



VIVOBAREFOOT

UNFINISHED BUSINESS

INTEGRATED ANNUAL REPORT 2023/2024

Certified



Corporation





CONTENTS

03 Foreword

10 **REGENERATIVE BUSINESS**

16 Financial statements

18 Strategic report

30 **REGENERATIVE PRODUCT**

67 **REGENERATIVE COMMUNITY**

89 **APPENDIX**

90 Directors' responsibilities statement

91 Directors' report

92 Independent auditor's report

94 Notes to the financial statements

101 ReFrame

107 SECR energy and carbon reporting



BOARD

- W Haitink | Chair
- J Sung | NED
- I Thambiah | NED
- Y Wang | NED
- G Clark | Ecosystem
- A Clark | Design & Biome
- J Collins | Finance
- C Pumford | Observer | Regeneration
- N Mercer | Co. Secretary

ROUNDTABLE

- Z Bayliss Wong | Transformation
- A Clark | Design & Biome
- B Clark | Impact
- G Clark | Ecosystem
- J Collins | Finance
- S Irwin | Commercial
- N Mercer | Co. Secretary
- A Moxon | People
- H Robertson | Category

REGISTERED NUMBER:

03474829

REGISTERED OFFICE:

28 Britton Street, London, EC1M 5UE

INDEPENDENT AUDITOR:

Blick Rothenberg Audit LLP,
Chartered Accountants & Statutory Auditor
16 Great Queen Street, Covent Garden,
London, WC2B 5AH

INTEGRATED REPORT CREATIVE TEAM:

- H Knight | Design
- L Langdon | Copywriting

BANKING PARTNER:

HSBC UK Bank PLC, Harry Weston Road,
Binley, Coventry, CV3 2SH

COVER ART:

Formbark

FOREWORD

We asked Christabel Rose Reed, Co-Founder of Earthed, to write this year's foreword in partnership with Galahad Clark, Vivobarefoot's Co-Founder and Chief Ecosystem Lead.

Earthed.co is a digital platform providing access to practical climate courses that emphasise action over just awareness. (See more on page 27)

CHRISTABEL It is a great joy and privilege to write this foreword for Vivobarefoot's annual report, reflecting on their profound commitment to transforming the footwear industry, unlocking human potential, and regenerating our connection to ourselves and the natural world.

What shines through in this report is Vivobarefoot's authenticity and the impressive progress they make year after year. In a world where impact and sustainability can often feel like box-ticking exercises, it's exhilarating to witness Vivo's multidimensional approach, from concept to delivery.

I come to this report not only as a happy, Vivo-wearing customer, but as one of the many beneficiaries of their radical support. Vivobarefoot was the first company to become a Founding Partner for Earthed—the open-access platform I co-founded with my sister Ruby Reed and dear friend Cara Delevingne. Vivo's partnership came when Earthed was still just an idea, and their generosity has played a pivotal role in making the thriving platform what it is today.

GALAHAD First of all, big thanks to Christabel for dueting this foreword. Her and her sister Ruby are leaders in the regenerative space, and the platforms they've created, both Earthed and Advaya, are truly great examples of bringing regenerative thinking and action to life.

My part of this foreword was done in conversation with Sophie (the brilliant lead behind Unfinished Business) on a beautiful September afternoon literally by the cabbage patch in our new nature home at Barley Wood (near Bristol).

Vivo and Earthed have a shared mission to put nature back at the top of the hierarchy, and be part of a great movement of people and organisations practically helping us realign with nature in the 21st Century.

That's exactly what we're trying to do at Vivobarefoot: offer practical routes to regeneration. In our case, it starts with the feet: being able to feel the earth (move under our feet).

CHRISTABEL The seeds for Earthed were planted during the COVID lockdowns when memes declaring "humans are the virus" dominated social media. Ruby and I felt strongly that while systems and stories can drive destruction, humans have the potential to regenerate, as they have done for millennia. This knowledge, however, is at risk of disappearing.

Our mission became clear: to create a platform that equips people with practical skills to restore ecosystems, from harvesting rainwater and planting for pollinators to growing food and restoring rivers.

CONT>



Dulma Clark, Vivo's PR & Events Lead speaking at Earthed Summit 2023

We aim to transform awareness into action, turning anxiety and apathy into a mass movement for nature restoration.

GALAHAD “Big Shoe” has been literally deforming and weakening people’s feet, while putting thick padding between ourselves and the earth. These shoes are made from materials and in ways that are as damaging to the planet as they are to human health.

For millennia, shoes were just basic foot coverings. Our Homo sapien ancestors were tool makers, and made footwear to protect our sensitive, feeling feet. This started with antelope sandals in the Kalahari that enabled us to run and hunt for hours on end across the hot plains, strewn with camel thorns.

Then, when humans began the big pilgrimage out of Africa, we made shoes wherever we went: buffalo sandals in the sub-continent, while the first peoples of Europe and America made moccasins from elk, bison and deer. In the Arctic, the Sami people made their moccasins out of reindeer skins. The coastal folk of Canada and Japan made fish skin moccasins, and so on. All perfect barefootwear. Back then, healthy, natural movement into old age was not an option, it was a matter of life and death. We are privileged to learn from a lot of these original cobblers.

In many ways, all Vivobarefoot is trying to do is get back to making shoes the same way humans did for millennia. Shoes that allow our feet and movement to be natural, and that literally reconnect us to the earth and our natural health.

CHRISTABEL At Earthed, we are dedicated to making natural health and environmental stewardship accessible to all. We believe in the critical role of Traditional Ecological Knowledge, both for unlocking human potential and for healing the damage we’ve done to our ecosystems. Our platform offers hands-on education in regenerative practices, agroecology, and permaculture—tangible solutions for

individuals and communities seeking to engage with environmental challenges and co-create a sustainable future.

Vivobarefoot’s unwavering support has been instrumental in our success. Their guidance, funding, and friendship have helped Earthed grow and expand its reach. Vivo understands that businesses can play a unique role—not only in minimising harm but in actively contributing to the regeneration of ecosystems and communities.

“Ruby and I felt strongly that while systems and stories can drive destruction, humans have the potential to regenerate, as they have done for millennia.”

— CHRISTABEL

As we move forward, I am excited to continue building this movement, inspired by the profound connection between people, nature, and meaningful action. While the challenges we face as a global community may seem overwhelming, I firmly believe that we can all take part in creating regenerative futures. It’s time to roll up our sleeves, get outside, get barefoot, and start restoring our local environments. Don’t wait for others—turn your vision into reality through hands-on - and barefoot - action.

GALAHAD Subtractive business is the norm these days – especially for “Big Shoe”. That means unsustainable materials made on long Asian supply chains that end up in discount warehouses before finding their way to landfill. Vivobarefoot is still party to some of these subtractive practices. However, although we’re far from perfect, we are on a regenerative mission component by component, shoe by shoe, foot by foot...

Regenerative business goes beyond just being green (less bad), or sustainable (net neutral), or even restorative (net positive), to truly aligning with natural systems. The notion that humans need to ‘save nature’ is bogus. The only way humans will save themselves is by realising that we are part of nature. I know we share this core belief with Earthed.

CHRISTABEL Vivobarefoot’s dedication to this cause stands as a model for what is possible. To those reading this report, I encourage you to explore how you can get involved in Earthed—whether by joining our platform, supporting our work, or aligning your business with our mission. Together, we can build a world where humans and nature thrive in harmony.

GALAHAD We’re happy to share the next iteration of Unfinished Business - and business has never felt more ‘unfinished’.

The world makes more than 24 billion pairs of shoes every year (and growing) in an unsustainable global free trade muddle, so it’s fair to say I’m unlikely to see a sustainable (net neutral) shoe industry in my lifetime.

We ourselves still have so far to go, but we’re determined to stick at it. And with the amazing leadership from Christabel, Ruby and a rising tide of countless other inspirational regenerative leaders, we’ll give it our best shot.

We hope you enjoy reading this next chapter on the steps we’re taking on our journey back to making footwear person-by-person, foot-by-foot, from local sustainable materials just as all our ancestors did, albeit with a little help from modern technology this time around.

Happy reading.

“We want to bring people back to wearing shoes that allow our feet to be natural and help us literally feel our connection to the earth.”

— GALAHAD





NON EXECUTIVE DIRECTORS' FOREWORD



This is Willem

We asked Indira and Willem, two of our Non-Executive Directors, to reflect on the last year, Vivo's place in the world, and what the future holds for footwear.

Q/ WHAT ARE YOUR ROLES AND WHY DO YOU WORK WITH VIVOBAREFOOT?

INDIRA: Vivo is an exciting, innovative company, making an incredible product that enables us to get as close as we can to nature. It is a huge honour to be part of this. I chair our audit committee, which means I focus on risks as well as making sure that our finances are as regenerative as our shoes.

WILLEM: Vivo is the perfect storm of combining my passion for nature and living an active, healthy life with what I like to do professionally. As chair it is my pleasure to lead and chair the board, provide strategic direction, financial oversight and represent all Vivo stakeholders.

Q/ DO YOU PRACTISE ANY OF THE NINE PRINCIPLES OF NATURAL HEALTH?

WILLEM: Before joining Vivo, natural health meant being active, eating well, sleeping well, strong social connections and enjoying the outdoors. Vivo brought it all together in a more holistic way, adding breathing, intermittent fasting and probably a deeper, more profound connection with nature.

INDIRA: Some more than others. I have always been an early riser, filling as much of my waking time with light. I walk everywhere, and do at least an hour or so of movement work every

day. I love cooking healthy food from scratch, ideally with produce from the wonderful gardens at our nature home in Barley Wood. The detox isn't going so well – but I am actively working on the hot and cold challenge.

Q/ WHAT MAKES VIVOBAREFOOT DIFFERENT FROM OTHER FOOTWEAR COMPANIES AND/OR BCORPS?

WILLEM: Having worked in footwear and apparel for over 20 years I can confidently say that Vivo is an original. There are not many other brands that practise what they preach like Vivo does, authentically connecting people to nature.

Within the B Corp community, Vivo sets a standard for others to follow. There are many brands trying to catch-up or transform, but Vivo's mission has been true and clear from the very start.

Q/ IS VIVOBAREFOOT A LEADER? WHAT KIND OF LEADER?

INDIRA: We believe it is worth trying to walk the best path you can, even if the journey never ends. That's why this report is called Unfinished Business. We set our sights a long way away and head towards it.

WILLEM: Without a doubt, Vivo is a trailblazer in barefoot footwear and the way that we interact with nature. There are still so many people who would embrace the lifestyle but are simply unaware of the brand and its benefits. I was one of them and it's a personal mission to bring many more on the journey.

CONT>

**Q/ WHAT ARE VIVO'S GREATEST STRENGTHS?**

INDIRA: We have grown so fast, and continually enter new markets. Every week feels like a new business. Our ability to constantly change and evolve while keeping our feet firmly on the ground is one of our greatest strengths.

WILLEM: Some very powerful principles and a firm belief that nature always has the right answers.

Q/ WHICH AREA OF THE BUSINESS MAKES YOU FEEL MOST UNCOMFORTABLE?

WILLEM: Areas where the mission gets compromised, especially as we are growing up. How do we stay true to the cause as we scale the brand and grow the company? How do we avoid taking shortcuts and how can we stay true to our original principles with new people coming on board?

INDIRA: The relationships we have, some short, some long, with influencers around the world. There will be something we like and resonate with for each person; but it's difficult to know the whole person or their history or indeed how their views might be seen in the future.

Q/ WHAT DO YOU THINK CUSTOMERS LIKE AND DISLIKE MOST ABOUT VIOBAREFOOT?

INDIRA: They love the comfort of them, the lightness. I think people would like us to have more stores so they can try them on first.

WILLEM: I believe there are some initial concerns that many people need to overcome. How do they fit, will they perform, will I not get injured, do they look good on me, etc.? Truth is, the vast majority of people who really get to experience Vivo footwear will never want to go back.

Q/ WHICH RELATIONSHIPS ARE MOST IMPORTANT OR INFLUENTIAL FOR VIOBAREFOOT?

INDIRA: The most important relationship we have is with our customer. They and their feet come in lots of shapes and sizes. Understanding what they need and providing them with that at an affordable price is a primary goal.

I think the relationship that influences us the most is nature. We are happiest in it, always go back to it when we feel unsettled as a company and it always, always restores and regenerates.

Q/ WHAT MOST IMPRESSED YOU FROM THE FINANCIAL YEAR '23/24?

WILLEM: Resilience. The ability to adjust and bounce back when business was tough halfway through the year. The team rallied together and delivered a strong finish.

INDIRA: Our finance and logistics team. We took on new investment this year, and welcomed new investors to the company. This is always a huge amount of work for the finance team, but they also managed to open a warehouse in the US and get their day jobs done. Pretty impressive.

Q/ WHICH AREA OF THE BUSINESS ARE YOU MOST EXCITED ABOUT FOR '24/25? AND BEYOND?

INDIRA: VivoBiome and VivoHealth. The ability to make a barefoot shoe that fits your feet perfectly is just so exciting. And if we can help people to make the best of their feet – to use their bodies and minds in the best possible way then even better.

WILLEM: Innovation in general, whether that's our journey towards circular footwear, strengthening the current product families or further advancing VivoBiome's scan-to-print-to-soil future. Vivo can fundamentally change the way footwear is being made and move away from the degenerative past.

Q/ WHAT SURPRISES DOES THE NEXT FIVE YEARS HOLD FOR VIOBAREFOOT?

INDIRA: We live in a globally connected and volatile environment. Anything could happen and probably will. We need to be strong, resilient and continue to show up everyday and make the world a better place, one barefoot step at a time.

WILLEM: I think we may ultimately surprise ourselves. We are still a young company and a challenger brand, and the early years are always the hardest. Last year, for the first time, we sold over one million pairs. We're in a unique position to be a catalyst for positive change. It's all to play for.

Q/ WHERE DO YOU THINK THE FOOTWEAR INDUSTRY NEEDS TO GET TO BY 2030?

INDIRA: 2030 is pretty close. If we can get most people to wear shoes that help them to be healthier and sustain fewer injuries, most of the time, we would have a much more productive planet. If we can make those shoes with as little impact on the planet as possible, even better.

WILLEM: A wise person once said, "the best way to predict the future is to create it."

The footwear industry is enormous and is a massive polluter. Drastic action will be needed to change the toxic habits of the past. This means reinventing everything, from the way that shoes are made, to materials, supply chains, lean manufacturing, 3D printing, repair, re-use and so on. Vivo today is just a small cog in a large machine, but one that can make a profound difference, leading the industry to a more regenerative and healthy future.

In summary, the footwear industry should pay attention – the future is barefoot!

“We believe it is worth trying to walk the best path you can, even if the journey never ends. That's why this report is called **Unfinished Business. We set our sights a long way away and head towards it.”**

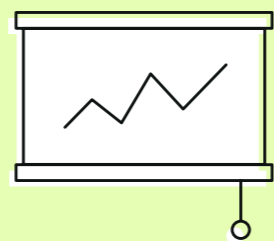
— INDIRA, NON EXECUTIVE DIRECTOR





PIONEER LAUNCH OF VIVOBIOIME

An oversubscribed pioneer launch programme saw VivoBiome take its biggest step yet towards creating a new system for footwear.



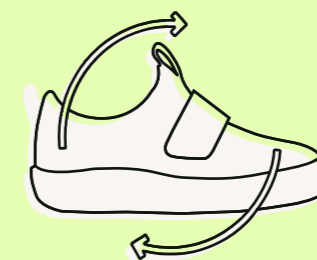
SHARING OUR LEARNING

We were chosen as a case study to feature in AXA Climate's Butterfly School regenerative business course.



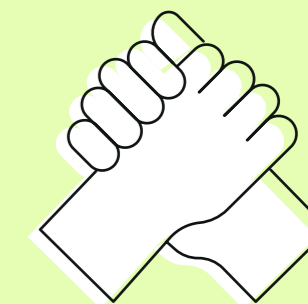
REMOVING PLASTIC

We removed the plastic membrane from our leather Tracker boots to make them more natural without sacrificing performance.



MORE REPAIRS

We've seen a big increase in the number of repairs made this year by our partners at the Boot Repair Company.



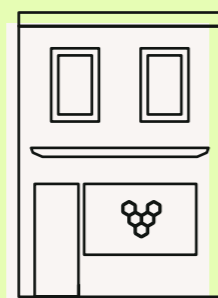
COOL PARTNERSHIPS

Amazing new collaborations, including with John John Florence, Timbaland and Commune, a US-based wellness education platform.



WEATHERING THE STORM

It's been a turbulent year but we've continued on our regenerative journey, becoming more professional and building resilience in an increasingly chaotic world.

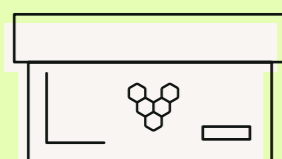


NEW HOMES

We're settling into our new nature home at Barley Wood, just outside Bristol. And it's all change with our new office and retail home in London.

CHAMPAGNE MOMENTS

2023 - 2024



US WAREHOUSE LAUNCH

An incredibly smooth launch of our US warehouse - which reduced lead times for our US customers.



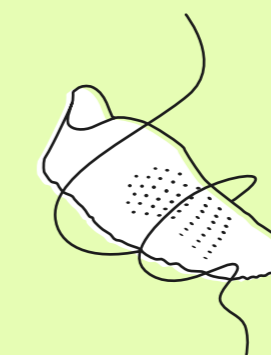
STRONG GROWTH

We had our best year ever in revenue and sales, with over a million pairs of Vivos sold.



VMATRIX UPGRADE

We made major improvements to our footwear sustainability scoring methodology.



PARTNERSHIP WITH BALENA

Our partnership with materials innovators Balena means we can make VivoBiomes from natural ingredients in the future.



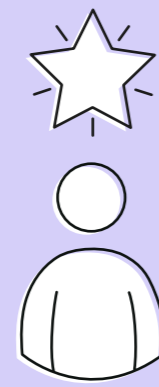
AMAZING NEW FOOTWEAR

Introducing the Gobi Sneaker Premium with its 98% natural materials, the Sensus with its ancestral lineage, the Pilgrim with its grounding technology, and the Jungle with its category-defining innovation.



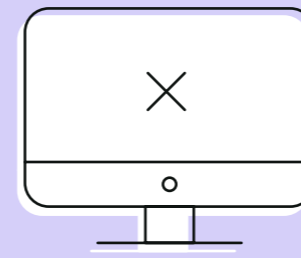
HAPPY RETURNS

We launched Happy Returns in the US. Which means easier footwear dropoffs and faster refunds.



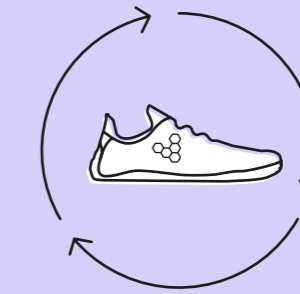
PROFESSIONAL DEVELOPMENT

We need to support more of our people to use their professional development budget. Some forget it's there to use; some don't feel they can fit it in around a busy workload.



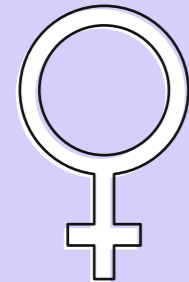
WORLD WIDE WEB PROBLEMS

We were plagued by serious website problems last year, including cyber attacks and code leaks, that impacted our bottom line and customer experience.



NONE OF OUR FOOTWEAR IS FULLY RECYCLABLE

We thought we'd made a 100% polyester upper that could be chemically recycled, but turns out we haven't. Yet.

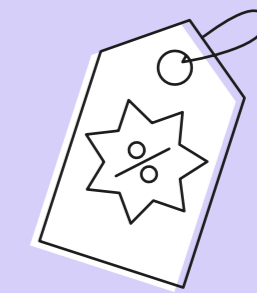


MORE FOR WOMEN

Our women's mix percentage went backwards, and we missed a few key opportunities (like not having a women's design ready for the John John Florence campaign launch).

FANTASTIC FAILURES

2023 - 2024



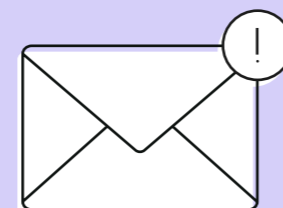
BLACK FRIDAY

We ran a campaign to promote buying refurbished footwear but our approach, which focused on 'what would Mother Nature want?' hit the wrong note with our customers. We took the feedback on board.



ECOMM ISSUES

We had to increase our prices in FY 23/24, but we went too quickly on some key styles. This, combined with some unlucky forecasting, meant we were overstocked. We also reduced the value of promo codes, which didn't help. We ran sales to shift the stock, which we don't like doing.



BARLEY WOOD TRANSITION

We should've better communicated our transition from Springwood to Barley Wood. There wasn't enough information available at the right time.



MORE CELEBRATING

It's been a tough year but we've had lots of wins. We probably should've celebrated them more loudly and for longer.



OUR NON-LEATHER BOOT FAILED WHILE SUCCEEDING

We paused sales of our first ever waterproof non-leather walking boot because of a high failure rate, even though it was one of our best sellers ever.



OUR VISION TO RECONNECT PEOPLE INTO THE NATURAL WORLD AND THEIR NATURAL POTENTIAL.

We have three pillars to help us become a regenerative business:

REGENERATIVE BUSINESS

You have to be in business to prove it can be done better.

So we want to build a healthy, profitable, fiercely independent business that delivers a net positive impact on people and planet.

REGENERATIVE PRODUCT

Our products need to give back more than they take away.

So we will develop products that are regenerative to feet, human movement and planetary health.

REGENERATIVE COMMUNITY

Change starts with a shift in collective consciousness.

So we must bring people closer to nature and their natural potential, through education, engagement and healthy connections.





01

REGENERATIVE BUSINESS

You have to be in business to prove it can be done better, so we're building a profitable business that creates more good than harm.

- 11 Metrics
- 13 Financial update
- 16 Financial statements
- 18 Strategic report
- 20 Our ecosystem
- 21 More in store
- 22 Delivering the goods
- 24 Website
- 25 Livebarefoot Fund

CHANGE IS NOT NATURAL NOT EASY



METRICS

We have identified key metrics within each of these pillars. By measuring these metrics - and working hard to improve our performance - we will continue moving towards achieving our vision.

METRIC	DEFINITION	2023/2024	2022/2023	2021/2022
REGENERATIVE BUSINESS Generate profit whilst having a net positive impact on social and environmental health				
B CORP	Certification assessed through 200+ questions, with a minimum score of 80.	119.3	120	113
REVENUE	Total income from distributors, e-commerce, marketplace, wholesale, ReVivo and Neal Street customers.	£87m	£73m	£50m
E COMMERCE CONTRIBUTION MARGIN	Measures what we make from Vivobarefoot.com after covering all our direct costs.	25.8%	28%	29%
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization. Our operating profit as a % of revenue.	-0.7%	2.0%	0.9%
FREE CASH FLOW	Cash generated from normal operations before any funds received or paid to investors.	-£1.6m	£3m	-£0.9m
REGENERATIVE PRODUCT Be regenerative to feet, human movement and planetary health				
REVIVO REPAIRS	Number of Vivos repaired or refurbished.	62.3k	41.3k	32.9k
PRODUCT VMATRIX	YOY average aggregated VMatrix score as a percentage across product range. ¹	55%	50%	47%
TRANSPARENCY OF VALUE CHAIN	The number of mapped value chain partners of Tier 1 + Tier 2 on an annual basis (as a % of total partners by tier).	100% T1 + 2 and 8% T3	100%	50%
VIVOHEALTH SUBSCRIBERS	Total number of users who have: Registered for a course, completed the transition tool, attended a workshop.	107k	63k	23k
VIVOBIOOME PAIRS MADE	The number of pairs of 3D printed shoes made (but not necessarily sold).	2.9k	400	N/A
REGENERATIVE COMMUNITY Bring people closer to nature and their natural potential, through healthy connections				
ACQUISITION EFFICIENCY ²	Customer Lifetime Value to Customer Acquisition Cost ratio.	4.3 : 1	N/A	N/A
CUSTOMER HAPPINESS	Weighted average of NPS scores across multiple customer touchpoints. ³	58	53	69
COMMUNITY SIZE	The combined total number of email subscribers plus number of followers across all social channels.	2.3m	1.8m	1.3m
WOMEN'S MIX	Women's net shoe sales as a percentage of total adults business.	34%	29%	31%
INTERNAL HAPPINESS	Average score for respondents to The Happiness Index questionnaire.	7.7	7.6	8.0

1. We significantly updated our VMatrix methodology this year, so it's not a like-for-like comparison to the previous year. Head to page 49 to find out more.

2. This has replaced 'Retained Customers', which wasn't a great indicator of the quality and value of customers, and how hard we had to work to bring them in to Vivo. Acquisition efficiency holds us accountable for the longevity/quality of our new AND existing customer base.

3. We now take a weighted average of three surveys (relationship, post-purchase, and customer services). Next FY we'll include results from in-store surveys as well.



WHY THESE 15 METRICS?

A key part of navigating change together is making sure we're aligned on our goals and understand what's going on, and why.

Last year, we recognised we needed to put some work into justifying why we picked these 15 metrics out of 100s of possible ones. See the table.

We also started holding quarterly sessions for all team leads and other key decision-makers to touch base and work cohesively to solve problems.

A SMALL BUT IMPORTANT DISCLAIMER

We acknowledge that even if we scored perfectly across all these metrics, we still wouldn't be a truly regenerative business. However, any progress we do make represents another step in the right direction towards fully integrated reporting and regenerative best practice.

REGENERATIVE BUSINESS

B CORP SCORE

We're so much more than a business, and B Corp helps us measure our regeneration journey.

REVENUE

We need to continue to grow our market share to lead industry change.

E COMMERCE CONTRIBUTION MARGIN

Our core efficiency, which dictates how healthy and future proof our business model is.

EBITDA

Actual profit - our ability to fuel and fund our mission.

FREE CASH FLOW

Beyond reported Revenue & Profit, FCF tells us how efficient we are at turning sales into actual cash.

REGENERATIVE PRODUCT

REVIVO REPAIRS

Reducing the impact of our products by keeping our footwear on feet for longer.

PRODUCT VMATRIX

The tool we use to measure our progress towards improving the way we make, sell and recycle our products.

TRANSPARENCY OF VALUE CHAIN

Making good product is not just about what we do, it's also what our partners do. We need visibility, trust and collaboration across our value chain.

VIVOHEALTH SUBSCRIBERS

We're not just selling footwear, we're helping our customer on transformative natural health journeys, which VivoHealth is the driving force behind.

VIVOBIO ME PAIRS MADE

We believe the footwear value chain is broken, and a new system of footwear production is the only way to make truly regenerative footwear.

REGENERATIVE COMMUNITY

ACQUISITION EFFICIENCY

Spend less money selling footwear by attracting higher quality customers who are inspired to keep living barefoot.

CUSTOMER HAPPINESS

Higher NPS scores indicate greater customer loyalty and brand advocacy. Satisfied customers who are willing to promote and recommend Vivobarefoot positively contribute to long-term business growth.

COMMUNITY SIZE

The larger our community, the more people we can inspire and support to live barefoot.

WOMEN'S MIX

Investing in equal balance of Men's & Women's footwear sales, aiming to better represent and match wider customer demographics.

INTERNAL HAPPINESS

We need a company of engaged, mission-aligned people who feel inspired and supported to shape and deliver our vision.

FINANCIAL UPDATE

This financial year has provided many moments of celebration in the advancement of our mission to reconnect humans to the natural world. It has also highlighted the need for Vivo to continue to build our financial and operational resilience in the face of global and local events that are increasing in both frequency and impact.

We recorded another record year in pairs sold and turnover generated with broad-based growth across all regions. We made our largest ever contribution to the Livebarefoot Fund. We took a big step forward in better serving our Vivo community by opening a new US distribution centre in Columbus Ohio, significantly reducing delivery and return lead times in our biggest market. This is also the first step towards extending our ReVivo services to US customers. And we continued to push the boundaries of what's possible through regenerative circular value chains via VivoBiome.

However, our strong top line performance in pairs, turnover, and gross profit did not translate through to bottom line profitability with a reported operating loss of -£1.1m in the year. Whilst just over £1m of this loss is attributable to notional fair value accounting of employee share options, there were other factors which impacted our underlying profitability. In October and November 2023, we experienced significant instability with our website, preventing many customers from completing purchases during our peak autumn boots season. We saw a marked increase in copycat website activity during the same period. As with many other businesses, the closure of the Suez canal in January had a major impact

on our supply chain lead times, stock availability and distribution costs. We also saw around a 20% inflationary cost increase in digital marketing, which impacted acquisition costs within our direct-to-customer (DTC) channel.

Despite the above challenges, the Vivo team and our partners worked exceptionally hard during the year to advance our mission further than ever before.

SUMMARY FINANCIAL PERFORMANCE

This year we sold just under 1.1m pairs of barefoot shoes around the world, up 13% from last year. Whilst this year-on-year volume growth is more modest than previous years, there were significant channel dynamics at play; DTC pairs sold grew by over 40% and now account for 63% of total pairs, whilst B2B pairs declined by 14%, accounting for 37% of total pairs sold. The shift from B2B to D2C was driven mainly by the full year impact of taking the German market in-house in February 2023. We also took the strategic decision to exit certain distribution contracts to reduce some specific credit risk exposure.

Our pairs performance translated to Turnover of £87.2m, up 19% from last year. We delivered earnings before interest, tax, depreciation and share option expenses of £0.4m (FY22/23 £1.5m), reducing to an Operating Loss of (-£1.1m) after depreciation and amortisation (-£0.5m) and fair value share options expenses (-£1m).





Our Ecommerce platforms grew by 38% to £63.2m. 84% of this growth came from our key markets of the US, UK, and Germany.

Revivo, our re-commerce platform saved 53k pairs of shoes from landfill (+28% yoy) whilst generating £4.4m (+31% yoy) in turnover. Our B2B channel delivered £16.8m, down (-£2.3m) vs last year driven by the full year impact of the German market transition and strategic distribution exits referenced above. And finally, our London Retail store continued to deliver remarkable results, growing by 31% to £2.8m in turnover for the year.

The US continues to be both our largest and fastest growing market in absolute terms with revenues of £36.7m, growing 21% year on year and accounting for 42% of our total business. Our home market of the UK grew by 26% to £19.3m. European and Rest of World grew by 12% to £31.2m.

PROFITABILITY

Losses before Interest & Tax were (-£1.1m). This included a material fair valuation charge of (-£1m) in Administration expenses with respect to share options granted to 4 employees in July 2023. This expense has no impact on the net assets of the company with the corresponding entry being a credit to Share Option Reserve on the Balance Sheet. Losses before Tax were (-£1.8m) following interest charges of (-£0.7m). The increase in interest expense is driven by the issue of Convertible Loan Notes in November 2023 (see further detail below).

Administrative expenses increased in absolute terms by £9.9m to £42.7m. Administrative expenses include Warehousing & Distribution, Ecommerce Transactional costs, Digital & Brand Marketing investment, R&D, People,

and General Overheads. We experienced significant inflationary increases in Warehousing & Distribution costs following the Suez canal crisis but some of this was mitigated through savings following the opening of our new US Distribution centre. Digital Marketing costs also rose by circa 20% as experienced throughout the ecommerce industry.

CASH

Cashflow from operating activities was £0.4m driven by Operating Losses (-£1.8m), non-cash share-based payment expense (+£1m), and reduction in stocks (+£1m). We invested £2m in development (mainly the Biome Project) and capital projects during the year and raised £3.8m in the form of Convertible Loan Notes (see detail below), giving a net increase in cash of £4.2m for the year.

FUNDRAISING

As part of our efforts to accelerate the advancement of our mission and provide greater balance sheet resilience, we raised £3.8m of debt finance in the form of Convertible Loan Notes (CLNs) in November 2023. The CLNs were issued to our existing shareholder Stella Investments Overseas Ltd and the Clark Group (no relation to the Clark family). The CLNs mature over 5 years.

In addition, we are delighted to welcome Sofina Group, a family-led investment company, as a new shareholder and partner. Sofina provides businesses with long-term, patient capital and will sit alongside Stella Investments Overseas on the Vivo Board.

Sofina's investment involves the issue of Series A preference shares for £12.3m in primary growth capital and a secondary sale of existing shares worth up to £13m which we expect to close in October 2024. The primary capital will be used to advance our mission in expanding our omni-channel customer offering, creating a seamless digital customer journey, and realising our vision for a truly regenerative, circular value chain.

LOOKING TO THE FUTURE

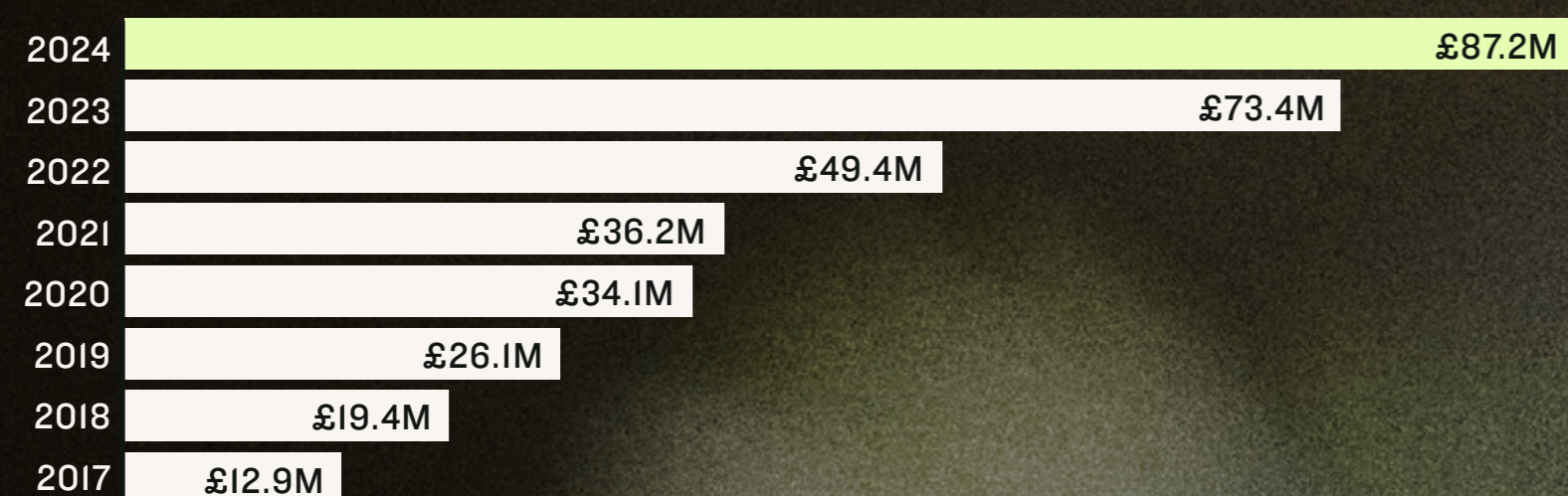
Looking to the future, our mission to reconnect humans to the natural world feels more essential than ever before. Our financial performance this year gives us great confidence in Vivo's future, whilst recognising the importance of delivering stronger underlying profitability. The capital from our fundraising activities this year will support the advancement of our strategic priorities and provide greater resilience in the face of an ever-changing global environment.

I'd like to sincerely thank everyone at Vivo, our customers, and partners for supporting us this year and look forward to many more successful years to come.

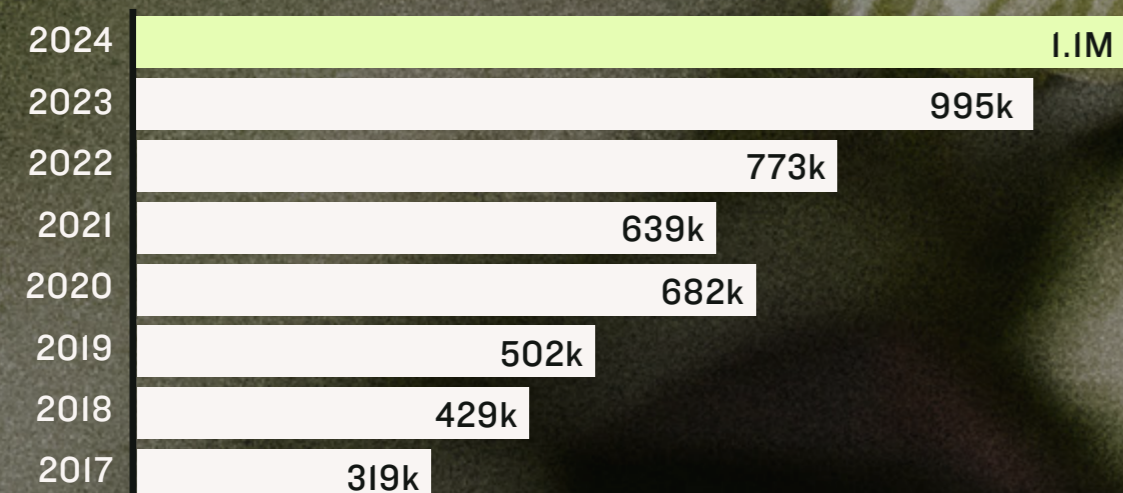
JOHN COLLINS
FINANCE LEAD



SALES VALUE



SALES UNITS



PROFIT BEFORE TAX

AND SHARE OPTION EXPENSE

YEAR	£'000
2024	(810)
2023	722
2022	20
2021	456
2020	895
2019	823

PROFIT AFTER TAX

BUT BEFORE SHARE OPTION EXPENSE

YEAR	£'000
2024	(810)
2023	1,100
2022	391
2021	999
2020	920
2019	958

FINANCIAL STATEMENTS

PROFIT AND LOSS ACCOUNT FOR THE 52 WEEKS ENDED 29 JUNE 2024

	Note	52 weeks ended 29 June 2024	52 weeks ended 1 July 2023
		£	£
Turnover	4	87,191,061	73,391,761
Cost of sales		(45,585,512)	(39,648,880)
Gross Profit		41,605,549	33,742,881
Administrative expenses		(42,728,291)	(32,860,611)
Other operating income	5	3,367	192,370
Operating (loss)/profit	6	(1,119,375)	1,074,640
Interest receivable and similar income	9	4,320	349
Interest payable and similar expenses	10	(708,823)	(352,878)
(Loss)/profit before tax		(1,823,878)	722,111
Tax on (loss)/profit	11	-	355,835
(Loss)/profit for the financial 52 weeks		(1,823,878)	1,077,946

There are no items of other comprehensive income for 2024 or 2023 other than the (loss)/profit for the 52 weeks. As a result, no separate statement of comprehensive income has been presented.

The notes on pages 94-100 form part of these financial statements.

BALANCE SHEET AS AT 29 JUNE 2024

	Note	29 June 2024	1 July 2023
		£	£
Fixed assets			
Intangible assets	12	2,094,395	920,525
Tangible assets	13	834,782	507,007
Investments	14	101	101
		<u>2,929,278</u>	<u>1,427,633</u>
Current assets			
Stocks	15	10,594,151	11,556,429
Debtors: amounts falling due within one year	16	7,026,482	6,094,953
Cash at bank and in hand	17	7,072,666	2,843,040
		<u>24,693,299</u>	<u>20,494,422</u>
Total assets		<u>27,622,577</u>	<u>21,922,055</u>
Capital and reserves			
Called up share capital	21	4,721,238	4,679,423
Share premium account	22	177,292	128,788
Other reserves	22	1,194,231	270,853
Profit and loss account	22	(2,433,695)	(700,101)
Shareholders' funds		3,659,066	4,378,963
Creditors			
Amounts falling due within one year	18	19,831,387	16,899,478
Amounts falling due after more than one year	19	4,132,124	643,614
Total equity and liabilities		<u>27,622,577</u>	<u>21,922,055</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



G J D Clark, Director
Date: 10th October 2024

The notes on pages 94 to 100 form part of these financial statements.

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY FOR THE 52 WEEKS ENDED 29 JUNE 2024

	Called up share capital	Share premium account	Share option reserve	Profit and loss account	Total equity
	£	£	£	£	£
At 1 July 2022	4,595,795	-	421,327	(1,928,521)	3,088,601
Profit for the 52 weeks	-	-	-	1,077,946	1,077,946
Shares issued during the 52 weeks	83,628	128,788	-	-	212,416
Transfer to/from profit and loss account	-	-	(150,474)	150,474	-
At 1 July 2023	4,679,423	128,788	270,853	(700,101)	4,378,963
Loss for the 52 weeks	-	-	-	(1,823,878)	(1,823,878)
Shares issued during the 52 weeks	41,815	48,504	-	-	90,319
Transfer to/from profit and loss account	-	-	(90,284)	90,284	-
Share-based payment expense	-	-	1,013,662	-	1,013,662
At 29 June 2024	4,721,238	177,292	1,194,231	(2,433,695)	3,659,066

The notes on pages 94-100 form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE 52 WEEKS ENDED 29 JUNE 2024

	52 weeks ended 29 June 2024	As restated (note 25) 52 weeks ended 1 July 2023
	£	£
Cash flows from operating activities		
(Loss)/profit for the financial 52 weeks	(1,823,878)	1,077,946
Adjustments for:		
Amortisation of intangible assets	226,667	170,965
Depreciation of tangible assets	275,289	206,658
Interest paid	708,823	352,878
Interest received	(4,320)	(349)
Taxation charge	-	(355,835)
Decrease/(increase) in stocks	962,278	(2,759,079)
(Increase) in debtors	(931,529)	(578,742)
(Decrease)/increase in creditors	(21,946)	5,078,851
Corporation tax received	-	492,262
Share based payment expense	1,013,662	-
Net cash generated from operating activities	405,046	3,685,555
Cash flows from investing activities		
Purchase of intangible fixed assets	(1,400,537)	(466,889)
Purchase of tangible fixed assets	(603,064)	(229,090)
Interest received	4,320	349
Net cash from investing activities	(1,999,281)	(695,630)
Cash flows from financing activities		
Issue of ordinary shares	90,319	90,319
Purchase of debenture loans	3,791,394	-
Repayment of other loans	(230,884)	(83,393)
Movements on trade finance facility	2,881,855	(1,878,284)
Interest paid	(708,823)	(352,878)
Net cash used in financing activities	5,823,861	(2,224,236)
Net increase in cash and cash equivalents	4,229,626	765,689
Cash and cash equivalents at beginning of 52 weeks	2,843,040	2,077,351
Cash and cash equivalents at the end of 52 weeks	7,072,666	2,843,040
Cash and cash equivalents at the end of 52 weeks comprise:		
Cash at bank and in hand	7,072,666	2,843,040

STRATEGIC REPORT

INTRODUCTION

The directors present their strategic report for the 52 weeks ended 29 June 2024.

BUSINESS REVIEW

The full details of this year's performance can be found on pages 16 and 17. Detailed notes to the accounts are available from page 94.

BUSINESS ENVIRONMENT

We run our barefoot footwear business from the United Kingdom, source our footwear from Portugal, China and Vietnam and sell internationally via ecommerce platforms and through a network of distributors. Details of our value chain and of our product manufacturing are included in the Regenerative Product chapter, starting on page 30.

STRATEGIC MANAGEMENT AND FUTURE DEVELOPMENTS

Details of our vision and mission, strategic management, and future developments and opportunities are found throughout this report.

PRINCIPAL RISKS AND UNCERTAINTIES

The Company maintains an integrated Strategic risk register, based on the concept of double materiality. We assess the gross risks, based on likelihood and impact on Vivobarefoot, and our ability to influence that risk, through both a The Company maintains an integrated Strategic risk register, based on the concept of double materiality.

We assess the gross risks, based on likelihood and impact on Vivobarefoot, and our ability to influence that risk, through both a financial and regenerative lens. The results of our double materiality assessment were assessed by the Executive team, audit and risk committee and the Board. Current mitigations, controls and monitoring were considered in assessing the residual net risk to the company. The top 10 risks, identified through this process have been detailed on page 19.

The internal risk register is reviewed quarterly by the Executive Team, bi-annually by the audit and risk committee and by the statutory Board annually.

FINANCIAL AND NON-FINANCIAL KPIS

Our integrated KPIs (Metrics) can be found on page 11.

SECTION 172 STATEMENT

Section 172 (1)(a) to (f) requires the directors to act in the way they consider would be most likely to promote the success of the company for the benefit of its members, as a whole, with regard to the following matters:

LIKELY CONSEQUENCE OF ANY DECISION IN THE LONG TERM

When making decisions, the Board takes into account and is guided by the expertise and varied backgrounds of the Board members and the Executive Team, meaning that a variety of perspectives and opinions are brought to the risk assessment process.

Through our double materiality assessment, the views of wider stakeholders are considered, as well as the impact of decisions on our community and the environment.

INTERESTS OF EMPLOYEES:

See page 73.

FOSTERING BUSINESS RELATIONSHIPS WITH SUPPLIERS AND CUSTOMERS

See page 55 for suppliers, page 83 for customers.

THE IMPACT OF THE COMPANY'S OPERATIONS ON THE COMMUNITY AND ENVIRONMENT

This is considered within ReFrame our reporting and disclosures framework from page 101.

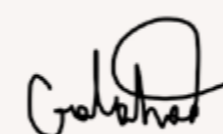
THE DESIRABILITY OF THE COMPANY MAINTAINING A REPUTATION FOR HIGH STANDARDS OF BUSINESS CONDUCT

As demonstrated throughout this integrated annual report.

THE NEED TO ACT FAIRLY AS BETWEEN MEMBERS OF THE COMPANY

In this regard we continue to be guided by the B Corp framework and our regenerative leadership and management principles. As demonstrated throughout this integrated annual report and specifically within ReFrame from page 101.

This report was approved by the Board and signed on its behalf.



G J D CLARK
DIRECTOR

Date: 10th October 2024



RISK TABLE

RISK	DEFINITION	NARRATIVE
UNETHICAL MARKETING	Marketing products in an unethical way either through language, imagery or choice of influencer. Making misleading/ unsubstantiated/ vague claims on digital channels, products, packaging.	We have identified an increased level of marketing scrutiny from legislative bodies across all our markets, and have actively followed high-profile cases where ethical marketing guidelines have been breached. These cases have resulted in fines, erosion of customer trust, and public reprimand. As Vivobarefoot's marketing presence grows, we have implemented greenwash training for high risk groups across the business (including marketing). We conduct regular reviews of marketing copy and annual reviews of our website content in alignment with the UK Competition and Markets Authority guidelines. Whilst this risk remains high, we believe current controls are appropriate and will continue to remain agile in our approach as legislation evolves.
GEO-POLITICAL INSTABILITY	Vivo's ability to operate as a business if materially impacted by the effects of terrorism, war, pandemics, political discourse, etc.	Geo-political instability poses an increasing level of threat to business operations as we grow, in particular product manufacturing and supply chain disruption. Whilst we have minimal influence over this risk, we need to have appropriate controls in place to minimise potential impact. These include defined inventory cover thresholds for business continuity, and enhanced financial reserves. In addition, our revenues are diversified across geographies providing a natural mitigation, and although our manufacturing is predominantly in the APAC region, we operate from multiple factories across the region. Whilst this risk remains high, we believe current controls are appropriate.
ACTIONS OF PARTNERS	Historical or present actions that are contradictory to Vivobarefoot's mission and values, that pose legal, reputational and/or financial risk to the business.	As our community grows, high-profile partnerships form a core part of our community and marketing strategy. This exposes Vivobarefoot to potential reputational risk. This risk has been prioritised for review in 24/25.
LACK OF TRANSPARENCY	Levels of transparency about our business and value chain in our internal monitoring and controls (e.g. identifying code of conduct non-compliance), financial and non-financial reporting, and to customers through marketing.	Without full transparency over the people, places and processes involved in the manufacturing of our products, we are vulnerable to global legal compliance risks, code of conduct violations and the inability to create meaningful partnerships that align with our mission and values. We now have a dedicated in-country employee focusing on mapping our value chain and transparency across tiers 1-5. We conduct a bi-annual risk review of value chain partners and conduct bi-annual site visits to high-risk partners. In-person conference are held annually with all known value chain partners, to re-affirm our ask for transparency and disclosure and we update our online Interactive Value Chain Map bi-annually. Whilst this risk remains high, we believe current controls are appropriate.
OVER RELIANCE ON SMALL SUPPLIERS	Having the majority of significant material/ component/ finished product production with a limited pool of suppliers.	As we consolidate production to Vietnam there is a high risk associated with relying on fewer partners, most of whom are in the same region. We are closely monitoring our footwear production concentration, and looking at opportunities for diversification of both finished product manufacturing and material partners. While remaining a high risk, our main partner Stella is a lender and a shareholder in the business and we have a good and close working relationship with them. This substantially mitigates our risk to an acceptable level.
SUPPLY CHAIN DISRUPTION	Disruption to the movement of goods due to fuel costs, border control issues, unprecedented freight events.	We have experienced instances of supply chain disruption over the past few years (e.g Suez Canal, Red Sea closure). This risks a lack of availability of stock for customers resulting in reduced sales and cashflow constraint. To mitigate impact on the business as far as possible, we have transferred freight and logistics services to a global partner with the scale and resources to mitigate disruption. Whilst this risk remains high, we believe current controls are appropriate.
WASTE	Waste produced from product development, including material offcuts, prototypes, packaging. Also includes end-of-life waste (e.g. landfill). Includes waste in our own operations from the office and store. Does not include water or energy waste.	Without efficient processes that are continuously improving towards our ambition of full product circularity, our production contributes to the creation of waste which often cannot be recycled. Waste is also generated from our own scope 1-2 operations. Waste that cannot be recycled goes to landfill and/or is burned, ultimately creating environmental pollution. This does not align with our B Corp values, so as well as having a negative impact on the environment, it also poses reputational risk. We're in the early stages of integrating a formal process to assess waste across footwear styles at material and finished production tiers, informing waste reduction strategies. We have a value chain mapping programme in place to identify waste production at site level, and annual waste volumes are requested from partners for reporting and inclusion on our public interactive value chain map. Whilst this risk remains high, we believe the new process to be appropriate and proportionate.
CLIMATE CHANGE	Globally and locally: Droughts, floods, storms, heatwaves, freezing, freshwater availability, air pollution etc.	The frequency, intensity and volatility of climate related events has the potential to disrupt our manufacturing, retail and distribution operations. Although our actions alone are not sufficient to make a difference, we are developing a programme to limit our impact on our environment. The impacts on us have been reviewed as part of other risks which would be impacted by climate related events.
CYBER THREATS	Breaches of data privacy and security with regards to stakeholders and business operations, ransomware attacks, trojan attacks.	Exposure of company or customer data to unauthorized parties has the potential to lead to financial, operational and reputational damage. We currently have several controls in place, including staff training, systems and tools on staff devices and a dedicated IT lead who monitors risk regularly and implements agile protections and controls. Whilst this risk remains high, we believe the new process to be adequate, appropriate and proportionate.
WATER SCARCITY	The quantity, source and availability of water used in the production process (e.g. water sourced from areas of water scarcity); from washing and dyeing to heating and cooling factories. Also includes water use in our own operations at the office.	Water is used across all tiers of Vivobarefoot's value chain and its own operations. Water scarcity would severely impact our partners' ability to grow raw materials and process materials during manufacture. Water scarcity also impacts the communities living and working in water scarce areas, reducing sanitation and available drinking water for manufacturing partner employees. This is linked to our wider climate change consideration, and we don't yet have a formal climate change management programme across business operations. This risk will be prioritised for review in 24/25.

MORE IN STORE

Another strong year for retail, with £2.8m revenue from our London store and a healthy 50/50 split of existing to new customers.

We remain dedicated to creating exceptional customer experiences, rarely spending less than 30 minutes with someone if they want help. It seems to be working: 40% of people who come to the shop are there because a close family member or friend told them to.

“Vivo has got better at execution across the board - we just get to seal the deal in store.”

— DALE, RETAIL LEAD

Our staff turnover remains low, unusual for a retail environment. And that’s despite an incredibly busy and demanding workload. Last year, we ran staff training on sustainability, and diversity and inclusivity, as well as offering coaching and feedback through our internal proprioceptor network.

We also ran lots of events and pop ups. If there wasn’t a one-off campaign to support (like the immersive Jungle launch, or the grounding mat for the Pilgrim) then we used instore installations to point customers towards VivoHeath or ReVivo.

40% of people visit our store through a personal recommendation

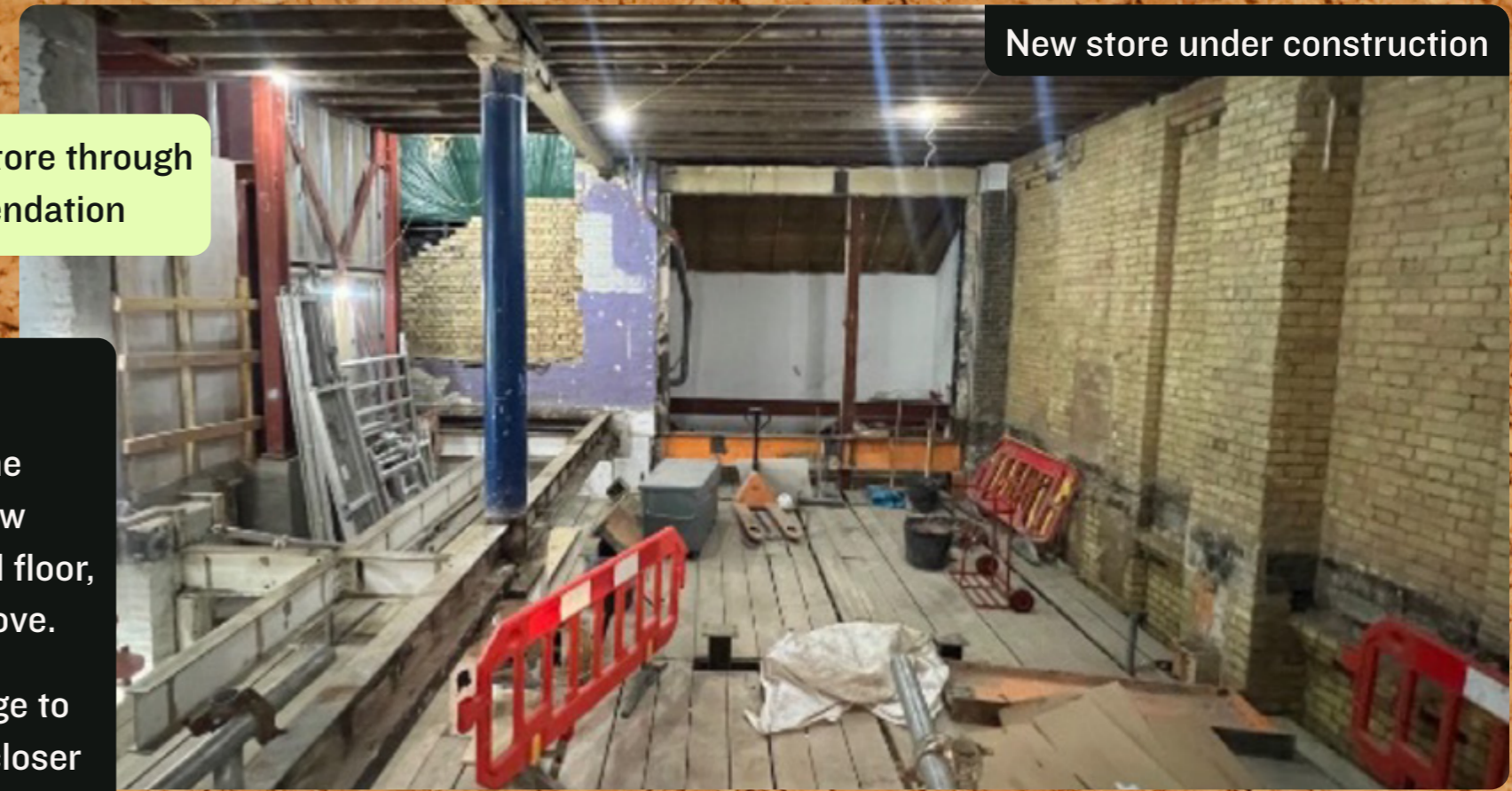
A NEW STORE!

We’re so incredibly excited to have signed the lease on a new Vivo home in London. Our new space will host the retail store on the ground floor, with event and office space on the floors above.

It will be brilliant to have more square-footage to play with, and for our different teams to be closer together. The new space embodies the principles of nature, light, air, water, and movement, recognising the profound impact they have on our health and happiness. We also want to give our customers more space to look, feel and touch our products and to connect with our team.

We should be moving in October ‘24, and we’re hoping to open new retail stores further afield in the near future.

New store under construction



Our new store front



Mock-up new store



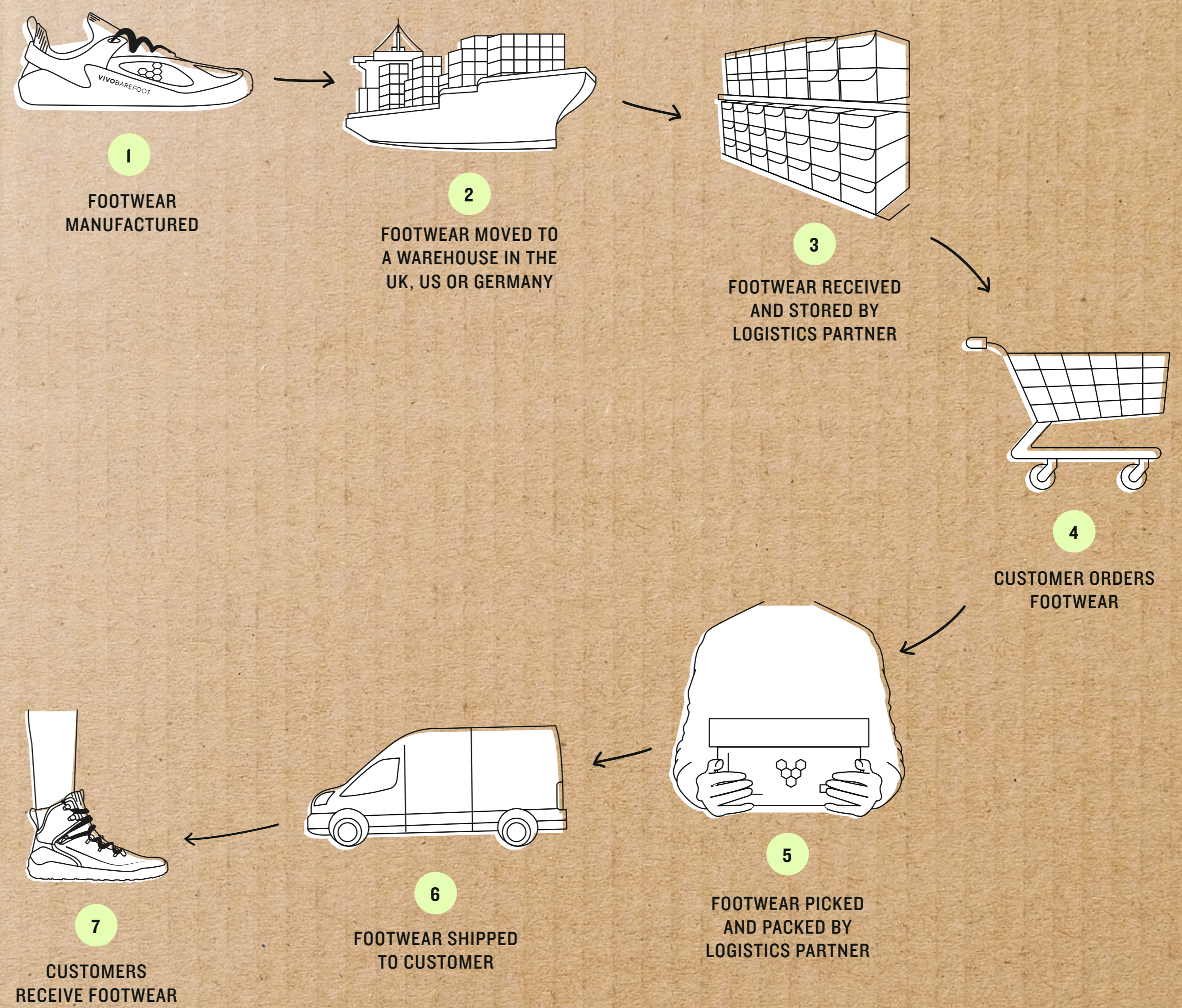


DELIVERING THE GOODS

Vivo's 9-person logistics squad is responsible for every step of the journey our footwear takes from our factory floors to our customers' front doors.

As of this year, Vivo has three warehouses, one each in the UK, the EU and the US, plus three logistics partners who help us transport, store and ship our products.

It was an impressive year for our logistics team, with the launch of a major partnership and a new warehouse in Columbus, Ohio. By scaling our business in this way, we can help millions more people connect to nature and themselves through barefoot footwear.





PARTNERSHIP WITH MAERSK

Following a thorough tendering process, we selected Maersk as our new logistics partner.

We chose Maersk because they are large enough to manage a supply chain end-to-end from factory to warehouse to customer. This will give us the stability we need to grow over the next five years, and means we can up our game for US ecommerce customers - which represent about 42% of our total revenue. The partnership has already helped us cut US lead times by around five days.

We were also impressed by Maersk's efforts on sustainability. For now, the concept of low-impact logistics remains a contradiction in terms. But Maersk has set a target to be net zero by 2040 at the latest, and is working hard to meet it.

- They're replacing old diesel ships with new biofuel boats, cutting carbon emissions by around 80%.
- Their size and reach means they can consolidate a lot of the miles our products have to travel to reach their destinations. Fewer journeys = less impact.



SEAMLESS SET UP OF US WAREHOUSE

Our new US warehouse came online in February '24. Really well done to the whole team for a smooth transition - almost unheard of in the logistics world!

Here's how we pulled it off without a hitch:

- We conducted a proper onboarding of the new warehouse operations team.
- We created around 600 different scenarios, plus guidance on how to respond. What if someone orders two pairs of Vivos, but only one is in stock? What if a customer phones in a return, instead of doing it online?
- We also took plenty of time to map our data, so that critical information (customer addresses, etc) transferred correctly from our old system to our new one. Get this wrong, and we could have had 1000 orders a day being sent to very confused customers.

There was one slip up. Vivo ran a short notice sale soon after the US warehouse came online. This led to massive volume in sales and then returns, and it created a backlog that we're still working through.



Maersk warehouse operation

LAUNCH OF HAPPY RETURNS

We've just launched Happy Returns in the US, a great return solution for our customers.

People can drop off their footwear at 'returns bars' all over the country and get an instant refund.

Happy Returns consolidates these packages and sends them to our warehouse in bulk, which massively reduces the number of journeys and again cuts our logistics greenhouse gas emissions.

A FEW THINGS TO SORT...

There's more we can do to reduce the impact of moving our footwear around the world. In the UK and US, we're trying to reduce the impact of the 'final mile', working with suppliers who share our values.

Because of our size, we often send containers at 70% capacity. This will improve naturally as we grow, but we're looking at other ways we can stop shipping fresh air around the world!

We need to speed up delivery to customers in the EU and the rest of the world. It can still take a week or two to receive our footwear after ordering it, and that's just not good enough.

WHAT'S NEXT?

No rest for the logistics team this year. Next on the list is transitioning our EU warehouse to Maersk in Germany, setting up instant refunds with a partner in the UK and EU, and figuring out how to replace our plastic packaging bags with reusable paper and cardboard.

WEBSITE

HIGHS AND LOWS

Our website is not just our shop front, it's where we share our story, courses and educational content.

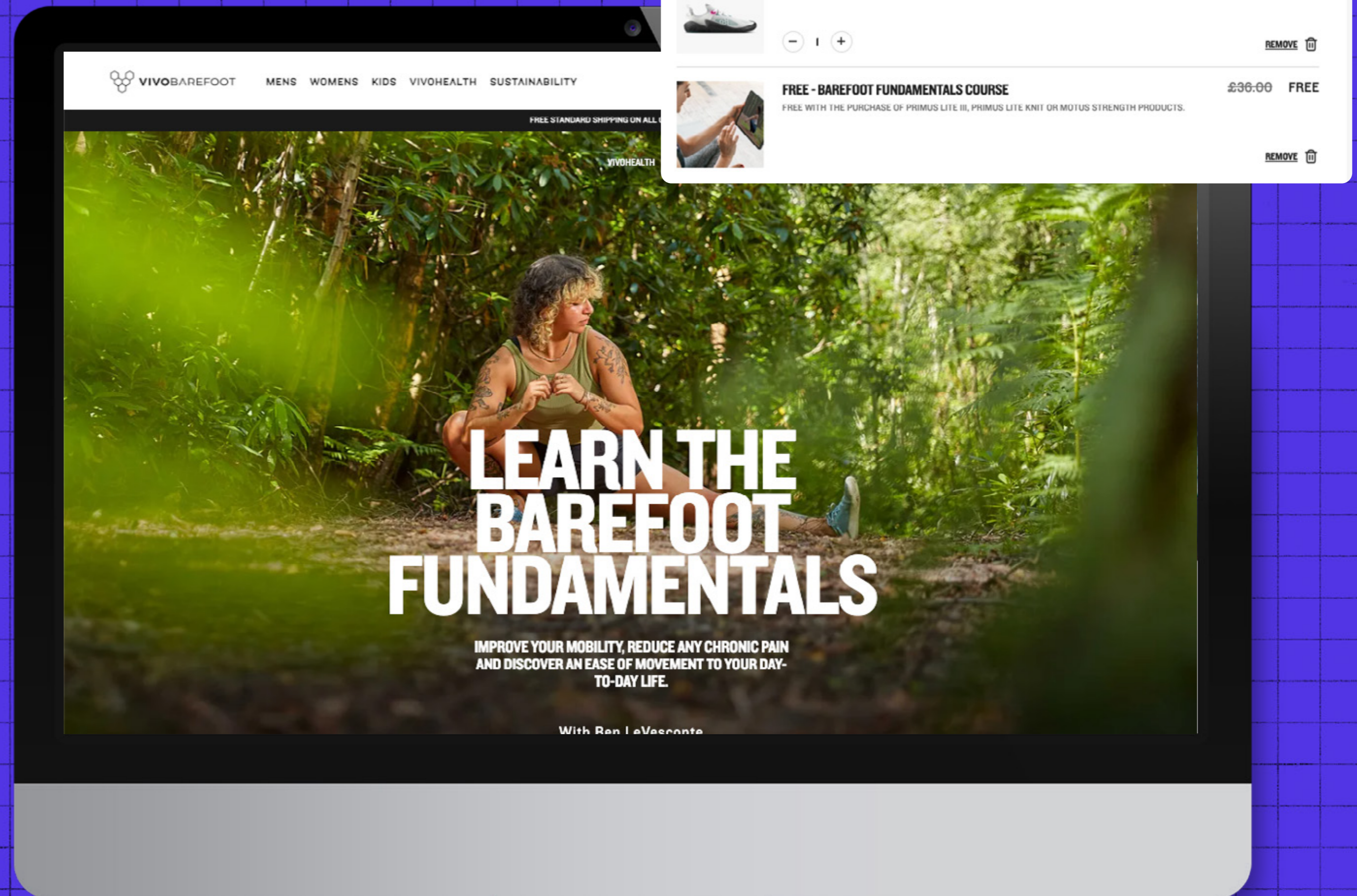
Over the past year, our web team significantly improved our site's usability. We launched bundles (such as buying footwear and getting a course for free), and helped with logistics projects, such as setting up the US warehouse.

However, we also faced some significant website performance challenges, which directly affected customer experience and our bottom line. The period of greatest disruption was between 26th October and 13th November, when our website was unresponsive for some users between 6 PM and 10 PM UK time.

This situation was caused by a compounding combination of issues, including problems with third-party plugins, caching issues and bot attacks. Having stabilised the situation, we then addressed the underlying issues and put strategies in place to improve our resilience in the future.

Despite setbacks, our team showed resilience and dedication, and we learned how important it is that we proactively monitor our site and take swift action.

We now bundle a selection of courses with some of our footwear. It's a great way to add value for our customers and help them get even more from their purchase.





LIVEBAREFOOT FUND

The Livebarefoot Fund (LBF) is Vivobarefoot’s in-house impact fund. The LBF supports the incubation and mobilisation of programmes that drive research, innovation, action and experiences across natural health, regenerative footwear and the barefoot community.

We want the Fund to:

- Advance the knowledge base across topics aligned to our mission
- Help us build meaningful collaborations to start regenerating social and environmental ecosystems where we have the most negative impact
- Reconnect people to nature and their natural potential

Last year, we formalised the LBF steering committee and created a clear outline of what we do and do not fund. We invested £200,000 in '23/24 and have £300,000 earmarked for next year.

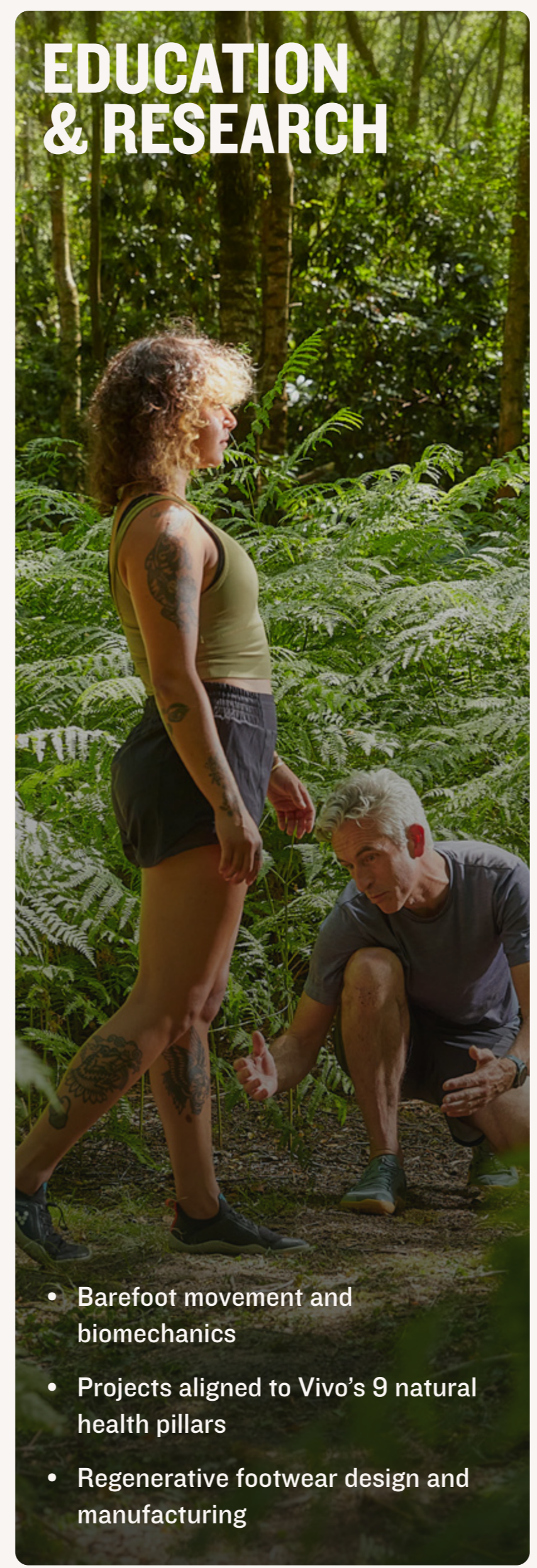
£200,000
invested in '23/24

Our original budget for '23/24 was £300,000. The money we invest through the LBF is allocated from Vivo’s profit. Because of the hit to last year’s bottom line, we weren’t able to secure as much as we wanted to.

Through the LBF, we fund research, give philanthropic donations, support partners with technical research and guidance, advocate for wider change, give our time through volunteering and provide in-kind donations.

As well as these three pillars, we keep 10% of funding back for projects that are close to the hearts of our founders, including legacy projects and shorter term mission aligned donations.

OUR FUNDING PILLARS



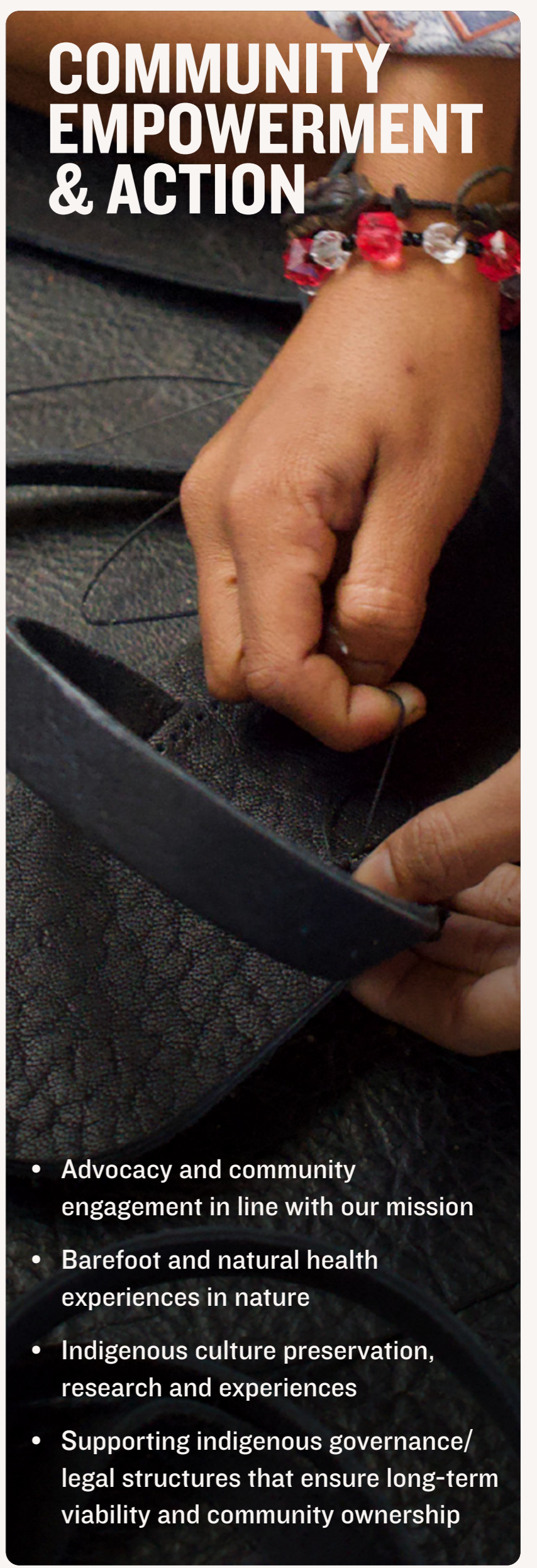
EDUCATION & RESEARCH

- Barefoot movement and biomechanics
- Projects aligned to Vivo’s 9 natural health pillars
- Regenerative footwear design and manufacturing



REGENERATION & REWILDING

- Environmental and social regeneration and rewilding
- A future focus on projects in our manufacturing regions



COMMUNITY EMPOWERMENT & ACTION

- Advocacy and community engagement in line with our mission
- Barefoot and natural health experiences in nature
- Indigenous culture preservation, research and experiences
- Supporting indigenous governance/ legal structures that ensure long-term viability and community ownership



SUMMARY OF 23/24 FUNDING



EARTHED

Education platform to galvanise and support ecosystem restoration at a global scale by providing access to essential skills, networks and funds for nature restoration.



PHDs WITH SOUTH EAST TECH. UNIVERSITY (SETU) & LIVERPOOL UNIVERSITY

1. Monthly consultancy fees for PhD programme support
2. 5x PhD student project fees
 - a. SETU - Hiking habits, injury & footwear choice
 - b. SETU - Footwear in the lives of autistic children and their parents
 - c. SETU - The importance of play for kid's movement & health
 - d. SETU - Measurement of the developing feet in shod and barefoot paediatric populations
 - e. LIVERPOOL - Walking on ageing feet: heel impact and forefoot deformation throughout the life course



DEVON ENVIRONMENTAL FOUNDATION

Founding Member & Steering Committee Member – leading marine conservation, reintroduction of species, rewilding habitats and landscape management programmes across Devon, UK.



SOMERSET WILDLANDS

Rewilding programme across the Somerset Levels - creating an interconnected network of rewilded lands, directly supporting species conservation and re-introduction.



OPENING UP THE OUTDOORS (OUTO)

Founding brand partner – industry coalition to build a diverse, equitable and anti-racist outdoor community.



SAN-DAL PROGRAMME

Annual community fee working with the Ju!'hoan San people in the Kalahari Desert in Namibia to preserve and celebrate their traditional hunting San-dal. Funding has helped establish a solar-powered cobbling workshop, where a team of ten cobblers now produce around 2,000 San-dals a year.

WILD HUMAN

OAK HOWE

Contribution to the purchase of an electric quad bike as part of the wildflower meadow creation project at Oak Howe.



MADE IN MONGOLIA

Made in Mongolia (MIM) is an NGO working to support a cooperative of women across central Mongolia, to create handcrafted felt slippers. We started purchasing slippers for resale in 2022, with future orders placed across 2023/24.



PROJECT SPOTLIGHT

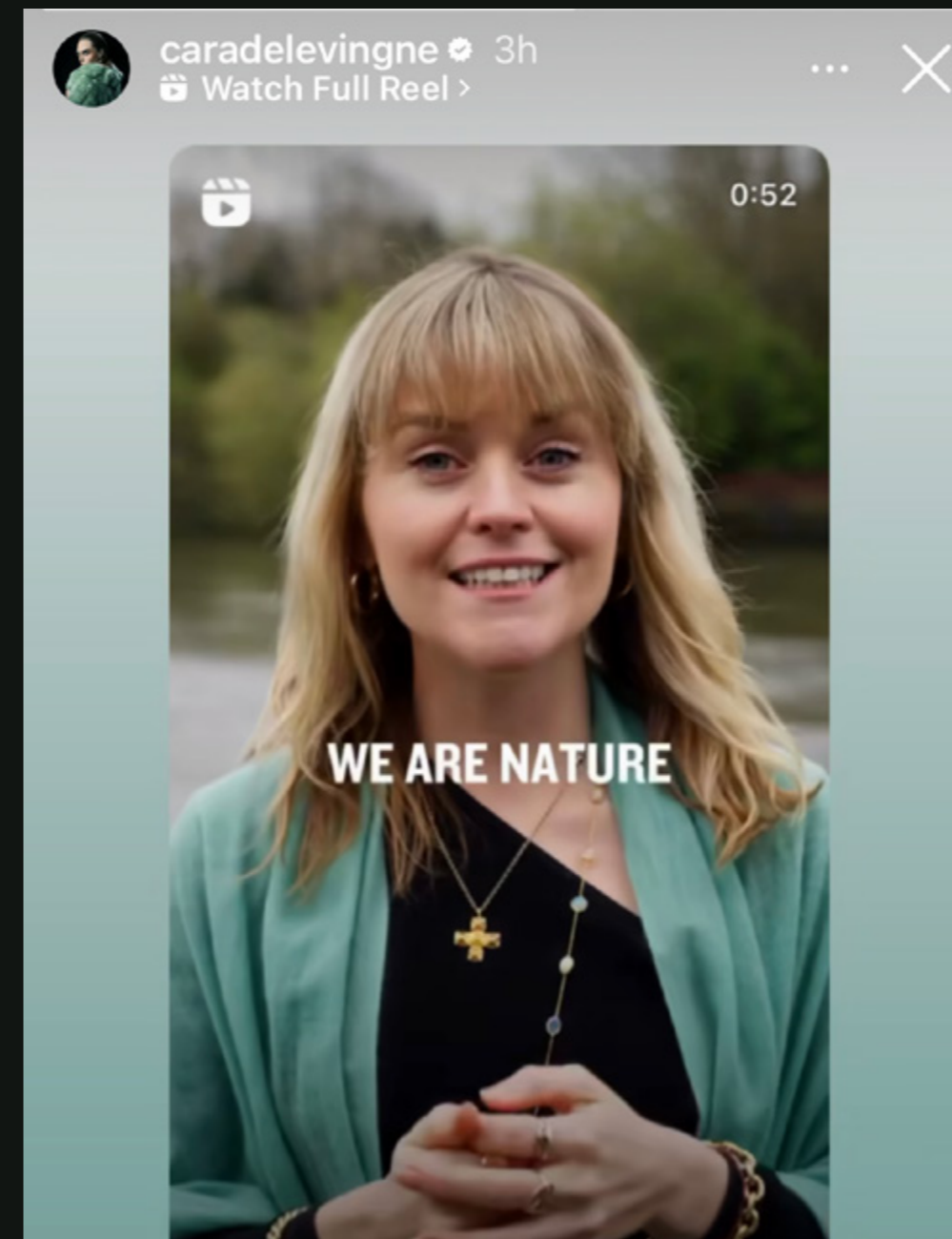
EARTHED

Launched in June last year and with a 5,000 strong community and growing, Earthed's education platform emphasises practical climate action over just awareness, offering courses as well as an online community area. Vivobarefoot supports Earthed financially and collaborates on developing courses.

40% of Earthed's members are between 25 and 34, and 15% are between 35 and 44, with 40% living in cities. 70% of users report learning something new, and 80% seek to restore their local environment.

Our partnership was born from shared values, with a belief in the importance of making indigenous wisdom accessible and integrating practical skills. We are careful to avoid a colonial approach, focusing instead on collaborative and respectful engagement with indigenous knowledge.

earthed



INTRODUCTION

BUSINESS

PRODUCT

COMMUNITY

DEVON ENVIRONMENTAL FOUNDATION



Vivobarefoot has supported the Devon Environment Foundation (DEF) since its launch in summer 2020. In that time, DEF has awarded over £840,000 of grants to 66 brilliant grassroots projects ranging from regenerative agriculture, to native kelp restoration and plastic clean-up.

The Foundation aims to:

- Restore natural habitats
- Protect native species
- Build climate resilience
- Reduce pollution

As well as being a cornerstone of healthy, carbon-sequestering ecosystems, abundant biodiversity is key to our mental and physical health. So here are a few of the species-specific projects DEF has recently supported...

See all DEF's grants here: <https://devonenvironment.org/grants/>



HARVEST MOUSE

Working with volunteers and landowners to learn more about harvest mice. There was a steep decline in nests in 2023, and we need more data to know if this was a blip or a longer term trend.



CRAYFISH HATCHERY

Restoring native white-clawed crayfish numbers to eliminate the threat of extinction. DEF's seed-funding attracted a much larger grant from Natural England to breed up to 500 crayfish a year.



SAVE OUR SEAGRASS

Enabling Wild Planet Trust to keep monitoring Torbay's seagrass meadows, while making the community aware of its presence and how to avoid damaging this vital ecosystem.



SWIFT BOXES

Increasing Devon's swift population by installing nest boxes and audio lures into church towers to kickstart new colonies.



MOOR TREES

Supporting this community tree nursery to sow, grow, and plant more local tree species in Dartmoor and South Devon.



MOSS ON THE MOOR

An experimental project engaging the local community in growing sphagnum moss to restore vital peatlands on Dartmoor.



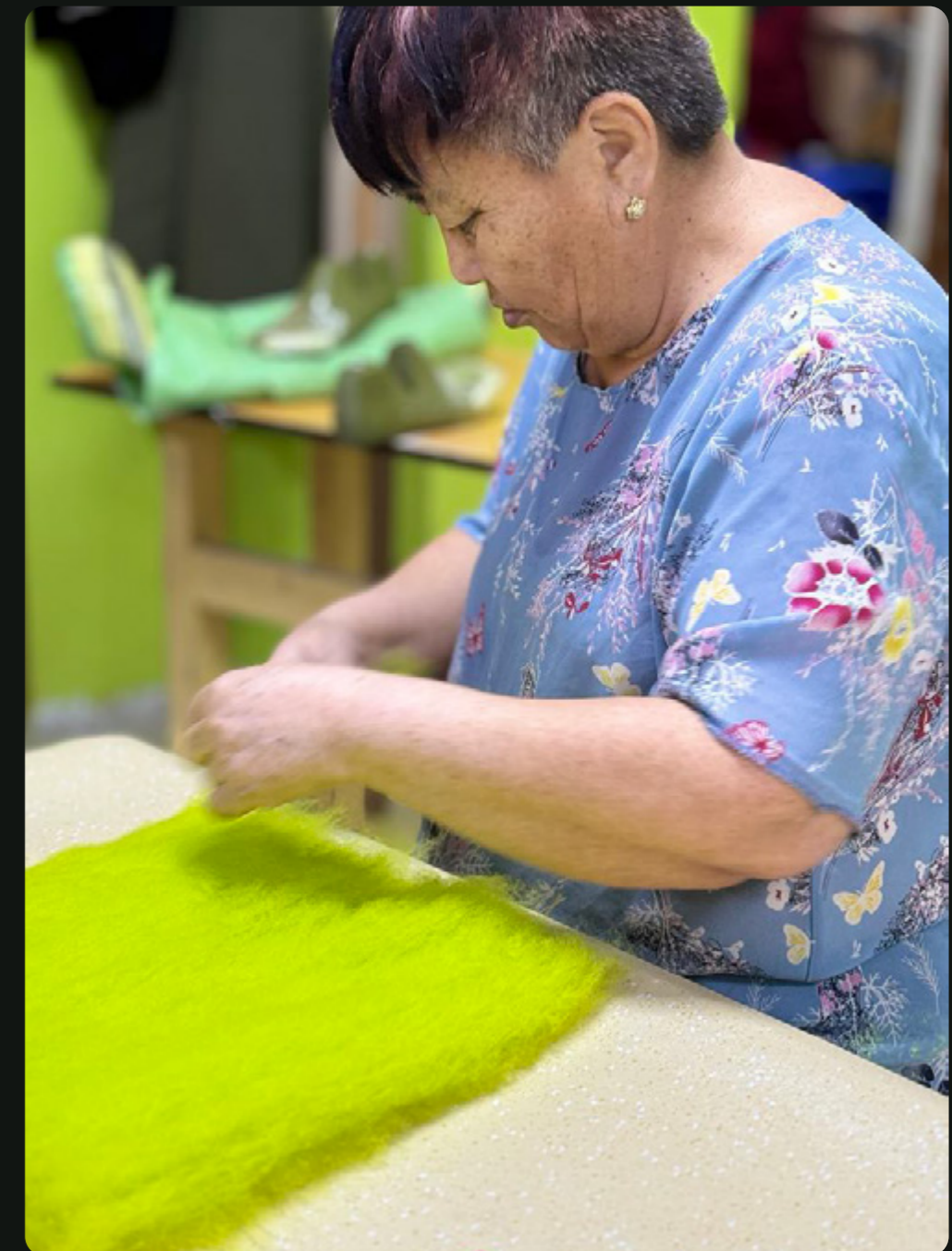


MADE IN MONGOLIA

In 2022, Vivobarefoot partnered with Made in Mongolia (MIM) and bought 2,000 felt slippers to sell on our site. We've just ordered another 6,000 pairs, and all profits will continue to go straight back to the community.

MIM is an NGO that supports a cooperative of women across central Mongolia to create handcrafted felt slippers. Most of these women are from single parent households, and are at risk of extreme poverty and malnourishment. MIM has employed around fifty people to date: 11 full-time, 8 temporary and 31 part-time workers.

As well as paying fair wages and a sustainable skills training programme, MIM's profits support a range of community projects, including an emergency aid fund for families and the Hot Meal project, which provides 55 children with a daily nutritious meal. MIM also runs community workshops with the local healthcare centre.





02

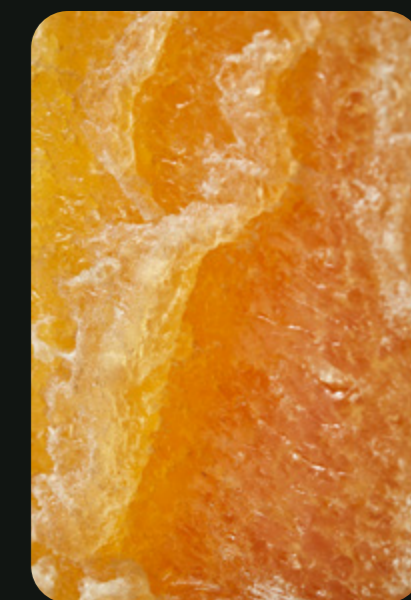
REGENERATIVE PRODUCT

We want to take good care of our home and everything that lives here - including ourselves, so we are developing products that give back more than they take.

- 31 Our footwear
- 40 Kids
- 41 ReVivo
- 42 Regional repairs
- 43 Boot Repair Company
- 46 Product development
- 47 Working harder for women
- 48 Sustainable design principles
- 49 How sustainable is our footwear?
- 51 VMatrix
- 53 Measuring the lifecycle impact of our footwear
- 54 Value chain
- 58 Materials
- 63 VivoBiome



IN SERVICE



OF LIFE



OUR FOOTWEAR



LIFESTYLE

EVERYDAY MATTERS

A lot of our customers choose Vivos for getting outdoors or working out, but more and more people want to be able to go barefoot all the time.

This is great - it means we're delivering on our mission to help more people fulfil their human potential.

Our Lifestyle category has been rising to the challenge. The recently launched Gobi Sneaker Premium has been flying off the shelves, the Sensus is hitting all the right notes, and the Queen of Spain was recently spotted in a pair of Geo Courts.

There's lots more in store, and we're going to keep upping our lifestyle game, particularly for women.



OUTDOOR

NATURAL OUTSIDERS

Last year, the outdoor team really hit its stride: our collab with world champion surfer John John Florence made serious waves, while the Jungle ESC boot proved it's always worth getting out your comfort zone.

Meanwhile, the Magna Lite's fastpacking campaign found its people and gave them what they wanted - a fun, light, versatile shoe that can actually keep up.

Our winter boot campaign launched our first ever waterproof vegan walking boot (the Tracker Textile), and it was one of our highest sellers ever. But despite extensive testing, the shoe had a high failure rate and we took it off the shelves. We learned from our mistake and re-engineered both the product and our testing process.



ACTIVE

ALWAYS EVOLVING

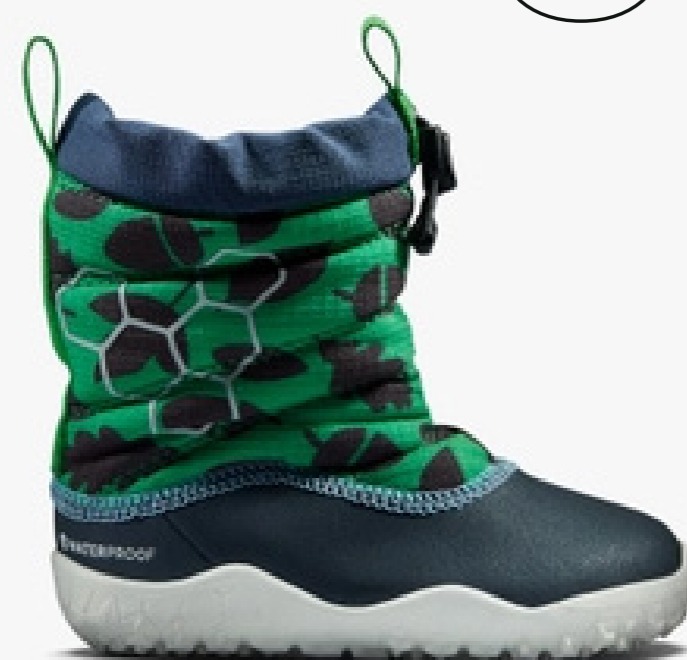
Our first training-specific footwear - the Motus Flex and the Motus Strength - are fast becoming firm favourites. Designed and developed with the input of real-life performance athletes, this footwear really hit the ground running.

Meanwhile, the Primus family has evolved with the recent launch of the Primus Lite 3.5 and Primus Trail 3.5, as well as the upcoming launch of the Primus Lite Knit Natural.

These styles represent a reimagining of our most popular models in line with our material circularity goals.



OUR FOOTWEAR



KIDS

SMALL STEPS, GREAT STRIDES

Our Kids category continues to thrive. With new styles, colourways and partnerships bringing more customers to our brand, we're going to keep doing whatever we can to help more kids go barefoot.

We made good progress on our material and sustainability goals this year, introducing more natural styles and seeing a promising uptick in our impact scores.



REVIVO

RESELLING SUCCESS

ReVivo hit multiple milestones in '23/24.

Thanks to the Boot Repair Company, we refurbished more footwear than ever before, and saw 23% year-on-year growth pairs sold.

We also partnered with Fast Feet Grinded to recycle 15k pairs of unsellable stock, guaranteeing a responsible end of life for our products.

Repairs also flourished. More customers sent their favourite styles in for maintenance, and we're now offering repairs in the UK and Germany, with more to come in the USA and across the EU.



ACCESSORIES

MORE TO COME

We're putting new energy and focus into our Accessories category, and we're really excited by what's in store.

In '23/24, we partnered with Naboso and started selling their foot health products - the neuro ball, activation insoles and toe spacers. These products help more people transition to barefoot and fulfil their human potential.

We've got big plans for '24/25 and beyond. If you head to the accessories page you'll see we now stock some Vivobarefoot merch - but there's lots more to come!

GOBI SNEAKER PREMIUM

The Gobi Sneaker Premium is made with 98% natural materials, meaning Vivo is closer to nature than ever before, and one step further on our journey to fully biodegradable barefootwear.

There are two versions of the Gobi Sneaker Premium - a leather style, and a vegan canvas style. The leather sneaker performed extremely well from launch, selling 1,411 units in one week. 490 of those pairs were bought by women, who typically hold back in our Lifestyle category. Demand way outstripped availability with the first and second drop both selling out.

We officially launched the canvas Gobi Sneaker Premium in August '24, but it was selling well from a soft launch prior to that. This is our first ever style certified by The Vegan Society, and we're super excited to see how it does.

Both our leather and canvas launch campaigns focused on the material story - what went into the Gobi and why was it so groundbreaking? The communications struck a chord with our customers, so you'll see more material content as we develop our supernatural footwear range.

NEXT STEPS

We want to transition Gobi production from Portugal to Asia by spring '25. This will allow us to produce more units while also increasing product consistency and profitability.

We'll also be working with our manufacturing partners in Vietnam to source undyed natural leather, with no chrome, metal or dyes - a real first. It's not common in the footwear industry to use undyed leather, so we'll need to manage our customers' expectations around the natural variance of the colour, texture and appearance of the leather.

WHY NOT 100% NATURAL?

As ever, it's complicated. The main reason is that adding a small amount of a synthetic ingredient can significantly increase durability of the end product. We'll keep working with partners to find natural alternatives that meet our high expectations for performance.

98% NATURAL

Cork insole with 2% synthetic adhesive for durability that natural glues don't provide

95% NATURAL

Earth Foam padding on heel collar and tongue inner made from organic Sri Lankan rubber with 5% synthetic foaming agent

100% NATURAL

Barefoot outsole made in partnership with NFW - 66% rubber, 2% lignocellulosic & plant molecules, 12% mineral filler and 20% vegetable oils

95% NATURAL

Laces made with 95% organic cotton and 5% synthetic lace tips

99% NATURAL

Threads made from 100% Lyocell (made with wood pulp) and 1% synthetic dyes for consistency and efficiency

99% NATURAL

Chrome-free leather, tanned and dyed in Portugal with 1% synthetic dyes for better bonding and longevity

50% NATURAL

Thread on outsole made with 50% natural cotton and 50% recycled polyester for increased durability

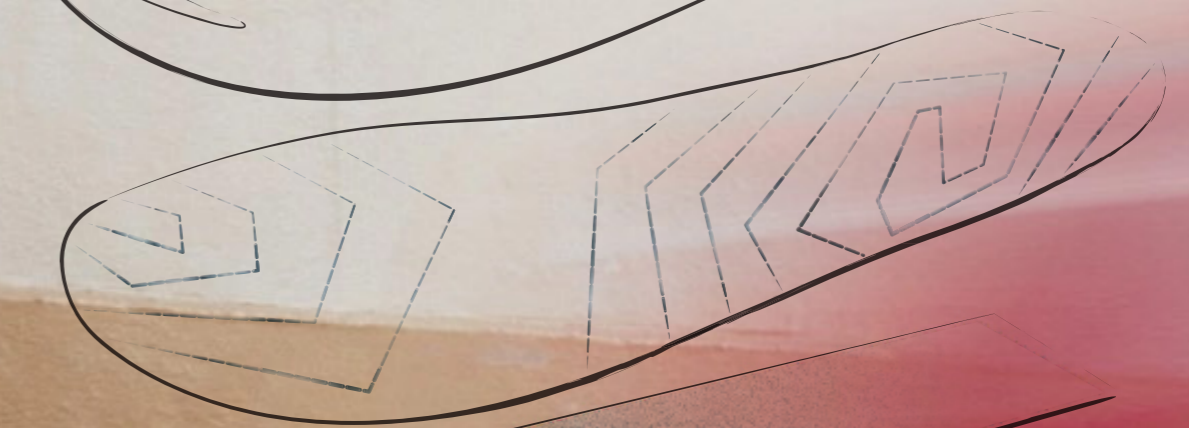




PILGRIM

The Pilgrim boot is our first footwear with grounding technology. It offers a natural-like connection between your body and the Earth's energy when worn on natural surfaces like soil, grass, sand and stone.

The benefits of connecting more closely with nature are well documented. While the evidence for grounding may not be overwhelming, we believe being outside and connected to nature is always a good thing.



CONDUCTIVE SILVER YARN

CONDUCTIVE SILVER WEBBING

CONDUCTIVE RUBBER OUTSOLE

SENSUS

The launch of the Sensus in Spring '24 marks the birth of a new style franchise in the Vivo family.

Inspired by the minimalist footwear of our ancestors, the Sensus is designed to take its wearers closer to barefoot than ever before, with an ultra-thin sole and minimal components made from natural materials wherever possible. It also scores GREAT on our sustainability scoring tool - the VMatrix - see page 51.





OUTDOORS PARTNER

JOHN JOHN FLORENCE

John John is 3x surfing world champion and the embodiment of someone at the peak of their game staying incredibly grounded. We love this partnership for so many reasons, not least because surfing is one of the purest forms of human-nature connection.

The JJF collab spans multi-use and multi-category footwear, showing what it looks like to go 'full Vivo' - whether you're training, resting or just getting on with your life. But there's room for improvement: we failed to launch the campaign with a women's offer, which does not reflect our ambition to encourage everyone to live barefoot.

"It's really easy to get wrapped up in that outer story that people create around you rather than trusting the inner story that you have within yourself."

— JOHN JOHN FLORENCE



PSYCHOLOGICAL RESILIENCE: THE HOW MATTERS

John John started attracting media attention at just 13 years old as the youngest surfer ever to compete in the Vans Triple Crown of Surfing. Ten years later he became world champion.

But waking up the morning after his big win, John John says he realised nothing had really changed.

As he puts it,

"I hear a lot of people, post-win, talk about how the process is the most important thing. And people who haven't won yet, how winning is the whole thing."

— JOHN JOHN FLORENCE

Now, instead of seeking medals and acclaim, John John's goal is simply to enjoy his time in the water as much as possible.

"It's really easy to get wrapped up in that outer story that people create around you rather than trusting the inner story that you have within yourself."

That means no more shiny sponsorship deals with companies he doesn't believe in, plus a wholesale shift to a more holistic lifestyle. These days he's as much a beekeeper as he is a surfer.

You can find out more about John John's transformation story on our [youtube channel](#).



OUTDOORS

THE JUNGLE ESC

The Jungle is a feature-packed explorer boot and the result of nearly a decade's blood, sweat and more sweat. Like all the footwear in our Ecological Survival Collection (ESC), the Jungle is engineered to survive and thrive in Earth's most challenging environment.

But the Jungle and its ESC peers aren't just epic footwear, they represent our desire to keep growing, changing and adapting with nature by our side. Everything we design and develop for our ESC footwear cascades across Vivo and raises the performance of all our footwear.

We launched the Jungle ESC in May 2024, the third of five products to go live in our Ecological Survival Collection, following the Forest and the Hydra.

Considering the boot exists mainly to push our limits rather than become commercially successful, we're quite impressed with the sales so far. Or maybe there are rather more intrepid explorers in the world than we realised.



“The second you enter the jungle, you're wet. Whether it's sweat or rain or river, you're always wet. So don't fight it. If you fight the jungle, it'll get you.”

— LEE, THE JUNGLE'S DESIGN LEAD, ON A RESEARCH TRIP TO BORNEO



PERFORMANCE

PRIMUS LITE 3.5 AND PRIMUS TRAIL FG 3.5

The Primus styles have always been a challenge for us: they're one of our best sellers, but have relatively poor VMatrix scores (our internal sustainability scoring tool - see page 49).

We set ourselves the challenge of updating both the Primus Lite III and the Primus Trail FG III so they meet the same high performance standards but score better on sustainability. The updated footwear is called the 3.5.

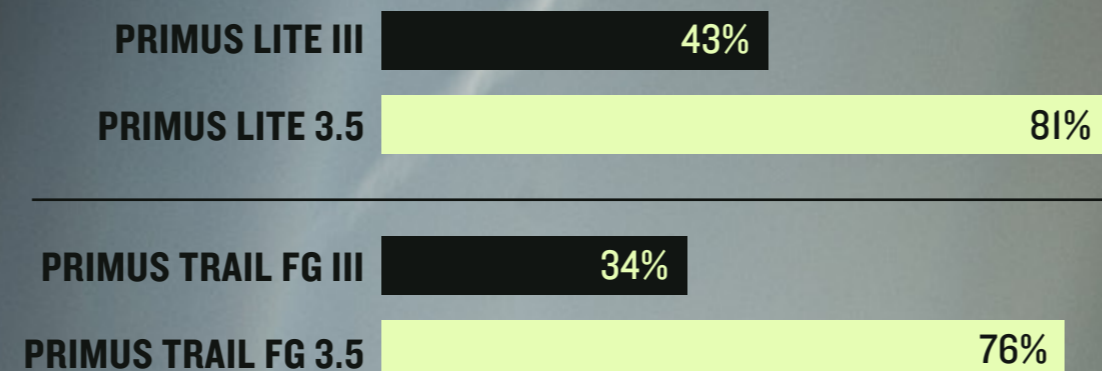
Because both the Primus Lite and Primus Trail FG fall into our Polycircular material category, our key objective is to keep increasing the percentage of polyester in the upper - as close to to 100% as we can get it. Polyester is durable and flexible, and has one of the most advanced recycling solutions around.

For context, most conventional performance shoes are made from so many layers of different synthetic materials that there's no way they can be responsibly recycled at end of life. That's one of the reasons approximately 22 billion pairs of shoes end up in landfill every year.

The results of this focus have been fantastic, with a near doubling of polyester percentage for both styles.

However despite this progress, we can't yet award the 3.5's a higher VMatrix score. That's because they still aren't recyclable, are still quite tricky to repair and the mesh on the upper is hard to clean, and (for good reason) cleanability is weighted very highly.

% POLYESTER IN UPPER





PERFORMANCE

MOTUS FRANCHISE

We launched the Motus Strength last year, the first style in the Motus range. It did incredibly well, becoming our best selling style ever when it first launched and winning lots of awards.

This success came in part from the ambassador workshops we ran with personal trainers, crossfitters and powerlifters. Thanks to their insights and testing, we were able to create a style they really love. Our repair and refurb partners, The Boot Repair Company, also adore the Motus Strength because it's very cleanable.

We used the same approach - running workshops to connect with end-users - to develop the recently launched Motus Flex, as well as footwear outside the Motus family, including the new Primus Flow.

BEST MINIMALIST TRAINING SHOE



Vivobarefoot Motus Strength

\$200 AT VIVOBAREFOOT.COM

This barefoot trainer blends Vivo's signature feel with just a bit more substance than most minimalist shoes have, making it perfect for the gym.



MORE KIDS IN BAREFOOT

A MORE MATURE APPROACH

In '23/24, we worked hard to get to know our customers a little better, in terms of regional preferences and quirks. And we continued to reap the rewards of having the right styles available at the right time and in the right place.

GROWING UP OUTDOORS

We added two brand new outdoor styles to get even more kids out into nature - a new adventure trainer (Explore AT) and our first kids hiking boot (Tracker AT).

22/23 PERFORMANCE

UNITS: 112.5k

REVENUE: £4.48M (+10%)

23/24 PERFORMANCE

UNITS: 138k (+22% on last year!)

REVENUE: £6.4m (+42% on last year, smashed it!!!)

BRIGHT FUTURE

We launched a new rainbow colourway (ombre), which quickly achieved the highest rate of sale we've ever had in kids and continues to rocket off the shelves. We also sold way more toddler styles in the US than we were expecting to - which is promising for the years ahead.

We learned that the Pluma, our style for new walkers, is perfect for toddlers but not durable or versatile enough for preschoolers. So we're updating the outsole to fill in the cut out with Imm of rubber - keeping things flexible but making the footwear that little bit sturdier.

MORE NATURAL

Our new leather and shearling lined versions of our Fulham & Primus Ludo Hi winter boots both score well on the VMatrix. Previously, our focus on durability and cost has meant most of our Kids footwear has been made predominantly from synthetic materials like Thermoplastic Polyurethane (TPU).

Looking ahead, we'll extend our Kids range to include more styles made with natural materials.



47K

pairs of Primus Sport sold, our bestselling kids style



We partnered with Muddy Puddles, a fellow B Corp, to print one of their fabulous patterns on our Lumi boot.



Coming in September 2024, our Tracker Mini Me is ready to take young explorers on their next adventure.



REVIVO

REPAIRING A BROKEN SYSTEM

Since 2020, ReVivo has refurbished over 170k pairs of Vivobarefoots!

This financial year, we refurbished a record amount of footwear, 62.3k pairs vs 41.3k the previous year. This has carried over to sales, with an almost 23% year on year growth in pairs sold.

Last year, 94% of ReVivo's revenue came from refurbished inventory. The remainder comes from 'aged stock', which has never been worn.

Ultimately, we only want to sell refurbished stock on ReVivo - it's a clearer proposition and it's what our customers want: there's a clear preference for lower grade items (rated Good and Great) over the higher bands (rated Excellent and Never Worn).

HOW WE'VE SCALED

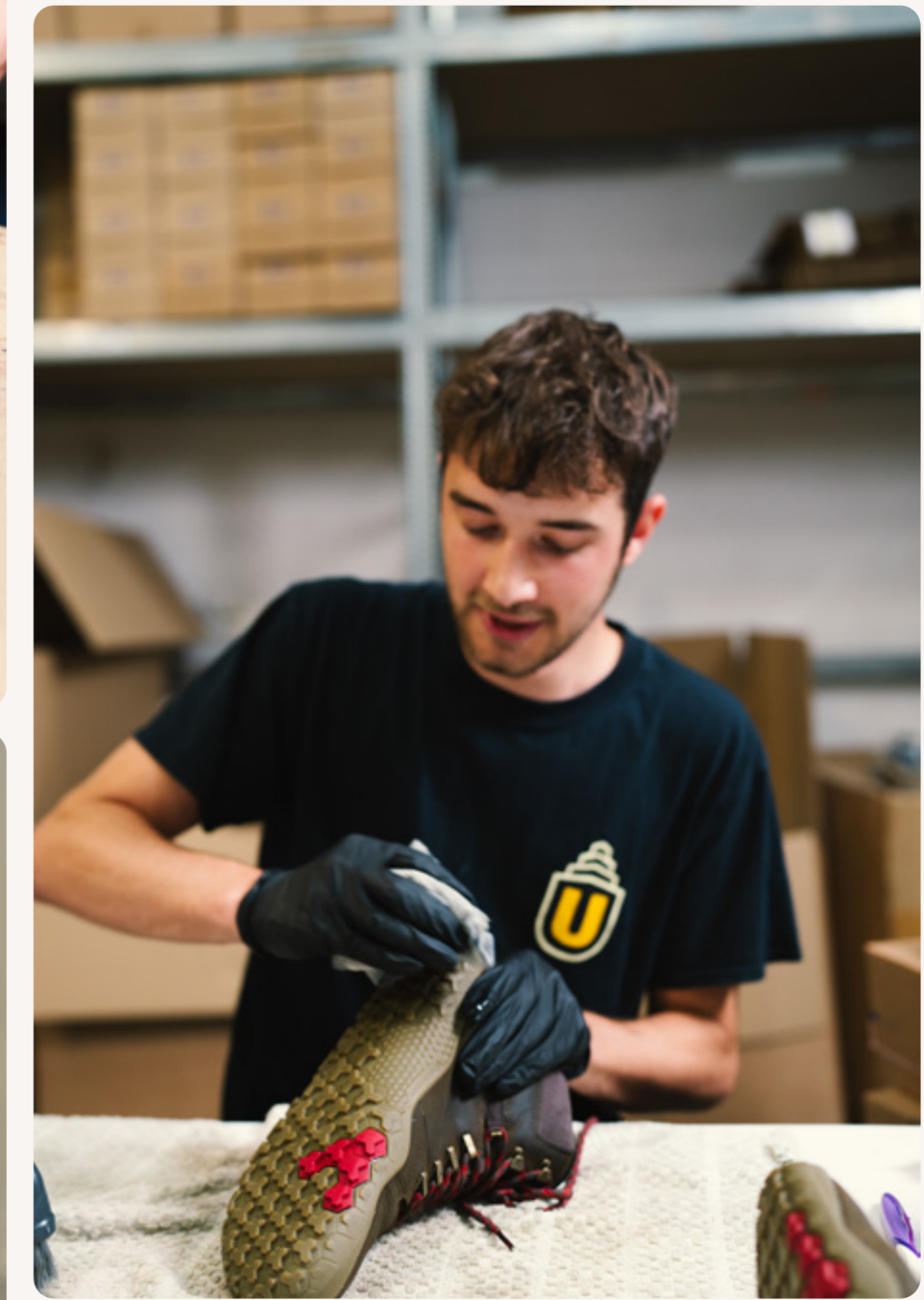
The Boot Repair Company has dramatically increased its capacity for refurb in the last year, going from about 900 pairs a week to around 1500.

The team used to clean footwear by hand, but they now have a lean, mean cleaning machine, which can scrub multiple items at once.

NO SUCH THING AS WASTE

We still have a backlog of Grade E footwear, which means we cannot refurbish it but want to dispose of it responsibly. In December 2023, we recycled 15k pairs with Fast Feet Grinded (FFG), who turn our footwear into new products like yoga mats or flip flops.

We pay FFG to process the material and guarantee a responsible end of life for our products. To make this sustainable for our business, we're looking at adding a small extra charge to every ReVivo sale.



REGIONAL REPAIRS

We have seen 20% year-on-year growth in UK customers sending their Vivos to us to repair, up from 2.1k last year. As ever, it's encouraging to see plenty of repeat customers!

We're also chuffed to now being able to offer repairs in two regions - the UK and Germany, and by the end of Summer 2024 we'll cover the USA and the EU. We're also looking to expand to additional regions through our distributor partners.

PRIMUS REPAIR BREAKTHROUGH

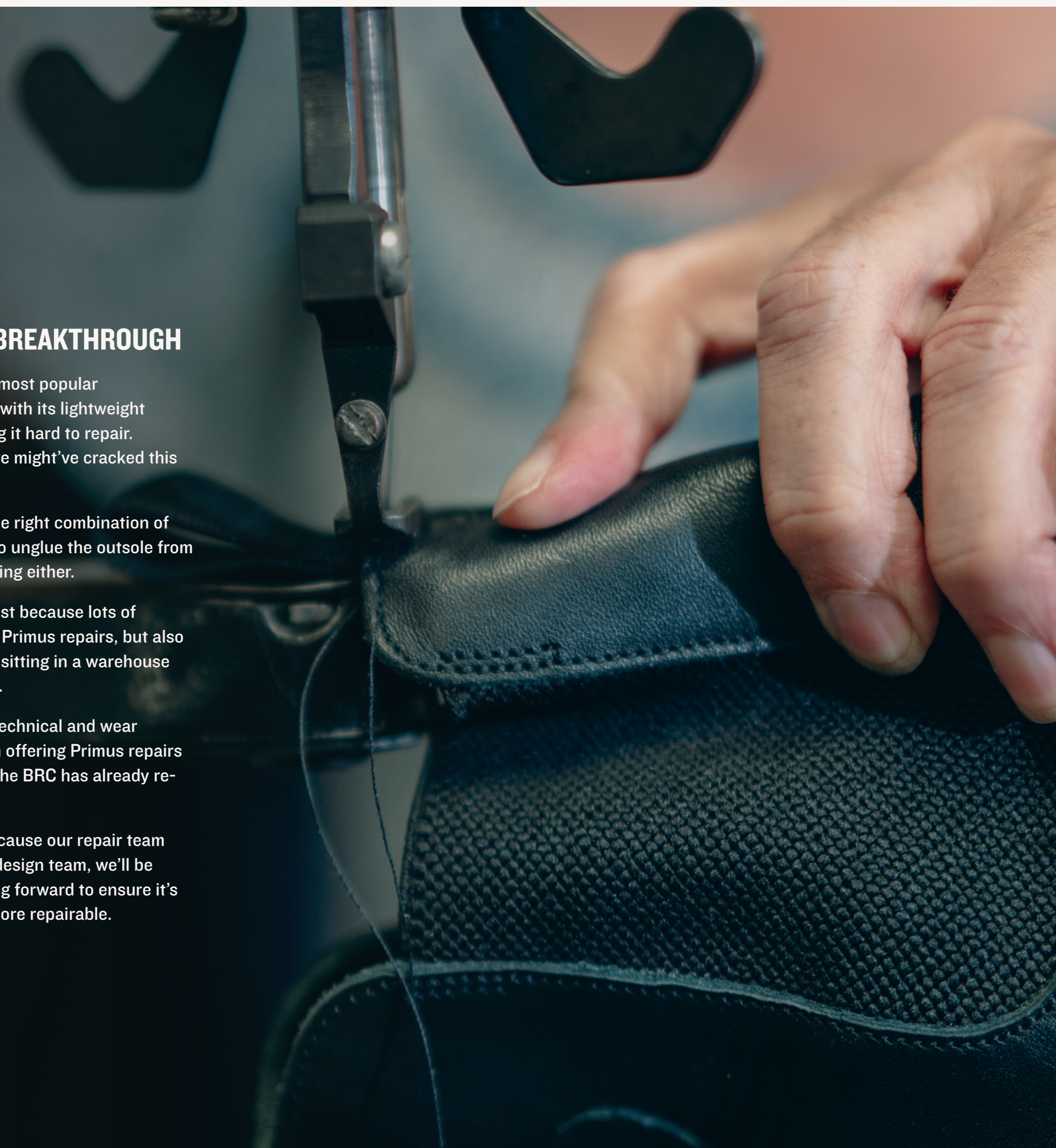
The Primus is one of the most popular Vivobarefoot styles ever, with its lightweight design historically making it hard to repair. However, we now think we might've cracked this particular nut...

The secret was finding the right combination of temperature and timing to unglue the outsole from the upper without damaging either.

This is great news. Not just because lots of customers are asking for Primus repairs, but also because we had 5k pairs sitting in a warehouse waiting to be refurbished.

So, after some vigorous technical and wear testing, voila! We've been offering Primus repairs for six months now, and the BRC has already re-soled about 1,000 pairs.

And just so you know, because our repair team is well connected to our design team, we'll be tweaking the Primus going forward to ensure it's even more durable and more repairable.





BOOT REPAIR COMPANY

The Boot Repair Company has been instrumental in the success of ReVivo. We spoke to Jamie Whitehouse, Director of Operations, about the company's history and its exciting journey with Vivobarefoot.



A QUICK MARCH DOWN MEMORY LANE

“Way back in 2011, the Household Cavalry of the Queen’s Guard needed their boots repaired. Two Leeds-based businessmen, Tom and Chris, both from cobbling backgrounds, set up the Boot Repair Company and won the contract.

The BRC grew quickly, soon branching out to work with other brands. Our first contract with Vivobarefoot came in 2019, when we were tasked with relabeling a shipment of JingJings that had been incorrectly sized.

Once Vivo saw what we were capable of, the cogs started turning...”

THE BIRTH OF REVIVO

“Vivo had long wanted to avoid sending any of their shoes to landfill. But with a 100-day try and return policy, that meant a growing pile of returned Vivos waiting for the right solution to come along.

They sent us 66 pallets of shoes - that’s thousands of pairs. We cleaned and sanitised them, fixed anything that was wrong, and then repackaged them with the ReVivo branding. It took us about six months to get through it all.

ReVivo launched in summer 2020. We weren’t sure selling second-hand shoes right at the start of a global pandemic was the best idea, but it was incredibly successful. They sold hundreds, if not thousands, of pairs in the first few weeks.

With that success under our boots, it was all about figuring out the next step.”

THE REPAIR MOVEMENT

“Vivo is really leading the way on footwear repair - showing that it works, that it’s profitable and enhances brand image. Our work with Vivo has opened up a new business model for the BRC, and we started working with other brands. For example, Dr. Martens launched with us early 2022 working on Dr. Martens’ ReSouled.

“Vivo is really leading the way on footwear repair - showing that it works, that it’s profitable and enhances brand image.”

Since working with BRC we’ve launched direct-to-consumer authorised repair in the UK. This offers customers repairs and customisations that use the same craftsmanship, machinery, outsoles and componentry that go into making Dr. Martens products, and helps our wearers extend the life of their items even further.

And I think this is just the beginning. I started at the BRC about four years ago when there were seven or eight people here. We’re now up to 84, and we’ve just opened a warehouse in Amsterdam - which means more of Europe can now buy from ReVivo.com and get their Vivos repaired.

I think the momentum of the repair and refurb movement comes from three things all happening at once: the need to be more sustainable, the commercial motivation, and customers feeling the pinch.”

— JAMIE WHITEHOUSE, DIRECTOR OF OPERATIONS, BOOT REPAIR COMPANY





HOW TO REPAIR VIVO FOOTWEAR



We've (finally) found the right tools, temperatures and techniques to remove soles without damaging anything.

Barefoot footwear is extremely lightweight and minimalist compared to conventional shoes. That means there's very little margin for error when it comes to repairs - particularly on the lightest styles, like the Primus Lite.

It's taken a lot of experimentation, failure and learning from our mistakes, but we're on our way to mastering the art of the barefoot repair.

Meshes are a nightmare to clean, but we're getting better at it.

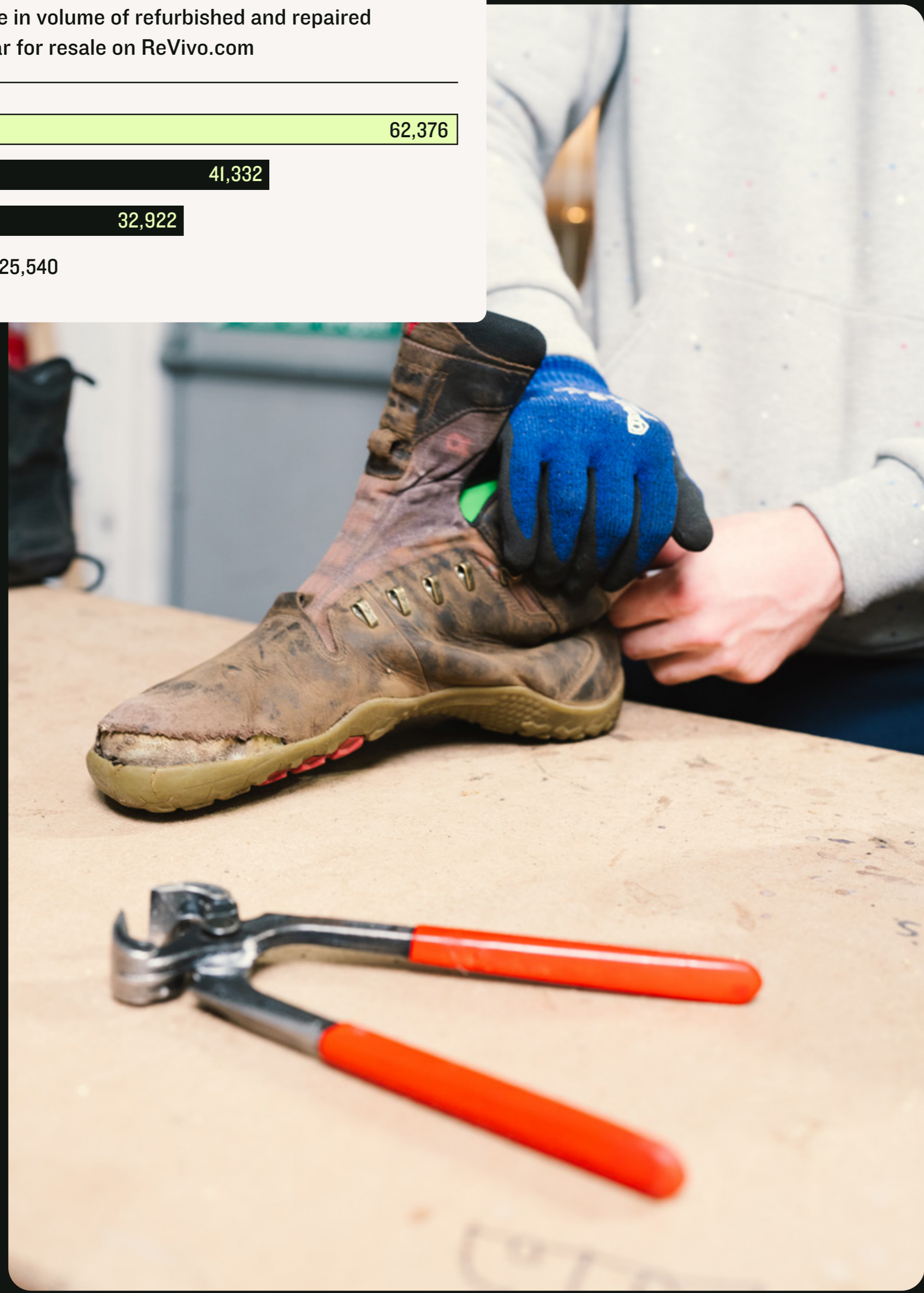
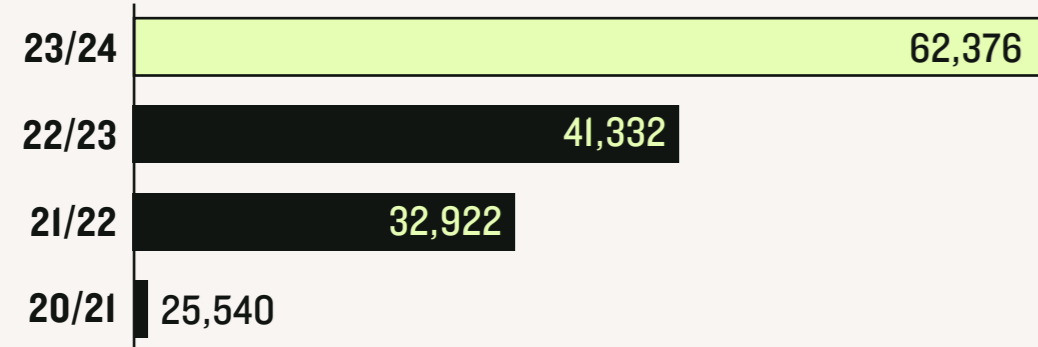
Shallow lugs with more spacing are easier to repair

Now we've got the right techniques, it's all about practice, practice, practice.



TOTAL VIVO REPAIR & REFURBISHMENTS

Increase in volume of refurbished and repaired footwear for resale on ReVivo.com



DESIGNING FOR REPAIRABILITY

“The BRC isn’t just here for end of life services, we also offer all our clients suggestions for how to make their products more durable. For example, the Tracker ESC was coming in with faulty eyelets - that’s now been sorted at a design level.

Earlier this year, we went to Vivo HQ in London to review their full upcoming range to identify potential problems and offer suggestions on improving repairability. We also fed into a couple of metrics in the VMatrix scoring tool - durability, and cleanability and repairability.

Cleanability needs to be weighted really heavily because there’s not much you can do if you can’t clean it - it’s often the weakest link in the chain.

Having said that, we’ve seen a tremendous improvement in repairability and durability across the Vivo range since we started working with them in 2019.”

LOOKING AHEAD

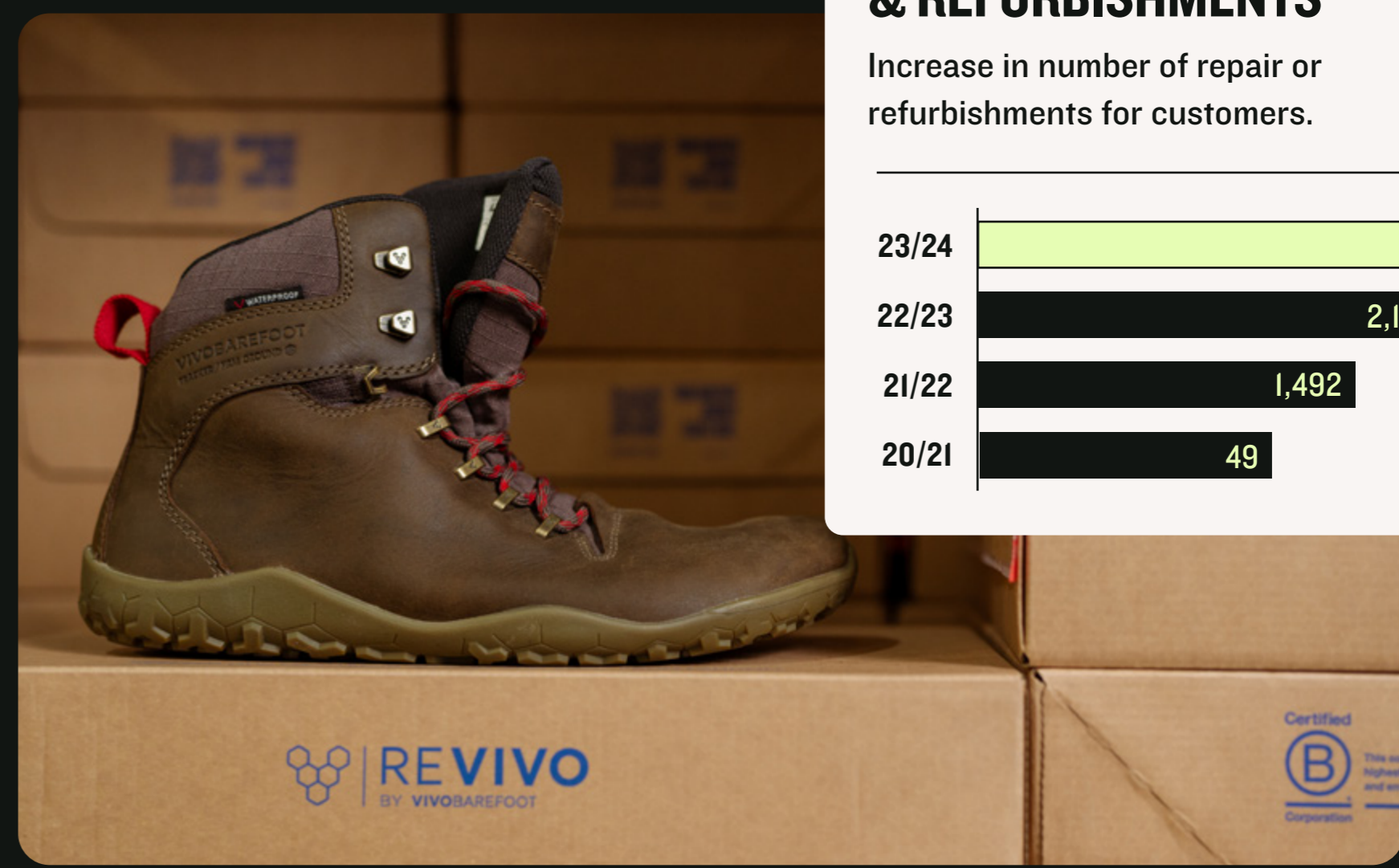
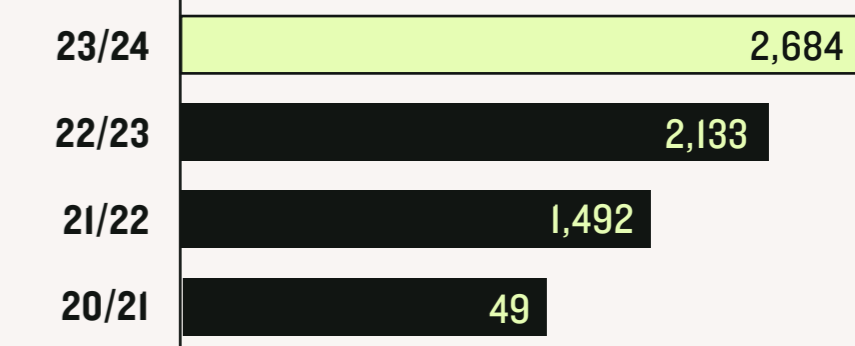
“We recently hit our resoling target of 500 in a month (for Vivos only). We’re recruiting and upskilling so that we can keep increasing that number. In September, we launched a new scheme for six apprentices.

We opened our Amsterdam warehouse in January ‘24 and have serviced 8.5k pairs in the first 6 months. We have 11 staff at the moment, and will grow quickly. Vivo has started offering repairs to their large German market, plus the Netherlands. And there’ll be more coming soon.”

— JAMIE WHITEHOUSE

CUSTOMER REPAIR & REFURBISHMENTS

Increase in number of repair or refurbishments for customers.



PRODUCT DEVELOPMENT

We're continuously improving how we design, develop and manufacture our product range so that it's meeting our customers' needs and our regeneration mission.

Last year, we made several important changes to our manufacturing approach, restructuring the team, formalising our processes and making the whole product range more cohesive. This will help us increase the amount of footwear we make, whilst also ensuring quality and consistency.

We also improved how we support our product team to make more sustainable design choices as they create our footwear.

MORE CHOICE VS. LESS WASTE

More people want to go barefoot more of the time and that means diversifying our collection. During 2024, we'll launch 12 new styles - up from four the previous year. Well done to the footwear circle for working so hard and so well together.

However, we need to make sure we balance the siren-call of 'more, more, more!' with our mission and values.

Newness creates waste at every stage, from sampling through to customer use. Everyone in the footwear circle is taking responsibility by working towards a shared goal: no new product is to be released if it isn't hitting a 50% VMatrix score. See page 49 for more on our internal sustainability scoring tool.

IT'S TIME FOR TIMELESS

The next step on our product development journey is to refine our range to create classic, timeless styles. A truly great design doesn't change very often.

REVOBIT

We're currently trialling a 3D design tool called Revobit. This reduces sampling waste, logistics and cuts down on time-wasting back and forth. The tool will be integrated with our range planning tool, and will in time automatically export to Made2Flow, which means we can predict a product's VMatrix score and action improvements sooner.

MORE VIVO IN VIETNAM

In '23/24, we moved more of our team to Vietnam, with five people now working in Stella, our manufacturing partner's factory out there. This move has significantly streamlined how we turn our footwear designs into products.

"I really loved the Vivo brand and started working at the store. When Covid hit, I did a few other bits - comms, marketing. And then a role popped up in Product... and here we are! I've been working in development for three years, and moved out to Vietnam to support the team here in early 2024."

— TANIA TARIS, SOURCING + DEVELOPMENT



Oanh our developer at Golden Star, checking samples before shipment.



Mary our Production Lead on the factory floor, inspecting new style first production run



WORKING HARDER FOR WOMEN

The ratio of women buying our footwear has never reached 50/50, and it's dropped over the past ten years. It's something we've been aware of but haven't done enough to tackle.

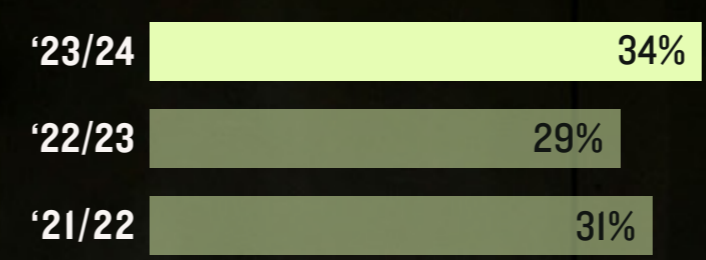
For the purposes of full transparency, there are two reasons why our 'women's mix' matters:

- Most conventional women's shoes are criminally bad for women's feet - we believe they deserve something better
- Women are valuable customers - they tend to spend more on their footwear than men



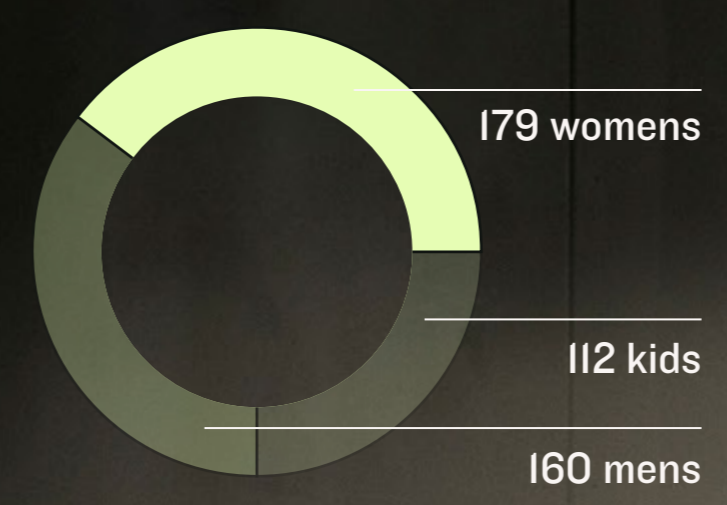
WOMEN'S MIX

Net women's pairs as a proportion of the adult business



STYLE MIX IN '24/25

Total number of styles (in each colourway) last year



STYLE MATTERS

Women are discerning. They want shoes that are versatile, flattering and stylish. Because our footwear will never have a heel or a pointy toe box, we have to work harder to make styles that tick the right boxes. We're on the right track with the Gobi Sneaker Premium, which has been our best performing lifestyle footwear for women in a long time. We know there's more to do though.

THINKING OUTSIDE THE SHOEBOX

First and foremost, we need to integrate what women want into our footwear design and development, because there's currently some default, systemic sexism at play. For example, our sample products come in a size 42 - why not a 38? And why don't we wear test our styles with just as many women as men?

BEHIND THE SCENES...

We're working on a project we're calling 'Women's Shoespiracy'. A follow up to our 2019 short film Shoespiracy, we want to challenge the shoe-shaped status quo so many women have been served throughout history. In partnership with experts, we're exploring the biomechanical repercussions and broader impacts in all our lives.



Queen Letizia of Spain bringing a touch of royalty to barefoot style

LEATHER		
Wild Hide Vegetable Tanned	Wild Hide Chrome Tanned	Wild Hide Conventionally Tanned
Wild Hide Metal Free & Biodegradable	Conventional Metal Free & Biodegradable	Conventional Chrome Free

SYNTHETICS		
Recycled Polyester (rPET)	Recycled Polyurethane (rPU)	Polyester (PET)
Recycled Synthetic Rubber	Recycled Thermoplastic Polyurethane (rTPU)	Synthetic Rubber
Bio-based Thermoplastic Polyurethane (bTPU)		Polyurethane (PU)
Bio-based Kunststoff Polyurethane (bKPU)		Thermoplastic Polyurethane (TPU)
		Kunststoff Polyurethane (KPU)

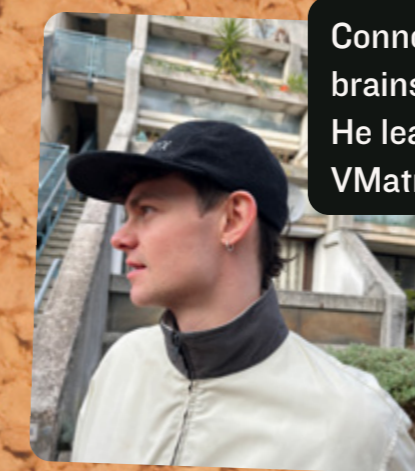
At-a-glance reminder of preferred materials



Aim for the stars, land on the moon

- ### THE REGEN RATIONALE: IT'S AS EASY AS 1, 2, 3
1. DOES THE PRODUCT FUNCTION?
 2. WHAT IS THE V MATRIX SCORE?
 3. IS THIS PRODUCT NECESSARY?

Ok, it's not actually easy. But we do what we can to make it simpler



Connor Tracy is the brains behind this. He leads our VMatrix programme.



Asking 'Is this style really necessary'? We need to get better at this. Of course we want our customers to have barefoot options for every activity, but we need to ensure we're creating footwear for the right reasons and with the highest level of performance

SUSTAINABLE DESIGN PRINCIPLES

- ### DESIGNER CHECKLIST
- Have you considered a mechanical/chemical/compostable end of life for both upper and outsole?
 - For natural styles, have you included as much natural material as possible? For recycled styles, have you included as much polyester as possible?
 - Have you included as few material components as possible?
 - Have you used preferable material choices?
 - Have you considered how durable your style is overall?
 - Have you considered whether BRC will be able to repair the outsole, upper materials, hardware and trims?
 - Have you considered whether BRC will be able to clean the outsole and upper materials?

A checklist for our design team to consider the VMatrix

We want to make it as easy as possible for our product designers and developers to make more regenerative choices.

Many of the resource guidelines for our product team are summarised on an internal online sticky board, providing a visible, memorable and easily accessible montage of Things To Remember. Here's a snapshot:



Keeping it simple for our designers to find a full list of our preferred materials.

Natural Materials	
Hemp	Preferred
Lenzing Tencel	Preferred
Natural Cork	Preferred
Natural Rubber Blend	Preferred
Regenerative Cotton	Preferred
Recycled Organic Cotton	Preferred
Woolmark Wool	Preferred
Organic Cotton	Conventional
Recycled Cotton	Conventional
Conventional Cotton	Unpreferred
Conventional Wool	Unpreferred
Natural Material Blend	Unpreferred

HOW SUSTAINABLE IS OUR FOOTWEAR?



We use our in-house scoring tool, the VMatrix, to measure the sustainability impact of our footwear.

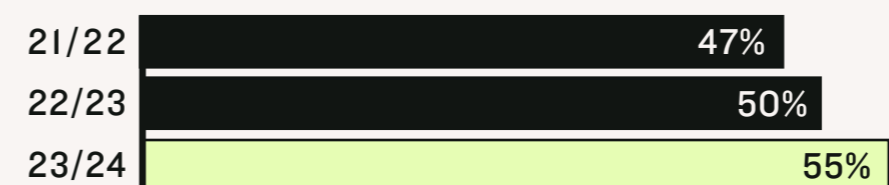
Every year, we work to improve our average VMatrix score, an aggregate from across our product range. This year, our '23/24 collection scored 55%, up from 50% in 22/23.

These scores help our designers and development team focus on where we need to make improvements, for example, swapping one material out for another with a better 'score'.

The VMatrix scores styles on five metrics, each weighted at 20% of the total score:

- **END OF LIFE PATHWAY** - can we compost or recycle this style?
- **COMPLEXITY** - how many materials are used and shipped around?
- **MATERIALS** - how much (by weight)* of our 'preferred materials' does each style use?
- **DURABILITY** - how long is this style going to last? The longer the better, of course.
- **LONGEVITY** - how well can we clean and repair the style, and therefore extend its life?

AVERAGE ANNUAL VMATRIX SCORE



MAJOR IMPROVEMENTS TO THE VMATRIX

Last year, we made some significant changes to the VMatrix tool, working in partnership with Made2Flow, our impact analysis partner.

The biggest change is in the Materials metric. We used to score each style according to the presence of a material, no matter how much was used. For example, a 2g logo would score the same as a 300g leather side panel.

The new methodology means we can score our footwear on the actual weight of the individual materials and components they contain. The whole process is also being built to be fully automatic instead of manual; less laborious, way more accurate.

Our Autumn Winter '24 and Spring Summer '25 collections will represent the first full financial year that we use the new version of the VMatrix. Because of the updates, we know many of these products will score lower in '24/25, which will also drag down our average score for '24/25.

WHAT'S NEXT

- We don't yet score our Kids footwear but we will starting from next year (AW25).
- Putting VMatrix scores on every product page on vivobarefoot.com.
- Trialling the VMatrix with other brands to see if they find it as useful in measuring their sustainability improvements as we do. Our dream is for any footwear brand to use it.
- In the future, we want to build a VMatrix that takes into account broader environmental impact and adds in social impact data.



BACKING UP OUR CLAIMS

“In this world where greenwashing, nature washing, health washing and essentially just false advertising are so prevalent, it’s even more important for us to communicate with integrity, accuracy and **fully backed up claims**.”

It’s challenging to see other brands launch what they refer to as **‘recyclable’** or **‘fully biodegradable’** products, when we know the very real challenges that are currently preventing us from releasing truly circular products into the world!

Our story may take a little longer than others, but we’re determined to do it in collaboration with others and supported by robust science and **best practice certifications**”.

— CHARLOTTE PUMFORD, REGEN LEAD



'23/24 VMATRIX LEAGUE TABLE

1	Sensus	76%	23	Ra IV	57%
2	Motus Flex	75%	24	Magna Lite WR SG	56%
3	Motus Strength	73%	25	Primus Asana III	55%
4	Gobi III	65%	26	Tracker Forest ESC	55%
5	Gobi III Win	65%	27	Tracker Winter SG	51%
6	Gobi IV	65%	28	Primus Asana Yin Ballerina Knit	50%
7	Primus Asana Yin Ballerina Leather	64%	29	Tracker Decon Low FG2	50%
8	Primus Lite 3.5	64%	30	Tracker Decon FG2	50%
9	Ababa II	64%	31	Primus Trail Knit FG	49%
10	Addis	64%	32	Scott IV	49%
11	Ra III Lux	63%	33	Tracker Textile FG2	49%
12	Opanka Sandal	63%	34	Tracker Fextile Low FG2	49%
13	Magna Forest ESC	60%	35	Primus Trail II FG	47%
14	Primus Lite III	60%	36	Primus Trail III All Weather FG	47%
15	Gobi Lux	58%	37	Primus Trail III All Weather SG	47%
16	Gobi Sneaker Premium Canvas	57%	38	Primus Trail FG 3.5	46%
17	Gobi Sneaker Premium Leather	57%	39	Jungle ESC	44%
18	Geo Court III	57%	40	Primus Lite IV All Weather	44%
19	Magna FG	57%	41	Ultra III	42%
20	Magna Leather FG	57%	42	Hydra ESC	40%
21	Primus Lite Knit	57%	43	Tracker II FG	32%
22	Ra II	57%			

Our '23/24 product range is scored using our older VMatrix methodology. Any styles that aren't in the list here were not scored.



OUR COMMITMENT TO CONTINUOUS IMPROVEMENT

The VMatrix helps us keep improving the sustainability performance of our footwear. Here's how:

MINIMUM STANDARD SET

We have set a new VMatrix benchmark of 50% for all our products, using our new methodology.

PRODUCT IMPROVEMENT PATHWAYS

We ask each Category Line Manager to set targets and improvement pathways for at least a couple of their lowest scoring styles each season.

Part of our prioritisation process is based on the sales and manufacturing volume of each style. Styles that sell at larger volumes with lower scores are prioritised for improvement.

CROSS-CATEGORY OBJECTIVES

We have also set some cross-category objectives - such as using 100% natural Durable Water Repellence for cleanability and water repellency across our natural styles.



Our Ultra Bloom style has historically contained 10% bio-based content (Algae Bloom). However, our new and improved version, the Ultra Sugarlite, will contain 51% bio-based content (sugarcane, hence the new name!).



MEASURING THE LIFECYCLE IMPACT OF OUR FOOTWEAR

The more data we can collect and analyse, the more we can reduce the impact of our footwear.

This year, Made2flow started helping us measure the lifecycle impact of our footwear. This involves collecting data on 16 environmental impact indicators, such as greenhouse gases, chemicals, waste and water use.

We are starting this process with our top five highest volume styles, and our first full report will be for the Primus Lite III. Initially each style will take between eight to 12 months to fully assess, but we hope to reduce this time significantly with the increased amount of data and value chain transparency we collect.

We'll use our findings to set improvement roadmaps for each individual style, finding efficiencies in the way we design, develop and manufacture our footwear to reduce our environmental impact, as well as keeping us the right side of profitable.

GETTING AHEAD OF LEGISLATION

The EU is on track to implement new legislation that requires most products sold online to have a digital product passport (DPP). At the click of a button, a DPP will provide information about everything from a product's materials and environmental impact, to repair instructions and end of life opportunities.

We were going to conduct lifecycle analysis for our products anyway, but this incoming legislation is an extra incentive.

We will be trialling how we communicate our Primus Lite III lifecycle data by the end of this financial year, before we roll it out across our other top styles and eventually our entire product range.



16 ENVIRONMENTAL IMPACT INDICATORS

GHG (kg CO₂-eq)

Water (m³ dep)

Fossil resources (mj)

Land use (points)

Acidification (mol H⁺-Eq)

Ecotoxicity, freshwater (CTUe)

Eutrophication, marine (kg N-Eq)

Eutrophication, terrestrial (mol N-Eq)

Human toxicity, cancer (CTUh)

Ionizing radiation, human health (kBq U235-Eq)

Ozone depletion (kg CFC-II-Eq)

Particulate matter (disease incidence)

Photochemical ozone formation, human health (kg NMVOC-Eq)

Resource use, minerals and metals (kg Sb-Eq)

Eutrophication, freshwater (kg P-Eq)

Human toxicity, non-cancer (CTUh)

VALUE CHAIN

We are fully committed to supporting every individual and business involved in making our footwear to have a more positive impact on people and the planet.

This gets harder as we grow. The more footwear we make, the more partnerships we need along the value chain.

To minimise the negative impact of our value chain - and move to having a positive impact - we have to increase the visibility of our tier 2 to 5 partners, while also strengthening our relationships, collaboration and influence. Here's how we do it:

- Visiting our partners
- Building stronger relationships
- Understanding social impact
- Running partner conferences
- Updating our value chain map

VISITING OUR PARTNERS

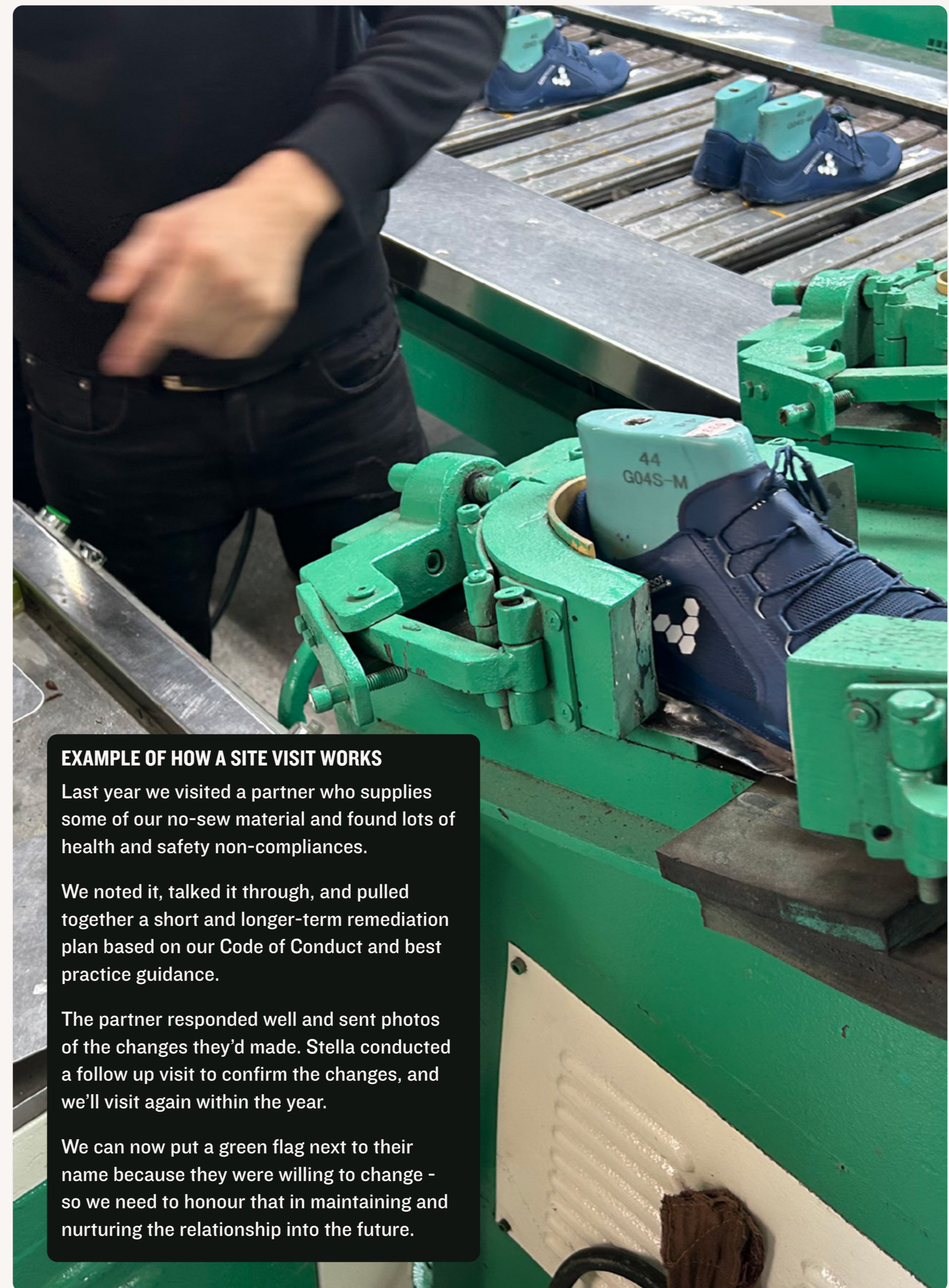
We don't need to visit Stella - our biggest volume tier 1 partner - because we have a permanent presence in the main facility. For all our tier 2 partners, we try to conduct at least one site visit per year and visit our key material partners more often. Some of these visits will be conducted by our tier 1 partners, Stella and Bitis directly.

During these visits, we identify what's going well and what's falling short, and then collaborate with the partner to make the changes we need.

We are continuing to grow our team in Asia, and one of our new hires will focus exclusively on value chain traceability and visiting tier 3 to 5 partners.



Mary Ha, Rosie Cripps and Vanny Nguyen visiting our tier 1 partner BITIS in Vietnam



EXAMPLE OF HOW A SITE VISIT WORKS

Last year we visited a partner who supplies some of our no-sew material and found lots of health and safety non-compliances.

We noted it, talked it through, and pulled together a short and longer-term remediation plan based on our Code of Conduct and best practice guidance.

The partner responded well and sent photos of the changes they'd made. Stella conducted a follow up visit to confirm the changes, and we'll visit again within the year.

We can now put a green flag next to their name because they were willing to change - so we need to honour that in maintaining and nurturing the relationship into the future.

BUILDING STRONGER RELATIONSHIPS

While some larger brands use third-party providers to conduct desk-based mapping of their supply chain, we prefer a more hands-on approach.

We have a strong relationship with our tier 1 partners - Stella and Bitis. With their help, we are building a closer partnership with our tier 2 partners and beyond. Our site visits and partner conferences play a big part in this.

We believe that because we don't approach traceability as a tick box exercise, we have greater leverage in supporting these partners to improve their environmental and social impact.

We're also working to make sure people within tier 1 and 2 partners know what their work is helping to create - literally showing them the footwear their materials end up in. We think this helps make sense of all the changes we're asking for.



Factory visits to Golden Star, December 2023





Charlotte visiting Zui Ru factory, Dec 2023

UNDERSTANDING SOCIAL IMPACT

We ran a project with an external consultant to find out the top concerns of employees across the apparel and footwear value chain. The results were illuminating but not surprising: we learned that people want to get paid on time, they want the option to do overtime but not to be forced to do it, and they want decent maternity leave. We make sure all of these aspects are covered in our Code of Conduct, but we're always looking for new insights and ways to collaborate further with our value chain partners.

PARTNER CODE OF CONDUCT

We continue to use our partner Code of Conduct to work with our Tier 1 and 2 partners on their sourcing practices. This stipulates minimum legal requirements as well as the additional standards we expect our partners to meet across social and environmental indicators.

RUNNING PARTNER CONFERENCES

We run regular partner conferences in Vietnam and China, where most of our tier 1-3 partners are based. We show everyone who attends the footwear we're making, and share the mission and values of Vivo so they can better understand why working with us feels a bit different to other brands.

We also want these conferences to help us build small networks of partners within our value chain that are working with similar materials or components. Ultimately, we want to create 'safe spaces' where partners can collaborate to solve problems, share learnings, testing and data. This should help us facilitate accelerated progress towards innovation and continuous improvement.

We're excited and open minded about this approach, and will be connecting with other brands to find out if we can support each other to take sustainable values chain solutions to scale.



Because of Covid-related challenges, we did our first supplier conference in China for several years in November '23. The event was well attended and we're already planning the next one.



Rosie and Charlotte speaking at the British Footwear Association Sustainability Conference about our approach to building a value chain, not just a supply chain.

UPDATING THE VALUE CHAIN MAP

We are continuing to update our interactive value chain map, which lists who we work with, what they make for Vivobarefoot and high level information on their environmental and social impact.

[EXPLORE THE MAP](#)

GOLDEN STAR CO. LTD. (STELLA INTERNATIONAL TRADING)

PRODUCT ASSEMBLY HAIPHONG, VIETNAM


OVERVIEW PEOPLE PLANET PRODUCT

WHAT HAPPENS HERE?

This company is responsible for constructing your pair of Vivobarefoot shoes from a collection of individual components.

COMPANY MISSION

“We are committed to delivering unparalleled product design, ‘artisan level’ craftsmanship and quality, and unmatched commercialisation and R&D capabilities, flexibility and knowledge to our customers. We aim to create a culture that attracts and nourishes individuals who are energetic, committed and passionate. We never stop seeking to make operations more environmentally sustainable and beneficial to all stakeholders.”



PRODUCT ASSEMBLY AT GOLDEN STAR CO. LTD.

ADDRESS

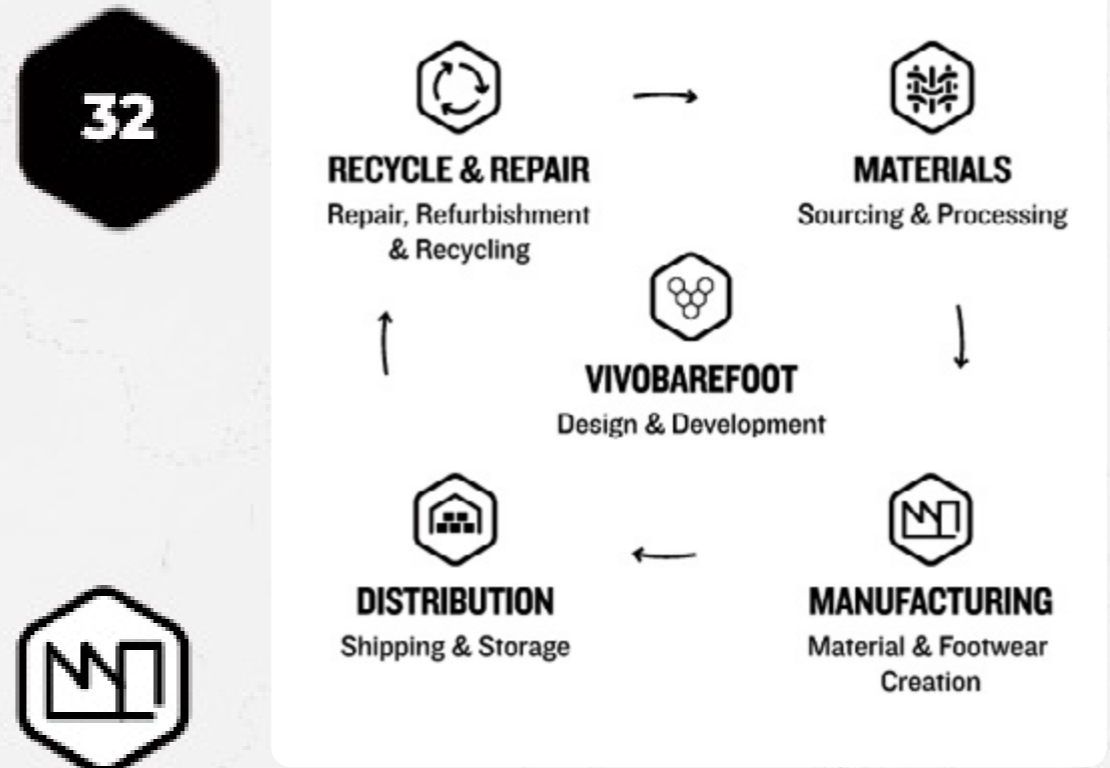
Antrand T-Junction,
Road 10 Truongson Commune,
An Lao District,
Hai Phong City,
Vietnam

VISITED?

Last visited by Vivobarefoot in July 2024.

13%

PERCENTAGE OF PARTNER'S BUSINESS FROM VIVOBAREFOOT



32

17

6

2

5

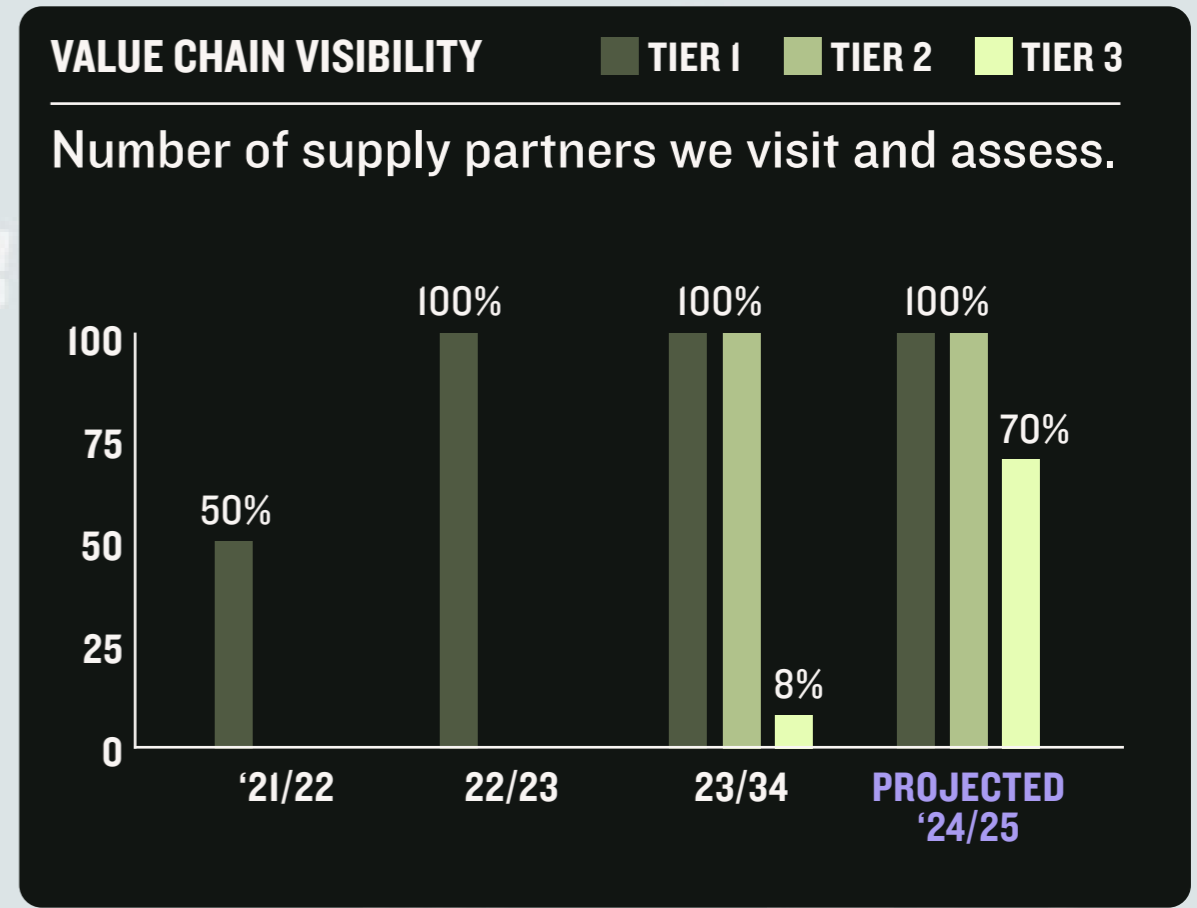
10

4

OUR PARTNERS

We work with lots of different partners. The map records four core partner categories, with a couple containing sub categories. Here's a quick overview...

- REPAIR & RECYCLE**
Who repairs and recycles my vivos?
- DISTRIBUTION**
Who gets my vivos to me?
- PRODUCT ASSEMBLY**
Who makes my vivos?
- COMPONENT MANUFACTURING**
Who makes the parts for my vivos?
- RAW MATERIAL PROCESSING**
Who makes the materials in my vivos usable?
- RAW MATERIAL SOURCE**
Who grows or extracts the materials for my vivos?





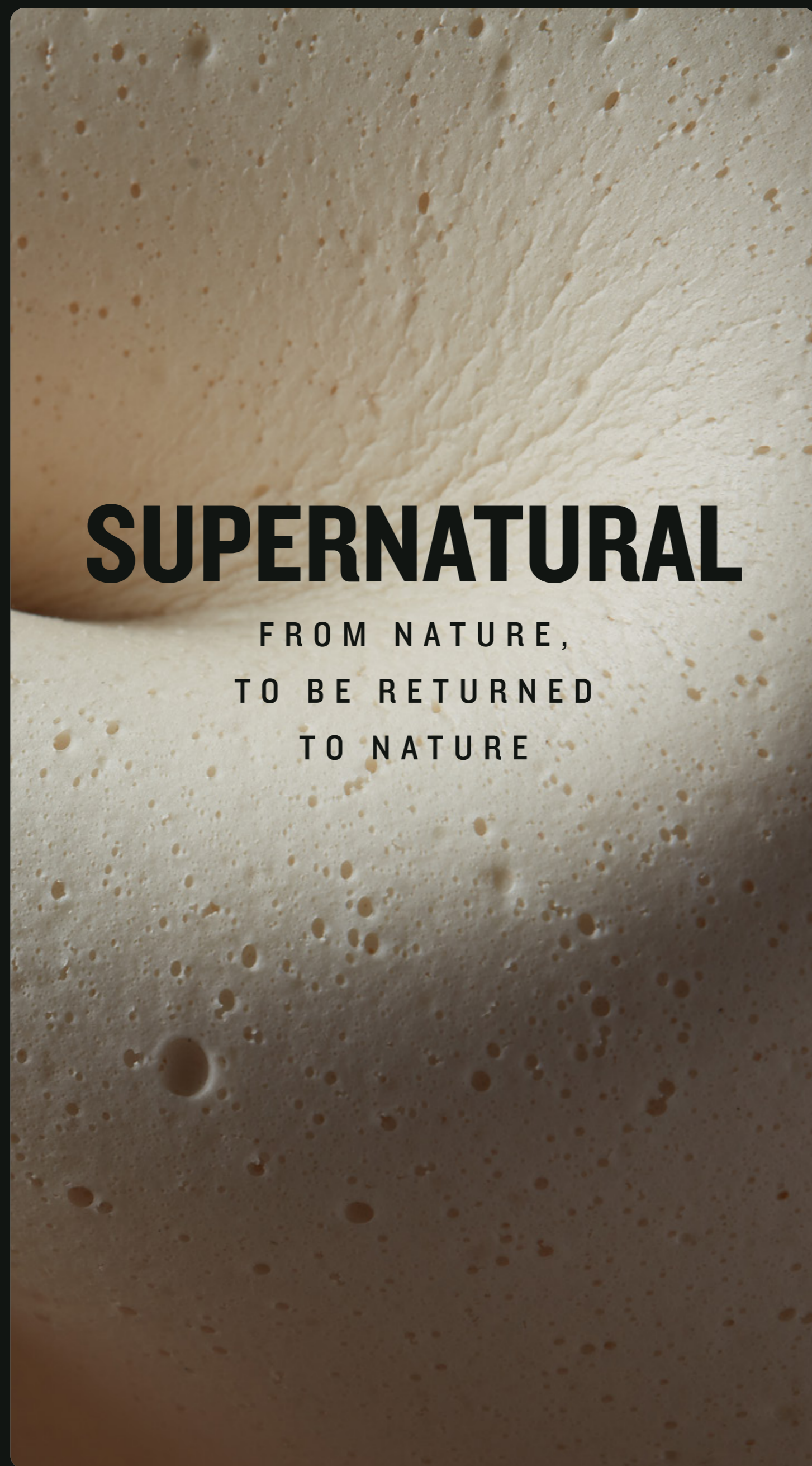
MATERIALS

All our products are designed with our ambition for full circularity in mind and developed across our two materials pillars.

We've been applying this approach for a few years now, both to new footwear products and existing styles.

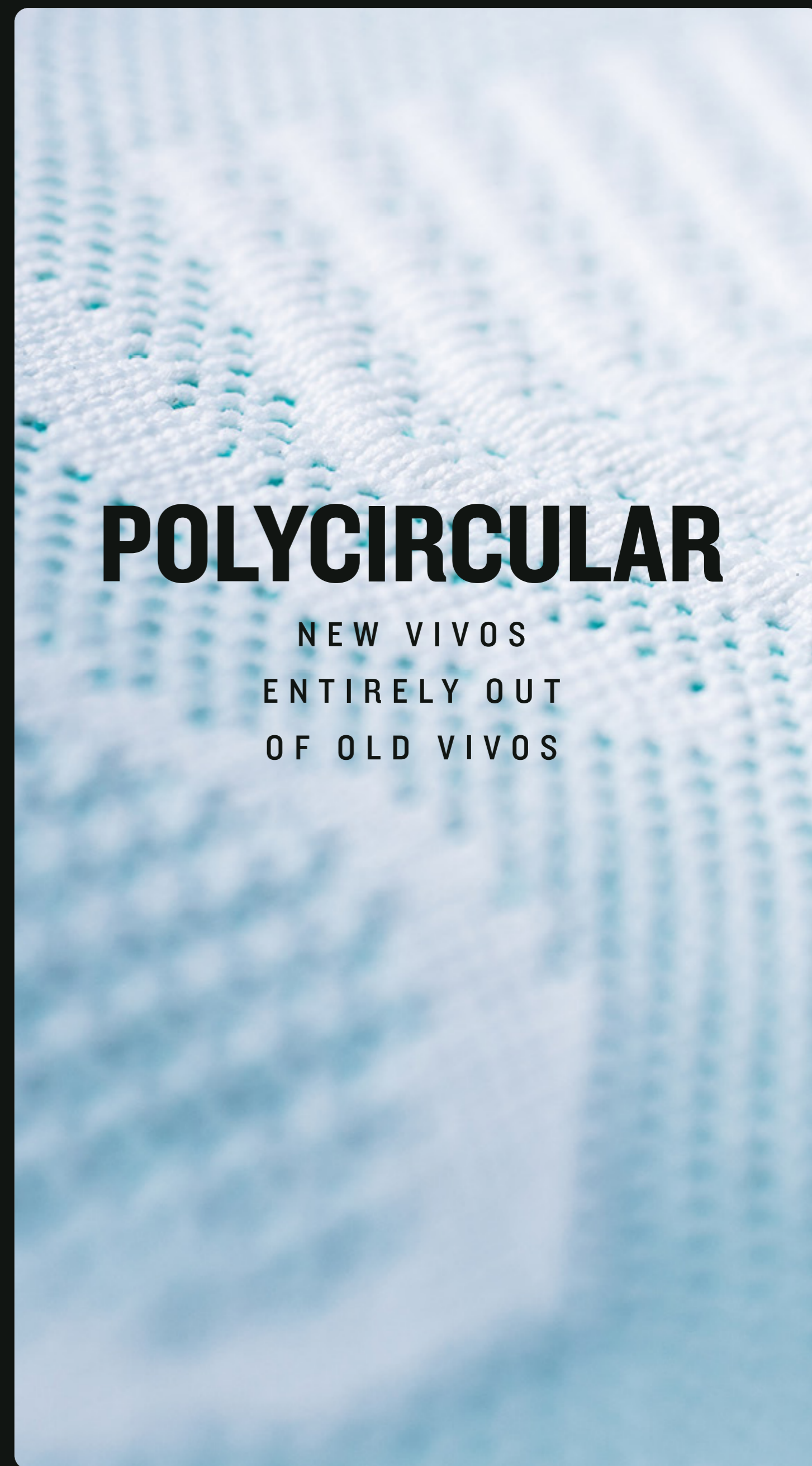
We are constantly seeking alternative materials and construction methods that move a style further into one pillar or the other.

For example, we want to make our leather hiking boots more Supernatural, so we've removed its plastic waterproof membrane. To accomplish this without sacrificing the boot's waterproofness, we've been refining its design, construction and how the leather is treated.



SUPERNATURAL

FROM NATURE,
TO BE RETURNED
TO NATURE



POLYCIRCULAR

NEW VIVOS
ENTIRELY OUT
OF OLD VIVOS



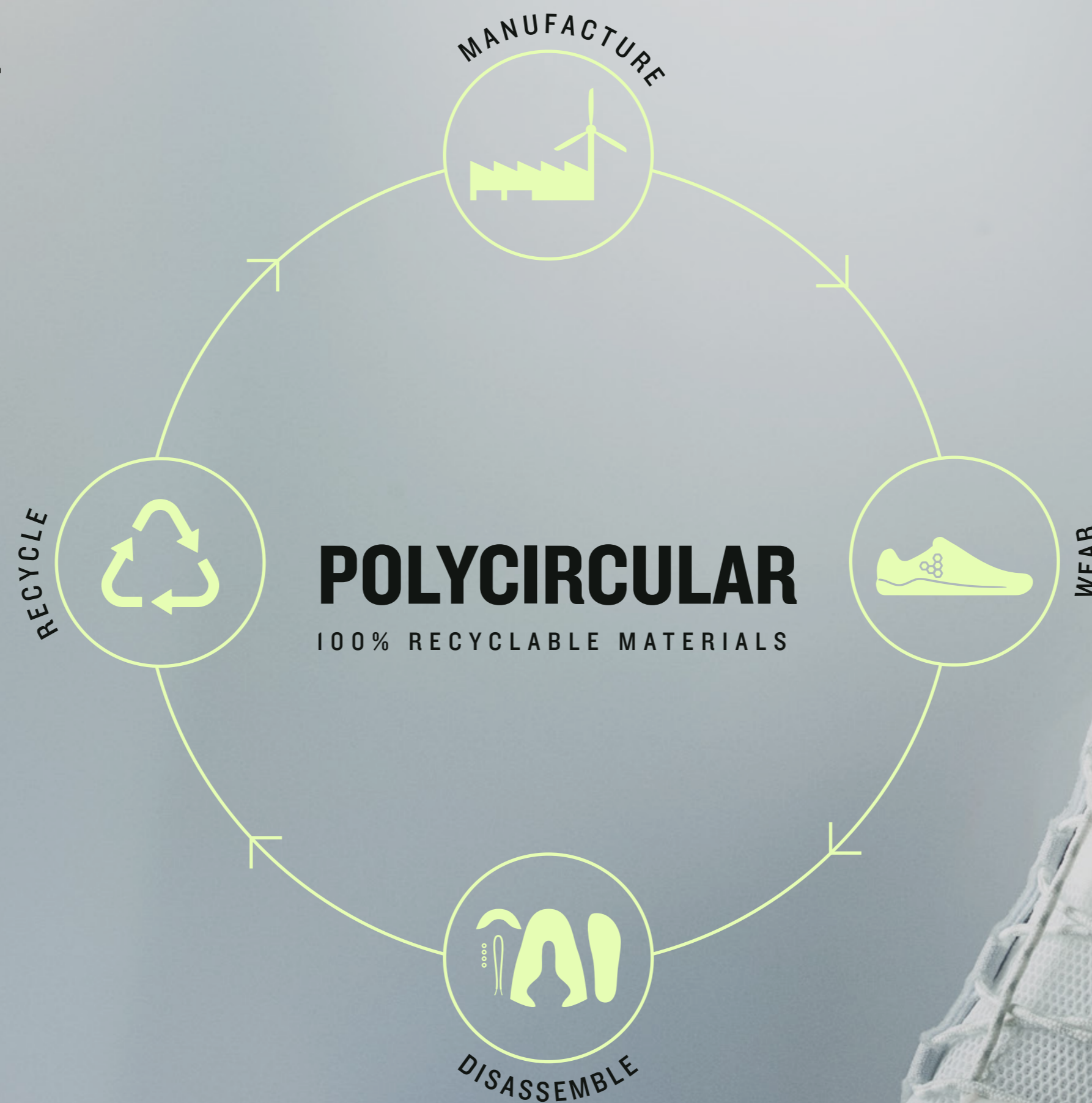
POLYCIRCULAR

The goal of our Polycircular pillar is to create high performance and durable footwear made from recycled materials that can be easily separated and recycled at end-of-life.

- **UPPER** - This means making an upper made from 100% polyester that can be recycled along with its outsole (already mechanically recyclable) and made into new Vivos – again and again.
- **OUTSOLE** - We're focused on using more recycled synthetic rubber in our outsoles because it's better than virgin synthetic rubber. We use natural rubber and materials in our Supernatural styles.

Recent highlights from the Polycircular pillar include the progress we've made towards increasing the percentage of polyester content in the Primus 3.5 (see page 38). Once we hit 100%, we'll be able to recycle the upper.

Our chemical recycling partner, Circ, is as determined as we are to find an end-of-life solution for our footwear uppers. The journey so far has been beset with challenges (see next page), but we're both in this for the long haul.





THE TRIALS AND TRIBULATIONS OF CHEMICAL RECYCLING

Once upon a time (the year before last), we set an audacious goal to create a pinnacle Primus product that could be fully recycled.

By 'pinnacle', we meant reaching for the very peak of functionality, and by 'fully recycled', we meant the upper had to be made from 100% polyester so it could be chemically recycled.

But before long, and despite our best efforts, we realised this goal was both unrealistic and forcing compromises on both sides.

So we decided to divide and conquer. While the product team headed off to develop the best possible Primus, we set our sights on creating a really simple product that could prove the concept of chemical recycling. Little did we know this was just the start of our troubles...



A disassembled Primus ready for chemical recycling by Circ

Here's what happened next.

- We made a shoe out of 100% polyester, but Circ's tests revealed it wasn't actually 100%. Even small percentages of some non-polyester materials can affect the recycling process or the quality of the final recovered material.
- We went back to our partners to ensure they were using 100% polyester...
- ...but the same thing happened when it came to the next recycling test.
- We decided to move from product testing to material testing to make things more simple.
- And - great news - we found some materials that passed the chemical recycling test.
- **BUT**, when we made a full upper out of these materials, the final product failed!

There are good reasons for these hurdles, and we're pleased to have learned the truth about our 100% polyester claims. But it has been a frustrating and time consuming process, for us and for Circ.

The good news is we're hiring a polycircular materials engineer in Vietnam who will be responsible for working with our material partners to improve the integrity and consistency of the materials we're using. So come back next year for the next instalment...



SUPERNATURAL

Any style that sits in the Supernatural pillar is on its own journey towards being made from 100% natural or biobased materials that can be industrially composted.

Recent highlights from the Supernatural pillar include:

- The launch of the Gobi Premium Sneaker Leather and Canvas, both made from 98% natural materials (see page 33)
- Partnering with Balena to use their fully compostable biopolymer for VivoBiome (see page 62)
- Working with NFW on a fully natural rubber barefoot outsole (see pop out)

Coming up, we're extremely excited to be working with some of our value chain partners on a more natural version of our Primus Lite Knit and plan to launch some exciting supernatural material concepts in January 25.

PARTNER SPOTLIGHT

NFW

NFW creates sustainable and fully circular materials using plant fibres and other natural resources.

This year, we've been working with NFW to start using PLIANT™, a first-of-its kind 100% natural outsole that can serve our natural styles.

The vast majority of conventional rubber soles are full of synthetic chemicals and plastics. When these soles degrade (which takes forever), they release those plastics into the environment.

In comparison, PLIANT™ outsoles are made from natural materials, which includes natural rubber derived from the sap of the Hevea brasiliensis tree grown in responsibly managed forests. Instead of conventional cure systems, PLIANT™ uses NFW's patented biocurative, which means PLIANT™ outsoles are nontoxic and do not shed hazardous chemicals with use.

As well as introducing PLIANT outsoles, we launched the Gobi Sneaker Premium in canvas with NFW's CLARUS®, a natural performance textile, and MIRUM®, the first plastic-free leather alternative.





PARTNER SPOTLIGHT

BALENA

In January '24, we announced our partnership with Balena, a material science company that has developed a kind of durable, soft, rubbery plastic (known as a thermoplastic elastomer - or TPE) that is fully compostable in an industrial facility.

We are now using this material - called BioCir®flex - to 3D print some of our VivoBiome footwear. BioCir®flex is the first ever compostable TPE and enables us to expand our already radical VivoBiome vision and work towards bringing fully compostable 3D printed footwear to the market in 2025.

S C A N - T O - P R I N T



F O O T - T O - C O M P O S T



VIVOBIOIME

A BETTER FIT FOR THE FUTURE

Conventional shoes weaken our feet, make it harder for us to move naturally and come at too high an environmental and social cost. Most are made with no thought to their end of life.

We believe the world doesn't need a new kind of shoe, it needs a new system.

Our ultimate goal for VivoBiome is 3D printed footwear that's made to order, in small nearby factories, with a fully bespoke fit. Once the footwear is no longer needed, it can either be recycled into a new pair or composted.

WHERE WE'RE AT



MADE- TO-ORDER

On demand and no stock

MADE- TO-MEASURE

For individual feet not mass markets

MADE LOCALLY

nearby factories, using 3D printing technology

MADE TO BE REMADE

Designed for takeback at end of life

**“You never change things
by fighting an existing
reality. To change
something build a new
model that makes the
existing model obsolete”**

— BUCKMINSTER FULLER

VIVOBIOME IS TAKING SHAPE

We're evolving fast. This is a snapshot of our latest designs - the Hybrid Wings, already in their third generation, and the Mono Mocc and Tabbi, taking their first steps onto our shelves.

HYBRID

WING



3D knitted upper

Leveraging 10k foot scans and nine data points for a closer fit

Size and width determined by two 3D foot scans

3D printed sole

2k pairs of Hybrid's for sale in May '24

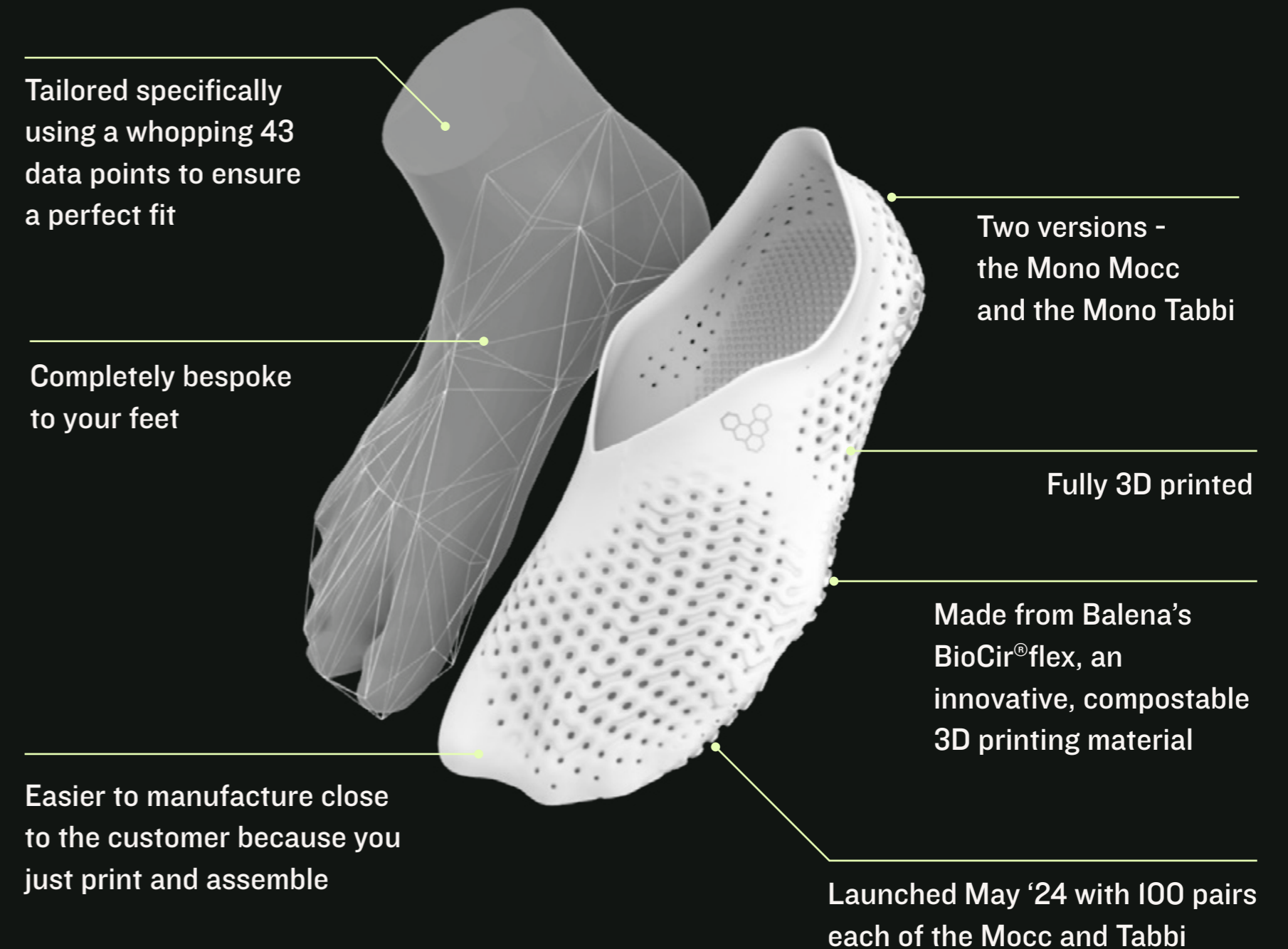
Prototype tested by 176 Pioneers

Manufacture involves printing, knitting and assembly

Knit comes from a single supplier in Asia

MONO

MOCC & TABBI



Tailored specifically using a whopping 43 data points to ensure a perfect fit

Completely bespoke to your feet

Easier to manufacture close to the customer because you just print and assemble

Two versions - the Mono Mocc and the Mono Tabbi

Fully 3D printed

Made from Balena's BioCir[®]flex, an innovative, compostable 3D printing material

Launched May '24 with 100 pairs each of the Mocc and Tabbi



THE PIONEER PROGRAM #01

In autumn '23, we recruited 176 Pioneers (out of 3,800 applicants) to trial three generations of our Hybrid Wings.

The Pioneers scanned their feet, received their first pairs of prototype Hybrids and put them through their paces.

After each drop, we collected extensive feedback which we addressed in the next generation.

The pioneer programme has helped us keep breaking and rebuilding our own system:

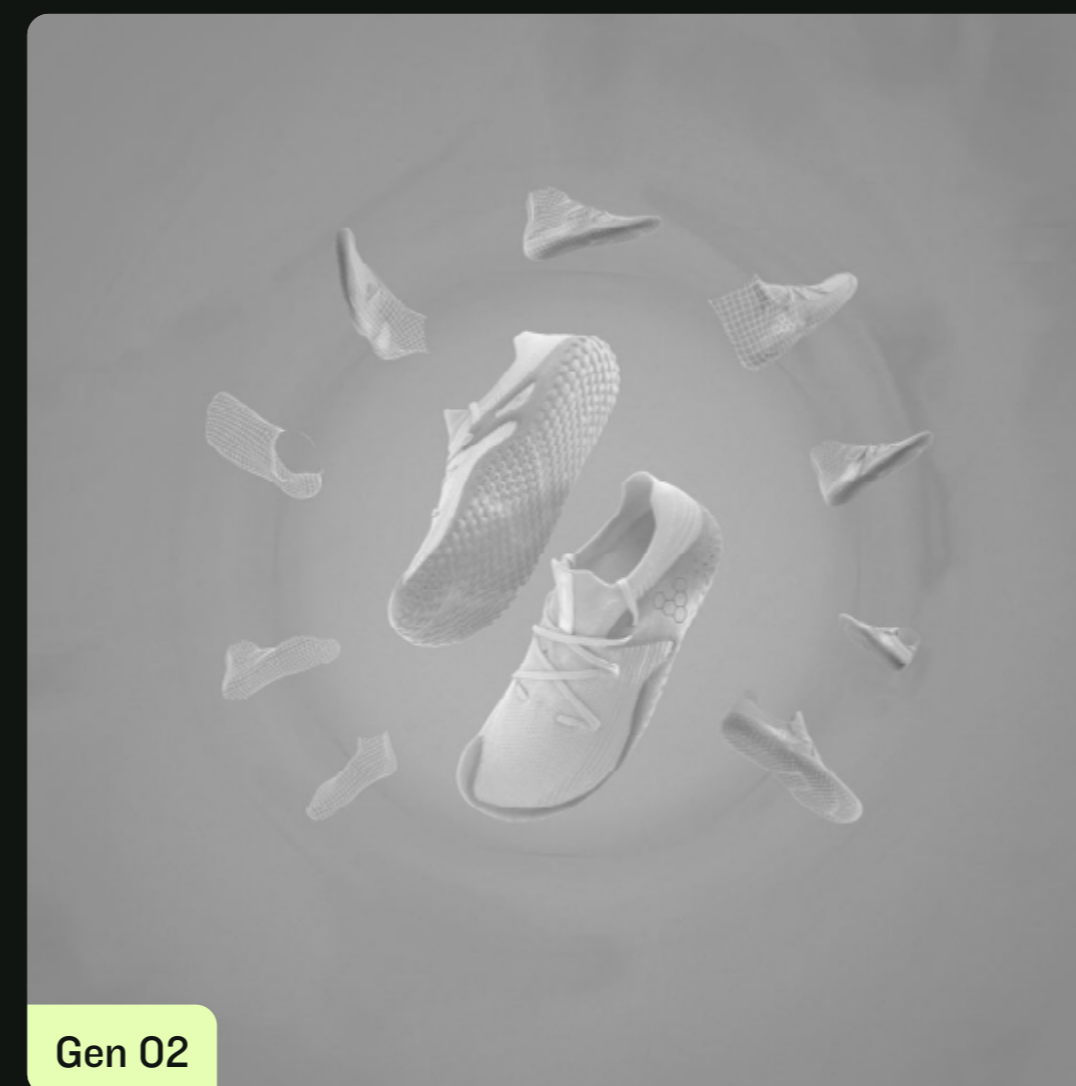
- We're improving scanning and fit preferences
- We're developing a new knitted sock technology that's faster, produces less waste and performs better
- We're upgrading the outsole geometry for better grip and flexibility
- We're evolving the outsole material for improved performance and durability

The result is radically improved fit, flex and feel. We'll continue to partner with our customer pioneers for feedback and insights to make sure every pair of VivoBiomes we create is a more evolved version than its predecessor.



Gen 03

A SNAPSHOT OF OUR EVOLVING SURVEY RESULTS



Gen 02

GEN 01 -> GEN 02

FIT: 85.3% thought the FIT of Gen 02 was better than Gen 01 (10.6% thought fit was worse)

GRIP: 67.3% thought the GRIP of Gen 02 was better than Gen 01 (2.1% thought grip was worse)

LOOK: 79% thought the LOOK of Gen 02 was better than Gen 01 (2.2% thought look was worse)

GEN 02 -> GEN 03

FIT: 71.4% scored FIT of Gen 03 as Good to Excellent. Gen 03 was ranked the best FITTING Hybrid compared to Gen 01 and 02.

COMFORT: 64.2% scored COMFORT of Gen 03 as Good to Excellent. Gen 03 was ranked the second most COMFORTABLE Hybrid (Gen 02 was first).

PERFORMANCE: 85.7% scored PERFORMANCE of Gen 03 as Good to Excellent. Gen 03 was ranked the best PERFORMING Hybrid compared to Gen 01 and 02.

76.8%

of pioneers stated they were **neutral to very satisfied** by the final generation of Hybrid Wings.



Gen 03



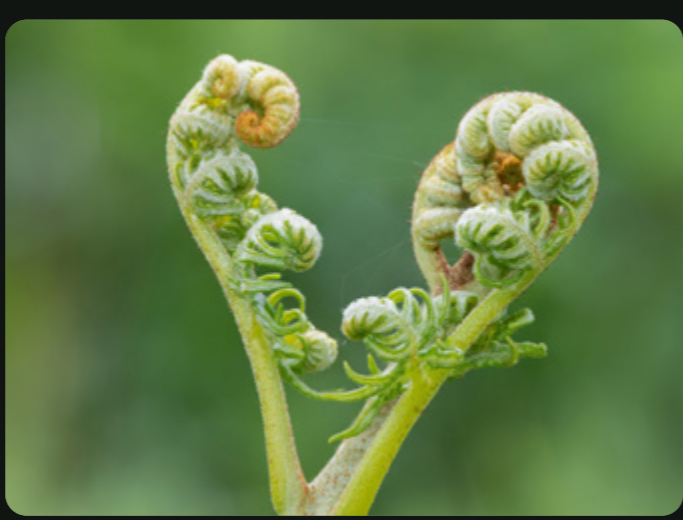
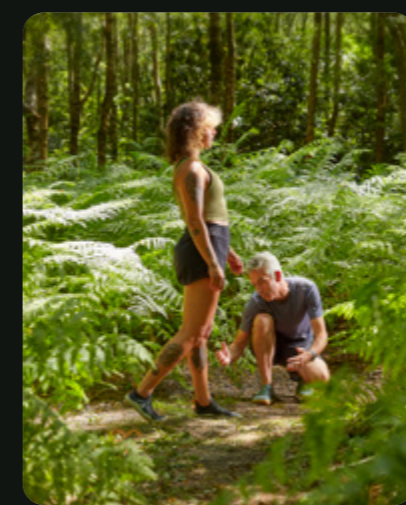
04

REGENERATIVE COMMUNITY

Change comes from within, so we're bringing people closer to nature and their natural potential, through education and engagement, and through the soles of their feet.

- 68 Natural health journeys
- 69 Improving our focus
- 72 Customer transformation stories
- 73 Our people
- 74 Investing in leadership
- 76 Building a regenerative working culture
- 78 Employee benefits
- 79 We're moving home
- 80 Our new nature home
- 82 Natural gatherings
- 83 Customer community
- 85 Ambassador network
- 86 An abundant ecosystem
- 87 Springwood: a transformative journey

CHANGE COMES FROM WITHIN.





NATURAL HEALTH JOURNEYS

Our mission is to take people on transformative natural health journeys and help them fulfil their human potential.

We catalyse these transformations through our community and education strategy, which provides people with the tools, information and inspiration to take the next step in their journey.

Our work is grounded in nine principles of natural health. We believe that learning about, exploring and practising these principles can help us connect with ourselves, with others, and with nature.

RECLAIM

MOVEMENT

MIND & BREATH

PSYCHOLOGICAL RESILIENCE

HOT & COLD

NUTRITION & WATER

THE 9 PRINCIPLES OF NATURAL HEALTH

REWILD

LIGHT & SLEEP

FASTING & DETOX

REGENERATE

GROUNDING

SOCIAL FITNESS

IMPROVING OUR FOCUS

Last November, our community and education teams joined forces so we could focus all our community building work on educating people about natural health. We bring all this together under the VivoHealth umbrella:

ONLINE PLATFORM WITH COURSES

We now have 19 courses on the VivoHealth platform, which reached 52k people last year. We will keep creating high quality and in depth content, like our Human Potential course (see page 71), as well as more shorter form content. We're also looking at a new subscription-based model to open things up a bit.

NEW ONLINE ASSESSMENT TOOL

Our new assessment tool goes beyond foot health to ask participants about their broader health, built around our nine principles of human health. You'll be able to have a go from October.

NEW CONTENT HUB

We'll soon be launching a new content hub on vivobarefoot.com, bringing together all our natural health education and resources into one place.

COACHING AND WORKSHOP PROGRAMME

Our coaching and workshop programme is thriving, and we've built some amazing partnerships with big-name health providers over the last year. For example, following the success of a few classes we hosted, Gymbox created an 8-week course on barefoot strength for their members. We've also attended multiple events, including one hosted by the American College of Sports Medicine.

RESEARCH

Our work to help people go on transformational natural health journeys is all grounded in the latest peer-reviewed research. To see how we're helping further understanding in the world of barefoot health and natural movement, please see our research summary in the Live Barefoot Foundation section on page 25.



“Our education-first approach is really helping drive change and awareness in the fitness space - it's great to see Vivo worn by so many when we step into gyms in our key cities.”

— NICK, COMMUNITY LEAD



A TAILORED APPROACH

We've learned how important it is to tailor our community and education messages for different audiences.

We want to engage with new groups and increase diversity wherever possible. And we love contributing to existing communities, like surfers, climbers, hikers and yogis.

Whether we're connecting via online content or through offline activations, we're always seeking our key audience - the conscious mavericks.

REGIONALLY MINDED

We're developing a more regional approach to our outreach, building local teams in our key markets.

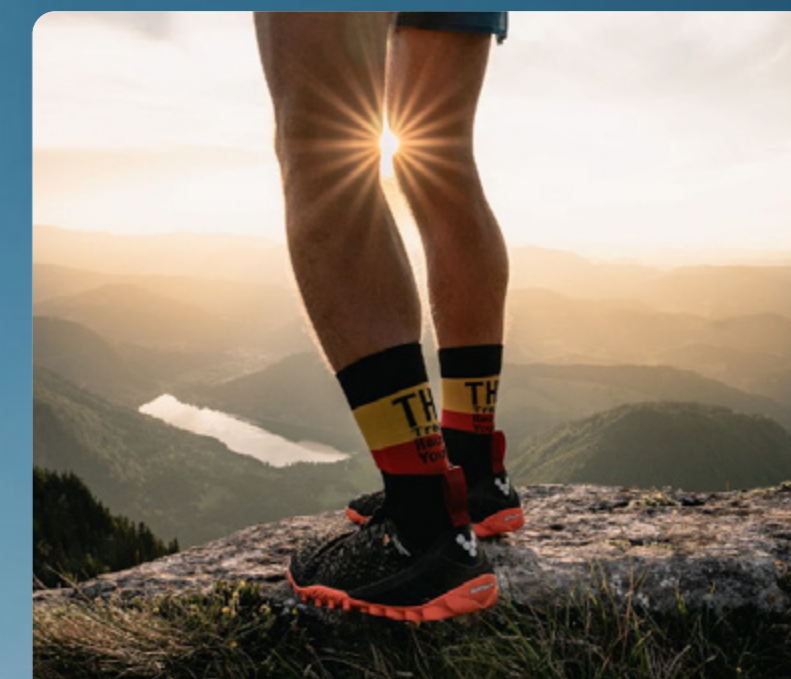
Our community and education team currently has three people in the UK, four in the US and two in Germany. Their job is to support our ambassadors and to build mutually beneficial partnerships with on-the-ground community groups.

We apply this regional approach across our communication and PR. As we continue to move beyond Instagram and build stronger communities on TikTok and YouTube, we will make sure our content speaks the same language (literally and metaphorically) as our audience.

SPOTLIGHT

GERMAN COMMUNITY

A big shout out to our community team in Germany, who've been busy building rewarding relationships with some fantastic new ambassadors and educators.



GERALD DEMOLSKY

Gerald Demolsky is a sports therapist and extreme athlete who creates incredible content about our beautiful world.

[Follow Gerald on instagram](#)



THEO NECKER

Theo Necker is a movement teacher who provides expert and inspirational education on natural movement.

[Follow Theo on instagram](#)

HUMAN POTENTIAL COURSE

In early 2024 we launched our Human Potential course, which offers a simple, natural health system to teach anyone how to rewild, reclaim and regenerate their life.

Alongside the Barefoot Fundamentals (our entry foot health course), Human Potential has been the top performing course since it launched. For several months, we gave the course for free along with every purchase.

A number of natural health experts contributed to Human Potential, including Susanna Soberg and Jeff Krasno.

[VIEW COURSE](#)

“In a world where the ordinary has become unfamiliar, reconnecting with nature and embracing stress as a natural ally can enhance health and elevate performance, one nervous system reset at a time.”

— DR. SØBERG



SUSANNA SOBERG

A world-leading expert on the benefits of hot and cold therapy whose mission is to guide individuals and communities towards embracing healthy stress as a path to lasting well-being.

[Follow Dr. Søberg on instagram](#)

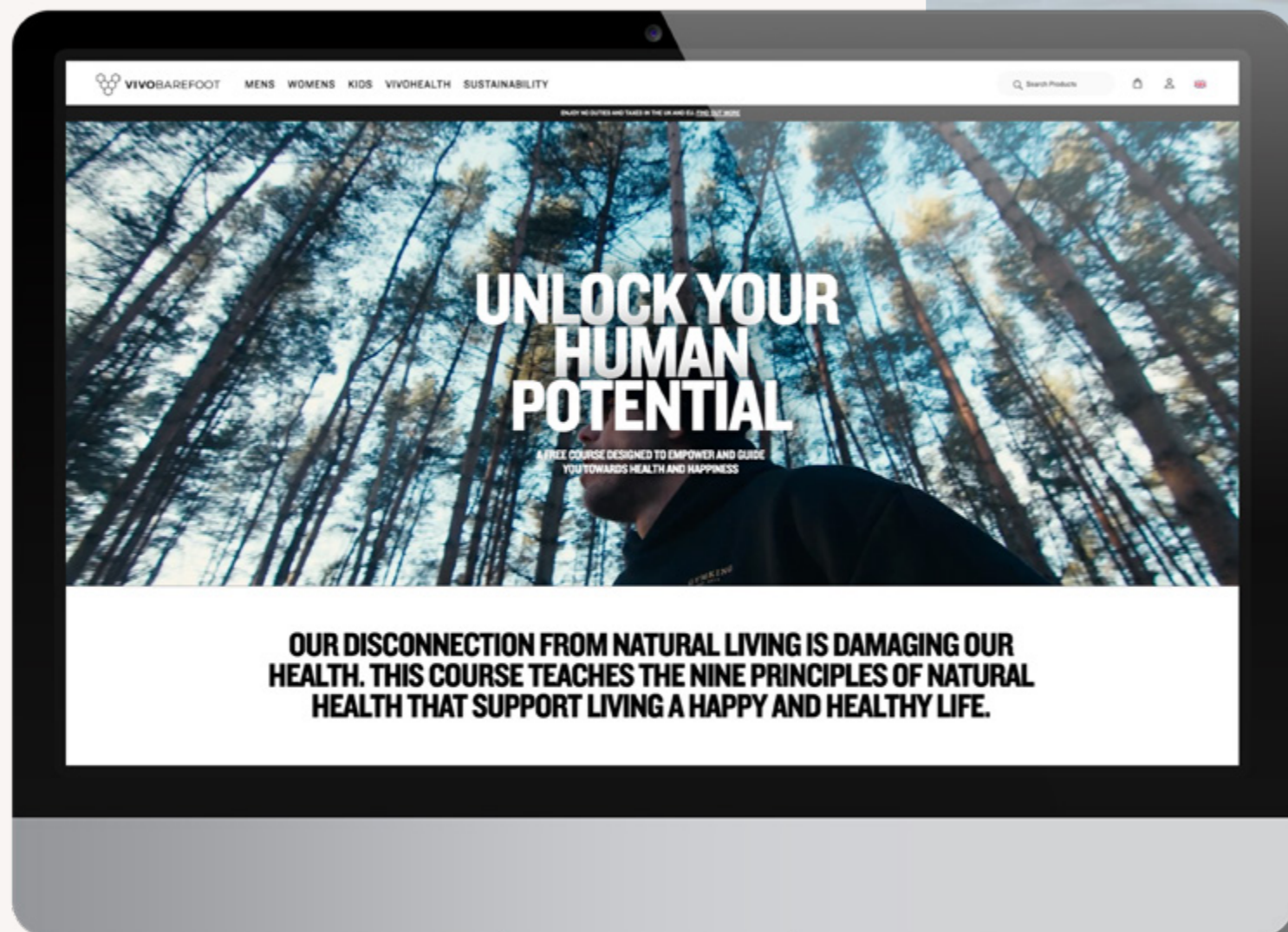
JEFF KRASNO

Jeff’s audacious goal is to bring well-being to one billion people. Through his online platform Commune, as well as through podcasts, books and events, he is committed to distributing information about protocols that can heal both individual and societal problems.

[Follow Jeff on instagram](#)

“The good news is that most chronic disease is preventable and even reversible. We have entered a new age of agency!”

— JEFF KRASNO





CUSTOMER TRANSFORMATION STORIES

We receive so many stories from our customers about how wearing Vivos has changed their lives for the better. Here's a small sample from people who visited our Neal Street store last year.



“Thank you Vivobarefoot. I feel like I have my life back after having my feet in prisons for decades. My overall health, balance, stability and simple comfort is on another level now. I will never go back to traditional “rubbish” shoes.”

— SARAH

“My mom introduced me to Vivo. She had debilitating knee pain and after hearing Dr Chatterjee speak she decided to try Vivos. Her knees no longer hurt and she has all the family wearing them now. Can't recommend them enough.”

— ANUJA



“After endless foot pain and lots of expensive orthotics I was told I would need to have surgery. I did some research and Vivobarefoot came up. I visited the store and was given some sound advice that made sense so I decided to give it a try. Four years later it is all I have worn and no surgery needed. Thank you Vivobarefoot.”

— PAUL



OUR PEOPLE

OUR VISION AND VALUES

We are inspiring a global community of people to be more connected to themselves, to each other and to the natural world.

This starts from within our internal ecosystem; embodying the essence of the Vivo Way, and striving to consciously embed these values into our everyday.

Staying true to our vision and values is a particular focus as our ecosystem continues to grow. It's tough at times, but we believe sticking to the Vivo Way will see us through.

OUR VALUES

POSTURE

MISSION ALIGNED
PRIORITISE
OUTCOME ORIENTED

RHYTHM

AGILE (LITTLE STEPS)
EFFICIENT AND
VALUE DRIVEN
DIVERSE

RELAX

BREATHE
NO FEAR
(TEST AND LEARN)
CREATIVE AND INNOVATIVE

SENSORY FEEDBACK

HONEST, TRANSPARENT
DATA-LED FEEDBACK
CONTINUOUS IMPROVEMENT



INVESTING IN LEADERSHIP

We've continued to invest in regenerative leadership across the business, building on strong foundations laid over the last few years.

Our Regenerative Leadership Immersions take place at Springwood, our former nature home. Last year, over 120 Vivo employees visited the woodland, attending 12 immersions. Another 160 external folk also joined us, including ambassadors and leaders from the B Corp community.

These immersions offer an opportunity to learn about and experience the Vivo Way and what it means to be a regenerative leader, both at work and in our wider communities.

An immersion will typically include learning about:

- Giving and receiving feedback
- Building adult-adult working relationships (rather than parent-child)
- Moving from the comfort zone, through the fear and learning zones to the growth zone
- Understanding what Vivo means by self management (and what it doesn't)
- Seeking to balance our personal and cultural Yin and Yang
- How the nine pillars of natural health can help your day job

Last year, we also created a new model to summarise the three key qualities of a 'living organism' culture.





ONBOARDING

Last year, Vivo grew from 112 employees to 122. We're proud to have attracted some incredible talent across the team.

Vivo challenges what it means to work in a 'traditional' corporate business. Acknowledging what this means for our ways of working and supporting new joiners on their own regenerative journey continues to be an important aspect of onboarding.

Similarly, as we recruit more people outside of the UK and work together in a hybrid environment, we are exploring how we best ensure we're offering a comparable experience to everyone.

As we continue to grow, we are focused on maintaining the parts of our culture that help us meet our mission, whilst allowing space for different ways of working to form that support us in our growth.

JEDI

In July '23, we created a new internal community for justice, equity, diversity and inclusion - known as JEDI. Anyone can join JEDI and the group has representatives from across Vivo.

The team started by surveying Vivo's demographic makeup to help us gain a deeper understanding of our people, what we want to focus on, and to effectively track change.

There have been a couple of key outputs so far, including a calendar to highlight cultural or historic moments, to ensure Vivo is well primed to celebrate dates that are important to everyone.

JEDI has also established listening groups. We have conducted one session so far, with the help of an ambassador who has a passion for increasing diversity and inclusion in outdoor fitness.

After listening to feedback on our Bantham gathering, we broadened the activities on offer from events like a Swim Run to include Walk Paddles, a farm walk, or being part of the cheer squad. We want everyone to be able to join Batham activities in a way that suits them.

JEDI also conducts training, which aims to provide employees with the knowledge and skills to curate a compassionate and inclusive environment. So far, our retail team has taken customer-facing specific training on this topic. JEDI is looking to roll out more workshops across the business this year.

Another internal employee group - the Women's Collective - was started to foster connection and shared experiences. We wanted to ensure women had a dedicated space within Vivobarefoot where they could discuss a range of topics, including motherhood, career growth and finding balance, and returning to work after maternity leave. Since then, the collective has branched out to support the product team and our company-wide quest to win with women.

122 employees in FY23/24



BUILDING A REGENERATIVE WORKING CULTURE

CULTIVATING CONNECTION

One of the questions in our employee survey asks 'how well does the organisation do at keeping you informed?'. Responses in February 2023's survey highlighted we needed to improve how we communicate with one another.

As a result, we overhauled our internal communication strategy, making it more consistent and cohesive.

WEEKLY - COMPANY UPDATE - virtual download of hot topics and general news across the business.

MONTHLY - BAREFOOT BULLETIN - email newsletter sharing circle specific updates and business insights.

QUARTERLY - IMPACT ROUND UP - email insights from the external community.

QUARTERLY - VIVO CONNECT - in person events for showcasing new product, brand awareness, community connection & natural health. We've now added a dedicated slot for company updates.

Alongside this, we have:

IMMERSIONS - New Joiner Pods, LiveBarefoot Immersions and Leadership Immersions to onboard new starters and support teams on their regenerative journeys.

FIELD CIRCLES - Open circle once a quarter for anyone to attend and share

PROPRIOCEPTORS - Regular cross-functional feedback sessions to sense in, talk through feedback from across the system and workshop ways to unblock any challenges.

LAUNCH OF THE BAREFOOT BULLETIN

In early '24, we launched the Barefoot Bulletin, a bite-size monthly summary of internal news. The newsletter has been well received, with an average open rate of 55% and a score of 9.5 out of 10 to the question 'how informative do you find the Barefoot Bulletin?'

IMPROVING CAREER DEVELOPMENT

Our employee survey also showed us we need to improve how people progress in their careers at Vivo.

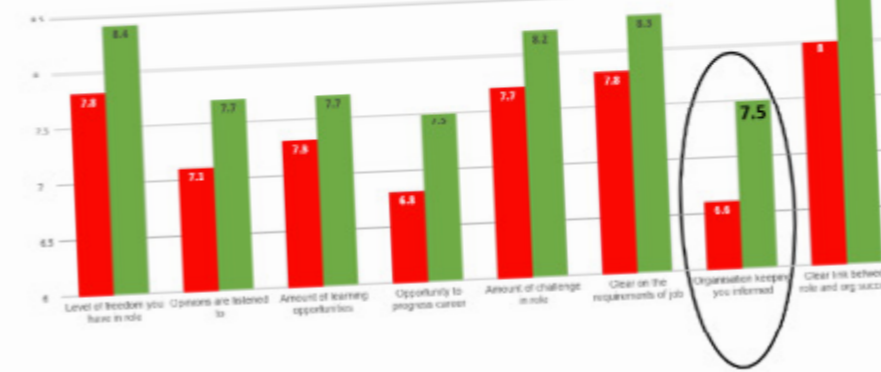
Because we are trying to make Vivo a self-managing system, we work to remove as much hierarchy and as many decision-making bottlenecks as possible. One consequence of this is that we don't have traditional career pathways into managerial or leadership positions.

We are exploring how we develop talent internally for new roles ahead of advertising externally, and give current employees the opportunity to progress into new areas of the ecosystem.

EVOLUTION COUNCIL

The Evolution Council supported an inflationary increase, based on employee location, for all qualifying employees in July 2024.

BUILDING A REGENERATIVE WORKING CULTURE



In response to employee feedback, we set up the Barefoot Bulletin — a snack-sized monthly email — to make business news more accessible to everyone.

The collage features several key pieces of internal communication:

- Barefoot Bulletin:** A newsletter header with the title "BAREFOOT BULLETIN" and a photo of a group of people.
- Biome:** A section titled "BIOME" with the sub-header "THE FUTURE IS ALMOST AT OUR FEET" and text about regenerative agriculture.
- Revivo:** A section titled "REVIVO" with the sub-header "SAVE YOUR NARRATIVE" and text about regenerative living.
- Commercial:** A section titled "COMMERCIAL" with the sub-header "NEW CONCEPT STORE" and text about a new store concept.
- Tech:** A section titled "TECH" with the sub-header "MYPVO PROJECTS" and text about various tech projects.
- Equinox:** A section titled "EQUINOX" with the sub-header "COME AND ENJOIN OUR SEASONAL" and text about seasonal events.
- V-Peeps:** A section titled "V-PEEPS" with the sub-header "INTERNATIONAL DAY OF FORESTS" and text about a global event.
- Leavers & Joiners:** A section titled "MOVERS & SHAKERS, LEAVERS & JOINERS" with photos of team members.
- Evolution Council:** A section titled "EVOLUTION COUNCIL" with text about the council's role.
- Field Circles:** A section titled "FIELD CIRCLES" with text about community events.
- Proprioceptors:** A section titled "PROPRIOCEPTORS" with text about feedback sessions.
- Team Photos:** Several photos of team members, some with captions like "Crystal Cheng" and "May Ho".
- Natural Health Tip:** A section titled "NATURAL HEALTH TIP OF THE MONTH" with a photo of a person in a field.
- Experiences:** A section titled "EXPERIENCES" with a photo of a person in a field.
- Fire Side Chats:** A section titled "FIRE SIDE CHATS" with a photo of a person in a field.

Regular employee surveys help keep us on track. For example, here we learned we needed to better communicate business news.



ENGAGEMENT METRICS

The Happiness Index Cultural Assessment is our external, anonymous feedback platform.

We run the survey every six months, focusing on eight themes that are linked either to head or heart - measuring how we think, feel and behave.

Our last full survey was in October 2023, followed by a shorter Pulse survey in February 2024.

Our October '23 survey had a great response rate of 84.8%. with a really positive average score of 8.0 - a shift upward from an average score of 7.6 in our February 23' survey.

MOST POSITIVE CHANGE IN SCORES:

	OCT '23	CHANGE SINCE OCT '22
How well does your organisation keep you informed?	7.4	+ 0.8%
How satisfied are you with the level of freedom you have in your role?	8.4	+ 0.6%
How satisfied are you with the opportunity to progress your career here?	7.4	+ 0.6%

MOST ROOM FOR IMPROVEMENT:

How able are you to manage your workload?	7.3	- 0.2%
How satisfied are you with the balance between your work and home life?	7.4	0%

We attribute the positive change in keeping the company informed (+0.8 from February) to the overhaul of our internal communications strategy. We also credit our continuing journey towards more regenerative ways of working that encourages employees to self-manage and have the freedom to make decisions.

Our most negative change is strongly linked to workload and finding the right balance between work and home life. The survey, along with proprioceptor group feedback, is helping us explore the factors that cause feelings of workload imbalance. These factors include our ways of working, decision making processes, challenging timeframes and last-minute changes to projects.



EMPLOYEE BENEFITS

WORK ≠ LIFE

We encourage everyone to take regular time off throughout the year to rest, rejuvenate and build the right work life balance

- **HOLIDAYS**, up to 25 days per year + local bank holidays
 - + 4 days for time in nature, wellbeing, or giving back to a community
 - + 1 birthday day off
- **6 PAIRS OF VIVOS**, split across seasons
- **EVOLUTION SCHOLARSHIP** - Professional allowance pots within each Circle to help improve skill set
- **LIVEBAREFOOT POT** - Personal allowance of £1000 to live your best barefoot life
- **LIVEBAREFOOT AWARDS** - for Vivovers delivering epic impact, or truly living our values £50 - £500
- **LONG SERVICE AWARDS** - extra annual leave, plus extra £'s into LiveBarefoot Pot for 3 and 5 years of service. 10 years of service = 6 months paid sabbatical
- **HEALTHCARE** - full healthcare coverage for eligible employees through Vitality
- **PENSION SCHEME** - 5% employer contribution via Royal London
- **CYCLE-TO-WORK SCHEME**
- **SALARY SACRIFICE CAR SCHEME**



WE'RE MOVING HOME

NEW OFFICE COMING IN NEAL STREET

We've had a great run at our quirky office on Britton Street. But we're growing and changing, and it's time to move on.

Our new home is on Neal Street in Covent Garden, opposite our old retail store. The building provides office, retail and events space, and we are excited to bring the whole Vivo community - internal and external - closer together.

As we design our new office layout, we are creating spaces to maximise moments of connection, which are so important to the natural flow of our work.

We approached materials choices through a sustainability lens, and reused materials from our old office where we could.



The office can be flexible for meeting space...



...movement...



...and events.



OUR NEW NATURE HOME

We've been on the hunt for our very own nature home for years - and we've finally found it in Barley Wood, just outside Bristol.

This means it's time to say au revoir to Springwood, a woodland south of London where we've been growing alongside Giles Hutchins for the last three years. Our time in Springwood was an essential stepping stone in our regenerative journey. (See page 87 for a proper goodbye).

WELCOME TO THE GARDEN

Barley Wood is a restored and abundant Victorian walled kitchen garden, surrounded by woodland and spread across a hillside, with views out over the Mendip hills.

We looked far and wide to find a home that was deeply immersed in nature, with a custodian who shared our vision and values. We feel so fortunate to have found Ian, who purchased the site 30 years ago and has been carefully restoring it ever since.

"I am thrilled to welcome Vivobarefoot to Barley Wood Walled Garden, their new nature home. I've long been a barefoot enthusiast having read the Barefoot Runner, the logic of which really resonated with me.

When we began restoring the derelict Barley Wood Garden, my vision for it was clear and remains unchanged. I wanted to work hand in hand with creation, to grow food that would be consumed locally, ideally on site.

Vivo's values and their commitment to connections in terms of both community and nature, make them ideal custodians of the beautiful garden and woodlands and I have no doubt that under their tenure it will become a highly regarded hub of all things wholesome."

— IAN HILLMAN, CUSTODIAN, BARLEY WOOD





LOCAL PARTNERS

As well as this natural fit with Ian the custodian, we are also building new partnerships with the other artists and makers who call Barley Wood home. This includes the team behind the Ethicurean restaurant, which previously occupied the buildings within Barley Wood Walled Garden...

“The Ethicurean restaurant was created with a nod to Epicurus and the idea that food is at the heart of our existence. From it, all else flows, connections, natural health and more.

We were thrilled that Vivo were keen to take on the garden and buildings as their nature home. We are excited to see the space flourish and grow under their stewardship. We look forward to remaining part of the journey by providing foraging and fermenting masterclasses on site with our new mobile Ethicurean Life brand.”

GROWING INTO BARLEY WOOD

We want to support Barley Wood to evolve into a natural health hub - a place that inspires natural health journeys and invites our internal, external, local and wider community to connect deeply with our mission.





NATURAL GATHERINGS

We get the whole company together four times a year - for spring and autumn equinox, and summer and winter solstice.

What better way to arrange our calendar than by the earth's journey through time and space.

These gatherings are a chance to bring the whole team together, creating space to tune in to ourselves, each other and nature.

Although they're always a bit different, we make sure every gathering includes:

- A dedicated company update
- A check in with Vivo's vision and values
- Recognition and celebration of everyone's hard work
- Inclusive outdoor activities for everyone (not everyone likes getting up at 6am for a swimrun)
- An organic, local and seasonal menu with plenty of snacks
- Time to explore at least some of the nine pillars of natural health

As we make the transition to our new nature home, we'll be hosting most of our gatherings at Barley Wood in Somerset. But at least once a year, we'll make the pilgrimage to Bantham in Devon, our spiritual home, for an even deeper immersion into nature.

Our Spring Equinox meet up was our inaugural gathering at Barley Wood - our new nature home. 110 people, great vibes, lots of positive feedback.



CUSTOMER COMMUNITY

CLOSER CONNECTION

The better we can understand our customers' motivators and blockers, the better we can help them on their natural health journeys.

In '23/24, we overhauled the way we gather customer data, including our Net Promoter Score metrics. We ran more focus groups and spent more time with those who are loyal to our brand. We also conducted a major customer segmentation study - see below.

Our ultimate goal is to have a globally engaged community of Vivo customers who will join us on the journey from product conception, through to development, testing, launch and feedback.



Robert Perkins, our Interim Footwear Lead, spent time with our Customer Services team Arvato to share our company direction and learn more about customer feedback - he even jumped on the phone with a few of them!

CUSTOMER SEGMENTATION

The aim of our customer segmentation study was to better understand our customers in the markets in which we work and trade in.

We used the study to create six main segments of customers, who each share characteristics across their demographics, triggers, barriers and overall behaviour.

These segments will help us:

- **ENHANCE OUR TARGETING** - We can make sure our message truly appeals to the people we're reaching out to.
- **IMPROVE OUR PRODUCT DEVELOPMENT** - By focusing on the preferences of each customer segment, we can provide valuable input to our product development team.
- **ALLOCATE RESOURCES EFFICIENTLY** - Having learned where we have the most potential to grow, we can now focus our resources more tightly on those areas.
- **INCREASE ENGAGEMENT** - We can now craft communication strategies that speak even more directly to the motivations and desires of our six key customer segments.

However, all this information gathering isn't about creating a rigid plan for the months and years ahead. Because we are who we are, we must maintain our creative freedom to respond and act in the way we think best fulfils our mission.

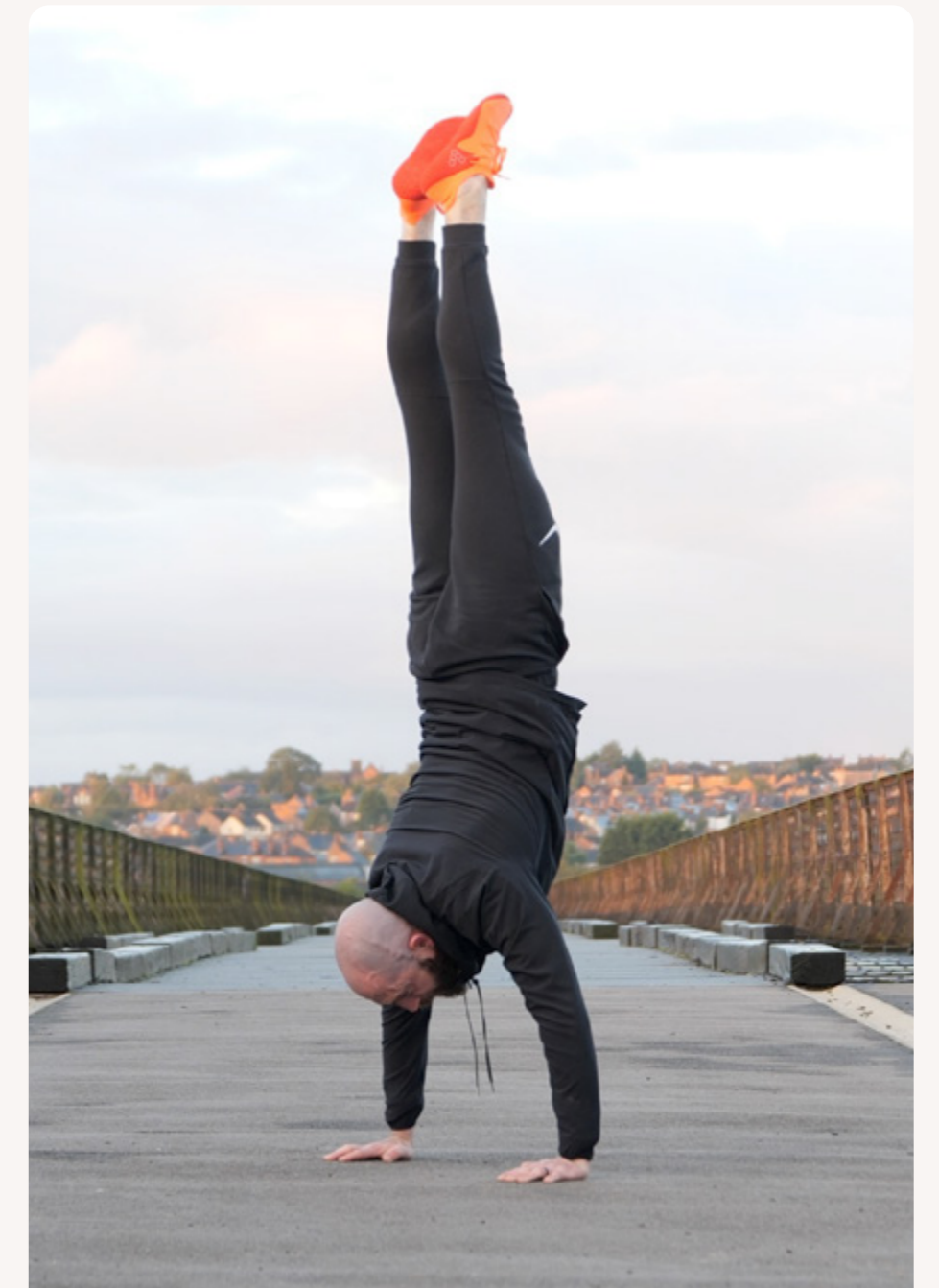
ADDRESSING CUSTOMER EXPERIENCE FEEDBACK

In last year's report, we shared a couple of things we knew we needed to address. Neither issue is completely resolved yet, but we've made good progress:

- **POST-PURCHASE EXPERIENCE** - In '23/24, we overhauled our returns experience, introducing new, easier methods for customers to return any purchases. We now have automated refunds and, most importantly of all, are communicating this better.
- **SIZING** - We know that sizing for barefoot products is still a barrier to purchase. We are focused on educating and supporting our customers so they can feel confident in their decision - it's key to them having a great experience on our site. We're also developing a very clever new sizing tool, which will come out this financial year.



Junior Powerlifter Naomi James (@thenaomijames)



Owen Jackson (@owenbjackson)



Samantha Moyo (@mysticmoyo)

EVOLUTION OF NPS

A Net Promoter Score (NPS) is a measure of customer loyalty, satisfaction and enthusiasm, which is established by asking people how likely they are to recommend Vivo to a family member, friend or colleague.

From the beginning of this financial year, we started asking the NPS question as part of a customer relationship survey, triggered when a customer interacted with our online site. Whilst the response was great, this wasn't a fair representation of overall business NPS.

We have now moved this to present a weighted average of all NPS responses, relationship, post purchase and customer service interaction surveys. This means we're gathering a more accurate, holistic picture from multiple moments in the customer experience journey.

Our NPS results have fluctuated over the last few years. Part of this change is because we've worked to improve how and when we collect scores.

Alongside this fluctuation, it's promising to see our post purchase experience and customer effort scores have increased this year.

WHAT'S NEXT

We are looking to bring further consistency to how we measure customer sentiment by aligning our NPS and customer satisfaction scores.

We also seek to close the loop on all customer feedback - making sure any issues we hear about are fully resolved to the best of our abilities.

We'll also be looking at how AI integrations can help us analyse long-form text feedback so we're better able to spot patterns and get better insights from feedback.

IMPROVING CUSTOMER EXPERIENCE

- Our new AI-driven chatbot has reduced how quickly we help customers by 25% over the last six months
- Thanks to live translation, our agents and chatbot now communicate with customers in over 40 languages
- Our Customer Satisfaction scores increased by 6%, reaching a high of 4.73 in August 2023

	RELATIONSHIP NPS	POST PURCHASE NPS	CUSTOMER EFFORT SCORE NPS	TOTAL (WEIGHTED)
22/23	53.3	53.2	61.3	64.1
23/24	40.2	54.8	63.0	54.6
24/25	43.8	60.8	67.1	66.6

	POST PURCHASE CSAT	CUSTOMER SERVICES CSAT
22/23	3.90	4.54
23/24	4.20	4.64
24/25	4.50	4.70



AMBASSADOR NETWORK

Our ambassadors are deeply connected to the Vivo ecosystem, feeding into almost everything we do.

This year, we have taken a new regional approach to our ambassador network. We now have dedicated community managers in the UK, US and Germany - our three key markets. This means we're speaking the same language culturally and - in Germany's case - literally. Ultimately, this regional approach will help us inspire more people on their natural health journeys.

We're also continuing to build beyond our Instagram presence, using YouTube for longer form education and storytelling. Similarly, our TikTok presence continues to flourish, and we're using the platform more for educational content.

We're also going beyond our screens! We've been getting outdoors more, organising and attending more real life events. Last financial year, we attended over 50 events and connected with more than 3,800 customers and coaches.

Following the success of our collaboration with surfer John John Florence, we're looking at other outdoor communities we can contribute to.

- In the UK, we've started working with climbing legend [Hannah Morris](#). We've also visited a number of climbing gyms to talk about the importance of foot health to climbers. The only way is up!
- In the US, we've been working with an outdoor research centre in LA (USAL) that hosts inclusive and sustainable experiences inspiring people to get out into nature. We've already conducted a couple of collaborative workshops on foot health and barefoot movement, and are working to curate more content aligned with our nine pillars of natural health.

And finally, we're also creating more connection and community between our ambassadors. We've set up a Discord server for our Vivo pros, open to anyone who's an expert in their field. So far, the channel has provided lots of sharing and cross-fertilisation.

There are a couple of challenges we're tackling:

- We give our ambassadors a discount code to share with their community. Last year, we reduced the percentage of this discount. In retrospect, we probably made too big a reduction too quickly - we should have realised just how valuable our ambassadors' networks are.
- Last year, we highlighted that we needed to recruit more female ambassadors. We've definitely done that, but we're not fully equitable yet - we'll get there soon though.



Gerald Demolsky

AN ABUNDANT ECOSYSTEM

Our ambassador network is creating such incredible content. Last year, we saw our 'highest ever performing content' getting smashed again and again.

We have a truly collaborative relationship with our ambassadors and rarely request changes to what they're creating - we don't want to dilute whatever magic they've used to connect with their people.

Here's a snapshot of some highlights from last year.

86M reach with ambassador content in 23/24, up from 73M in 22/23

WE'VE BEEN TRYING VIVOBAREFOOT FOR THE LAST SIX MONTHS, AND WE LOVE THEM FOR OUR FEET.

Climbing pro Hannah Morris talks to Coach Be Fuller about strong feet for climbing gains (<- 100k views!)

which is definitely a testament to Vivobarefoots quality

_jkrow and vivobarefoot
Paid partnership
Original audio

_jkrow 8w
Whoever said wearing white hiking boots was a good idea ...was absolutely right 🤔

When I pulled my @vivobarefoot Magna Lite hiking boots out of the box, I can't tell you how many people made a comment about how my white hiking boots "won't stay white for very long".

But these boots are awesome. This color 'Oat Milk' is so unique and I love how light and versatile they are.

I knew they would get dirty on the trail, but something I love about Vivobarefoot is their commitment to crafting high quality boots, so I knew they'd come

10,610 likes
July 1

Jacqueline Krawiecki puts our Magna Lites through the wash

catmeffan • Follow
itischriswatson • Chris Watson - You ...

catmeffan Edited • 9w
You can always rely on me to jump on a trend about a year too late! 🥰

Sliding around in @vivobarefoot Motus Flex as usual - my code is CAT20 🥰

theballetbarrecompany 9w
Just brilliant!!

zkawanamacie 7w

sofiale8 9w
Amooooo

Liked by byglaze_ and others
June 24

Cat Meffan takes the Motus Flex for a spin

seth.hughes and vivobarefoot
Paid partnership with vivobarefoot
Original audio

seth.hughes 37w
I understand that on the surface, barefoot shoes can seem like just another capitalist ploy under the guise of wellness. But look a bit deeper and you realise that barefoot shoes aren't about the shoes, they're about being barefoot.

To me, wearing footwear that doesn't negatively impact the rest of my biomechanics is no different to eating cleanly, being on top of finances or moving my body regularly. By taking care of something now, I've set myself up for the future. I know that if I'm barefoot mainly and wear foot shape shoes occasional, my feet are passively strengthening over time, not

12,563 likes
December 11, 2023

Seth Hughes gets back to barefoot basics and takes on normal vs. natural

radhidevluhia and vivobarefoot
CALIDAD • Soulstice

radhidevluhia 29w
@vivobarefoot have been SUCH a game changer in the way that I walk, train, weight lift, & run. It's made me realize how little I was using my feet AND how much our feet impact so much of our body! I got introduced to them years ago by my sister & brother in law and I'm soooo excited that years later, after being such a fan, I get to partner with them! Leave any questions you have about them in the comments! Can't wait to share more with you all!

vivobarefoot 29w
13 likes Reply

instacrex 29w

26,286 likes
January 31

Radhi Devluhia tells her barefoot story and dismisses her wide-foot shame <- (1.2m views!)

SPRINGWOOD: A TRANSFORMATIVE JOURNEY

THE WINDING PATH TO REGENERATIVE LEADERSHIP

We first found our way to Springwood and Giles Hutchins in the late autumn of 2020. Over the years, “the woods” have hosted Board meetings, strategy days, feasts and gatherings, as well as countless team epiphanies and personal transitions.

As we begin the transition to our new nature home at Barley Wood, we want to reflect on and give thanks and recognition to the role Springwood and Giles have played in our regenerative journey and our transformation from a footwear company to a natural lifestyle brand.

We asked Giles how he thinks Vivo has changed over the years, and what it means to truly transform.

“A key theme in Vivo’s regenerative leadership journey has been **authenticity** - people are more comfortable bringing their whole selves to work. I believe they’ll stay on this path now because they’ve made it their own.

I know things are a bit rocky at the moment, but that’s just what being real is. **Living ecosystems are always in a state of flux** - it doesn’t mean you lose faith or trust in the system. After all, the point of the journey is not to arrive, the point of the journey is the journey itself.

True transformation comes through a shift in our collective awareness, and in how we connect with each other and ourselves. Springwood has helped Vivo in that transformation, and I hope Vivo will continue to pass that shift on to its wider network.”

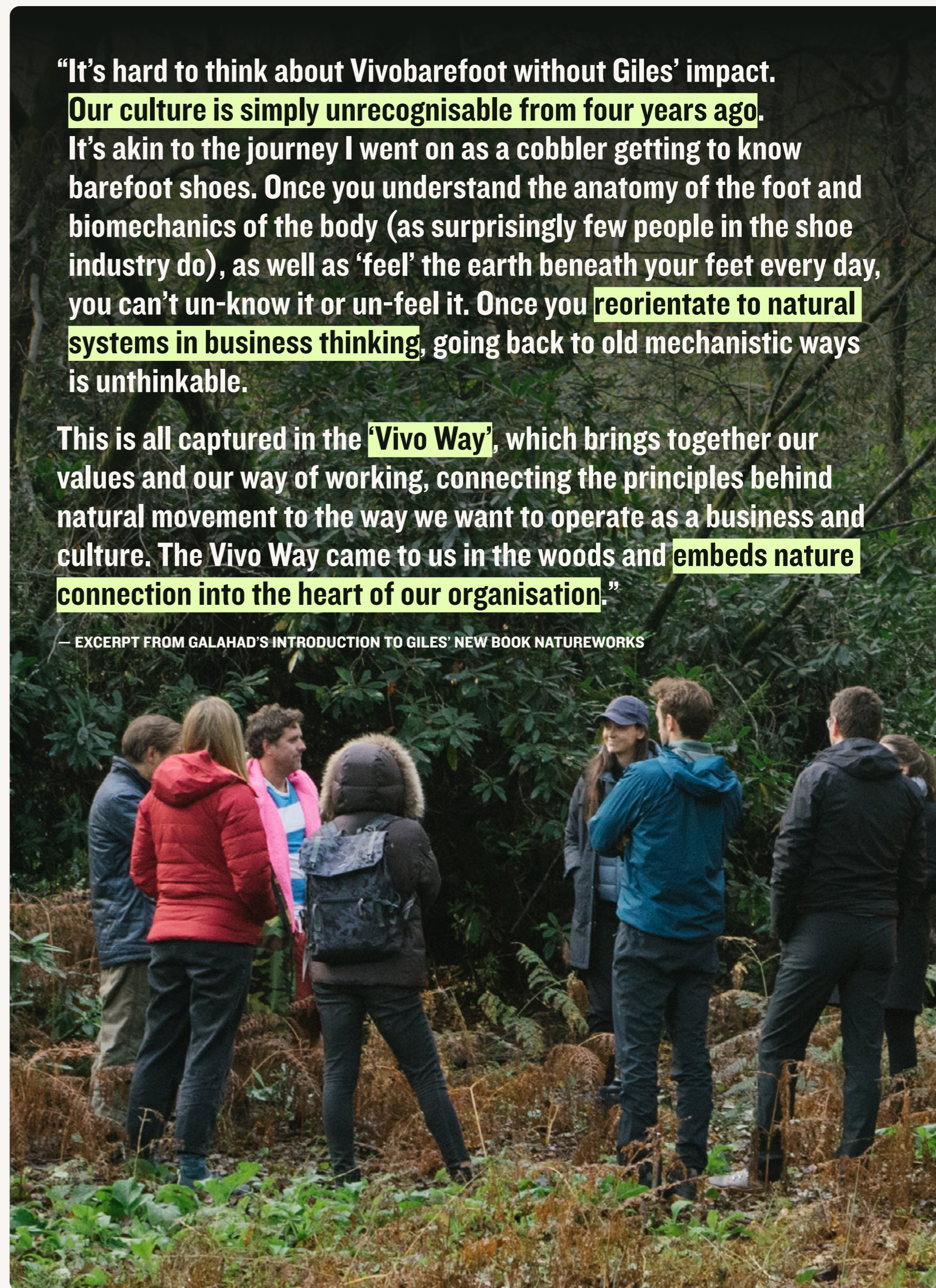
— GILES HUTCHINS



“It’s hard to think about Vivobarefoot without Giles’ impact. **Our culture is simply unrecognisable from four years ago.** It’s akin to the journey I went on as a cobbler getting to know barefoot shoes. Once you understand the anatomy of the foot and biomechanics of the body (as surprisingly few people in the shoe industry do), as well as ‘feel’ the earth beneath your feet every day, you can’t un-know it or un-feel it. Once you **reorientate to natural systems in business thinking**, going back to old mechanistic ways is unthinkable.

This is all captured in the **‘Vivo Way’**, which brings together our values and our way of working, connecting the principles behind natural movement to the way we want to operate as a business and culture. The Vivo Way came to us in the woods and **embeds nature connection into the heart of our organisation.**”

— EXCERPT FROM GALAHAD’S INTRODUCTION TO GILES’ NEW BOOK NATUREWORKS





MAKE BIG DECISIONS IN NATURE

If we've learned anything from our time at Springwood, it's that people make better decisions FOR nature when they're IN nature.

Giles facilitated many uncomfortable conversations and tough decisions in nature for Vivo.

In his words, "Nature creates authenticity. Just being in nature is proven to shift our awareness. With some simple but powerful practices, we become quieter, more coherent, balanced, empathic, curious, open-minded and present. We shift from a slightly lop-sided grasping and narrowed egoic awareness, into a more coherent state of presence and balance. Instead of just surviving, this shift helps us start to truly thrive amid complexity.

By rebalancing the yin-yang inside ourselves, we can welcome in our natural authenticity along with a heightened capacity to truly listen to each other. This enables co-creativity across the team. We find our flow and can better adapt to change. We become more regenerative.

The simple act of sitting round the campfire rather than round an office meeting room table aids more fruitful conversation. Nature helps us make good decisions when in nature. Not just for nature 'out there' but also for nature 'in here', our own human nature as part and parcel of living nature."

SUSTAINABILITY LEADERS DAY

Last year, we invited 40 B Corp leaders to attend a Sustainability Leadership Day at Springwood. We were joined by a fascinating group of diverse leaders for an unconventional day of heart and mind opening. We'll keep watering the seeds that were sown and have exciting plans for similar gatherings at Barley Wood.





APPENDIX



DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the strategic report, the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



DIRECTORS' REPORT

FOR THE 52 WEEKS ENDED 29 JUNE 2024

The directors present their report and the financial statements for the 52 weeks ending 29 June 2024.

PRINCIPAL ACTIVITY

We make barefoot shoes. See age 9 (our vision) for the details of why, and see our value chain map on vivobarefoot.com for the details of where.

RESULTS AND DIVIDENDS

The loss for the 52 weeks, after taxation, amounted to £1,823,878 (2023 - profit £1,077,946).

The directors do not recommend the payment of a dividend.

DIRECTORS

The directors who served during the 52 weeks were:

- G J D Clark
- A M Clark
- W H Haitink
- J C Sung
- I Thambiah
- J Collins

Following the balance sheet date, on 1 October 2024, Y Wang was appointed as a director of the company.

SECR REPORT

The company's total gross CO₂ equivalent emissions for the 52 weeks are 110.62 tonnes. The energy consumption used to calculate these emissions was 25,944.64 kWh.

We have reported on all sources of greenhouse gas (GHG) emissions and energy usage as required under The Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations 2008 as amended. This analysis was conducted and compiled by external ESG data management and reporting experts, ADEC Innovations. We have used their third-party analysis and integrated all required compliance data into this report, see page 107.

MATTERS COVERED IN THE STRATEGIC REPORT

As permitted by s414c(11) of the Companies Act 2006, the directors have elected to disclose information, required to be in the directors' report by Schedule 7 of 'Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008', in the strategic report.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the persons who are directors at the time when this directors' report is approved has confirmed that: so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware, and the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information.

POST BALANCE SHEET EVENTS

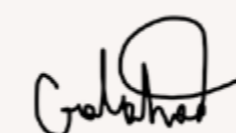
On 17 July 2024 the company issued 41,814 B Ordinary £0.25 shares upon the exercise of share options for total consideration of £104,117.

On 21 August 2024 the company issued 167,257 B Ordinary £0.25 shares upon the exercise of share options for total consideration of £90,319.

On 21 August 2024 the company undertook a capital reduction whereby the nominal value of each Ordinary share was reduced from £1 to £0.001, and the nominal value of each B ordinary £0.25 share was reduced from £0.25 to £0.001. As a result of this capital reduction £4,757,741 was credited to retained earnings.

On 23 August 2024 the company issued 1,209,409 Series A £0.001 shares for total consideration of £12,340,809 as the first stage of an investment agreement with Sofina Ventures SA, a company incorporated in Belgium. A secondary stage of investment will comprise up to £12.7m consideration paid by Sofina Ventures SA to existing shareholders of Vivobarefoot Limited for B Ordinary £0.25 shares.

This report was approved by the board and signed on its behalf.



G J D CLARK
DIRECTOR

Date: 10th October 2024





INDEPENDENT AUDITOR'S REPORT

OPINION

We have audited the financial statements of Vivobarefoot Limited (the 'company') for the 52 weeks ended 29 June 2024, which comprise the profit and loss account on page 16, the balance sheet on page 16, the statement of cash flows on page 17, the statement of changes in equity on page 17, and the related notes on pages 94 to 100, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice). In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 29 June 2024 and of its loss for the 52 weeks then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report (page 18) and the directors' report (page 91) for the financial 52 weeks for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the directors' responsibilities statement set out on page 90, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the company's sector,
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006 and taxation legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested a sample of journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 3 on page 96 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Blick Rothenberg Audit LLP

Thomas Dickinson (senior statutory auditor)
for and on behalf of

Blick Rothenberg Audit LLP
Chartered Accountants
Statutory Auditor
16 Great Queen Street
Covent Garden
London
WC2B 5AH

Date: 10th October 2024



NOTES TO THE FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE 52 WEEKS ENDED 29 JUNE 2024

1. GENERAL INFORMATION

Vivobarefoot Limited is a private company limited by shares and registered in England and Wales. The company's registered office is 28 Britton Street, London, EC1M 5UE.

These financial statements have been prepared for a 52 week period from 2 July 2023 to 29 June 2024. The comparative figures reflect a 52 week period from 3 July 2022 to 1 July 2023.

The financial statements are presented in Sterling (£), which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 3).

The company is exempt from the requirement to prepare consolidated financial statements as all of its subsidiaries are excluded from consolidation by section 402 of the Companies Act 2006.

The following principal accounting policies have been applied:

2.2 GOING CONCERN

Having considered post year-end trading, financial results, cash flow forecasts, cash reserves and committed borrowing facilities, and after making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence and will continue to be supported by its bankers and shareholders to meet its liabilities as they fall due for the foreseeable future, being a period of at least twelve months from the date these financial statements are approved. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

2.3 FOREIGN CURRENCY TRANSLATION

Functional and presentation currency

The company's functional and presentational currency is GBP.

Transactions and balances

Foreign currency transactions are translated into the functional currency using a prevailing standard rate throughout the period. Prevailing standard rates used for translation are reviewed periodically.

At each period end foreign currency monetary items are translated using the closing rate. Both nonmonetary items measured at historical cost and non-monetary items measured at fair value are translated using the periodically reviewed prevailing standard rate.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss except when deferred in other comprehensive income as qualifying cash flow hedges.

All foreign exchange gains and losses are presented in the profit and loss account within administrative expenses.

2.4 REVENUE

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the company has transferred the significant risks and rewards of ownership to the buyer;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the company will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably. Revenue from online sales is recognised on delivery of the goods to the customer.

Revenue from online sales is recognised on delivery of the goods to the customer.

Revenue from the sale of goods through the company's retail store is recognised at the point of sale to the customer which is considered the point of delivery. Retail sales are usually by cash, credit or payment card.

It is the company's policy to sell goods to customers with a right of return. Accumulated experience is used to estimate and provide for returns at the time of sale.

2.5 OPERATING LEASES: THE COMPANY AS LESSEE

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.6 RESEARCH AND DEVELOPMENT

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised on a straight-line basis over their useful economic lives, which range from 3 to 10 years.

If it is not possible to distinguish between the research phase and the development phase of an internal project, the expenditure is treated as if it were all incurred in the research phase only.

2.7 GOVERNMENT GRANTS

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the profit and loss account in the same period as the related expenditure.

2.8 INTEREST INCOME

Interest income is recognised in profit or loss using the effective interest method.

2.9 FINANCE COSTS

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.10 BORROWING COSTS

All borrowing costs are recognised in profit or loss in the 52 weeks in which they are incurred.

2.11 PENSIONS

Defined contribution pension plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

2.12 SHARE-BASED PAYMENTS

Where share options are awarded to employees, the fair value of the options at the date of grant is charged to profit or loss over the vesting period. Non-market vesting conditions are taken into account by adjusting the number of equity instruments expected to vest at each balance sheet date so that, ultimately, the cumulative amount recognised over the vesting period is based on the number of options that eventually vest. Market vesting conditions are factored into the fair value of the options granted. The cumulative expense is not adjusted for failure to achieve a market vesting condition.

The fair value of the award also takes into account non-vesting conditions. These are either factors beyond the control of either party (such as a target based on an index) or factors which are within the control of one or other of the parties (such as the company keeping the scheme open or the employee maintaining any contributions required by the scheme).

Where the terms and conditions of options are modified before they vest, the increase in the fair value of the options, measured immediately before and after the modification, is also charged to profit or loss over the remaining vesting period.

Where equity instruments are granted to persons other than employees, profit or loss is charged with fair value of goods and services received.

2.13 INTANGIBLE ASSETS

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

Amortisation is provided on the following bases:

Intellectual property	—	10 years straight line
Computer software	—	3 years straight line

2.14 TANGIBLE FIXED ASSETS

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Short-term leasehold property	—	Straight line over the lease term
Fixtures and fittings	—	3 years straight line
IT	—	3 years straight line
Moulds and tooling	—	5 years straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.15 VALUATION OF INVESTMENTS

Investments in subsidiaries are measured at cost less accumulated impairment. Investments in unlisted company shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the profit and loss account for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

2.16 STOCKS

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a weighted average basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.17 FINANCIAL INSTRUMENTS

The company has elected to apply Sections 11 and 12 of FRS 102 in respect of financial instruments.

Financial assets and financial liabilities are recognised when the company becomes party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

The company's policies for its major classes of financial assets and financial liabilities are set out below.

Financial assets

Basic financial assets, including trade and other debtors and cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Financial liabilities

Basic financial liabilities, including trade and other creditors and bank loans, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Impairment of financial assets

Financial assets measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between the asset's carrying amount and the best estimate of the amount the company would receive for the asset if it were to be sold at the reporting date.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If the financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets and financial liabilities

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Offsetting of financial assets and financial liabilities

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.18 CASH

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

In the statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the company's cash management.

2.19 HOLIDAY PAY ACCRUAL

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

2.20 CURRENT AND DEFERRED TAXATION

The tax expense for the year comprises current tax. Tax is recognised in the profit and loss account, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

Current tax is the amount of income tax payable in respect of taxable profit for the year or prior years.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

2.21 SHARE CAPITAL

Ordinary shares are classified as equity.

3 JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies.

In the application of the company's accounting policies, which are described in note 2, the following judgements and key estimates have been made by the directors:

Stock provisioning

The carrying value of stock, at the lower of cost and net realisable value, is dependent on key judgements and estimates that are made by management. The judgements relating to stock include an estimation of future expected average sales prices and volume of sales based on the ageing of stock. A provision is made to stock based on historical data and future expectations. Actual outcomes could be different to the assumptions used in determining the estimates.

Sales with right of return

It is the company's policy to sell goods to customers with a right of return. Accumulated experience is used to estimate and provide for returns at the time of sale.

Deferred tax asset

The company recognises a deferred tax asset in respect of brought forward tax losses. The asset is recognised to the extent that the directors believe that it is probable that the brought forward losses will be recovered and offset against future taxable profits. The value of the asset is calculated by reference to the applicable corporation tax rate at the date the losses are expected to be utilised.

Share option valuations

The company operates an Enterprise Management Incentive share option scheme in which equity-settled options are issued to certain employees of the company in respect of B Ordinary £0.25 shares. The options vest over periods ranging from 2 to 4 years. The fair value of options granted is determined at the grant date using the Black Scholes model. The key assumptions of this model are the market value of the shares at grant date, which takes into consideration multiples of turnover over the previous twelve month period, an annual volatility of 5 - 16% and an annual risk-free rate of 4 - 5%.

4. TURNOVER

An analysis of turnover by class of business is as follows:

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Sale of footwear	87,191,061	73,391,761

Analysis of turnover by country of destination:

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
United Kingdom	19,309,960	15,289,673
Rest of Europe	20,910,775	18,873,325
North America	36,675,318	30,196,987
Rest of the world	10,295,008	9,031,776
	87,191,061	73,391,761

The analysis of turnover by country of destination for the 52 weeks ended 1 July 2023 has been reclassified to more accurately reflect the location of certain online sales which had previously been included within turnover from the United Kingdom.

5. OTHER OPERATING INCOME

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Other operating income	3,367	192,370

6. OPERATING (LOSS)/PROFIT

The operating (loss)/profit is stated after charging:

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Research & development charged as an expense	185,929	549,769
Exchange differences	(15,104)	809,385
Operating lease charges	246,227	187,886
Share-based payment expense	1,013,662	-
Depreciation of tangible fixed assets	275,289	206,658
Amortisation of intangible fixed assets	226,667	170,965
Defined contribution pension costs	371,917	263,272
Audit fees payable to the company's auditor	47,500	40,500
Non-audit fees payable to the company's auditor	12,400	7,500

7. EMPLOYEES

Staff costs, including directors' remuneration, were as follows:

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Wages and salaries	8,665,272	7,489,979
Social security costs	1,075,180	1,419,136
Cost of defined contribution scheme	371,917	263,272
	10,112,369	9,172,387

The average monthly number of employees, including the directors, during the 52 weeks was as follows:

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 No.
Brand & commercial	42	41
Product	11	12
Innovation	3	2
Retail	13	10
Admin & operations	53	47
	122	112

8. DIRECTORS' REMUNERATION

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Directors' emoluments	884,720	750,371
Company contributions to defined contribution pension schemes	27,011	13,987
	911,731	764,358

During the 52 weeks retirement benefits were accruing to 4 directors (2023 - 5) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £299,985 (2023 - £274,576).

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £7,980 (2023 - £4,183).

Other than the directors, there were no other key management personnel of the business during the current or preceding period.

9. INTEREST RECEIVABLE AND SIMILAR INCOME

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Other interest receivable	4,320	349

10. INTEREST PAYABLE AND SIMILAR EXPENSES

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Other loan interest payable	708,823	352,878

II. TAXATION

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Corporation tax		
Current tax on profits for the year	-	(399,648)
Adjustments in respect of previous periods	-	(7,404)
Total current tax	-	(407,052)

Deferred tax

Movement on deferred tax	-	51,217
Total deferred tax	-	51,217

Tax on (loss)/profit

	-	(355,835)
--	---	------------------

Factors affecting tax charge for the 52 weeks

The tax assessed for the 52 weeks is higher than (2023 - lower than) the standard rate of corporation tax in the UK of 25% (2023 - 20.5%). The differences are explained below:

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
(Loss)/profit on ordinary activities before tax	(1,823,878)	722,111

(Loss)/profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2023 - 20.5%)

	(455,970)	148,033
--	------------------	---------

Effects of:

Amortisation of goodwill and impairment	5,153	(33,196)
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	327,447	2,829
Capital allowances for 52 weeks in excess of depreciation	(38,663)	(13,466)
Adjustments to tax charge in respect of prior periods	-	(7,404)
Adjustment in research and development tax credit leading to an increase (decrease) in the tax charge	-	(399,648)
Other differences leading to an increase (decrease) in the tax charge	-	51,217
Tax deduction arising from exercise of employee options	(403,926)	-
Utilisation of tax losses	-	(176,468)
Unrelieved tax losses carried forward	565,959	72,268

Total tax charge for the 52 weeks

	-	(355,835)
--	---	------------------

Factors that may affect future tax charges

There were no factors that may affect future tax charges.

Deferred tax

The company has carried forward tax losses of £9,904,443 (2023: £7,640,611) resulting in a potential deferred tax asset at the corporation tax rate of 25% of £2,476,111 (2023: £1,910,153). The directors have considered the relief of these losses against future profits. Due to inherent uncertainties regarding future performance, the directors consider it prudent for the amounts to be only partially recognised in the current period. At 29 June 2024, a deferred tax asset of £314,491 (2023: £314,491) has been recognised.

12. INTANGIBLE ASSETS

	Intellectual property	Computer software	Total
	£	£	£
Cost			
At 1 July 2023	872,337	700,779	1,573,116
Additions	558,986	841,551	1,400,537
At 29 June 2024	1,431,323	1,542,330	2,973,653
Amortisation			
At 1 July 2023	146,048	506,543	652,591
Charge for the 52 weeks	57,673	168,994	226,667
At 29 June 2024	203,721	675,537	879,258
Net book value			
At 29 June 2024	1,227,602	866,793	2,094,395
At 1 July 2023	726,289	194,236	920,525

13. TANGIBLE FIXED ASSETS

	Short-term leasehold property	Fixtures and fittings	Computer equipment	Moulds and tooling	Total
	£	£	£	£	£
Cost					
At 1 July 2023	23,900	296,757	370,545	617,577	1,308,779
Additions	177,674	215,223	120,254	89,913	603,064
At 29 June 2024	201,574	511,980	490,799	707,490	1,911,843
Depreciation					
At 1 July 2023	23,900	236,151	230,010	311,711	801,772
Charge for the 52 weeks	-	55,744	89,926	129,619	275,289
At 29 June 2024	23,900	291,895	319,936	441,330	1,077,061
Net book value					
At 29 June 2024	177,674	220,085	170,863	266,160	834,782
At 1 July 2023	-	60,606	140,535	305,866	507,007

14. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies	Unlisted investments	Total
	£	£	£
Cost or valuation			
At 1 July 2023	1	100	101
At 29 June 2024	1	100	101

Subsidiary undertaking

The following were subsidiary undertakings of the company:

Name	Registered office	Class of shares	Holding
Terra Plana International Limited	28 Britton Street, London, EC1M 5UE	Ordinary	100%
UN Terra Plana Inc	28 Britton Street, London, EC1M 5UE	Ordinary	100%

The carrying value of the investments and the aggregate of the share capital and reserves as at 29 June 2024 and the profit or loss for the 52 weeks ended on that date for the subsidiary undertakings were as follows:

Name	Aggregate of share capital and reserves	Profit/(Loss)
Terra Plana International Limited	(1,393,234)	-
UN Terra Plana Inc	837	-

The above subsidiaries were dormant in the current and prior periods. The aggregate of share capital and reserves relate to intercompany loan payables and share capital, the equivalent debtor and investment to which have been fully provided in these financial statements. As such these subsidiaries are excluded from consolidation in accordance with section 402 of the Companies Act 2006.

15. STOCKS

	29 June 2024	1 July 2023
	£	£
Finished goods and goods for resale	10,594,151	11,556,429

There is no difference between the replacement cost of the stock and its carrying amount.

16. DEBTORS

	29 June 2024	1 July 2023
	£	£
Trade debtors	3,497,090	4,101,388
Other debtors	1,126,323	581,191
Prepayments and accrued income	2,088,621	1,097,926
Deferred taxation	314,448	314,448
	7,026,482	6,094,953

17. CASH AND CASH EQUIVALENTS

	29 June 2024	1 July 2023
	£	£
Cash at bank and in hand	7,072,666	2,843,040

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	29 June 2024 £	1 July 2023 £
Trade creditors	7,050,672	7,895,603
Trade finance facility	6,270,809	3,388,954
Other taxation and social security	617,260	437,430
Other creditors	1,767,405	1,962,313
Accruals and deferred income	4,125,241	3,215,178
	<u>19,831,387</u>	<u>16,899,478</u>

The following liabilities were secured:

	29 June 2024 £	1 July 2023 £
HSBC trade facility	<u>6,270,809</u>	<u>3,388,954</u>

Details of security provided:

Interest of 3.00% above the base rate is charged on the facility. A fixed and floating charge has been raised against the facility. The facility is secured over all assets of the company.

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	29 June 2024 £	1 July 2023 £
Debentures	3,791,394	-
Other loans	340,730	571,614
Other creditors	-	72,000
	<u>4,132,124</u>	<u>643,614</u>

Debentures shown above comprise unsecured convertible loan notes totalling £3,791,394 (2023: £nil). The loan notes were issued during the 52 week period in amounts totalling £1,500,000 and \$3,000,000. Both loan notes bear interest at 11% and have a maturity date of November 2028. The loan notes will convert to equity upon a conversion event. The company has the option of early repayment of the loan notes at a premium. The loan notes are presented above net of issue costs.

Other loans shown above comprise shareholder loans. Of the shareholder loans in issue £120,302 (2023: £316,117) are interest-free. The remaining balance of shareholder loans incur interest at a rate of SONIA +2% per annum.

20. DEFERRED TAXATION

	29 June 2024 £	1 July 2023 £
At beginning of year	<u>314,448</u>	
At end of year		<u>314,448</u>
The deferred tax asset is made up as follows:		
	29 June 2024 £	1 July 2023 £
Fixed asset timing differences	(163,915)	(177,439)
Tax losses carried forward	206,700	439,354
Short term timing differences	271,663	52,533
	<u>314,448</u>	<u>314,448</u>

21. SHARE CAPITAL

	29 June 2024 £	1 July 2023 £
Allotted, called up and fully paid		
2,421,423 (2023 - 2,421,423)		
Ordinary shares of £1.000 each	2,421,423	2,421,423
9,183,461 (2023 - 9,016,201)		
B Ordinary shares of £0.250 each	2,295,865	2,254,050
3,950,000 (2023 - 3,950,000)		
C Ordinary shares of £0.001 each	3,950	3,950
	<u>4,721,238</u>	<u>4,679,423</u>

The holders of the Ordinary shares have the right to vote and to participate in the distribution of dividends.

The holders of the Ordinary B shares have the right to vote and to participate in the distribution of dividends.

The holders of the Ordinary C shares have the right to vote and to participate in the distribution of dividends only after the company has recorded profit before tax equal to or exceeding £500,000, and turnover for the same period is equal to or exceeds £20,000,000.

22. RESERVES

Share premium account

The share premium reserve includes any premiums received on issue of share capital. Any transaction costs associated with the issuing of shares are deducted from share premium.

Other reserves

The other reserve comprises the equity recognised in respect of the company's share-based payments. Please see note 24 for details.

Profit and loss account

The profit and loss account includes all current and prior period retained profits and losses.

23. ANALYSIS OF NET DEBT

	At 1 July 2023 £	Cash flows £	At 29 June 2024 £
Cash at bank and in hand	2,843,040	4,229,626	7,072,666
Debt due after 1 year	(571,614)	(3,560,510)	(4,132,124)
Debt due within 1 year	(3,388,954)	(2,881,855)	(6,270,809)
	<u>(1,117,528)</u>	<u>(2,212,739)</u>	<u>(3,330,267)</u>

24. SHARE-BASED PAYMENTS

Vivobarefoot Limited has a share option scheme for key employees. The vesting period ranges from 2 to 4 years. Options are exercisable at prices ranging from £0.54 for options vesting over 2 years, £0.73 for options vesting over 3 years to £1.36 to £2.49 for options vesting over 4 years. Vesting of the options is subject to continued employment by the company. If the options remain unexercised after a period of 10 years from the date of grant, the options expire. Options are forfeited if the employee leaves the company before the options vest.

The fair value of the options at the grant date was calculated using the Black-Scholes model, which is considered to be the most appropriate generally accepted valuation method of measuring fair value.

Details of the number of share options and the weighted average exercise price (WAEP) outstanding during the year are as follows:

	Weighted average exercise price (pence) 2024	Number 2024	Weighted average exercise price (pence) 2023	Number 2023
Outstanding at the beginning of the year	54	501,771	58	836,285
Granted during the year	176	476,682	-	-
Forfeited during the year	54	(167,257)	-	-
Exercised during the year	54	(167,257)	64	(334,514)
Outstanding at the end of the year	144	643,939	54	501,771

During the 52 week period 167,257 (2023: 334,514) share options were exercised and 167,257 (2023: nil) were forfeited. There were 234,160 (2023: 501,771) share options exercisable at the end of the 52 week period.

	52 weeks ended 29 June 2024 £	52 weeks ended 1 July 2023 £
Share-based payment expense	1,013,662	-

25. RESTATEMENT OF COMPARATIVES

The comparative figures in the Statement of Cash Flows have been restated in order to correct the presentation of movements on the company's HSBC trade finance facility which have been reclassified from 'cash flows from operating activities' to 'cash flows from financing activities' to more accurately reflect the nature of these cash flows. The reclassification has no impact on the profit or loss or on the net assets of the company as presented at 1 July 2023.

26. PENSION COMMITMENTS

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £371,917 (2023: £263,272). Contributions totalling £72,992 (2023: £50,601) were payable to the fund at the balance sheet date and are included in creditors.

27. COMMITMENTS UNDER OPERATING LEASES

At 29 June 2024 the company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	29 June 2024 £	1 July 2023 £
Not later than 1 year	403,869	114,623
Later than 1 year and not later than 5 years	2,075,295	452,000
Later than 5 years	367,788	28,173
	2,846,952	594,796

28. RELATED PARTY TRANSACTIONS

At the balance sheet date, directors and shareholders of the company were owed £340,730 (2023: £571,614) by Vivobarefoot Limited in respect of unsecured loans. During the period the company made repayments of the loans totalling £230,884 (2023: £83,384). Of the loans outstanding at the balance sheet date, £120,302 (2023: £316,117) are interest free. The remainder incur interest at a rate of SONIA +2% per annum. Interest totalling £17,280 (2023: £15,322) was charged during the period.

During the period the company made purchases totalling £20,342,363 (2023: £13,773,406) from Stella International Trading (Macao Commercial Offshore) Limited, a company owned by the Stella Group who are shareholders of Vivobarefoot Limited. At the balance sheet date the company owed Stella International Trading (Macao Commercial Offshore) Limited £3,422,647 (2023: £3,229,640) in respect of trading activity in the company's ordinary course of business.

During the period the company issued unsecured convertible loan notes to Vivo S Creditlink Co., Limited, a company owned by the Stella Group, in the sum of \$3,000,000. The loan notes bear interest at 11% and have a maturity date of November 2028. The loan notes will convert to equity upon a conversion event. The company has the option of early repayment of the loan notes at a premium.

During the period the company made travel and subsistence purchases totalling £28,750 (2023: £6,866) provided by White Horses Trust. G Clark and A Clark are among the beneficiaries of this Trust. At the balance sheet date the company owed the Trust £nil (2023: £nil).

29. POST BALANCE SHEET EVENTS

On 17 July 2024 the company issued 41,814 B Ordinary £0.25 shares upon the exercise of employee share options for total consideration of £104,117.

On 21 August 2024 the company issued 167,257 B Ordinary £0.25 shares upon the exercise of employee share options for total consideration of £90,319.

On 21 August 2024 the company undertook a capital reduction whereby the nominal value of each Ordinary share was reduced from £1 to £0.001, and the nominal value of each B ordinary £0.25 share was reduced from £0.25 to £0.001. As a result of this capital reduction £4,757,741 was credited to retained earnings.

On 23 August 2024 the company issued 1,209,409 Series A £0.001 shares for total consideration of £12,340,809 as the first stage of an investment agreement with Sofina Ventures SA, a company incorporated in Belgium. A secondary stage of investment will comprise up to £12.7m consideration paid by Sofina Ventures SA to existing shareholders of Vivobarefoot Limited for B Ordinary £0.25 shares.

30. CONTROLLING PARTY

In the opinion of the directors there is no ultimate controlling party.

REFRAME

Last year we launched ReFrame, a new framework we built that consolidates hundreds of indicators from different global ESG reporting frameworks - including the European Sustainability Reporting Standards, and B Corp.

We included all 372 indicators in the report across 52 pages. Which was a lot. We recognise transparency is as much about making details and data accessible, as it is about disclosing them, so this year we've included a summary version

of ReFrame - showing how we're doing across all of the indicators. As a relatively small company, there's only so many fronts we can push on, and many of these indicators require tectonic shifts in ways of operating, or significant investment. As such, our red, amber, green indicators remain largely similar to last year.

If you want to really geek out on the data and detail, you'll find the full ReFrame framework with all our disclosures [here](#).

PROGRESS KEY

● SENDERARY	DATA: Not collected ACTION: None	DISCLOSURE: None INTEGRATED INTO VIVO: No
● SMALL STEPS	DATA: Started to collect ACTION: Some, but we've got more to do.	DISCLOSURE: Limited INTEGRATED INTO VIVO: Limited
● BAREFOOT RUNNING	DATA: Continuous collection ACTION: Adequate	DISCLOSURE: Yes INTEGRATED INTO VIVO: Yes
● NORTH STAR	DATA: Full data (continuous) ACTION: Best practice	DISCLOSURE: Best practice INTEGRATED INTO VIVO: Best practice
↑	UPGRADED FROM LY	
↓	DOWNGRADED FROM LY	

REGENERATIVE BUSINESS

INDICATOR	PROGRESS
GOVERNANCE	
PURPOSE & OVERVIEW	
I.1.1 COMPANY DETAILS	●
I.1.2 MEANINGFUL PURPOSE STATEMENT	●
I.1.3 PROGRESS AGAINST PURPOSE	●
I.1.4 COMMITMENT TO REGENERATION	●
I.1.5 INTEGRATING SOCIAL & ENVIRONMENTAL PERFORMANCE INTO DECISION MAKING	●
I.1.6 OVERVIEW OF ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS	●
I.1.7 MISSION LOCK	●
I.1.8 PARTICIPATION IN MEMBERSHIP ASSOCIATIONS	●
THE ECOSYSTEM	
I.2.1 OVERVIEW OF GOVERNANCE STRUCTURE	●

I.2.2 OVERVIEW OF GOVERNANCE SYSTEM	●
I.2.3 STAKEHOLDER REPRESENTATION ON THE BOARD	●
I.2.4 BOARD CHAIRPERSON	●
I.2.5 SHAREHOLDERS IN THE EXEC TEAM	●
I.2.6 CONFLICTS OF INTEREST DISCLOSURE	●
I.2.7 RAISING AWARENESS AND LITERACY OF SUSTAINABILITY ISSUES AT BOARD LEVEL	●
I.2.8 EVALUATING THE BOARD'S OVERSIGHT OF REGENERATION INITIATIVES	●
I.2.9 RESPONSIBILITY FOR MANAGING SUSTAINABILITY IMPACTS	●
I.2.10 MANAGERS WITH SUSTAINABILITY IN THEIR JOB DESCRIPTION	●
I.2.11 PERFORMANCE EVALUATION FOR MANAGERS WITH SUSTAINABILITY GOALS IN THEIR JOB DESCRIPTION	●
I.2.12 NON ACCREDITED INVESTOR OWNERSHIP	●
I.2.13 LOCALLY/ INDEPENDENTLY OWNED BUSINESS	●
I.2.14 PARTNER-OWNED COOPERATIVE BUSINESS MODEL	N/A

STAKEHOLDER ENGAGEMENT	
I.3.1 APPROACH TO ENGAGING STAKEHOLDERS	●
I.3.2 STAKEHOLDER ENGAGEMENT IN SOCIAL AND ENVIRONMENTAL PERFORMANCE	●
I.3.3 ADVANCING SOCIAL AND ENVIRONMENTAL PERFORMANCE WITH STAKEHOLDERS	●
I.3.4 ENGAGING WORKERS IN THE VALUE CHAIN	●
MATERIALITY	
I.4.1 MATERIAL TOPICS	●
I.4.2 MANAGEMENT OF MATERIAL TOPICS	●
I.4.3 MEASURING THE IMPACT OF MATERIAL TOPICS	●
I.4.4 FIXING PROBLEMS	●
I.4.5 INTERNAL AWARENESS OF HUMAN RIGHTS ISSUES	●
I.4.6 COMMUNICATING CONCERNS	●
IMPACT REPORTING	
I.5.1 UNFINISHED BUSINESS OVERVIEW	●
I.5.2 UNFINISHED BUSINESS CONTENT	●
I.5.3 REPORTING PERIOD, FREQUENCY, AND LEAD	●

I.5.4 EXTERNAL ASSURANCE	●
I.5.5 IMPROVING OUR B CORP SCORE	●
ECONOMICS	
I.6.1 AUDITED FINANCIALS	●
I.6.2 ECONOMIC CONTRIBUTION	●
I.6.3 E-COMMERCE CONTRIBUTION MARGIN	●
I.6.4 EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION, AND AMORTISATION (EBITDA)	●
I.6.5 FINANCIAL INVESTMENT CONTRIBUTION	●
I.6.6 INDIRECT ECONOMIC IMPACTS	●
I.6.7 SOCIAL INVESTMENTS	↓ ●
I.6.8 IMPACTFUL BANKING SERVICES	●
I.6.9 APPROACH TO TAX	●
I.6.10 TOTAL TAX PAID	●
I.6.11 ADDITIONAL TAX COLLECTED	●
I.6.12 MANAGING TAX CONCERNS	●
I.6.13 TAX GOVERNANCE AND RISK MANAGEMENT	●
I.6.14 PENSIONS	N/A

1.6.15	FINANCIAL ASSISTANCE FROM GOVERNMENT	●
1.6.16	INFRASTRUCTURE INVESTMENTS	N/A
1.6.17	INFORMATION ABOUT OTHER TAX JURISDICTIONS	●
1.6.18	SUSTAINABILITY IN MAJOR CAPITAL ALLOCATIONS	●
1.6.19	FREE CASH FLOW	●

BUSINESS ETHICS

POLICIES & PROCEDURES

2.1.1	POLICIES	●
2.1.2	SUSTAINABILITY DUE DILIGENCE	●
2.1.3	ANIMAL WELFARE POLICY	●
2.1.4	NON-DISCRIMINATION AND ANTI-HARRASSMENT POLICY	●
2.1.5	ANTI-CORRUPTION AND BRIBERY POLICY	●
2.1.6	CAREER DEVELOPMENT POLICY	●
2.1.7	CYBERSECURITY	↓ ●
2.1.8	MAKING SURE POLICY COMMITMENTS HAPPEN	●
2.1.9	SEEKING ADVICE AND RAISING CONCERNS	●
2.1.10	CODES OF CONDUCT	●
2.1.11	OCCUPATIONAL HEALTH SERVICES	●

LEGAL

2.2.1	BREAKING THE LAW	●
-------	------------------	---

POLITICAL CONTRIBUTIONS

2.4.1	POLITICAL CONTRIBUTIONS	●
2.4.2	LOBBYING	●
2.4.3	POLICY ADVOCACY FOR SOCIAL AND ENVIRONMENTAL STANDARDS	↓ ●

DISCRIMINATION, CORRUPTION, BRIBERY, AND ANTI COMPETITIVE BEHAVIOR

2.5.1	MONITORING ETHICS AND CORRUPTION	●
2.5.2	ANTI-CORRUPTION TRAINING AND PROCEDURE	●
2.5.3	ENGAGING STAKEHOLDERS IN ANTI-CORRUPTION	●
2.5.4	DISCRIMINATION	●
2.5.4	INCIDENTS OF CORRUPTION	●
2.5.6	LEGAL ACTION FOR ANTI-COMPETITIVE BEHAVIOUR, ANTI-TRUST AND MONOPOLY PRACTICES	●
2.5.7	MONETARY LOSSES FROM UNETHICAL BEHAVIOUR	●
2.5.8	SHARING INFORMATION ON SENSITIVE PRACTICES	●

SECURITY

2.6.1	CONTINGENCY PLANS	●
2.6.2	BREACHES OF INFORMATION SECURITY	●
2.6.3	ENSURING THE PRIVACY POLICY IS IMPLEMENTED	●
2.6.4	FINANCIAL SECURITY	●

ACTION FOR THE PLANET

CLIMATE CHANGE

3.1.1	BOARD OVERSIGHT ON CLIMATE CHANGE RISKS AND OPPORTUNITIES	●
3.1.2	MANAGEMENT'S ROLE IN MANAGING CLIMATE CHANGE RISKS AND OPPORTUNITIES	●
3.1.3	CLIMATE CHANGE RISKS AND OPPORTUNITIES	●
3.1.4	CULTURE AND CLIMATE CHANGE	●
3.1.5	TCFD IMPLEMENTATION	●
3.1.6	GREEN BUILDING	●
3.1.7	OFFICE IMPROVEMENTS	●
3.1.8	ETHICAL PURCHASING	●

3.1.9	ENVIRONMENTAL MANAGEMENT SYSTEMS	●
3.1.10	REDUCING THE IMPACT OF TRAVEL/ COMMUTING	●
3.1.11	VIRTUAL OFFICE STEWARDSHIP	●
6.5.2	CHEMICAL REDUCTION	●

EMISSIONS

3.2.1	SCOPE 1	●
3.2.2	SCOPE 2	●
3.2.3	GREENHOUSE GAS EMISSIONS INTENSITY	●
3.2.5	OZONE DEPLETING SUBSTANCES	●
3.2.6	ENERGY CONSUMPTION	●
3.2.8	PARIS-ALIGNED GHG EMISSIONS TARGETS	●
3.2.9	TRANSITION PLAN	●
3.2.10	POLLUTION REDUCTION TARGETS	●
3.2.11	REDUCTION IN GREENHOUSE GAS EMISSIONS	●
3.2.12	REDUCTION IN ENERGY CONSUMPTION	●
3.2.13	GREENHOUSE GAS EMISSION OFFSET	N/A
3.2.14	FACILITY ENERGY EFFICIENCY	N/A
3.2.15	INTERNAL CARBON PRICING	●
3.2.16	RENEWABLE ENERGY USE	●

NATURE LOSS

3.3.1	BOARD OVERSIGHT ON NATURE-RELATED IMPACTS	●
3.3.2	MANAGEMENT'S ROLE IN MANAGING NATURE-RELATED IMPACTS	●
3.3.3	NATURE-RELATED IMPACTS	●
3.3.4	MEASURING MATERIAL IMPACTS ON NATURE	●
3.3.5	INCORPORATING NATURE INTO BUSINESS STRATEGY	●
3.3.6	NATURE-RELATED TARGETS	●

3.3.7	ENGAGING STAKEHOLDERS IN NATURE-RELATED IMPACTS	●
3.3.8	DIRECT OPERATIONS IN NATURE	●
3.3.9	IMPACTS ON BIODIVERSITY	●
3.3.10	IMPACT ON THREATENED SPECIES	●
3.3.11	PROTECTING AND RESTORING HABITATS	N/A

WASTE (OFFICE AND STORE)

3.4.1	IMPACT OF WASTE	●
3.4.2	MANAGING WASTE IMPACTS	●
3.4.3	WASTE DISPOSAL	●
3.4.4	REUSE/ RECYCLING	●

WASTE (OFFICE AND STORE)

3.5.1	MEASURING WATER CONSUMPTION	●
3.5.2	CONSERVING WATER	●

SOCIAL ACTION

4.1	DESIGNED TO GIVE	●
4.2	GIVING TO CHARITY AND COMMUNITY	●
4.3	COMMUNITY ORIENTATED IMPACT BUSINESS MODEL	●
4.4	RESPONSIBILITY TO SOCIETY	●
4.5	COMMUNITY SERVICE	●
4.6	EMPLOYEE VOLUNTEERING	●
4.7	REVENUE DEDICATED TO COMMUNITY INVESTMENT	●
4.8	LOCAL COMMUNITY-BASED BUSINESS	●
4.9	LOCAL ECONOMIC DEVELOPMENT	N/A

TOTAL RAG	N/A 7	● 20	● 48	● 60
TOTAL INDICATORS				135

REGENERATIVE PRODUCT

INDICATOR	PROGRESS
VALUE CHAIN OVERVIEW	
5.1 TRANSPARENT VALUE CHAIN	↓ ●
5.2 SIGNIFICANT SUPPLIER INFORMATION	●
5.3 WAYS OF WORKING WITH SUPPLIERS	●
5.4 CODE OF CONDUCT ROLL OUT	●
5.5 LENGTH OF SUPPLIER RELATIONSHIP	●
5.6 FACTORY ASSESSMENTS	●
5.7 ACTION WHEN CODE OF CONDUCT IS BROKEN	●
5.8 THIRD PARTY CERTIFICATION OF TRADE PRACTICES	●
5.9 PURCHASED MATERIALS AND PRODUCTS	↑ ●
5.10 SOURCING WITHIN THE COUNTRY OF OPERATION	●
5.11 FREE ON BOARD PRICING	●
5.12 PRODUCER COOPERATIVE	N/A
VALUE CHAIN: PLANET	
ENVIRONMENTAL MONITORING + MANAGEMENT	
6.1.1 ENVIRONMENTAL IMPACT MONITORING	●
6.1.2 ENVIRONMENTAL FOOTPRINT ASSESSMENTS	●
6.1.3 TRACKING ENVIRONMENTAL METRICS	●
6.1.4 WORKING WITH SUPPLIERS FOR NATURE	●
6.1.5 ENVIRONMENTAL MANAGEMENT SYSTEM	●
6.1.6 SOURCING FROM LOCAL SUPPLIERS	●

6.1.7 INNOVATIVE MANUFACTURING/ DISTRIBUTION PROCESSES THAT REDUCE ENVIRONMENTAL FOOTPRINT	●
EMISSIONS	
6.2.1 SCOPE 3 EMISSIONS	●
6.2.2 GREENHOUSE GAS EFFECTS	●
6.2.3 EMISSION OF OZONE DEPLETING SUBSTANCES	●
6.2.4 OTHER SIGNIFICANT AIR EMISSIONS	●
6.2.5 ENERGY USED OUTSIDE OF VIVO	●
6.2.6 REDUCING GHG EMISSIONS	●
6.2.7 CARBON OFFSETTING	●
6.2.8 OFFSETTING SUPPLIER EMISSIONS	●
6.2.9 REDUCING CARBON EMISSIONS FROM TRANSPORT	●
6.2.10 REDUCING TON MILES	●
6.2.11 REDUCING ENERGY USE	●
6.2.12 SAVING ENERGY AT FACTORIES	●
6.2.13 USE OF RENEWABLE ENERGY	●
6.2.14 ENERGY REDUCTION	N/A
NATURE	
6.3.1 IMPACT OF DIRECT OPERATIONS IN NATURE	N/A
6.3.2 IMPACTS ON BIODIVERSITY	●
6.3.3 THREATENED SPECIES IN OPERATING AREAS	●
6.3.4 LAND USED FOR MATERIAL PRODUCTION	●
6.3.5 LAND USE CHANGE FOR RAW MATERIALS	●
6.3.6 SUSTAINABILITY CERTIFICATION	●
WATER (VALUE CHAIN)	
6.4.1 WATER USE	●
6.4.2 WATER DISCHARGE IN SUPPLIER FACILITIES	●

6.4.3 SUPPLIER COMPLIANCE WITH WASTEWATER DISCHARGE AGREEMENTS	●
6.4.3 IMPACT OF FRESHWATER USE	●
6.4.4 WATER POLLUTION	●
6.4.5 FERTILISER USE	●
6.4.6 WATER IMPROVEMENT	●
6.4.7 WATER CONSERVATION	●
CHEMICALS	
6.5.1 TRACKING CHEMICALS IN THE SUPPLY CHAIN	●
6.5.2 COMPLIANCE WITH RESTRICTED SUBSTANCES LISTS	●
6.5.3 PROCESSES USED TO ASSESS AND MANAGE RISKS OR HAZARDS ASSOCIATED WITH CHEMICALS IN PRODUCTS	●
6.5.3 ELIMINATING HAZARDOUS CHEMICALS	●
6.5.4 REMOVING/ REDUCING HARMFUL TOXINS	●
WASTE (VALUE CHAIN)	
6.6.1 WASTE CREATED	●
6.6.2 WASTE DISPOSAL	●
6.6.3 IMPACT OF SOLID WASTE DISPOSAL	●
6.6.4 WASTE GENERATION	●
6.6.5 MANAGING WASTE IMPACTS	●
6.6.6 REUSE/ RECYCLING	●
6.6.7 SPILLS	●

VALUE CHAIN: PEOPLE	
SOCIAL IMPACT	
7.1.1 SOCIAL IMPACTS ON SUPPLY CHAIN	●
7.1.2 SUPPLIER ENGAGEMENT ON SOCIAL OBJECTIVES	●

7.1.3 SUPPLIER DIVERSITY POLICIES OR PROGRAMMES	●
7.1.4 LOCAL BUYING AND HIRING	●
7.1.5 PROPORTION OF SPENDING ON LOCAL SUPPLIERS	●
7.1.6 SUPPLIERS IN LOW INCOME COMMUNITIES	●
7.1.7 SUPPORTING UNDERSERVED SUPPLIERS	●
7.1.8 SUPPORT FOR IN-NEED SUPPLIERS	●
7.1.9 FACILITIES IN LOW INCOME COMMUNITIES	●
7.1.10 LOW INCOME OR CHRONICALLY UNDEREMPLOYED MICRO-ENTREPRENEURS	●
7.1.11 MICRODISTRIBUTION POVERTY ALLEVIATION	●
7.1.12 SUPPLIER PREMIUMS	●
7.1.13 SUPPORT FOR SMALL SCALE SUPPLIERS	●
7.1.14 MICROFRANCHISE MODEL	N/A
7.1.15 COMMUNITY ORIENTED BUSINESS MODELS	●
7.1.16 TRACKING IMPACT ON WORKERS	●
7.1.17 INNOVATIVE VALUE CHAIN POVERTY ALLEVIATION	N/A
7.1.18 GENDER-BASED DISCRIMINATION	●
7.1.19 RACIAL AND ETHNIC EQUALITY IN SUPPLIER FACILITIES	●
7.1.20 POTENTIAL NEGATIVE IMPACT OF DIRECT OPERATIONS TO LOCAL COMMUNITIES	●
HEALTH, SAFETY & WELL-BEING	
7.2.1 MANAGEMENT COMMITMENT TO HEALTH AND SAFETY	●
7.2.2 HEALTH & SAFETY AUDIT PRACTICES	●
7.2.3 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT	●
7.2.4 RISK MANAGEMENT AND INCIDENT INVESTIGATION	●
7.2.5 WORKER PARTICIPATION IN OCCUPATIONAL HEALTH AND SAFETY	●

REGENERATIVE COMMUNITY

INDICATOR PROGRESS

VIVO PEOPLE: OVERVIEW

15.1.1	NUMBER OF EMPLOYEES	●
15.1.2	WORKERS	●
15.1.3	EMPLOYEE OWNERSHIP	●
15.1.4	EMPLOYEE EMPOWERMENT BUSINESS MODEL	●
15.1.5	WORKER EMPOWERMENT	●
15.1.6	EMPLOYEE HANDBOOK INFORMATION	●
15.1.7	BENEFITS	●
15.1.8	PARENTAL LEAVE	●
15.1.9	SUPPLEMENTARY BENEFITS	●

TRAINING AND DEVELOPMENT

15.2.1	TRAINING AND UPSKILLING:	●
15.2.2	PAID PROFESSIONAL DEVELOPMENT DAYS:	●
15.2.3	CAREER DEVELOPMENT:	●
15.2.4	MANAGEMENT TRAINING:	●
15.2.5	LIFE SKILL TRAINING:	●
15.2.6	MONETISED IMPACTS OF TRAINING – INCREASED EARNING CAPACITY AS A RESULT OF TRAINING INTERVENTION (% , £)	●
15.2.7	EXTERNAL PROFESSIONAL DEVELOPMENT PARTICIPATION:	●
15.2.8	SUBSIDISED EDUCATION OPPORTUNITIES	●

JEDI

15.3.1	MANAGEMENT OF DIVERSITY, EQUITY AND INCLUSION:	●
--------	--	---

15.3.2	GATHERING JEDI DATA	●
15.3.3	INCLUSIVE WORK ENVIRONMENTS:	●
15.3.4	DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES;	●
15.3.5	JOB ROLES:	●
15.3.6	MANAGEMENT FROM UNDER-REPRESENTED POPULATIONS:	●
15.3.7	FEMALE MANAGEMENT;	●
15.3.8	EQUAL PAY;	●
15.3.9	LOW INCOME WORKERS:	●
15.3.10	PRODUCT OFFERING TO WOMEN:	●
15.3.11	WORKERS FROM ETHNIC OR RACIAL MINORITIES:	●
15.3.12	AGE DIVERSITY IN WORKFORCE;	●

PAY

15.4.1	PAY DISCLOSURES:	●
15.4.2	LIVING WAGE:	●
15.4.3	SOCIAL PROTECTION:	●
15.4.4	PAY AND INCENTIVES:	●
15.4.5	PROCESS TO DETERMINE PAY:	●
15.4.6	COMPENSATION POLICIES AND PRACTICES:	●
15.4.7	BONUSES:	●
15.4.8	RETIREMENT:	●
15.4.9	PAID SECONDARY CAREGIVER LEAVE:	●
15.4.10	PAID PRIMARY CAREGIVER LEAVE FOR SALARY WORKERS:	●
15.4.11	PAID DAYS OFF	●
15.4.12	FINANCIAL SERVICES FOR EMPLOYEES	●

HIRING/ CONTRACTING/ PROMOTION/ TERMINATION

15.5.1	HIRES AND TURNOVER:	●
--------	---------------------	---

15.5.2	INCLUSIVE HIRING PRACTICES:	●
15.5.3	JOB GROWTH RATE:	●
15.5.4	NEW JOBS ADDED IN THE LAST YEAR:	●
15.5.5	USE OF CONTRACTED LABOUR	●
15.5.6	PROPORTION OF SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY:	●
15.5.7	INTERNAL PROMOTION:	●
15.5.8	INTERNS:	●
15.5.9	END OF EMPLOYMENT SUPPORT:	●
15.5.10	WORKERS FROM CHRONICALLY UNDEREMPLOYED POPULATIONS:	●
15.5.11	JOB QUALITY FOR WORKERS FROM CHRONICALLY UNDEREMPLOYED POPULATIONS:	●
15.5.12	WORKFORCE DEVELOPMENT	●

SENSING IN

15.6.1	INTERNAL HAPPINESS:	●
15.6.3	SURVEYING, BENCHMARKING, ENGAGEMENT AND ATTIRITION:	●
15.6.4	NOTICE OF OPERATIONAL CHANGES	●
15.6.5	INTERNAL COMMUNICATIONS:	●
15.6.6	FINANCIAL TRANSPARENCY WITH EMPLOYEES:	●

HEALTH, SAFETY AND WELL-BEING

15.7.1	HEALTHCARE COVERAGE	●
15.7.2	SUPPLEMENTARY HEALTH BENEFITS:	●
15.7.3	SUPPLEMENTARY HEALTH BENEFITS ELIGIBILITY FOR PART-TIME WORKERS:	●
15.7.4	EMPLOYEE WELL-BEING:	●
15.7.5	WORK-RELATED INJURIES;	●
15.7.6	WORK-RELATED ILL HEALTH:	●

15.7.7	FINANCIAL IMPACTS OF WORK-RELATED INCIDENTS	●
15.7.8	PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS	●
15.7.9	FLEXIBLE WORKING OPTIONS:	●
15.7.10	FLEXIBLE WORKING IN PRACTICE:	●
15.7.11	INDOOR AIR QUALITY MONITORING:	●
15.7.12	WORKER HEALTH SERVICES	●

VIVO COMMUNITY

IMPACT

16.1.1	CUSTOMER HAPPINESS:	●
16.1.2	COMMUNITY SIZE:	●
16.1.3	TOTAL CUSTOMER INDIVIDUALS	●
16.1.4	TOTAL CUSTOMER ORGANISATIONS:	●
16.1.5	CLIENT TRACKING METHODS:	●
16.1.6	CUSTOMER ACQUISITION EFFICIENCY	●
16.1.7	POSITIVE IMPACT OF PRODUCT/SERVICE:	●
16.1.8	CUSTOMER FOCUS OF PRODUCT OR SERVICE:	●
16.1.9	PRODUCT BENEFITS	●
16.1.10	MANAGING PRODUCT IMPACTS	●
16.1.11	HEALTH AND ENVIRONMENTAL IMPACT:	●
16.1.12	SEVERITY OF HEALTH ISSUE ADDRESSED	●
16.1.13	POSITIVE HEALTH OUTCOMES	●
16.1.14	HEALTH PRODUCT DESCRIPTION:	●
16.1.15	CUSTOMER IMPACT BUSINESS MODEL INTRODUCTION:	●
16.1.16	ARTS, MEDIA & CULTURE OVERVIEW:	●
16.1.17	ARTS, MEDIA & CULTURE PRODUCT DESCRIPTION:	●



16.1.18	IMPACT ON UNDERSERVED POPULATIONS	●
16.1.19	SERVING UNDERSERVED POPULATIONS:	N/A
16.1.20	CUSTOMER STEWARDSHIP:	●
16.1.21	ETHICAL MARKETING AND ADVERTISING:	●
QUALITY		
16.2.1	WARRANTIES AND GUARANTEES	●
PRIVACY AND DATA		
16.3.1	CUSTOMER COMMUNICATION ON PRIVACY:	●
16.3.2	DATA SECURITY MANAGEMENT	●
16.3.3	COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY:	●
FEEDBACK		
16.4.1	FEEDBACK AND COMPLAINT CHANNELS	●
DIVERSITY AND INCLUSION		
16.5.1	MARKETING DIVERSITY	●
<hr/>		
TOTAL RAG	N/A ● 9	● 36
TOTAL INDICATORS	97	



SECR ENERGY AND CARBON REPORTING

We (Vivobarefoot) have reported on all sources of greenhouse gas (GHG) emissions and energy usage as required under The Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations 2008 as amended. This analysis was conducted and compiled by external ESG data management and reporting experts, ADEC Innovations. We have utilized their third-party analysis and integrated all required compliance data into this appendix of our annual integrated report 2023/24.

REPORTING BOUNDARY AND METHODOLOGY

The reporting boundary used for collation of the above data is based on operational and covers the period between 1 January 2023 to 31 December 2023 for Vivobarefoot.

We (ADEC Innovations ESG) have followed the 2019 UK Government environmental reporting guidance. We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The boundary of the Scope 1 and 2 emissions estimate covers all activity occurring in 2023 within Vivobarefoot's Britton Street Head Office and Neal Street store. Scope 1 and 2 emissions were calculated by obtaining facility activity data such as electricity and natural gas via paid utility bills and multiplying this activity by the appropriate DEFRA emission factors (UK Government's GHG Conversion Factors for Company Reporting 2023) for CO₂, NH₄ and N₂O.

In some instances, natural gas and electricity utility bill data was missing for multiple months across both Vivobarefoot's Britton Street Head Office and Neal Street store. In these instances we applied appropriate estimations that were calculated in alignment with average monthly usage across each individual site.

Applicable emissions sources at Vivobarefoot UK operations include:

SCOPE 1:

- Natural gas

SCOPE 2:

- Electricity

Natural gas and electricity were consumed by company buildings.

SCOPE 3:

Business travel emissions were from travel by bus, ferry, flight, taxi, train or tube as well as any mileage reimbursements, car hire, parking or hotel stays by Vivobarefoot employees in the United Kingdom.

ENERGY EFFICIENCY MEASURES EMPLOYED IN 2023

During the 2023 reporting year, we (Vivobarefoot) changed the gas boiler at our Britton Street Head Office from a significantly old model to a newer more efficient model, with the ambition of reducing our already small GHG emissions from natural gas use, even further. No further energy efficiency measures were employed in 2023 in advance of Vivobarefoot looking to relocate both Head Office and store in 2024.

GHG EMISSIONS AND ENERGY USAGE

	2023
Emissions from combustion of gas (Scope 1 – tonnes of CO ₂ e)	0.43
Emissions from combustion of fuel for transport purposes (Scope 1 – tonnes of CO ₂ e)	0
Emissions from electricity purchased for own use, including for the purposes of transport (Scope 2 – tonnes of CO ₂ e)	13.22
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3 - tonnes of CO ₂ e)	96.97
Total gross CO₂e based on above	110.62
Energy consumption used to calculate emissions - kWh	25,944.64
Intensity measurement-tonnes of CO ₂ e per GBP of revenue	1.83524E-06
	(Revenue: £60,277,151.89)

FIG I. SUMMARY OF SECR UK DATA – 2023

FUEL	2023	UNIT
Scope 1		
Natural gas	0.43	tCO ₂ e
Scope 2		
Electricity	13.22	tCO ₂ e
Scope 3		
Business Travel	96.97	tCO ₂ e
Energy		
Natural gas	2,026.94	kWh
Electricity	23,917,70	kWh
Revenue		
CY2023 Revenue	60,277,151.89	GBP

FUEL	2023	UNIT
Scope 1: combustion of gas	0.43	tCO ₂ e
Scope 1: combustion of fuel for transport	-	tCO ₂ e
Scope 2: electricity	13.22	tCO ₂ e
Scope 3: business travel	96.97	tCO ₂ e
Total Emissions	110.62	tCO₂e
Total Energy Consumption	25,944.64	tCO₂e
Intensity Measurement	1.83524E-06	tCO₂e/GBP

