To,
BSE Limited
Listing & Compliance Department
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai, 400001,
Maharashtra, India

Date: 14.11.2026

Company Symbol : PANHR
Company Scrip Code : 544698
Company ISIN : INE1N9E01015

Subject: Intimation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") – Investors / Earnings Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith the Investor / Earnings Presentation in connection with the Earnings Conference Call for investors scheduled on 17th November 2026 to discuss the Un-Audited Standalone Financial Results of the Company for the half year ended September 30, 2026.

The above information is also available on the website of the Company at **www.panhr.in**

Kindly take the same on record.

Thanking you,

Yours Faithfully,

For PAN HR SOLUTION LIMITED
(Formerly Known as PAN HR Solution Private Limited)

RAJEEV KUMAR
Digitally signed by RAJEEV KUMAR
Date: 2026.11.14 20:53:05 +05'30'

Rajeev Kumar
Chairman and Managing Director
DIN: 07368623

Place: Noida

PAN HR
You Deserve Better

PAN HR SOLUTION LIMITED

EMPOWERING BUSINESSES THROUGH WORKFORCE EXCELLENCE



INVESTOR PRESENTATION

DISCLAIMER

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This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded. Certain matters discussed in this Presentation may contain statements regarding the Company's market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantee of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict.

These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company's ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company's market preferences and its exposure to market risks, as well as other risks. The Company's actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.

H1 FY27 HIGHLIGHTS



MESSAGE FROM THE MANAGING DIRECTOR



RAJEEV KUMAR
Chairman & Managing Director

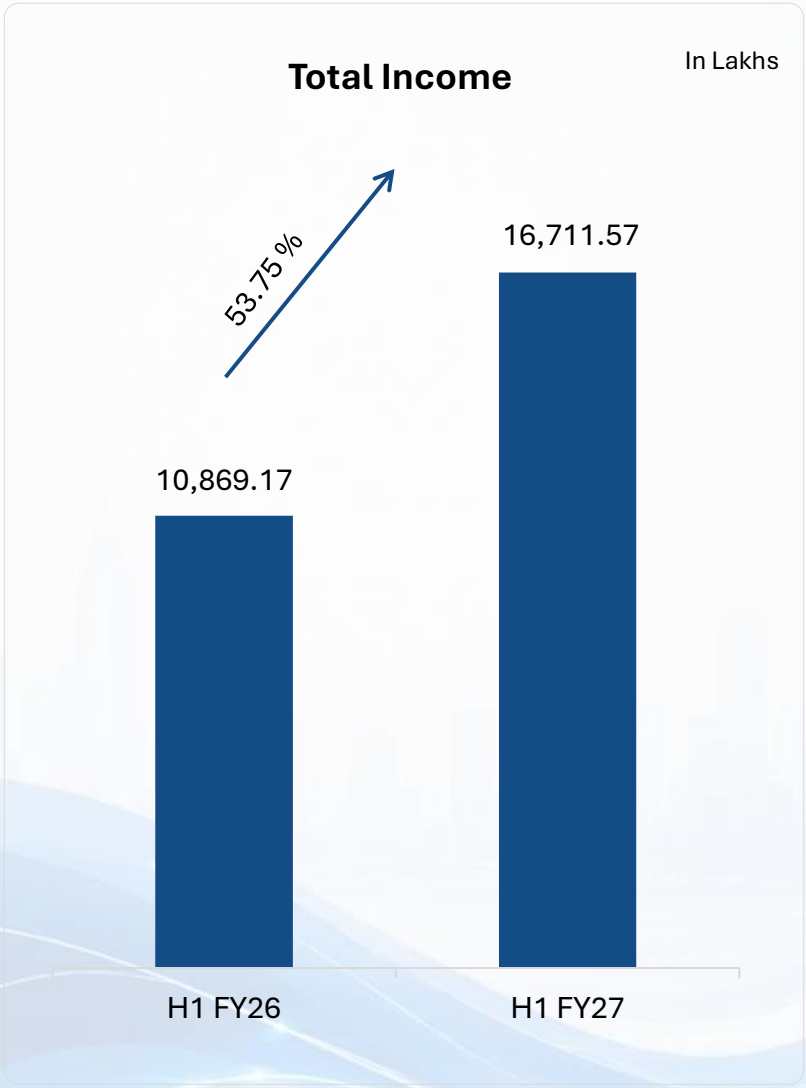
"H1 FY27 has been a period of continued focus on strengthening our client relationships, improving operational efficiency and building on the foundation we have established over the years. As of 30 September 2026, we had deployed over 15,000 personnel. Our priority remains to serve our clients reliably while expanding our presence across sectors where demand for organised workforce solutions continues to grow."

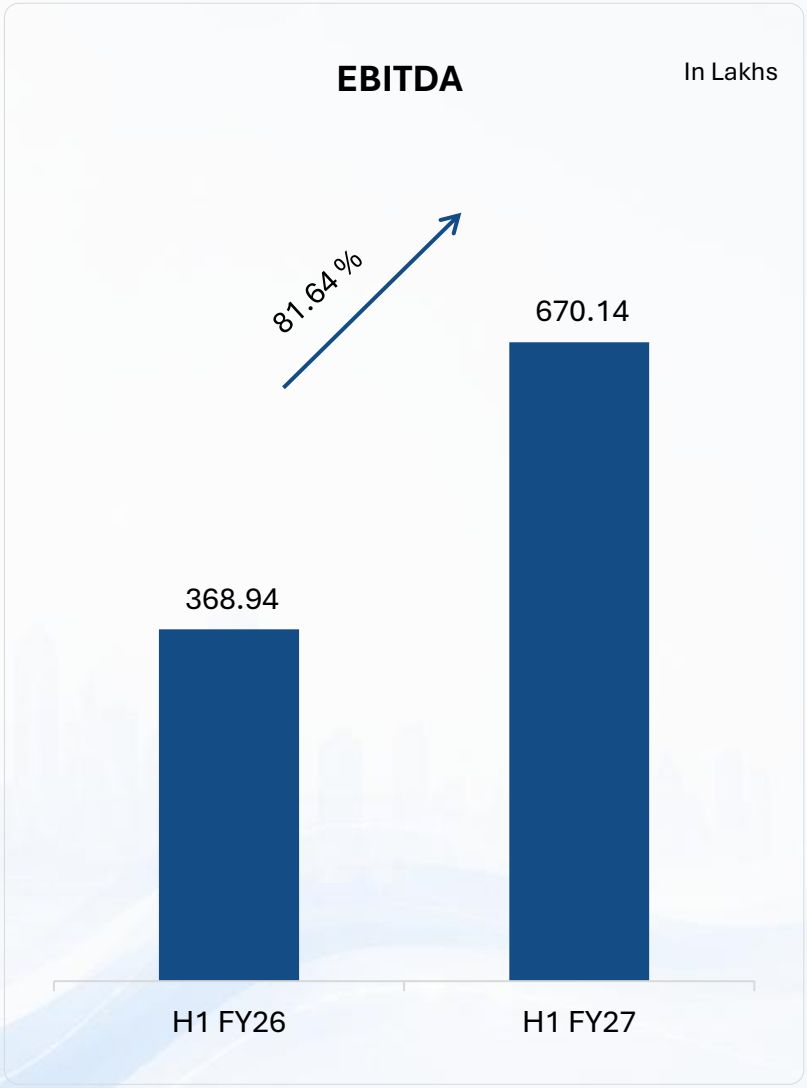
Going forward, we see opportunities in quick commerce, logistics, warehousing and other sectors that require flexible and scalable workforce support. We are also working to expand our presence in new geographies and strengthen our Pay & Collect model, which we believe can support our next phase of growth. Our focus will remain on growing the business in a measured manner, improving operational processes and building lasting client relationships as we work towards creating a stronger business for the long term."

H1 FY27 - Profit & Loss Statement

Particulars (*In ₹ Lakhs*)	H1 FY27	H1 FY26	YoY Growth
INCOME			
Revenue from Operations	16,444.46	10,859.35	**51.43%**
Other Income	267.11	9.82	
Total Income	**16,711.57**	**10,869.17**	**53.75%**
EXPENSES			
Cost of Services Rendered	15,591.31	10,234.94	
Employee Benefits Expense	326.77	201.24	
Other Expenses	123.35	64.05	
Expenses before Finance Costs and D&A	16,041.43	10,500.23	
EBITDA	**670.14**	**368.94**	**81.64%**
Finance Costs	0.96	1.29	
Depreciation and Amortisation Expense	11.65	16.88	
Total Expenses	16,054.04	10,518.40	
Profit Before Tax	**657.53**	**350.77**	**87.45%**
Tax Expense	36.37	32.67	
PAT	**621.16**	**318.09**	**95.28%**

Key Highlights H1 FY27







COMPANY OVERVIEW



TRUSTED PARTNER FOR END-TO-END HR SOLUTIONS



PAN HR SOLUTION LIMITED is a human resource outsourcing and staffing company incorporated in December 2015 and headquartered in Noida, Uttar Pradesh. The company specializes in providing workforce management solutions that help organizations address their recruitment, staffing, and human capital requirements across industries.

Over the years, PAN HR has developed capabilities in talent acquisition, payroll support, compliance management, and deployment of skilled manpower. Its service model enables clients to focus on core business operations while leveraging PAN HR's expertise in managing workforce-related processes efficiently.

In 2025, the company transitioned from a private limited entity to a public limited company as part of its growth strategy and got listed on the BSE SME platform in February 2026. Led by promoters Rajeev Kumar and Rajni Kumari, PAN HR continues to expand its presence in India's organized staffing and HR services sector.

PAN HR AT A GLANCE

PAN HR
You Deserve Better

- **10+ Years** Industry Experience
- **Pan India Presence** Nationwide Operations
- **25+ Clients Served** Across Multiple Industries
- **15,000+ Personnel** Deployed through 30 September 2026
- **End-to-End Workforce Management** Recruitment to Payroll
- **B2B Business Model** Enterprise-Focused Services
- **Cloud-Based HRMS** Workforce & Payroll Management Platform

H1 FY 2027

- **REVENUE** ₹16,444.46 LAKHS
- **EBITDA** ₹670.14 Lakhs
- **PAT** ₹621.16 Lakhs
- **ROE** 15.29%
- **ROCE** 16.14%



Note: ROE & ROCE not annualised. ROE = H1 PAT / avg. shareholders' funds; ROCE = EBIT / avg. capital employed (shareholders' funds + non-current liabilities).

SUCCESSFUL LISTING ON BSE SME

2015

Company Incorporated
Established PAN HR SOLUTION with a focus on manpower outsourcing and workforce management services for enterprise clients.

2016 2018

Building the Foundation
Expanded recruitment and workforce deployment capabilities across logistics, warehousing and support services while strengthening client relationships in North India.

2019 2021

Service Portfolio Expansion
Added payroll management, staffing solutions, facility management and compliance services, evolving into an integrated HR solutions provider.

2022 2023

Scaling Operations
Strengthened presence in e-commerce, logistics and warehousing sectors while securing mandates from leading enterprise customers and expanding workforce deployment across India.

2024

Recognition & Operational Excellence
Received industry recognition from Flipkart and continued strengthening compliance-driven operations supported by cloud-based HRMS and ISO-certified processes.

2025

Scale & Corporate Transformation
Crossed 10,000+ deployed workforce, served 25+ enterprise customers, converted into a Public Limited Company and prepared for public market listing.

2026

Listed on BSE SME Platform
Successfully completed IPO, listed on BSE SME, strengthened balance sheet, and initiated transition towards the Pay & Collect model to support the next phase of growth.

SUCCESSFUL LISTING ON BSE SME







CORE SERVICE OFFERINGS



Manpower Services

Recruitment and deployment of skilled, semi-skilled and unskilled workforce across E-commerce, Logistics, Manufacturing, IT and other industries.

HR Outsourcing Solutions

Integrated workforce management services covering recruitment, onboarding, payroll administration and employee lifecycle management.

Payroll Management

End-to-end payroll processing including salary administration, PF, ESIC, PT, LWF compliance and statutory filings.

Compliance Audit

Labour law compliance audits, statutory documentation, state-wise registers and compliance monitoring solutions.

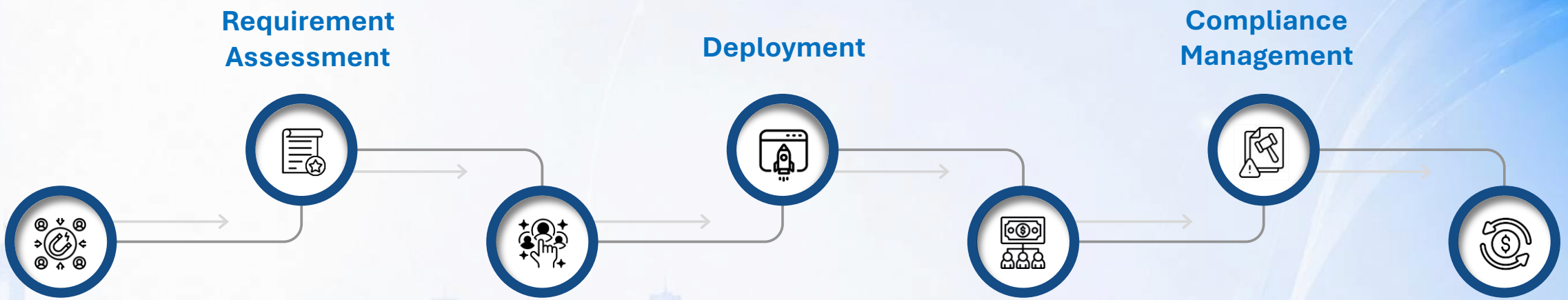
Staffing Solutions

Temporary, contractual and project-based staffing for warehouse personnel, delivery executives, supervisors and support staff.

Facility Management

Housekeeping, pantry management, office assistants and workplace support services for seamless business operations.

BUSINESS MODEL



POWERING WORKFORCE REQUIREMENTS ACROSS DIVERSE INDUSTRIES



E-Commerce



Quick Commerce



Logistics



Warehousing



Manufacturing



Infrastructure



Facility Management



Retail & Corporate Services



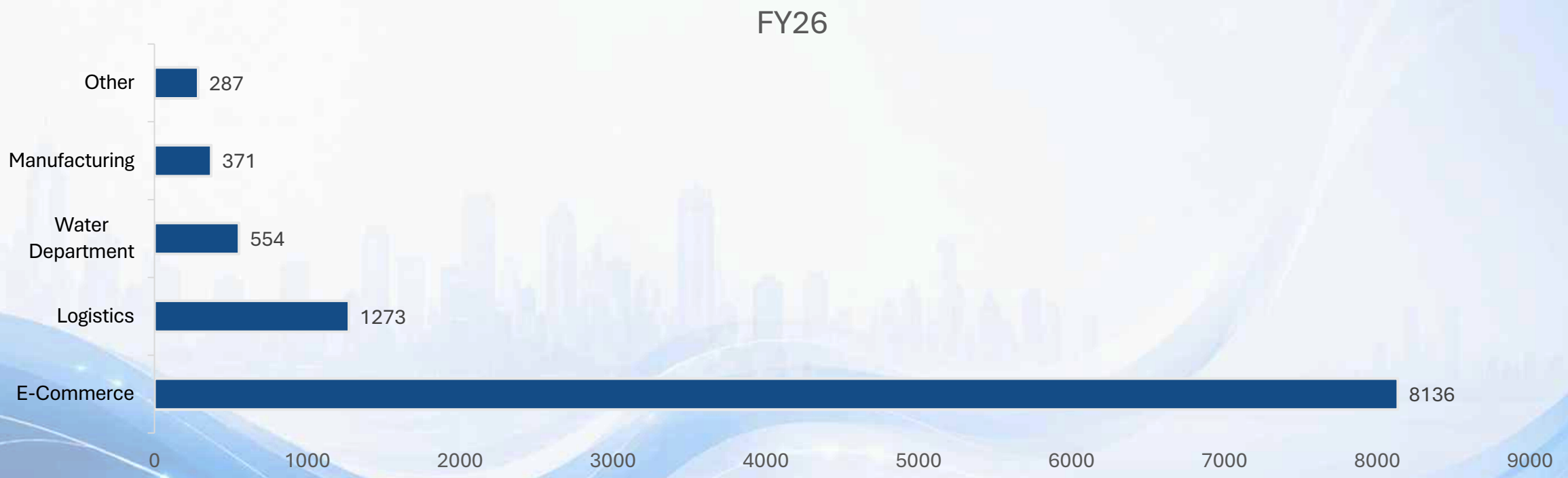
Industrial Services

BUSINESS OVERVIEW



WORKFORCE DEPLOYMENT ACROSS KEY INDUSTRY VERTICALS

PAN HR deployed **10,621 personnel in FY26**, reflecting the Company's growing scale and strengthening position in India's organized workforce management industry. The Company provides manpower solutions across high-growth sectors including E-Commerce, Quick Commerce, Logistics, Manufacturing and Infrastructure, supporting the operational requirements of leading enterprises across the country.

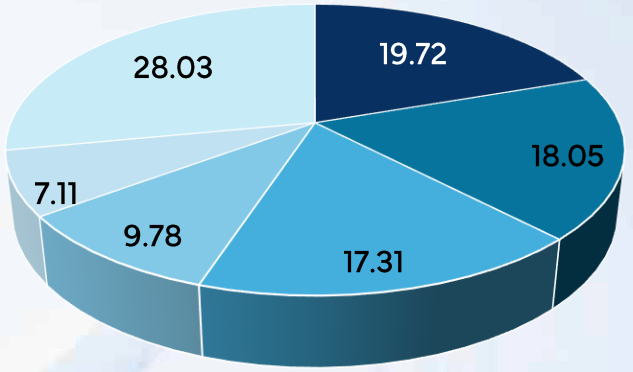


PAN INDIA OPERATIONAL FOOTPRINT

PAN HR has established a workforce deployment network spanning 25 states, enabling efficient manpower solutions for enterprise clients across key industrial and consumption hubs in India.



FY26 Geography wise revenue breakup In %



KEY CLIENTS


Flipkart


shadowfax


Myntra


JWIL
SUSTAINABLE
WATER MANAGEMENT


JINDAL
Sanitation for Life


Walmart


DELHIVERY


STYLE
BAAZAR


HERO
CYCLES


zomato


zepto


SWIGGY




ProConnect
Integrated Logistics
a Redington company


TCI
LEADERS IN LOGISTICS


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CLIENT ONBOARDING & WORKFORCE DEPLOYMENT PROCESS

1 — Lead Generation & Business Development

Identify potential clients through business development initiatives and industry networks.

2 — Requirement Assessment

Understand manpower requirements, workforce size, compliance needs, timelines and operational expectations.

3 — Proposal & Commercial Submission

Prepare customized service proposal, scope of work, pricing structure and compliance framework.

4 — Client Evaluation & Discussions

Address client queries, refine service scope and finalize commercial and operational terms.

5 — Agreement Execution

Complete legal documentation, compliance checks and contract signing.

6 — Workforce Sourcing & Recruitment

Source manpower through:
- Online & Offline Advertising
- Job Portals
- Employee Referrals / Word of Mouth

7 — Client Onboarding & System Integration

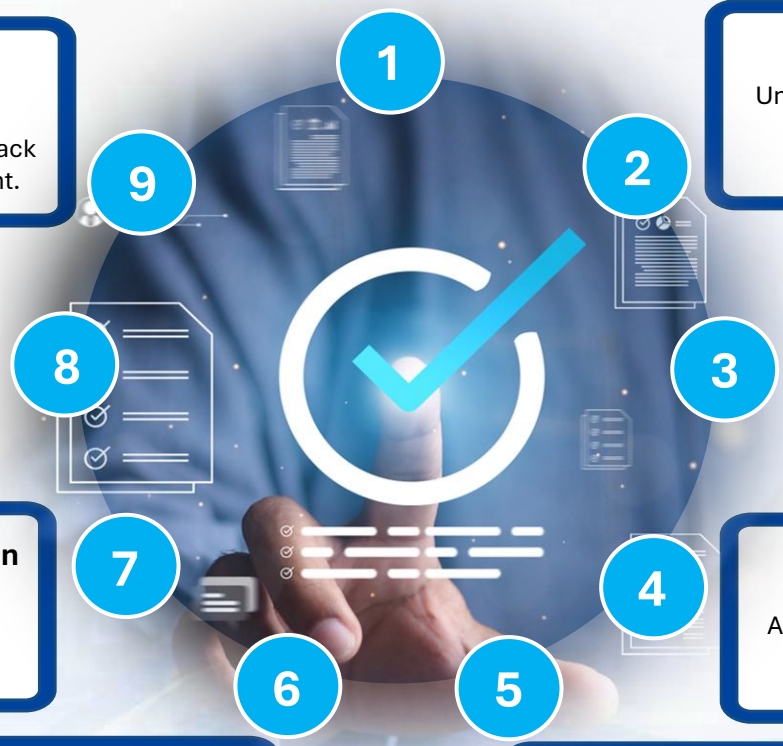
Set up documentation, payroll systems, compliance processes and operational frameworks.

8 — Workforce Deployment

Mobilize and deploy personnel as per client requirements and timelines. Deployment is supported by supervisors, centralized monitoring and technology-enabled tracking systems.

9 — Ongoing Support & Retention

Regular performance reviews, compliance monitoring, helpdesk support and client feedback management to ensure long-term engagement.



KEY STRENGTHS DRIVING GROWTH



Scalable Workforce Deployment Platform

Deployed **10,000+ personnel** across client locations in FY26, demonstrating execution capability and operational scalability.

Diversified Service Portfolio

Offers integrated solutions across **Manpower Services, Staffing, Payroll Management, Facility Management, Compliance Audit and HR Outsourcing**, enabling cross-selling opportunities and recurring client engagement.

Strong Presence in High-Growth Sectors

Well-positioned in **E-commerce, Quick Commerce, Logistics, Warehousing and Manufacturing**, benefiting from increasing workforce outsourcing demand.

Long-Term Enterprise Relationships

Serves leading corporates across warehousing, logistics and industrial segments, creating stable demand and repeat business opportunities.

Technology & Compliance Driven Operations

Cloud-based HRMS, robust payroll processing capabilities and a track record of timely statutory compliance support operational efficiency.

Asset-Light & Debt-Light Business Model

Low fixed asset intensity and minimal finance costs support operational flexibility.

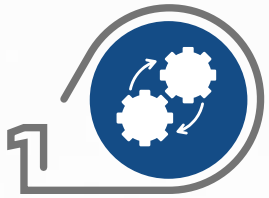
Experienced Leadership Team

Promoter-led management with over a decade of industry experience and deep understanding of workforce management.

Strong Financial Position

Shareholders' funds of ₹4,372.34 lakh at 30 Sep 2026; higher receivables led to a net operating cash outflow of ₹1,047.92 lakh in H1 FY27.

GROWTH STRATEGIES & FUTURE ROADMAP



Transition to Pay & Collect Model

₹285.35 lakh of the ₹975.00 lakh IPO working capital allocation utilised by 30 Sep 2026; balance to fund payroll for larger clients.



Geographic Expansion

Expand beyond the Delhi-NCR region into Tier-II cities and key markets across South and West India.



Sector Diversification

Increase presence in **Quick Commerce, FMCG Warehousing, Healthcare Support Services and Green Logistics** to broaden revenue streams.



Client Acquisition & Deepening Relationships

Leverage enhanced balance sheet strength to onboard marquee clients while increasing wallet share from existing customers.



Expansion of Higher-Margin Services

Focus on scaling **Payroll Outsourcing, Compliance Audit and HR Consulting** services to improve profitability.



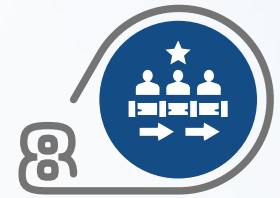
Workforce Scale-Up

Target growth in deployment volumes to unlock operating leverage and improve margins through scale efficiencies.



Technology & Process Enhancement

Continue investing in automation, payroll systems, compliance infrastructure and operational controls to improve service delivery.



Talent Pipeline Development

Leverage government initiatives such as **NAPS (National Apprenticeship Promotion Scheme)** to build a sustainable workforce supply network.

INDUSTRY OVERVIEW



GLOBAL HR PROFESSIONAL SERVICES INDUSTRY

GLOBAL MARKET OVERVIEW

01 The global HR professional services market reached **$7.79 billion in 2025**

02 Expected to grow to **$15.84 billion in 2030 at a compound annual growth rate (CAGR) of 15.4%**

03 **Growth Driver:** Remote Work Revolution How HR Professional Services Navigate The Transition And Fuel Market Growth

04 **Market Trend:** Workday Launches Innovative AI Agents to Enhance Efficiency in HR and Finance Operations

05 **North America** was the largest region in 2025 and **Asia-Pacific** is the fastest growing region.



Source: https://www.thebusinessresearchcompany.com/report/hr-professional-services-global-market-report

INDIA STAFFING & WORKFORCE SOLUTIONS INDUSTRY

India's staffing and workforce solutions industry is benefiting from increasing formalization of employment, rapid growth in e-commerce and logistics, expansion of quick commerce, and rising demand for flexible workforce models. Businesses are increasingly outsourcing recruitment, payroll administration, compliance management, and workforce deployment functions to specialized service providers to improve operational efficiency and focus on core business activities.

Key demand drivers include the growth of organized retail, warehousing, manufacturing, infrastructure development, and digital commerce. The increasing complexity of labour regulations and compliance requirements is also driving demand for organized HR outsourcing and workforce management services. As enterprises seek scalable and compliant workforce solutions, organized staffing companies are gaining market share from the unorganized sector.

Source: https://www.thebusinessresearchcompany.com/report/hr-professional-services-global-market-report



PAN HR POSITIONED IN HIGH-GROWTH SEGMENTS

- PAN HR operates in sectors that are among the fastest-growing users of outsourced workforce solutions, including E-Commerce, Quick Commerce, Logistics, Warehousing, Manufacturing, and Facility Management. These sectors require large-scale workforce deployment, rapid hiring cycles, payroll management, and compliance support, creating long-term demand for organized workforce service providers.

- The Company's operational footprint, deployment of over 10,000 personnel in FY26, and integrated service portfolio position it to benefit from increasing outsourcing adoption across India's consumption and industrial economy. The shift towards organized staffing partners and technology-enabled workforce management is expected to create significant growth opportunities for companies with established recruitment, compliance, and deployment capabilities.



MANAGEMENT OVERVIEW



EXPERIENCED LEADERSHIP DRIVING GROWTH



RAJEEV KUMAR

Chairman & Managing Director

Founder and Promoter of PAN HR SOLUTION LIMITED with over a decade of experience in workforce management, manpower outsourcing and business operations. He has been instrumental in building the Company from a regional staffing provider into a pan-India workforce solutions platform serving leading clients across e-commerce, logistics, manufacturing and facility management sectors. Under his leadership, PAN HR successfully completed its IPO and listing on the BSE SME Platform in February 2026.



Rajni Kumari

Whole-Time Director

Promoter of the Company with extensive experience in administration, workforce management and business operations. She plays a key role in overseeing employee management, client servicing and operational execution while supporting the Company's expansion across multiple industry verticals and geographies.



Vivek Mishra

Non Executive Director

Mr. Vivek Mishra brings extensive experience in business management, corporate governance and strategic advisory. His professional expertise spans operational management, organizational development and stakeholder engagement. As a Non-Executive Director, he contributes to the Company's governance framework, strategic decision-making and long-term value creation initiatives.

EXPERIENCED LEADERSHIP DRIVING GROWTH



SHEETAL SHARMA

Independent Director

She is a qualified Advocate enrolled with the Bar Council and possesses extensive experience in legal, regulatory and corporate governance matters. She brings strong expertise in legal advisory, compliance management and governance oversight, supporting effective Board and Committee functioning. Her professional acumen and analytical approach enable informed decision-making while ensuring adherence to applicable laws and regulatory standards. She plays an important role in strengthening governance frameworks, promoting ethical business practices and supporting the Company's long-term growth and value creation objectives.



UMESH KUMAR PURBEY

Independent Director

He is an EHS and Fire Safety professional with leadership experience across Everest Industries, Reliance Industries, L&T Power and CISF. He holds a B.Sc. in Mechanical Engineering and is certified in Occupational Safety & Health and Environmental Management Systems auditing. Currently serving as an Advisor/Consultant with Hawksvale UK, he brings extensive expertise in EHS governance, safety compliance, risk management and project execution. Having led over 200 safety projects, he contributes valuable insights in strengthening operational excellence, safety culture and sustainable business practices.

FINANCIAL OVERVIEW



PROFIT & LOSS STATEMENT

In ₹ Lakhs

Particulars	FY26	FY25
Revenue from Operations	23,451.00	28,318.88
Other Income	74.76	44.18
Total Income	**23,525.76**	**28,363.06**
Cost of Services Rendered	21,933.76	26,635.57
Employee Benefits Expense	493.19	789.94
Other Expenses	242.98	206.59
Expenses before Finance Costs and D&A	22,669.93	27,632.10
EBITDA	**855.83**	**730.96**
Finance Costs	3.21	6.59
Depreciation and Amortisation Expense	32.15	38.88
Total Expenses	**22,705.29**	**27,677.57**
PBT Before Exceptional Items	**820.47**	**685.49**
Exceptional Items	-	653.60
PBT	**820.47**	**1,339.09**
Tax	70.18	359.23
PAT	**750.29**	**979.86**

BALANCE SHEET

In ₹ Lakhs

Equity & Liabilities	FY26	FY25
Equity	721.11	2.16
Reserves	3,030.07	1,813.12
Net Worth	**3,751.18**	**1,815.28**
Non Current Liabilities		
Long Term Borrowings	-	-
Long Term Provisions	16.04	5.60
Total Non Current Liabilities	**16.04**	**5.60**
Current Liabilities		
Short Term Borrowings	-	-
Trade Payables	1,506.35	1,194.91
Short Term Provisions	1.82	0.40
Other Current Liabilities	688.96	578.76
Total Current Liabilities	**2,197.13**	**1,774.07**
Total Equity & Liabilities	**5,964.35**	**3,594.95**

Assets	FY26	FY25
Non Current Assets		
Fixed Assets	77.35	91.72
Deferred Tax Assets	25.93	9.16
Other Non Current Assets	40.60	476.80
Total Non Current Assets	**143.88**	**577.68**
Current Assets		
Inventories		
Trade receivables	832.07	806.26
Cash & Bank Balance	2,433.61	366.87
Short Term Loans & Advances	440.37	416.69
Other Current Assets	2,114.42	1,427.45
Total Current Assets	**5,820.47**	**3,017.27**
Total Assets	**5,964.35**	**3,594.95**

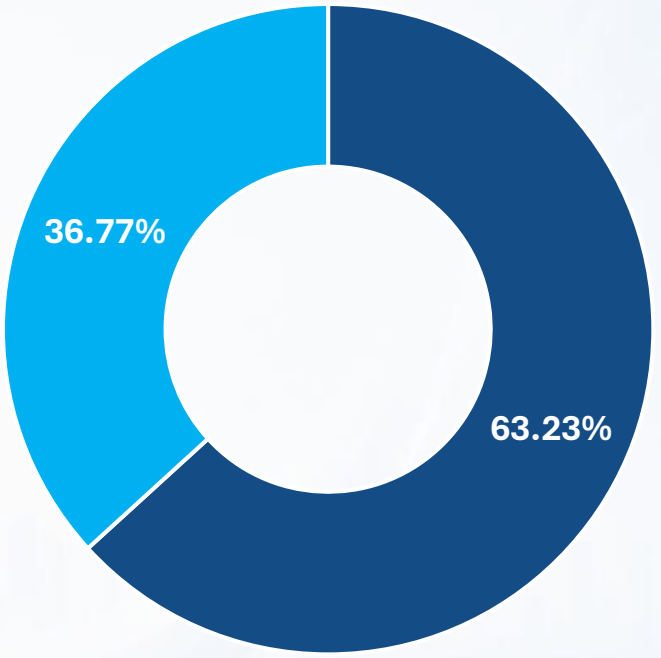
STOCK DATA

As on 13/11/2026

BSE CODE: PANHR | 544698	
Share Price (₹)	47.00
Market Capitalization (₹ Cr)	33.89
No. of Shares	72,11,058
Face Value (₹)	10.00
52 week High-Low (₹)	85.50 – 42.00

As on 30/09/2026

Shareholding Pattern



THANK YOU!



PAN HR SOLUTION LIMITED

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Email: contact@panhr.in
Website: www.panhr.in

Investor Relations Advisor

EquibridgeX Advisors Pvt. Ltd.

Ms. Pooja Gandhi

Email: info@equibridgex.com
Website: www.equibridgex.com