

# 1

## CHAPTER



# Introduction

In the last 30 years, derivatives have become increasingly important in finance. Futures and options are actively traded on many exchanges throughout the world. Many different types of forward contracts, swaps, options, and other derivatives are entered into by financial institutions, fund managers, and corporate treasurers in the over-the-counter market. Derivatives are added to bond issues, used in executive compensation plans, embedded in capital investment opportunities, used to transfer risks in mortgages from the original lenders to investors, and so on. We have now reached the stage where those who work in finance, and many who work outside finance, need to understand how derivatives work, how they are used, and how they are priced.

Whether you love derivatives or hate them, you cannot ignore them! The derivatives market is huge—much bigger than the stock market when measured in terms of underlying assets. The value of the assets underlying outstanding derivatives transactions is several times the world gross domestic product. As we shall see in this chapter, derivatives can be used for hedging or speculation or arbitrage. They play a key role in transferring a wide range of risks in the economy from one entity to another.

A *derivative* can be defined as a financial instrument whose value depends on (or derives from) the values of other, more basic, underlying variables. Very often the variables underlying derivatives are the prices of traded assets. A stock option, for example, is a derivative whose value is dependent on the price of a stock. However, derivatives can be dependent on almost any variable, from the price of hogs to the amount of snow falling at a certain ski resort.

Since the first edition of this book was published in 1988 there have been many developments in derivatives markets. There is now active trading in credit derivatives, electricity derivatives, weather derivatives, and insurance derivatives. Many new types of interest rate, foreign exchange, and equity derivative products have been created. There have been many new ideas in risk management and risk measurement. Capital investment appraisal now often involves the evaluation of what are known as *real options*. The book has kept up with all these developments.

Derivatives markets have come under a great deal of criticism because of their role in the credit crisis that started in 2007. Derivative products were created from portfolios of risky mortgages in the United States using a procedure known as securitization. Many of the products that were created became worthless when house prices declined. Financial institutions, and investors throughout the world, lost a huge

amount of money and the world was plunged into the worst recession it had experienced for many generations. Chapter 8, new to this edition, explains how securitization works and why such big losses occurred. As a result of the credit crisis, derivatives markets are now more heavily regulated than they used to be. For example, banks are required to keep more capital for the risks they are taking and to pay more attention to liquidity.

In this opening chapter, we take a first look at forward, futures, and options markets and provide an overview of how they are used by hedgers, speculators, and arbitrageurs. Later chapters will give more details and elaborate on many of the points made here.

## 1.1 EXCHANGE-TRADED MARKETS

A derivatives exchange is a market where individuals trade standardized contracts that have been defined by the exchange. Derivatives exchanges have existed for a long time. The Chicago Board of Trade (CBOT) was established in 1848 to bring farmers and merchants together. Initially its main task was to standardize the quantities and qualities of the grains that were traded. Within a few years, the first futures-type contract was developed. It was known as a *to-arrive contract*. Speculators soon became interested in the contract and found trading the contract to be an attractive alternative to trading the grain itself. A rival futures exchange, the Chicago Mercantile Exchange (CME), was established in 1919. Now futures exchanges exist all over the world. (See table at the end of the book.) CME and CBOT have merged to form the CME Group ([www.cmegroup.com](http://www.cmegroup.com)), which also includes the New York Mercantile Exchange.

The Chicago Board Options Exchange (CBOE, [www.cboe.com](http://www.cboe.com)) started trading call option contracts on 16 stocks in 1973. Options had traded prior to 1973, but the CBOE succeeded in creating an orderly market with well-defined contracts. Put option contracts started trading on the exchange in 1977. The CBOE now trades options on over 2,500 stocks and many different stock indices. Like futures, options have proved to be very popular contracts. Many other exchanges throughout the world now trade options. (See table at the end of the book.) The underlying assets include foreign currencies and futures contracts as well as stocks and stock indices.

### Electronic Markets

Traditionally derivatives exchanges have used what is known as the *open outcry system*. This involves traders physically meeting on the floor of the exchange, shouting, and using a complicated set of hand signals to indicate the trades they would like to carry out. Exchanges are increasingly replacing the open outcry system by *electronic trading*. This involves traders entering their desired trades at a keyboard and a computer being used to match buyers and sellers. The open outcry system has its advocates, but, as time passes, it is becoming less and less used.

Electronic trading has led to a growth in algorithmic trading (also known as black-box trading, automated trading, high-frequency trading, or robo trading). This involves the use of computer programs to initiate trades, often without human intervention.

**Business Snapshot 1.1** The Lehman Bankruptcy

On September 15, 2008, Lehman Brothers filed for Chapter 11 bankruptcy protection. This was the largest bankruptcy filing in US history and its ramifications were felt throughout derivatives markets. Almost until the end, it seemed as though there was a good chance that Lehman would survive. A number of companies (e.g., the Korean Development Bank, Barclays Bank in the UK, and Bank of America) expressed interest in buying it, but none of these was able to close a deal. Many people thought that Lehman was “too big to fail” and that the US government would have to bail it out if no purchaser could be found. This proved not to be the case.

How did this happen? It was a combination of high leverage, risky investments, and liquidity problems. Commercial banks that take deposits are subject to regulations on the amount of capital they must keep. Lehman was an investment bank and not subject to these regulations. By 2007, its leverage ratio had increased to 31:1, which means that a 3–4% decline in the value of its assets would wipe out its capital. Dick Fuld, Lehman’s Chairman and Chief Executive Officer, encouraged an aggressive deal-making, risk-taking culture. He is reported to have told his executives: “Every day is a battle. You have to kill the enemy.” The Chief Risk Officer at Lehman was competent, but did not have much influence and was even removed from the executive committee in 2007. The risks taken by Lehman included large positions in the instruments created from subprime mortgages, which will be described in Chapter 8. Lehman funded much of its operations with short-term debt. When there was a loss of confidence in the company, lenders refused to roll over this funding, forcing it into bankruptcy.

Lehman was very active in the over-the-counter derivatives markets. It had hundreds of thousands of transactions outstanding with about 8,000 different counterparties. Lehman’s counterparties were often required to post collateral and this collateral had in many cases been used by Lehman for various purposes. It is easy to see that sorting out who owes what to whom in this type of situation is a nightmare!

## 1.2 OVER-THE-COUNTER MARKETS

Not all trading of derivatives is done on exchanges. The *over-the-counter market* is an important alternative to exchanges and, measured in terms of the total volume of trading, has become much larger than the exchange-traded market. It is a telephone- and computer-linked network of dealers. Trades are done over the phone and are usually between two financial institutions or between a financial institution and one of its clients (typically a corporate treasurer or fund manager). Financial institutions often act as market makers for the more commonly traded instruments. This means that they are always prepared to quote both a bid price (a price at which they are prepared to buy) and an offer price (a price at which they are prepared to sell).

Telephone conversations in the over-the-counter market are usually taped. If there is a dispute about what was agreed, the tapes are replayed to resolve the issue. Trades in the over-the-counter market are typically much larger than trades in the exchange-traded market. A key advantage of the over-the-counter market is that the terms of a contract do not have to be those specified by an exchange. Market participants are free

to negotiate any mutually attractive deal. A disadvantage is that there is usually some credit risk in an over-the-counter trade (i.e., there is a small risk that the contract will not be honored). As we shall see in the next chapter, exchanges have organized themselves to eliminate virtually all credit risk.

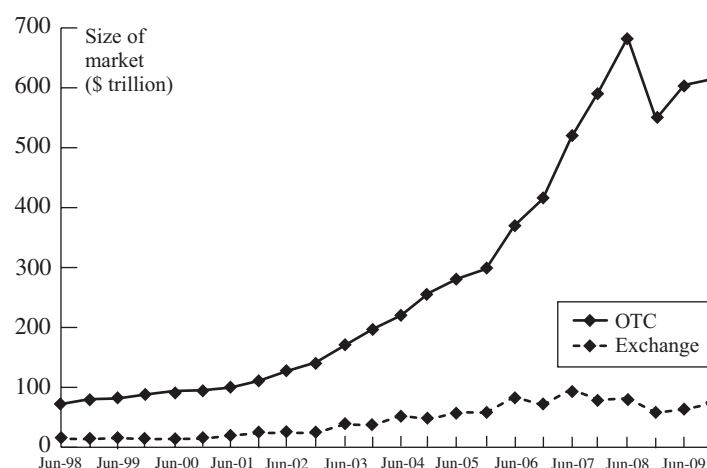
Lehman Brothers was a very active trader of over-the-counter derivatives. As discussed in Business Snapshot 1.1, its bankruptcy in 2008 provided a dramatic test for the market.

## Market Size

Both the over-the-counter and the exchange-traded market for derivatives are huge. Although the statistics that are collected for the two markets are not exactly comparable, it is clear that the over-the-counter market is much larger than the exchange-traded market. The Bank for International Settlements ([www.bis.org](http://www.bis.org)) started collecting statistics on the markets in 1998. Figure 1.1 compares (a) the estimated total principal amounts underlying transactions that were outstanding in the over-the-counter markets between June 1998 and December 2009 and (b) the estimated total value of the assets underlying exchange-traded contracts during the same period. Using these measures, we see that, by December 2009, the over-the-counter market had grown to \$614.7 trillion and the exchange-traded market had grown to \$73.1 trillion.

In interpreting these numbers, we should bear in mind that the principal underlying an over-the-counter transaction is not the same as its value. An example of an over-the-counter contract is an agreement to buy 100 million US dollars with British pounds at a predetermined exchange rate in 1 year. The total principal amount underlying this transaction is \$100 million. However, the value of the contract might be only \$1 million. The Bank for International Settlements estimates the gross market value of all over-the-counter contracts outstanding in December 2009 to be about \$21.6 trillion.<sup>1</sup>

**Figure 1.1** Size of over-the-counter and exchange-traded derivatives markets.



<sup>1</sup> A contract that is worth \$1 million to one side and  $-\$1$  million to the other side would be counted as having a gross market value of \$1 million.

### 1.3 FORWARD CONTRACTS

A relatively simple derivative is a *forward contract*. It is an agreement to buy or sell an asset at a certain future time for a certain price. It can be contrasted with a *spot contract*, which is an agreement to buy or sell an asset today. A forward contract is traded in the over-the-counter market—usually between two financial institutions or between a financial institution and one of its clients.

One of the parties to a forward contract assumes a *long position* and agrees to buy the underlying asset on a certain specified future date for a certain specified price. The other party assumes a *short position* and agrees to sell the asset on the same date for the same price.

Forward contracts on foreign exchange are very popular. Most large banks employ both spot and forward foreign-exchange traders. Spot traders are trading a foreign currency for almost immediate delivery. Forward traders are trading for delivery at a future time. Table 1.1 provides the quotes on the exchange rate between the British pound (GBP) and the US dollar (USD) that might be made by a large international bank on May 24, 2010. The quote is for the number of USD per GBP. The first row indicates that the bank is prepared to buy GBP (also known as sterling) in the spot market (i.e., for virtually immediate delivery) at the rate of \$1.4407 per GBP and sell sterling in the spot market at \$1.4411 per GBP. The second, third, and fourth rows indicate that the bank is prepared to buy sterling in 1, 3, and 6 months at \$1.4408, \$1.4410, and \$1.4416 per GBP, respectively, and to sell sterling in 1, 3, and 6 months at \$1.4413, \$1.4415, and \$1.4422 per GBP, respectively.

Forward contracts can be used to hedge foreign currency risk. Suppose that, on May 24, 2010, the treasurer of a US corporation knows that the corporation will pay £1 million in 6 months (i.e., on November 24, 2010) and wants to hedge against exchange rate moves. Using the quotes in Table 1.1, the treasurer can agree to buy £1 million 6 months forward at an exchange rate of 1.4422. The corporation then has a long forward contract on GBP. It has agreed that on November 24, 2010, it will buy £1 million from the bank for \$1.4422 million. The bank has a short forward contract on GBP. It has agreed that on November 24, 2010, it will sell £1 million for \$1.4422 million. Both sides have made a binding commitment.

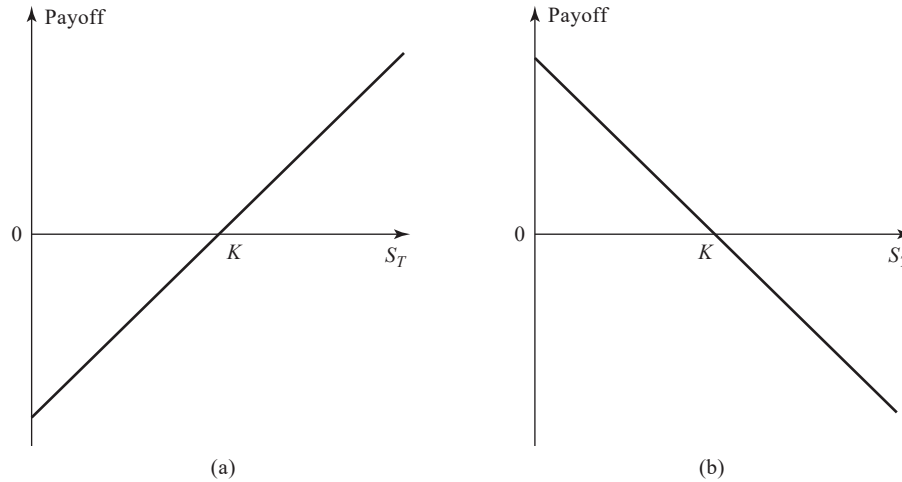
#### Payoffs from Forward Contracts

Consider the position of the corporation in the trade we have just described. What are the possible outcomes? The forward contract obligates the corporation to buy £1 million

**Table 1.1** Spot and forward quotes for the USD/GBP exchange rate, May 24, 2010 (GBP = British pound; USD = US dollar; quote is number of USD per GBP).

	<i>Bid</i>	<i>Offer</i>
Spot	1.4407	1.4411
1-month forward	1.4408	1.4413
3-month forward	1.4410	1.4415
6-month forward	1.4416	1.4422

**Figure 1.2** Payoffs from forward contracts: (a) long position, (b) short position. Delivery price =  $K$ ; price of asset at contract maturity =  $S_T$ .



for \$1,442,200. If the spot exchange rate rose to, say, 1.5000, at the end of the 6 months, the forward contract would be worth \$57,800 ( $= \$1,500,000 - \$1,442,200$ ) to the corporation. It would enable £1 million to be purchased at an exchange rate of 1.4422 rather than 1.5000. Similarly, if the spot exchange rate fell to 1.3500 at the end of the 6 months, the forward contract would have a negative value to the corporation of \$92,200 because it would lead to the corporation paying \$92,200 more than the market price for the sterling.

In general, the payoff from a long position in a forward contract on one unit of an asset is

$$S_T - K$$

where  $K$  is the delivery price and  $S_T$  is the spot price of the asset at maturity of the contract. This is because the holder of the contract is obligated to buy an asset worth  $S_T$  for  $K$ . Similarly, the payoff from a short position in a forward contract on one unit of an asset is

$$K - S_T$$

These payoffs can be positive or negative. They are illustrated in Figure 1.2. Because it costs nothing to enter into a forward contract, the payoff from the contract is also the trader's total gain or loss from the contract.

In the example just considered,  $K = 1.4422$  and the corporation has a long contract. When  $S_T = 1.5000$ , the payoff is \$0.0578 per £1; when  $S_T = 1.3500$ , it is  $-\$0.0922$  per £1.

### Forward Prices and Spot Prices

We shall be discussing in some detail the relationship between spot and forward prices in Chapter 5. For a quick preview of why the two are related, consider a stock that pays no dividend and is worth \$60. You can borrow or lend money for 1 year at 5%. What should the 1-year forward price of the stock be?

The answer is \$60 grossed up at 5% for 1 year, or \$63. If the forward price is more than this, say \$67, you could borrow \$60, buy one share of the stock, and sell it forward for \$67. After paying off the loan, you would net a profit of \$4 in 1 year. If the forward price is less than \$63, say \$58, an investor owning the stock as part of a portfolio would sell the stock for \$60 and enter into a forward contract to buy it back for \$58 in 1 year. The proceeds of investment would be invested at 5% to earn \$3. The investor would end up \$5 better off than if the stock were kept in the portfolio for the year.

## 1.4 FUTURES CONTRACTS

Like a forward contract, a futures contract is an agreement between two parties to buy or sell an asset at a certain time in the future for a certain price. Unlike forward contracts, futures contracts are normally traded on an exchange. To make trading possible, the exchange specifies certain standardized features of the contract. As the two parties to the contract do not necessarily know each other, the exchange also provides a mechanism that gives the two parties a guarantee that the contract will be honored.

The largest exchanges on which futures contracts are traded are the Chicago Board of Trade (CBOT) and the Chicago Mercantile Exchange (CME), which have now merged to form the CME Group. On these and other exchanges throughout the world, a very wide range of commodities and financial assets form the underlying assets in the various contracts. The commodities include pork bellies, live cattle, sugar, wool, lumber, copper, aluminum, gold, and tin. The financial assets include stock indices, currencies, and Treasury bonds. Futures prices are regularly reported in the financial press. Suppose that, on September 1, the December futures price of gold is quoted as \$1,080. This is the price, exclusive of commissions, at which traders can agree to buy or sell gold for December delivery. It is determined in the same way as other prices (i.e., by the laws of supply and demand). If more traders want to go long than to go short, the price goes up; if the reverse is true, then the price goes down.

Further details on issues such as margin requirements, daily settlement procedures, delivery procedures, bid–offer spreads, and the role of the exchange clearing house are given in Chapter 2.

## 1.5 OPTIONS

Options are traded both on exchanges and in the over-the-counter market. There are two types of option. A *call option* gives the holder the right to buy the underlying asset by a certain date for a certain price. A *put option* gives the holder the right to sell the underlying asset by a certain date for a certain price. The price in the contract is known as the *exercise price* or *strike price*; the date in the contract is known as the *expiration date* or *maturity*. *American options* can be exercised at any time up to the expiration date. *European options* can be exercised only on the expiration date itself.<sup>2</sup> Most of the options that are traded on exchanges are American. In the exchange-traded equity option market, one contract is usually an agreement to buy or sell 100 shares. European

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<sup>2</sup> Note that the terms *American* and *European* do not refer to the location of the option or the exchange. Some options trading on North American exchanges are European.



options are generally easier to analyze than American options, and some of the properties of an American option are frequently deduced from those of its European counterpart.

It should be emphasized that an option gives the holder the right to do something. The holder does not have to exercise this right. This is what distinguishes options from forwards and futures, where the holder is obligated to buy or sell the underlying asset. Whereas it costs nothing to enter into a forward or futures contract, there is a cost to acquiring an option.

The largest exchange in the world for trading stock options is the Chicago Board Options Exchange (CBOE; [www.cboe.com](http://www.cboe.com)). Table 1.2 gives the bid and offer quotes for some of the call options trading on Google (ticker symbol: GOOG) on June 15, 2010. Table 1.3 does the same for put options trading on Google on that date. The quotes are taken from the CBOE website. The Google stock price at the time of the quotes was bid 497.02, offer 497.25. The bid–offer spread on an option is usually greater than that on the underlying stock and depends on the volume of trading. The option strike prices are \$460, \$480, \$500, \$520, \$540, and \$560. The maturities are July 2010, September 2010, and December 2010. The July options expire on July 17, 2010, the September options on September 18, 2010, and the December options on December 18, 2010.

The tables illustrate a number of properties of options. The price of a call option decreases as the strike price increases, while the price of a put option increases as the strike price increases. Both types of option tend to become more valuable as their time to maturity increases. These properties of options will be discussed further in Chapter 10.

Suppose an investor instructs a broker to buy one December call option contract on Google with a strike price of \$520. The broker will relay these instructions to a trader at the CBOE and the deal will be done. The (offer) price is \$32.00, as indicated in Table 1.2. This is the price for an option to buy one share. In the United States, an option contract is a contract to buy or sell 100 shares. Therefore, the investor must arrange for \$3,200 to be remitted to the exchange through the broker. The exchange will then arrange for this amount to be passed on to the party on the other side of the transaction.

In our example, the investor has obtained at a cost of \$3,200 the right to buy 100 Google shares for \$520 each. If the price of Google does not rise above \$520 by December 18, 2010, the option is not exercised and the investor loses \$3,200.<sup>3</sup> But if

**Table 1.2** Prices of call options on Google, June 15, 2010; stock price: bid \$497.07; offer \$497.25 (*Source*: CBOE).

<i>Strike price</i> ( <i>\$</i> )	<i>July 2010</i>		<i>September 2010</i>		<i>December 2010</i>	
	<i>Bid</i>	<i>Offer</i>	<i>Bid</i>	<i>Offer</i>	<i>Bid</i>	<i>Offer</i>
460	43.30	44.00	51.90	53.90	63.40	64.80
480	28.60	29.00	39.70	40.40	50.80	52.30
500	17.00	17.40	28.30	29.30	40.60	41.30
520	9.00	9.30	19.10	19.90	31.40	32.00
540	4.20	4.40	12.70	13.00	23.10	24.00
560	1.75	2.10	7.40	8.40	16.80	17.70

<sup>3</sup> The calculations here ignore commissions paid by the investor.



**Table 1.3** Prices of put options on Google, June 15, 2010; stock price: bid \$497.07; offer \$497.25 (Source: CBOE).

Strike price (\$)	July 2010		September 2010		December 2010	
	Bid	Offer	Bid	Offer	Bid	Offer
460	6.30	6.60	15.70	16.20	26.00	27.30
480	11.30	11.70	22.20	22.70	33.30	35.00
500	19.50	20.00	30.90	32.60	42.20	43.00
520	31.60	33.90	41.80	43.60	52.80	54.50
540	46.30	47.20	54.90	56.10	64.90	66.20
560	64.30	66.70	70.00	71.30	78.60	80.00

Google does well and the option is exercised when the bid price for the stock is \$600, the investor is able to buy 100 shares at \$520 and immediately sell them for \$600 for a profit of \$8,000, or \$4,800 when the initial cost of the options is taken into account.<sup>4</sup>

An alternative trade for the investor would be to sell one September put option contract with a strike price of \$480. This would lead to an immediate cash inflow of  $100 \times 22.20 = \$2,220$ . If the Google stock price stays above \$480, the option is not exercised and the investor makes a profit of this amount. However, if stock price falls and the option is exercised when the stock price is \$420, then there is a loss. The investor must buy 100 shares at \$480 when they are worth only \$420. This leads to a loss of \$6,000, or \$3,780 when the initial amount received for the option contract is taken into account.

The stock options trading on the CBOE are American. If we assume for simplicity that they are European, so that they can be exercised only at maturity, the investor's profit as a function of the final stock price for the two trades we have considered is shown in Figure 1.3.

Further details about the operation of options markets and how prices such as those in Tables 1.2 and 1.3 are determined by traders are given in later chapters. At this stage we note that there are four types of participants in options markets:

1. Buyers of calls
2. Sellers of calls
3. Buyers of puts
4. Sellers of puts.

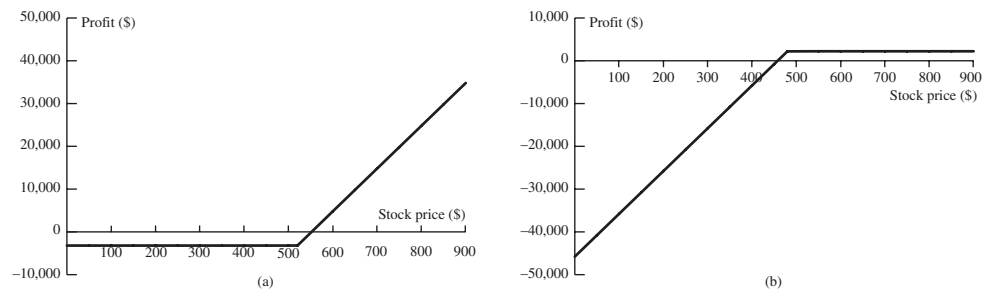
Buyers are referred to as having *long positions*; sellers are referred to as having *short positions*. Selling an option is also known as *writing the option*.

## 1.6 TYPES OF TRADERS

Derivatives markets have been outstandingly successful. The main reason is that they have attracted many different types of traders and have a great deal of liquidity. When

<sup>4</sup> The calculations here ignore the effect of discounting. Theoretically, the \$8,000 should be discounted from the time of exercise to June 15, 2010, when calculating the profit.

**Figure 1.3** Net profit per share from (a) purchasing a contract consisting of 100 Google December call options with a strike price of \$520 and (b) selling a contract consisting of 100 Google September put options with a strike price of \$480.



an investor wants to take one side of a contract, there is usually no problem in finding someone who is prepared to take the other side.

Three broad categories of traders can be identified: hedgers, speculators, and arbitrageurs. Hedgers use derivatives to reduce the risk that they face from potential future movements in a market variable. Speculators use them to bet on the future direction of a market variable. Arbitrageurs take offsetting positions in two or more instruments to lock in a profit. As described in Business Snapshot 1.2, hedge funds have become big users of derivatives for all three purposes.

In the next few sections, we will consider the activities of each type of trader in more detail.

## 1.7 HEDGERS

In this section we illustrate how hedgers can reduce their risks with forward contracts and options.

### Hedging Using Forward Contracts

Suppose that it is May 24, 2010, and ImportCo, a company based in the United States, knows that it will have to pay £10 million on August 24, 2010, for goods it has purchased from a British supplier. The USD–GBP exchange rate quotes made by a financial institution are shown in Table 1.1. ImportCo could hedge its foreign exchange risk by buying pounds (GBP) from the financial institution in the 3-month forward market at 1.4415. This would have the effect of fixing the price to be paid to the British exporter at \$14,415,000.

Consider next another US company, which we will refer to as ExportCo, that is exporting goods to the United Kingdom and, on May 24, 2010, knows that it will receive £30 million 3 months later. ExportCo can hedge its foreign exchange risk by selling £30 million in the 3-month forward market at an exchange rate of 1.4410. This would have the effect of locking in the US dollars to be realized for the sterling at \$43,230,000.

Note that a company might do better if it chooses not to hedge than if it chooses to hedge. Alternatively, it might do worse. Consider ImportCo. If the exchange rate is

### Business Snapshot 1.2 Hedge Funds

Hedge funds have become major users of derivatives for hedging, speculation, and arbitrage. They are similar to mutual funds in that they invest funds on behalf of clients. However, they accept funds only from financially sophisticated individuals and do not publicly offer their securities. Mutual funds are subject to regulations requiring that the shares be redeemable at any time, that investment policies be disclosed, that the use of leverage be limited, that no short positions be taken, and so on. Hedge funds are relatively free of these regulations. This gives them a great deal of freedom to develop sophisticated, unconventional, and proprietary investment strategies. The fees charged by hedge fund managers are dependent on the fund's performance and are relatively high—typically 1 to 2% of the amount invested plus 20% of the profits. Hedge funds have grown in popularity, with about \$1 trillion being invested in them throughout the world. “Funds of funds” have been set up to invest in a portfolio of hedge funds.

The investment strategy followed by a hedge fund manager often involves using derivatives to set up a speculative or arbitrage position. Once the strategy has been defined, the hedge fund manager must:

1. Evaluate the risks to which the fund is exposed
2. Decide which risks are acceptable and which will be hedged
3. Devise strategies (usually involving derivatives) to hedge the unacceptable risks.

Here are some examples of the labels used for hedge funds together with the trading strategies followed:

*Long/Short Equities:* Purchase securities considered to be undervalued and short those considered to be overvalued in such a way that the exposure to the overall direction of the market is small.

*Convertible Arbitrage:* Take a long position in a convertible bond combined with an actively managed short position in the underlying equity.

*Distressed Securities:* Buy securities issued by companies in or close to bankruptcy.

*Emerging Markets:* Invest in debt and equity of companies in developing or emerging countries and in the debt of the countries themselves.

*Global Macro:* Carry out trades that reflect anticipated global macroeconomic trends.

*Merger Arbitrage:* Trade after a merger or acquisition is announced so that a profit is made if the announced deal takes place.

1.3000 on August 24 and the company has not hedged, the £10 million that it has to pay will cost \$13,000,000, which is less than \$14,415,000. On the other hand, if the exchange rate is 1.5000, the £10 million will cost \$15,000,000—and the company will wish that it had hedged! The position of ExportCo if it does not hedge is the reverse. If the exchange rate in August proves to be less than 1.4410, the company will wish that it had hedged; if the rate is greater than 1.4410, it will be pleased that it has not done so.

This example illustrates a key aspect of hedging. The purpose of hedging is to reduce risk. There is no guarantee that the outcome with hedging will be better than the outcome without hedging.

## Hedging Using Options

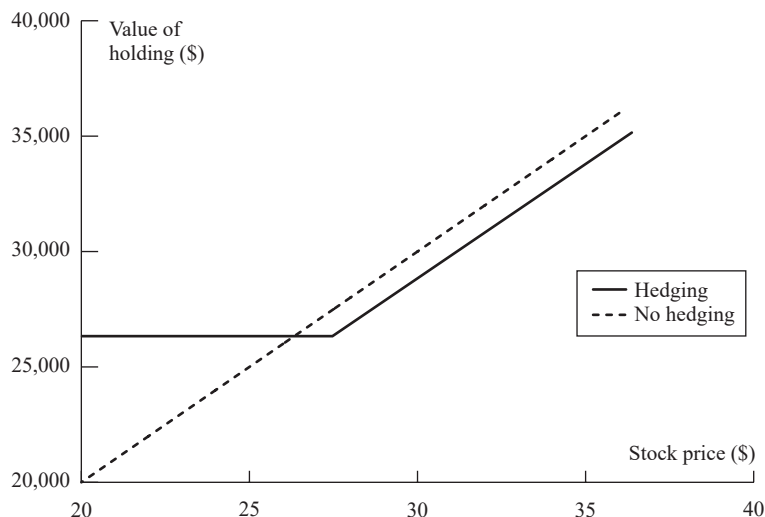
Options can also be used for hedging. Consider an investor who in May of a particular year owns 1,000 Microsoft shares. The share price is \$28 per share. The investor is concerned about a possible share price decline in the next 2 months and wants protection. The investor could buy ten July put option contracts on Microsoft on the Chicago Board Options Exchange with a strike price of \$27.50. This would give the investor the right to sell a total of 1,000 shares for a price of \$27.50. If the quoted option price is \$1, then each option contract would cost  $100 \times \$1 = \$100$  and the total cost of the hedging strategy would be  $10 \times \$100 = \$1,000$ .

The strategy costs \$1,000 but guarantees that the shares can be sold for at least \$27.50 per share during the life of the option. If the market price of Microsoft falls below \$27.50, the options will be exercised, so that \$27,500 is realized for the entire holding. When the cost of the options is taken into account, the amount realized is \$26,500. If the market price stays above \$27.50, the options are not exercised and expire worthless. However, in this case the value of the holding is always above \$27,500 (or above \$26,500 when the cost of the options is taken into account). Figure 1.4 shows the net value of the portfolio (after taking the cost of the options into account) as a function of Microsoft's stock price in 2 months. The dotted line shows the value of the portfolio assuming no hedging.

## A Comparison

There is a fundamental difference between the use of forward contracts and options for hedging. Forward contracts are designed to neutralize risk by fixing the price that the hedger will pay or receive for the underlying asset. Option contracts, by contrast, provide insurance. They offer a way for investors to protect themselves against adverse price movements in the future while still allowing them to benefit from favorable price movements. Unlike forwards, options involve the payment of an up-front fee.

**Figure 1.4** Value of Microsoft holding in 2 months with and without hedging.



## 1.8 SPECULATORS

We now move on to consider how futures and options markets can be used by speculators. Whereas hedgers want to avoid exposure to adverse movements in the price of an asset, speculators wish to take a position in the market. Either they are betting that the price of the asset will go up or they are betting that it will go down.

### Speculation Using Futures

Consider a US speculator who in February thinks that the British pound will strengthen relative to the US dollar over the next 2 months and is prepared to back that hunch to the tune of £250,000. One thing the speculator can do is purchase £250,000 in the spot market in the hope that the sterling can be sold later at a higher price. (The sterling once purchased would be kept in an interest-bearing account.) Another possibility is to take a long position in four CME April futures contracts on sterling. (Each futures contract is for the purchase of £62,500.) Table 1.4 summarizes the two alternatives on the assumption that the current exchange rate is 1.4470 dollars per pound and the April futures price is 1.4410 dollars per pound. If the exchange rate turns out to be 1.5000 dollars per pound in April, the futures contract alternative enables the speculator to realize a profit of  $(1.5000 - 1.4410) \times 250,000 = \$14,750$ . The spot market alternative leads to 250,000 units of an asset being purchased for \$1.4470 in February and sold for \$1.5000 in April, so that a profit of  $(1.5000 - 1.4470) \times 250,000 = \$13,250$  is made. If the exchange rate falls to 1.4000 dollars per pound, the futures contract gives rise to a  $(1.4410 - 1.4000) \times 250,000 = \$10,250$  loss, whereas the spot market alternative gives rise to a loss of  $(1.4470 - 1.4000) \times 250,000 = \$11,750$ . The spot market alternative appears to give rise to slightly worse outcomes for both scenarios. But this is because the calculations do not reflect the interest that is earned or paid.

What then is the difference between the two alternatives? The first alternative of buying sterling requires an up-front investment of \$361,750 ( $= 250,000 \times 1.4470$ ). In contrast, the second alternative requires only a small amount of cash to be deposited by the speculator in what is termed a “margin account”. (The operation of margin accounts is explained in Chapter 2.) In Table 1.4, the initial margin requirement is assumed to be \$5,000 per contract, or \$20,000 in total. The futures market allows the speculator to obtain leverage. With a relatively small initial outlay, the investor is able to take a large speculative position.

**Table 1.4** Speculation using spot and futures contracts. One futures contract is on £62,500. Initial margin on four futures contracts = \$20,000.

	<i>Possible trades</i>	
	<i>Buy £250,000 Spot price = 1.4470</i>	<i>Buy 4 futures contracts Futures price = 1.4410</i>
Investment	\$361,750	\$20,000
Profit if April spot = 1.5000	\$13,250	\$14,750
Profit if April spot = 1.4000	-\$11,750	-\$10,250

## Speculation Using Options

Options can also be used for speculation. Suppose that it is October and a speculator considers that a stock is likely to increase in value over the next 2 months. The stock price is currently \$20, and a 2-month call option with a \$22.50 strike price is currently selling for \$1. Table 1.5 illustrates two possible alternatives, assuming that the speculator is willing to invest \$2,000. One alternative is to purchase 100 shares; the other involves the purchase of 2,000 call options (i.e., 20 call option contracts). Suppose that the speculator's hunch is correct and the price of the stock rises to \$27 by December. The first alternative of buying the stock yields a profit of

$$100 \times (\$27 - \$20) = \$700$$

However, the second alternative is far more profitable. A call option on the stock with a strike price of \$22.50 gives a payoff of \$4.50, because it enables something worth \$27 to be bought for \$22.50. The total payoff from the 2,000 options that are purchased under the second alternative is

$$2,000 \times \$4.50 = \$9,000$$

Subtracting the original cost of the options yields a net profit of

$$\$9,000 - \$2,000 = \$7,000$$

The options strategy is, therefore, 10 times more profitable than directly buying the stock.

Options also give rise to a greater potential loss. Suppose the stock price falls to \$15 by December. The first alternative of buying stock yields a loss of

$$100 \times (\$20 - \$15) = \$500$$

Because the call options expire without being exercised, the options strategy would lead to a loss of \$2,000—the original amount paid for the options. Figure 1.5 shows the profit or loss from the two strategies as a function of the stock price in 2 months.

Options like futures provide a form of leverage. For a given investment, the use of options magnifies the financial consequences. Good outcomes become very good, while bad outcomes result in the whole initial investment being lost.

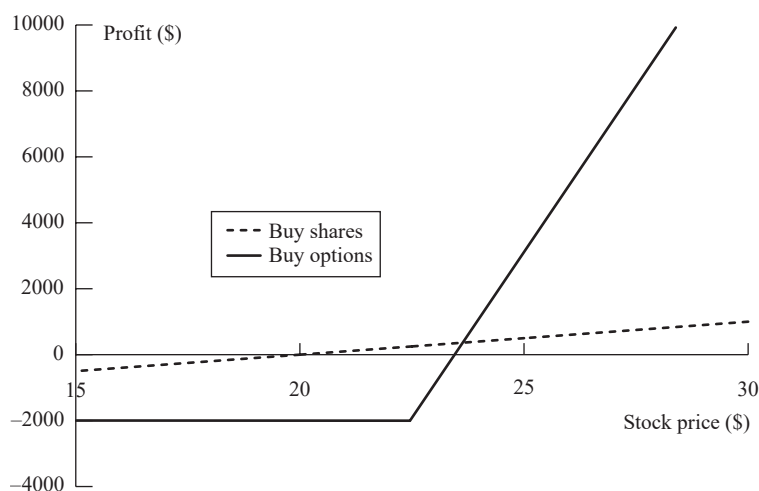
## A Comparison

Futures and options are similar instruments for speculators in that they both provide a way in which a type of leverage can be obtained. However, there is an important difference between the two. When a speculator uses futures, the potential loss as well as

**Table 1.5** Comparison of profits from two alternative strategies for using \$2,000 to speculate on a stock worth \$20 in October.

<i>Investor's strategy</i>	<i>December stock price</i>	
	<i>\$15</i>	<i>\$27</i>
Buy 100 shares	−\$500	\$700
Buy 2,000 call options	−\$2,000	\$7,000

**Figure 1.5** Profit or loss from two alternative strategies for speculating on a stock currently worth \$20.



the potential gain is very large. When options are used, no matter how bad things get, the speculator's loss is limited to the amount paid for the options.

## 1.9 ARBITRAGEURS

Arbitrageurs are a third important group of participants in futures, forward, and options markets. Arbitrage involves locking in a riskless profit by simultaneously entering into transactions in two or more markets. In later chapters we will see how arbitrage is sometimes possible when the futures price of an asset gets out of line with its spot price. We will also examine how arbitrage can be used in options markets. This section illustrates the concept of arbitrage with a very simple example.

Let us consider a stock that is traded on both the New York Stock Exchange ([www.nyse.com](http://www.nyse.com)) and the London Stock Exchange ([www.stockex.co.uk](http://www.stockex.co.uk)). Suppose that the stock price is \$140 in New York and £100 in London at a time when the exchange rate is \$1.4300 per pound. An arbitrageur could simultaneously buy 100 shares of the stock in New York and sell them in London to obtain a risk-free profit of

$$100 \times [(\$1.43 \times 100) - \$140]$$

or \$300 in the absence of transactions costs. Transactions costs would probably eliminate the profit for a small investor. However, a large investment bank faces very low transactions costs in both the stock market and the foreign exchange market. It would find the arbitrage opportunity very attractive and would try to take as much advantage of it as possible.

Arbitrage opportunities such as the one just described cannot last for long. As arbitrageurs buy the stock in New York, the forces of supply and demand will cause



the dollar price to rise. Similarly, as they sell the stock in London, the sterling price will be driven down. Very quickly the two prices will become equivalent at the current exchange rate. Indeed, the existence of profit-hungry arbitrageurs makes it unlikely that a major disparity between the sterling price and the dollar price could ever exist in the first place. Generalizing from this example, we can say that the very existence of arbitrageurs means that in practice only very small arbitrage opportunities are observed in the prices that are quoted in most financial markets. In this book most of the arguments concerning futures prices, forward prices, and the values of option contracts will be based on the assumption that no arbitrage opportunities exist.

### 1.10 DANGERS

Derivatives are very versatile instruments. As we have seen, they can be used for hedging, for speculation, and for arbitrage. It is this very versatility that can cause problems. Sometimes traders who have a mandate to hedge risks or follow an arbitrage strategy become (consciously or unconsciously) speculators. The results can be disastrous. One example of this is provided by the activities of Jérôme Kerviel at Société Générale (see Business Snapshot 1.3).

To avoid the sort of problems Société Générale encountered, it is very important for both financial and nonfinancial corporations to set up controls to ensure that derivatives are being used for their intended purpose. Risk limits should be set and the activities of traders should be monitored daily to ensure that these risk limits are adhered to.

Unfortunately, even when traders follow the risk limits that have been specified, big mistakes can happen. Some of the activities of traders in the derivatives market during the period leading up to the start of the credit crisis in July 2007 proved to be much riskier than they were thought to be by the financial institutions they worked for. As will be discussed in Chapter 8, house prices in the United States had been rising fast. Most people thought that the increases would continue—or, at worst, that house prices would simply level off. Very few were prepared for the steep decline that actually happened. Furthermore, very few were prepared for the high correlation between mortgage default rates in different parts of the country. Some risk managers did express reservations about the exposures of the companies for which they worked to the US real estate market. But, when times are good (or appear to be good), there is an unfortunate tendency to ignore risk managers and this is what happened at many financial institutions during the 2006–2007 period. The key lesson from the credit crisis is that financial institutions should always be dispassionately asking “What can go wrong?”, and they should follow that up with the question “If it does go wrong, how much will we lose?”

### SUMMARY

One of the exciting developments in finance over the last 30 years has been the growth of derivatives markets. In many situations, both hedgers and speculators find it more attractive to trade a derivative on an asset than to trade the asset itself. Some derivatives

**Business Snapshot 1.3** SocGen's big loss in 2008

Derivatives are very versatile instruments. They can be used for hedging, speculation, and arbitrage. One of the risks faced by a company that trades derivatives is that an employee who has a mandate to hedge or to look for arbitrage opportunities may become a speculator.

Jérôme Kerviel joined Société Générale (SocGen) in 2000 to work in the compliance area. In 2005, he was promoted and became a junior trader in the bank's Delta One products team. He traded equity indices such as the German DAX index, the French CAC 40, and the Euro Stoxx 50. His job was to look for arbitrage opportunities. These might arise if a futures contract on an equity index was trading for a different price on two different exchanges. They might also arise if equity index futures prices were not consistent with the prices of the shares constituting the index. (This type of arbitrage is discussed in Chapter 5.)

Kerviel used his knowledge of the bank's procedures to speculate while giving the appearance of arbitraging. He took big positions in equity indices and created fictitious trades to make it appear that he was hedged. In reality, he had large bets on the direction in which the indices would move. The size of his unhedged position grew over time to tens of billions of euros.

In January 2008, his unauthorized trading was uncovered by SocGen. Over a three-day period, the bank unwound his position for a loss of 4.9 billion euros. This was at the time the biggest loss created by fraudulent activity in the history of finance. (Later in the year, a much bigger loss from Bernard Madoff's Ponzi scheme came to light.)

Rogue trader losses were not unknown at banks prior to 2008. For example, in the 1990s, Nick Leeson, who worked at Barings Bank, had a mandate similar to that of Jérôme Kerviel. His job was to arbitrage between Nikkei 225 futures quotes in Singapore and Osaka. Instead he found a way to make big bets on the direction of the Nikkei 225 using futures and options, losing \$1 billion and destroying the 200-year old bank in the process. In 2002, it was found that John Rusnak at Allied Irish Bank had lost \$700 million from unauthorized foreign exchange trading. The lessons from these losses are that it is important to define unambiguous risk limits for traders and then to monitor what they do very carefully to make sure that the limits are adhered to.

are traded on exchanges; others are traded by financial institutions, fund managers, and corporations in the over-the-counter market, or added to new issues of debt and equity securities. Much of this book is concerned with the valuation of derivatives. The aim is to present a unifying framework within which all derivatives—not just options or futures—can be valued.

In this chapter we have taken a first look at forward, futures, and options contracts. A forward or futures contract involves an obligation to buy or sell an asset at a certain time in the future for a certain price. There are two types of options: calls and puts. A call option gives the holder the right to buy an asset by a certain date for a certain price. A put option gives the holder the right to sell an asset by a certain date for a certain price. Forwards, futures, and options trade on a wide range of different underlying assets.

Derivatives have been very successful innovations in capital markets. Three main types of traders can be identified: hedgers, speculators, and arbitrageurs. Hedgers are in

the position where they face risk associated with the price of an asset. They use derivatives to reduce or eliminate this risk. Speculators wish to bet on future movements in the price of an asset. They use derivatives to get extra leverage. Arbitrageurs are in business to take advantage of a discrepancy between prices in two different markets. If, for example, they see the futures price of an asset getting out of line with the cash price, they will take offsetting positions in the two markets to lock in a profit.

## FURTHER READING

Chancellor, E. *Devil Take the Hindmost—A History of Financial Speculation*. New York: Farrar Straus Giroux, 2000.

Merton, R. C. “Finance Theory and Future Trends: The Shift to Integration,” *Risk*, 12, 7 (July 1999): 48–51.

Miller, M. H. “Financial Innovation: Achievements and Prospects,” *Journal of Applied Corporate Finance*, 4 (Winter 1992): 4–11.

Zingales, L., “Causes and Effects of the Lehman Bankruptcy,” Testimony before Committee on Oversight and Government Reform, United States House of Representatives, October 6, 2008.

## Practice Questions (Answers in Solutions Manual)

- 1.1. What is the difference between a long forward position and a short forward position?
- 1.2. Explain carefully the difference between hedging, speculation, and arbitrage.
- 1.3. What is the difference between entering into a long forward contract when the forward price is \$50 and taking a long position in a call option with a strike price of \$50?
- 1.4. Explain carefully the difference between selling a call option and buying a put option.
- 1.5. An investor enters into a short forward contract to sell 100,000 British pounds for US dollars at an exchange rate of 1.4000 US dollars per pound. How much does the investor gain or lose if the exchange rate at the end of the contract is (a) 1.3900 and (b) 1.4200?
- 1.6. A trader enters into a short cotton futures contract when the futures price is 50 cents per pound. The contract is for the delivery of 50,000 pounds. How much does the trader gain or lose if the cotton price at the end of the contract is (a) 48.20 cents per pound and (b) 51.30 cents per pound?
- 1.7. Suppose that you write a put contract with a strike price of \$40 and an expiration date in 3 months. The current stock price is \$41 and the contract is on 100 shares. What have you committed yourself to? How much could you gain or lose?
- 1.8. What is the difference between the over-the-counter market and the exchange-traded market? What are the bid and offer quotes of a market maker in the over-the-counter market?
- 1.9. You would like to speculate on a rise in the price of a certain stock. The current stock price is \$29 and a 3-month call with a strike price of \$30 costs \$2.90. You have \$5,800 to invest. Identify two alternative investment strategies, one in the stock and the other in an option on the stock. What are the potential gains and losses from each?

- 1.10. Suppose that you own 5,000 shares worth \$25 each. How can put options be used to provide you with insurance against a decline in the value of your holding over the next 4 months?
- 1.11. When first issued, a stock provides funds for a company. Is the same true of a stock option? Discuss.
- 1.12. Explain why a futures contract can be used for either speculation or hedging.
- 1.13. Suppose that a March call option to buy a share for \$50 costs \$2.50 and is held until March. Under what circumstances will the holder of the option make a profit? Under what circumstances will the option be exercised? Draw a diagram illustrating how the profit from a long position in the option depends on the stock price at maturity of the option.
- 1.14. Suppose that a June put option to sell a share for \$60 costs \$4 and is held until June. Under what circumstances will the seller of the option (i.e., the party with the short position) make a profit? Under what circumstances will the option be exercised? Draw a diagram illustrating how the profit from a short position in the option depends on the stock price at maturity of the option.
- 1.15. It is May and a trader writes a September call option with a strike price of \$20. The stock price is \$18 and the option price is \$2. Describe the trader's cash flows if the option is held until September and the stock price is \$25 at that time.
- 1.16. A trader writes a December put option with a strike price of \$30. The price of the option is \$4. Under what circumstances does the trader make a gain?
- 1.17. A company knows that it is due to receive a certain amount of a foreign currency in 4 months. What type of option contract is appropriate for hedging?
- 1.18. A US company expects to have to pay 1 million Canadian dollars in 6 months. Explain how the exchange rate risk can be hedged using (a) a forward contract and (b) an option.
- 1.19. A trader enters into a short forward contract on 100 million yen. The forward exchange rate is \$0.0080 per yen. How much does the trader gain or lose if the exchange rate at the end of the contract is (a) \$0.0074 per yen and (b) \$0.0091 per yen?
- 1.20. The Chicago Board of Trade offers a futures contract on long-term Treasury bonds. Characterize the traders likely to use this contract.
- 1.21. "Options and futures are zero-sum games." What do you think is meant by this?
- 1.22. Describe the profit from the following portfolio: a long forward contract on an asset and a long European put option on the asset with the same maturity as the forward contract and a strike price that is equal to the forward price of the asset at the time the portfolio is set up.
- 1.23. In the 1980s, Bankers Trust developed *index currency option notes* (ICONs). These are bonds in which the amount received by the holder at maturity varies with a foreign exchange rate. One example was its trade with the Long Term Credit Bank of Japan. The ICON specified that if the yen–US dollar exchange rate,  $S_T$ , is greater than 169 yen per dollar at maturity (in 1995), the holder of the bond receives \$1,000. If it is less than 169 yen per dollar, the amount received by the holder of the bond is

$$1,000 - \max\left[0, 1,000\left(\frac{169}{S_T} - 1\right)\right]$$

When the exchange rate is below 84.5, nothing is received by the holder at maturity. Show that this ICON is a combination of a regular bond and two options.

- 1.24. On July 1, 2011, a company enters into a forward contract to buy 10 million Japanese yen on January 1, 2012. On September 1, 2011, it enters into a forward contract to sell 10 million Japanese yen on January 1, 2012. Describe the payoff from this strategy.
- 1.25. Suppose that USD/sterling spot and forward exchange rates are as follows:

Spot	1.4580
90-day forward	1.4556
180-day forward	1.4518

What opportunities are open to an arbitrageur in the following situations?

- (a) A 180-day European call option to buy £1 for \$1.42 costs 2 cents.  
 (b) A 90-day European put option to sell £1 for \$1.49 costs 2 cents.

### Further Questions

- 1.26. Trader A enters into a forward contract to buy gold for \$1,000 an ounce in one year. Trader B buys a call option to buy gold for \$1,000 an ounce in one year. The cost of the option is \$100 an ounce. What is the difference between the positions of the traders? Show the profit per ounce as a function of the price of gold in one year for the two traders.
- 1.27. In March, a US investor instructs a broker to sell one July put option contract on a stock. The stock price is \$42 and the strike price is \$40. The option price is \$3. Explain what the investor has agreed to. Under what circumstances will the trade prove to be profitable? What are the risks?
- 1.28. A US company knows it will have to pay 3 million euros in three months. The current exchange rate is 1.4500 dollars per euro. Discuss how forward and options contracts can be used by the company to hedge its exposure.
- 1.29. A stock price is \$29. An investor buys one call option contract on the stock with a strike price of \$30 and sells a call option contract on the stock with a strike price of \$32.50. The market prices of the options are \$2.75 and \$1.50, respectively. The options have the same maturity date. Describe the investor's position.
- 1.30. The price of gold is currently \$1,000 per ounce. The forward price for delivery in 1 year is \$1,200. An arbitrageur can borrow money at 10% per annum. What should the arbitrageur do? Assume that the cost of storing gold is zero and that gold provides no income.
- 1.31. The current price of a stock is \$94, and 3-month European call options with a strike price of \$95 currently sell for \$4.70. An investor who feels that the price of the stock will increase is trying to decide between buying 100 shares and buying 2,000 call options (= 20 contracts). Both strategies involve an investment of \$9,400. What advice would you give? How high does the stock price have to rise for the option strategy to be more profitable?
- 1.32. On July 15, 2010, an investor owns 100 Google shares. As indicated in Table 1.3, the share price is about \$497 and a December put option with a strike price of \$460 costs \$27.30. The investor is comparing two alternatives to limit downside risk. The first involves buying one December put option contract with a strike price of \$460. The second involves instructing a broker to sell the 100 shares as soon as Google's price reaches \$460. Discuss the advantages and disadvantages of the two strategies.

- 1.33. A bond issued by Standard Oil some time ago worked as follows. The holder received no interest. At the bond's maturity the company promised to pay \$1,000 plus an additional amount based on the price of oil at that time. The additional amount was equal to the product of 170 and the excess (if any) of the price of a barrel of oil at maturity over \$25. The maximum additional amount paid was \$2,550 (which corresponds to a price of \$40 per barrel). Show that the bond is a combination of a regular bond, a long position in call options on oil with a strike price of \$25, and a short position in call options on oil with a strike price of \$40.
- 1.34. Suppose that in the situation of Table 1.1 a corporate treasurer said: "I will have £1 million to sell in 6 months. If the exchange rate is less than 1.41, I want you to give me 1.41. If it is greater than 1.47, I will accept 1.47. If the exchange rate is between 1.41 and 1.47, I will sell the sterling for the exchange rate." How could you use options to satisfy the treasurer?
- 1.35. Describe how foreign currency options can be used for hedging in the situation considered in Section 1.7 so that (a) ImportCo is guaranteed that its exchange rate will be less than 1.4600, and (b) ExportCo is guaranteed that its exchange rate will be at least 1.4200. Use DerivaGem to calculate the cost of setting up the hedge in each case assuming that the exchange rate volatility is 12%, interest rates in the United States are 5%, and interest rates in Britain are 5.7%. Assume that the current exchange rate is the average of the bid and offer in Table 1.1.
- 1.36. A trader buys a European call option and sells a European put option. The options have the same underlying asset, strike price, and maturity. Describe the trader's position. Under what circumstances does the price of the call equal the price of the put?

# 2

CHAPTER

## Mechanics of Futures Markets



In Chapter 1 we explained that both futures and forward contracts are agreements to buy or sell an asset at a future time for a certain price. Futures contracts are traded on an organized exchange, and the contract terms are standardized by that exchange. By contrast, forward contracts are private agreements between two financial institutions or between a financial institution and one of its clients.

This chapter covers the details of how futures markets work. We examine issues such as the specification of contracts, the operation of margin accounts, the organization of exchanges, the regulation of markets, the way in which quotes are made, and the treatment of futures transactions for accounting and tax purposes. We compare futures contracts with forward contracts and explain the difference between the payoffs realized from them.

### 2.1 BACKGROUND

As we saw in Chapter 1, futures contracts are now traded actively all over the world. The Chicago Board of Trade, the Chicago Mercantile Exchange, and the New York Mercantile Exchange have merged to form the CME Group ([www.cmegroup.com](http://www.cmegroup.com)). Other large exchanges include NYSE Euronext ([www.euronext.com](http://www.euronext.com)), Eurex ([www.eurexchange.com](http://www.eurexchange.com)), BM&F BOVESPA ([www.bmfbovespa.com.br](http://www.bmfbovespa.com.br)), and the Tokyo International Financial Futures Exchange ([www.tfx.co.jp](http://www.tfx.co.jp)). A table at the end of this book provides a more complete list of exchanges.

We examine how a futures contract comes into existence by considering the corn futures contract traded by the CME Group. On March 5 a trader in New York might call a broker with instructions to buy 5,000 bushels of corn for delivery in July of the same year. The broker would immediately issue instructions to a trader to buy (i.e., take a long position in) one July corn contract. (Each corn contract on CBOT is for the delivery of exactly 5,000 bushels.) At about the same time, another trader in Kansas might instruct a broker to sell 5,000 bushels of corn for July delivery. This broker would then issue instructions to sell (i.e., take a short position in) one corn contract. A price would be determined and the deal would be done. Under the traditional open outcry system, floor traders representing each party would physically meet to determine the price. With electronic trading, a computer would match the traders.