Investorstack Research Report

Stylam Industries Limited

What Stylam Industries Limited does

Stylam Industries Limited manufactures decorative laminates and surface solutions. It was founded in 1991 and has operated for over 34 years. The company runs two manufacturing plants in Panchkula and Manak Tabra, Haryana, with a third greenfield plant under construction. It employs over 1,000 people and exports to more than 80 countries. The Government of India recognises it as a Star Export House. The company is debt-free.

Stylam sells its products under its own brand and through white-label arrangements. Its core product is high-pressure laminate (HPL), which accounts for about 98% of revenue. The remaining 2% comes from acrylic solid surfaces. The company's Managing Director, Jagdish Gupta, stated in the May 2025 concall:

> *"We are almost number one in the world in export market."*

Despite its export strength, Stylam has a weak domestic market position. The MD described the company as "number 20th" in India during the same call. This asymmetry between export and domestic performance is the defining feature of Stylam's business.

Business segments

High-pressure laminates (HPL)

HPL contributes roughly 98% of total revenue. The segment includes decorative laminates for furniture, cladding, doors, partitions, countertops, and wall panels. It also covers compact laminates for restroom cubicles and lockers, specialty laminates (anti-fingerprint, high-gloss, magnetic, chalk-marker), prelam boards, and exterior cladding under the Fascia brand. End markets span residential and commercial interiors, office spaces, healthcare, hospitality, education, retail, and exterior cladding. The company operates two manufacturing facilities dedicated to HPL.

Acrylic solid surfaces

This segment contributes about 2% of revenue (INR 19.5 crore in FY25). Products are sold under the brands Granex and Marvella. Applications include kitchen countertops, bathroom vanities, wall panels, and lighting. The acrylic plant has operated at low utilisation (around 10% in FY24). The business was launched in 2018 but has struggled to gain traction. Management attributes this to a lack of focus due to a family rift, not product quality. The anti-dumping duty initiated by the Indian government against Chinese and Korean imports is expected to help. A potential off-take agreement with Japanese partner Aica Kogyo could provide a step-change in volumes.

> *"We are quite hopeful that very soon we can get 200-300 Crores business from it [acrylic solid surface]." – Jagdish Gupta, Q3 FY24 concall (Feb 2024)*

Products and business detail

Stylam's product range includes over 1,200 laminate designs. Key flagship products are:

TouchMe – Anti-Fingerprint Laminates – Ultra-matte, smooth-touch finish resistant to fingerprints and smudges, with anti-bacterial properties. Designed for high-traffic interiors like kitchens and commercial spaces.

GlossPro+ – High Gloss Laminates – Mirror-like high gloss with mar resistance (MAR) technology for kitchens, cabinetry, and commercial interiors.

Compact Laminates (Cuboid, Tablex) – Thick, high-pressure panels for restroom cubicles, lockers, exterior cladding, and high-traffic commercial uses.

Fascia – HPL Exterior Cladding – Weather-resistant cladding for building exteriors.

Granex Acrylic Solid Surface – Non-porous, easy-to-clean surface for countertops, vanities, and healthcare surfaces.

Stylam manufactures sheets from 0.5 mm to 30 mm thickness. Sizes range from standard 1220 x 2440 mm up to 1860 x 4320 mm. The new plant will add a 7x9 ft press, of which only two other examples exist worldwide (May 2026 concall).

The company's manufacturing setup includes:

- Hot coating press technology (world's first) for high-gloss and anti-fingerprint finishes.
- Italian IMEAS back-sanding machine.
- Two existing plants with combined capacity of about 20 million sheets per year.
- New greenfield plant with four presses and capacity for 10-12 million square meters per month (Feb 2026 concall). Total capex on this plant is INR 334 crore (May 2026 concall). The plant was delayed by about 6 months due to environment clearance issues stemming from a Supreme Court ruling.

Certifications include FSC, Greenguard, CE marking, ISO 9001, ISO 14001, ISO 45001, and EPD. The company also holds an ISI mark and GreenLabel Singapore certification.

Geographically, revenue breaks down as follows (annual report FY25): Europe 33%, Far East 12%, Middle East 9%, North America 12%, South America 1%, Rest of World 32%. Domestic India accounts for the balance (about 25% of total revenue).

Customers

Stylam sells to distributors, dealers, OEMs, architects, and fabricators globally. It operates seven regional distribution centres (RDCs) in India. Export customers include both branded buyers (Stylam brand) and white-label clients.

Wilsonart – a key white-label OEM customer. An NDA covers the relationship. Wilsonart sales in FY24 were about INR 106 crore (May 2025 concall). Management says Wilsonart buys across multiple geographies.

Aica Kogyo (Japan) – strategic partner that completed a stake purchase in 2026. Aica holds 27% of Stylam and has the right to acquire up to 53% through an open offer. The deal is described as a strategic partnership, not a takeover. Aica brings technology, product innovation, and potential off-take for acrylic solid surfaces. Management has stated they have no intention to sell further stake (May 2026 concall). Aica has its own plant in Rudrapur, India, and a global presence mainly in APAC.

Top 10 dealers accounted for about 31% of dealer sales in FY25 (BRSR). No individual customer concentration beyond Wilsonart is disclosed. Management stated in Feb 2026 that the new plant is not dependent on any single customer.

Buying relationship – Export customers are long-standing, with some relationships of 20 years (May 2025 concall). Orders are placed months in advance; the company was fully booked for larger sizes prior to capacity addition. Switching costs are high due to quality expectations, size specifications, and trust. For domestic, the company sells through a dealer network but has historically underperformed due to weak distribution and a family rift that diverted focus.

Contract structure: Export sales are on FOB terms. Customers bear ocean freight and tariff costs. As of May 2026, US tariff on Indian laminates is 50%, but Stylam does not share that cost. The MD stated in Feb 2026: "with 50%, it is practically not possible for us." Domestic sales are on credit; the company had no credit for exports.

Competitive landscape

Stylam's main listed competitor is **Greenlam Industries**, which management calls a "healthy competitor" (Feb 2024 concall). Other organised Indian players include **Merino** and **Century**. The domestic market is fragmented with a large unorganised sector.

Globally, competitors include European manufacturers (now reducing capacity) and Chinese producers. Stylam's export strength lies in quality, reliability, and size availability. The company claims to have a market share of 47.63% in Europe for Indian laminate exports (May 2025 concall). In North America, it competes with both Indian and Chinese manufacturers.

Stylam wins on:

- Quality certifications and consistency (40+ year export track record).
- Large-size presses not available with most Indian competitors (7x9 ft, 6x14 ft).
- Debt-free balance sheet allowing aggressive capex.
- Strong brand recognition in export markets.

Stylam loses on:

- Domestic market share – it is "number 20th" in India (MD's own words). Competitors like Greenlam and Merino have deeper distribution and brand recall.
- Acrylic solid surface business has negligible traction compared to imports from China/Korea.

The competitive landscape is intense in both segments. In HPL, price competition from Chinese and unorganised Indian players is constant. Stylam's strategy is to avoid price wars and focus on value-added products. In acrylic, anti-dumping duty may protect domestic players, but the market is still small.

Industry

The global decorative laminates market was valued at USD 47.7 billion in 2024 and is expected to reach USD 63.7 billion by 2033 (CAGR 3.3%), as per IMARC Group (cited in annual report FY25). India's decorative laminate market is growing at roughly 5% CAGR from 2025 to 2030 (annual report). India's furniture market is the fourth-largest globally at USD 22 billion.

Demand drivers – Urbanisation, rising disposable incomes, real estate growth (residential and commercial), government infrastructure spending, and premiumisation trends in home interiors. The Indian government's push for affordable housing and smart cities supports demand. Exports are driven by the China+1 shift as global buyers diversify sourcing from China.

India's role in global supply chain – India is emerging as a reliable source for high-pressure laminates. European producers are closing capacity, and China faces quality and tariff issues. Stylam benefits directly from this shift. The company's large capacity and certifications (FSC, Greenguard, CE) make it a preferred supplier.

Import substitution – The Indian government initiated anti-dumping duty on acrylic solid surfaces from China and Korea (Feb 2024 concall). This is expected to benefit Stylam's acrylic business, though the duty investigation is still ongoing.

Regulation – A Supreme Court ruling requiring environment clearance (EC) for plants above 20,000 sqm caused a 6-month delay in Stylam's greenfield plant. The company obtained EC and started trial runs. All plants comply with ISO 14001 and local pollution control board norms.

Cyclicality – The industry is tied to construction and real estate cycles. Geopolitical events (Israel-Palestine war, Red Sea crisis, Ukraine war) disrupt shipping and demand. Stylam lost about INR 18-20 crore in revenue from the Israel-Palestine war in Q3 FY24 (Feb 2024 concall). US tariff uncertainty (currently 50%) adds volatility, though customers bear the cost. Raw material prices (phenol, paper, chemicals) fluctuate with crude oil and are partially hedged through forward booking and natural currency hedging.

Growth triggers

- New greenfield laminate plant at Manak Tabra with 4 presses (including a 7x9 ft press, one of three in the world) is expected to start commercial production by end-June to mid-July 2026. Trials have already begun. (Q4 FY26 concall, May 2026)
- Revenue ramp-up from the new plant: the company expects INR250-300 crore in FY27 (partial year), scaling to INR600-700 crore in FY28 at 80% utilization. At peak, the plant can generate INR900-1,000 crore. (Q4 FY26 concall, May 2026)
- Strategic partnership with Aica Kogyo of Japan is closing mid-June 2026. Beyond capital infusion, this brings access to global technologies, patented HPL processes, and potential acrylic off-take. Aica will supply technology for new HPL products within 2-3 months in India. (Q4 FY26 concall, May 2026; Q3 FY26 concall, Feb 2026)
- Domestic market restructuring: new management (Manit Gupta) is reducing expenses, adding 100 sales personnel, and targeting value-added products instead of commodity items. Initial impact expected in 2-3 quarters, with a goal of reaching top-3 in India in 2-3 years. (Q3 FY26 concall, Feb 2026; Q4 FY26 concall, May 2026)
- Acrylic solid surface growth: Aica is expected to buy acrylic from Stylam for the Japanese market. Management guided INR50-70 crore in FY27, up from ~INR15 crore in FY26. Anti-dumping duty on Chinese/Korean imports also helps domestic pricing. (Q4 FY26 concall, May 2026)
- US tariff structure: current tariff is 10% (down from 50% earlier), with a review possible on July 1, 2026. Customers bear the duty at 10% level, so no margin impact. (Q4 FY26 concall, May 2026)

Key risks

- Raw material price volatility: phenol, paper, and chemicals have risen 3-5% due to Middle East supply disruptions. The company has forward bookings for 5-6 months, but prolonged war could squeeze margins. Selling price increases of 3-5% have been partially passed, but not fully.

- Geopolitical tensions and US tariffs: while current tariff is 10%, a potential re-escalation to 50% could impact US demand. At 50%, the company cannot share the cost, and customers may reduce orders. Europe (33% of revenue) faces zero tariff under a potential EU-India FTA, but that is not imminent.
- Execution risk – new plant delays: the plant was initially guided for September 2025, then March 2026, then June-July 2026. The cause was environment clearance (EC) from the Supreme Court. Any further delay would push revenue ramp-up and utilization targets.
- Domestic market underperformance: the company is ranked ~20th in India despite global leadership in exports. A historical family rift led to neglect of domestic distribution, low realizations, and lack of brand pull. Restructuring is early-stage and may take 2-3 quarters to show results.
- Acrylic solid surface business low utilization: the plant ran at ~10% capacity in FY24 and ~2% revenue mix in FY25. Despite anti-dumping duty initiation, scaling up requires brand building or an OEM tie-up. The Aica off-take is a hope, not a committed order yet.

Walk the talk

Management's track record on timelines and guidance shows a pattern of over-promise and under-deliver, particularly on the new plant.

> *"We have set up new laminate presses in our existing plant at Manak Tabra, which increases our production capacity by 800-900 metric ton per month. Capacity expansion via alignment with our long-term growth strategy, construction of our new manufacturing facility in progress while it is on the track, commissioning by September 25."*
>
> **JAGDISH GUPTA, MD, Q4 FY25 CONCALL (MAY 2025)**

The September 2025 deadline was missed. By February 2026, the target had slipped to March 2026:

> *"Work on upcoming manufacturing facilities processing well and remain on track for commissioning by March 2026."*
>
> **JAGDISH GUPTA, MD, Q3 FY26 CONCALL (FEB 2026)**

By May 2026, the timeline had slipped again to June-July 2026, attributed to environment clearance delays:

> *"Hopefully it will be maximum middle of July, minimum end of June, it will start commercial production."*
>
> **JAGDISH GUPTA, MD, Q4 FY26 CONCALL (MAY 2026)**

The domestic market turnaround story also has a long history of aspiration without results. In February 2024, the MD admitted:

> *"The domestic market actually again I have no big reason for this. We are trying our best, product is best, acceptability is there, we are opening new branch offices also, but really not correct."*
>
> **JAGDISH GUPTA, MD, Q3 FY24 CONCALL (FEB 2024)**

Almost two years later, little had changed. In February 2026, Manit Gupta acknowledged the problem and outlined a restructuring plan targeting top-3 position in 2-3 years. By May 2026, he described the work as still in early stages: "just restructuring in a proper way." No concrete domestic revenue improvement has been reported yet.

On the positive side, the company's export performance has consistently beaten its own guidance. In May 2025, management guided "20% growth every year" in exports, and while macro headwinds slowed volume growth, value grew in line with expectations. The acrylic business, however, has been a persistent disappointment. In February 2024, the MD said "we are quite hopeful that very soon we can get 200-300 crores business from it." Two years later, acrylic revenue was INR15 crore in FY26, with a new target of INR50-70 crore for FY27.

Scenarios

Bull case

The new plant starts commercial production by July 2026 without further delays. Revenue ramps quickly to INR300 crore in FY27 and INR700 crore in FY28 as the 7x9 ft press captures export demand from customers who have been waiting. The Aica partnership delivers technology transfer for patented HPL products within months, giving Stylam a premium product edge in Europe and Asia. Aica also begins sourcing acrylic solid surfaces from Stylam for the Japanese market, lifting acrylic to INR100 crore within two years. The domestic restructuring gains traction: cost reduction, new sales personnel, and a focus on value-added products lift domestic realizations and market share. EBITDA margins expand as fixed costs from the new plant are absorbed. The company remains debt-free and announces further capex to double capacity within five years.

Base case

The new plant starts by August 2026, a modest delay. Revenue contribution is INR250 crore in FY27, reaching INR600 crore in FY28 as guided. The Aica partnership leads to technology sharing but material revenue from acrylic off-take takes longer than expected. Domestic market improvement is gradual: realizations improve over 2-3 quarters, but the company remains a mid-tier player in India. US tariffs stay at 10%, allowing export demand to grow 15-20% annually. Raw material costs remain elevated but are partially passed through. Margins stay in the 18-20% range. The company retains its strong export position and delivers steady 15-20% revenue growth, but the domestic transformation and acrylic scale-up take 3-4 years to become meaningful.

Bear case

The new plant faces another delay due to unresolved environment clearance or equipment commissioning issues, pushing commercial production to late 2026 or early 2027. Revenue ramp-up is slow, and the company misses FY27 guidance. US tariffs escalate back to 50% after the July review, significantly reducing orders from American customers. Europe enters a recession, dampening export demand. Domestic restructuring falters: the sales team additions do not translate into market share gains, and price competition from Greenlam and unorganized players keeps domestic margins low. The Aica partnership stalls as the Japanese partner re-evaluates after the open offer. Acrylic remains a negligible contributor. With fixed costs from the new plant already booked but revenue missing, EBITDA margins compress to 14-15%. The company's debt-free status is preserved, but growth stalls and the stock de-rates as investors question execution credibility.