



2019 sustainability report

VIVARA

2019 sustainability report



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VIVARA

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message from the directors

GRI 102-14

Vivara is proud to present its first Sustainability Report. In it, we celebrate our achievements over 58 years of history and we establish new commitments to the sustainability of our operations.

Over the past few decades, we have looked carefully at each step of our manufacturing process. We care for the raw material, from its acquisition to the production of our jewelry. We have established conditions for creative and visionary people to have freedom to develop our pieces. We have created space for suppliers to bring their experience to our chain and for employees to share and deliver our purpose of making every story unique and special. We appreciate the differences and encourage transparent, welcoming and diverse communication.

As a result of this journey, we have broadened horizons, improved processes and strengthened the ethics that have always guided our actions. We drive cultural and business model changes. The most recent one took place in 2019. With deep planning, we started preparing the public stock offering at the beginning of the year. We dedicated teams, time and efforts so that, on October 10th, we could ring the bell of the Brazilian stock exchange B3, thus starting our journey as a publicly traded company.

Our history of consistent growth gives us the confidence to accelerate our organic expansion over the next few years and the reliability to take on new responsibilities. Among them, that of investing in the continuous evolution of our management, strengthening internal controls, compliance and governance and making social and environmental responsibility policies more consistent.

We have always adopted codes of conduct and behavior and policies that seek tirelessly to reduce impacts. We are dedicated to sustainability issues and we became members of the Initiative for Responsible Mining Assurance (IRMA). We have also become signatories to the global pact of the United Nations and the Women's Empowerment Principles by UN women. We are the only Brazilian jewelry store that is a member of the Responsible Jewellery Council, a worldwide organization that seeks to spread the best sustainable practices among companies in the sector.

In 2019, we opened 31 points of sale and reached the mark of 253 stores in operation in all regions of the country. We strengthened our teams and expanded our online training, in line with new consumer demands and focused on supporting our sales team to ensure the best experience for customers. Our 20 school stores continue to train high performance teams, ensuring that, in this next growth cycle, our corporate values are preserved.

We are ready to take on new challenges, to evolve sustainably and to add value for customers, partners, employees, investors and shareholders, without losing our commitment to society.

Therefore, I invite you to learn about our initiatives. They permeate our business, demonstrate our involvement with the community and what we do to operate in balance with the environment, always guided by transparency and respect for human rights.

Enjoy reading!

MARCIO MONTEIRO KAUFMAN
CEO



about this report

GRI 102-50; 102-51; 102-52; 102-53; 102-54; 102-56

Since we founded in 1962, responsibility and integrity have been non-negotiable attributes in our operations. We built this story in partnership with our supply chain, employees, customers and partners, always guided by maintaining seriousness and transparency in all relationships. We are proud of this trajectory, which allowed us to develop, innovative and creative, pieces that go beyond places, cultures and time itself.

The route map for this journey will be presented in this first Sustainability Report by Vivara Participações S.A., inspired by the reporting standard of the Global Reporting Initiative (GRI), the most adopted worldwide methodology for reporting on corporate sustainability. This document, which covers the period from January 1st to December 31st, 2019, represents an important step in our business strategy, and has the goal of reinforcing our commitment to society, the principles that govern how we operate and the positive legacy that we strive to leave for the next generations.

This commitment is confirmed through our actions focused on economic, social and environmental sustainability and through our support for the sustainable development goals, a global action plan established by the United Nations (UN). Vivara has thus joined a large global community that aims to address the challenges of humanity through a joint and comprehensive effort.

We know that our commitment to improvement must be continuous, and it will only be effective if implemented through genuine and long-term relationships with our partners and in harmony with the communities where we operate. These are the values that have brought us here and they will allow us to continue celebrating special moments. Today and in the future.

For questions, information or suggestions, please contact us by e-mail

sustentabilidade@vivara.com.br

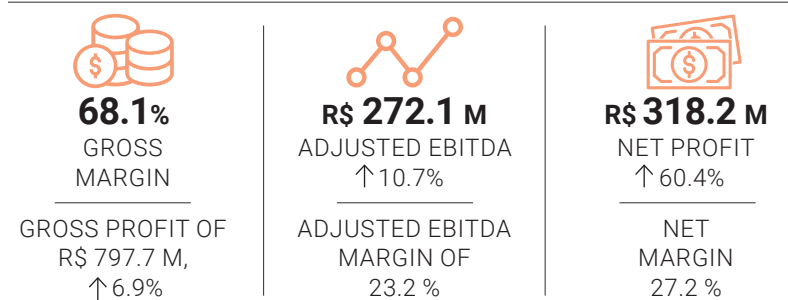
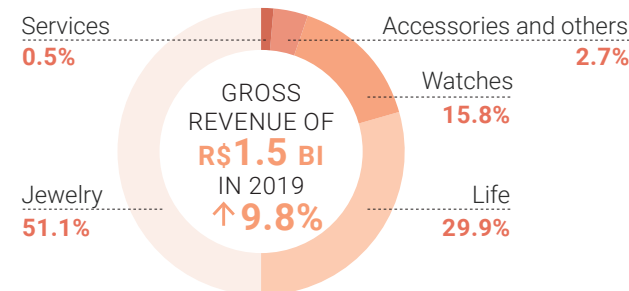
about Vivara

GRI 102-1; 102-2; 102-7; 201-1

Sensitivity, delicacy and innovation have been essential to the development of each piece produce by Vivara, which opened its first store in 1962, in São Paulo (SP) city center. Since then, the brand has never given up keeping a careful eye on the finish of all its pieces, which are designed to go beyond cultures and places, eternalizing moments.

With six decades since it was founded, Vivara has grown and today it is the largest jewelry store chain in Brazil, with a total of 253 points of sale in the main capitals and strategic locations, with a vast portfolio of products, including jewelry, watches, accessories, fragrances and the Life brand.

our numbers



VALUATION OF **31.9%** IN THE SHARES OF VIVARA (VIVA3), IN 2019

20.6%
IN E-COMMERCE
SALES GROWTH

1.4 M
SINGLE USER ACCESSES
ON VIVARA.COM.BR

MORE THAN
5,000
PRODUCTS AVAILABLE
ON VIVARA'S E-COMMERCE

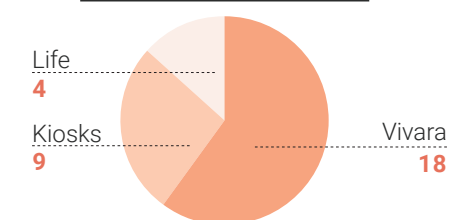
THE FACTORY, LOCATED
IN MANAUS (AM), OCCUPIES
4,200 M²
OF SURFACE AREA

ISO 9001
CERTIFIED PLANT

NPS OF 89%**

PROVING THE VIVARA'S
SERVICE EXCELLENCE
IN ALL CHANNELS

31 NEW POINTS OF SALE



FOLLOWERS ON SOCIAL MEDIA

+2.4 MILLION
ON INSTAGRAM

+1.2 MILLION
ON FACEBOOK

+150 K
ON LINKEDIN

3,293
EMPLOYEES

89.7%
WOMEN

54 HOURS'
training per
employee over
the year

25 NEW
COURSES
launched on
the e-learning
platform

*The figures presented refer to the 2019 financial result, with percentage variation calculated based on the comparison with 2018 year.
**Net Promoter Score, index that assesses the quality of service.

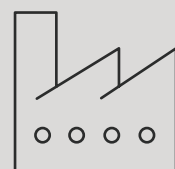


1962

First store

Factory opening
in Manaus

1992



2003

Launch of the
company's
first brand
of watches,
Vivara Watches

More than 80
stores in Brazil

2007



2011

Launch of the
Life By Vivara brand

Launch of
e-commerce

2012



2016

Implementation of
the Omnichannel
platform

Public listing

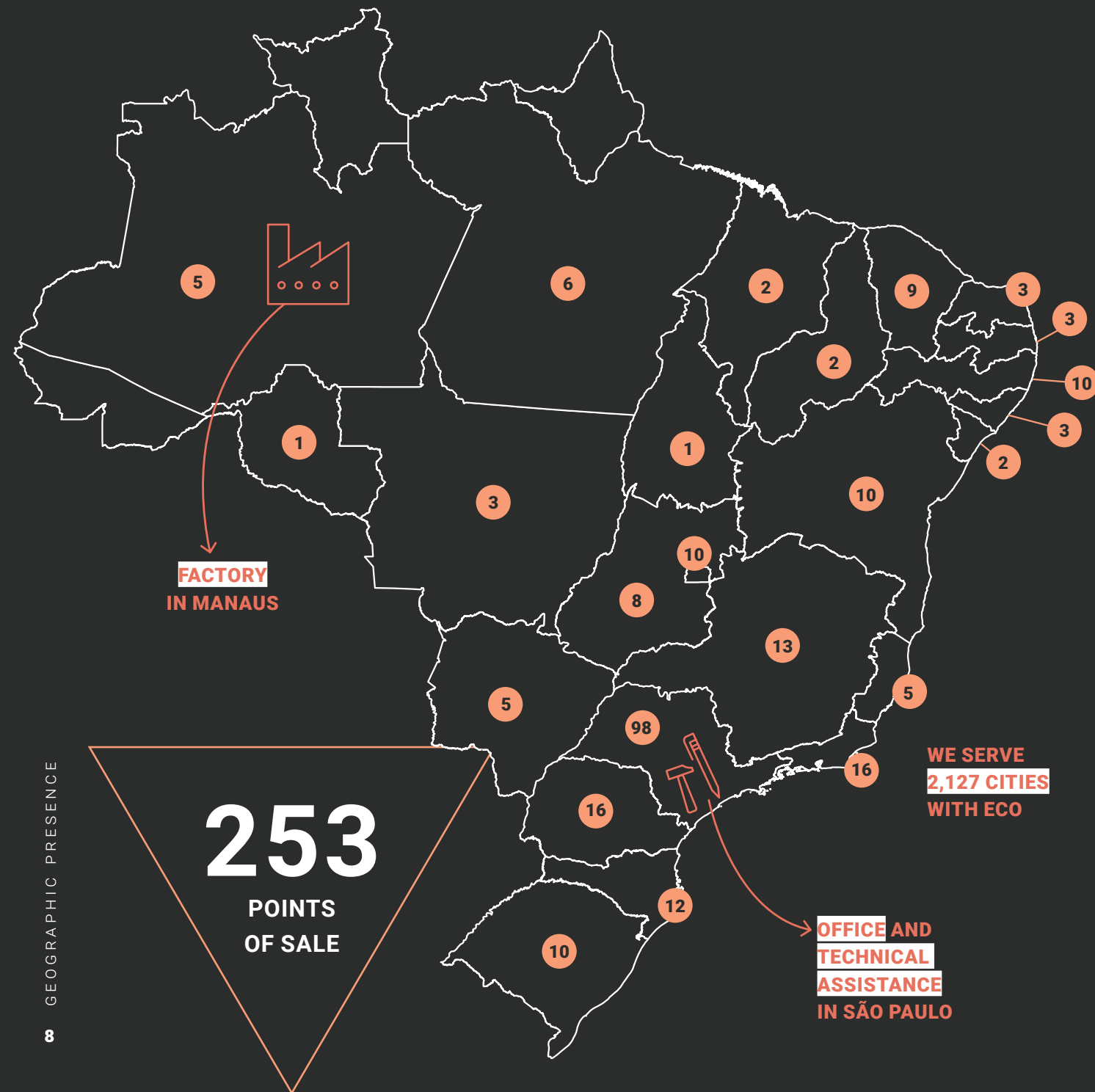
2019



geographic presence

GRI 102-3; 102-4; 102-6

VIVARA IS THE LARGEST JEWELRY STORE CHAIN IN BRAZIL, WITH POINTS OF SALE IN THE MAIN CAPITALS AND STRATEGIC LOCATIONS.



awards in 2019

FOR VIVARA, EVERY AWARD RECEIVED CONFIRMS THAT OUR MISSION AS A COMPANY IS BEING FULFILLED WITH QUALITY AND SIGNIFICANCE. EACH AWARD REINFORCES OUR ROLE AS A BENCHMARK IN THE MARKET AND AS A PREFERRED BRAND OF BRAZILIAN CONSUMERS.



São Paulo's most beloved jewelry store, according to *Veja SP* magazine



Jewelry store from the heart by *Estadão Marcas Mais*



Consumers' preferred brand by *Exame Vip* magazine in the *Top of Men/Women* edition



Prêmio Lojista Alshop (Alshop Shopkeeper Award)



Major retailer in the IBEVAR-FIA (Brazilian Institute of Retail & Consumer Market Executives – Foundation Institute of Administration) ranking



Reference in *omnichannel* strategy by the MicroPower Institute



Certificate RA 1000, which highlights companies with excellent service rates at Reclame Aqui (Brazilian on-line complaints portal).

our brands

GRI 102-2

VIVARA

Over the years, Vivara has expanded its portfolio, consolidated itself in the Brazilian market and received many credits for the quality of its products and the service provided to its customers. Each collection has its own personality. The exclusive pieces are designed with care and innovation. Today, the brand continues to inspire and fascinate, responding to the wishes of increasingly demanding consumers.



Life
VIVARA

The Life By Vivara brand was created in 2011 and is made up of collectible silver jewelry, whose various combinations are used to symbolize and eternalize the main memories and best moments of life in a unique and personalized jewel.



VIVARA WATCHES

Vivara has two watch brands, with their own development and exclusive collections, the Vivara namesake and Akium. In addition, it is a representative in Brazil of international brands such as Baume & Mercier, Bulova, Coach, Festina, Gucci, Guess, Hugo Boss, Juicy Couture, Lacoste, Montblanc, Movado, Movement, Nautica, Olivia Burton, Scuderia Ferrari, Swatch, Tag Heuer, Tommy Hilfiger, and Victorinox. The key factor for Vivara to be chosen to represent these brands are our national coverage, the positioning of the brand, the technical knowledge of our team and the structure we have.

VIVARA ACCESSORIES

Vivara's accessories line consists of wallets, notebooks, watch boxes, jewelry boxes, toiletry bags, briefcases, backpacks, perfumes, glasses and pens with Vivara's signature and from major brands, highly prized for their high quality and exclusivity.



corporate governance

GRI 102-18

VIVARA'S COMMITMENT TO GOVERNANCE, WITH A FOCUS ON TRANSPARENCY, FAIRNESS, ACCOUNTABILITY AND RESPONSIBILITY, HAS EXISTED SINCE THE COMPANY'S FOUNDING. OVER TIME, WE HAVE IMPROVED OUR MANAGEMENT PRACTICES AND DRIVEN THE CREATION OF SHARED VALUE. THIS MENTALITY SERVED AS A MOTIVATION TO GO FURTHER AND, BASED ON ROBUST PLANNING, WE PREPARED OURSELVES FOR PUBLIC LISTING.

BEGINNING WITH OUR INITIAL STOCK OFFERING AT B3, IN OCTOBER 2019, WE BEGAN TO WRITE A NEW CHAPTER IN THE HISTORY OF OUR BUSINESS. ALTHOUGH OUR WAY OF OPERATING AND RELATING TO DIFFERENT AUDIENCES HAS NOT CHANGED SIGNIFICANTLY, WE BELIEVE THAT THIS MOVEMENT WILL CREATE MORE OPPORTUNITIES FOR SUSTAINABLE GROWTH.

WE ARE SURE THAT, TOGETHER WITH OUR MANAGERS, SHAREHOLDERS AND EMPLOYEES, WE WILL CONTINUE TO MOVE FORWARD, CONSOLIDATING OUR COMPANY AS THE JEWELRY BRAND OF CHOICE OF BRAZILIAN CONSUMERS.



Board members: Fabio Coelho, João Cox, Marcio Kaufman, Anna Chaia e José Bolonha

governance structure

A BOARD OF DIRECTORS RESPONSIBLE FOR THE PREPARATION AND APPROVAL OF THE COMPANY'S GLOBAL STRATEGIES. IT HAS **AT LEAST, FIVE AND, AT MOST, NINE MEMBERS**, OF WHOM 20% MUST BE INDEPENDENT DIRECTORS, UNDER THE TERMS OF THE REGULATION OF THE NEW B3 MARKET. THE TERM OF OFFICE OF THE DIRECTORS IS **TWO YEARS**, WITH REELECTION PERMITTED.

MEMBERSHIP IN 2019

JOÃO COX NETO
CHAIRMAN

JOSÉ ERNESTO BENI BOLONHA
VICE CHAIRMAN

ANNA ANDREA VOTTA ALVES CHAIA
MEMBER

FÁBIO COELHO
MEMBER

MARCIO MONTEIRO KAUFMAN
MEMBER



20%

INDEPENDENT
DIRECTORS

STATUTORY BOARD

At least, four and, at most, ten members, shareholders or non-shareholders, elected and dismissible at any time by the board of directors, with accumulation of positions permitted.

AUDIT, RISK AND FINANCE COMMITTEE

Responsible for supervising the quality and integrity of financial reports, compliance with legal, statutory and regulatory standards, the adequacy of processes related to risk management and the activities of independent auditors.

PEOPLE, CULTURE AND GOVERNANCE COMMITTEE

Responsible for supervising matters related to human and organizational development and processes related to people management, organizational culture and corporate governance.

FIND OUT MORE ON OUR
INVESTORS' RELATIONS **WEBSITE.**

our commitment

GRI 102-12: 102-16

CODE OF CONDUCT

OUR CODE OF CONDUCT, COMBINED WITH OUR POLICIES AND OUR GOVERNANCE OF PROCESSES, GUIDES VIVARA'S OPERATIONS AND RELATIONSHIPS WITH DIFFERENT AUDIENCES. WE ARE COMMITTED TO CONTRIBUTING TO AN ETHICAL BUSINESS ENVIRONMENT, ENCOURAGING INTEGRITY IN THE CHAIN AND FAIR COMPETITION PRACTICES, WHILE PROVIDING A WELCOMING, SAFE AND TRANSPARENT WORKPLACE FOR OUR EMPLOYEES.

OUR CODE OF CONDUCT ALSO ESTABLISHES THE STANDARD BEHAVIOR THAT VIVARA EXPECTS FROM ITS PROFESSIONALS. WE CONSIDER ANY TYPE OF HARASSMENT, PREJUDICE OR DISCRIMINATION TO BE UNACCEPTABLE, WHETHER WITHIN THE COMPANY OR IN OUR RELATIONSHIPS WITH SUPPLIERS, SERVICE PROVIDERS, CUSTOMERS AND OTHER PARTNERS. VIVARA, LIKEWISE, REQUIRES FULL COMPLIANCE WITH CURRENT ANTI-CORRUPTION LAWS AND REGULATIONS AND DOES NOT ACCEPT ANY ACTS OF BRIBERY, OBTAINING ADVANTAGES, FRAUD OR ATTEMPTING TO PREVENT INVESTIGATIONS BY THE AUTHORITIES.

IN ADDITION, WE ARE COMMITTED TO CONSTANT COMMUNICATION AND DIALOGUE. **THROUGH OUR OPEN CHANNEL, EMPLOYEES AND PARTNERS CAN SEND REPORTS ABOUT ATTITUDES THAT BREACH OUR CODE OF CONDUCT OR ABOUT ANY UNETHICAL SITUATIONS.** THE REPORTS ARE RECEIVED BY AN INDEPENDENT COMPANY AND TREATED WITH TOTAL CONFIDENTIALITY. IT IS IMPORTANT TO NOTE THAT WE DO NOT TOLERATE ANY TYPE OF RETALIATION AGAINST PEOPLE WHO IN GOOD FAITH REPORT THEIR DOUBTS AND CONCERNS. THE OPEN CHANNEL CAN BE REACHED THROUGH THE TELEPHONE 0800 377 8024 OR THROUGH THE WEBSITE WWW.VIVARA.COM.BR



VISION

"TO BE
THE MOST
DESIRED
BRAND
IN LATIN
AMERICA TO
CELEBRATE
SPECIAL
MOMENTS"



MISSION

"WE EXIST TO
FASCINATE OUR
CUSTOMERS
BY OFFERING
THE BEST
EXPERIENCE
WHEN
CHOOSING THE
PERFECT GIFT."

RESPONSIBLE JEWELLERY COUNCIL AND GLOBAL PACT

When we became members of the Responsible Jewellery Council in 2019, we demonstrated a commitment to the adoption and dissemination of ethical practices, both at Vivara and among our partners. We know that the jewelry production chain runs through several segments, starting with mining, moving through design and manufacturing processes, until it reaches points of sale. We have a duty to ensure compliance, integrity and transparency from the beginning to the end of this journey.

Vivara has also promoted positive transformations in its activities as a result of its ratification of the global pact of the United Nations (UN). This responsibility drives us to implement concrete and measurable actions in how we work, how we relate to different audiences, how we engage the value chain and contribute to decision making worldwide. We signed this commitment voluntarily, so that, through our business, we can collaborate effectively with sustainable growth and citizenship.

sustainability at Vivara

Vivara adopts sustainability as a competitive advantage by understanding that the results of its business also reflect important factors, such as the exercise of its social role, respect for labor relations, care for the production chain and investment in innovation.

Throughout its journey, Vivara has directed actions and built the tools required for sustainability to be effective and present in all its activities. In this way, the company has become an example as a brand and of attitude, leading to positive transformations both in the jewelry market and in other Brazilian companies, such as creating collections in partnership with organizations that channel part of their profit to special causes.

We believe that this will enable Vivara to contribute to the achievement of the UN's sustainable development goals, which aim to connect society with the commitment to end poverty, promote prosperity, ensure social justice, preserve the planet and combat climate change.

Thus, we are committed to driving other requirements of global importance, strengthening sustainability in our daily activities, with the growth of our business and the sustainable development of society.

FOR VIVARA, SUSTAINABILITY MEANS ADDING VALUE AND BEING AN EXAMPLE FOR FUTURE GENERATIONS THROUGH INTEGRITY AND TRUST IN RELATIONSHIPS, CARING FOR PEOPLE AND PRESERVING THE ENVIRONMENT IN OUR DAILY ACTIVITIES AND DECISIONS.

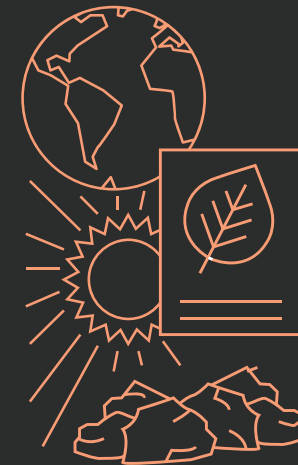
our priorities

IN ORDER TO ORGANIZE OUR SUSTAINABLE OBJECTIVES, WE HAVE CREATED INTERNAL PRIORITIES TO GUIDE OUR EFFORTS WITH MORE CLARITY AND CONFIDENCE. THIS OPERATING MODEL WAS IMPLEMENTED IN 2019 AND CONSIDERS THE NEEDS OF VIVARA AS A COMPANY AND THE MATERIAL ASPECTS PRESENTED BY OUR STAKEHOLDERS.



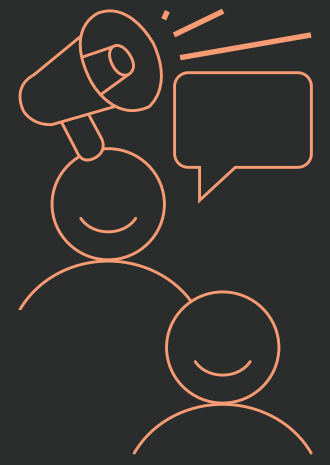
OUR COMMUNITY

Reflects the way Vivara relates to customers, employees, suppliers, investors and the surrounding community.



OUR PLANET

Reinforces Vivara's commitment to responsible use of natural resources and mitigating our impacts, focusing on our operations, mining and climate.



OUR COMMITMENT

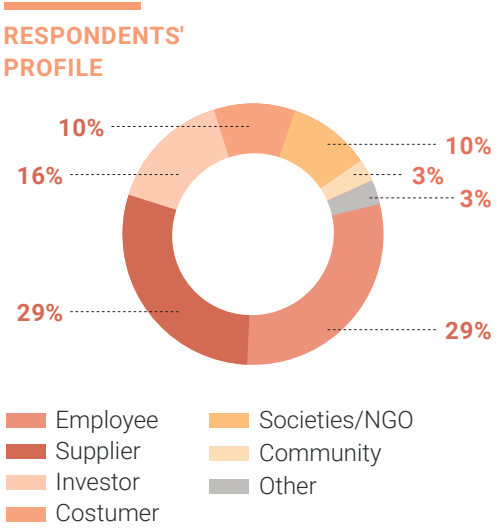
Incorporates the guidelines created for Vivara's way of doing business, based on ethics, respect and transparency.

definition of material aspects

GRI 102-14

In line with the recommendations of the Global Reporting Initiative (GRI), Vivara seeks to report on sustainability topics that reflect the real impacts and the effective management of the company. The definition of the reported topics was based on the analysis of existing policies and practices, the availability of information and the positioning of other organizations in the sector, in addition to the influence of the company's conduct on the decisions of its stakeholders.

Thus, we developed a survey with the participation of a multidisciplinary team, involving the company's professionals and the main stakeholders. The analysis was answered by 31 people through an online questionnaire.



RELEVANT TOPICS

For the topics addressed in this report to represent a broad view on corporate sustainability, Vivara added analysis of aspects considered to be priorities, externally and internally, to the responses of stakeholders.

Externally, this assessment was guided by the 2030 agenda, proposed by the United Nations (UN), containing the 17 sustainable development goals (SDGs), which are broken down into 169 goals to be pursued globally. Internally, we evaluate our own priorities in relation to sustainability based on corporate policies and the strategic vision of the business.

Based on these criteria, the Relevance Matrix presented seven topics that break down into material aspects and indicators (GRI disclosures) selected to be reported in 2019 and partially answered in this publication. The last column of the table shows the intersection between the material aspects, the SDGs and their respective objectives.

TOPICS	MATERIAL ASPECTS	GRI DISCLOSURES	SDG	SDG TARGET
1. Ethics and Integrity	Transparency	201-4; 206-1; 307-1		12.6; 12.7; 16.6
	Fight against corruption	205-3		16.5
	Promotion and defense of human rights	406-1; 408-1; 409-1		8.7; 16.10; 16.b
2. Care for the team	Health and safety of Vivara's employees	403-9		4.3
	Promotion of diversity and equality among employees	401-1; 405-1		12.8
	Development opportunities for employees – training and education	404-1		9.4
3. Customer safety and satisfaction	Responsibility for product and customer relationship	416-2		12.8
4. Fostering the adoption of best social and environmental practices in the value chain	Relationship with suppliers	308-1; 414-1		9.4
5. Environmental management and climate change	Waste and materials	306-2; 301-1; 301-2		11.6; 12.2; 12.4; 12.5
	Water	303-5		11.6; 12.2; 15.1
	Energy	302-1; 302-3		11.6; 12.2
	Emissions	305-1; 305-2; 305-3; 305-4		13.2; 13.3
	Adaptation measures to climate changes	201-2		13.2; 13.3
6. Economic and operational performance	Economic result achieved and percentage returned to society	201-1		8.2
7. Contribution to communities' development	Relationship with local communities	413-1	 	11.a; 12.7; 16.1

our community

OUR TRAJECTORY IS BUILT WITH OUR **EMPLOYEES, PARTNERS, SUPPLIERS, SHAREHOLDERS AND THE COMMUNITY**. WE HAVE ESTABLISHED PROCESSES THAT GOVERN THE RELATIONSHIP WITH THESE STAKEHOLDERS AND, THEREFORE, WE LOOK AT EACH ONE IN A UNIQUE WAY, WITH COMMITMENT AND CARE, TO GROW TOGETHER AND LEAVE A POSITIVE LEGACY FOR SOCIETY.

CULTURE VALUES

OWNERSHIP

We are passionate about the company. We think, act and lead, committed to the result and to our code of conduct.

FASCINATE THE CUSTOMER

The desire to attract and retain our customers is incessant. We work with determination to surprise you at special moments, with quality products and experiences.

CREATIVITY

We make creativity our biggest brand, seeking innovative and effective solutions.

WE ARE STRONG TOGETHER

We value, develop and recognize our team in a collaborative, meritocratic and high-performance environment.

RESILIENCE

We can adapt to changes and have the persistence to overcome the obstacles encountered.

DIVERSITY

We respect diversity of gender, age group, ethnicity, culture, sexual preference, political and religious orientation, as well as any type of disability.

ETHICS

We act with justice, legality, consistency, transparency, ethics and honesty in all practices and decisions. We respect the legislation in force and the fight against any type of fraud, corruption and acts that are harmful to national and foreign public governments.

diversity, inclusion and respect in the workplace

GRI 102-8; 405-1

Vivara’s team is made up of unique people. We believe that diversity is an essential part of our brand and contributes to our industry as a whole. By supporting an inclusive job market, we can make authentic connections, stimulating creativity and giving freedom for exceptional talents to succeed within the company.

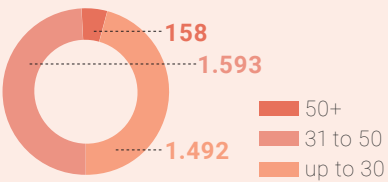
We want employees and customers to feel valued and recognized. Consequently, our businesses benefit from it, since freedom of speech results in new perspectives, different experiences, innovative ideas and immediate identification with our products.

EMPLOYEES

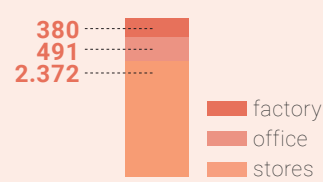
The quality of our jewelry is the result of a culture of excellence in our operations. We are reinventing ourselves, leading the way for more collaboration and more dialogue. We provide our more than 3,000 employees with training and development opportunities, no matter what area they are in or what role they play.

Health and well-being are also essential, as is diversity. We believe that we can offer a welcoming and respectful environment, in which our workforce can prosper, innovate and create bonds.

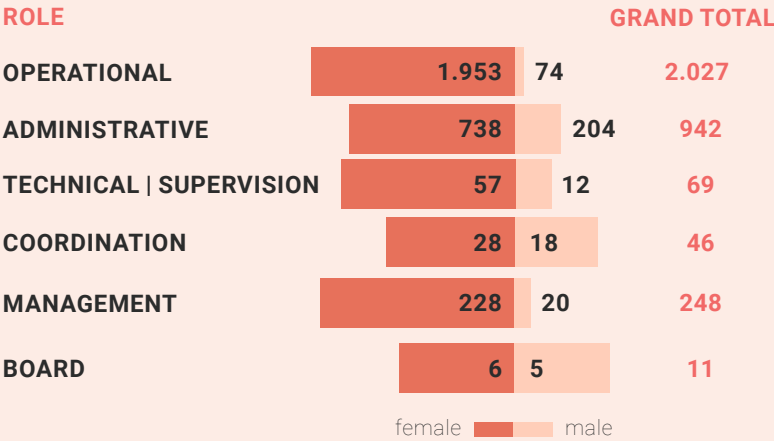
TOTAL EMPLOYEES BY AGE GROUP



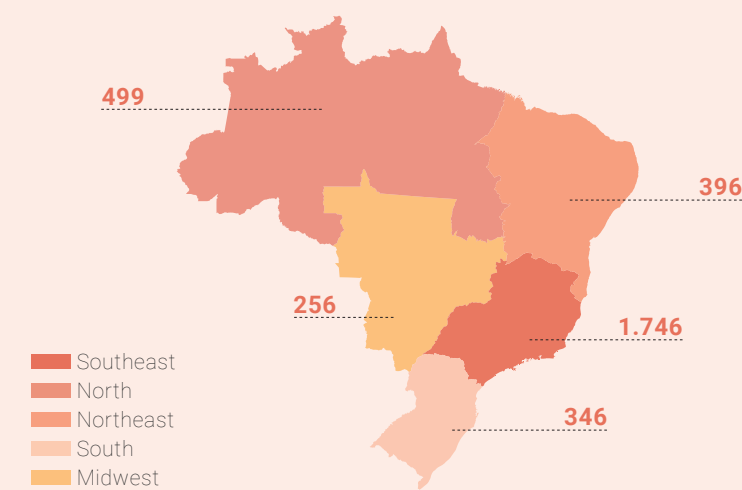
TOTAL EMPLOYEES BY WORKPLACE



TOTAL EMPLOYEES BY ROLE AND GENDER



TOTAL EMPLOYEES BY REGION OF BRAZIL



Respect is an essential word at Vivara. We have comprehensive policies in our code of conduct to fight against discrimination and any kind of prejudice. Today, women make up 89.7% of our workforce. 87% of our management positions are held by females. Women are also in the majority on Vivara's board.

In 2019, we became signatories to the **Women's Empowerment Principles of the UN**, which are a set of considerations that help the business community to incorporate, in their companies, values and practices aimed at gender equity and women's empowerment.

AT VIVARA, 87% OF MANAGEMENT POSITIONS ARE HELD BY WOMEN – THIS PERCENTAGE IS IN LINE WITH THE NUMBER OF FEMALES IN OUR WORKFORCE.

WOMEN'S EMPOWERMENT PRINCIPLES

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all female and male workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and report publicly on progress towards gender equality.

engagement and dialogue

GRI 404-1

We bring important values from our family business that we want to maintain throughout our development. We believe in transparency and honest conversations with our employees. We are committed to building trusting relationships and promoting internal engagement, which are essential factors for the growth of our business.

In order to share information with our workforce, be it in the office, technical assistance, and factory or in the hundreds of stores across Brazil, we always keep communication channels up to date. In addition to digital tools, such as e-mail and intranet, we encourage face-to-face meetings and constant dialogue between leaders and teams. Every four months, we publish Vivara magazine, which informs our employees about our most recent achievements, main business news and initiatives.

TRAINING AND DEVELOPMENT

We believe in the potential of our workforce and invest to ensure the constant development of our employees. For all functions and levels of the company, we offer tools for training and professional updating. This process begins as soon as a person is hired by Vivara.

At the main office in São Paulo, each new professional participates in an onboarding process that includes immersion and learning about Vivara's areas and businesses. The leadership is also

IN 2019, 100%
OF VIVARA'S
LEADERS
PARTICIPATED
IN THE
'APROXIMAR'
PROGRAM.

responsible for guiding the new employee and ensuring that he/she becomes familiar with the company's processes. Throughout the employee's journey, the training continues through face-to-face meetings and personalized training.

The entire leadership of Vivara, including specialists, coordinators, managers and directors, participates in the 'Aproximar' program, which aims to deepen knowledge about the business, its processes and sales techniques. This additional training is delivered through the routine of our stores and kiosks. The employee must go to different points of sale and follow each process, from opening to cash closing. The process consists of two modules: onboarding, for new employees, and



advanced, for refresher training. In 2019, 100% of Vivara's leaders participated in the program.

In turn, sales teams, today made up entirely of women, undergo specific immersions and training over 30 days. During this period, the new professionals focus on technical, commercial and behavioral aspects through e-learning, in-person sessions and closely monitoring an experienced professional. With each launch of the brand, training courses are renewed to cover the collection's history, inspirations, formats and raw material. Every week, two newsletters are sent to the teams with news from the portfolio and with tips on how the products should be presented in the shop windows.

Store managers are trained for 60 days. In one of our 20 school stores, the new managers are trained in topics related to Vivara's business, culture and mission, as well as customer service. They must understand and know how to apply all store rituals, from

cleaning to tidying up shop windows, sales, packaging and cash closing. In addition, there are online training courses, available on the 'Mundo Vivara' platform, with content in an interactive and didactic format, ranging from the market in which Vivara operates to features of our products. Information is updated annually.

EFFORTS TO
DEVELOP AND
PROMOTE TALENT
HAVE GENERATED
POSITIVE RESULTS
FOR VIVARA:
53% OF OUR
STORE MANAGERS
COME FROM
THE COMPANY'S
SALES FORCE.

the 'mundo Vivara' platform

GRI 404-1

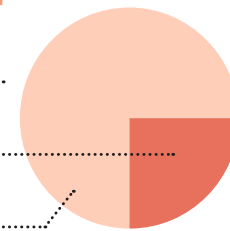
THROUGH THE 'MUNDO VIVARA' E-LEARNING PLATFORM, THE COMPANY OFFERS DIFFERENT TRAINING FORMATS FOR ITS SALES FORCE, WHICH FOLLOWS, IN DETAIL, THEIR LEARNING JOURNEY. MANAGERS ARE ALSO ABLE TO VIEW THE TRAINING PROGRESS OF THEIR TEAMS. IN 2019, 1,970 VIVARA'S PROFESSIONALS WERE TRAINED.

240 TRAINED LEADERS

Face-to-face hours14.344
Face-to-face hour/individual59,7
Online hours 10.565
Online hours/individual44

IN-STORE TRAINING

Total hours166.637
Face-to-face hours42.003
Online hours124.634



TRAINING HOUR/INDIVIDUAL

Total training84,6
Face-to-face21,3
Online63



1970
TOTAL INDIVIDUALS TRAINED

THE TRAINING VOLUME WAS 84 HOURS OF TRAINING PER EMPLOYEE. OUR PLATFORM OBTAINED NEW COURSES, ALIGNED WITH NEW CONSUMER DEMANDS AND FOCUSED ON SUPPORTING OUR TEAM TO ENSURE THE BEST EXPERIENCE FOR CUSTOMERS.

Among the leadership, the percentage of trained people reached

100%.



health, well-being and safety in the workplace

GRI 403-9

WE ARE COMMITTED TO THE WELL-BEING AND SAFETY OF ALL OUR EMPLOYEES AND, THEREFORE, WE DEVELOP INITIATIVES TO HELP THEM HAVE A HEALTHIER AND MORE PRODUCTIVE LIFE. IN 2019, WE LAUNCHED THE 'VIVA BEM' PROGRAM, WHICH RANGES FROM GYMNASTICS IN THE WORKPLACE TO CAMPAIGNS AND EVENTS TO RAISE AWARENESS AND PREVENT DISEASES. LAST YEAR, WE COVERED TOPICS SUCH AS BREAST AND PROSTATE CANCER, IN ADDITION TO TALKING ABOUT MENTAL HEALTH.

IN 2019, WE HAD NO ACCIDENTS AT WORK.



factory

OUR FACTORY, WITH ISO 9001 CERTIFICATION, IS IN **MANAUS**. AND IT IS IN THE CAPITAL OF AMAZONAS, IN NORTHERN BRAZIL, THAT 380 PEOPLE WORK EACH DAY IN THE CREATION, PRODUCTION AND ASSEMBLY OF GOLD AND SILVER PIECES, IN ADDITION TO WATCHES.

THE FACTORY, LOCATED IN MANAUS (AM), MEASURES **4,200m²** FACTORY WITH **ISO 9001** CERTIFICATION.



OUR HANDMADE PROCESS

At the factory, we offer modules for training and developing our professionals on technical aspects of the process, productivity and engineering, as well as health and safety programs.

In addition, Vivara offers training to its goldsmiths and polishers, highly specialized roles, to incorporate new techniques and concepts in the handling of materials and stones. Even with cutting-edge technology, each jewel is made with the same care as a handcrafted process.

OPERATIONS MANAGEMENT

Our operations management model was designed to ensure the safety of our materials, the sustainability of our processes and the growth of our business. We have strict logistics and inventory controls and we closely monitor the teams and partners involved in the transactions.

The responsibility of this team begins with supporting the design and modeling of pieces. At this stage, collections are designed in São Paulo, and the technical drawing is sent to our factory in Manaus. Then the teams develop samples, which return to the capital of São Paulo. After final approval, the factory puts the collection into production on a commercial scale.

After that, our operations management assists in the study of consumer preferences, to send the right pieces to the right stores. After the sale, customer support continues. Consumers can leave their Vivara jewelry for repairs at any brand store; and, from there, they are sent to our technical support unit, in São Paulo.

SUPPLIERS

Maintaining serious and long-lasting relationships with our supply chain brings us trust and, at the same time, responsibility. Through ethically guided partnerships, we ensure that everyone incorporates our policies and operating standards, following our code of conduct and providing quality materials that do not violate our principles.

As a basic premise, every Vivara supplier cannot be free of any indication of slave or child labor in its operations. They must conduct their business in accordance with all laws and regulations applicable to the countries in which they operate. In addition, they must not participate in bribes, kickbacks, money laundering, fraudulent bidding, price fixing or other unfair and unlawful trade practices.

They must also meet all mandatory environmental standards, in accordance with the laws, codes and regulations applicable to the industry, manufactured products and manufacturing methods.



THE CREATION OF A JEWEL USUALLY INVOLVES ABOUT **20 PEOPLE**

PRODUCTION OF PIECES IN 2019

	UNITS
GOLD JEWELRY	290.614
SILVER JEWELRY	1.910.783
WATCHES	412.640

OUR **TECHNICAL ASSISTANCE** PERFORMS APPROXIMATELY 20,000 REPAIRS.



partners and communities

GRI 413.1 414-1

AUDIT AND RESPONSIBILITY FOR THE VALUE CHAIN

Vivara recognizes its supply chain as an extension of its work, from obtaining raw materials to delivering a finished product to the customer. Just as we are committed to the highest standards of compliance and ethics, we require that our suppliers follow specific rules of operation and relationship with different audiences.

To this end, we created the **code of conduct for Vivara suppliers**. In the document, we establish requirements for our partners to act in line with our values and business practices. We highlight fundamental requirements for complying with anti-corruption laws and policies, as well as work relationships and working hours.

At Vivara, we pride ourselves on maintaining a mostly female work-

force, including in leadership positions and on the company's board. For this reason, we demand that our suppliers take action to combat all kinds of prejudice, discrimination and harassment in relation to their employees and other partners.

Just as the health and safety of our professionals is a priority for Vivara, we demand that our suppliers maintain risk-free environments for their workers. We also require that they meet mandatory environmental standards in their sectors of activity, whether in relation to manufactured products or production processes.

We maintain communication channels to investigate possible cases of non-compliance with our policies. Anyone who has questions, comments or identifies a breach of these obligations, can contact us through our website (www.vivara.com.br) or **Vivara's open channel on telephone number 0800 377 8024**.

SOCIO-ENVIRONMENTAL REQUIREMENTS

Vivara's relationship with society must be guided by respecting laws and conventions that deal with fundamental rights and sustainability. In all our activities, we observe ethical, health, safety, respect and socio-environmental responsibility standards.

Vivara respects the rules and customs of the areas in which it operates,

encourages support for activities related to education, health and community service provision, and strives to minimize any possible environmental impacts that may be caused by its activities.

LOCAL DEVELOPMENT OF COMMUNITIES

We are proud to be a Brazilian company. We believe that it is our role to contribute to the development of the country through a positive impact on society. We do this by investing in and supporting social organizations in the communities where we operate. **In the last three years, Vivara has invested around R\$ 5 million in projects and organizations through incentive laws**. In 2019, this investment was approximately R\$ 2.5 million.

LIFE FOR GOOD AND 'PALAVRAS PRECIOSAS'

In 2019, the Life By Vivara brand launched the Life For Good initiative, with the aim of supporting relevant social causes. The first project included in the program was 'Serendipidade', which works to assist people with intellectual disabilities and their families.

Part of the money from sales of the pieces in the collection was donated directly to support the 'Laços' project, created by 'Serendipidade' program, whose focus is to assist the parents of children with Down's syndrome. The

IN JUST THREE MONTHS, THE SPECIAL COLLECTIONS LIFE FOR GOOD AND 'PALAVRAS PRECIOSAS' GENERATED MORE THAN R\$ 78 THOUSAND IN DONATIONS TO PARTNER INSTITUTIONS.

support consists of listening to families, assisting and sharing practical and emotional experiences related to parenting a child with disability.

In addition, in partnership with the publisher MOL, the largest publisher of social impact in the world, Vivara launched the 'Palavras Preciosas' collection, which brings three customizable books to fill in, give as gifts and enchant. The income from each book sold is entirely donated to the NGO Make-A-Wish Brazil, which makes the dream of children and young people with serious illnesses come true.

Sales of the two collections began in October 2019 and generated more than R\$ 78 thousand in donations over the year.



transparency and communication

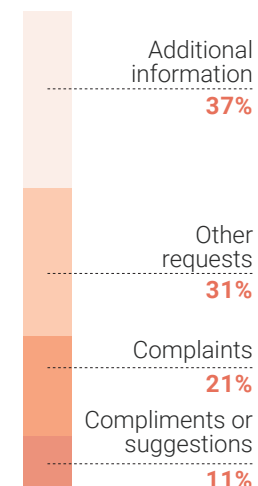
GRI 102-5: 416-2

AT VIVARA, WE VALUE RELATIONSHIPS BASED ON **ETHICS, TRANSPARENCY AND CONSTANT DIALOGUE**. WE WANT TO BE A BENCHMARK IN THE MANAGEMENT OF OUR CHAIN, ADDING SUSTAINABLE ATTRIBUTES TO THE PRODUCTS THAT REACH OUR CONSUMERS. WE SEEK TO BE THE MOST REMEMBERED BRAND NOT ONLY FOR QUALITY, BUT FOR THE VALUE WE CREATE IN EACH CHAIN LINK OF PRODUCTION, LOGISTICS AND SALE OF OUR PIECES.

RA 1000

SERVICE CHANNELS

E-mail
Phone
Social Media
Website
'Reclame Aqui'
(Website)



COSTUMERS

Our customers come to us to celebrate occasions and to create lasting memories. We deliver gifts that involve memory, history and loving relationships. This is what Vivara proposes to offer its consumers, working tirelessly in search of references and trends so that this experience becomes unique.

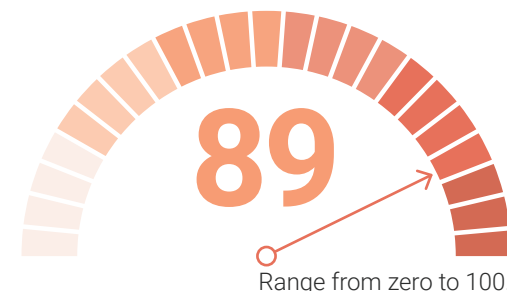
In 2019, we received approximately 160 thousand calls through our call center, e-mails, messages on the website and interactions on our social networks. The reasons for this interaction can be seen in the infographic on the left.

Through the website 'Reclame Aqui', we answered 6 thousand requests in 2019. Our concern with this channel resulted in Vivara being recognized with the **RA 1000** seal, which highlights companies that have excellent service levels.

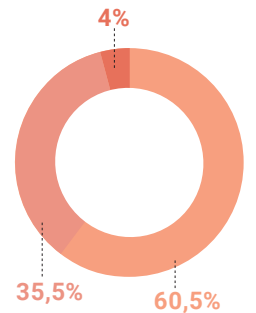
SALES CHANNELS

Our salespeople, the main points of contact with customers, represent all the care and love that Vivara invests in its products. The same attention that we devote to the preparation of these professionals is directed to understanding the most recent consumption habits of the Brazilian population. The new concerns and demands of consumers have driven us to incorpo-

OUR COMMITMENT TO SERVING OUR CUSTOMERS IS REFLECTED IN THE NPS (NET PROMOTER SCORE).



SHAREHOLDING COMPOSITION

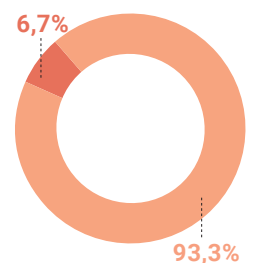


CONTROLLING SHAREHOLDERS

LEGAL ENTITY

INDIVIDUAL

BY REGION



BRAZIL

FOREIGN



IN 2019, SALES THROUGH E-COMMERCE INCREASED 20.6%

rate different formats and channels, to strengthen the relationship with this audience.

In 2019, we expanded and solidified our omnichannel approach. Through our e-commerce, consumers can choose from exclusive products from this channel and receive their order at home or pick it up at one of our points of sale. In stores, it is already possible to choose the personalized service of our salespeople or the convenience of purchasing via tablet. The customer can also choose to take the piece promptly or order to deliver it to any address of his/her choice.

In 2019, **e-commerce** sales increased **20.6%** compared to the previous year and **online sales** were **7.1%** of the total sold by Vivara in the year.

INVESTORS AND PRESS

Vivara is committed to transparency, fairness, accountability and corporate responsibility. We work for constant improvement of best management practices, seeking to level the knowledge and protect our investors.

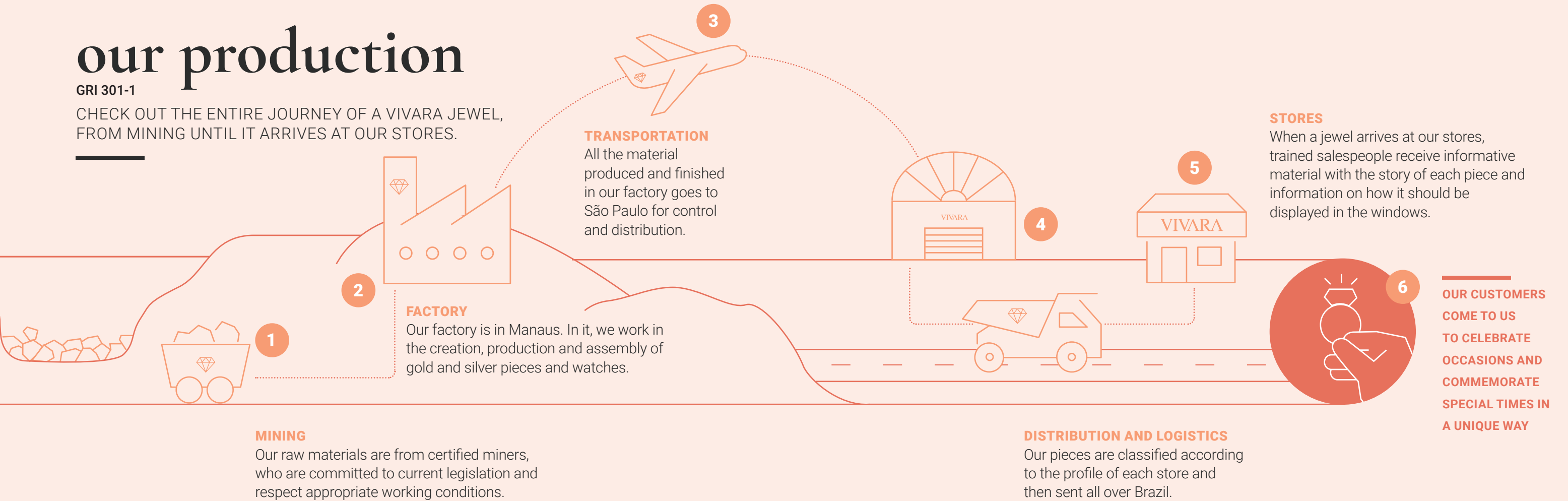
Internally, we have a unit responsible for direct relationships with shareholders. This team carries out statutory processes and ensures that Vivara acts in accordance with the requirements of a publicly traded company.

We have also established a unit dedicated to relations with the press. All requests for data and interviews are evaluated by our teams, so that we can guarantee agile and transparent responses to journalists.

our production

GRI 301-1

CHECK OUT THE ENTIRE JOURNEY OF A VIVARA JEWEL, FROM MINING UNTIL IT ARRIVES AT OUR STORES.



SILVER

Our precious metals chain is also carefully monitored. All the silver used in our pieces is certified by the Responsible Minerals Initiative. The organization offers companies tools and resources for making decisions based on ethical standards, compliance and shared responsibility. As a result, it is possible to minimize social and environmental impacts in the chain.

GOLD

The gold used in our jewelry comes from a Brazilian mine located in Minas Gerais. Our supplier, in addition to agreeing with our supplier code of conduct, also has LBMA certification, a global authority that sets standards for the extraction and treatment of metals.

COLORED GEMSTONES

What makes colored gemstones attractive is their variety, rarity and individuality. Around the world, in more than 40 countries, mining and trading these stones is a cultural tradition. The production process is highly segmented and most of the gemstones come from small-scale artisanal mines.

For this reason, we use strict supply protocols. We require that our suppliers also comply with the Vivara code of conduct and policies. We work continuously to encourage the improvement of standards and the traceability of these materials.

diamond chain

GRI 301-1

Vivara is seriously committed to the diamond supply chain. We maintain a high standard of approval from suppliers, requiring these partners to follow the strictest standards in relation to environmental protection and respect for human rights.

Our diamonds come from different regions of the world and their cutting takes place entirely in India. There, the pieces are cut in different sizes and formats, following the Vivara criteria for use in our jewelry. After cutting, they are sent to our unit in Manaus, where they undergo the transformation process.

KIMBERLEY PROCESS

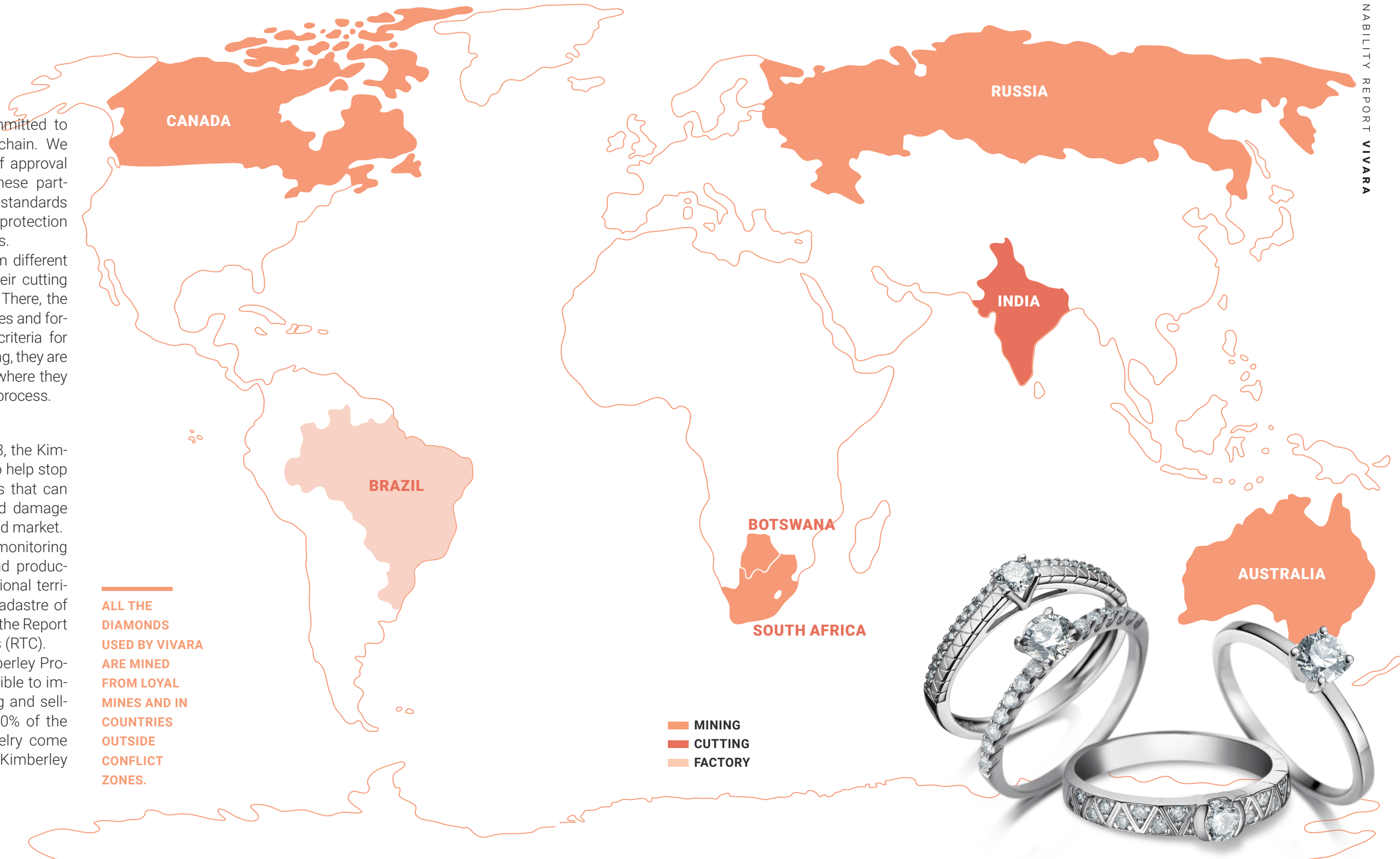
Since it was created in 2003, the Kimberley Process has aimed to help stop the flow of illegal diamonds that can finance armed conflicts and damage the legitimate rough diamond market.

This process works by monitoring and controlling all trade and production of diamonds in the national territory through the National Cadastre of Diamond Trade (CNCD) and the Report of Commercial Transactions (RTC).

We believe that the Kimberley Process rules will make it possible to improve the market for buying and selling this precious stone. 100% of the diamonds used in our jewelry come from mines certified by the Kimberley Process.

ALL THE DIAMONDS USED BY VIVARA ARE MINED FROM LOYAL MINES AND IN COUNTRIES OUTSIDE CONFLICT ZONES.

MINING
CUTTING
FACTORY



our planet

GRI 302-3: 303-5

MINIMIZING ENVIRONMENTAL IMPACT

In 2019, Vivara produced 2.6 million pieces. To reach this volume, we consciously and sustainably use a series of natural resources. Throughout our production chain, from mining to finishing our products, we have processes and initiatives to minimize the impact and preserve the environment. We understand that the resources available on the planet are finite and, therefore, we have adopted a series of initiatives for the use and reuse of materials.

The manufacture of our jewelry does not generate any type of effluent. Our production areas are equipped to allow the retention of any residues from the process, including powdered metal. All the water used is directed towards treatment, to allow the extraction of waste, its purification and subsequent. In 2019, our factory in Manaus underwent modernization and 60% of the lamps were replaced by LED lamps.

FACTORY CONSUMPTION IN 2019:

ENERGY
0.36 KW/H
per unit produced.

WATER
0.18 M³
of water per unit produced.

mining and responsible production

GRI 308-1

The excellence of Vivara and its products begins with obtaining raw materials. We have a rigorous and careful view of the entire chain, aligning our growth model with our sustainability priorities. We believe that Vivara and its partners should work closely with other business leaders, civil society and the government to set rigorous process standards.

For Vivara, responsible mining involves transparency and dialogue between all parties involved, ranging from the companies that mine the materials to the communities adjacent to the mines. We want our customers to be clear that the jewelry they buy reflects our purpose as a company that cares about tomorrow.

We purchase products only from certified miners, who are committed to current legislation and respect appropriate working conditions. We closely monitor compliance with the rules established in our supplier code of conduct and make decisions based on these principles.

We manufacture approximately 80% of Vivara pieces internally, at the Manaus unit. For products made outside our facilities, we have established a network of high standard suppliers. They have close and constant monitoring to ensure that they follow the necessary environmental and social responsibility standards. Vivara is also responsible for sending the raw material that will be used in the brand's jewelry to this chain of partners, thus ensuring the **traceability of all the inputs used.**

JEWELRY MANUFACTURING

RAW GOLD

Our gold comes from a controlled and responsible mine.

RECYCLED GOLD

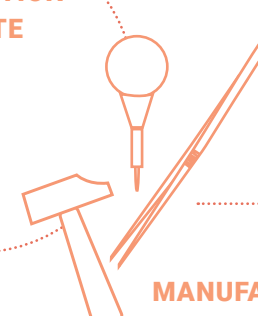
PRODUCTION WASTE



MINING



CASTING



MANUFACTURING



OUR JEWELRY

The manufacture of our jewelry does not generate any type of effluent and our flow does not generate waste, minimizing environmental impacts.

OUR POSITION ON MINING AND MINERAL EXPLORATION IN AREAS OF ENVIRONMENTAL PRESERVATION

GRI 308-1

VIVARA'S BUSINESS DEPENDS ON FAIR AND ETHICAL MINING. WE RECOGNIZE OUR LEADING ROLE IN DEFENDING STRICT STANDARDS AND BEST PRACTICES THROUGHOUT THE CHAIN, COOPERATING WITH OTHER STAKEHOLDERS TO PREVENT THE DEGRADATION OF PROTECTED AND ENVIRONMENTAL PRESERVATION AREAS.

WE RATIFY OUR EFFORTS BY BECOMING MEMBERS OF THE INITIATIVE FOR RESPONSIBLE MINING ASSURANCE (IRMA), DEEPENING THE DIALOGUE AND ADOPTING STANDARDS TO MINIMIZE SOCIAL AND ENVIRONMENTAL IMPACTS.

WE HAVE ESTABLISHED STRICT POLICIES AND CODES THAT GUIDE OUR RELATIONSHIP WITH SUPPLIERS AND OTHER PARTNERS. THIS PROCEDURE AIMS TO ENSURE THAT, IN OUR NETWORK, WE WORK WITH COMPANIES WITH THE SAME VALUES, COMMITMENT AND RESPECT FOR HUMAN RIGHTS.

WE CONTINUE TO SUPPORT A COMPREHENSIVE INITIATIVE BY INSTITUTIONS, ORGANIZATIONS AND COALITIONS AGAINST ILLEGAL ACTIVITIES IN THE AMAZON REGION, AND HERE WE REAFFIRM OUR COMMITMENT TO THAT END.

INITIATIVE FOR RESPONSIBLE MINING ASSURANCE (IRMA)

By becoming a member of the Initiative for Responsible Mining Assurance (IRMA), Vivara has joined a global community involving mining companies, industries, sectoral entities, NGOs and civil society actors to promote best practices, sign commitments and promote shared responsibility in the chain.

In this way, we contribute to the decision-making process on a large scale, always through consensus with the other stakeholders.

The IRMA standard defines a series of auditable criteria to the establishment and certification of responsible mines. These factors include business integrity, from compliance practices to human rights, environmental and social impact, fair conditions, health and safety at work, in addition to the management of natural resources and waste.



WE ARE PROUD TO BE THE
FIRST BRAZILIAN COMPANY
AND THE ONLY JEWELRY
STORE IN LATIN AMERICA
TO BE PART OF THIS
IMPORTANT INITIATIVE.

Vivara's look at the future

SINCE OUR COMPANY WAS FOUNDED, WE HAVE CHALLENGED OURSELVES, DAY AFTER DAY, TO BE BETTER - FOR OUR EMPLOYEES, FOR OUR PARTNERS AND FOR OUR COMMUNITIES. WE HAVE TAKEN IMPORTANT STEPS, BUT WE RECOGNIZE THAT THE PATH TOWARDS SUSTAINABLE DEVELOPMENT IS JUST BEGINNING. WE BELIEVE THAT IT IS POSSIBLE TO GROW WHILE PRESERVING THE ENVIRONMENT, RESPECTING LAWS AND POLICIES AND ENCOURAGING DECENT WORKING CONDITIONS, INSIDE AND OUTSIDE OUR COMPANY.

WE WANT OUR CUSTOMERS TO KNOW THAT ALL VIVARA'S PRODUCTS HAVE A HISTORY. AND THAT, THROUGHOUT ITS HISTORY, EACH PIECE WE PRODUCE GENERATES POSITIVE IMPACTS. FROM OBTAINING A NUGGET OR A ROUGH DIAMOND ALL THE WAY TO ITS ARRIVAL IN THE SKILLED HANDS OF GOLDSMITHS, WHO PROVIDES A UNIQUE TRANSFORMATION. A TRANSFORMATION THAT WAS THOUGHT THROUGH WITH CARE AND LOVE, AND EVERY STEP OF THE JOURNEY, THROUGH THE SKIES AND ON THE ROADS, WAS STUDIED IN ORDER TO MINIMIZE NEGATIVE IMPACTS ON THE ENVIRONMENT AND PEOPLE.

WE HAVE INCLUDED IN THESE PAGES OUR EFFORTS TO IMPROVE OURSELVES AND OUR COMMITMENT TO CONSOLIDATE OURSELVES AS A BENCHMARK FOR OTHER JEWELRY STORES. WE LOOK TO THE FUTURE WITH RESPONSIBILITY, SEEKING TO INNOVATE, IDENTIFY CHANGES IN CONSUMPTION AND UNDERSTAND MAJOR TRENDS. WE BELIEVE THAT THIS WILL ENABLE US TO CONTRIBUTE SO THAT THE DEMANDS OF THE NEXT GENERATIONS ARE MET WITH THE NECESSARY RESOURCES, RESPECT AND BETTER LIVING CONDITIONS.

WE NEED TO THINK AND ACT TOGETHER. HELPING, COOPERATING AND DISSEMINATING KNOWLEDGE. HAVING A SUPPORT NETWORK IN OUR PARTNERS, A FOCUS TO BE TIRELESSLY PURSUED ON OUR CUSTOMERS, AND AN INCORRUPTIBLE FOUNDATION ON VIVARA'S VALUES.

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EDITORIAL DESIGN,
GRAPHIC AND LAYOUT
Edelman Brasil

MATERIALITY AND
GRI CONSULTING
WE Sustentabilidade

VIVARA

