

Growth momentum to improve ahead!

About the stock: Greenlam Industries manufactures a wide range of products spanning Laminates, particleboard, plywood, decorative veneers, engineered wooden floors & Doors for customers in over 120 countries.

- It is India's leading global laminate manufacturer, with 17.8% market share in organised laminate market and >29% share in laminate exports.

Q1FY27 performance: Greenlam's consolidated topline at ₹796.7 crore, was up 18.2% YoY. Laminate revenues at ₹596.1 crore, was up 7.4% YoY, affected by a 6.4% YoY volume degrowth to ~4.62 million sheets, albeit more than offset by a 13.6% increase in realization to ₹1,240/sheet. The weakness in laminates volumes was alluded to export shipments worth ~₹ 27 crore being deferred owing to container/vessel availability and higher freight costs. The Plywood & Allied segment revenue stood at ₹106 crore, up 20.4% YoY, with volumes up 19% YoY to ~1.66 MSM. Meanwhile, the Panel & Allied segment recorded revenue of ₹94.6 crore, up 205.2% on a low base with Particleboard volume of 41,418 CBM, up 167.4% with realization up 14.6% to ₹22,764/CBM. Consolidated EBITDA margins were at 10.2% (up ~210 bps YoY) as the laminate margins were at 13.9% (up ~70 bps YoY) whereas plywood segment reported EBITDA loss of ₹5.2 crore (vs. ₹8.6 crore loss in Q1FY26). The Panel and allied segment turn EBITDA positive for the first time with an EBITDA of ₹3.4 crore with margin at 3.6%. The company reported PAT of ₹21.2 crore vs. loss of ₹15.7 crore in Q1FY26 with PAT Margin at 2.7%.

Investment Rationale:

- Revenues to grow at CAGR of 14.9% over FY26-28E:** The management maintained a positive outlook for FY27, targeting overall revenue growth of ~18%. **Topline growth in the core laminate division is projected at 10% to 12% for FY27 as it sees weakness in Q1 as merely timing led deferment.** In the plywood segment, management expects capacity utilization to reach ~ 50% for FY27, with operations achieving EBITDA breakeven on a quarterly basis by FY27 end. The newly scaled particleboard segment is expected to maintain an average capacity utilization of ~70% in FY27, with long-term EBITDA margin targets reaching 18% to 20% by FY29 as optimal utilization is achieved. **Hence, we bake in revenues to grow at 14.9% CAGR over FY26-28 to ₹4030 crore with EBITDA margins at 12.3% and 13.7% in FY27 and FY28, respectively.**
- Deleveraging to continue:** Despite ongoing Capex outflows of ₹130 crore to ₹135 crore in FY27, management aims to reduce net debt by approximately ₹100 crore. With no major capacity expansions planned beyond FY27, future free cash flows will be predominantly directed toward aggressive de-leveraging, as per the management.

Rating and Target Price: We recommend a **BUY** rating for Greenlam Industries with a revised **price target of ₹300** valuing it at **30x its FY28E EPS**.

BUY



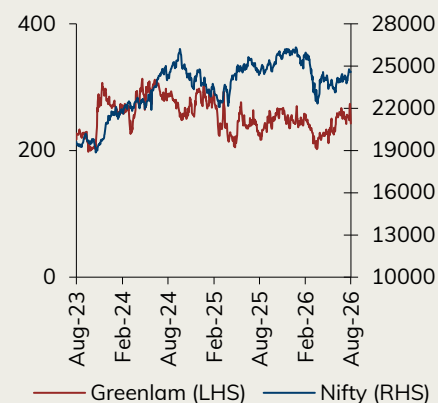
Particulars

(₹ Crore)	Amount
Market Capitalization	6,124
Debt (FY26)	1,055
Cash (FY26)	115
EV	7,055
52-week H/L (₹)	279 / 198
Equity Capital	25.5
Face Value (₹)	1

Shareholding pattern

	Sep-25	Dec-24	Mar-26	Jun-26
Promoters	51.0	51.0	51.0	51.0
FII	1.7	1.7	1.8	1.5
DII	14.6	14.6	14.0	10.9
Other	32.7	32.7	33.3	36.6

Price Chart



Key risks

- Slower than expected ramp up in new segment impacting margins.
- Impact on Laminate Exports amid Geopolitical uncertainties.

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Key Financial Summary

(₹ Crore)	FY24	FY25	FY26	5-year CAGR (FY21-26)	FY27E	FY28E	2-year CAGR (FY26-28E)
Operating Revenues	2,306	2,569	3,054	20.6%	3,532	4,030	14.9%
EBITDA	295	275	333	13.9%	435	550	28.6%
EBITDA Margin (%)	12.8	10.7	10.9		12.3	13.7	
PAT	138	70	56	-5.3%	158	251	111.4%
EPS (₹)	5.4	2.7	2.2		6.2	9.9	
P/E (x)	45.2	89.7	111.1		39.6	24.9	
RoCE (%)	9.9	7.1	7.9		11.9	15.4	
RoNW (%)	12.9	6.2	4.8		12.0	16.5	

Q1FY27 – Key Performance highlights

- Guidance:** Despite Q1 laminate growth being 7%, the management maintained a positive outlook for FY27, targeting overall revenue growth of ~18%.
- Laminates and Allied Segment:** The laminates segment revenues for Q1FY27 stood at ₹596.1 crore, was up 7.4% YoY, affected by a 6.4% YoY volume degrowth to ~4.62 million sheets but a 13.6% increase in realization to ₹1,240/sheet. Topline growth in the core laminate division is projected at 10% to 12% by the management despite temporary Q1 volume softness caused by deferred export shipments.
- Particleboard Segment:** The panel and particleboard (chipboard) segment delivered strong performance in Q1FY27, with net revenue surging 205.2% YoY to ₹94.6 crore compared to ₹31 crore in Q1FY26. Capacity utilization expanded significantly to 61% from 30% in Q1 FY26, driven by production volumes of 44,838 CBM and sales volumes of 41,418 CBM (up 167.4% YoY). Average realization increased 14.6% YoY to ₹22,764 per CBM, supported by price adjustments and an improved product mix. Crucially, **the segment turned EBITDA positive before forex for the first time, generating ₹3.4 crore in operating profit compared to an EBITDA loss of ₹10 crore in Q1 FY26.** Product adoption was bolstered by strong market demand for pre-laminated boards and the newly introduced High Moisture Resistance (HMR) category. Management plans to introduce additional premium categories and aims to average 70% capacity utilization in FY27 while capturing market share from unorganized players.
- Plywood Segment:** The plywood and allied segment reported revenue growth of 20.4% YoY to ₹106.0 crore in Q1 FY27, up from ₹88.0 crore in Q1 FY26. Operational performance improved as the **EBITDA loss before forex narrowed to ₹5.2 crore compared to ₹8.6 crore in the prior-year period.** Production volume expanded 36.2% YoY to 1.83 MSM, taking capacity utilization to 39% from 28% in Q1 FY26. Sales volume grew 19.0% YoY to 1.66 million square meters, while average realization rose 3.8% YoY to ₹276 per square meter. Geographic distribution expanded beyond initial Southern markets into Western, Eastern, and Central India. **Management maintained its guidance of achieving EBITDA breakeven during FY27** and guided for full-year capacity utilization near 50%. Long-term margin targets of 8% to 8.5% EBITDA (approximately ₹20 per square meter) are anticipated as capacity utilization reaches 80% to 90% over time.
- Price Hikes:** Greenlam initiated consecutive price hikes in April and May to counter escalating raw material inflation, particularly in chemical inputs which account for nearly one-third of total raw material costs. As chemical costs softened towards June and July, the company proportionately reduced prices. On a net basis, Greenlam retained a 7% to 8% price increase across the chemical-sensitive laminate and chipboard segments. Management indicated that price changes were smoothly absorbed without causing major channel destocking or artificial stock pushing. Increased affordability resulting from recent downward price adjustments is anticipated to stimulate secondary market demand.
- Exports Commentary:** International operations faced logistical disruptions during Q1FY27 due to ongoing conflicts in West Asia, which caused container shortages, vessel delays, and rising ocean freight rates. Consequently, ~₹27 crore of export sales were deferred out of Q1 FY27 into Q2 FY27. Management clarified that this shift is strictly a timing matter rather than lost demand. Adjusted for these deferred shipments, underlying international demand across global markets remained intact. Greenlam's international distribution remains resilient. Middle Eastern markets represent approximately 6% to 7% of total

revenues, and management does not anticipate any material long-term impact on consolidated top-line growth. However, persistent vessel availability constraints in Q2FY27 could continue to prolong export delivery timelines.

- **Overall Input Costs:** Gross margins remained resilient at 52.9% in Q1 FY27 compared to 53.1% in Q1 FY26, expanding 140 basis points QoQ due to effective price hikes. Volatility in input costs was concentrated in crude-linked chemicals such as phenol, melamine, and urea which experienced cost spikes ranging between 30% and 80% before moderating in June. Other key raw materials, including wood logs and paper, displayed stable pricing trends. Shipping and logistics overheads rose sharply as Middle East geopolitical tensions stretched global sea freight availability and lead times. **Despite input cost headwinds, strict operational expenditure controls, higher realisations, and positive operating leverage in particleboards, veneers, and flooring drove a 48.2% YoY increase in pre-forex EBITDA to ₹81.1 crore. Consolidated pre-forex EBITDA margins subsequently expanded by 210 basis points YoY to 10.2%.**
- **Capex:** Greenlam's total capital expenditure for FY27 is budgeted at ₹130 crore to ₹135 crore. A key component of this spend is ₹70 crore allocated to adding two new laminate press lines aimed at expanding capacity for specific high-demand product categories currently nearing peak utilization. Equipment ordering for the laminate expansion is complete, and commercial production is on schedule to commence in Q4 FY27. The remaining Capex budget comprises approximately ₹40 crore for routine maintenance and ₹10 crore to ₹20 crore for lingering payment settlements related to prior greenfield projects.
- **Debt:** Greenlam's total debt as of June 30, 2026, stood at ₹1,012.2 crore, consisting of ₹847.6 crore in long-term debt and ₹164.6 crore in short-term borrowing, down from ₹1,056.4 crore in FY26. **Net debt was at ₹933.7 crore vs. ₹ 940 crore in Q4.** Despite ongoing Capex outflows of ₹130 crore to ₹135 crore, management aims to reduce net debt by approximately ₹100 crore during FY27. With no major capacity expansions planned beyond FY27, future free cash flows will be predominantly directed toward aggressive de-leveraging.

Exhibit 1: Quarter performance

	Q1FY27	Q1FY26	YoY (%)	Q4FY26	QoQ (%)	Comments
Net Sales	796.7	673.8	18.2	857.7	-7.1	Though revenue being positive, the volume degrowth in Laminates due to ongoing crisis and price hikes adversely impacted the total revenue growth
Other Income	6.0	2.5	143.3	2.0	192.2	
Net Purchase of Stock in Trade	-28.4	-25.5	11.1	64.9	-143.7	
Cost of Materials Consumed	403.7	341.8	18.1	350.6	15.1	
Staff cost	168.4	152.7	10.3	155.7	8.1	
Other expenditure	173.2	160.7	7.7	178.2	-2.8	
EBITDA	79.9	44.1	81.1	108.2	-26.2	
EBITDA Margin (%)	10.0	6.5	349 bps	12.6	-260 bps	
Depreciation	35.4	35.1	0.8	35.2	0.7	
Interest	19.5	25.9	-24.8	23.0	-15.5	
PBT	30.9	-14.5	-313.6	52.1	-40.6	
Taxes	9.7	1.2	687.8	11.5	-15.8	
PAT	21.3	-15.4	-238.7	39.5	-46.0	

Source: Company, ICICI Direct Research

Exhibit 2: Change in estimates

(₹ Crore)	FY27E			FY28E			Comments
	Old	New	% Change	Old	New	% Change	
Revenue	3550	3532	-0.5	4072	4030	-1.0	Realigned estimates
EBITDA	445	435	-2.2	572	550	-3.8	
EBITDA Margin (%)	12.5	12.3	-22 bps	14.0	13.7	-39 bps	
PAT	162	158	-2.8	262	251	-4.2	
EPS (₹)	6	6	-2.8	10	10	-4.2	

Source: Company, ICICI Direct Research

Financial summary

Exhibit 3: Profit and loss statement				
	₹ crore			
(₹ Crore)	FY25	FY26	FY27E	FY28E
Net Sales	2,569	3,054	3,532	4,030
YoY Growth	14.3	18.9	15.7	14.1
Gross Profit	1,343	1,642	1,862	2,150
Purchase of Traded Goods	47	38	38	38
Employee benefit expenses	511	616	689	774
Other Expenses	557	692	738	826
EBITDA	275	333	435	550
YoY Growth	(6.8)	21.2	30.7	26.6
Interest	65	96	85	70
Depreciation	114	142	152	159
Other income	11	-	15	18
PBT	106	89	213	339
Exceptional Items	-	(6)	-	-
Total Tax Expense	38	33	55	88
PAT	70	56	158	251
PAT Growth rate	(49.6)	(19.3)	180.4	59.3
Adjusted EPS (Diluted)	2.7	2.2	6.2	9.9

Source: Company, ICICI Direct Research

Exhibit 5: Balance sheet				
	₹ crore			
(₹ Crore)	FY25	FY26	FY27E	FY28E
Liabilities				
Share Capital	26	26	26	26
Reserves & Surplus	1,101	1,154	1,286	1,499
Net Worth	1,125	1,179	1,311	1,524
Total Debt	1,075	1,047	1,009	950
Deferred Tax Liability	7	5	5	5
Total Liabilities	2,909	3,004	3,188	3,435
Gross Block	2,387	2,490	2,615	2,715
Less Accumulated Depreciation	651	792	944	1,103
Net Block	1,737	1,698	1,672	1,612
Net Intangibles	11	10	12	12
Capital WIP	28	9	28	28
Total Fixed Assets	1,737	1,698	1,672	1,612
Non-current Investments	0	1	1	1
Inventory	665	764	884	1,008
Sundry Debtors	157	219	253	289
Long-term loans and advances	1	1	1	1
Cash & Bank Balances	43	64	78	203
Other Current Assets	2	2	2	2
Total Current Assets	867	1,050	1,218	1,502
Trade Payable	415	507	587	669
Other Current Liabilities	53	64	74	85
Short term provision	5	6	6	6
Net Current Assets	395	472	551	743
Total Assets	2,909	3,004	3,188	3,435

Source: Company, ICICI Direct Research

Exhibit 4: Cash flow statement				
	₹ crore			
(₹ Crore)	FY25	FY26	FY27E	FY28E
PAT	69.7	56.3	157.8	251.3
Interest paid	44.3	65.5	96.2	85.0
Depreciation	87.1	113.7	141.5	151.9
Other Income	(30.7)	(27.6)	(6.2)	(15.0)
Cash Flow before wc changes	170.3	207.9	389.3	473.2
Cash generated from operations	39.3	(38.4)	(85.2)	(88.7)
Net cash flow from operating activities	209.6	169.5	304.1	384.5
(Purchase)/Sale of Fixed Assets (Net)	(267.7)	(54.7)	(136.5)	(92.7)
Others	57.0	2.9	6.2	15.0
Net Cash flow from Investing Activities	(210.7)	(51.8)	(130.3)	(77.7)
Interest paid	(44.3)	(65.5)	(96.2)	(85.0)
Proceeds from Long Term Borrowings	76.3	(28.5)	(37.6)	(59.0)
Others	(21.3)	(2.4)	(25.5)	(38.3)
Net Cash flow from Financing Activities	10.7	(96.4)	(159.3)	(182.3)
Net Cash flow	9.7	21.3	14.4	124.6
Opening Cash and Cash Equivalent	32.9	42.6	64.0	78.4
Closing cash and cash equivalents	42.6	63.9	78.4	203.0

Source: Company, ICICI Direct Research

Exhibit 6: Key ratios				
(₹ Crore)	FY25	FY26	FY27E	FY28E
Per share Data (₹)				
Adjusted EPS (Diluted)	2.7	2.2	6.2	9.9
Cash EPS	7.2	7.8	12.1	16.1
BV per share (Diluted)	44.1	46.2	51.4	59.7
Dividend per share	10.2	10.2	25.5	38.3
Operating Ratios (%)				
EBITDA / Net Sales	10.7	10.9	12.3	13.7
PAT / Net Sales	2.7	1.8	4.5	6.2
Debtor Days	22.3	26.1	26.1	26.1
Creditor Days	58.9	60.6	60.6	60.6
Return Ratios (%)				
RoNW	6.2	4.8	12.0	16.5
RoCE	7.1	7.9	11.9	15.4
RoIC	7.0	8.4	12.1	16.5
Valuation Ratios (x)				
EV / EBITDA	31.4	25.8	19.6	15.2
P/E (Diluted)	89.7	111.1	39.6	24.9
EV / Net Sales	3.4	2.8	2.4	2.1
Market Cap / Sales	3.0	2.5	2.2	1.9
Price to Book Value	11.0	12.0	13.0	14.0
Solvency ratios (x)				
Net Debt / Equity	1.0	1.0	1.0	1.0
Net Debt / EBITDA	3.6	2.8	2.0	1.3
Current Ratio	2.1	1.9	1.9	1.9
Quick Ratio	0.7	0.6	0.6	0.6

Source: Company, ICICI Direct Research

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