Investorstack Research Report

MTAR Technologies Limited

What MTAR Technologies Limited does

MTAR Technologies was founded in 1969 with the original purpose of indigenising advanced technologies for India's post-embargo economy. Over five decades, it has become a specialist in precision-engineered mission-critical systems for three high-barrier sectors: Clean Energy (civil nuclear power, fuel cells, hydropower, wind), Aerospace, and Defence. The company operates nine manufacturing facilities in Hyderabad, Telangana, and employs 3,210 people including contract staff.

The core capability that took decades to build is the ability to manufacture complex, high-reliability mechanical subsystems from raw material sourcing through specialized fabrication, machining, assembly, surface treatment, and testing under one roof. This includes design of build-to-specification products, not just build-to-print. Exports contributed 79% of revenue in FY25, reflecting a strategic shift that began around 2010 to serve global customers.

MTAR is not a commodity parts supplier. It supplies the core of nuclear reactors, liquid propulsion engines for space launch vehicles, cryogenic engine subsystems, and power units for solid oxide fuel cells. The company has relationships with customers that span 40 years in nuclear, 14 years in fuel cells, and over 40 years with ISRO. The switching costs for customers are high because MTAR is qualified on specific assemblies, holds certifications like AS9100D and NADCAP, and has proven its ability to deliver at required quality and scale.

Business segments

MTAR reports revenue across four segments, each with distinct customers, product cycles, and competitive dynamics.

Clean Energy - Civil Nuclear Power (2.7% of revenue)

This segment supplies fuel handling equipment for the core of Pressurised Heavy Water Reactors (PHWRs). Products include fuelling machine heads, bridge and column assemblies, coolant channel assemblies, drive mechanisms, and fuel transfer systems. The customer is exclusively NPCIL for domestic reactors, though MTAR also supplies components for refurbishment of existing reactors. This is not a high-volume business. Orders are project-based, with execution cycles ranging from 1 to 3.5 years. The small revenue share in FY25 reflects a lull between large order cycles; the company expects a significant ramp from FY27 onwards as Kaiga 5&6 and refurbishment orders are executed.

The core capability here is the ability to manufacture components that must operate in radioactive environments with zero failure tolerance. MTAR has been in this business for over 35 years and is one of a handful of qualified suppliers. The segment exists separately because the nuclear supply chain in India is tightly controlled and requires specific certifications and history with NPCIL.

Clean Energy - Fuel Cells, Hydro Power & Others (61.7% of revenue)

This is MTAR's largest segment by a wide margin, and within it, the majority comes from supplying components to Bloom Energy for Solid Oxide Fuel Cells (SOFCs). MTAR produces power units (hot boxes), sheet metal assemblies, enclosures, ASP assemblies, and cable harnesses for Bloom's SOFC and electrolyser systems. The company is Bloom's primary supplier for hot boxes, holding an estimated 50-60% share of that requirement.

The relationship with Bloom Energy started around 2010 and has deepened steadily. As Bloom expands its capacity to meet demand from AI data centers and other commercial customers, MTAR is simultaneously scaling its own production. The company is increasing hot box capacity from 8,000 units to 12,000 by end of FY26, to 20,000 by end of FY27, and to 30,000 in the subsequent year, purely based on demand visibility from Bloom.

Also within this segment: fabricated structures for hydropower (draft tubes, spiral casings) supplied to GE Hydro, Andritz, and Voith; rotor and stator assemblies for wind energy to Regen Power; and enclosures for battery storage to Fluence (currently in prototype stage). These are smaller but growing revenue streams.

Aerospace & Defence (13.9% of revenue)

MTAR supplies components for space launch vehicles, aircraft, and defence systems. On the space side, it manufactures Vikas liquid propulsion engines for PSLV, cryogenic upper stage subsystems (turbo pumps, injector heads, gas generators) for GSLV, electro-pneumatic modules, and satellite valves. The customer is ISRO, and MTAR has been involved since 1983.

For MNC aerospace customers, MTAR supplies engine components, weldment structures, and assemblies to GKN Aerospace, Thales, Israel Aerospace Industries (IAI), Collins Aerospace, Rafael, and Elbit. The company is moving from first-article development to volume production with these customers. A dedicated aerospace facility at Pashamylaram became fully operational in FY25.

In domestic defence, MTAR produces magnesium gearboxes for helicopters, actuation systems for LCA Tejas, aerostructures, canisters, airframes, and valves. It is also qualified for ball screws and roller screws as import substitutes for defence applications.

The segment is capitalising on the global trend of aerospace OEMs diversifying supply chains away from traditional geographies, and on India's push for indigenisation and defence exports.

Products and Others (21.7% of revenue)

This segment covers a range of import substitute products that MTAR has developed over the years: ball screws, roller screws, water lubricated bearings, valves, electro-mechanical actuators, and ASP assemblies. These products find applications across nuclear, defence, aerospace, and clean energy sectors.

The revenue share has grown significantly as MTAR has expanded its product portfolio. Ball screws, for example, were traditionally imported; MTAR has now qualified with Indian defence customers and began exporting ball screws to an MNC customer in FY26. ASP assemblies are supplied to Bloom Energy, and volumes have scaled to over 125,000 units per quarter.

This segment exists separately because these are standardised products with repeat orders, unlike the project-based nature of nuclear or the long-term contracts in aerospace. They provide a recurring revenue stream and demonstrate MTAR's ability to indigenise critical components.

Products and business detail

Nuclear reactor core components

The fuelling machine head is the most critical product; it handles fuel bundles inside the reactor core. Other products: coolant channel assemblies, bridge and column, fuel transfer system, calandria vault top hatch cover. These are manufactured to NPCIL's specifications and must pass stringent quality tests. The buying decision at NPCIL is driven by technical qualification and past delivery performance. Switching costs are extremely high because requalifying a

new supplier for the core of a nuclear reactor takes years. MTAR has been a qualified supplier for over 35 years. Contract structure: purchase orders for specific packages in new reactor projects or refurbishment, with execution over 1-3.5 years.

SOFC power units (hot boxes) and related assemblies

The hot box is the core module of Bloom Energy's solid oxide fuel cell system. MTAR manufactures the complete assembly and ships it to the US. In addition, it produces ASP assemblies (about 16 per hot box), enclosures, and cable harnesses. The buying relationship here is unique: Bloom Energy is heavily dependent on MTAR for timely delivery. MTAR has a dedicated team and has indigenised several components like bellows, fins, and forklift bases to reduce costs and improve margins. The company has a long history of delivering 100% on time and with zero quality issues. The switching cost for Bloom is high because replicating MTAR's manufacturing capability, quality systems, and trained workforce would take significant time. Contract structure: annual pricing contracts with pass-through of raw material price increases; purchase orders are released quarterly based on forecast.

Aerospace propulsion and structures

For ISRO, MTAR produces the Vikas engine used on PSLV, subsystems for cryogenic engines, and electro-pneumatic modules. These are built to ISRO's designs and specifications. The buying decision is based on a proven track record of delivering defect-free hardware for critical missions. The company is also developing the semi-cryogenic engine.

For MNC customers, the business model is typically long-term agreements (with IAI, GKN, Thales) covering multiple product packages. First articles are developed and qualified, then volume production begins. Customers audit MTAR's facilities and processes extensively. The ramp-up is gradual; MTAR completes 80-100 first articles per month, which is well above the industry average of 300 per year. This pace is possible because of the company's engineering depth and flexible manufacturing setup.

Import substitute products

Ball screws are used in actuation systems for nuclear, defence, and aerospace. MTAR developed these indigenously and is now qualified with the Indian defence establishment and an export customer. Roller screws are undergoing certification. Water lubricated bearings are supplied for nuclear coolant pumps. Electro-mechanical actuators are supplied for LCA Tejas and other platforms.

These products follow a different buying dynamic: customers typically have a single or limited set of approved suppliers. Once MTAR qualifies, orders are recurring. The company is also developing new products like valves for naval applications.

New products in development

In FY26, MTAR received first article orders worth INR35 crores for key infrastructure assemblies for AI data centers from a new international customer, with a potential of INR400-500 crores over two years. This is a significant diversification beyond Bloom Energy. The components involve high value addition (around 70%) and specialised manufacturing.

In oil and gas, MTAR has signed a long-term contract with Weatherford for whipstock assemblies, completed first articles, and is building a dedicated plant in an SEZ to be commissioned by September 2026. The plant has a potential revenue run rate of INR450-500 crores over 3-4 years.

Customers

Bloom Energy (USA)

Bloom Energy is MTAR's single largest customer, accounting for the majority of the Clean Energy - Fuel Cells segment revenue. The relationship spans 14 years. Bloom is a leading manufacturer of solid oxide fuel cells, which are used for onsite power generation at data centers, hospitals, and other facilities. Bloom's backlog exceeded USD 12 billion, driven by demand from AI cloud providers and utilities. Key agreements include a $2.65 billion deal with AEP and a partnership with CoreWeave.

For MTAR, Bloom is a strategic partner. The company holds the majority share of Bloom's hot box procurement. Bloom's rapid capacity expansion plans (to 2 GW by end of CY26, 4 GW subsequently) directly translate into demand for MTAR's products. Management has stated they are not concerned about competition from a Taiwanese supplier because of MTAR's innovation, indigenisation efforts, and the fact that demand far outstrips supply.

NPCIL (Nuclear Power Corporation of India)

MTAR has supplied NPCIL for over 35 years. The customer is the sole domestic buyer for nuclear reactor core components. Orders are project-driven and lumpy. In FY25, revenue from this segment was low as orders were pending. In FY26, MTAR received orders of over INR500 crores for Kaiga 5&6, and expects additional orders from refurbishment of five reactors. The government's plan to build 14 new reactors in fleet mode and the entry of private players through the ASHVINI joint venture with NTPC will create a multi-year pipeline.

ISRO and DRDO

ISRO has been a customer since 1983. MTAR supplies engines and subsystems for every PSLV and GSLV launch. The relationship is institutional and stable. DRDO is a customer for defence products like gearboxes, actuators, and ball screws.

MNC Aerospace and Defence

GKN Aerospace, Thales, IAI, Collins Aerospace, Rafael, Elbit are customers that MTAR has onboarded over the past 3-5 years. Contracts are typically long-term with first article development followed by volume production. These customers are attracted by MTAR's cost competitiveness, quality, and ability to handle complex assemblies. The company is also participating in next-generation programs like AMCA, where it is one of eight qualified vendors for structural assemblies.

Others

GE Hydro, Andritz, Voith for hydropower structures. Regen Power for wind components. Fluence for battery storage enclosures (currently paused). Weatherford for oil and gas (long-term contract).

Customer concentration

Customer concentration is a significant factor. Bloom Energy is the dominant revenue contributor in the largest segment. MTAR acknowledges this but is actively diversifying. The entry into oil and gas, the new AI data center customer, and the scaling of aerospace MNC business are all steps to reduce reliance on any single customer. The company has also entered into long-term agreements with IAI, Thales, and GKN, providing multi-year visibility.

Competitive landscape

Industry structure

Precision engineering for strategic sectors like nuclear, space, defence, and fuel cells is characterised by high entry barriers. Companies need certifications like AS9100D (aerospace), NADCAP (special processes), ISO 9001, and customer-specific approvals. The capital investment in advanced CNC machines, heat treatment facilities, and clean rooms is substantial. Building a track record of defect-free deliveries takes years.

In India, MTAR is one of a very small set of suppliers that can handle the full lifecycle from design to production for nuclear and space components. For nuclear, there are perhaps 2-3 qualified suppliers for core components. For ISRO's liquid engines, MTAR is a primary supplier.

Clean Energy - Fuel Cells

For Bloom Energy's hot boxes, the competitive landscape includes a Taiwanese supplier. However, MTAR holds the majority share. Management explicitly stated in the Nov 2025 concall:

> *"I don't think there is any kind of pressure in terms of pricing or tariffs or anything at this point of time. And even Bloom is expecting the tariffs to come down, but let's see how it goes, but that's not going to really affect the plan what we have in place today."*
>
> MD, Q2 FY26 CONCALL (NOV 2025)

MTAR wins because of its engineering depth, indigenisation of components, on-time delivery (100% record), and the fact that the BOM cost of MTAR's supply is a low single-digit percentage of Bloom's total system cost, making price pressure less relevant. The company has also continuously increased its wallet share by adding new products like enclosures and cable harnesses.

Aerospace and Defence

Competitors include other Indian precision engineering firms like Dynamatic Technologies, and global players. However, MTAR differentiates through its ability to handle high-mix, low-volume first articles at a rapid pace (100 per month vs industry average of 300 per year). This speed is a competitive advantage when onboarding new customers. The company's diversification across MNC aerospace and domestic defence also provides resilience.

Nuclear

Entry barriers are extremely high. Only a handful of companies globally are qualified to supply nuclear reactor core components. MTAR's 35-year relationship with NPCIL and its deep understanding of the manufacturing processes required give it a near-monopoly position for certain assemblies.

Where competition is intense

In the broader precision engineering industry, competition for low-complexity parts is high. MTAR avoids that by focusing on complex, mission-critical assemblies. In fuel cells, the Taiwanese competitor is a known factor, but management views it as manageable given demand exceeding supply.

Industry

Fuel Cells

The global fuel cell market was valued at an estimated USD 5.66 billion in 2025 and is projected to reach USD 18.16 billion by 2030, a CAGR of 26.3% (source: annual report). Stationary fuel cells, the segment Bloom operates in, are growing even faster as data centers seek reliable, low-emission power. AI data centers are a major demand driver because of their need for 24/7 uptime and the inability of the grid to always provide it. Bloom Energy has signed landmark deals with AEP, CoreWeave, and others, indicating strong adoption.

Civil Nuclear Power (India)

India currently generates 8.78 GWe of nuclear power, with a target of 22.48 GWe by 2031-32 and 100 GWe by 2047. The government has approved 14 new PHWR reactors in fleet mode. Additionally, five reactors are due for refurbishment. The ASHVINI joint venture between NTPC and NPCIL will add more. Small Modular Reactors (SMRs) are also being developed. For MTAR, this translates into a multi-year order pipeline. The company estimates its addressable equipment scope per reactor is 20-25% of the island, with potential for new products like Calandrias and End Shields. The FY25 annual report noted the government is considering a PLI scheme of INR18,000-20,000 crores for nuclear component manufacturing, which would further boost the ecosystem.

Aerospace and Defence (India)

India's defence production target is Rs. 3,000 billion by FY29, with exports aiming for Rs. 500 billion. The space economy is projected to grow from 2% of the global market to 8% by 2033, reaching USD 44 billion. Government initiatives like the positive indigenisation list, increased FDI limits (74% automatic), and the establishment of IN-SPACe are driving private sector participation. MNC aerospace companies are increasingly looking to India as a supply chain alternative due to capacity constraints in traditional hubs like Europe.

India's place in the global supply chain

India is emerging as a competitive destination for precision engineering across these sectors. The country offers a combination of skilled labour, lower costs, and a growing base of certified suppliers. For fuel cells, India is a key manufacturing base for Bloom Energy's supply chain. For aerospace, India is becoming a hub for components and sub-assemblies. Nuclear is primarily domestic but could open to exports as India develops its own reactor technology.

Import substitution

MTAR has been a key player in import substitution, developing ball screws, roller screws, water lubricated bearings, and other components that were previously imported. This aligns with the government's Atmanirbhar Bharat push. These products have applications across nuclear, defence, and aerospace, reducing India's dependence on foreign suppliers.

Regulation

The industry is heavily regulated. Nuclear products require clearance from the Department of Atomic Energy and NPCIL's quality systems. Aerospace requires AS9100 and NADCAP certifications. Defence requires licences from the Ministry of Defence. These act as significant entry barriers and protect established players like MTAR.

Cyclicality

Clean energy (fuel cells) is driven by global energy transition and data center demand, which is secular. Nuclear is tied to government approval cycles and budgets, which can cause lumpiness. Aerospace and defence have multi-year visibility through program wins. MTAR's diversification across sectors reduces overall cyclicality. The company's long-term contracts in aerospace and oil and gas, and its ability to ramp capacities ahead of demand, provide stability.

Growth triggers

- **Clean energy hot box capacity expansion from 8,000 to 30,000 units**: MTAR is adding capacity in phases, with 12,000 units commissioned by March 2026, targeting 20,000 by end of FY27 and 30,000 by FY28. This is driven directly by Bloom Energy's demand forecast for solid oxide fuel cells, which are increasingly used for AI data center power. (Q3 FY26 concall, Feb 2026; Q4 FY26 concall, May 2026)
- **Nuclear orders of INR500+ crores for Kaiga 5&6 reactors**: These long-awaited fleet orders were received in Q3 FY26 and must be executed over the next 3-3.5 years. Additional orders from refurbishment of five operational reactors, valued at roughly INR250 crores, were deferred from Q4 FY26 to Q1 FY27 but are considered firm. (Q2 FY26 concall, Nov 2025; Q4 FY26 concall, May 2026)
- **New customer for AI data center infrastructure assemblies**: MTAR received first article export orders worth INR35 crores from an international customer for key infrastructure assemblies used in AI data centers. Management sees potential of INR400-500 crores in revenue from this customer over the next two years. (Q4 FY26 concall, May 2026)
- **Oil & gas dedicated plant commissioning by September 2026**: A new plant in the SEZ near Hyderabad airport is being set up for Weatherford, with first articles already approved. Management expects the plant to generate INR450-500 crores of revenue over 3-4 years. (Q4 FY26 concall, May 2026)
- **Aerospace first article completion and volume production ramp**: First articles for IAI are expected to be completed by September 2026, with volume production commencing from October 2026. Management has guided for aerospace revenues of INR150-160 crores in FY27, up from roughly INR100-120 crores in FY26. (Q3 FY26 concall, Feb 2026; Q4 FY26 concall, May 2026)
- **Guidance raised to 80%+ revenue growth for FY27 with 24% EBITDA margin**: The company revised its FY27 revenue growth guidance from 50% to 80%+ (plus/minus 5%) with EBITDA margins of around 24%, citing strong order visibility across clean energy, nuclear, and aerospace. Closing order book for FY27 is estimated at INR5,000 crores. (Q4 FY26 concall, May 2026)

Key risks

- **Customer concentration risk**: A majority of clean energy revenue comes from Bloom Energy, a single customer. While MTAR is diversifying into oil & gas, AI data centers, and aerospace, any disruption in Bloom's business or a shift in its supply chain could materially impact revenue. Management acknowledged this risk in the annual report and is actively onboarding new customers.
- **Execution risk on capacity expansion**: The company is undertaking a significant capacity expansion from 8,000 to 30,000 hot box units, building a new oil & gas plant, and setting up a new facility for clean energy in the SEZ. Delays in commissioning or ramp-up could constrain revenue growth and push margins lower than guided.

- **Geopolitical and tariff risk**: Exports contribute the majority of revenue (79% in FY25), primarily to the US. US tariffs on Indian goods and potential trade policy shifts create uncertainty. While management claims MTAR's technology-intensive products are insulated from tariff impact, the Q2 FY26 revenue dip was partly attributed to "prolonged discussion on tariffs" with customers. (Q2 FY26 concall, Nov 2025)
- **Currency fluctuation risk**: With most revenue in USD and costs partly in INR, a strengthening rupee versus the dollar would compress margins. The company currently relies on a natural hedge (exports exceed imports) and does not actively hedge, as confirmed in the Q4 FY26 concall.
- **Working capital strain from long-gestation projects**: Nuclear and aerospace contracts have long execution cycles (1-3.5 years), requiring significant upfront investment in inventory and work-in-progress. While working capital days improved to 172 days in Q4 FY26 from 278 days in Q3 FY26, the rapid growth could strain cash flows. Management is negotiating better payment terms and advances from customers.
- **Competition in fuel cell hot boxes**: A Taiwanese supplier also manufactures hot boxes for Bloom Energy. While MTAR has the majority wallet share and a long-standing partnership, if the Taiwanese competitor can scale or offer better pricing due to lower tariffs, MTAR could lose share. Management downplays this risk, citing the steep learning curve and their innovation track record.
- **Technology obsolescence**: The fuel cell industry is evolving. If Bloom Energy shifts to a different technology (e.g., PEM electrolysers instead of SOFC) or if a competitor's product gains preference, MTAR's specialized manufacturing could be disrupted. The company invests in R&D and works closely with Bloom on design changes.

Walk the talk

Management's communication over FY26 showed a pattern of raising guidance as visibility improved, while acknowledging some short-term misses.

FY26 Revenue Guidance: In August 2025 (Q1 FY26 concall), management stated:

> *"We remain committed very clearly to our FY '26 guidance of 25% revenue growth and an EBITDA margin of 21%, plus/minus 100 basis points."*

By November 2025 (Q2 FY26 concall), this was revised upward:

> *"We have a revised guidance of 30% to 35% increase in revenues for FY '26"*

The final outcome was approximately 30% revenue growth to INR876 crores. The EBITDA margin, however, came in at 19.5%, missing the 21% guidance by 150 basis points. Management attributed the miss to geopolitical impact on input costs and increased headcount for expansion. This was a minor deviation but worth noting for margin sensitivity.

Nuclear Order Inflows: In August 2025 (Q1 FY26 concall), management predicted:

> *"we anticipate orders close to about INR1,000 crores coming in from the nuclear division over the next 3 to 6 months."*

By November 2025 (Q2 FY26 concall), the expectation narrowed:

> *"the much anticipated fleet reactive orders are expected to be received in the coming weeks, totalling to approximately around INR500 crores for Kaiga 5 and 6"*

The INR500+ crore Kaiga order was indeed received in Q3 FY26, as confirmed in the Feb 2026 concall. However, the remaining INR250 crores from refurbishment orders were deferred from Q4 FY26 to Q1 FY27. Management did not claim disappointment:

> *"the marginal difference is due to some nuclear orders and the defense orders being deferred to the current quarter, which does not have any impact on our business outlook for this year."*
>
> Q4 FY26 CONCALL (MAY 2026)

Capacity Expansion: The plan to expand hot box capacity from 8,000 to 12,000 units by March 2026 was first mentioned in the Q2 FY26 concall (Nov 2025). In the Q4 FY26 concall (May 2026), management confirmed: "initial phase of expansion... already commissioned." The target of 20,000 units by end of FY27 is on track, with infrastructure being built for 30,000 units.

FY27 Guidance Revision: In the Q3 FY26 concall (Feb 2026), guidance for FY27 was set at 50% revenue growth. In the Q4 FY26 concall (May 2026), this was dramatically raised:

> *"we are raising our guidance for FY '27 from 50% revenue growth to 80% plus - revenue growth, plus/minus 5%, with clear EBITDA margins of around 24% for the year"*

This was the most significant walk-the-talk moment: management demonstrated enough confidence from order inflows and capacity readiness to nearly double the growth target. The credibility of this call will be tested in FY27.

Scenarios

Bull case

The bull case unfolds exactly as management guided. Bloom Energy's aggressive expansion accelerates as AI data center demand explodes, and MTAR ramps hot box production from 12,000 to 20,000 units by December 2026 and to 30,000 by FY28, achieving the 80%+ revenue growth in FY27. The new AI data center customer moves from first articles to volume production, adding INR400-500 crores over two years. The oil & gas plant is commissioned on schedule in September 2026, and Weatherford orders ramp quickly as the dedicated facility proves its capability. Nuclear orders flow as expected: refurbishment orders are received in Q1 FY27, and Mahi Banswara (ASHVINI) project tenders result in another large order. Aerospace first articles for IAI are completed by September 2026, leading to volume production. Margins expand to 24% as operating leverage kicks in and the product mix shifts toward higher volumes and fewer first articles. Working capital days continue to improve as customers pay advances. The order book swells to INR5,000 crores by end of FY27, providing multi-year visibility. The stock market recognizes MTAR as a diversified precision engineering powerhouse with structural growth across clean energy, nuclear, aerospace, defence, and oil & gas.

Base case

Revenue growth in FY27 comes in at around 60-70%, lower than the 80%+ guidance but still very strong. Some capacity expansion faces minor delays; the 20,000 hot box capacity is reached by Q1 FY28 instead of December 2026. The new AI data center customer completes first articles but volume orders take longer than expected,

contributing INR200-250 crores over two years instead of INR400-500 crores. Oil & gas plant is commissioned by September 2026 but initial volume orders are cautious, with meaningful revenue only from Q1 FY28. Nuclear orders for refurbishment are received but smaller than anticipated; the Mahi Banswara tender is delayed. EBITDA margins improve to 22-23%, above FY26 levels but below the 24% target, as some input cost pressure persists and the ramp-up costs for new facilities weigh. Working capital days stabilize around 180-200 days. The closing order book reaches INR4,000-4,500 crores, still a strong outcome. The company continues to execute well and build its reputation, but the pace of growth is slightly below the most optimistic projections.

Bear case

The bear case acknowledges the structural risks. A US economic slowdown or a shift in Bloom Energy's strategy (e.g., favouring the Taiwanese supplier or bringing some production in-house) leads to lower-than-expected hot box orders. MTAR's capacity expansion, built on Bloom's aggressive forecast, becomes underutilized. The new AI data center customer does not progress beyond first articles due to design changes or geopolitical hurdles. The oil & gas plant faces commissioning delays, pushing volume production into FY28. Nuclear orders for new reactors (Mahi Banswara, refurbishment) are delayed again due to bureaucratic or contractual issues, as happened historically. Aerospace first articles take longer to convert to volume production. Revenue growth in FY27 falls short of 50%. Margins are squeezed by high fixed costs from the expanded capacity and elevated input costs due to geopolitics. Working capital days spike as inventory builds up for delayed projects. Customer concentration risk becomes a real concern, and the stock market questions the visibility of the order book. MTAR remains a solid niche engineering company but without the explosive growth that the current guidance implies.