"Campus Activewear Limited
18th Annual General Meeting"
August 20, 2026

MANAGEMENT: **MR. HARI KRISHAN AGARWAL – CHAIRMAN AND MANAGING DIRECTOR AND FOUNDER – CAMPUS ACTIVEWEAR LIMITED**
MR. NIKHIL AGGARWAL – WHOLE TIME DIRECTOR AND CHIEF EXECUTIVE OFFICER – CAMPUS ACTIVEWEAR LIMITED
MR. ANIL KUMAR CHANANA – INDEPENDENT DIRECTOR, ALSO CHAIRMAN OF AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE – CAMPUS ACTIVEWEAR LIMITED
MR. NITIN SAVARA – INDEPENDENT DIRECTOR, ALSO CHAIRMAN OF NOMINATION AND REMUNERATION COMMITTEE AND A MEMBER OF AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE – CAMPUS ACTIVEWEAR LIMITED
MRS. MADHUMITA GANGULI – INDEPENDENT DIRECTOR, ALSO CHAIRPERSON OF CSR COMMITTEE AND A MEMBER OF NOMINATION AND REMUNERATION COMMITTEE – CAMPUS ACTIVEWEAR LIMITED
MR. JAI KUMAR GARG – INDEPENDENT DIRECTOR, ALSO CHAIRMAN OF STAKEHOLDER RELATIONSHIP COMMITTEE AND A MEMBER OF AUDIT COMMITTEE AND NOMINATION AND REMUNERATION COMMITTEE – CAMPUS ACTIVEWEAR LIMITED
MR. RAKESH THAKUR – CHIEF FINANCIAL OFFICER – CAMPUS ACTIVEWEAR LIMITED
MS. ARCHANA MAINI – GENERAL COUNSEL AND COMPANY SECRETARY – CAMPUS ACTIVEWEAR LIMITED

Moderator: Dear shareholders, good morning and a very warm welcome to the 18th Annual General Meeting of Campus Activewear Limited, being held through video conferencing or other audio-visual facility. As a reminder, for the smooth conduct of the meeting, the members will remain on mute mode and their audio and video will be opened when they will speak at the AGM as per the pre-registration. I now hand over the proceedings to Ms. Archana Maini, General Counsel and Company Secretary. Over to you.

Archana Maini: Thank you. Dear shareholders, good morning. I, Archana Maini, General Counsel and Company Secretary of Campus Activewear Limited, on behalf of the Board of Directors, am pleased to extend a warm welcome to all the shareholders and other attendees to this 18th Annual General Meeting of your company. It is my privilege to welcome you all to this meeting and to have the opportunity to share with you the company's performance, key developments, and achievements during the year under review.

We are delighted to have you with us today and sincerely appreciate your continued trust, support, and participation in Campus journey. This AGM is being conducted through video conferencing and other audio-visual means in accordance with the directives issued by the Ministry of Corporate Affairs, Government of India, and SEBI. We have made all necessary arrangements to facilitate your participation and electronic voting during the meeting via video conferencing.

The soft copy of the annual report has been sent to all the members holding shares whose email addresses were available with their respective depository participants or registered with the company's registrar and transfer agent for communication purposes. In case of members whose email address were not registered or available, a letter containing the exact path to access the annual report has been dispatched to their respective postal addresses.

For the smooth conduct of the meeting, members will remain in mute. On mute, members registered as speakers will be enabled to interact with the company at the appropriate time. I now have the privilege of inviting our Chairman and Managing Director, Mr. Hari Krishan Agarwal, to address the shareholders at the 18th Annual General Meeting and share his insights on the company's performance during the year gone by, the milestones achieved, and his vision for the road ahead.

Hari Krishan Agarwal: Thank you, Archana. All the Directors, on my behalf, I welcome all the shareholders to our 18th Annual General Meeting. And I thank you all for joining us through video conferencing. I hope that you, your family, and all your loved ones are safe and healthy. As Ms. Archana has confirmed, we have the required quorum present for this AGM to proceed through video conferencing. I call the meeting to order. Now, I request Ms. Archana to introduce the board members and other officials present with us today, after which we will proceed with the AGM proceedings.

Archana Maini: Thank you, Chairman sir. It's my privilege to welcome the Board of Campus to this Annual General Meeting. I must acknowledge and thank each of our Directors for their respective active participation and the contributions they have been making to this company through board meetings, various committee meetings, and other guidances we have been receiving from them from time to time.

Let me introduce the board members and other officials present with us today. Mr. Hari Krishan Agarwal is the Chairman and Managing Director and the Founder of Campus. He led the company for over three decades. Under his leadership, Campus has evolved into one of India's leading sports and athleisure footwear brands with a strong focus on innovation, consumer, and long-term growth.

Mr. Nikhil Aggarwal, who is the Whole-Time Director and Chief Executive Officer, he brings over 18 years of experience in the footwear manufacturing and consumer business. He has been instrumental in shaping Campus into one of India's leading sports and athleisure footwear brands, driving its growth through a strong focus on consumer centricity, product innovation, brand building, and an expanding omnichannel presence.

With a BSc in Industrial Engineering from Purdue University, Mr. Aggarwal combines his industrial experience with a strong strategic and operational perspective and continues to lead Campus towards its next phase of growth and evolution as a broader lifestyle brand. Mr. Anil Kumar Chanana, Independent Director, is also the Chairman of the Audit Committee and Risk Management Committee. He is a Chartered Accountant and has completed the Financial Management Program at the Graduate School of Business, Stanford University, and is an independent business consultant in strategy and finance with over four decades of experience.

Mr. Nitin Savara, he is an Independent Director is also the Chairman of Nomination and Remuneration Committee and a member of the Audit Committee and Risk Management Committee. He is a Chartered Accountant and holds a degree of law and has around 23 years of experience in accountancy and advisory services.

Ms. Madhumita Ganguli, Independent Director, is also the Chairperson of the CSR Committee and a member of the Nomination and Remuneration Committee. She is a law graduate from the University of Delhi and a housing finance veteran with over four decades of experience at HDFC Limited.

Mr. Jai Kumar Garg, he is an Independent Director and is also the Chairman of the Stakeholder Relationship Committee and a member of the Audit Committee and Nomination and Remuneration Committee. He is a Chartered Accountant, a Certified Associate of the Indian Institute of Bankers, and an honorary fellow of the Indian Institute of Banking and Finance. He has handled functions including overseeing bank operations, credit management, finance, and risk management.

Apart from the board members, we also have with us Mr. Rakesh Thakur, who is the CFO, authorized representatives of BSR and Company, Chartered Accountants, Statutory Auditors, authorized representatives of ATG and Company, Company Secretaries, our secretarial auditors, Mr. Mukul Tyagi, who is the scrutinizer in this meeting. I now request our Chairman and Managing Director, Mr. HK Agarwal, to kindly address the shareholders and deliver his Chairman's speech.

Hari Krishan Agarwal: I welcome you all from the bottom of my heart. When I look back at Campus's journey, I see not just a growing business, but a company that we have built with trust, common vision, and the joint commitment of every stakeholder, slowly and innovatively. Today, Campus is a well-known brand in India.

When we started, it was a new category. Our dream was not just to be a part of this category, but to create our own unique identity. The journey had many difficulties, but we chose the path to move forward by overcoming challenges every time. Today, when I look back, it feels like this journey was not just about business.

It is a journey of trust, hard work, and the effort to become better every day. I always believe that a brand becomes a brand when the consumer chooses it again. And the consumer chooses it again only when the product is good, comfortable, and lives up to expectations every time. With this thought, Campus today is not just a footwear company, but has become a brand that understands design, comfort, and the changing preferences of youth deeply.

FY26 has strengthened my belief that when excellence becomes our habit, growth is its natural outcome. This thought is represented by our theme for this year, "Excellence in Every Growth." For us, excellence is not limited to special occasions. It is visible in every product, every pair, every partnership, and every commitment.

This year, we have launched more than 240 new designs, and today, in men, women, and kids categories, we have more than 1,600 active styles. But in today's market, just a good product is not enough. The consumer wants something new every season. This is the reason our focus has been on new products and new innovation.

This year, we have sold 26 million pairs. 26 million. But this is not just a number. It shows the trust of our consumers, which inspires us to do better every day. Nitrofly, Air Capsule, and Touch-Free technology are part of this thought. NPD creates excitement. Innovation brings growth, but a brand is built on trust.

And trust is built only when quality remains consistently strong. That is why we have continuously strengthened our manufacturing and quality systems. Today, we have an automatic manufacturing setup, better design capability, and India's largest sole manufacturing facility. This capability gives us better quality, speed, and strong market presence. But friends, just making a good product is not enough.

Delivering it to the consumer at the right time is equally important. Today, Campus has reached 800 cities. 29,000-plus retail touchpoints, 260-plus distributors, 300 exclusive brand outlets, and a strong online presence, Campus has made its own identity across the country. And when the product is strong, distribution is strong, and consumer trust continues to grow, the brand automatically becomes strong.

Today, Campus is not just a value footwear brand. Campus has become a part of youth, aspiration, fashion, and lifestyle. "Move Your Way." "Move Your Way." This is not just a campaign, but reflects the thinking of the new generation. Today, many people have this question, which is natural, that when Campus has established trust and a strong identity among its consumers, why was there a need to see the brand image in a new form?

Because the true identity of any brand is not just built on its past, but on the courage to evolve between that past and the future. This new image is not just a change for us. It is a step to prepare ourselves for the coming future. India is evolving rapidly. This is the youth, which is looking towards the future and is constantly changing.

We want Campus's identity to show the same energy, an image that remains connected to our roots and values, but is also ready for the changing needs of the future and new possibilities. I have full faith that if we continue to move forward with this speed, quality, and commitment, then in the coming time, Campus will make its place in the global lifestyle brand.

My dream is not just to be India's number one brand. My dream is not just to be India's number one brand, but my dream is that when anyone in the world thinks about India footwear, the first name should be Campus. Now, I would like to thank our shareholders from the bottom of my heart, who have maintained trust and confidence in our journey.

I would also like to thank our employees, channel partners, vendors, and those crores of consumers who choose Campus every day. Your trust and contribution keep giving Campus the strength to move forward every day. The road ahead is long and full of opportunities. We will continue to move forward with this faith and thought, as we have been moving so far. Thank you all very much.

Archana Maini: Thank you, Chairman sir.

Hari Krishan Agarwal: I now hand over the proceedings to Archana Maini.

Archana Maini: Thank you, Chairman sir. The notice of the 18th Annual General Meeting dated 25th May '26, along with the financial statements and the board report, was circulated to all members by email. Since the notice of the AGM has already been made available to all the members, I take the same as read. The auditor's report on the financial statements of the company for the financial year ending March 31st, '26, does not contain any qualifications, observations, or comments on any financial transactions or matters having an adverse effect on the functioning of the company.

In view of the same, there is no need to read the auditor's report. Further, the secretarial auditor's report does not contain any qualification, observation, or comment. Accordingly, the report is not required to be read out at the meeting. The statutory registers and other relevant documents are available, sorry, the statutory registers and other relevant documents are available for inspection by the members until the conclusion of this meeting.

We will now proceed to the interaction with shareholders who have registered themselves as speakers with the company. Members who have not registered may also share their comment or raise their any queries, if any, through the online communication facility available on the screen. I would now request the moderator to facilitate the interaction with the shareholders who have pre-registered themselves as speakers and to take up the queries received from the shareholders.

Moderator: Thank you, Archana. Good morning to all the shareholders who have registered for this AGM as speaker shareholders. We appreciate your participation and thank you for registering. Now, I will quickly share certain norms that we all have to adhere to for a smooth session. The pre-registered speakers to come up one by one.

Members are requested to unmute their microphone before speaking and enable their webcam if they wish to appear on the video. Kindly restrict your comments to not more than 2 minutes to give an opportunity to the other speakers to share their views. Answers to the queries raised by the shareholders will be provided once all the speaker shareholders have spoken. Thank you.

Now, I invite our first speaker shareholder, Gagan Kumar, to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please.

Gagan Kumar: Good morning, Mr. Chairman, Board of Directors, and fellow shareholders. Myself, Gagan Kumar. I am joining this meeting from Delhi. First of all, I would like to mention that I had requested for a hard copy of annual report, which I received well in time. And I am very happy to share that I do not have any question pertaining to accounts as each and every aspects of balance sheet is very much clear and in easy-to-understand language, sir.

So, whenever I join this meeting, we will we remember the old days of school time, action ka school time. And uh, now coming down to my queries for today AGM is that what are the plans for expanding women's and children's footwear categories? My second question is that how is the company protecting margins in rubber, synthetic material, and other raw material costs?

These two queries of mine and it would be unfair on my part without mentioning higher corporate governance under the leadership of our CFO, CS, and entire secretarial team. I am sure you have the great team of sales, marketing, and R&D, but as a investor, our concern is with secretarial team. So, in this regard, I would like to thank you for give us such a dynamic team. Thank you for this opportunity.

Moderator: Thank you. Our next registered speaker shareholder, Sahil Chauhan, had registered, however not joined. We'll move to our next speaker, Davinder Kaur. I request you to kindly accept the prompt, turn on your audio and video, and go ahead with your question, please. Please proceed.

Davinder Kaur: Hello, am I audible?

Moderator: Yes, ma'am, you are. Please proceed.

Davinder Kaur: Thank you. Chairman sir and directors, all members, good morning. What benefit has been gained from GST 2.0? Please answer this question and thank you for giving us the opportunity to speak.

Moderator: Thank you. Our next speaker shareholder is Rakesh Kumar. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please. Mr. Kumar, we can see your connection. Kindly unmute and proceed, please.

Rakesh Kumar: Hello, am I audible?

Moderator: Yes, sir. Yes.

Rakesh Kumar: Chairman sir, board of directors, company secretary and co-shareholder. Sir, thank you very much for giving me the opportunity to speak on this platform. Sir, you deserve to be congratulated. Sir, I would like to thank you and your staff for calling me again and again to join the shareholder. Sir, I have only one question. Considering the strong cash flow, has the board considered any proposal for interim dividend or bonus issue? Please tell us about this, sir. Thank you, sir, for giving me the opportunity to speak on this platform. Thank you, sir.

Moderator: Thank you. Our next speaker shareholder is Surender Kumar Arora. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please. Sir, please proceed. We can see your connection.

Surender Kumar Arora: Chairman sir, I am Surendra Kumar Arora from Noida. Sir, first of all, I would like to congratulate you for your speech. It was a very informative and knowledgeable speech, sir. Thank you very much for that. I would also like to thank the team of Companies Gathering for their cooperation. It was a very good speech. Thank you very much, sir. Sir, I have a question. Sir, please explain the rationale for increasing the Vision Pool 2021 ESOP pool, particularly given that the exercise price may be at a significant discount to the prevailing market price? Thank you very much, sir.

Moderator: Thank you. Our next speaker shareholder is Nirmal Kumar. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please.

Nirmal Kumar: Am I audible?

Moderator: Yes, sir. Please proceed.

Nirmal Kumar: Good morning, Chairman sir and Board of Directors. Myself, Nirmal Kumar from New Delhi. Sir, I would like to thank you and the Secretary Department for giving me the opportunity to join AGM through this portal. Sir, you spoke very well about the company's present and future in the Chairman's speech.

And I hope that whatever proposal our Board brings in the future will be beneficial for the company. Sir, the hard work, dedication, honesty, devotion, and dedication with which you have been working in the company and have not only increased the share of the company, I have complete faith that our company will achieve even greater heights in the future and our share price will increase even more.

And my question is, given the footwear industry's exposure to changing fashion preferences and rapid product obsolescence, what percentage of FY26 sales was generated from product launches during FY25 and FY26? What is the company's internal target for reducing product development to market time?

And sir, I support all the resolutions. And sir, in our Secretary Department, I would like to thank our CS ma'am and her team. Sir, if we have any queries, we mail them and we get a lot of replies in the mail. And sir, I wish for the company's bright future. Thank you very much, sir.

Moderator: Thank you. Our next speaker shareholder is Shashi Jain. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please. Sir, please proceed. We can see your connection. Mr. Jain, kindly unmute your line and proceed with your question, please. Since there is no response from the shareholder, we'll move to the next shareholder. Our next shareholder is Naman Jain. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please.

Naman Jain: Hello, I am audible?

Moderator: Yes, sir. Please proceed.

Naman Jain: Good afternoon, Chairman sir, Board of Directors, and my co-fellow shareholders attending this AGM, sir. My query is, as the CFO also served as the Chief Risk Officer, what interim arrangements has the Company put in place for enterprise risk management and financial control following his departure as an independent assessment been undertaken to ensure community to -- of the control environment?

And my second question, could management provide the geographical revenue mix between North, South, East, and West India and identify two regions where Campus has the greatest white space opportunity and what empirical invents will be required to capture and obtain that opportunity? Thank you, sir.

Moderator: Thank you. Our next speaker shareholder is Shripal Singh Mohnot. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please.

Moderator: Sir, kindly unmute your line and please proceed with your question.

Shripal Singh Mohnot: Are you able to hear me?

Moderator: Yes, sir. Please proceed.

Shripal Singh Mohnot: I am Shripal Singh Mohnot, speaking from Gurugram, Haryana. Greetings to all of you. I fully support all the proposals submitted today. Please tell me in detail about AI and how will it be implemented? AI is like a co-pilot. How many employees will be affected? How much percentage of net profit do we spend on R&D and education?

How much impact has the GST 2.0 on our business? Please confirm that during the past year, 2025-2026, have there been any problems, any significant weaknesses, any significant shortcomings, any significant shortcomings or any other unresolved issues that have been raised? So, if yes, then kindly give me an update on the implementation of the proposals and its solution.

I thank your Company Secretary and his associates for guiding me. Arrange for a factory visit. This will be a new experience after seeing your good administration and administration. Thank you. Jai Hind.

Moderator: Thank you. Our next speaker shareholder is Pramod Kumar Jain. I request you to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please. Mr. Jain?

Pramod Kumar Jain: Are you able to hear me?

Moderator: Yes, sir. Please go ahead.

Pramod Kumar Jain: Greetings. I am Pramod Jain from Delhi. I thank the Chairman, Board of Directors and the Factory Department for giving me the opportunity to speak at this AGM and I thank the entire team of the SecretarialDepartment for helping me join this portal.

Sir, I would like to know what percentage of the total sales of the Company is centered among the Top 10 customers or distributors. Is this concentration of customers increased or decreased during the year 2026? In addition, what are the security measures the Company has taken in the case of the Company's sales?

Secondly, what impact are rising raw material prices in the footwear industry having on the Company's profit margins, and what steps are being taken to address this? Greetings. Jai Jinendra.

Moderator: Thank you. Now, I request our next speaker Sahil Chauhan to kindly accept the prompt on your screen, turn on your audio and video, and go ahead with your question, please. Mr. Chauhan, kindly unmute yourself and please proceed.

Sahil Chauhan: Hello. Am I audible?

Moderator: Yes, sir. Please proceed.

Sahil Chauhan: Yes. Thank you, Chairman sir, for the speech and all the members of the Board for giving me the opportunity to speak in front of the management. Sir, as I see the Company is doing very good in terms of revenue and profit after tax. So, numbers are really great.

My question is just, sir, whether the Company has decided on the premiumization of the sneakers, particularly in the sneakers category as an important growth driver, right? So, how much do you expect the Company's growth to come from the premium products like over the next 3 years to 5 years? Thank you, sir.

Moderator: Thank you. That was the last speaker shareholder. I now hand over the proceedings to Mr. H. K. Agarwal, Chairman of the Company. Over to you, sir.

Hari Krishan Agarwal: I would like to thank all the shareholders for their questions. I would like to request Mr. Nikhil Aggarwal to answer all questions asked by speaker shareholders.

Nikhil Aggarwal: Thank you, Chairman sir. Very good morning to all the shareholders and thank you for providing your questions today. Let me take them up one-by-one. So, the first speaker shareholder, Mr. Gagan Kumar. His question was, what are the plans for expanding women and kids footwear categories for the Company?

So, I would like to tell you that while the women and children, you know, category is relatively small for us today, but it is growing at the fastest pace at more than 30% year-to-date. Its revenue contribution has meaningfully moved up from 14% to about 21% in the last 3 years.

We believe there is a huge opportunity in India in this white space because of a -- lack of well-known brands and organized players across the country. Campus being India's one of the favorite and largest sports and leisure brand has a right to win in this category also.

We started with a deep and conscious focus on developing the right product portfolio first, a very deep product portfolio, followed by a very successful marketing campaign of "You Go, Girl!" by Kriti Sanon. So, just to give some context, product lineup in this category from FY ‘25 and FY ‘26 has contributed to roughly 55% to 60% of our FY ‘26 sales.

I'll go to question number two by Mr. Gagan Kumar, that was how is the Company protecting its EVA margins, margins in rubber, EVA, and other raw material costs? So, we are proud to have one of the largest vendor bases in the country in our category.

We constantly look forward to, you know, purchase -- buy bulk purchases and forward booking along with favorable payment terms as means to negotiate and get very competitive rates from our vendor network. Where the rate is considerably higher with a very wide spectrum, for example, due to the current conflict in the Middle East, the same is passed on to the end consumer so that we can protect the margins of the Company.

Our next speaker shareholder, Mr. Davinder Kaur has asked the question, what benefit has been gained from GST 2.0? So, GST 2.0 led to a significant decrease in GST rates from 12% to -- 12% to 18% to 5% and 18% respectively, with practically most of Campus's offerings today falling within the 5% bucket. While this has led to products being more competitive in the market, it was, of course, a great initiative, you know, by the government for the industry.

A part of that advantage, I think has been lost due to widespread increase in raw material costs and minimum wage inflation which has occurred recently. Our next speaker shareholder, Mr. Rakesh Kumar has asked the question with the strong cash flows of the Company, has the Board considered any interim dividend?

So, I would like to tell you that we follow a balanced and disciplined approach to capital allocation, keeping in view shareholder returns, business growth, and future investments requirements. In this regard, the Board has recommended a final dividend of INR1.5 per equity share for FY ‘26, subject to shareholder approval, of course.

So, we remain committed to maintaining an appropriate balance between reinvesting in sustainable growth and delivering value to our shareholders in the future. The next question is by Mr. Surender Kumar Arora. His question is on the Vision Pool 2021 ESOP policy.

So, the proposed amendments, you know, to this Vision Pool scheme are intended to basically enable the Company to attract and motivate high-caliber talent as the Company continues to scale its operations and strengthen its market position. The increase in the option pool provides adequate headroom for future grants across a broader employee base and supports the Company's objectives of building a long-term employee ownership culture.

Similarly, the increase in the maximum grant limit per employee gives us the flexibility to appropriately reward and retain critical leadership talent. But, of course, the increase in this pool does not represent an immediate grant or issuance of shares automatically. It will be subject to performance and tenure KPIs along with NRC and Board approvals only.

The next question is by Mr. Nirmal Kumar. So, his question is given the exposure in the fashion preference -- fashion category, what is the rapid product obsolescence and what percentage of FY ‘26 sales were generated from these product lineups? And what is the target going ahead for reducing the product development time to market?

So, over the past 2 years to 3 years, we have placed significant emphasis on improving the freshness of our product portfolio across channels. New products and speed to market have become extremely important capabilities for us, and we're already operating at industry-leading levels in terms of product development and launch timelines.

Now, during FY ‘26, approximately 50% of our footwear sales has come from products launched during FY ‘25 and FY ‘26, along with a higher ASP of about INR780 to INR800. Now, we -- while we continue to focus on improving the speed to market, we don't want to reduce the timelines at the cost of product quality performance, I -- you know, which is extremely critical to the Company's objectives.

Having said that, we are working internally to reduce development timelines by about 10 days to 15 days for some select SMU ranges. This will allow us to respond faster to the consumer preferences and channel requirements while maintaining the quality standards expected from the Campus brand.

The next question has been from Mr. Naman. He's asked that, you know, as the CFO served as the Chief Risk Officer, what interim arrangements have been made by the Company to keep the, you know, enterprise and risk financial control management, under control, you know, while the new CFO joined? So, I would like to assure you that we are very proud of our corporate governance practices.

We have a highly established financial controls and risk management matrix framework, which we continue to operate effectively through the appropriate management oversight regularly and the established Board and Committee Review mechanisms. The Audit Committee and Risk Management Committee framework, and these committees provide, you know, a lot of oversight to ensure the effectiveness of the continuity of Company's control environments.

Now, the Company's stat auditors also, BSR & Company, have been associated with the Company for the past 8 years, and our internal auditors, EY, have also been independently evaluating the Company's financial controls, risk management processes, and control environments as part of their respective audit and assurance responsibilities.

Accordingly, the Board is confident that the arrangement and oversight mechanisms are in place to ensure a smooth transition and continued effectiveness of the Company's financial controls, risk management framework, and overall control of the environment for the new CFO. The next question by Mr. Naman was, is the Company can provide the geographical mix between North, South, East, and West, and where is the opportunity?

So, you'd be happy to know that Campus is a truly pan-India brand with a very strong omnichannel presence, and we are able to cater to all parts of the country very, very effectively. But only the Northeast and South market are basically the two under-penetrated markets for us today, which contribute to roughly 20% of our overall revenue share. So, these two markets will be and have been and will continue to stay in focus for us, as priority for the next 2 years.

The next question was by Mr. Shripal Mohnot. His question is, was there any qualifications, emphasis of matter, material weakness? So, no, there were no qualifications, emphasis of matter, weakness, significant control deficiencies, anything like that, reported by the stat auditors or internal auditors.

And anything, any -- you know, we have a very robust audit and control risk environment with appropriate oversight by the Audit Committee. Any routine observations are appropriately addressed in time and corrective measures are taken as applicable. Your next question was, what is the impact of AI and marketing spend?

So, AI is an extremely important initiative as it is, you know, for every other consumer brand in the country. So, for Campus, we see AI as a meaningful contributor and efficiency driver for the Company, specifically with respect to cost and time to market. So, there are a number of initiatives your company is currently undergoing with respect to AI, in a lot of our functional areas, you know, including sales, the front end, and both the back end.

So, we'll keep you posted, you know, when in time, with a larger update, maybe in the next AGM, as to the Company's concrete measures that we have taken against, with AI as well. And our marketing spend is roughly in the ratio of 8% to 8.5% of our overall revenue.

This has increased slightly from about 6% a couple of years ago to now 8% and 8.5%, and we believe this is an extremely important, you know, lever for the brand, for the effectiveness and the long-term brand building capability that we have. So, we are very, very bullish on creating a very strong brand and for the long-term objectives, marketing is a very important lever for us.

The next question was Mr. -- by Mr. Pramod Kumar Jain. His question was, what percentage of our sales is concentrated in the Top 10 distributors and what do we do to mitigate any such what are the safeguards in place? So, I would like to tell you that your company has, you know, significantly moved from, you know, having a high concentration of our distribution network about 6 years ago to now today where, you know, no none of the partners have a share of more than 2% of our overall revenue.

This is for the offline market. And in the online space, of course, there is some concentration with larger players with respect to Flipkart and Amazon being the largest, which is the norm, you know, across the country and all consumer brands. So -- but the customer concentration has not increased for us in FY ‘26 versus FY ‘25.

It's only become better, especially with respect to offline markets. And strong account management and relationships, you know, maintaining them with a constant focus on revenue diversification ensures that our interests are safeguarded at all times. Question number -- the next question is by Mr. Sahil Chauhan.

His question is -- yeah. What are the, you know, premiumization parameters with respect to sneakers, you know? What -- how will they contribute to the growth in the future and for the next couple of years? So, premiumization is an important growth driver, very important growth driver for the Campus brand, and the shift is very, very visible to us.

Last year, the revenue share of sneakers and premium products at MRP of more than INR2,000 has grown by more than 75%, taking the share, you know, from approximately 10% in about 2 years ago to about 19% today as we speak. At the same time, the Campus brand has been built on pillars of accessibility and affordability. So, our strategy is not to vacate the entry price points in any way or move away from our core consumer.

Instead, we will continue to serve these price points also while adding relevant categories that are inherently premium to our existing portfolio. And we would be driving most of this premiumization through product mix. The last question, no, I think that is it. There are a couple more questions which have been received via email from some of the other shareholders. I'd like to take them up now.

So, the first question was, what are the key strategic priorities and growth initiatives that the Company has undertaken in the upcoming financial year? So, while we continue to strengthen our base, you know, of our core product offerings, our growth will primarily be driven from women's sneakers, premiumization, and of course, you know, we'll continue to focus on channel mix and channel specific SMU ranges, you know, which will help us cater to specific consumer demands. The next question we received was the capex plan for the next 2 to 3 years. So, while the approved -- board approved capex plan for FY27 is about INR80 crores.

For the next year, we are expecting our capex to be somewhere in the range of INR90 to INR100 crores. The next question we received is about how many women employees are there in the company and what steps the company has taken to empower women employees? Now, the company is extremely committed to fostering an inclusive, safe, and healthy environment for all our women employees.

We are extremely proud of the way we have scaled up in this specific segment. As of March 31st, 2026, we had about 65 women employees on roll and 2,800 to 3,000 off-roll women employees. Now, we encourage and we support women's participation and growth through equal opportunities in recruitment, in career progression, learning and development, while we continue to strengthen the employee welfare and engagement activities across the locations, all our locations.

As part of these efforts, we have done continuous training, especially with respect to POSH, whistleblowers, induction level training for new joiners, and periodic sessions through, which are conducted regularly across all plants, warehouses, and all our offices. Through these initiatives, the company has remained committed to creating extremely conducive, healthy environment for all women employees where they feel safe, respected, supported, and empowered to grow and contribute effectively.

The last question is from the speaker about the discount coupons for the shareholders. The company deeply values your continued support and engagement and association with the company for these last few years. And we will always keep the interests of all our stakeholders and shareholders in mind. Company has undertaken many such initiatives in the past as well to reward and give these benefits to the existing shareholders.

We assure you that we will take your interest in mind and certainly explore a suitable solution to enable our shareholders to continue experiencing and engaging with the brand more meaningfully. Thank you. These are all the questions we have for today.

Archana Maini: Thank you, Nikhil-ji. If any of your queries or questions has not been answered or still there are queries, please write to Campus at investors@campusshoes.com. The Companies Act and SEBI listing regulations have enabled wider shareholder participation with electronic voting. Accordingly, the company has provided a facility of remote electronic voting from 9 AM. on 17 August 26 to 5 PM on 19 August 2026 to the members entitled to cast their vote as per the Companies Act 2013 and the listing regulations in proportion to the shareholdings as on the cut-off date of 13 August 2026 and has appointed Mr. Mukul Tyagi, Company Secretary in Practice, M/s. ATG & Company as the scrutinizer to the e-voting for independently carrying out the electronic voting in a fair and transparent manner.

Members attending the meeting who have not cast their votes by availing the remote e-voting facility can exercise their vote in proportion to their shareholding using the e-voting platform of NSDL, the icon of which is available on the screen, which will redirect you to a separate window on the e-voting portal of NSDL.

The e-voting platform provided by NSDL would remain open for another 30 minutes. Mr. Mukul Tyagi will scrutinize the votes cast through remote e-voting and vote cast during the AGM on e-voting platform provided by NSDL. The result of voting of each resolution shall be determined by adding the votes of the e-voting during the AGM in favor or against a resolution with the electronic votes in remote e-voting in favor or against the same resolution.

On receipt of the scrutinizer's report, the voting results will be declared by the Chairman or any person authorized by him or the commissary of the company within the statutory timeline from the conclusion of the meeting and will be sent to the stock exchanges and placed at the registered office and website of the company and NSDL once they are declared.

I request the scrutinizer to now conduct e-voting as per the applicable requirements, which shall form part of the proceedings of the AGM. Now the voting window will be opened for 30 minutes and post that the meeting shall be concluded automatically and the proceedings of the AGM shall be declared as closed.

I now request our Chairman, Mr. H.K. Agarwal, to propose a vote of thanks to the directors and shareholders participating in the meeting.

Hari Krishan Agarwal: I thank the directors for their contribution and efforts and I thank all the shareholders for participating in this AGM. I wish you all a safe and healthy future. Thank you.

Moderator: Dear members, as instructed by the scrutinizer, we request all the members participating in the AGM and who have not yet cast their vote to do so during the remaining period of 30 minutes. Thank you. Directors, we are in the backup now. You may leave the meeting. Thank you every one.