Doster, we feel that it is the extra 5% that separates the good companies from the *great* companies. Our Drive to Achieve excellence and Build Lasting Relationships, both individually and collectively, allow us the best opportunity to achieve our goals.

COMMITMENT TO RECRUITING THE BEST PEOPLE

There really is no secret as to what keeps Doster's foundation so strong, and what allows us to keep building a bigger future: Our employees are our most valued asset, and at Doster they are a part of our family. Although we provide a product to our clients, our real value is the service we provide throughout the process. That service and our overall success is determined by our ability to attract the best and brightest individuals to join our team.

The key in talent acquisition is finding people who thrive in the kind of organizational culture we are describing in this document. Hiring is not always about finding people with the right experience. It's about finding people with the right mind-set. As a company, we hire for attitude and train for skill. At Doster, we believe that hiring the right people begins with recruiting the right people. To do this, we start our recruiting efforts close to home — with our own people. It makes perfect sense: it takes a certain kind of person to thrive at Doster, and our people tend to spend time (personally and professionally) with their colleagues. Since we are committed to promote from within when possible, we place a very strong emphasis on finding not only the right ability, knowledge and experience, but also the right drive to be successful.

66 If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears."

SIMON SINEK

OPERATIONAL EXCELLENCE

VAN ANTWERP BUILDING MOBIL

COMMITMENT TO PLANNING

Doster's Culture of Collaboration is never more present than in the way that we approach planning for our future. Long range planning, and strategic short range planning cannot be accomplished by a few with hopes that it can be implemented at a high level by many. Only by the belief in collaboration and open dialogue can we communicate and establish our strengths and weaknesses and our available or needed resources. Our employees enjoy being included in these meetings and understand the significance of participating in the plotting of the company's future course.

We take the same corporate planning process to the project level. This planning by every employee in the daily performance of his/her duties is imperative for our organization to deliver predictable outcomes. We don't stop at planning, as operations is also key to our success.

The success or failure of a project begins with the planning in preconstruction. At the project level, we are known as the company that over-communicates and over-analyzes a project for constructability, schedule and risk. On the corporate planning level we feel that involvement in the annual business planning and communication of that plan ensures that the collective needs of all employees are met. Each person is responsible for achieving his/her goals under the plan, which in turn helps Doster Construction Company plan well for future success.

PROPER CONTROL & RISK MANAGEMENT

Proper control of any project begins at the earliest stages. Whether the project is hard bid or negotiated, large or small, it takes the right approach to achieve success. Project Controls are an essential part of what sets Doster apart. A result of detailed planning discussed previously, it begins in preconstruction and follows throughout the project cycle. Doster employees use various tools to control our projects. We consistently approach our projects with discipline in a systematic way to build on our past experiences. Our employees understand the nuances of our owner contracts better than our owners. They also grasp the Contract Documents as well as the designers. We understand our project estimates, we spend the appropriate time to develop the right scopes, and rely on strict adherence to our project schedules. Only with this philosophy of control and the hard work that goes with it, will our people know their project exposure and assign controls to mitigate risk.

Quality risk management not only benefits Doster, but also our owners. It is our obligation to look out for the best interest of our clients. Our people, at every level, provide this service by being in control and safely performing their duties. It is our experience that our clients respect a contractor who looks out for their interests like we would our own.

FINANCIAL STRENGTH

In the last 10 years, Doster has more than doubled the company's equity which has allowed us to pursue larger and more complex projects. We are a conservative company and are founded on those principles when it comes to saving our profit to protect our future. We do not confuse ourselves with being developers and have been consistent in that approach. We are committed to prompt payment of our subcontractors, vendors and suppliers. We live within our means and do not have equity lines in place to fund normal business activities.

This sound and consistent fiscal discipline has helped us gain the confidence of banks, sureties, employees, clients and the subcontractor community. Our bond capability is at a record high even though the majority of out clients choose not to bond projects based on our track record. Doster has never failed to complete a project. We do not use cash flows to make risky investments, and are well-positioned to build the types of projects we want to build. In addition, we make sure to build with clients who share these fiscal values.

CONTINUOUS IMPROVEMENT

Continuous improvement at Doster Construction is intertwined with all aspects of our operations. As a leader in the construction industry, Doster has continued to evolve with industry changes, project growth, technological advances, leadership development, and a maturing and/or beginner workforce. At Doster, continuous improvement means that we never become stagnant, but are always looking at our management tools, training initiatives and lessons learned to better our decision-making abilities and actions at all levels of the company. We strive to look at our internal processes and make improvements to areas that make us more efficient. Currently, we are utilizing some of the most advanced mobile, laser scanning and BIM technology at our project sites. We value improvement ideas from our employees and continually look for ways to integrate new initiatives.



When you're finished changing, you're finished."

BENJAMIN FRANKLIN

IMPORTANCE OF SALES & MARKETING BY EVERY EMPLOYEE

Doster prides ourselves in our ability to Build Lasting Relationships with our customers and employees. Our clients can quickly perceive if we are living the culture that's outlined in this document. Our corporate brand is developed and maintained by the contact each Doster employee has with our clients, potential clients, subcontractors, vendors, designers, engineers and leaders in our communities. As we grow our brand and are chosen based on overall value, we must remember that price alone does not build relationships. Our owners are choosing us based on our commitment to our core values, and our customer-centric philosophy that is demonstrated at all levels of our company.

Being upstanding and involved citizens in our communities affects our ability to improve our brand and increase our revenue. It was when Doster realized that our internal relationships affected the culture and our brand that the relationships externally began to grow.

Doster employees work to broaden our touch points with our clients. We invite other layers within the company to meet other layers with the client. Business relationships are not to be isolated or protected, but are to be shared so that the diverse skills of the company are shown off whenever possible. It is not until our employees embrace the Seller-Doer mentality, does the employee really grasp their role in its success.



BOTTOM LINE



MONTGOMERY HOTEL & CONVENTION CENTER MONTGOMERY, AL

EVERYONE GOES HOME SAFE

At Doster, we believe that accidents are preventable through effective planning and careful management of the Doster Safety and Health Programs. We strive to maintain a Zero Lost Time Accident policy across all of our projects for Doster employees, as well as for our subcontractors. We value the idea that everyone deserves a safe and healthy workplace free of recognized hazards. Doster puts forth our best efforts to ensure that this happens on a daily basis.

We accomplish these goals through effective two-way communication, hands-on training and adaptive auditing of each project. Communication is key to the prevention of accidents and incidents on our projects. Sharing lessons learned or hazard trends with each member of our organization keeps everyone aware of situations that have the potential to cause physical harm or property loss. With hands-on training that is mindful of OSHA standards and tailored to Doster programs, each individual level of training prepares the employee for the performance of their duties. The Doster S.A.F.E. Audit tracks measurable goals and the overall performance of safety on a project from start to finish. Corporate Management teams use the data from these audits to build an effective safety plan and maintain compliance for the duration of the job.

Together we can and will continue to make a difference in each and every life that our work touches. It is everyone's responsibility to ensure that we all go home safe.

USA CHILDREN'S & WOMEN'S HOSPITAL

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COMMITMENT TO A TEAM APPROACH

Doster Construction is most often brought to the team early as a negotiated partner. It has taken years to develop a brand and reputation to be chosen to team with our clients on their most important projects. Our client's expectation is that our capabilities will produce a result that will provide them the best overall value. We provide a product, but also a service to our clients. Our commitment to being a valued teammate is critical in our ability to maintain our contractor-of-choice status with our clients.

At Doster, we are not passive members of the team. We are leaders! We are proactive team members of a multi-disciplined group who always fulfill our commitments with a sense of urgency and professionalism. This starts with our preconstruction efforts in the infancy of the team formation. We approach each project with a spirit of collaboration and a unified set of goals and objectives. We are thankful for the opportunity to be at the table early in the project. It is this opportunity that allows our team to best plan a path to success. In doing so, we respect the goals of our teammates and work hard to create win-win scenarios for all stakeholders. We need to understand that we are chosen because of our demonstrated ability to deliver a timely, high quality, cost effective service. We also need to remember that people work with people they like and respect...and people respect the teammate who is always on time, always prepared and always provides servant leadership.

OPEN BOOK POLICY

At Doster, we strive to please and meet the needs of the owner. We want them to know they can trust us, and we are working in their best interest.

On our negotiated work, Doster maintains an open book policy from the day the contract is executed until the final day of the warranty period and beyond. Not only are we advocates of an open book policy during the estimates and buyout phase, but we also continue this throughout the entire project, including the cost accounting system, owners' meetings and the close-out process.

It's our philosophy that we spend the owner's money as if it were our own. Doster's on-site personnel, accounting staff and executive management team commit to truly look out for the owner's best interest.



It is amazing what you can accomplish if you do not care who gets credit"

HARRY S. TRUMAN



DOING THE RIGHT THING

Doster is committed to only the highest standards of ethics and integrity in all that we do. Integrity is, by definition, the firm adherence to a code of values. At Doster, this means that each employee performs his or her tasks with dedication, honesty and using the highest business ethics. Our company must never be placed in a difficult or compromising position through the actions of any of its employees. We make every effort to gain the trust and respect of our clients and team members. This relationship must never be compromised.

At Doster, "doing the right thing" doesn't just apply to our business practices, we do the right thing in all areas with special emphasis on serving our communities. We are dedicated to improving the communities in which we live and serve. It is a priority at Doster to support organizations that make such a difference in the lives of our families, friends and neighbors.

Doster is passionate about building better communities, and we are extremely proud of the Doster employees who generously donate their time, dollars and talent to those in need.





ROSS BRIDGE RESORT & SPA HOOVER, AL

TRUE CARE & CONCERN FOR ALL EMPLOYEES

Doster Construction Company is a family-owned and operated business. We take pride in the people who keep our business running. Our first step is taking care to recruit and hire the best candidates for any position. Upon starting your career with Doster, we ensure that you are equipped with the skills to be successful by offering the training and support needed to perform exceptionally. Your ability to be successful makes Doster successful. At Doster, it is just as important that you feel as though you are a part of the family.

In the fast pace of construction projects it is easy to fall into the trap of tunnel vision, focusing only on your specific project. While we encourage you to have the autonomy to run your project as though it is your own, we want to make sure you realize that colleagues and support are available. As iron sharpens iron, we learn from one another and build on experiences and lessons learned. We encourage each person to reach out to one another, get help and offer guidance to make your career a long and successful one. We developed "First Fridays" just for that very purpose. At 3 p.m. on the first Friday of every month, we step away from the "to do list" to spend some time with our colleagues. It's a relaxing afternoon to unwind, have a few laughs, and get to know the people that make up this great company.

At Doster, we know that it is our people who make us the company that we are. We strive to offer the best in class health, compensation and retirement benefits.

CUSTOMER-CENTRIC CULTURE

While all successful companies strive to satisfy their clients, we operate under a customercentric philosophy. Our clients are why we do what we do. Doster exists to serve our clients. We take every step possible to make certain that each and every client feels as if they are receiving the very best service, value and response. We want to take the philosophy that the client is always right. This does not mean you cannot be firm or hold the client accountable for their responsibilities.

An important element of this concept is that every Doster employee our clients come in contact with shares this same desire to exceed their expectations and treats them as a top priority. The highest honor that we can receive is to have our clients ask us to build their projects again and again.

BUILDING PERSONAL RELATIONSHIPS

It has been said many times in this business, people work with people who they like. Doster Construction has learned over the years how important it is for a client to feel they know and understand our people. This trust is shown on a daily basis to all relationships, both external and internal. Technical competency is very important, however our foundation and future will be determined by our ability to establish a relationship of mutual respect and trust. This type of relationship will convince the client he or she would rather work with us than anyone else. This approach helps smooth ongoing management of our projects, while continue to strengthen the long-term relationship. This does not mean always telling them what they want to hear, but rather telling them what they need to hear. It will be received well if the foundation with that client has been developed. Employees at Doster understand this concept and are successful selling and perpetuating our services with our clients because of a commitment to this principle.

It is when the company developed the critical mass to recruit the best and brightest that we realized how important the right talent and the right attitude played into our abilities to differentiate ourselves from our competitors."

THOMAS E. DOSTER, III

BUILDING LASTING RELATIONSHIPS

Our company has faithfully served clients and building owners for more than four decades, and in that time, we have come to understand the expectations of owners for well-built facilities and a high level of professional service. It is with this same commitment to providing comprehensive and industry-leading service that Doster consistently builds on our legacy of quality work. Project after project, we build on our reputation of delivering projects with integrity, fairness, professional service and quality.

Doster has, and always will be focused on the long view of Building Lasting Relationships and ensuring that our clients' money is spent towards building the highest value buildings and facilities possible. We know that the only way to build a relationship is to demonstrate our expertise and commitment towards a quality product and effective management — each and every day, on each and every project. By developing a pipeline of work from a strong client base, we can better develop solutions, predict the future and plan for our employees' success.

We have already seen first-hand how adhering to the core values outlined in the *Blueprint for Success* has impacted the overall company culture. The stronger our internal relationships grew, the stronger we became as a company and the stronger our client relationships became. That extra phone call or increased communication led to a strengthened relationship with our customers. That internal relationship led to a better strategy to exceed our clients' goals.

It has been said the "customer's perception becomes your reality." That's what led us to develop the *Blueprint for Success*. Our goal is that our clients will know this book without ever having read it just by their interaction with Doster Construction Company.

A FINAL WORD

Since 1969, Doster has been building lasting relationships, and we will continue to maintain and build new relationships. However, it requires an ongoing commitment from each of our team members to practice the qualities described in this document. Such a commitment will enable Doster to continue its outstanding record of achievement and be the best in the industry.



BUILDING LASTING RELATIONSHIPS

www.dosterconstruction.com