

Estimate change	
TP change	
Rating change	

Bloomberg	360ONE IN
Equity Shares (m)	405
M.Cap.(INRb)/(USDb)	471.5 / 5.4
52-Week Range (INR)	1318 / 766
1, 6, 12 Rel. Per (%)	4/14/1
12M Avg Val (INR M)	1167

Financials & Valuations (INR b)

Y/E March	2025	2026E	2027E
Net Revenues	24.5	30.5	35.9
Opex	12.2	16.1	18.2
Core PBT	12.3	14.4	17.7
PAT	10.2	12.6	15.8
EPS	25.8	31.1	36.9
EPS Grw (%)	15.3	20.4	18.7
BV	179.7	202.6	242.3
Ratios			
RoE (%)	19.3	16.5	17.0
Div. Payout (%)	23.2	60.0	80.0
Valuations			
P/E (x)	45.0	37.3	31.4
P/BV (x)	6.5	5.7	4.8
Div. Yield (%)	0.5	1.6	2.5

Shareholding pattern (%)

As On	Jun-25	Mar-25	Jun-24
Promoter	6.3	14.2	15.8
DII	7.9	8.5	8.7
FII	68.5	67.2	64.6
Others	17.3	10.1	10.9

FII Includes depository receipts

CMP: INR1,165 TP: INR1,400 (+20%) Buy

Strong inflows and better yields drive ARR income beat

- 360 One WAM (360ONE) reported operating revenue of INR7.6b (in-line), reflecting a 30% YoY growth. For 1HFY26, revenue grew 20% YoY to INR14.2b. Revenue growth was driven by a 39% YoY growth in ARR income to INR5.5b (6% beat), and 9% YoY growth in TBR income to INR2.1b (in-line).
- ARR AUM rose 22% YoY to INR2.9t (in-line), while TBR AUM grew 34% YoY to INR2.2t (in-line), taking the total AUM to INR5.1t (+27% YoY).
- Cost-to-income ratio at 52.4% increased by 160bp YoY (MOFSLe – 53.8%), but revenue momentum resulted in a 25% YoY growth in operating profits to INR3.6b (7% beat). 19% miss in other income resulted in PAT of INR3.2b (in-line), which grew 28% YoY. For 1HFY26, PAT grew 23% YoY to INR6b.
- Over the next 12-18 months, management plans to add 7-8 new RM teams, with a longer-term target of 280-340 RMs to manage the growing client base. Flow momentum is expected to sustain through 2HFY26 and beyond, aided by newly onboarded teams. The cost-to-income ratio is expected to moderate to 47-48% by 3Q/4QFY27 and further to 45-46% in the following year.
- We have marginally upgraded our estimates to factor in the strong performance in 2QFY26, and expect the company to report a FY25-28 revenue/PAT CAGR of 20%/22%. We adopt an SOTP approach, valuing ARR at 45x Sep'27 and TBR/other income at 20x Sep'27, to arrive at a fair value of INR1,400. Reiterate BUY.

Asset management yields improve while wealth management remain steady

- 360ONE reported strong net ARR inflows of INR112b in 2QFY26. On the wealth management side, ARR net flows stood at INR93.2b. AMC net flows grew 33% YoY to INR18.6b, maintaining a strong growth trajectory.
- Wealth Management ARR AUM grew 30% YoY to INR2t, driven by 32%/26%/52% YoY growth in 360 One Plus/Distribution/Lending AUM. Excluding INR24b flows from UBS, the core business witnessed ~INR70b of ARR flows.
- Wealth management ARR retention stood at 72bp (68bp in 2QFY25), driven by a YoY improvement in lending book retention, while distribution and 360 One Plus yields were stable YoY. Going forward, lending book yields are likely to slightly improve, supported by the UBS lending book.
- Asset management AUM grew 7% YoY to INR921b, driven by 13%/1%/6% YoY growth in AIF/discretionary PMS/MF AUM. The segment added ARR flows worth INR18.5b, taking the total ARR flows to INR90b, and management expects a similar trajectory going forward.
- Asset management yields stood at 83bp (67bp in 2QFY25), driven by carry income (INR371m in 1QFY26) and an improvement in both AIF and MF yields. Going forward, MF yields are expected to stabilize in the range of 45-50bp (58bp in 2QFY26).

- Employee costs grew 27% YoY to INR2.9b (5.4% higher than the estimate), supported by hiring in the mid-segment and the addition of new teams in the UHNI segment. Other admin costs grew 54% YoY to INR1,151m (8% lower than estimate), resulting in total costs of INR4b (in-line).
- Other income came in at INR506m in 2QFY26 (vs. INR298m in 2QFY25).

Highlights from the management commentary

- Of the gross inflows, 30-35% came from existing clients, while the remaining 65-70% were contributed by new investors. However, with respect to net inflows worth INR85-90b during the quarter (excluding UBS), 90% was sourced from new clients.
- Currently, ~40% of TBR is from equity brokerage, which is expected to rise from the current INR3-5b to INR5-5.5b, driven by UHNI clientele and B&K acquisition. The remaining INR5b of TBR will come from REITs, unlisted securities, debt syndication, and other areas.
- The pipeline for institutional mandates remains healthy, although conversion timelines could be elongated given the current global environment. Management reiterated its full-year guidance of net flows at 10-12% of the opening AUM.

Valuation and view

- 360ONE offers a compelling structural growth story anchored in India's expanding wealth and asset management market. The company continues to drive strong gross flows across both wealth and asset management, which is likely to be supported by the onboarding of new teams. The recent acquisition of B&K and the UBS collaboration enhance the company's international footprint, broaden client access, and strengthen its transactional platform. Operating leverage and cost synergies from integrations are expected to improve profitability as new businesses scale.
- We have marginally upgraded our estimates to factor in the strong performance in 2QFY26, and expect the company to report a FY25-28 Revenue/PAT CAGR of 20%/22%. We adopt an SOTP approach valuing ARR at 45x Sep'27 and TBR/other income at 20x Sep'27 to arrive at a fair value of INR1,400. Reiterate BUY.

Quarterly performance													INR m		
Y/E March	FY25						FY26				FY26E	2Q FY26E	Act. Vs Est. (%)	YoY	QoQ
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE	FY25	FY26E					
Net Revenues	6,002	5,886	6,050	6,518	6,622	7,628	7,949	8,291	24,456	30,490	7,331	4.1	30%	15%	
YoY Change (%)	48.0	37.7	37.7	13.7	10.3	29.6	31.4	27.2	32.5	24.7	24.5				
ARR Assets Income	3,756	3,973	4,262	5,022	5,105	5,537	5,722	5,935	17,011	22,300	5,207	6.3	39%	8%	
TBR Assets Income	2,247	1,913	1,788	1,497	1,517	2,091	2,226	2,356	7,445	8,189	2,123	-1.5	9%	38%	
Operating Expenses	2,649	2,992	3,193	3,341	3,513	4,001	4,172	4,381	12,175	16,067	3,947	1.3	34%	14%	
YoY Change (%)	25.9	39.5	37.9	11.3	32.7	33.7	30.6	31.1	27.3	32.0	31.9				
Cost to Income Ratio (%)	44.1	50.8	52.8	51.3	53.1	52.4	52.5	52.8	49.8	52.7	53.8				
Operating Profits	3,354	2,893	2,856	3,177	3,109	3,627	3,777	3,910	12,281	14,422	3,383	7.2	25%	17%	
YoY Change (%)	71.8	35.8	37.4	16.4	-7.3	25.4	32.2	23.0	38.1	17.4	16.9				
Other Income	969	298	732	65	630	506	537	550	2,063	2,224	633	-20.0	70%	-20%	
Profit Before Tax	4,323	3,191	3,588	3,243	3,739	4,134	4,314	4,460	14,344	16,646	4,016	2.9	30%	11%	
YoY Change (%)	93.1	40.7	52.7	0.4	-13.5	29.5	20.2	37.5	42.2	16.0	25.9				
PBT (after exceptional item)	4,323	3,191	3,588	3,243	3,739	4,134	4,314	4,460	14,344	16,646	4,016	2.9	30%	11%	
Tax	1,889	719	839	744	867	977	1,057	1,093	4,191	4,078	984				
Tax Rate (%)	43.7	22.5	23.4	23.0	23.2	23.6	24.5	24.5	29.2	24.5	24.5				
PAT	2,434	2,472	2,749	2,498	2,872	3,156	3,257	3,367	10,154	12,568	3,032	4.1	28%	10%	
YoY Change (%)	34.2	33.4	41.7	3.6	18.0	27.7	18.5	34.8	26.6	23.8	22.6				
PAT Margins (%)	40.5	42.0	45.4	38.3	43.4	41.4	41.0	40.6	41.5	41.2	41.4				
Key Operating Parameters (%)															
AUM (INR b)	3,761	4,046	4,069	4,357	4,985	5,130	5,300	5,246	4,357	5,246	5,049	1.6	27%	3%	
YoY Change (%)	28.7	35.4	24.3	28.5	32.6	26.8	30.3	20.4	28.5	20.4	24.8				
ARR Assets	2,213	2,426	2,480	2,468	2,873	2,953	3,079	3,206	2,468	3,206	2,895	2.0	22%	3%	
TBR Assets	1,548	1,620	1,589	1,889	2,112	2,177	2,220	2,040	1,889	2,040	2,154	1.0	34%	3%	
ARR Yield (%)	0.72	0.68	0.70	0.84	0.79	0.76	0.77	0.77	0.63	0.64	0.74				
Wealth Management	0.71	0.68	0.73	0.80	0.78	0.72	0.76	0.76	0.76	0.79	0.72				
Asset Management	0.74	0.67	0.65	0.90	0.79	0.83	0.78	0.78	0.45	0.42	0.78				

Changes to our estimates

INR b	New estimates			Old estimates			Change		
	2026E	2027E	2028E	2026E	2027E	2028E	2026E	2027E	2028E
Net Revenues	30.5	35.9	41.9	29.6	34.9	40.0	3.1%	2.9%	4.6%
Opex	16.1	18.2	20.8	15.7	17.9	20.2	2.2%	1.4%	2.8%
Core PBT	14.4	17.7	21.1	13.8	17.0	19.8	4.3%	4.5%	6.4%
PAT	12.6	15.8	18.7	12.4	15.6	18.2	1.0%	1.3%	3.0%
EPS	31.1	36.9	43.7	30.8	36.4	40.2	1.0%	1.3%	8.8%
EPS Grw (%)	20.4	18.7	18.4	19.2	18.4	10.4			
BV	202.6	242.3	294.6	202.5	242.1	278.6			
Ratios									
PBT margin (bp)	30.0	31.5	32.6	28.9	30.4	31.1			
PAT margin (bp)	26.2	28.1	29.0	26.0	28.0	28.5			
RoE (%)	16.5	17.0	16.3	16.3	16.8	15.8	16bp	21bp	45bp
Div. Payout (%)	60.0	80.0	80.0	60.0	80.0	80.0	0bp	0bp	0bp
Valuations									
P/E (x)	37.3	31.4	26.5	35.6	30.1	27.2			
P/BV (x)	5.7	4.8	3.9	5.4	4.5	3.9			
Div. Yield (%)	1.6	2.5	3.0	1.7	2.7	2.9			

Exhibit 1: Our SoTP valuation

Segment	Sep'27E PAT	Valuation method	Value (INRm)
ARR	10,761	45x Sep'27 P/E	4,84,249
TBR	3,788	20x Sep'27 P/E	75,764
Other income	2,055	20x Sep'27 P/E	41,098
Total			6,01,111
Diluted no. of shares			425
Target (INR)			1,400
CMP (INR)			1,161
Upside (%)			20

Source: MOFSL, Company



Highlights from the management commentary

Business Performance

- Growth during the quarter was supported by strong net flows and lower attrition-related outflows. Management expects this momentum to sustain through 2HFY26 and beyond, aided by newly onboarded teams.
- Costs are likely to improve gradually as acquired businesses scale up. Synergies from the B&K acquisition are beginning to reflect in the treasury and equity offerings to existing clients.
- The pipeline for institutional mandates remains healthy, although conversion timelines could be elongated given the current global environment. Management reiterated its full-year guidance of net flows at 10-12% of opening AUM.

Transaction-based Revenue

- TBR currently comprises 15-20% from core equity broking and 25-30% from unlisted broking, with a significant contribution from REIT-related revenue.
- The company aims to generate INR10-12b of annual TBR, growing at 10-15% YoY, with a focus on achieving lower cyclical through multiple asset classes. The B&K acquisition has provided access to institutional brokerage, which is relatively less volatile.
- Currently, 40% of TBR is from equity brokerage, which is expected to rise from the current INR3-5b to INR5-5.5b, driven by UHNI clientele. The remaining INR5b of TBR will come from REITs, unlisted securities, debt syndication, and other areas.

Flows

- Of the gross inflows, 30-35% came from existing clients, while the remaining 65-70% were contributed by new investors. However with respect to net inflows worth INR85-90b during the quarter (excluding UBS), 90% was sourced from new clients.
- The company engages with ~4,500 families on a daily basis, holding meaningful wallet share in 1,800-2,000 families.
- Over the next 12-18 months, management plans to add 7-8 new RM teams, with a longer-term target of 280-340 RMs to manage the growing client base. Each major location (Delhi, Mumbai, Bengaluru, Chennai, Kolkata, Hyderabad) is expected to house 3-5 teams.

- Senior RMs are expected to become profitable in 18-24 months, while broader profitability across RM cohorts should be achieved in 4 years, and 'super-profitable' by the fifth year.
- UBS warrant proceeds will be invested in the NBFC and AIF verticals. There is no change in NBFC NIMs, though pricing for high-value clients has seen a 25-50bp adjustment. The UBS loan book transfer was completed during quarter-end at lower pricing levels.
- 75% of future flows are expected to come from the wealth management business, and the remaining 25% from the asset management side.
- Total inflows of INR93b in wealth management include INR25b from UBS. The core business contributed INR70b, along with INR18.5b from the AMC segment.

Financial Performance

- Management expects the cost-to-income ratio to moderate to 47-48% by 3Q/4QFY27 and further to 45-46% in the following year. For the core businesses, the cost-to-income ratio target of 45-46% should be achieved within the next few quarters.
- Variable compensation forms 60-65% of the bonus structure, with the balance attributed to ESOPs.
- Carry income recognition begins 18 months before fund maturity and is gradually accrued (10-15% recognized in 1Q/2Q). Reversals are unlikely given the conservative recognition model.
- B&K transactional revenue currently stands at INR1.5-1.6b per month.

HNI Business

- The HNI segment added 50 RMs and 380 clients in 1HFY26, expected to act as a feeder to the core UHNI business.
- Most extended product offerings will be rolled out within 6-8 months, enabling access to promoter-family clients previously associated with 360ONE.
- Early signs of breakeven are expected by 3Q/4QFY27. Costs remain elevated due to RM additions and will stay on this trajectory for 3-4 quarters. However, early indicators, such as client adoption, monetization, and platform ease, have been encouraging.

Retention

- AMC distribution retention improved largely due to carry income, while the overall trend remained stable.
- Managed account yields stand at 90-110bp, depending on carry income, with core retention at ~90bp.
- Mutual fund yield uptick was one-off during the last quarter; going forward, yields should normalize to 45-50bp, with a further uptick potential from the mid-segment HNI business.
- Recent yield compression in MF distribution was driven by: 1) higher allocation to yield, credit, and arbitrage funds, 2) a shift toward passives, and 3) broker code changes.

Key exhibits

Exhibit 2: Total AUM grew 27% YoY

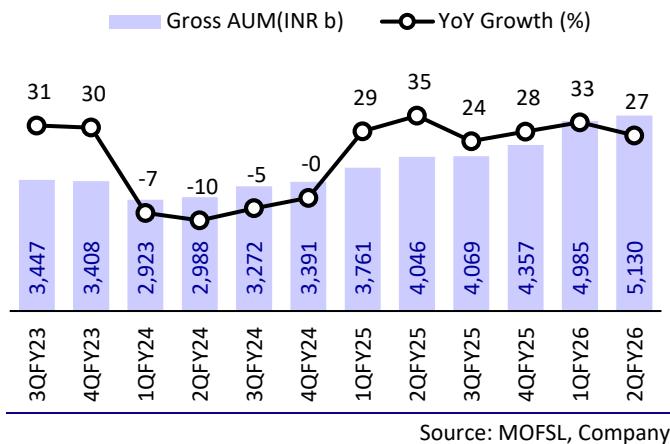


Exhibit 3: ARR AUM mix broadly stable at ~42%

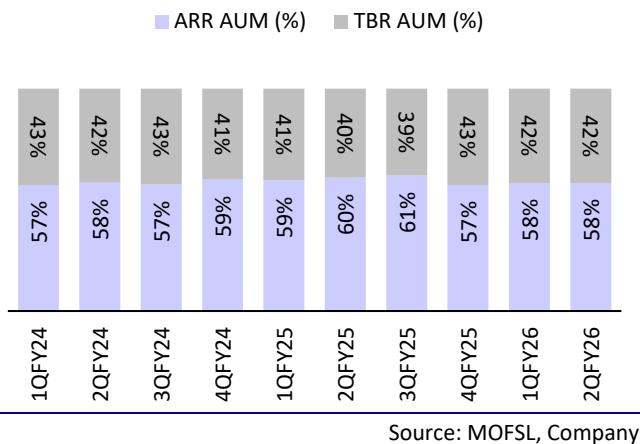


Exhibit 4: Wealth Management – ARR AUM

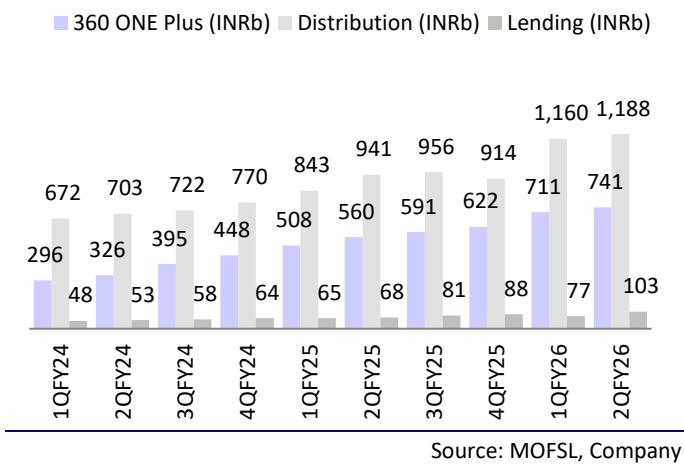


Exhibit 5: Wealth Management – ARR flows

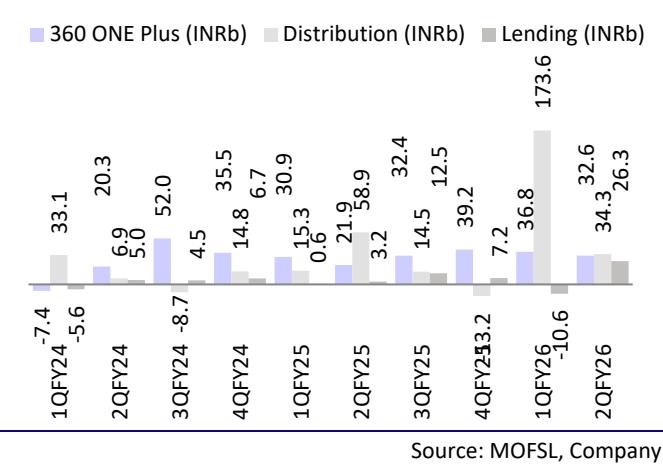


Exhibit 6: Asset Management – ARR AUM

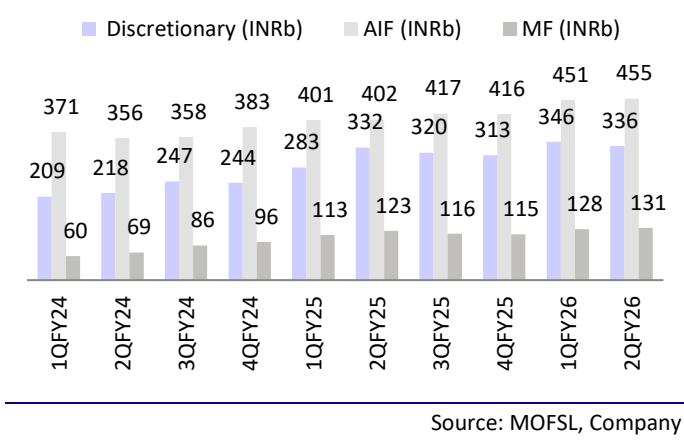


Exhibit 7: Asset Management – ARR flows

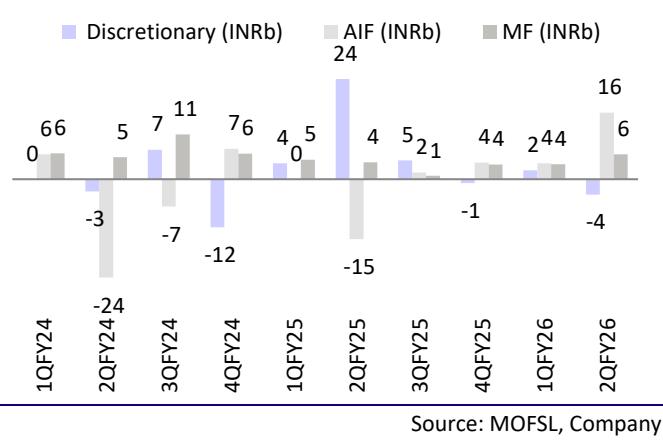


Exhibit 8: Cost-to-income ratio increased YoY to ~52.4%

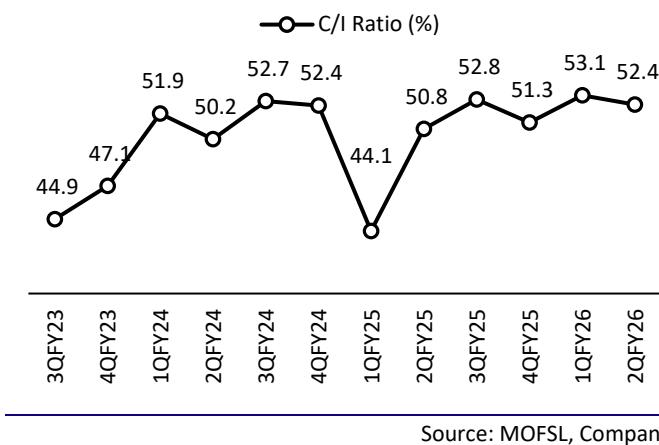


Exhibit 9: Trend in consolidated PAT

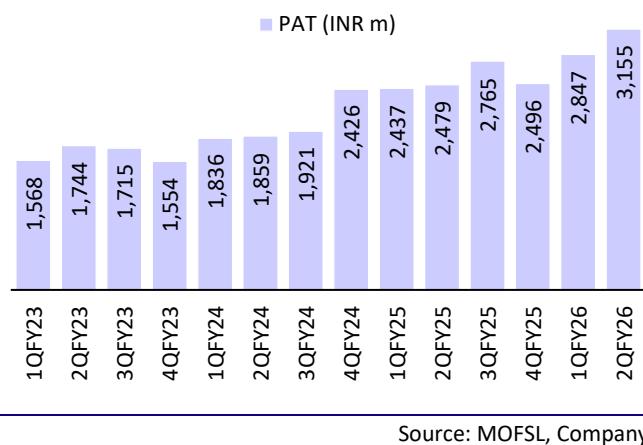
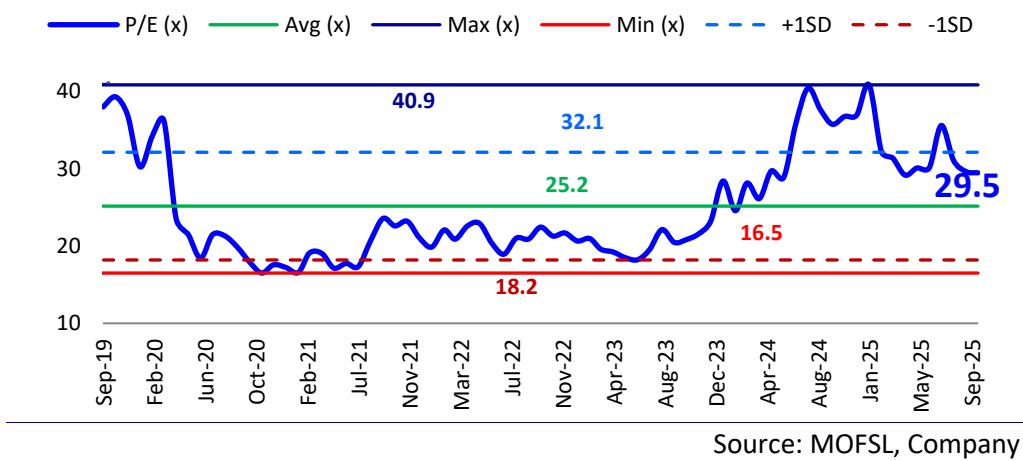


Exhibit 10: One-year forward P/E



Financials and valuations

Income Statement (INR m)									
Y/E March	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
Annual Recurring Revenues Assets	5,345	5,800	9,209	11,653	13,270	17,011	22,300	26,472	31,042
Transactional/Broking Revenues Assets	3,855	3,355	4,773	3,997	5,185	7,445	8,189	9,418	10,830
Net Revenues	9,200	9,155	13,982	15,650	18,455	24,456	30,490	35,889	41,872
Change (%)	-10.1	-0.5	52.7	11.9	17.9	32.5	24.7	17.7	16.7
Operating Expenses	5,645	5,679	7,841	7,184	9,565	12,175	16,067	18,177	20,787
Core Profit Before Tax	3,555	3,476	6,141	8,466	8,891	12,281	14,422	17,712	21,086
Change (%)	-28.0	-2.2	76.7	37.9	5.0	38.1	17.4	22.8	19.0
Other Income	-691	1,375	1,372	37	1,195	2,063	2,224	2,557	2,923
Profit Before Tax	2,864	4,850	7,513	8,503	10,085	14,345	16,646	20,270	24,008
Change (%)	-46.8	69.4	54.9	13.2	18.6	42.2	16.0	21.8	18.4
PBT after exceptional items	2,864	4,850	7,513	8,503	10,085	13,465	16,646	20,270	24,008
Change (%)	525.4	69.4	54.9	13.2	18.6	33.5	23.6	21.8	18.4
Tax	853	1,157	1,736	1,924	2,043	3,313	4,078	4,459	5,282
Tax Rate (%)	29.8	23.9	23.1	22.6	20.3	23.1	24.5	22.0	22.0
PAT	2,011	3,693	5,777	6,579	8,042	10,152	12,568	15,810	18,726
Change (%)	-46.3	83.6	56.4	13.9	22.2	26.2	23.8	25.8	18.4
Proposed Dividend	2,018	6,153	4,858	4,418	6,023	2,359	7,541	12,648	14,981
Balance Sheet (INR m)									
Y/E March	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
Equity Share Capital	174	176	177	356	359	393	404	428	428
Reserves & Surplus	29,741	28,102	29,798	30,685	34,138	70,258	81,503	1,03,320	1,25,721
Net Worth	29,915	28,278	29,976	31,041	34,497	70,651	81,907	1,03,748	1,26,149
Borrowings	88,381	47,116	58,075	67,473	94,111	1,10,947	1,48,265	1,70,505	1,96,080
Other Liabilities	11,967	12,006	19,345	13,406	22,581	16,088	17,697	19,467	21,414
Total Liabilities	1,30,263	87,400	1,07,396	1,11,921	1,51,189	1,97,687	2,47,869	2,93,720	3,43,643
Cash and Investments	76,911	33,010	49,566	43,347	65,859	86,997	1,05,093	1,31,657	1,59,544
Change (%)	131.0	-57.1	50.2	-12.5	51.9	32.1	20.8	25.3	21.2
Loans	36,319	37,206	40,549	49,101	63,687	83,974	1,14,050	1,31,157	1,50,831
Net Fixed Assets	5,754	8,153	8,163	8,798	9,397	12,814	13,454	14,127	14,833
Net Current Assets	11,278	9,030	9,117	10,675	12,246	13,903	15,272	16,778	18,435
Total Assets	1,30,263	87,400	1,07,396	1,11,921	1,51,189	1,97,687	2,47,869	2,93,720	3,43,643
Cash Flow (INR m) (INR m)									
	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
PAT	2,011	3,693	5,777	6,579	8,042	10,152	12,568	15,810	18,726
Dep	410	430	417	463	486	511	536	563	591
Changes in working capital	-1,541	2,248	-87	-1,558	-1,571	-1,657	-1,370	-1,506	-1,656
Op Cash flow	881	6,371	6,108	5,484	6,957	9,005	11,734	14,867	17,661
Capex	-1,064	-2,828	-427	-1,098	-1,086	-3,927	-1,177	-1,236	-1,297
Loans	13,346	-887	-3,344	-8,551	-14,586	-20,287	-30,076	-17,107	-19,674
Changes in equity	817	822	779	-1,095	1,436	28,361	6,229	18,679	18,655
Debt	31,650	-41,226	18,298	3,459	35,812	10,345	38,926	24,009	27,522
Dividend	-2,018	-6,153	-4,858	-4,418	-6,023	-2,359	-7,541	-12,648	-14,981
Cash generation	43,612	-43,901	16,556	-6,219	22,512	21,138	18,096	26,564	27,887
Op Cash	33,300	76,911	33,010	49,566	43,347	65,859	86,997	1,05,093	1,31,657
CI Cash	76,911	33,010	49,566	43,347	65,859	86,997	1,05,093	1,31,657	1,59,544
FCFF	-183	3,542	5,681	4,386	5,872	5,079	10,557	13,631	16,364

Financials and valuations

Y/E March	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
AUM (Ex Custody assets) (INR b)	1,569	2,461	3,272	2,743	3,391	4,357	5,246	6,012	6,909
Change (%)	0.9	56.8	33.0	-16.2	23.6	28.5	20.4	14.6	14.9
Annual Recurring Revenue Assets	626	1,020	1,444	1,540	2,004	2,468	3,206	3,809	4,529
Transactional/Brokerage Assets	943	1,441	1,828	1,203	1,387	1,889	2,040	2,203	2,379

Y/E March	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
As a percentage of Net Revenues									
ARR Income	58.1	63.4	65.9	74.5	71.9	69.6	73.1	73.8	74.1
TBR Income	41.9	36.6	34.1	25.5	28.1	30.4	26.9	26.2	25.9
Total Cost (Cost to Income Ratio)	61.4	62.0	56.1	45.9	51.8	49.8	52.7	50.6	49.6
Employee Cost	40.5	44.7	43.0	33.2	38.4	37.3	37.7	35.9	34.4
PBT	38.6	38.0	43.9	54.1	48.2	50.2	47.3	49.4	50.4
Profitability Ratios (%)									
RoE	6.8	12.7	19.8	21.6	24.5	19.3	16.5	17.0	16.3
Dividend Payout Ratio	100.3	166.6	84.1	67.2	74.9	23.2	60.0	80.0	80.0

Dupont Analysis (Bps of AAAUM)

Y/E March	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
Operating Income	58.9	45.4	48.8	52.0	60.2	63.1	63.5	63.8	64.8
Operating Expenses	36.1	28.2	27.4	23.9	31.2	31.4	33.5	32.3	32.2
Core Profit Before Tax	22.8	17.2	21.4	28.1	29.0	31.7	30.0	31.5	32.6
Other Income	-4.4	6.8	4.8	0.1	3.9	5.3	4.6	4.5	4.5
Profit Before Tax	18.3	24.1	26.2	28.3	32.9	37.0	34.7	36.0	37.2
Tax	5.5	5.7	6.1	6.4	6.7	8.6	8.5	7.9	8.2
ROAAAUM	12.9	18.3	20.2	21.9	26.2	28.5	26.2	28.1	29.0
Valuations	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
BVPS (INR)	86	80	84	87	96	180	203	242	295
Change (%)	-0.4	-6.3	5.0	3.2	10.3	87.0	12.7	19.6	21.6
Price-BV (x)	13.5	14.4	13.7	13.3	12.1	6.5	5.7	4.8	3.9
EPS (INR)	6	11	16	18	22	26	31	37	44
Change (%)	-47.9	82.1	55.0	13.5	21.3	15.3	20.4	18.7	18.4
Price-Earnings (x)	201.2	110.5	71.3	62.8	51.8	45.0	37.3	31.4	26.5
DPS (INR)	5	18	14	12	17	6	19	30	35
Dividend Yield (%)	0.4	1.5	1.2	1.1	1.4	0.5	1.6	2.5	3.0

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NOTES

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Investment Rating	Expected return (over 12-month)
BUY	>=15%
SELL	< - 10%
NEUTRAL	> - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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