CAMPUS ACTIVEWEAR LTD.
CIN - L74120DL2008PLC183629

Regd Off: D-1, Udyog Nagar,
Main Rohtak Road, New Delhi-110041

frontdesk@campusshoes.com,
compliance@campusshoes.com

011-43272500
www.campusactivewear.com
www.campusshoes.com

05th November 2026

To,

BSE Limited Corporate Relationship Department 1st Floor, New Trading Ring, Rotunda Building, P. J. Towers, Dalal Street, Mumbai – 400 001 **SCRIP CODE: 543523**	National Stock Exchange of India Ltd. Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 **SYMBOL: CAMPUS**

Subject: Disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 –Investor Presentation

Dear Sir/Ma'am,

Pursuant to Regulation 30 read with Para A of Part A of Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed Investor Presentation for the quarter and half year ended 30th September 2026.

The said Investor Presentation has also been uploaded on the Company's website i.e. www.campusactivewear.com.

This is for your information and records.

Thanking you

For **Campus Activewear Limited**

Archana Maini
Digitally signed by Archana Maini
Date: 2026.11.05 13:37:00 +05'30'

Archana Maini
General Counsel & Company Secretary
Membership No. A16092

Encl.: As above

CAMPUS

CAMPUS ACTIVEWEAR LIMITED

INVESTOR PRESENTATION

Q2 and H1FY27 | 05 NOV 2026



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- The Campus Story
- Business capabilities
- Growth Vectors



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Financial performance



Key Highlights



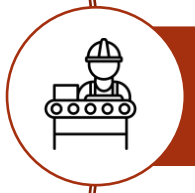
Double-digit volume growth

Delivered 11% YoY volume growth in H1FY27 despite festive season shifting to Q3 this year



Profit growth outpaced revenue growth

Net profit grew by 19% while revenue grew by 15% in H1FY27 despite an increasingly challenging macro environment



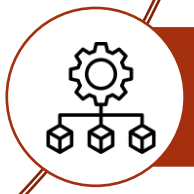
Record Production Volumes

Achieved the highest-ever quarterly production, reflecting enhanced manufacturing capabilities and operational execution



Strengthened the brand across every consumer touchpoint

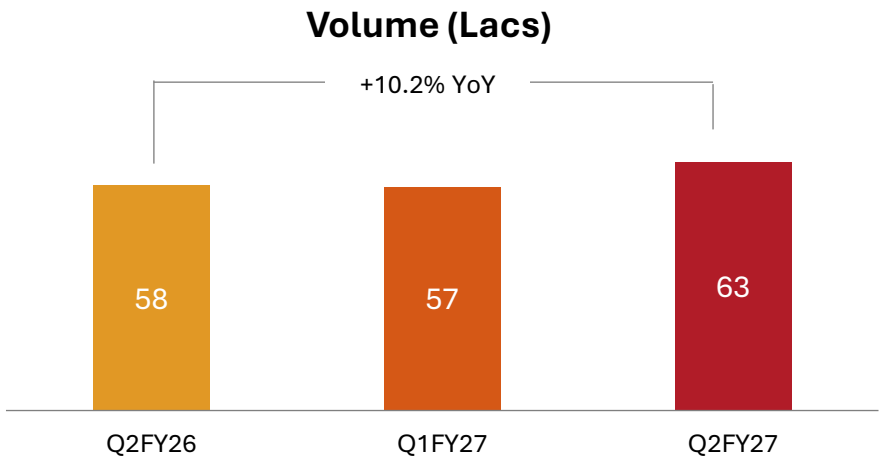
Refreshed brand identity, Impactful new campaigns and Re-imagined stores

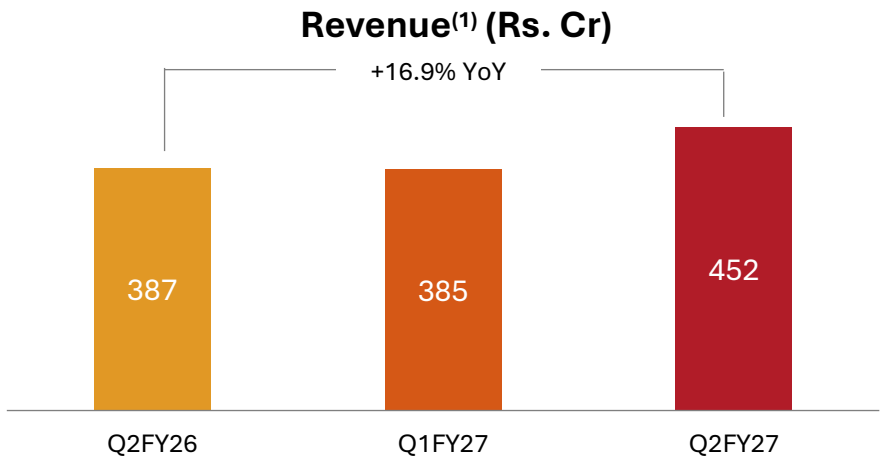


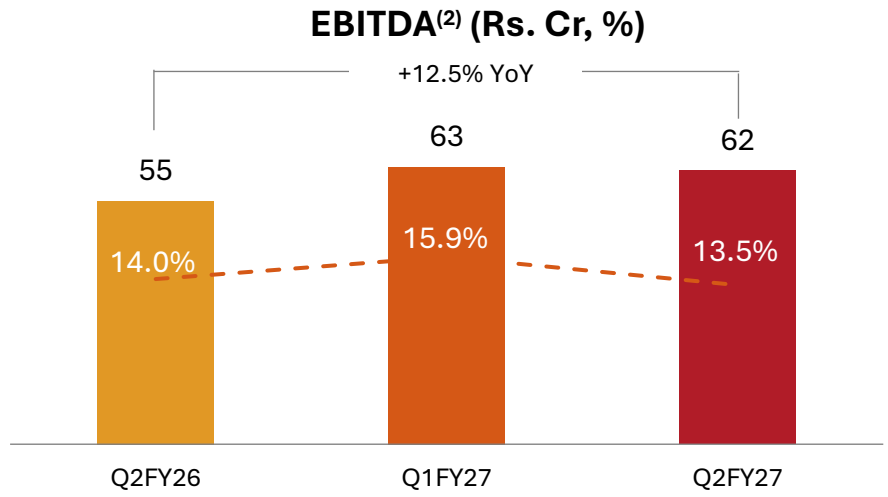
Diversified and expanded our product portfolio

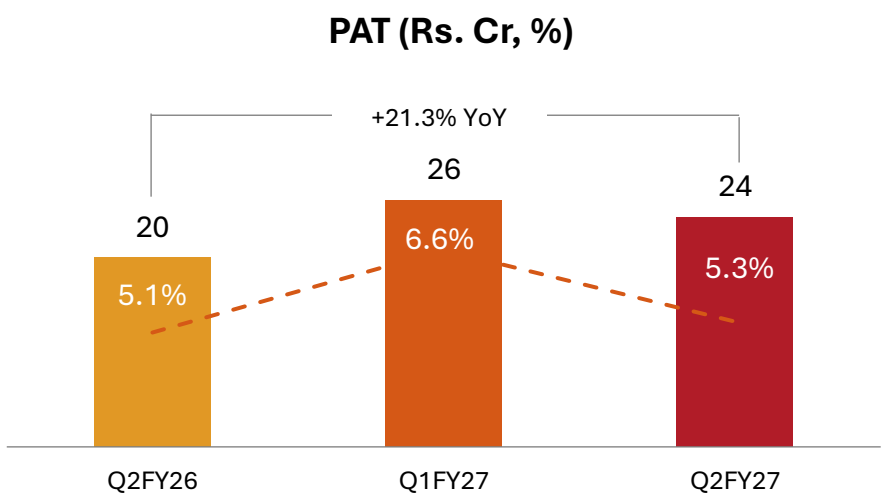
Expanded range in Women's and Kids' segments, alongside launch of new categories - Elan and performance footwear

Financial Highlights (Q2FY27)







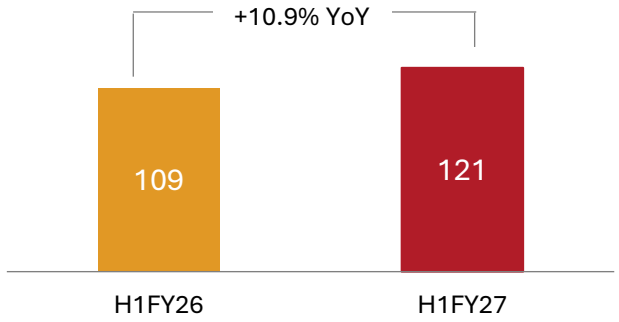


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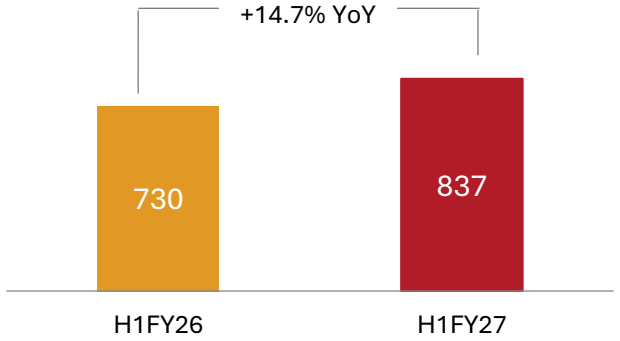
1) *Revenue includes other operating revenue*
2) *EBITDA includes other income*

Financial Highlights (H1FY27)

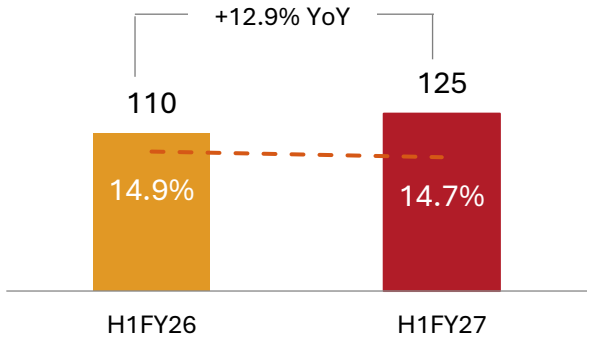
Volume (Lacs)



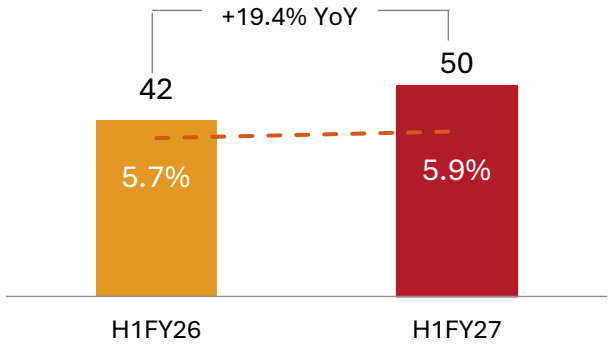
Revenue[1] (Rs. Cr)



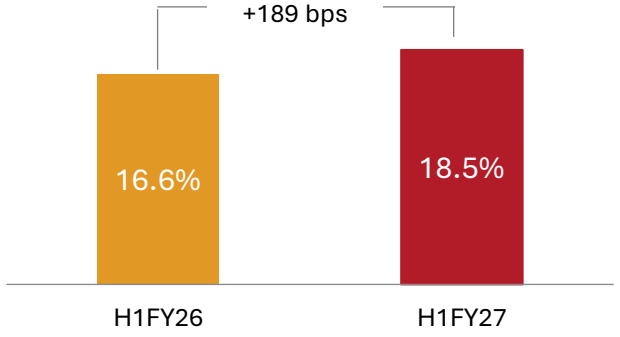
EBITDA[2] (Rs. Cr, %)



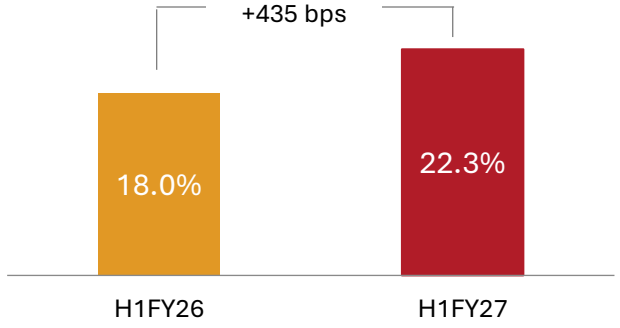
PAT (Rs. Cr)



Return on Equity[3] (%)



RoCE[4] (%)

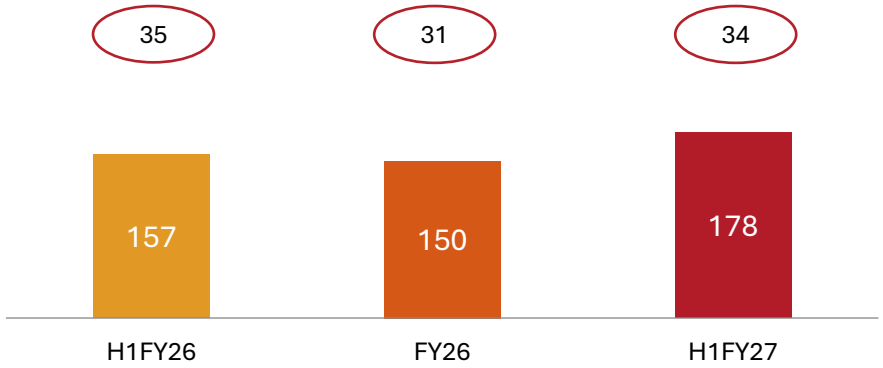


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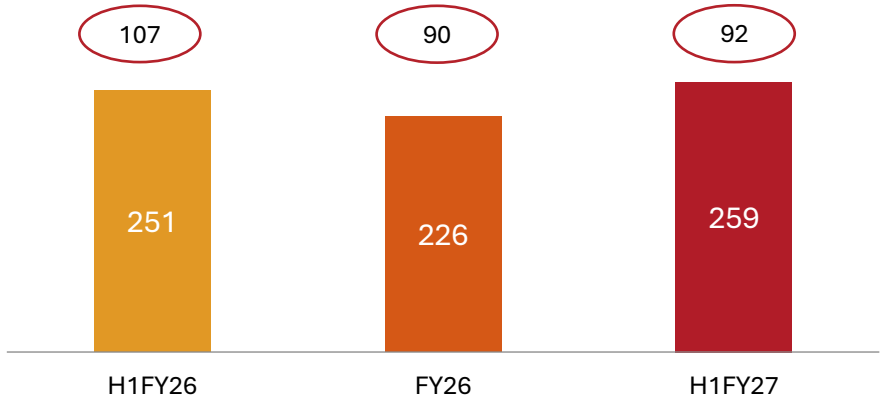
1) *Revenue includes other operating revenue*
2) *EBITDA includes other income*
3) *ROE = PAT / Shareholders' equity*
4) *ROCE = EBIT / Capital Employed (excl. lease liabilities)*

Working Capital

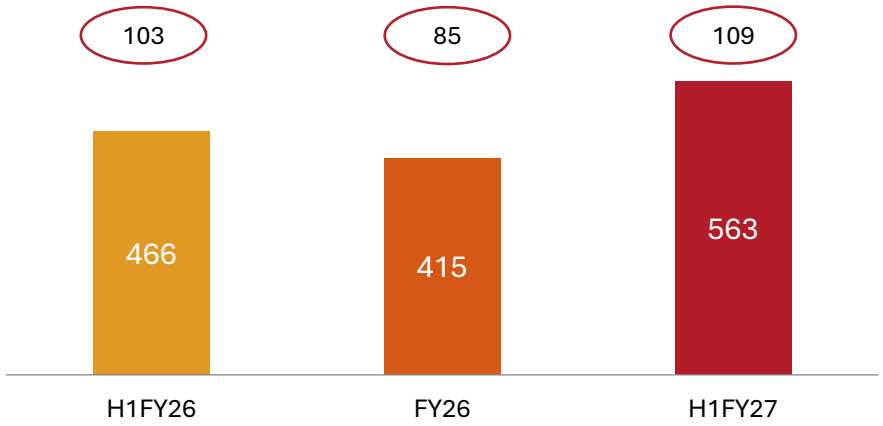
Avg. receivables (Rs. Cr, Days)



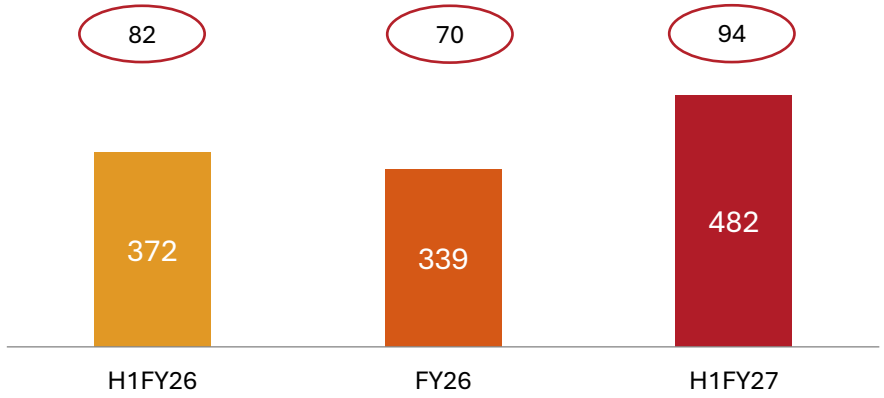
Avg. payables (Rs. Cr, Days)



Avg. Inventory (Rs. Cr, Days)



Net working capital (Rs. Cr, Days)

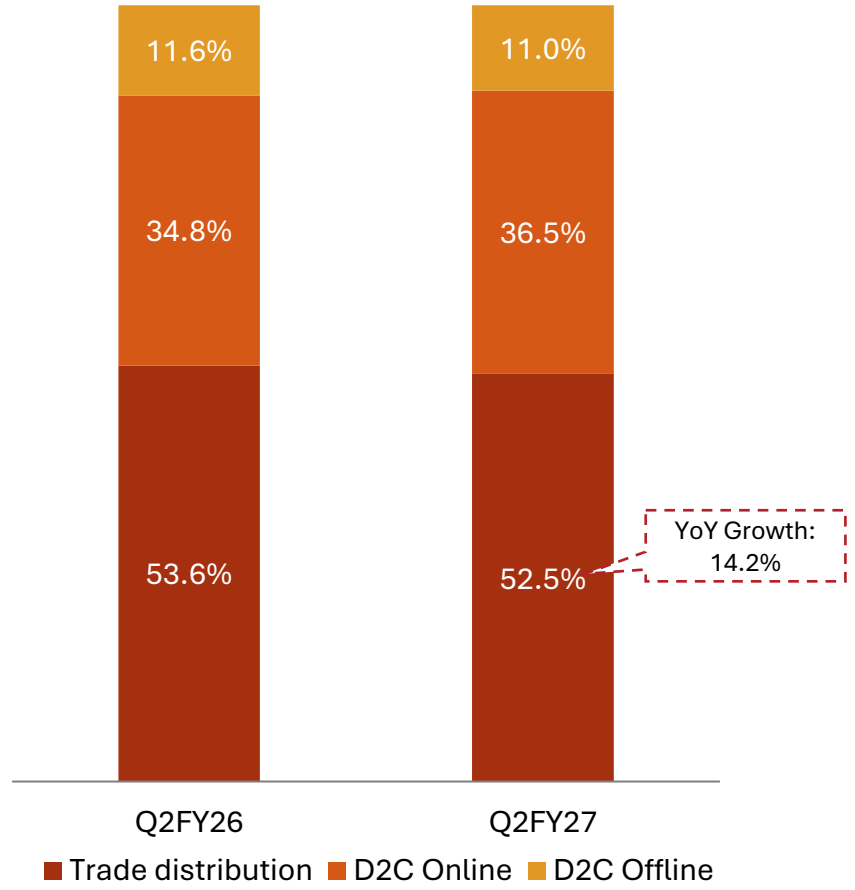


Strategic inventory build-up to cater to anticipated festive demand in Q3 has led to an increase in working capital days

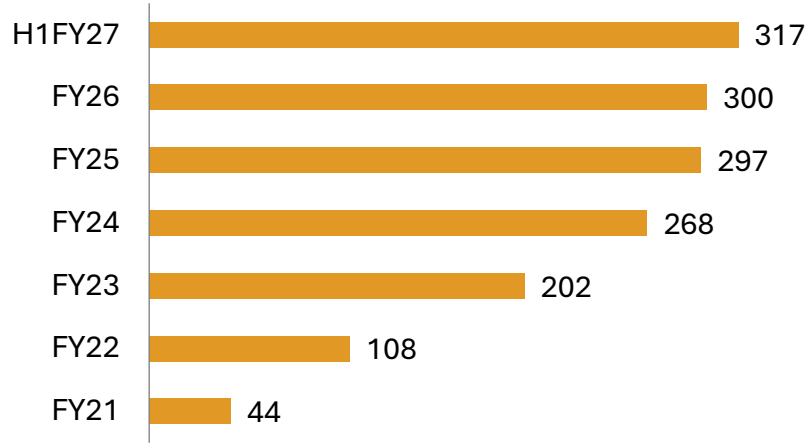
1) Working Capital = Avg Receivables + Avg Inventories – Avg Payables . Working Capital Days = (Receivables + Inventories – Payables)/ Total Revenue *365. Other Current Assets & Liabilities have not been considered
2) Day Sales Outstanding (DSO) = Average trade receivables/ Trailing 12 months sales x 365, Days Inventory Outstanding (DIO) = Average inventories/ Trailing 12 months sales x 365, Days Payables Outstanding (DPO) = Average trade payables/ Trailing 12 months purchases x 365

Channel Performance

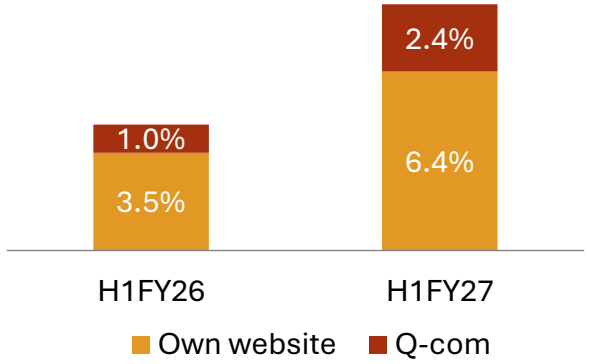
Channel wise revenue[1] mix



EBO Store Count



Q-com & Own Website double share in D2C Online Revenue



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1) As a % of revenue from operations (excluding other operating income)

Note: D2C online includes Online marketplace, Online SOR, Q-Com and own website; D2C offline includes EBO and LFS

Statement of Profit and Loss

Particulars (Rs. Cr)	Q2FY26	Q1FY27	Q2FY27	QoQ	YoY	H1FY26	H1FY27	YoY
Revenue from operations	387	385	452	17.4%	16.9%	730	837	14.7%
Total income	**392**	**393**	**457**	**16.3%**	**16.7%**	**741**	**850**	**14.7%**
COGS[1]	180	173	222	28.1%	23.1%	336	395	17.6%
Gross Margin %	**53.9%**	**55.9%**	**51.4%**	**(448 bps)**	**(252 bps)**	**54.6%**	**53.5%**	**(114 bps)**
Employee cost	34	37	38	3.3%	12.1%	66	75	13.7%
Advertisement and sales promotion	41	31	36	19.1%	(11.3%)	69	67	(3.0%)
Other expenses	81	90	99	10.1%	21.4%	159	188	18.0%
EBITDA[2]	**55**	**63**	**62**	**(1.2%)**	**12.5%**	**110**	**125**	**12.9%**
EBITDA %	**14.0%**	**15.9%**	**13.5%**	**(240 bps)**	**(50 bps)**	**14.9%**	**14.7%**	**(25 bps)**
PAT	**20**	**26**	**24**	**(6.9%)**	**21.3%**	**42**	**50**	**19.4%**
PAT %	**5.1%**	**6.6%**	**5.3%**	**(132 bps)**	**20 bps**	**5.7%**	**5.9%**	**23 bps**

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1) COGS = Cost of materials consumed + Purchase of stock-in-trade + Change in inventories
2) EBITDA includes other income

Balance Sheet

Particulars (Rs. Cr)	Sep'26	Mar'26	Sep'25
Equity and Liabilities	**1,568**	**1,467**	**1,532**
Equity	914	906	794
Non Current Liabilities	**197**	**189**	**205**
Lease liabilities	160	165	181
Other non current liabilities	36	25	23
Current Liabilities	**457**	**371**	**533**
Borrowings	78	36	165
Lease liabilities	35	35	34
Trade payables	255	225	262
Other current liabilities	89	75	71

Particulars (Rs Cr)	Sep'26	Mar'26	Sep'25
Assets	**1,568**	**1,467**	**1,532**
Non Current Assets	**585**	**588**	**593**
Plant, property and equipment (incl. CWIP)	271	274	251
Intangible assets (incl. ROU)	246	254	272
Other non current assets[1]	68	60	70
Current assets	**984**	**879**	**939**
Inventories	628	449	498
Trade receivables	189	153	166
Cash and Bank balances	3	4	10
Other current assets	164	273	265

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1) Includes other financial assets, deferred tax assets and other non-current assets
Note: Due to rounding off, totals may not correspond with the sum of individual figures

Cash Flow Statement

Particulars (Rs Cr)	Sep'26	Mar'26	Sep'25
Net cash (used in)/ generated from operating activities	**(75)**	**135**	**(26)**
Operating profit before working capital changes	*116*	*303*	*105*
Changes in working capital	*(164)*	*(113)*	*(107)*
Income tax paid	*(26)*	*(56)*	*(25)*
Net cash (used in)/ generated from investing activities	**104**	**(55)**	**(45)**
Net purchase / sale of plant, property and equipment	*(23)*	*(89)*	*(39)*
Net Proceeds from maturity of bank deposits	*125*	*23*	*(11)*
Interest received	*2*	*11*	*6*
Net cash (used in)/ generated from financing activities	**(30)**	**(94)**	**64**
Principal and Interest paid on lease liabilities	*(26)*	*(117)*	*(91)*
Dividend paid	*(46)*	*(9)*	*(9)*
Other financing activities	*42*	*33*	*165*
Net (decrease) in cash and cash equivalents	**(1)**	**(13)**	**(7)**
Cash and cash equivalents at the end of year	**3**	**4**	**10**

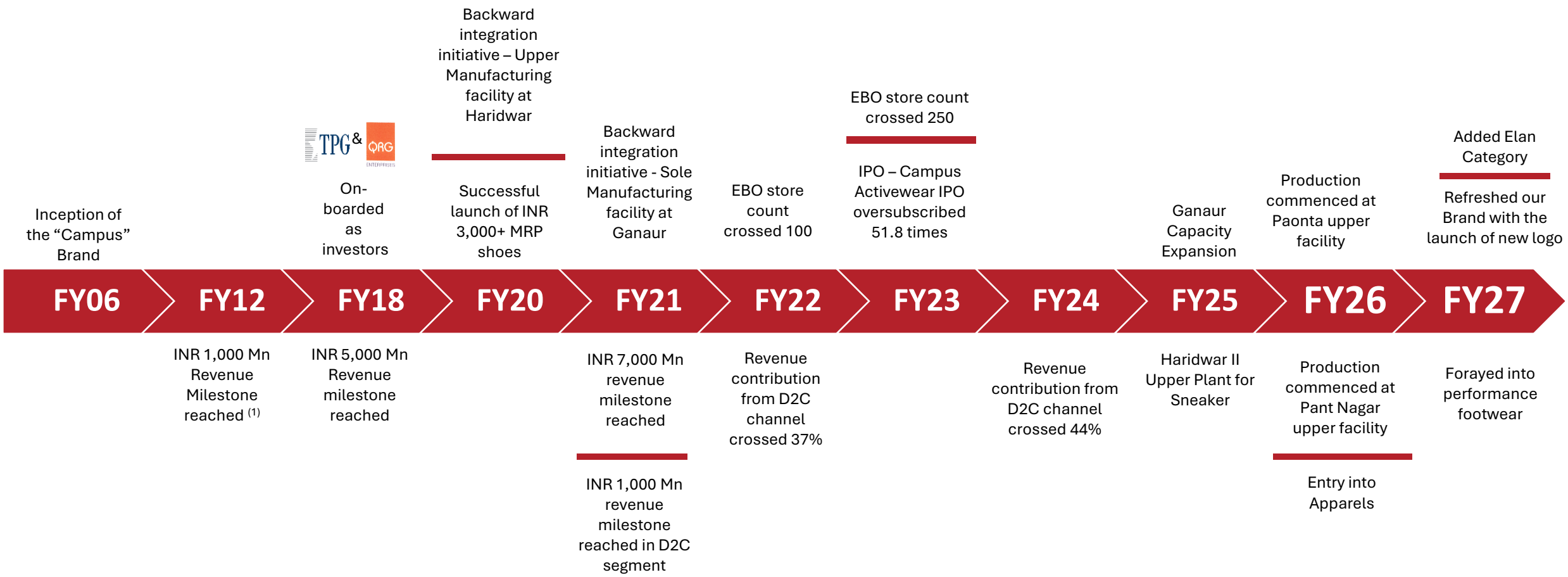
Note: Due to rounding off, totals may not correspond with the sum of individual figures

CAMPUS

The Campus Story



Our Journey to become India's leading S&A Footwear Brand



(1) Revenue crossed by Nikhil International, whose business was subsequently acquired pursuant to a business succession agreement dated Mar 22, 2017

Our Leadership



CMD
Mr. H.K Agarwal



CEO
Mr. Nikhil Aggarwal



CIO
Ms. Prerna Aggarwal



COO
Mr. Uplaksh Tewary



CFO
Mr. Rakesh Thakur



CMO
Mr. Gaurav Sharma



HEAD-HR
Ms. Alka Monga



CTO
Mr. Rajneesh Sharma

Moving from Share of Wallet to Share of Life

FY21

A Men's focused Sports Shoe Brand

- Core portfolio built around men's sports footwear
- One consumer segment, narrow category range
- Primarily value-led, mass market positioning

FY27

A Lifestyle Brand for every Indian

- Women's and kids' footwear scaling fast
- Foray into premium Neo-casual footwear (Elan)
- Apparel live across 105 EBOs and own website
- Entry into performance footwear

FUTURE

A House of Brands for new consumer sets

- More brands, spanning price points and occasions
- Deeper and broader geographic reach
- Strengthen adjacent product categories (apparels, accessories etc)

What gives us Right to Win?

01

DESIGN AGILITY

Translating trends into faster consumer adoption

02

INTEGRATED OPERATIONS

Building control, consistency, and responsiveness at scale

03

OMNICHANNEL REACH

Staying connected to consumers across every touchpoint

04

CULTURE-LED BRAND BUILDING

Creating aspiration beyond products

05

STRONG FINANCIAL BASE

Deploying return on capital employed back in business to drive strong growth

06

PEOPLE-POWERED ORGANISATION

Empowering talent to drive performance and growth

CAMPUS

Business capabilities



Innovation, Design, Craftsmanship and Visible Tech

PRODUCT LAUNCHES

160+

New product launches in H1FY27

Continued refresh across the footwear portfolio



DESIGN & CRAFTSMANSHIP

50+

Experienced in-house designers

Global design consultancy and design tie-ups, with international trends adapted for Indian consumers



VISIBLE TECH

PERFORMANCE DRIVEN

Enabling high class performance across running, walking and more

CAMPUS NITROFLY

CAMPUS NITROBOOST

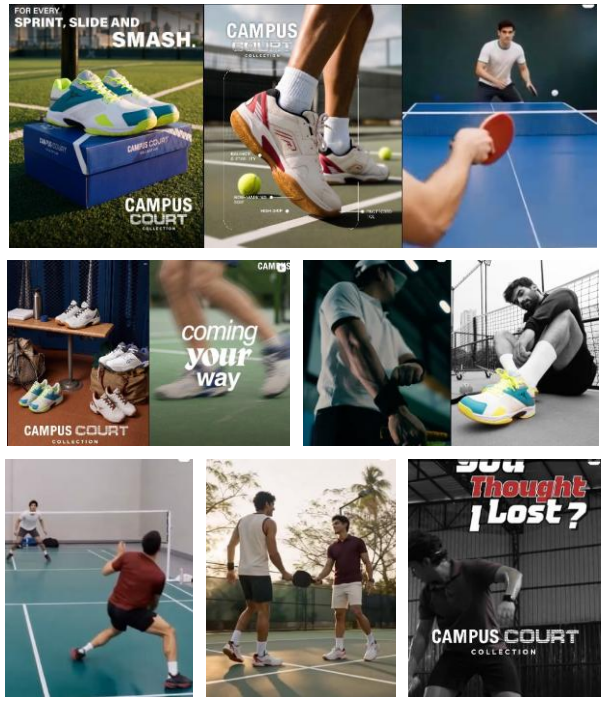
CAMPUS TYRETECH

CAMPUS AIR CAPSULE PRO

Expanding Consumer Relevance Through Product Innovation

Campus Court Collection

Court Shoes, our first sports line for 5 racquet sports, launched during the quarter

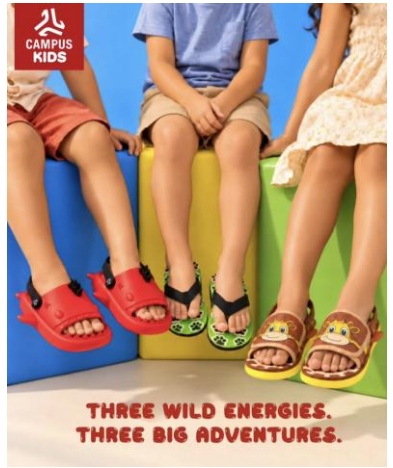


39.6%
DIGITAL ENGAGEMENT

~3 Mn
DIGITAL VIEWS

Outplay by Campus Kids





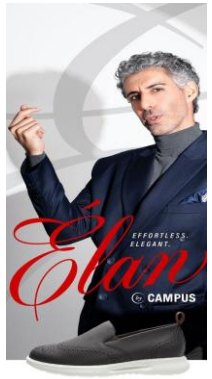
Introduced the Freedom range for kids; Launched a dedicated Instagram handle in August

~50 Mn
CAMPAIGN VIEWS

~14 Mn
CAMPAIGN REACH

Building Brand visibility and Consumer connect

Expanding Brand Reach Through High-Impact Associations



Élan × Made in India: A Titan Story

Élan ads placed on the most watched Indian web series of H12026 on Amazon

3+ Mn impressions



Big Cricket League - Season 2

Campus was the official footwear partner for the season

Featured in 5 official BCL reels

Deepening Consumer Connect Through Cultural Moments



Ganesh Chaturthi | 3D OOH

Dynamic 3D out-of-home activation at Lalbaugcha Raja, Mumbai

1 Mn+ unique reach
2.5 Mn+ online views



Rath Yatra | Community Initiative

Distributed footwear and brand vouchers to devotees in Puri, Odisha

500+ pairs, 90K+ vouchers
7 Mn+ views
149K+ engagements
15+ media publications

Reimagining Retail Experience

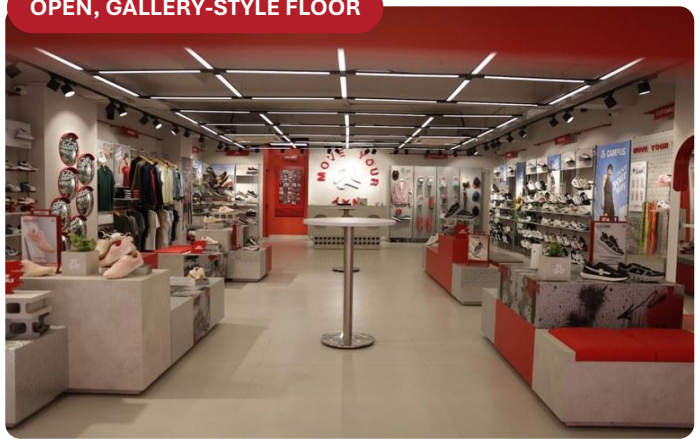
Our first reimagined store is the blueprint for Campus retail across India

Roop Nagar, Delhi | **Opened by** Gautam Gambhir | Very strong early sales and shopper feedback | Format to roll out nationally

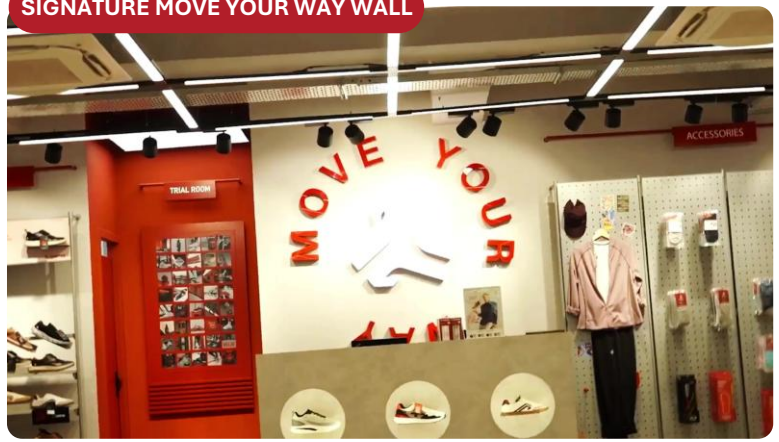
BOLD RED STOREFRONT



OPEN, GALLERY-STYLE FLOOR



SIGNATURE MOVE YOUR WAY WALL



▶ WATCH THE LAUNCH





01

Built on Move Your Way

The brand idea is the store design, wall to wall

02

The full Campus world

Running, walking, Élan, women's, kids, apparel, accessories

03

Made to personalize

A customization bar lets shoppers make their pair their own

LAUNCH BUZZ earned

200+ media stories

5.6 Cr+ organic impressions

6 lakh+ influencer video views

15+ city & marketing pages

CAMPUS

Link to the video: https://www.youtube.com/watch?v=6RfJcXSIRiw

Deepening Retailer Connect

Annual MBO retailer meets | Full range showcased, state by state | Deepest in UP, Bihar, Maharashtra and Rajasthan





120+
CITY MEETS

14,000+
RETAILERS ENGAGED

700+
SKUs SHOWCASED

17
STATES

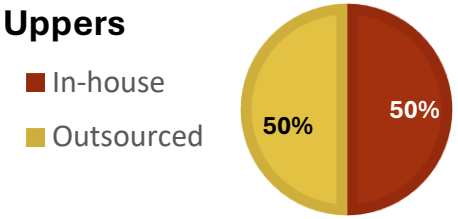
CAMPUS

Link to the video: https://www.youtube.com/watch?v=VjxOjmKFv_o

Vertically Integrated Manufacturing Ecosystem

Annual Assembly Capacity of **31.9 Mn** pairs (as on 30th September, 2026)

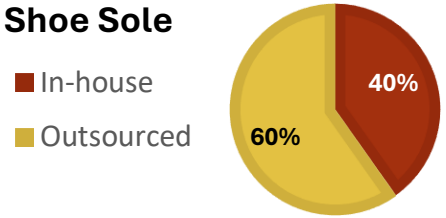
Uppers



Haridwar I
Haridwar II
Paonta
Pant Nagar

- ✓ 90% domestic raw material sourcing
- ✓ Exclusive ancillary supplier network

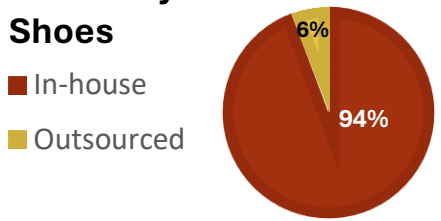
Shoe Sole



Ganaur

- ✓ Ability to manufacture sole in-house leading to faster turn-around and IP protection
- ✓ Sole ancillary supplier network in India

Assembly of Shoes



CAL Baddi I
CAL – Baddi II
Dehradun

- ✓ Manufacturing lead-times of 60-90 days (vs industry average of 90-120)
- ✓ Outsourced comprises of Elan, a portion of open footwear, apparel and retail accessories

Note: Based on actual production and purchase volumes in H1FY27

OPERATIONAL ADVANTAGES

- Faster production responsiveness
- Improved execution visibility
- Better quality consistency
- Stronger supply chain coordination

Advanced Warehousing Infrastructure













Deep and Extensive Distribution Network

OFFLINE

31000+
active retail stores

315+
Exclusive Stores

250+
Distributors

2350+
Large format store (LFS) counters

850+
Districts covered

ONLINE

Dominant presence across E-commerce and Quick commerce platforms



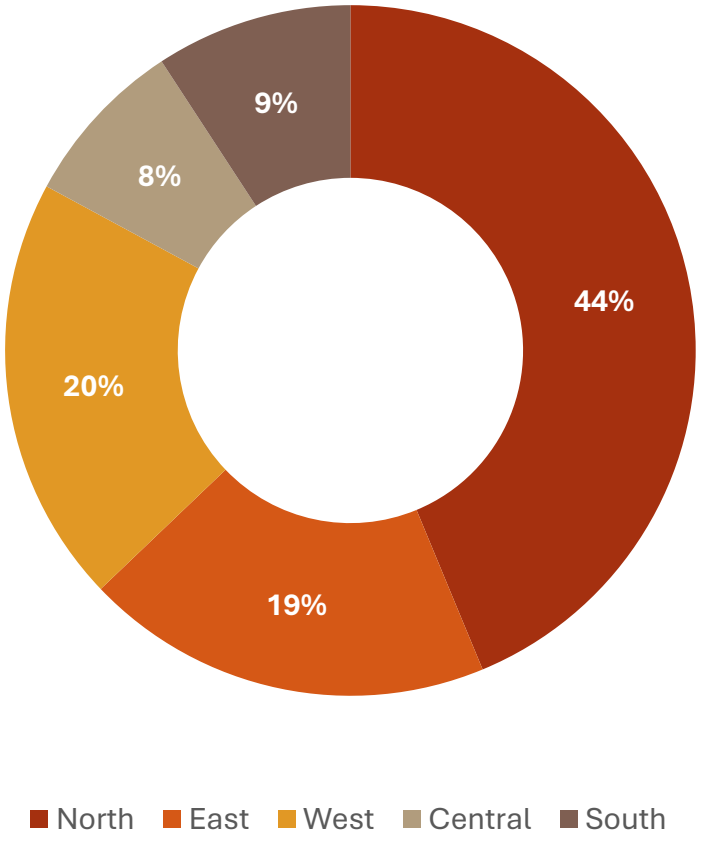
blinkit

instamart

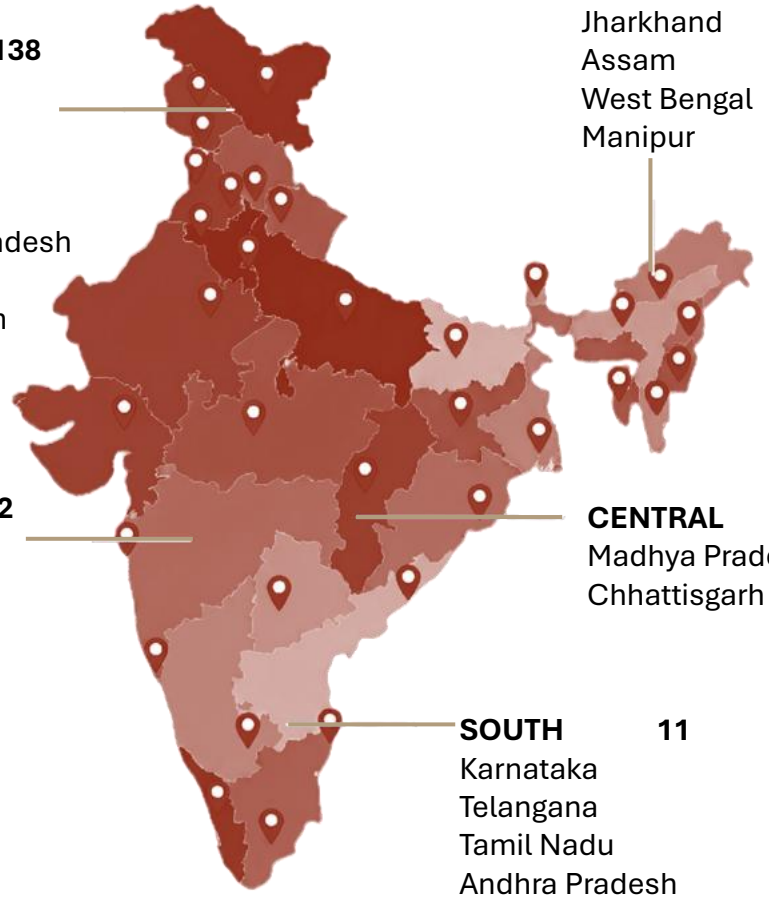
zepto

Strong Nationwide Presence

Region wise revenue mix (H1FY27)



Region wise EBO outlets



NORTH 138
Punjab
Delhi
Haryana
J&K
Himachal Pradesh
Chandigarh
Uttar Pradesh
Uttarakhand
Rajasthan

EAST 36
Bihar
Odisha
Jharkhand
Assam
West Bengal
Manipur

WEST 102
Maharashtra
Gujarat

CENTRAL 30
Madhya Pradesh
Chhattisgarh

SOUTH 11
Karnataka
Telangana
Tamil Nadu
Andhra Pradesh
Kerala

Talent and Culture



Evolve - Learning Journey

Batch of 63 HiPo employees

- Self-awareness: DISC session on behavioral styles and blind spots
- Core capabilities: workshops on strategic thinking, learning agility, and leading culture & mentoring, followed by influencer session
- Self Learning & Apply: LMS and LinkedIn Learning, group reflections, final project presentation

One-on-ones with leaders

Group listening sessions

Employee survey

Project Culture Mirror

Culture Building

- A reflective pause on what binds Campus as a culture after 5–6 years of growth
- Group listening sessions with a special focus on Gen Z
- Output: a narrative of what Campus stands for in terms of Culture and Values



Project Seekhna aur Aage Badhna

For Plant workforce

- Worker Survey and Focus group discussions
- Experiential workshops to build social skills (ownership, respect, inclusiveness) followed by technical skills.
- Working Eenvironment Audits across plants

CAMPUS

Growth vectors



Expanding our Growth Horizons

GROWTH LEVERS

ENHANCED REACH

Channel expansion

Addition of EBOs and CSD outlets

Scaling on quick-commerce platforms

Geographic reach

Deeper penetration into the South

Entry into the UK, UAE and SEA markets

DIVERSIFIED PORTFOLIO

Women's footwear

More designs in shoes and open footwear for women

Kids' footwear

Expansion of the kids' footwear range

Performance footwear

Launch of cricket and football/soccer shoes

Adjacencies

Expansion of the apparel line (e.g. winter collection)

Launch of new accessories

THANK YOU

