CorporateOne
FEDERAL CREDIT UNION

Unaudited Financial Statements

and detailed Management's Discussion and Analysis, unaudited consolidated financial statements, and footnotes

Third Quarter 2025

Table of Contents

Management's Discussion and Analysis of Financial Condition and Results of Operations..... 3

Consolidated Balance Sheets..... 9

Consolidated Statements of Income..... 10

Consolidated Statements of Comprehensive Income..... 11

Consolidated Statement of Changes in Members' Equity..... 12

Notes to Consolidated Financial Statements..... 13

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Management's Discussion and Analysis of Financial Condition and Results of Operations

Results of Operations

The following is a summary of Corporate One's results of operations and return on average assets (ROA) for the nine months ended September 30, 2025, and 2024 (dollar amounts in thousands).

	Nine months ended	
	September 30, 2025	September 30, 2024
Net interest income	$ 59,781	$ 55,603
Non-interest income	13,956	12,745
Operating expenses	(35,144)	(32,744)
Other (loss) gain		(139)
Net income	$ 38,593	$ 35,465
DANA for the nine months ended	$ 7,487,760	$ 6,523,491
ROA	0.69%	0.72%

Throughout 2025, our average balances were at levels greater than prior year, and as a result, we recognized $4.2 million more in net interest income as compared to prior year. Non-interest income for the first three quarters of 2025 was greater than non-interest income for the same period of the prior year. We recognized increased income from our wholly-owned CUSOs and brokerage services, as well as increased payment services. The increase in operating expenses year over year primarily relates to an increase in employee salaries and benefits expenses and other operating expenses. It is important that we support our member credit unions in the rapidly changing world of technology and immediate payments in the financial services arena; therefore, we are investing in our staff to ensure they can meet our members' needs efficiently.

Capital Position

As of September 30, 2025, our total regulatory capital (as defined by the NCUA) is $604.8 million, which is an increase of approximately $41.6 million since September 30, 2024. This increase in total regulatory capital is primarily due to earnings.

The NCUA Rules and Regulations, Part 704, governs corporate credit unions. The rules include the capital framework, definitions for various capital instruments, and the capital ratios a corporate credit union must meet.

The table (in thousands) below outlines the components of capital listed in order from lowest to highest priority.

	September 30, 2025	September 30, 2024
Retained earnings	$ 380,360	$ 341,248
Paid in Capital (PIC)	20	20
Perpetual Contributed Capital (PCC)	231,716	228,792
Total regulatory capital account balances	612,096	570,060
Less: CUSO equity and cost investments	(7,312)	(6,894)
Total regulatory capital	$ 604,784	$ 563,166
Less: Unamortized PIC	(20)	(20)
Tier 1 Capital	$ 604,764	$ 563,146

The following summarizes Corporate One's capital ratios as of September 30, 2025, and 2024 (dollar amounts in millions):

	September 30, 2025	September 30, 2024
Retained earnings ratio	5.12%	5.64%
Leverage ratio*	8.14%	9.32%
Tier 1 risk-based capital ratio	26.75%	30.28%
Total risk-based capital ratio	26.75%	30.28%
MDANA^	$ 7,436	$ 6,051
MDANRA^^	$ 2,261	$ 1,860

* NCUA Rules and Regulations §704.2 allows for the deductions from Tier 1 capital to also be deducted from MDANA for use in the Leverage ratio calculation. However, one such deduction was not built into the 5310 calculation and as a result our current 5310, which can result in a slightly different leverage ratio. For September 2025 and 2024, our 5310 reports an 8.13% and 9.31% leverage ratio, respectively.
^Moving Daily Average Net Assets
^^Moving Daily Average Net Risk-Weighted Assets

While ratios have decreased year over year, the change is due to increases to our average assets driven by increased deposits from our members. Our dollar capital continues to grow through earnings, and we continue to exceed all NCUA's required capital ratios (see table below).

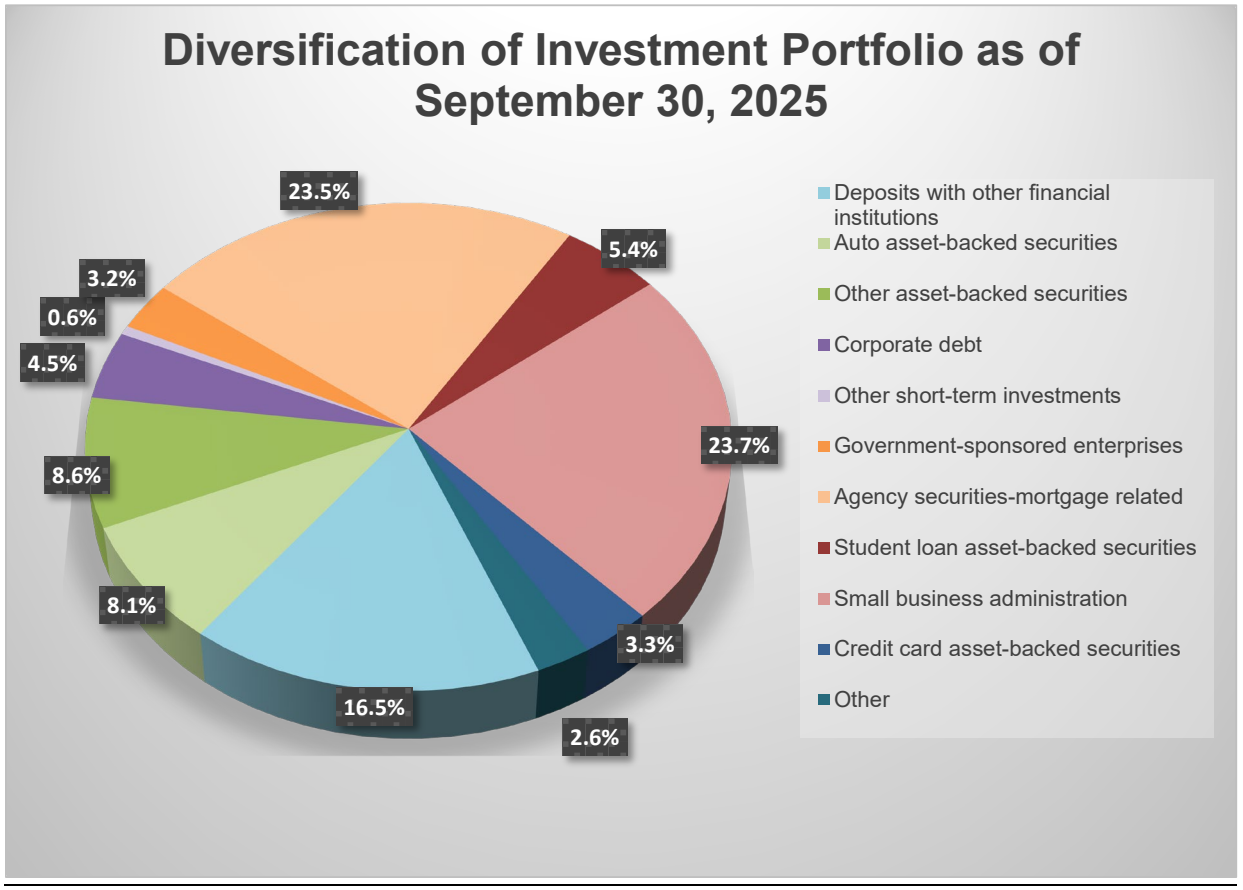
The following summarizes the NCUA requirements for the various capital ratios:

	Well Capitalized	Adequately Capitalized
Retained earnings ratio	0.45%	0.45%
Leverage ratio	5.00%	4.00%
Tier 1 risk-based capital ratio	6.00%	4.00%
Total risk-based capital ratio	10.00%	8.00%

See Footnote 8 for more information regarding the capital requirements of the regulation.

Credit Risk Management

We actively manage our balance sheet to ensure it is well diversified. We purchase investments based on high credit ratings, as determined by our balance sheet risk management department and our internal standards, or issued by agencies of the U.S. government, or by other regulated depository institutions. Corporate One's portfolio diversification as of September 30, 2025, is shown in the figure below.



Our portfolio remains well diversified. Ninety-five percent of the amortized cost of our portfolio is in cash and cash equivalents, other short-term investments, agencies, and securities rated “A” or higher, as assigned by Nationally Recognized Statistical Rating Organizations (NRSROs). Of the deposits we hold with other financial institutions, 94.6 percent is held at the Federal Reserve.

Market/Spread Risk

Because we invest in securities, we are also exposed to market risk due to liquidity and credit spreads. Market risk is realized should it become necessary to liquidate a position during a down period in the cycle. We typically classify our securities as available-for-sale, and as of September 30, 2025, we do not have any securities classified as held-to-maturity. The available-for-sale classification allows us the flexibility to sell securities should we require liquidity, find value in other market sectors, or come upon other opportunities. Portfolio diversification helps mitigate market risk, and the diversity in our portfolio allows us to execute trades in various sectors when the need or opportunity arises.

Interest Rate Risk Management

Our primary interest-rate-risk measurement tool is a NEV test. NEV is defined as the fair value of assets less the fair value of liabilities. The purpose of the NEV test is to determine whether Corporate One has sufficient capital to absorb potential changes to the market value of our assets and liabilities given sudden changes in interest rates.

NEV scenarios are performed monthly, testing for sudden and sustained increases or decreases in interest rates of 100, 200 and 300 bps. Our NEV ratio remains well above the minimum NCUA requirement of two percent. Overall, our NEV ratio at September 30, 2025, was 8.29 percent in the base case and 7.50 percent in the 300-bps rise in rate stress scenario.

The structure of our balance sheet results in minimal interest-rate risk. When members deposit funds with us, we can invest those funds in a variety of financial instruments that closely match the repricing characteristics of the underlying deposit, resulting in minimal mismatch. This minimal interest rate risk is demonstrated by the low percentage in NEV change between the base scenario and a 300 bps rise-in-rates scenario. Also, this percentage in NEV change is well within the maximum decline required by the NCUA. Corporate One operates with expanded Part 1 authority due to our strong capital position which allows for up to a 35 percent change in NEV from base.

A summary of Corporate One’s NEV calculation as of September 30, 2025, and 2024 is shown below (dollar amounts in thousands).

	Net Economic Value	NEV Ratio	Actual Dollar Change from Base	Percentage Change from Base
As of September 30, 2025				
300 bps rise in rates	$ 545,547	7.50%	$ (63,056)	-10.36%
200 bps rise in rates	$ 573,741	7.86%	$ (34,862)	-5.73%
100 bps rise in rates	$ 593,897	8.11%	$ (14,706)	-2.42%
Base scenario	$ 608,603	8.29%		
100 bps decline in rates	$ 620,047	8.43%	$ 11,444	1.88%
200 bps decline in rates	$ 629,943	8.55%	$ 21,340	3.51%
300 bps decline in rates	$ 640,285	8.67%	$ 31,682	5.21%

	Net Economic Value	NEV Ratio	Actual Dollar Change from Base	Percentage Change from Base
As of September 30, 2024				
300 bps rise in rates	$ 526,987	7.77%	$ (43,613)	-7.64%
200 bps rise in rates	$ 549,802	8.08%	$ (20,798)	-3.65%
100 bps rise in rates	$ 563,778	8.26%	$ (6,822)	-1.20%
Base scenario	$ 570,600	8.36%		
100 bps decline in rates	$ 574,258	8.40%	$ 3,658	0.64%
200 bps decline in rates	$ 576,687	8.43%	$ 6,087	1.07%
300 bps decline in rates	$ 579,549	8.47%	$ 8,949	1.57%

While our NEV ratios show a slight decline from 2024 levels, it is important to note that our dollar value NEV has increased in the base case by $38 million. This ratio uses our month-end assets as the denominator, and at September 30, 2025, assets are $516 million greater than our September 30, 2024, assets.

Liquidity Risk Management

Liquidity risk is one of the most important risks we manage. With every deposit we accept, we understand that we need to appropriately manage our liquidity to ensure our members have access to those funds when needed. Accordingly, we have certain daily management strategies that we employ, as well as more long-term, overarching liquidity strategies.

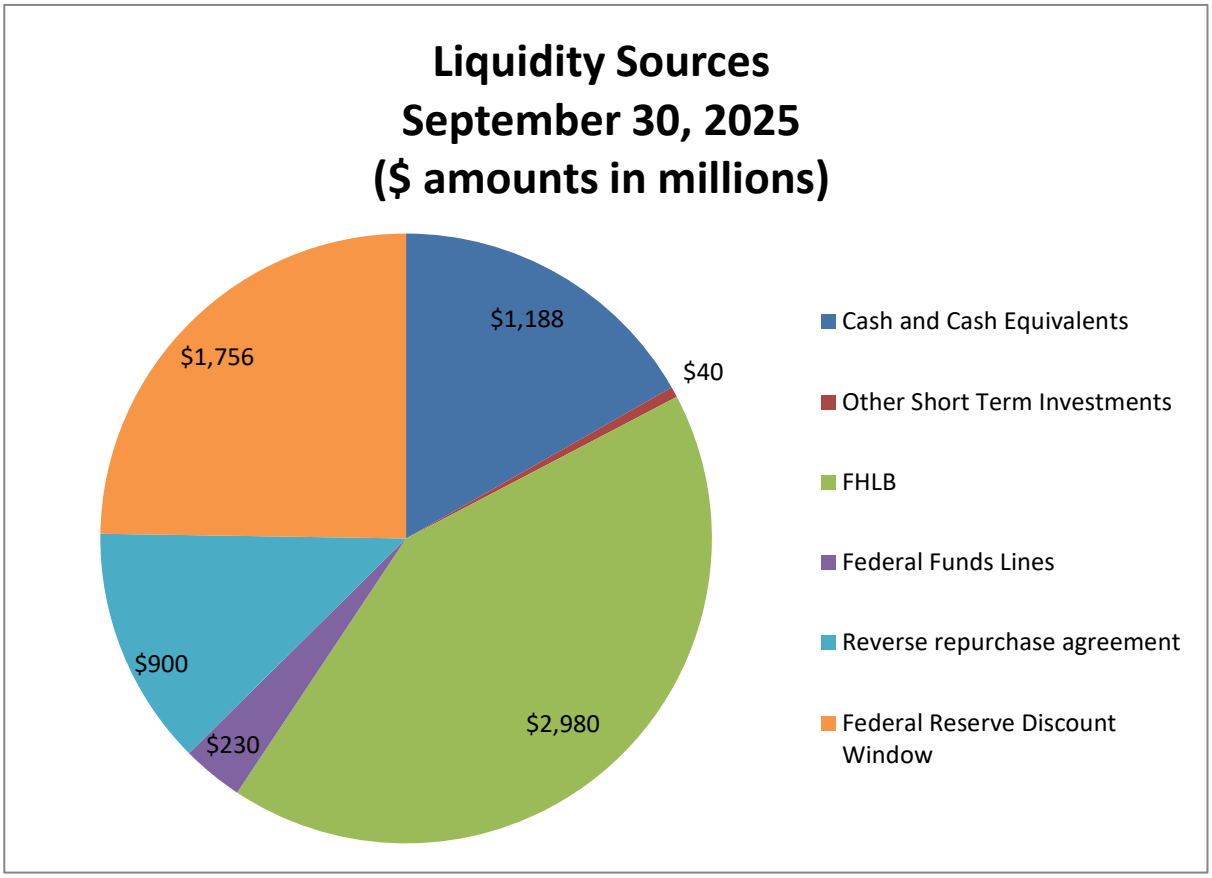
We constantly monitor our members' demands on our liquidity and evaluate the adequacy of our liquidity sources. To meet day-to-day member liquidity requirements, we keep a portion of our assets very liquid. As of September 30, 2025, we had approximately $1.19 billion in cash and cash equivalents and $39.9 million in other short-term investments. These investments consist of commercial paper issued by A-rated companies and are expected to be converted into cash within one year. In addition, we strive to buy securities with readily determined market values that can be sold or borrowed against to generate liquidity.

We also mitigate our liquidity risk by monitoring our top depositors. We have limits on the maximum any one credit union may deposit with us. By striving to diversify our shares and member base, we shield ourselves from the risk of sudden withdrawals by large depositors. As of September 30, 2025, our single largest depositor represented 7.5 percent of our total member shares.

Corporate One's borrowing capacity (total existing lines less borrowings outstanding) at September 30, 2025, was approximately $5.64 billion. We maintain a line of credit with the Federal Home Loan Bank of Cincinnati (FHLB) of approximately $2.98 billion. This line of credit is secured by certain investments held in safekeeping at the FHLB. In addition, we maintain a reverse repurchase agreement with another party, totaling $900 million. This agreement is secured using certain of our asset-backed securities as collateral, and we have recently tested this source to ensure that it represents a viable liquidity source. Also, we maintain $230 million of federal funds lines with various financial institutions. The federal funds lines do not require collateral for overnight borrowing.

We have been granted primary credit with the Federal Reserve Bank. Primary credit is available to generally sound depository institutions on a very short-term basis, typically overnight, at a rate above the Federal Open Market Committee's (FOMC) target rate for federal funds. All extensions of credit must be secured to the satisfaction of the lending reserve bank by collateral that is acceptable for that purpose. Corporate One's borrowing capacity at the Fed Discount Window was approximately $1.76 billion at September 30, 2025.

The chart below details our available sources of liquidity.



Although Corporate One's on-balance-sheet loan portfolio is small, we have total outstanding advised lines and letter of credit commitments to members of approximately $9.65 billion as of September 30, 2025. All outstanding line of credit commitments are collateralized by specific or general pledges of assets by members. Commitments to extend credit to members remain effective, as long as there is no violation of any condition established in the agreement. Advances on these commitments generally require repayment within one year of the advance. Since a portion of the commitments is expected to terminate without being drawn upon, the total commitment amounts do not necessarily represent future cash requirements.

Consolidated Balance Sheets (unaudited)

CORPORATE ONE FEDERAL CREDIT UNION
CONSOLIDATED BALANCE SHEETS

Assets	**September 30, 2025**	**September 30, 2024**
Cash and cash equivalents	$ 1,188,419,836	$ 1,443,883,999
Other short term investments	39,864,978	
Investments in financial institutions	56,588,600	59,529,700
Securities available for sale, at fair value	5,747,204,204	5,001,161,709
Loans	133,561,005	174,176,247
Accrued interest receivable	47,115,494	49,786,769
Goodwill	3,395,730	3,395,730
Other assets	128,191,275	96,111,615
TOTAL ASSETS	7,344,341,122	6,828,045,769
Liabilities and Members' Equity		
Liabilities:		
Settlement and regular shares	6,046,078,592	5,556,881,630
Share certificates	408,687,923	382,814,163
Borrowed funds	230,000,000	269,000,000
Dividends and interest payable	10,464,404	10,590,150
Accounts payable and other liabilities	37,313,108	34,771,080
TOTAL LIABILITIES	6,732,544,027	6,254,057,023
Members' equity:		
Perpetual contributed capital	231,716,474	228,792,520
Retained earnings	380,360,063	341,247,698
Accumulated other comprehensive (loss) income	(279,442)	3,948,528
TOTAL MEMBERS' EQUITY	611,797,095	573,988,746
TOTAL LIABILITIES AND MEMBERS' EQUITY	$ 7,344,341,122	$ 6,828,045,769

See accompanying notes to consolidated financial statements.

Consolidated Statements of Income (unaudited)

	Nine Months Ended	
	September 30, 2025	**September 30, 2024**
Interest Income:		
Investments	$278,649,133	$281,088,318
Loans	5,419,678	6,834,888
Total Interest Income	284,068,811	287,923,206
Dividend And Interest Expense:		
Shares	205,129,740	207,226,402
Borrowed funds and other	19,158,364	25,093,481
Total Dividend And Interest Expense	224,288,104	232,319,883
Net Interest Income	59,780,707	55,603,323
Non-Interest Income	13,955,902	12,745,132
Salaries and employee benefits	25,615,907	23,860,423
Office operations and occupancy expense	7,065,827	6,632,453
Other operating expenses	2,461,701	2,250,812
Total Operating Expenses	35,143,435	32,743,688
Net Loss on Financial Instruments:		
Net loss on sales of securities		(139,173)
Net Loss on Financial Instruments		(139,173)
Net Income	$38,593,174	$35,465,594

See accompanying notes to consolidated financial statements.

Consolidated Statements of Comprehensive Income (unaudited)

	Nine Months Ended	
	September 30, 2025	September 30, 2024
Net Income	$ 38,593,174	$ 35,465,594
Other comprehensive (loss) income:		
Change in net unrealized loss on available-for-sale securities	1,262,253	35,101,207
Change in net unrealized gain on cash flow hedge	(385,879)	275,411
Reclassification adjustment recognized in earnings for net interest on daily market accounts	(905,521)	(1,164,612)
Reclassification adjustment recognized in earnings for net loss on sales of securities		139,173
Total other comprehensive (loss) income	(29,147)	34,351,179
Comprehensive Income	$ 38,564,027	$ 69,816,773

See accompanying notes to consolidated financial statements.

Consolidated Statement of Changes in Members' Equity for the Nine Months Ended September 30, 2025 (unaudited)

	Perpetual Contributed Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Total Members' Equity
Balance At January 1, 2025	$ 228,792,520	$ 350,193,736	$ (250,295)	$ 578,735,961
Net income		38,593,174		38,593,174
Other comprehensive loss			(29,147)	(29,147)
Issuance of PCC	2,923,954			2,923,954
Dividends on PCC, net		(8,426,847)		(8,426,847)
Balance at September 30, 2025	$ 231,716,474	$ 380,360,063	$ (279,442)	$ 611,797,095

See accompanying notes to consolidated financial statements.

Notes to Consolidated Financial Statements

1. Organization

The purpose of Corporate One is to foster and promote the economic well-being, growth, and development of our membership base through fiscally responsible and effective funds management, along with loan, investment, digital, and correspondent services for the ultimate benefit of our credit union members. Corporate One's national field of membership includes state- and federally chartered credit unions and other credit union organizations throughout the United States. Corporate One's Board of Directors is composed of executive management from Corporate One's member credit unions. Corporate One also wholly owns two active credit union service organizations (CUSOs): Lucro Commercial Solutions, LLC (Lucro) and Accolade Investment Advisory, LLC (Accolade). The consolidated financial statements include the accounts of Corporate One and our wholly owned CUSOs. All significant intercompany accounts and transactions have been eliminated.

2. Reclassifications

Some items in the prior year financial statements were reclassified to conform to the current presentation. These reclassifications had no effect on prior years total assets, total liabilities and members' equity, or net income.

3. Cash and Cash Equivalents

Cash and cash equivalents include cash, amounts due from depository institutions and federal funds sold. To further diversify our liquidity options, we elect to voluntarily hold Reg D reserves in order to gain access to the Federal Reserve Discount Window.

4. Other Short-Term Investments

Other short-term investments are liquid investments expected to be converted into cash within one year. These investments consist of commercial paper issued by A-rated companies that are unsecured, asset-backed commercial paper, which pay a fixed rate of interest.

5. Investments in Financial Institutions

Investments in financial institutions at September 30, 2025, and 2024 are summarized as follows (in thousands):

	September 30, 2025	September 30, 2024
Federal Home Loan Bank stock	$ 50,637	$ 49,114
Certificates of deposit	5,952	10,416
Total investments in financial institutions	$ 56,589	$ 59,530

6. Securities

Corporate One holds debt securities classified as available-for-sale. This classification is made when debt securities might be sold before maturity. Available-for-sale securities are carried on the balance sheet at fair value. Unrealized gains and losses on available-for-sale securities are excluded from earnings and are reported as a separate component of members' equity. Such securities may be sold in response to changes in interest rates, changes in prepayment risk or other factors.

The amortized cost and fair value of available-for-sale securities at September 30, 2025, and 2024 are as follows (in thousands):

	September 30, 2025		
	Amortized Cost	Fair Value	Net Unrealized Gain (Loss)
Available-for-sale securities:			
Mortgage-related securities-agency	$ 1,681,963	$ 1,680,415	$ (1,548)
Asset-backed securities	1,811,350	1,809,615	(1,735)
Small business administration	1,705,635	1,705,781	146
Government-sponsored enterprises	230,059	230,263	204
Corporate debt securities	320,921	321,130	209
Total available-for-sale securities	$ 5,749,928	$ 5,747,204	$ (2,724)

	September 30, 2024		
	Amortized Cost	Fair Value	Net Unrealized Gain (Loss)
Available-for-sale securities:			
Mortgage-related securities-agency	$ 1,512,255	$ 1,511,106	$ (1,149)
Asset-backed securities	1,654,952	1,645,680	(9,272)
Small business administration	1,352,705	1,364,171	11,466
Treasury notes	9,987	9,910	(77)
Government-sponsored enterprises	180,086	180,420	334
Corporate debt securities	290,328	289,875	(453)
Total available-for-sale securities	$ 5,000,313	$ 5,001,162	$ 849

Accounting guidance defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value hierarchy exists in this guidance, which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. We are required to use the highest level of valuation available. The standard describes three levels of inputs that may be used to measure fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that Corporate One has the ability to access as of the measurement date.

Level 2: Significant other observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, and other inputs that are observable or can be corroborated by observable market data.

Level 3: Significant unobservable inputs that reflect Corporate One's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

Assets measured at fair value on a recurring basis are summarized below as of September 30, 2025 (in thousands).

Available-for-sale securities	Total Fair Value	Fair Value Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Mortgage-related securities-agency	$ 1,680,415		$ 1,680,415	
Asset-backed securities:				
Student loans-FFELP	362,546		362,546	
Student loans-private	17,871		17,871	
Credit cards	231,381		231,381	
Automobiles	579,866		579,866	
Other	617,951	$ 343,133	274,818	
SBA securities	1,705,781		1,705,781	
Government-sponsored enterprises	230,263	120,341	109,922	
Corporate debt securities	321,130	200,136	120,994	
Total available-for-sale securities	$ 5,747,204	$ 663,610	$ 5,083,594	

We evaluate all our securities for credit losses at least semi-annually, and more frequently when economic or market conditions warrant such an evaluation. For available-for-sale securities in an unrealized loss position, management considers the extent and duration of the unrealized loss, and the financial condition and near-term prospects of the issuer. Management also assesses whether it intends to sell, or it is more likely than not that it will be required to sell, a security in an unrealized loss position before recovery of its amortized cost basis. If either of the criteria regarding intent or requirement to sell is met, the entire difference between amortized cost and fair value is recognized as a write-down through earnings. For debt securities that do not meet the afore-mentioned criteria, management evaluates whether the decline in fair value has resulted from credit losses or other factors. If this assessment indicates that a credit loss exists, the present value of cash flows expected to be collected from the security are compared to the amortized cost basis of the security. If the present value of cash flows expected to be collected is less than the amortized cost basis, a credit loss exists and an allowance for credit losses is recorded for the credit loss, limited by the amount that the fair value is less than the amortized cost basis. Any impairment that has not been recorded through an allowance for credit losses is recognized in other comprehensive income. As of September 30, 2025, we believe the gross losses on all these securities are temporary and that fair values will approximate amortized costs as the securities near maturity, and that no valuation allowance for recognizing credit losses was necessary.

7. Borrowed Funds

As a member of the FHLB of Cincinnati, Corporate One is eligible to take advantage of the FHLB's numerous credit products and advances. Advances and borrowings from the FHLB are required to be collateralized by securities held in safekeeping by the FHLB. At September 30, 2025, and 2024, Corporate One had securities held in safekeeping at the FHLB with fair values of approximately $3.65 billion and $3.05 billion, respectively, which provided a borrowing capacity of approximately $2.98 billion and $2.80 billion, respectively. At September 30, 2025, and 2024, Corporate One had $230.0 million and $269 million, respectively, in overnight borrowings outstanding with the FHLB. We also maintain $230.0 million of federal funds lines with various financial institutions. The federal funds lines do not require collateral for overnight borrowing. As of September 30, 2025, and 2024, no overnight borrowings were outstanding on our federal funds lines.

We have been granted primary credit with the Federal Reserve Bank. Primary credit is available to generally sound depository institutions on a very short-term basis, typically overnight, at a rate above the FOMC's target rate for federal funds. All extensions of credit must be secured to the satisfaction of the lending Federal Reserve Bank by collateral that is acceptable for that purpose. At September 30, 2025, and 2024, Corporate One had securities and commercial loans held in safekeeping at the Federal Reserve Bank with fair values of approximately $1.89 billion and $1.59 billion, respectively, which provided a borrowing capacity of approximately $1.76 billion and $1.38 billion, respectively. There were no amounts outstanding on the line of credit with the Federal Reserve Bank as of September 30, 2025, and 2024.

8. Derivatives

Corporate One uses derivative instruments primarily to minimize the effects of interest rate volatility on net interest income. The derivative financial instruments are recorded in the Consolidated Balance Sheet as either an asset or a liability (under Other Assets or Accounts Payable and Other Liabilities) and measured at fair value.

Cash Flow Hedges: An interest rate swap with a notional amount totaling $31.5 million as of September 30, 2025, was designated as a cash flow hedge of a portion of our daily overnight market share accounts and was determined to be highly effective during all periods presented. The gain or loss on the derivative is reported in other comprehensive income and is reclassified into earnings in the same periods during which the hedged transaction affects earnings. Corporate One expects the hedge to remain effective during the remaining term of the swap. As of September 30, 2024, there was $31.5 million in a cash flow hedge outstanding.

Fair Value Hedges: Twenty-four interest rate swaps with notional amounts totaling $568.7 million as of September 30, 2025, were designated as fair value hedges. Twenty-one fixed-rate available-for-sale securities and two transactions tied to a term loan were determined to be effective during all periods presented. The gain or loss on the derivatives, as well as the offsetting loss or gain on the hedged items attributable to the hedged risk, are recognized in current earnings as fair value changes. Corporate One expects the hedges to remain effective during the remaining term of the swaps. As of September 30, 2024, there were $576.2 million fair value hedges outstanding.

The notional amount and fair value of the derivatives on a gross basis at September 30, 2025, and 2024, are as follows (in thousands):

	September 30, 2025		September 30, 2024	
	Notional Amount	**Fair Value**	**Notional Amount**	**Fair Value**
Included in other assets:				
Derivatives designated as hedging instruments:				
Interest rate swaps – Cash flow	$ 31,470	$ 2,445	$ 31,470	$ 3,099
Interest rate swaps – Fair value	568,713	2,008	576,213	5,346
Total included in other assets	$ 600,183	$ 4,453	$ 607,683	$ 8,445

Corporate One's interest rate swaps are with US Bank. The hedges require collateral when they exceed certain thresholds of the fair value to protect from counterparty default. As of September 30, 2025, Corporate One held collateral from US Bank in the amounts of $5.27 million and $6.41 million related to fair value and cashflow hedges, respectively. As of September 30, 2024, Corporate One held collateral from US Bank in the amounts of $11.82 million and $6.85 million related to fair value and cashflow hedges, respectively.

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