



# building a bright future

Challenges and  
opportunities for the future  
of the mineral surface  
business

**Giancarlo Crestani**  
Engineered Stone Sales Director

# Mineral Surface Market

## Where is it and where is going ?

It is commonly understood that when many companies offer the same or similar products, new businesses try to attract customers by offering lower prices or promotions to gain a larger share of the market.

This usually happens when a product has already reached a mature stage and is likely moving towards a decline.

**Now, let's examine the key import market data for Engineered Stone in the United States to get a clearer picture of its current status and potential future trends.**



# Market maturity

## Evidence from data

During the first seven months of 2023, five countries - Vietnam, India, Turkey, Spain, and Thailand - collectively held an 82% market share of imported slabs in the US.

Comparatively, these same countries accounted for only 55% of the market share during the same period in 2020.

This significant increase of 50% in their market share corresponds with an average decrease in their selling prices by 13.5%.

Exporting Country	Market share (%)		Selling Price (US\$)	
	2020	2023	2020	2023
Vietnam	14%	23%	103.6	87.8
India	16%	27%	65.2	63.5
Spain	21%	17%	107.1	84
Turkey	3%	4%	84.2	82.8
Thailand	1%	11%	74.7	97.9
Total	55%	82%	92.4	79.9
<b>DIFFERENCE '23 vs. '20</b>	<b>+50%</b>		<b>-13.5%</b>	

Source: US CENSUS

# Market maturity

## Evidence from data

In the first seven months of 2023, the other biggest exporting countries in the US, namely Portugal, Italy, Israel, Germany, Canada, and Belgium, accounted for a market share of imported slabs in the US of 7.3%.

The same countries in the first seven months of 2020 accounted for just 13.8% market share.

The 40% decrease in market share is coming together with an average increase of their selling price of 10.1%.

Exporting Country	Market share (%)		Selling Price (US\$)	
	2020	2023	2020	2023
Portugal	1.3%	1.0%	112.6	105.9
Italy	3.2%	1.2%	100.9	106.4
Israel	8.6%	1.6%	110.4	104.4
Germany	1.2%	0.4%	95.4	119.4
Canada	6.9%	2.9%	122.2	144.6
Belgium	1.6%	0.2%	94.4	140.2
Total	13.8%	8.3%	111.5	122.8
DIFFERENCE '23/'20	-40%		+10.1%	

Source: US CENSUS

# Market maturity

## Evidence from data

In 2023, the group of countries that lowered their selling prices experienced a significant increase in their market share, with a growth rate of over 50%.

On the other hand, countries that did not reduce their prices witnessed a decline in their market share by 67%.

Furthermore, in 2023, Group "A" had prices that were 35% lower than those of Group "B". As a result, the market share of Group "A" countries became 11.2 times larger than that of Group "B" countries.

Group of Countries Exporting in US	GROUP «A» Vietnam, India, Spain, Turkey, Thailand	GROUP «B» Portugal, Italy, Israel, Germany, Canada, Belgium
Av. Selling price 2020 (U\$)	92.4	111.5
Av. Selling Price 2023 (U\$)	79.9	122.8
Av. Market Share 2020	55%	21.9%
Av. Market Share 2023	82%	7.3%

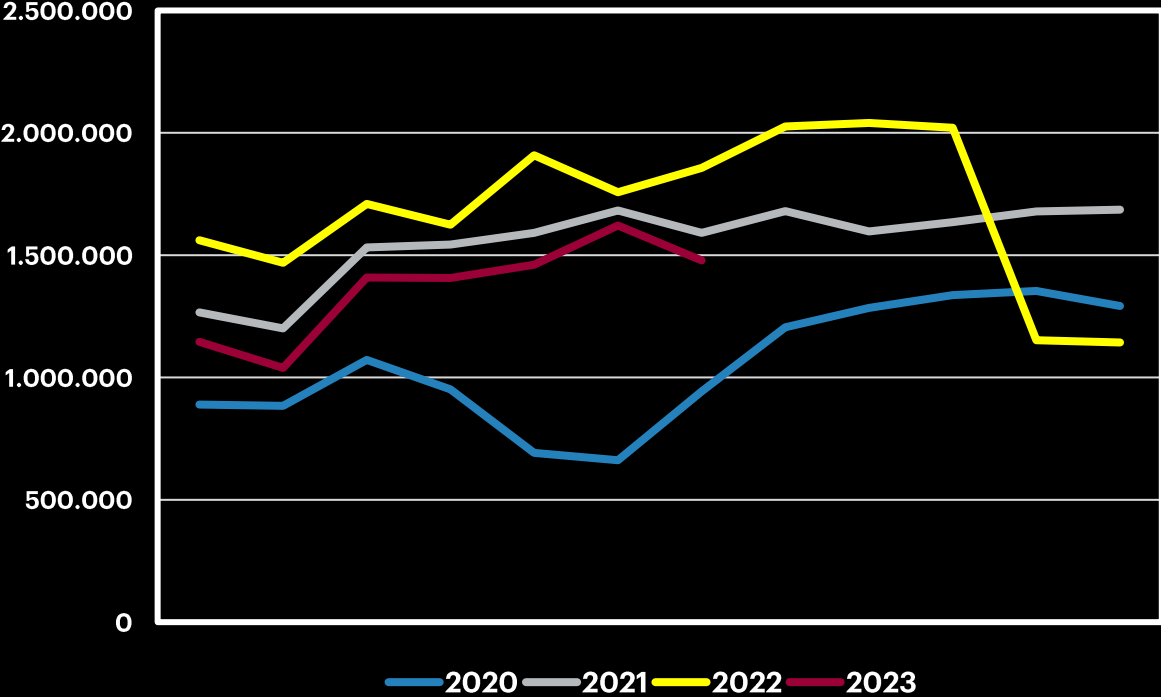
Source: US CENSUS

# Market maturity

## Evidence from data

### US Engineered Stone Total monthly Import

(data expressed in sqm)



Source: US CENSUS

**-20%**

2023 vs 2022

**-8%**

2023 vs 2021

# The rise of emerging countries

## A global phenomenon

Calacatta and Marble Look patterns for mineral surface slabs have experienced remarkable success in key markets such as the United States, Australia, Europe, and Asia over the past decade.

Today, the situation is changing and there are significant downward pressures on prices.

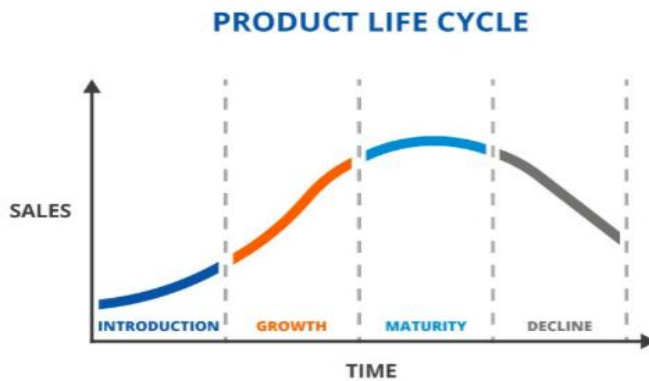
Emerging countries with low labor costs and access to cheaper local raw materials have made the decision to lower their prices in order to expand their market share. In response, other countries are also adopting a similar strategy to avoid losing their position in the market.



# Market maturity

## An increasing competition

The situation described above indicates that mineral surface products have entered the maturity phase and are now moving towards the decline phase.



**In this stage, price has become the main factor influencing customer purchasing decisions, given that competitors are offering similar patterns, such as Calacatta or Marble-like designs.**

# maturity

- Slow increase in sales
- Intense competition
- Promotional prices
- High advertising expenditures
- Profits may start to fall

# decline

- Sales start to fall
- Product loses its appeal
- Stiff competition
- Reduced advertising



**How to deal with such  
situation?**

# Innovation is key

## Breton solutions for the future

To avoid entering the decline phase, as recommended by the product life-cycle theory, and start again from the «Growth» phase, Breton suggests innovating mineral surface products through:

- An impactful aesthetic transformation that goes beyond traditional designs
- A shift towards using alternative industrial materials to create slabs with lower crystalline silica content

These initiatives will enhance brand distinctiveness compared to competitors and allow for higher average selling prices!



# Innovation is key

Breton solutions for the future

## #1

# chromia

Create refined designs through an innovative HD digital printing system for mineral surface slabs, even in full thickness.

[DISCOVER MORE](#)

## #2

# kreos plus

A cutting-edge solution to obtain low crystalline-silica mineral surface slabs with all the beauty of Kreos designs.

[DISCOVER MORE](#)

# Innovation is key

Breton solutions for the future

#3

## KREOS

Breton exclusive technology for producing ultra-thin quartz slabs with reduced over-thickness and exotic exclusive aesthetics.

[DISCOVER MORE](#)

#4

## BIOQUARTZ

The first industrial mineral to produce 100% silica-free mineral surface slabs, keeping the same characteristics as natural quartz in the finished products.

[DISCOVER MORE](#)

# More than a vision

## Market evidence

The accompanying graph serves as concrete evidence supporting the earlier suggestions. Korean slab prices, when imported into the United States, exhibited a substantial increase starting from September 2022 (rising from 80 to 150 US\$ per square meter).

This surge in average selling prices can be attributed to the successful launch of Hyundai's new Kreos slabs in the market during the first half of 2022, proving the crucial importance of differentiate products from standards through new technologies.

Average South-Korea selling price of imported E-Stone slabs in US (usd/sqm)



Source: US CENSUS

# Inspiring excellence

## BretonStone mission

Breton is committed to creating and developing technical solutions that allow its customers to get and maintain their leadership position through finished products of exclusive looking and of absolute quality.

Since its foundation, Breton's philosophy aims to inspire excellence to its customers for supporting their growth to become and remain leaders and innovators in the stone markets.



