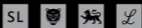


A BLUEPRINT
FOR SUCCESS



SILVERLINING
THE ART OF FURNITURE

IT ALL
STARTS HERE



OUR NEW JOURNEY

Everyone dreams of success, few make it. Achieving a goal is more attainable when the vision is clearly defined and managed along the way with united teamwork.

“

When I started Silverlining in 1985, I wore a salesman's hat, sketched with a designer's pencil and made furniture with craftsman's tools. Then as the company grew from seedling to sapling, I learnt the skills of training and managing.

Now – 25 years on – as the sapling grows into a tree, I need to concentrate on being a leader and visionary, whilst at the same time returning to my roots of creativity.

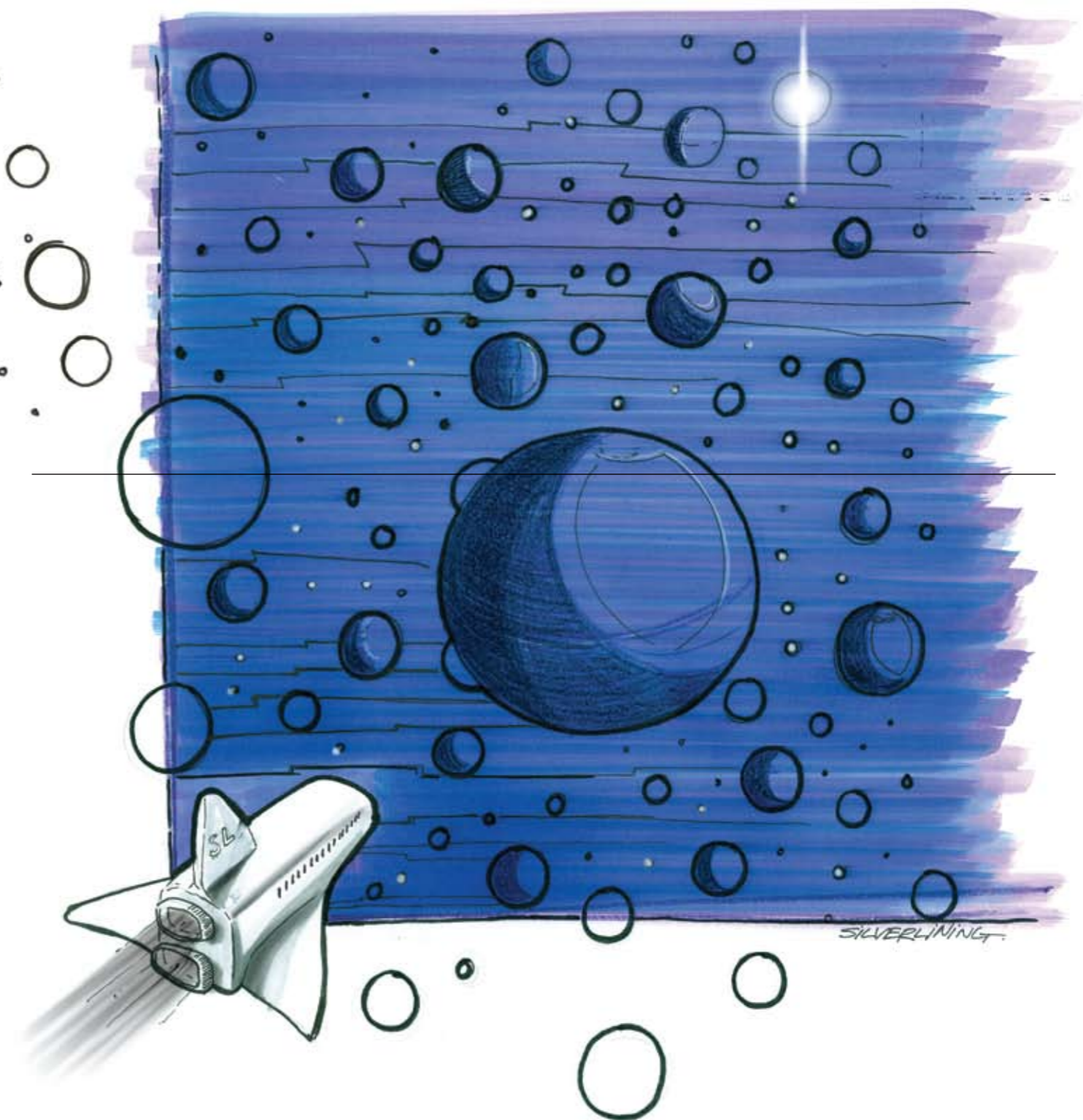
The Blueprint for Success outlines our shared plans for the future and the part that all of us can play. We explain our reasons for growth and our vision for the future, the key success factors required to attain our goals, the company's core values and most importantly our people culture.

Silverlining has shared and enjoyed success in the past – however this new journey will inspire our team, from apprentice to manager, to reach our shared goals with suppliers, partners and most importantly our clients. Welcome on board!

Mark

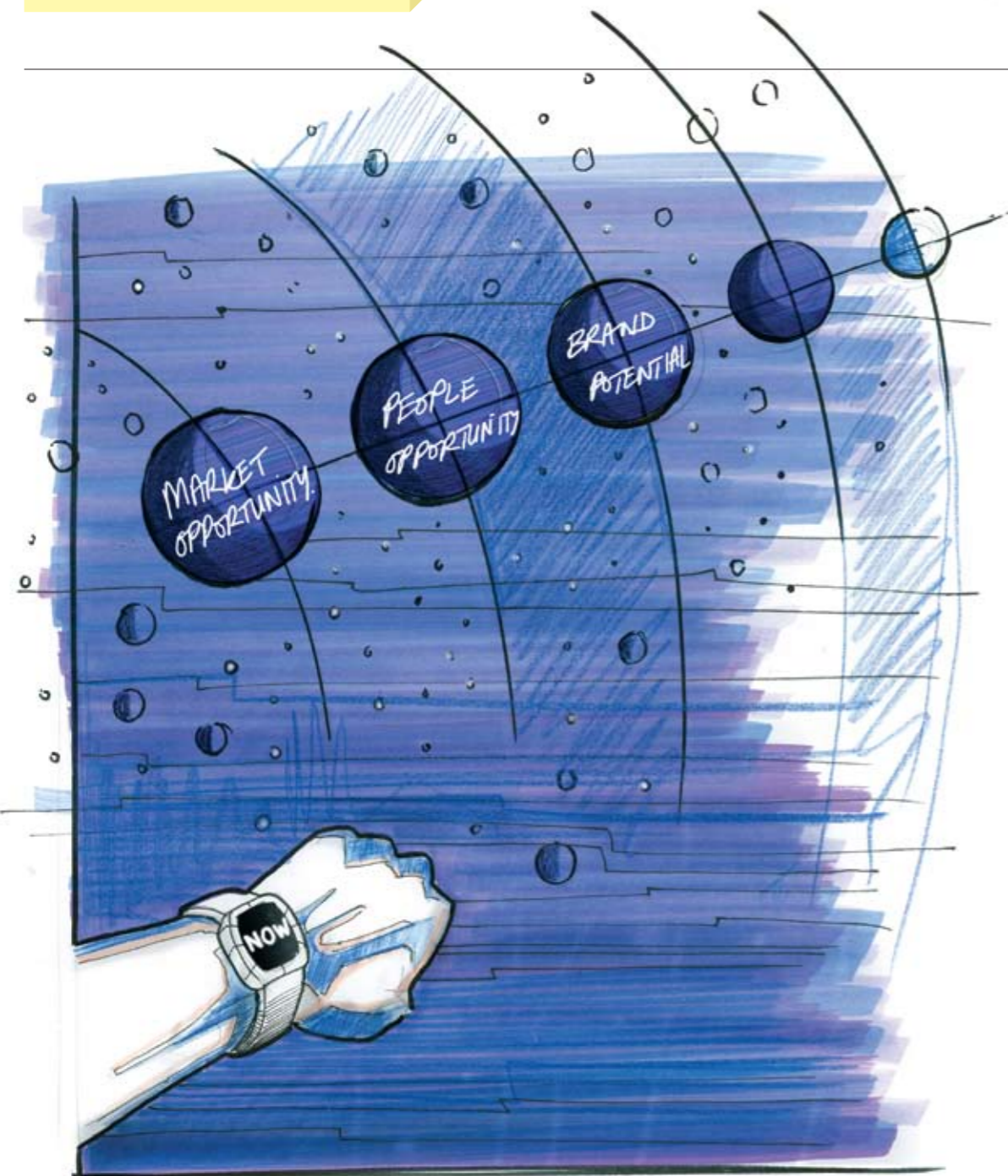
Mark Boddington
Managing Director

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REASONS FOR GROWTH

You might be asking: why do we need to go on a new journey now and how will it affect me personally? There is no point in growing out of pure ambition. There has to be a compelling set of reasons. Well, turns out we have some pretty good reasons for growth. They are called opportunities and there is something for everyone in it. Read on and you might find something that appeals to you.



1

Opportunities for People

First and foremost, our business is about people.

We have an amazing team of committed, enthusiastic and open-minded individuals; if it weren't for them Silverlining wouldn't be where it is now. That is why we are committed to continuous investment in training, and in the personal and professional development of everyone at Silverlining. Growing the business will allow many more such opportunities and will also enable us to open a Training Academy so that we can pass on our skills and knowledge to future generations.

2

Silverlining Brand Potential

We've been working extremely hard for the past 25 years and have built a reputation for being the best of the best. We have also created a strong brand that is recognised and respected throughout the industry. We are extremely fortunate to have numerous loyal clients who are as passionate about Silverlining as we are. They say we create furniture that is alive in its own right – furniture with soul.

Silverlining already stands for excellence, creativity, innovation and exceptional client service. We now have a real opportunity to become the first contemporary global furniture brand to combine design, craftsmanship, engineering and innovation under one roof.

3

Market opportunity

Our clients include world-leading yacht designers, architects and ultra high net worth individuals. The market we operate in has proved to be largely stable even during uncertain economic times. Luxury clients are interested in the long-term value of the product and the unique experience we can provide.

Already our success has created demand that exceeds what we are physically able to produce. We must develop the company to meet these needs and gain the space and manufacturing capability that our sales growth demands. We can also take it even further by bravely conquering new markets, geographies and product categories.

4

Reward and Recognition

Everyone connected to Silverlining will benefit from the growth of our company – we will ensure that efforts are recognised and rewarded. The benefits of our financial success will be shared throughout the team, in the form of financial benefits, job enrichment, promotion opportunities and lifestyle benefits. As a result, we will retain our existing talent, but also attract the best new talent in all areas of the business.

We will recognise the contribution of our partners and suppliers and continue to develop long-term relationships with those outside the immediate family of Silverlining. We want to share our success with the community around us.

5

Our time is now

Over the past several years we have been through a steep learning curve. Those experiences challenged us but they did not phase us. We have achieved unprecedented success in the superyacht market.

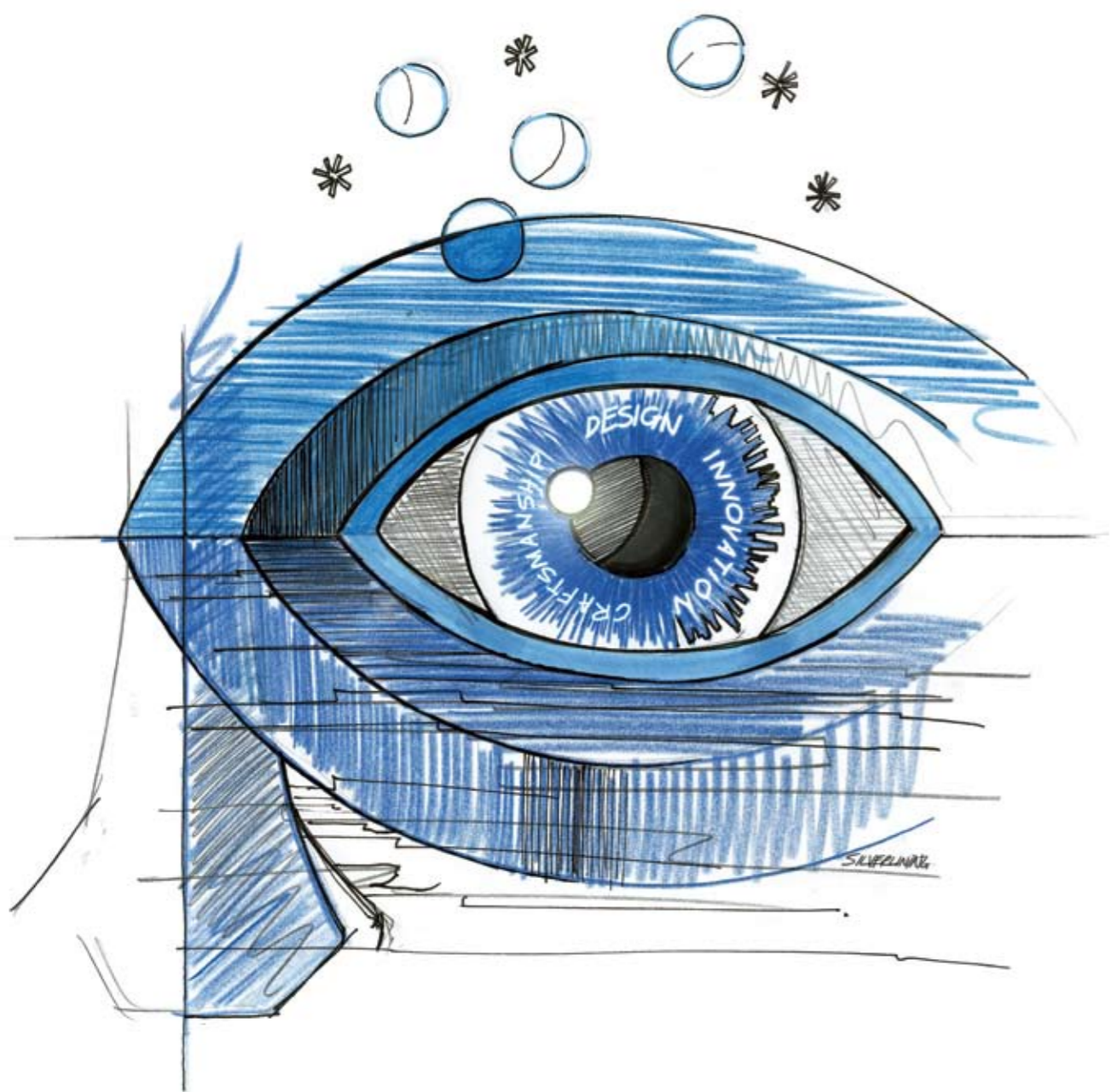
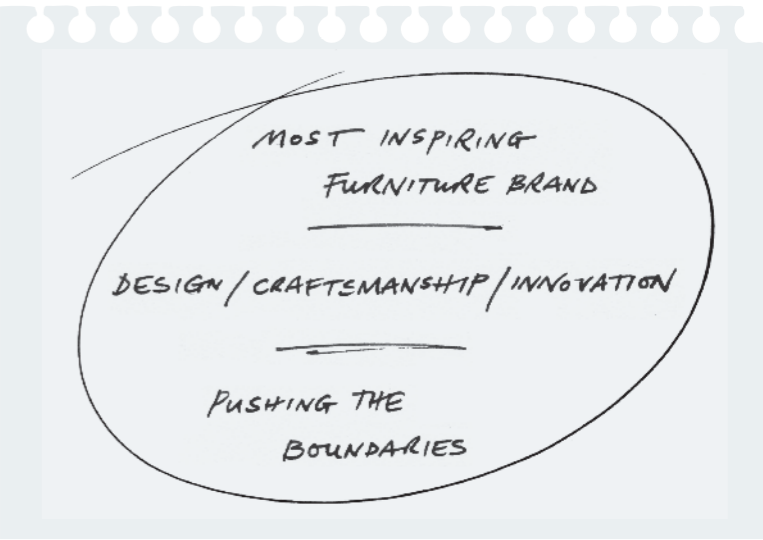
We have an enviable reputation, a fantastic product, a great team and an amazing opportunity in front of us. And if we don't take this opportunity, someone else certainly will. Our time is now!

25 years ago a young craftsman, fresh from John Makepeace's college, looked for a shed to rent. He called his business Silverlining.

Our vision is the same now as it was then; to work with the best people and to create the best furniture we possibly could.

People joined us and people supported us, we grew in numbers and found that we needed to move out of the shed. We wondered whether the growth of Silverlining would cause our vision to change out of all recognition.

Instead, it got stronger and it became clearer; it gathered momentum. Over the next 25 years – as Silverlining grows – we will continue to make sure that we never lose sight of our most important goals. This is our vision:



- 1 We aim to become the most inspiring furniture brand of the 21st century, where design, craftsmanship, innovation and engineering come together to make our clients' dreams come true.
- 2 We will achieve this by continuously pushing the boundaries of design and innovation. Our focus will always be on delivering unrivalled quality, groundbreaking craftsmanship and a unique client experience.
- 3 We will ensure that our clients are as enthusiastic about the creative process as we are and we will always go that extra mile to exceed their expectations.
- 4 We will be true to our core values of excellence, passion and innovation. We will always strive to do things better tomorrow than we did yesterday and wholeheartedly give of ourselves to deliver on our promises.
- 5 We will keep our "family spirit" and become the most inspirational company to work for and with. We will be a company where everyone's efforts are recognised and rewarded. A company that everyone is drawn to and that everyone wants to be a part of. A company where everyone has an opportunity to fulfil their greatest potential and do things they never thought they were capable of – we will bring the best out of our people.
- 6 We will build the company so everyone who works alongside us becomes a part of our success. We believe our success is best when it is shared.
- 7 We will make sure that everyone, from suppliers to clients, will want to be associated with our brand and be a part of what we do. We will work with individuals who understand and demonstrate commitment to our core values; people who understand what we are about. We will respect our partners and suppliers and we will work with them through long-term relationships to realise mutual growth based on mutual trust.
- 8 We will work together, think creatively and strategically, and always keep our long-term goals in mind. Through this we will build an even more successful business that will last for generations.
- 9 We are committed to supporting British craftsmanship and passing the knowledge and skills onto the next generations.
- 10 We will measure our success on this journey not by sales figures or financial growth alone. It will be measured by the personal and collective achievement of everyone involved with Silverlining – those who support us, those who work for us, those who work with us and those who compete against us. Most importantly it will be measured by our past and present clients who have made Silverlining what is today. Together, we will know if our vision is being fulfilled.

KEY SUCCESS FACTORS

So what now? All visions by their very nature command action. As a group of people we remain grounded, extremely practical and never afraid to roll up our sleeves. To turn the vision into a reality there are certain things which we must focus on day-to-day. These will be our key objectives.

1 Implementing the Vision

To ensure that everything we do takes us one step closer to achieving the vision.

5 Quality

To strive for excellence in every single aspect of our work.

10 Knowledge, Skills & Talent

To provide training, education and access to knowledge that will help everyone in the company to fulfil their potential.

2 Silverlining Brand

To continue building and supporting the Silverlining brand and make sure it always stands for excellence, passion and innovation.

6 Operational Strategy

To develop a proactive and forward-looking operations strategy.

11 People Strategy

To support growth by retaining our existing talent and attracting the best people who share our values.

3 The Clients Journey

To provide unique client journey experience and always exceed clients' expectations.

7 Sales Revenue

To increase our market share and sales revenue through developing loyalty with our current clients and attracting new clients from leading international architects, yacht designers and discerning individuals

12 Partner Relationships

To make our partners and suppliers part of the vision and support them in achieving their potential.

4 Design & Innovation

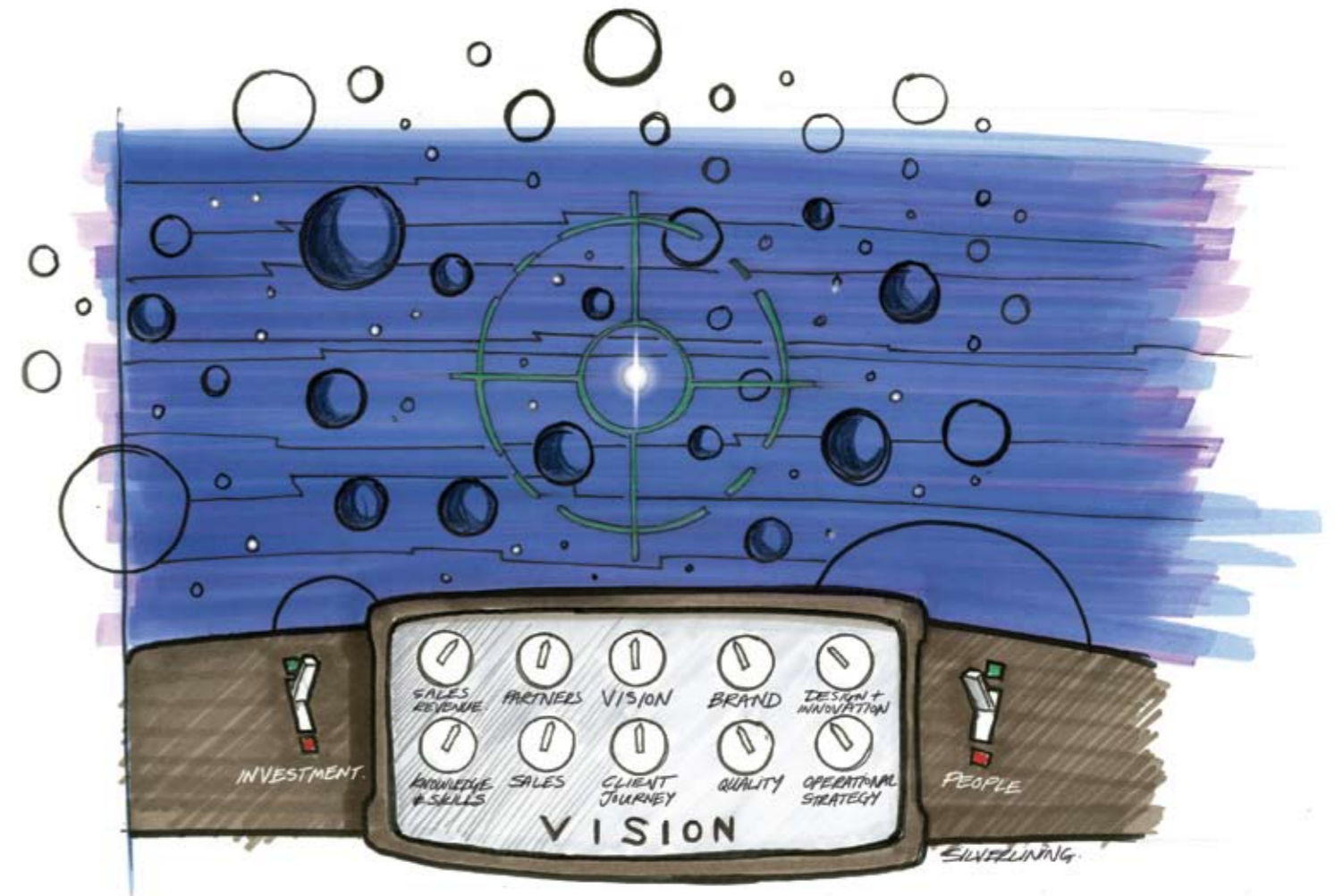
To produce ground-breaking ideas and always push the boundaries of what is possible in our work.

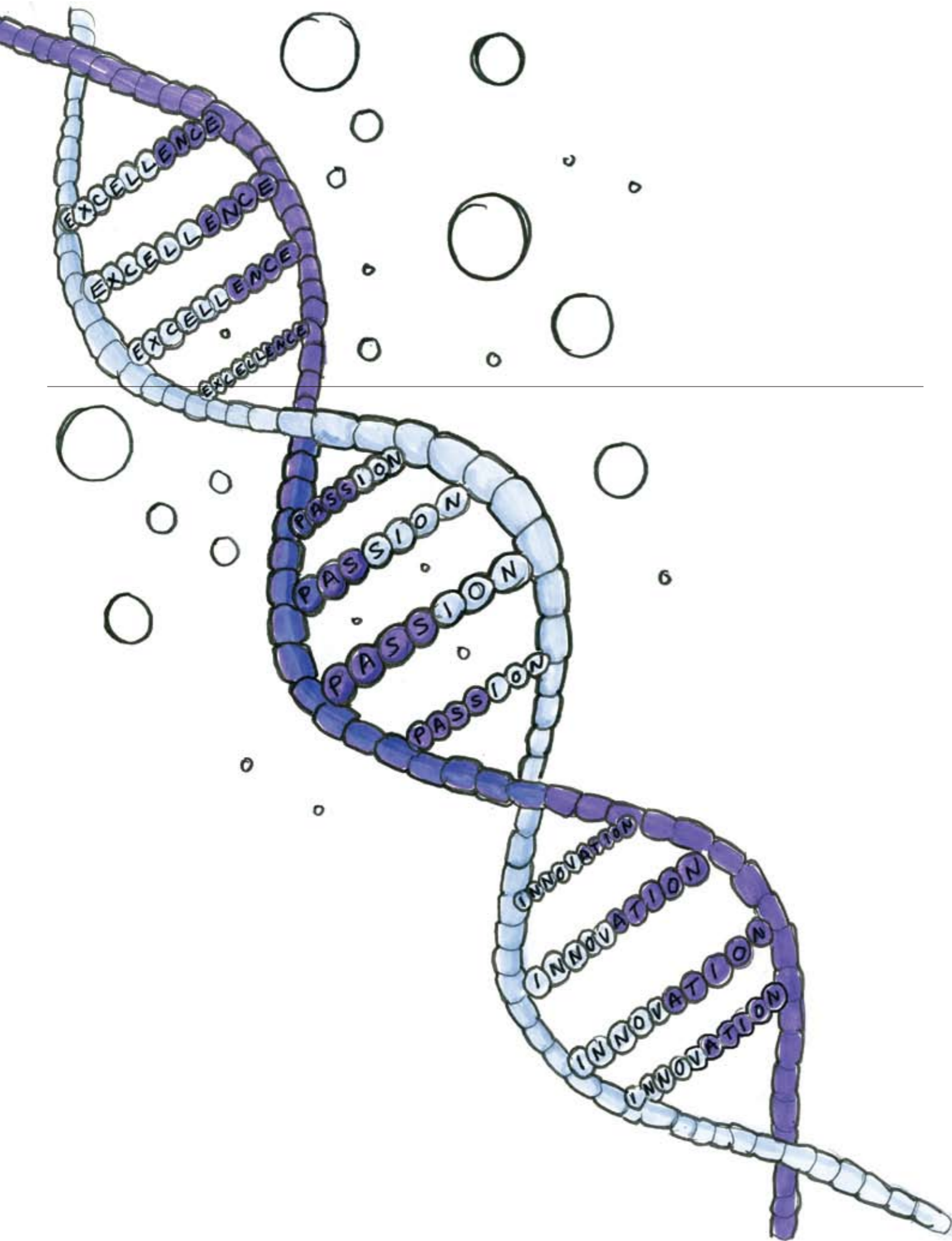
8 Financial Control

To build and maintain a sound financial plan and create a stable platform on which to grow our business.

9 Investment

To financially support the vision by investing in the people, the brand, the equipment and the infrastructure needed for business growth.





CORE VALUES



Integrity in everything we do

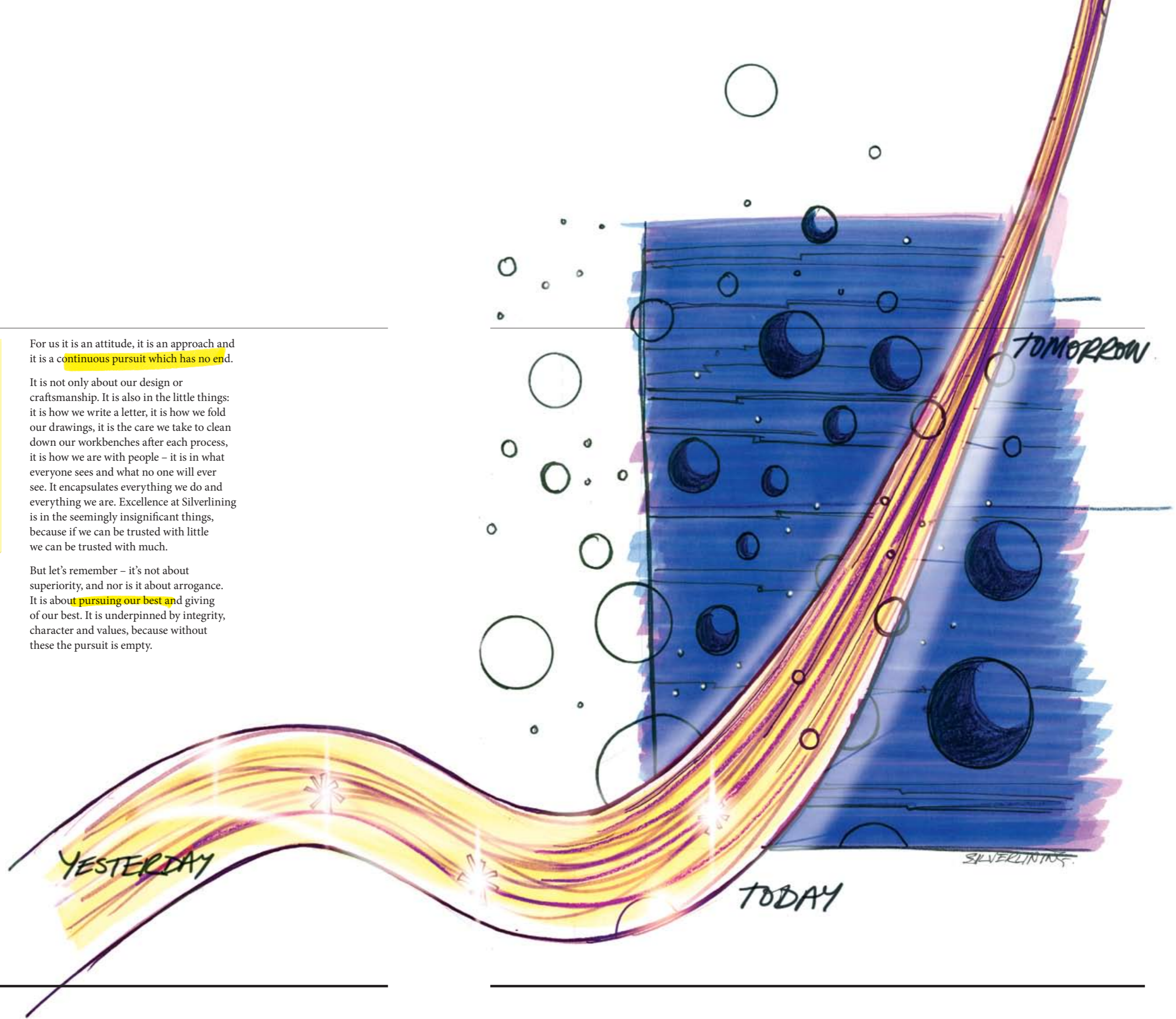
Our core values are what we stand for, what we believe to be the most important things and what we will never compromise upon. Our values direct us when there are no clear guidelines. They determine our character and represent the sum total of the individuals at Silverlining. They are central to our make-up; values are in essence our DNA.



For us it is an attitude, it is an approach and it is a continuous pursuit which has no end.

It is not only about our design or craftsmanship. It is also in the little things: it is how we write a letter, it is how we fold our drawings, it is the care we take to clean down our workbenches after each process, it is how we are with people – it is in what everyone sees and what no one will ever see. It encapsulates everything we do and everything we are. Excellence at Silverlining is in the seemingly insignificant things, because if we can be trusted with little we can be trusted with much.

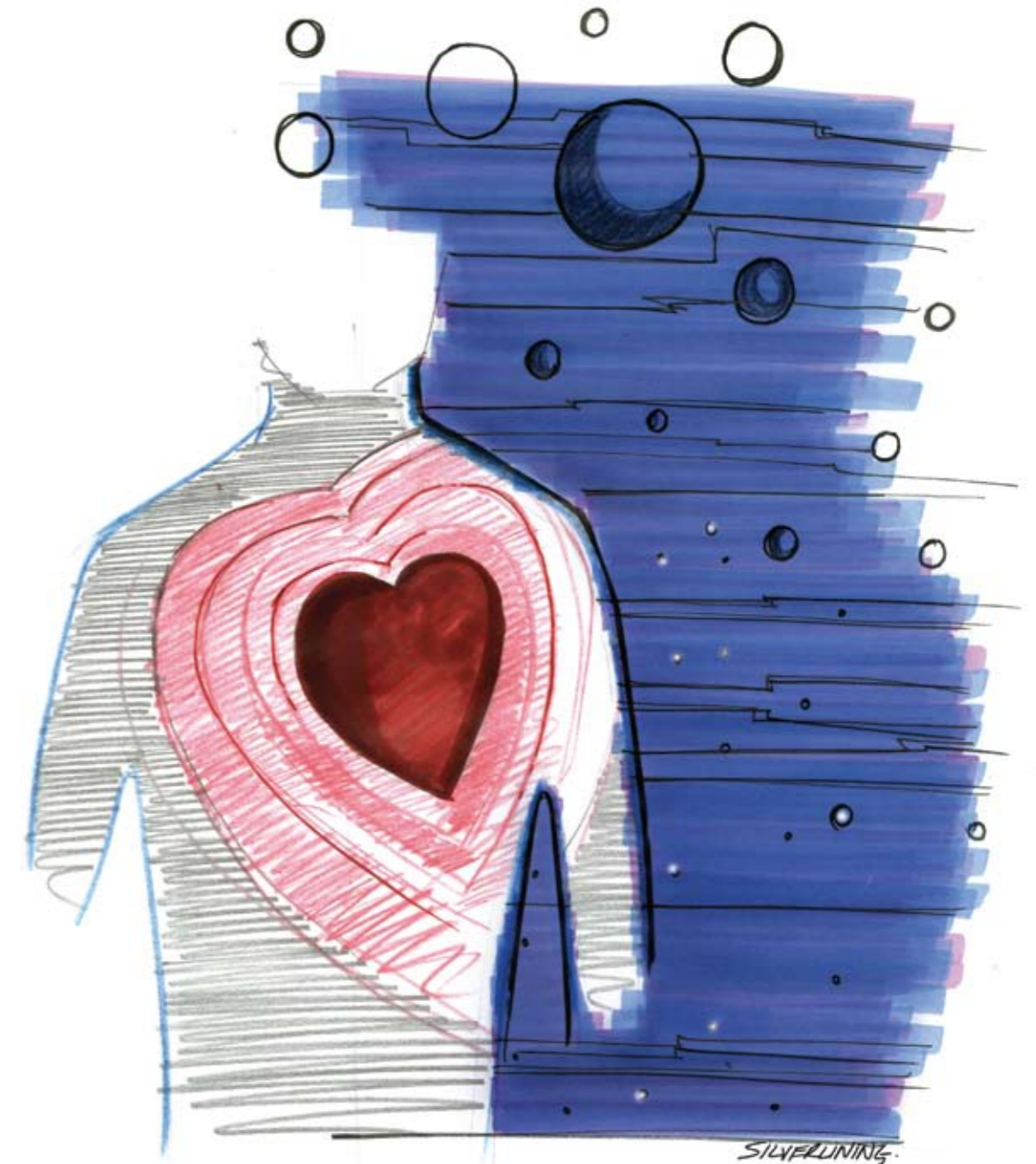
But let's remember – it's not about superiority, and nor is it about arrogance. It is about pursuing our best and giving of our best. It is underpinned by integrity, character and values, because without these the pursuit is empty.



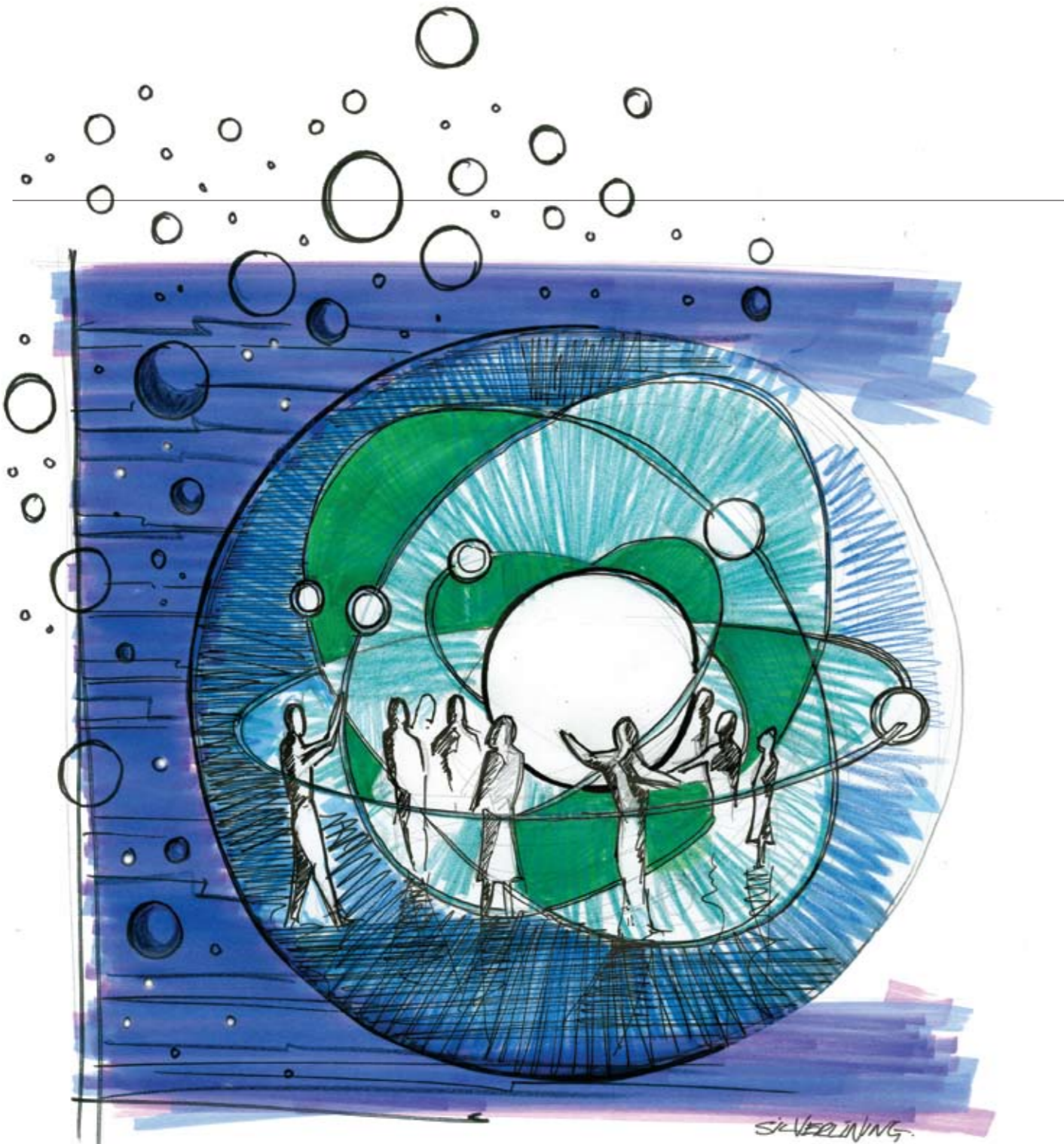
Passion — it's about love and it's about going the distance.

Our passion is motivated by love; a love for what we do and the process that we are involved in. We care about every aspect; it's what makes us tick and it's what stirs us. It is what gets us out of bed in the morning and often what keeps us awake at night.

Passion causes us to go to the lengths we go to; because we believe those lengths are justified to create something of worth. It causes us to do things that most people cannot understand and, very often, that we cannot explain. We find ourselves drawing every detail of every component because somehow every detail matters to us — we turn over every log at every one of our veneer merchants to find that one pack that we had in mind; we train and hone our skills for years to be given the chance to make something from start to finish and when we walk away from a piece of furniture we wonder if the people who own it will care for it as much we do.



Innovation — because all things are possible for those that believe.



— INNOVATION —

The process of how we figure out 'how to' is Innovation: researching and testing ways to meet the challenges we are given. It is about how to make what is impossible possible and how to make what is currently possible even better. For normal human beings this is obviously quite difficult, but fortunately most people at Silverlining are simply not normal.

So how is it possible to make the impossible possible? It is only achievable through great ideas. Great ideas usually come from unexpected places and constant collaboration. It involves the collective effort of people with a belief that conventions should be challenged and that all things are possible. Innovation involves everyone; both the people who work at Silverlining and the people we work with. It is a process of exchanging great ideas and re-examining how we do things. If we don't do this as a group of people, we stand still and then we get left behind: we become normal.

* THE RIGHT MINDSET

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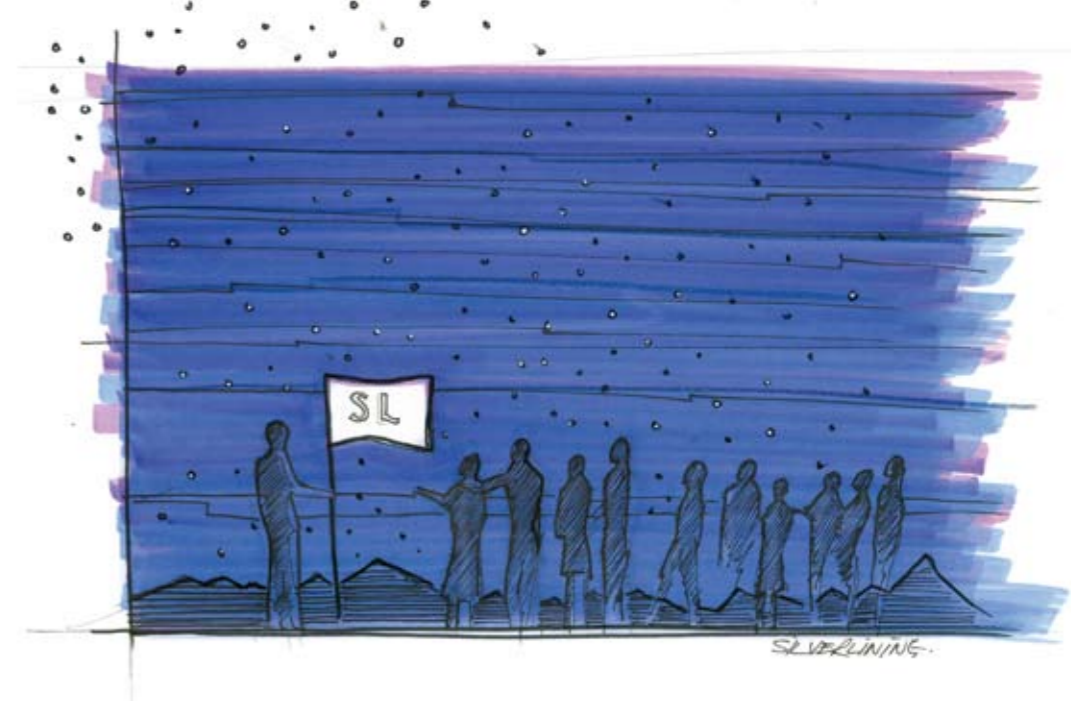
WHENEVER YOU ARE ASKED
IF YOU CAN DO A JOB,
TELL 'EM 'CERTAINLY I CAN!'
— THEN GET BUSY AND
FIND OUT HOW TO DO IT.

THEODORE ROOSEVELT
—
ADVENTURER &
FORMER US PRESIDENT

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Culture arises from the values we hold dear. Culture shows how we go about our work day to day, our behaviors, beliefs and even what some might call our little idiosyncrasies, characteristics and habits — things which other businesses wouldn't consider being. This is what our culture is about.



Honesty

Honesty for us is more than telling the truth to others and ourselves. It is acting with integrity in everything we do, complete openness of communication, voicing our thoughts, keeping our promises, doing what we say we will do and never going back on our word. Honesty is more than a principle for Silverlining; it is a standard that is expected.

'Can do' spirit

This is what tells us there must be a way and if there isn't we should find one. It is about the cross linking of ideas or thoughts throughout all areas of the company. It is about using our initiative, imagination and never waiting to be asked to make a contribution.

Ambition

We are hungry for new challenges. We want to push the boundaries of what is possible and break new ground. Ambition is in taking on more responsibility, learning more skills, sharing more knowledge, and it is only by doing this that we achieve our full potential.

Professionalism

Professionalism should be our first impression and the lasting impression we leave. It is the quality which drives our conduct, aims, appearance and interactions with every individual. It is about showing up on time, courtesy, honesty and responsibility in all our dealings. It is about a level of excellence that goes above and beyond what is required.

Attention to detail

Everything is considered and nothing is left to chance: from the letters we write, to how we present ourselves. It is the care we take in every aspect of what we design, construct and create: it is the perfection of every curve; it is the reflection on a tabletop.

Vibrancy

At Silverlining we don't do corporate. Silverlining is a home for creativity, for innovative thoughts and ideas. It is a place for people who want to see those ideas become a reality: a group of people that inspire those around them and everyone they come into contact with.

Family Spirit

It is about the camaraderie, support, achievement and pleasure that can be derived from working as a team. From the lighthearted rapport that develops from working closely together, to the mutual trust and friendship that emerges from the time spent in close collaboration, we know that we can be much more than the sum of our parts. Silverlining is a kind of family. With all our regular clients, collaborators, partners and community, it is also a kind of extended family. Everyone is valued, everyone has different needs and everyone has something to bring to the table.

Trust and Reliability

Mutual growth is based on mutual trust. By placing our trust in one another, and in repaying that trust by meeting or exceeding expectations, we can share the load. No one should ever feel they are striving alone, and we should all look for ways to support each other's efforts.

Flexibility

This allows us to respond in a positive way to new challenges and new opportunities. With enthusiasm and the support of each other, we can try new ways of working and come up with imaginative solutions. Being open to fresh ideas can make our day-to-day work more exciting and fulfilling.

Fulfillment

Fulfillment comes from knowing that we are all contributing to a good cause. It's about overcoming all obstacles and the sense of pride we feel, when we hand the work to the clients and see the expression of happiness and amazement on their faces. We enjoy our work, it's the reason we do what we do, but we also enjoy our life outside of work. It's impossible to have one without the other.

Our thanks to our contributors and staff, who have made this blueprint possible.

*Blueprint for Success concept: The Winning Formula.
Text: Alan Treacy, Polina Parshina, Mark Boddington.
Illustrations: Alex Hull. Photography: Mark Reeves.
Design: Magpie Studio.*

