Coforge Ltd (NIITEC)

CMP: ₹ 1,685 | Target: ₹ 1,980 (18%) | Target Period: 12 months | BUY

December 29, 2025

Encora - A big bet on AI engineering...

About the stock: Coforge Ltd (Coforge) is a digital services and solutions provider that leverages its domain experience across sectors such as Banking & Financial Services, Insurance, Government, Travel, Transport and Hospitality. It had a strong FY25 with revenue growth of 31.2% in US$ terms & rupee revenue growth of 33.5%.

Key Deal Takeaways

- **Deal Overview:** Coforge to acquire Encora (Encora US Holdco Inc. & Encora Holdings Ltd. (Cayman)) from Advent International, Warburg Pincus & other minority shareholders for an EV of US$2.35bn (~ ₹21,000 crore) via an all-stock share-swap. Deal closure is expected in 4–6 months, subject to approvals.
- **Funding Structure & Valuation:** Equity issuance of US$1.89 bn (~₹17,000 crore) by way of 9.38 crore shares at ₹1,815.91 per share (~20–21% stake for Encora shareholders), with the balance through a bridge loan / potential QIP of up to US$550 million to retire Encora's term debt - implying near-term dilution & capital-raise overhang. **The transaction value implies ~4.5x FY25 EV/Sales or ~3.9x FY26E EV/Sales ; ~3.7x FY25 Price/Sales on equity value ; 20.6x FY26E EV/EBITDA.**
- **Strategic Rationale:** Encora brings – i) AI-native product engineering DNA, and agent-led delivery through AIVA AI platform; ii) Management expects ~US$2bn revenue from AI-led product engineering (~US$1.25bn), cloud (~US$500mn), & data engineering (~US$250mn) over FY27; iii) scales Hi-Tech and Healthcare verticals (each at US$170mn+ run-rate); iv) strengthens near-shore LATAM delivery (+3,100 delivery professionals); v) expands its West & Mid-West US client footprint (North America revenue expected to rise ~50% to US$1.4bn+) & vi) Adds 11 US$10m+ clients with its top 10 client tenures averaging 10+ years.
- **Financial profile of Encora & management guidance:** Encora is expected to deliver ~US$600mn revenue in FY26 with ~19% adjusted EBITDA margin and higher revenue per employee (US$74k vs Coforge's US$69k); the combined business is guided to operate at US$2.5bn revenue run rate, ~14% EBIT margin (post intangible amortization) and be EPS-accretive by FY27.
- **Our Take:** The deal enhances Coforge's structural strengths yet, we turn cautious due to - **(i) potential earnings dilution in FY27 despite management's accretion commentary** and (ii) PE investor stake-sale overhang. Given deal size and leverage/QIP optionality, **we also see risk of multiple compression, until integration progress becomes visible as market sentiment and valuation may remain tightly linked to execution milestones and synergy visibility**.

Rating and Target Price

- Overall, while structurally capability-accretive, **the risk-reward appears execution dependent in the near term**. As per our conservative estimates, we believe there will be an EPS dilution of 2.9%/1.7% in FY27E/FY28E.
- **Thus, while we maintain BUY rating, we reduce our target price to ₹1,980 as we cut our target multiple to 32x on FY28E EPS vs. ₹2,230 at 34x earlier.**

Company Update

ICICI Securities – Retail Equity Research

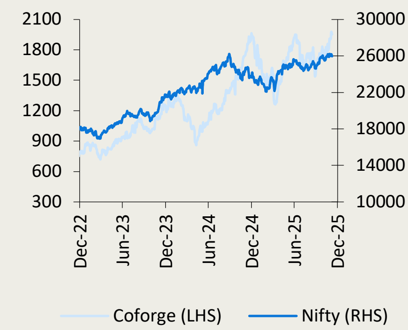
Particulars

Particular	Amount
Market Capitalisation (₹ Crore)	56,472
Total Debt (₹ Crore)	6.7
Cash & Investment (₹ Crore)	1,028.9
EV (₹ Crore)	55,450
52 week H/L	2005/ 1194
Equity capital	66.9
Face value	2.0

Shareholding pattern

	Dec-24	Mar-25	Jun-25	Sep-25
Promoters	-	-	-	-
FII	43	40	37	34
DII	48	50	52	55
Other	10	10	10	11

Price Chart



Key risks

- Lower than anticipated synergies through M&A
- Lower than expected margins

Research Analyst

Bhupendra Tiwary, CFA
bhupendra.tiwary@icicisecurities.com

CA Anjini Sharma
anjini.sharma@icicisecurities.com

Key Financial Summary

Financials	FY23	FY24	FY25	5 Year CAGR (FY20-25)	FY26E	FY27E	FY28E	3 year CAGR (FY25-28E)
Net Sales	8,015	9,179	12,051	NC	16,186	18,867	21,029	20.4%
EBITDA	1,405	1,505	1,998	NC	2,870	3,302	3,785	23.7%
EBITDA Margins (%)	17.5	16.4	16.6		17.7	17.5	18.0	
Net Profit	694	808	839	NC	1,516	1,803	2,150	36.8%
Diluted EPS (₹)	20.7	130.8	127.2		43.6	51.9	61.8	
P/E	81.4	64.4	66.2		38.6	32.5	27.3	
RoNW (%)	22.5	22.3	13.2		21.0	22.0	22.9	
RoCE (%)	27.9	23.6	15.4		20.1	21.5	23.0	

Source: Company, ICICI Direct Research; Note: FY25 numbers are excluding AdvantageGo divestment and thus not comparable (NC); Note: Numbers are excluding Encora deal, pending approvals. Proforma P&L is on page 2.

Exhibit 1: Coforge's Pre and Post Acquisition comparison' EPS accretive in FY27E

Particulars (in US$Mn)	FY27E Proforma Financials* Coforge	Encora	Combined
Revenue	2,136	690	2,826
EBITDA	384	148	533
EBITDA%	18.0%	21.5%	18.9%
Depreciation	86	9	95
Amortization of Intangibles		39	39
EBIT	298	100	399
EBIT%	14.0%	14.5%	14.1%
Interest Cost	20	0	20
PBT	278	100	379
PBT%	13.0%	14.5%	13.4%
Tax	70	21	91
Minority Interest	5		5
PAT	203	79	283
PAT%	9.5%	11.5%	10.0%
Outstanding Shares (# Mn)**	347.7		468.7
EPS (US$)	52.1	58.2	53.7

***Workings outlined assumes a year-on-year revenue growth of 15% in FY27 and cost synergies of US$20Mn.**

(Important Note – Year-on-year Growth of 15% is used for the purposes of illustration and is not a management guidance)

Remarks:

- Transaction is expected to close around Q1FY27 and the financials presented are pro forma in nature.
- Year-on-year revenue growth of 15% in FY27 does not represent management guidance.
- ~90 bps increase in combined EBITDA margin on account of cost synergies.
  - We have assumed cost synergies of only US$20Mn.
- Amortisation assumption is based on an EV of US$2.35Bn.
  - ~20% is expected to be allocated to customer relationships with an estimated useful life of 12 years.
  - This allocation remains subject to final evaluation and will be determined by a Big 4 accounting firm.
- No interest expense has been assumed for retiring term loan in Encora. QIP has been assumed at INR 1815.91 for modelling purposes.
- There are tax benefits on account of amortisation in Encora Group in the US. We have assumed tax benefit of only US$4Mn in FY27E Proforma Financials.
- Proforma Financials do not include any one-time transaction related expenses.

Source: Company, ICICI Direct Research

Exhibit 2: Our take on Pre and Post Acquisition comparison; EPS dilution of 2.9%/1.7% expected in FY27E/FY28E (USD mn)

Particulars	Pre Acquisition FY27E	FY28E	Post Acquisition FY27E	FY28E	% change FY27E	FY28E
Revenue (USD mn)	2,096	2,337	2,756	3,073	31%	32%
EBITDA	367	421	506	575	38%	37%
EBITDA Margin (%)	17.5	18.0	18.4	18.7	5%	4%
Dep & am	86	21	127	135	48%	536%
EBIT	281	399	379	440	35%	10%
EBIT Margin (%)	13.4	17.1	13.8	14.3	3%	-16%
Tax	69	82	85	102	23%	24%
Minority Interest	5	4	5	4	0%	0%
PAT	200	239	247	298	23%	25%
PAT Margin (%)	9.6	10.2	9.0	9.7	-6%	-5%
O/s Shares	34.77	34.77	44.15	44.15	27%	27%
EPS	51.9	61.8	50.4	60.8	-2.9%	-1.7%

Assumptions:

1. Assumed 10% revenue growth for Encora in FY27E and 11.5% (similar to Coforge) for FY28E
2. Built in 21% EBITDA Margins for Encora in FY27E
3. Considered a bridge loan instead of QIP resulting in interest cost for the same
4. ETR = 25%

Source: Company, ICICI Direct Research

Encora Profile

- Encora is a Silicon Valley–born technology services firm with a distinctly AI-native engineering DNA, specializing in software engineering for digital-native companies and Fortune 1000 enterprises.
- Operating at the intersection of Cloud, Data and AI, the company offers capabilities spanning intelligent process design, agent-native product engineering, core modernization, AI foundations, data readiness and AIOps.
- Encora has built AIVA™ - one of the industry's first composable agentic AI platforms which enables organizations to design and orchestrate intelligent, customizable workflows across engineering and business functions.
- Unlike typical AI startups, Encora already operates deeply inside large enterprise environments with long-tenured engineering teams and strong client advocacy, and its delivery model is built around a Human + Agent execution approach with significant internal adoption of agentic tooling and a roadmap toward verticalized agents.

- With a high-skill, AI-native talent base and strong near-shore presence in LATAM (supporting a forward-deployed engineering model), Encora positions itself as a compound engineering asset rather than a labor-arbitrage firm, with the potential to evolve its platform into a scalable services-as-software moat in the emerging AI-led technology services landscape

- Encore had revenue of $516mn for FY25 and expected to do revenue of $600 mn for FY26E with adjusted EBITDA margin of ~19%. Post merger, the combined firm will operate at US$2.5 bn revenue run rate with EBIT margin of 14%.

Exhibit 1: About Encora

Key Highlights

US$600Mn	FY26E Revenue[1]
19%	FY26E EBITDA Margin %[1]
US$74K	Revenue per FTE[2]
~90%	FCF to PAT
~9,100	Global workforce[3]

Company Overview

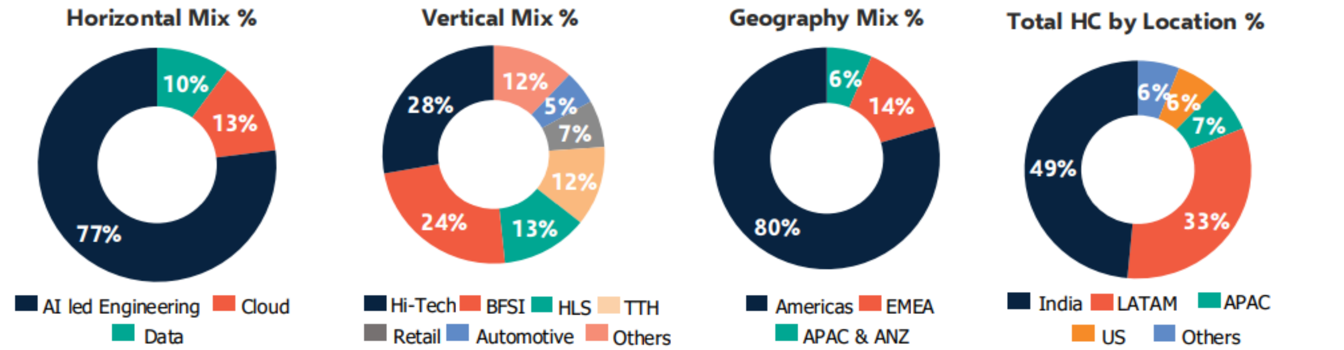
- Born in the Silicon Valley, CA
- One of the select AI-native firms providing services to digital natives and Fortune 1000 enterprises
- Unique distributed delivery footprint
  - 49% headcount in India and 33% in LATAM
- Caters to large & high growth verticals Hi-Tech, Healthcare and BFSI
- AIVA™ – Next-gen AI Engineering & Agentic Orchestration Platform

Client Engagement Size

Size of Account	# of Accounts
> US$10Mn	11
US$5 - US$10Mn	9
US$1 - US$5Mn	111

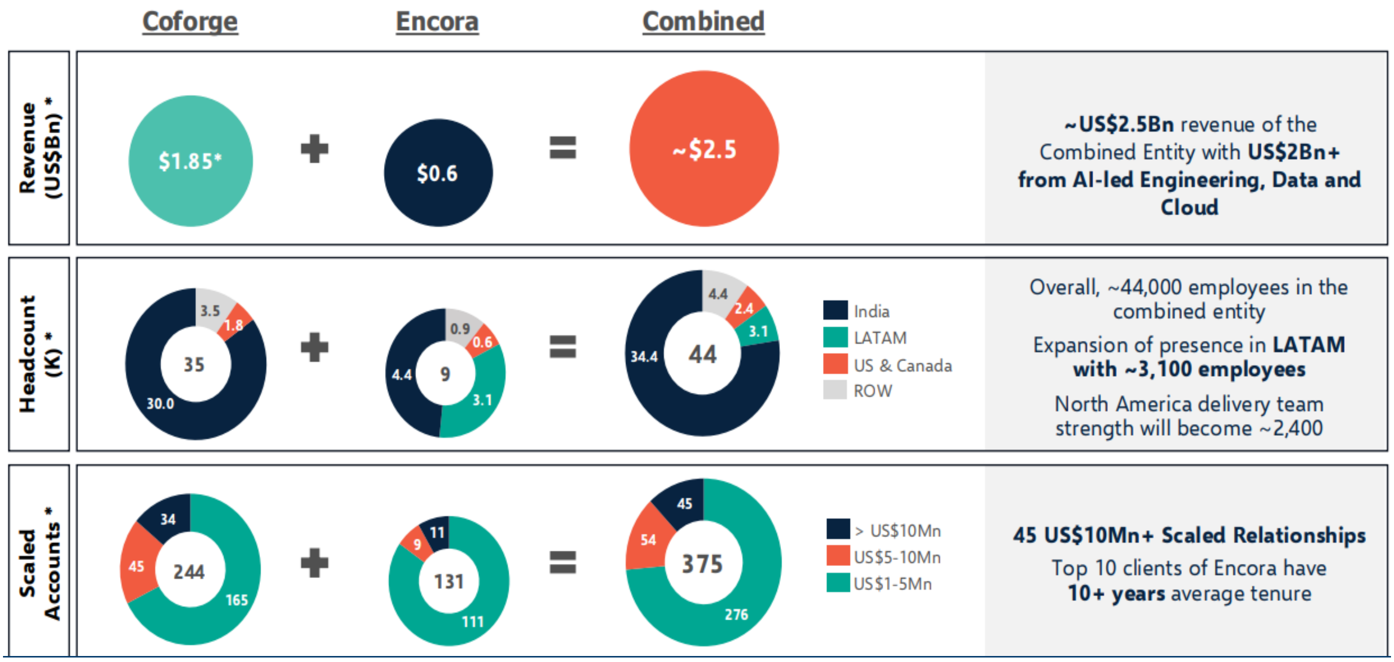
Source: Company, ICICI Direct Research

Exhibit 4: Encora's Revenue Mix (H1FY26) and headcount by location %



Source: Company, ICICI Direct Research

Exhibit 5: Combined Entity: ~US$2.5Bn Tech Services Powerhouse with Global Delivery and Scaled Relationships



Source: Company, ICICI Direct Research

Things to note:

- **Financing via equity issuance and potential QIP:** The sellers, including Advent International and Warburg Pincus, are rolling over into Coforge and not taking any consideration as cash. The all-stock share-swap transaction will be funded through equity issuance of US$1.89 bn (~₹17,000 crore) by way of preferential allotment of 9.38 crore shares at ₹1,815.91 per share (~20–21% stake for Encora shareholders) along with a bridge loan / potential QIP of up to US$550 million to retire Encora's debt. **While the former has led to no cash payout to sellers, the latter raises the prospect of near-term dilution and capital-raising overhang until the final funding structure stabilizes.**

- **Valuation:** The transaction valuation of ~4.5x FY25 EV/Sales (and ~3.9x FY26E) and ~3.7x FY25 Price/Sales on equity value sits at the higher end of digital-engineering benchmarks, but is supported by Encora's ~19% adjusted EBITDA margin, higher revenue-per-employee (US$74k vs Coforge's US$69k), AI-native delivery model and long-tenured enterprise relationships, which together strengthen Coforge's earnings quality mix over the medium term.

- **Management targets FY27 EPS accretion:** While management expects the combined business to operate at ~14% EBIT margin (post-amortization and integration costs) and be EPS-accretive by FY27, **the path to accretion is contingent on synergy capture and integration discipline, even as intangible amortization and integration costs could weigh on reported earnings in the interim.**

- **Integration risk elevated versus past acquisitions due to leadership- and capability-centric nature:** Unlike earlier client-led acquisitions, **Encora is a capability- and leadership-driven transaction, making talent retention, cultural alignment, platform monetization and governance structure critical monitorables;** given the relative size of the deal, integration outcomes will likely determine the sustainability of synergy and margin delivery.

Financial Summary

Exhibit 1: Profit and loss statement ₹ crore

(Year-end March)	FY25	FY26E	FY27E	FY28E
Total op. Income	**12,051**	**16,186**	**18,867**	**21,029**
Growth (%)	31.3	34.3	16.6	11.5
COGS (employee expenses)	8,002	10,662	12,452	13,837
S,G&A expenses	2,051	2,653	3,113	3,407
Total Operating Expenditure	10,053	13,315	15,566	17,244
EBITDA	**1,998**	**2,870**	**3,302**	**3,785**
Growth (%)	32.8	43.6	15.0	14.6
Depreciation	428	684	774	799
Other Income (net)	(108)	(93)	(60)	(60)
PBT	1,463	2,093	2,468	2,926
Total Tax	333	464	621	737
Adjusted PAT	839	1,516	1,803	2,150
Growth (%)	4	81	19	19
Adjusted EPS (₹)	127.2	43.6	51.9	61.8
Growth (%)	(2.8)	(65.7)	18.9	19.2

Source: Company, ICICI Direct Research

Exhibit 2: Cash flow statement ₹ crore

(Year-end March)	FY25	FY26E	FY27E	FY28E
Profit before Tax	1,463	2,093	2,468	2,926
Add: Depreciation	428	684	774	799
(Inc)/dec in Current Assets	(1,182)	(753)	(699)	(552)
Inc/(dec) in CL and Provisions	841	313	512	413
Taxes paid	(396)	(464)	(621)	(737)
CF from op.activities	**1,237**	**1,873**	**2,434**	**2,850**
(Inc)/dec in Investments	-	-	-	-
(Inc)/dec in Fixed Assets	(614)	(486)	(528)	(526)
Others	71	(93)	(60)	(60)
CF from inv. activities	**(2,448)**	**(579)**	**(588)**	**(586)**
Issue/(Buy back) of Equity	2,202	-	-	-
Inc/(dec) in loan funds	(87)	-	-	-
Dividend paid & dividend tax	(510)	(682)	(811)	(967)
CF from fin. activities	**1,675**	**(682)**	**(811)**	**(967)**
Net Cash flow	464	612	1,035	1,297
Exchange difference	10	-	-	-
Opening Cash	321	883	1,496	2,530
Closing Cash	**796**	**1,496**	**2,530**	**3,828**

Source: Company, ICICI Direct Research

Exhibit 3: Balance Sheet ₹ crore

(Year-end March)	FY25	FY26E	FY27E	FY28E
Liabilities				
Equity Capital	67	70	70	70
Reserve and Surplus	6,312	7,148	8,140	9,322
Total Shareholders funds	6,379	7,218	8,210	9,392
Total Debt	7	7	7	7
Provisions	174	174	174	174
Minority Interest / Other NCL	2,932	3,041	3,085	3,125
Total Liabilities	**9,492**	**10,440**	**11,475**	**12,698**
Assets				
Net Block	2,253	2,055	1,809	1,536
Capital WIP	2	2	2	2
Total Fixed Assets	2,256	2,057	1,812	1,538
Goodwill	3,843	3,843	3,843	3,843
Deferred tax assets	329	329	329	329
Debtors	2,577	3,643	4,247	4,733
Other Current Assets	1,156	936	1,091	1,216
Cash	883	1,496	2,530	3,828
Current Investments	146	146	146	146
Total Current Assets	**4,762**	**6,220**	**8,014**	**9,922**
Trade payables	988	1,628	1,898	2,115
Other current liabities	1,721	1,381	1,609	1,794
Short term provisions	71	84	98	109
Total Current Liabilities	2,780	3,093	3,605	4,018
Net Current Assets	1,982	3,127	4,408	5,905
Application of Funds	**9,492**	**10,440**	**11,475**	**12,698**

Source: Company, ICICI Direct Research

Exhibit 4: Key ratios

(Year-end March)	FY25	FY26E	FY27E	FY28E
Per share data (₹)				
Adjusted EPS (Diluted)	24.1	43.6	51.9	61.8
DPS	57	20	23	28
Cash per Share	26.8	43.0	72.8	110.1
BV per share (Diluted)	183.5	207.6	236.1	270.1
Operating Ratios (%)				
EBITDA Margin	16.6	17.7	17.5	18.0
PBT Margin	12.1	12.9	13.1	13.9
PAT Margin	7.0	9.4	9.6	10.2
Debtor days	78	82	82	82
Creditor days	30	37	37	37
Return Ratios (%)				
RoE	13.2	21.0	22.0	22.9
RoCE	15.4	20.1	21.5	23.0
RoIC	18.6	24.9	28.7	34.2
Valuation Ratios (x)				
P/E (Adjusted)	66.2	38.6	32.5	27.3
EV / EBITDA	27.8	19.1	16.3	13.9
EV / Net Sales	4.6	3.4	2.9	2.5
Market Cap / Sales	4.7	3.5	3.0	2.7
Price to Book Value	8.7	8.1	7.1	6.2
Solvency Ratios				
Debt/EBITDA	0.0	0.0	0.0	0.0
Debt / Equity	0.0	0.0	0.0	0.0
Current Ratio	1.3	1.5	1.5	1.5
Quick Ratio	1.3	1.5	1.5	1.5

Source: Company, ICICI Direct Research

RATING RATIONALE

ICICI Direct endeavours to provide objective opinions and recommendations. ICICI Direct assigns ratings to its stocks according to their notional target price vs. current market price and then categorizes them as Buy, Hold, Reduce and Sell. The performance horizon is two years unless specified and the notional target price is defined as the analysts' valuation for a stock

Buy: >15%

Hold: -5% to 15%;

Reduce: -15% to -5%;

Sell: <-15%

Pankaj Pandey | Head – Research | pankaj.pandey@icicisecurities.com

ICICI Direct Research Desk,
ICICI Securities Limited,
Third Floor, Brillanto House,
Road No 13, MIDC,
Andheri (East)
Mumbai – 400 093
research@icicidirect.com

ANALYST CERTIFICATION

I/We, Bhupendra Tiwary, CFA, MBA (Finance), Anjini Sharma, CA, Research Analysts, authors and the names subscribed to this report, hereby certify that all of the views expressed in this research report accurately reflect our views about the subject issuer(s) or securities. We also certify that no part of our compensation was, is, or will be directly or indirectly related to the specific recommendation(s) or view(s) in this report. It is also confirmed that above mentioned Analysts of this report have not received any compensation from the companies mentioned in the report in the preceding twelve months and do not serve as an officer, director or employee of the companies mentioned in the report.

Terms & conditions and other disclosures:

ICICI Securities Limited (ICICI Securities) is a full-service, integrated investment banking and is, inter alia, engaged in the business of stock brokering and distribution of financial products.

ICICI Securities is Sebi registered stock broker, merchant banker, investment adviser, portfolio manager and Research Analyst. ICICI Securities is registered with Insurance Regulatory Development Authority of India Limited (IRDAI) as a composite corporate agent and with PFRDA as a Point of Presence. ICICI Securities Limited Research Analyst SEBI Registration Number – INH000000990. ICICI Securities Limited SEBI Registration is INZ000183631 for stock broker. Registered Office Address: ICICI Venture House, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400 025. CIN: L67120MH1995PLC086241, Tel: (91 22) 6807 7100. ICICI Securities is a subsidiary of ICICI Bank which is India's largest private sector bank and has its various subsidiaries engaged in businesses of housing finance, asset management, life insurance, general insurance, venture capital fund management, etc. ("associates"), the details in respect of which are available on www.icicibank.com.

Investments in securities market are subject to market risks. Read all the related documents carefully before investing.

Registration granted by Sebi and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors. None of the research recommendations promise or guarantee any assured, minimum or risk-free return to the investors.

Name of the Compliance officer (Research Analyst): Mr. Atul Agrawal

Contact number: 022-40701000 E-mail Address: complianceofficer@icicisecurities.com

For any queries or grievances: Mr. Jeetu Jawrani Email address: headservicequality@icicidirect.com Contact Number: 18601231122

ICICI Securities is one of the leading merchant bankers/ underwriters of securities and participate in virtually all securities trading markets in India. We and our associates might have investment banking and other business relationship with a significant percentage of companies covered by our Investment Research Department. ICICI Securities and its analysts, persons reporting to analysts and their relatives are generally prohibited from maintaining a financial interest in the securities or derivatives of any companies that the analysts cover.

Recommendation in reports based on technical and derivative analysis centre on studying charts of a stock's price movement, outstanding positions, trading volume etc as opposed to focusing on a company's fundamentals and, as such, may not match with the recommendation in fundamental reports. Investors may visit icicidirect.com to view the Fundamental and Technical Research Reports.

Our proprietary trading and investment businesses may make investment decisions that are inconsistent with the recommendations expressed herein.

ICICI Securities Limited has two independent equity research groups: Institutional Research and Retail Research. This report has been prepared by the Retail Research. The views and opinions expressed in this document may or may not match or may be contrary with the views, estimates, rating, and target price of the Institutional Research.

The information and opinions in this report have been prepared by ICICI Securities and are subject to change without any notice. The report and information contained herein is strictly confidential and meant solely for the selected recipient and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent of ICICI Securities. While we would endeavour to update the information herein on a reasonable basis, ICICI Securities is under no obligation to update or keep the information current. Also, there may be regulatory, compliance or other reasons that may prevent ICICI Securities from doing so. Non-rated securities indicate that rating on a particular security has been suspended temporarily and such suspension is in compliance with applicable regulations and/or ICICI Securities policies, in circumstances where ICICI Securities might be acting in an advisory capacity to this company, or in certain other circumstances.

This report is based on information obtained from public sources and sources believed to be reliable, but no independent verification has been made nor is its accuracy or completeness guaranteed. This report and information herein is solely for informational purpose and shall not be used or considered as an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments. Though disseminated to all the customers simultaneously, not all customers may receive this report at the same time. ICICI Securities will not treat recipients as customers by virtue of their receiving this report. Nothing in this report constitutes investment, legal, accounting and tax advice or a representation that any investment or strategy is suitable or appropriate to your specific circumstances. The securities discussed and opinions expressed in this report may not be suitable for all investors, who must make their own investment decisions, based on their own investment objectives, financial positions and needs of specific recipient. This may not be taken in substitution for the exercise of independent judgment by any recipient. The recipient should independently evaluate the investment risks. The value and return on investment may vary because of changes in interest rates, foreign exchange rates or any other reason. ICICI Securities accepts no liabilities whatsoever for any loss or damage of any kind arising out of the use of this report. Past performance is not necessarily a guide to future performance. Investors are advised to see Risk Disclosure Document to understand the risks associated before investing in the securities markets. Actual results may differ materially from those set forth in projections. Forward-looking statements are not predictions and may be subject to change without notice.

ICICI Securities or its associates might have managed or co-managed public offering of securities for the subject company or might have been mandated by the subject company for any other assignment in the past twelve months.

ICICI Securities or its associates might have received any compensation from the companies mentioned in the report during the period preceding twelve months from the date of this report for services in respect of managing or co-managing public offerings, corporate finance, investment banking or merchant banking, brokerage services or other advisory service in a merger or specific transaction.

ICICI Securities or its associates might have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the companies mentioned in the report in the past twelve months.

ICICI Securities encourages independence in research report preparation and strives to minimize conflict in preparation of research report. ICICI Securities or its associates or its analysts did not receive any compensation or other benefits from the companies mentioned in the report or third party in connection with preparation of the research report. Accordingly, neither ICICI Securities nor Research Analysts and their relatives have any material conflict of interest at the time of publication of this report.

Compensation of our Research Analysts is not based on any specific merchant banking, investment banking or brokerage service transactions.

ICICI Securities or its subsidiaries collectively or Research Analysts or their relatives do not own 1% or more of the equity securities of the Company mentioned in the report as of the last day of the month preceding the publication of the research report.

Since associates of ICICI Securities and ICICI Securities as a entity are engaged in various financial service businesses, they might have financial interests or actual/beneficial ownership of one percent or more or other material conflict of interest various companies including the subject company/companies mentioned in this report.

ICICI Securities may have issued other reports that are inconsistent with and reach different conclusion from the information presented in this report.

ICICI Securities Limited has not used any Artificial Intelligence tools for preparation of this Research Report.