Nicolas Darvas, author of *How I Made $2,000,000 in the Stock Market*, concluded that Wall Street was nothing more than a huge gambling casino. It bristled with dealers, croupiers and touts—and he explained all of this in a later highly successful book, *Wall Street: The Other Las Vegas.*

*How I Made $2,000,000 in the Stock Market* is an extraordinary book. It tells one of the most unusual success stories in the history of the stock market.

Darvas was not a stock market professional trading on inside information. He was one half of the highest paid dance team in show business. Yet he was able to make himself a millionaire several times over by his unique investment approach. Unlike other so-called systems, it worked regardless of whether the market rose or fell.

When news of Darvas's fantastic profits and methods leaked out, he was featured in *Time Magazine.* He then was persuaded to write a book which became an instant hit, selling nearly 200,000 copies in eight weeks.

Many of the companies talked about in this book no longer exist. Many of the stocks are no longer traded. Nevertheless, the basic principles are as sound as ever.

Cover design by John Maddalone

More than 25 years have passed since a world-famous dancer shook up Wall Street by revealing the system that allowed him to build a multi-million dollar fortune with very small capital.
HOW I MADE
$2,000,000
IN THE STOCK MARKET

BY Nicolas Darvas

Lyle Stuart
Kensington Publishing Corp.
www.kensingtonbooks.com
Contents

PUBLISHER'S PREFACE vii
AUTHOR'S INTRODUCTION ix

THE GAMBLER

CHAPTER 1. Canadian Period 7

THE FUNDAMENTALIST

CHAPTER 2. Entering Wall Street 21
CHAPTER 3. My First Crisis 38

THE TECHNICIAN

CHAPTER 4. Developing the Box Theory 47
CHAPTER 5. Cables Round the World 60

THE TECHNO-FUNDAMENTALIST

CHAPTER 6. During the Baby-Bear Market 77
CHAPTER 7. The Theory Starts to Work 96
CHAPTER 8. My First Half-Million 99
CHAPTER 9. My Second Crisis 109
CHAPTER 10. Two Million Dollars 119

Interview with Timer Magazine 133

APPENDIX

Cables 139
Charts 159
Index of Stocks 177
Questions and Answers 179
Publisher's Preface

How I Made $2,000,000 in the Stock Market is an American stock market classic.

Most stock market classics date back 50 and 75 years but this one is almost contemporary—only a quarter of a century old.

Darvas was an original. He won at almost everything he did whether it was creating crossword puzzles, playing championship Ping-Pong, or working as the world's highest paid ballroom dancer.

Nick wasn't afraid to be unique. His keen mind never stopped working. He used to ask me a question at the Plaza Hotel bar in New York and then answer it two weeks later when I met him for a drink at the George V in Paris. He would expand on his reply at the Hotel De Paris in Monte Carlo four weeks later and then, when half a year had passed, he would pick up the conversation while running himself on Copacabana Beach in front of the Leme Palace Hotel in Rio de Janeiro.

I recall once sitting in a room in a typical, shabby "first-class" hotel in Prague, Czechoslovakia, with my wife and songwriter Dick Manning and his wife when the phone rang. I would have bet dollars to pennies that no one, not even my secretary in New York, knew where we were staying. But Darvas had found me.

The emergency? Nick wanted me to hear his latest thoughts on
the color of the jacket for his then upcoming book, Wall Street: The Other Las Vegas.

I am pleased to make this book available again because there has been a constant demand for it. It offers a view of the stock market so candid and devastating that anyone who “plays” in the big casino called Wall Street should certainly have access to it.

I want to share with you an amusing sidelight. After the success of How I Made . . . , the circulation of Barron's doubled. Barron's owed a lot to Darvas. But Barron's had a strange way of showing its appreciation! Along with a number of other financial magazines and newspapers, it flatly refused to accept any advertising for Wall Street: The Other Las Vegas because that book exposed the brokers and the tipsters who were its faithful advertisers. Not only would the publications not pay advertising for our book, but they refused to allow any mention of the book in any news column or review!

“Whose bread I eat, his song I sing,” is a proverb I learned as a young newspaper reporter.

The blackout was almost total. Newsweek scheduled a review and the review was killed. Time called for a photograph of Darvas to accompany a story, but the story was double-calk that neatly evaded reference to the theme of the book.

Wall Street: The Other Las Vegas destroyed many of the phony illusions that are the trappings of Wall Street. No one who read it could ever again feel the same about a stock certificate, a broker, or a financial newsletter. Perhaps if the reissue of this book is successful, we’ll reprint that one too.

The volume you hold in your hands was the first book to change dramatically the way customers perceived their brokers and brokerage houses.

Read it and you’ll see why. Absorb it, and you’ll be enriched in all of your future stock-trading attitudes.

LYLE STUART
Fort Lee, NJ
March, 1986
His face had been familiar behind the counter at the bookstore, but when I walked in, he didn’t recognize me. I had just moved to town a few months ago, but I had heard about him from other authors. He was the kind of person who could always make you feel welcome, even if you were just another face in the crowd.

"What are you looking for?" he asked, his voice friendly.

I thought for a moment before answering. "I’m not sure. Just browsing. I saw your name in the paper. I’ve heard a lot about you." He smiled at me, a warm, genuine smile that made me feel instantly at ease.

"Ah, yes. Well, I’m glad you’re here," he said. "I’ve been busy these past few weeks, but I finally have a moment to relax. Would you like me to show you around?"

I hesitated. I was not the kind of person who usually sought out attention, but there was something about this man that drew me in. "I’d love to," I said finally, and he led me through the store, pointing out his favorite books and the stories behind them.

We spent a good hour there, with him asking me questions about my own writing and me asking him questions about his. It was the kind of conversation that could only happen in a bookstore, where books are more than just objects; they are living beings that can speak to you, if you’re willing to listen.

As we talked, I couldn’t help but feel a sense of kinship with him. We were both writers, both struggling to find our voices in a world that could be indifferent to the stories we had to tell. But in that moment, in that little bookstore, we were equals, united by a shared passion for the written word.

When we finally said goodbye, he handed me a bookmark with his name on it. "Take this," he said. "It’s a little token of appreciation. I hope it finds its way to the right book." I took it, feeling a sense of gratitude that was hard to put into words.

This was, in some ways, the kind of moment that I had been seeking ever since I first arrived in town. The kind of connection that comes from sharing a common interest, a common dream. I knew that I had found a new friend, a kindred spirit, and I left the bookstore feeling both inspired and hopeful.

The fact is that How I Made... was, in almost any market, a gamble. My approach to it would work, I assured myself. I was not going to let fear stand in my way.

I walked out the door, feeling a sense of purpose. I knew that the road ahead would not be easy, but I was ready for whatever challenges lay ahead. And as I stepped into the sunlight, I knew that I had found a new home, a new family, in this quiet little town where books were more than just objects; they were the key to unlocking the human heart.
full-time assistants and applied my system over a two-year period, I could have had a return of 3,000 times my original investment ($36,000)—or $100,000,000 instead of a mere $2,250,000 in 18 months.

The fault, said this reader, is that I failed to take advantage of high velocity movements and of margin. I failed too, he said, to reinvest my profits.

This, of course, is all hindsight. With the letter were detailed charts proving the case. Could I have made 140 times my capital in the 18 months? 200 times? 1,000 times?

Perhaps. But I have never been unhappy with what I did accomplish. I built a fortune with serenity by avoiding premature selling yet making an exodus from most of my stocks with the use of a single tool: the trailing stop-loss.

I have discovered no loss-free Nirvana. But I have been able to limit my losses, without compromise, to less than 10 percent wherever possible. Profits are a function of time, and so good reasons have to exist to keep a profitless purchase longer than three weeks.

My stop-loss method had two effects. It got me out of the wrong stock and onto the right one. And it did it quickly. My method obviously wouldn't work for everyone. It worked for me. And, by studying what I did, I hope you find this book helpful and profitable for you.

Nicolas Darvas

Paris
February, 1971
In the morning of September 3, 1918, the following cable arrived at the Gloucester Hotel in the Crown Colony of Hong Kong:

"BOUGHT 1300 THIOKOL 49% . . ."

This purchase represented one part of a chain of purchases that were to net $2,000,000 in eighteen months.

And this is the story of the events that led up to it . . .
The Gambler
CHAPTER ONE

Canadian Period

It was November 1952. I was playing in Manhattan's "Latin Quarter" in New York when my agent telephoned. He had received an offer for me and my dancing partner, Julia, to appear in a Toronto nightclub. This was owned by twin brothers, Al and Harry Smith, who made me a very unusual proposition. They offered to pay me in stock instead of money. I have had some strange experiences in show business, but this was a new one.

I made further inquiries and found they were prepared to give me 6,000 shares in a company called BRELUND. This was a Canadian mining firm in which they were interested. The stock at that time was quoted at 30 cents a share.

I knew stocks went up and down—that was about all I did know—so I asked the Smith brothers if they would give me the
following guarantee: if the stock went below 10 cents, they would make up the difference. They agreed to do this for a period of six months.

It so happened that I could not keep that Toronto date. I felt badly about letting the brothers down, so I offered to buy the stock as a gesture. I sent them a check for $3,000 and received 6,000 shares of BRIEUNO stock.

I thought no more about it until one day, two months later, I idly glanced at the stock’s price in the paper. I shot upright in my chair. My 30-cent BRIEUNO stock was quoted at $1.90. I sold it at once and made a profit of close to $9,000.

At first I could not believe it. It was like magic to me. I felt like the man who went to the races for the first time and with beginner’s luck backed every winner. Cashing his winnings he simply inquired: “How long has this been going on?”

I decided I had been missing a good thing all my life. I made up my mind to go into the stock market. I have never gone back on this decision, but little did I know what problems I would encounter in this unknown jungle.

I knew absolutely nothing about the stock market. I was not even aware, for instance, that there was one in New York. All I had heard about were Canadian stocks, particularly mining shares. As they had been very good to me, obviously the smart thing to do was to stay with them.

But how to start? How to find what stocks to buy? You could not pick them out with a pin. You must have information. That was my major problem: how to obtain it. I now realize that this is, in fact, impossible for the ordinary man, but then I thought I had only to ask enough people to learn the great secret. I thought if I asked often enough I would get acquainted with people in the know. I asked everybody I met if they had any stock market information. Working in nightclubs I meet rich people. Rich people must know.
The gambler: [First sentence is not visible.]

The gambler explained to me that he had beenaken for 6000 to 7000 dollars on the Canadian mining stocks. He told me that he had bought 1000 shares of the Northern Mining Company for $20 each. He said that he had sold them for $25 each. He also bought 1000 shares of the Eastern Mining Company for $25 each. He said that he had sold them for $30 each. He made a profit of $5000 on these two stocks.

I asked the gambler if he had made any money on other stocks. He said that he had bought 1000 shares of the Western Mining Company for $30 each. He said that he had sold them for $35 each. He made a profit of $5000 on these shares.

The gambler also told me that he had bought 1000 shares of the Southern Mining Company for $25 each. He said that he had sold them for $30 each. He made a profit of $5000 on these shares.

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HOW I MADE $2,000,000 IN THE STOCK MARKET

well below the price I had paid for it and looked like staying there.

It was a period of wild, foolish gambling with no effort to find the reasons for my operations. I followed "bunches." I went by god-sent names, rumors of uranium-finds, oil strikes, anything anyone told me. When there were constant losses an occasional small gain gave me hope, like the carrot before the donkey's nose.

Then one day, after I had been buying and selling for about seven months, I decided to go over my books. When I added up the values of the bad stocks I was holding I found I had lost almost $3,000.

It was on that day that I began to suspect there was something wrong with my money-making scheme. A ghost at the back of my mind began to whisper to me that, in fact, I had no idea what I was doing.

Yet I was still ahead. I consoled myself that I had not touched the $3,000 I had originally paid for BRULUNO, and I had about $5,000 of my profit from that transaction besides. But, if I continued like this, how much longer would I keep it?

Here is just one page from my profit-and-loss accounting. It tells the whole sad story of defeat in microcoss.

OLD SMOKY GAS & OILS
Bought at 19 cents
Sold at 10 cents

RAYAND MINES
Bought at 12 cents
Sold at 8 cents

REEFAR
Bought at 130 cents
Sold at 110 cents

THE GAMBLER: Canadian Period

QUEBEC SMELTING & REFINING
Bought at 22 cents
Sold at 14 cents

Obsessed by my carrot-before-the-nose gains, I had not noticed I was losing an average of a hundred dollars a week.

It was my first stock market dilemma. The market had seen several much more serious dilemmas in store for me in the next six years but this one was in some ways the worst. On my decision at this point depended whether I would continue to operate in the market.

I decided to stay and have another try.

The next problem was what to do. There must be a different way. Could I improve my approach? I had been proved to me that it was wrong to listen to nightclub customers, head-waiters, stage-hands. They were only amateurs like myself and, however confidently they offered their tips, they did not know any more than I did.

I gazed at page after page of my brokerage statements which said: Bought 90 cents, sold 82 ... Bought 45 cents, sold 48 ... Who could help me to discover the secrets of the stock market? I had started to read Canadian financial publications as well as Canadian stock tables. I had begun increasingly to glance at advisory news sheets which gave tips about stocks listed on the Toronto Stock Exchange.

I had already decided that if I were to go on, I would need professional help, so I subscribed to some advisory services which gave financial information. After all, I reasoned, these were the experts. I would follow their professional advice and quit buying stock on the odd tip from a stranger or an amateur stock-market like myself. If I followed their skilled, sensible teaching, I must succeed.

There were financial advisory services that offered a trial sub-
HOW I MADE $2,000,000 IN THE STOCK MARKET

scription of four copies of their information-sheets for one dollar. You could have these as a goodwill taste before you began seriously to buy their valuable service.

I put down a dozen or so dollars for trial subscriptions and eagerly read the sheets they sent me.

In New York, there are reputable financial services, but the Canadian sheets that I bought were solely for the sucker trade. How was I to know this? These financial advice sheets delighted and excited me. They made stock market speculation sound so urgent and easy.

They would come out with huge headlines saying:

"Buy this stock now before it is too late!"

"Buy to the full extent of your resources!"

"If your broker advises you against it, get rid of your broker!"

"This stock will give you a profit of 100% or more!"

This, of course, seemed like real, red-hot information. This was much more authentic than the odd tip picked up in a restaurant.

I read these promotion sheets eagerly. They were always filled with much unlascivious and brotherly love. One of them said:

"For the first time in the history of Canadian finance the little fellow will have the fantastic opportunity of getting in on the ground floor of a brilliant new development.

"The plutocrats of Wall Street have been trying to acquire all the stock in our company, but in clear defiance of the evil traditions we are only interested in the participation of investors of moderate means. People like you... ."

14

THE GAMBLER: Canadian Period

But this was me! They understood my position exactly. I was the typical little fellow to be pitied for the way he was pushed around by the Wall Street plutocrats. I should only have been pitied for my stupidity.

I would rush to the telephone to buy the stock they recommended. It invariably went down. I could not understand this, but I was not the slightest bit worried. They must know what they were talking about. The next stock must go up. It seldom did.

I did not know it but I was already coming up against one of the great pitfalls of the small operator—the almost insoluble problem of when to enter the market. These sudden drops immediately after he has invested his money are one of the most mystifying phenomena facing the amateur. It took me years to realize that when these financial tipsters advise the small operator to buy a stock, those professionals who have bought the stock much earlier on inside information are selling.

Simultaneously with the withdrawal of the inside-track money, the small sucker money is coming in. They are not奋战 with the mostest, but lastest with the leastest. They are far too late, and their money is always too small to support the stock at its false high point once the professionals are out.

I know this now, but at that time I had no idea why stocks behaved like that. I thought it was just bad luck that they dropped after I bought them. When I look back I know that I was all set at this period to lose everything I had.

When I did invest $100 I almost always lost $20 or $30 at once. But a few stocks did go up and I was comparatively happy.

Even when I had to go to New York I continued to telephone my orders to brokers in Toronto.

I did that because I did not even know you could transact Canadian stock exchange business through a New York broker. The Toronto brokers would telephone tips and I always bought

15
the stock they or the Canadian financial advisory services suggested. Like all small hit-and-miss operators, I put down my losses to bad luck. I knew—I was certain—that one day I would have good luck. I was not wrong all the time—in some ways it would have been better if I had been. Once in a while I made a few dollars. It was always a complete accident.

Here is an example. The Canadian stock tables had become obsessive reading with me. One day when I was looking through them I saw a stock called Calder Bouquet. I still do not know what it was, what the company produces. But it was such a pretty name. I liked the sound of it, so I bought 1,000 shares at 18 cents, for a total of $900.

Then I had to fly to Madrid on a dancing engagement. One month later when I came back I opened the paper and looked for the name. It had gone up to 36 cents. That was double the price I had paid. I sold it—and made $900. It was just blind luck.

It was doubly blind luck because not only had it gone up for no good reason but if I had not been dancing in Spain I would certainly have sold the stock when it rose to 22 cents. I could not get Canadian stock quotations while I was in Spain so I was saved from selling too soon by being in blissful ignorance concerning the stock’s movements.

This was during the mad period, but it only seems so in retrospect. At that time I felt I was really beginning to be a big-time operator. I was proud of myself because I was working on tips of a more educated nature than my previous head-waiter, dressing-room information. My Canadian brokers called me, my financial services advised me, and if I did get a tip I felt I was getting it from the source. I cultivated more and more the society of prosperous businessmen in cocktail lounges who told me about oil companies which were going to strike it rich. They whispered where there was uranium in Alaska; they confided about sensational developments in Quebec. All these were guaranteed to make a great fortune in the future if you could only get into the stocks now. I did, but they did not make me any money.

By the end of 1953, when I returned to New York, my $1,000 was down to $5,800. Once again I had to reconsider my position. The businessmen’s tips did not produce the Eldorado they promised. The advisory services did not provide the information which enables you to make money in the stock market. Their stocks tended much more to go down than up. I could not get quotes for any of my Canadian stocks in the New York newspapers, yet stock quotations fascinated me so much that I began to read the financial columns in papers like The New York Times, the New York Herald Tribune, and The Wall Street Journal. I did not buy any of the stocks that the New York exchanges quoted, but I still remember the impact of the beautiful names of some of the stocks and the appeal of some of the mysterious phrases like "over the counter."

The more I read, the more I became interested in the New York market. I decided to sell all my Canadian stock except for Old Smoky Gas & Oils—and I kept this one because the man who gave me the stock in the first place advised me that fantastic developments were expected. As usual, no fantastic developments took place, and after five months in New York I gave up the unequal struggle. I sold my last Canadian stock, which I had bought for 19 cents, for 10 cents. In the meantime I had begun to wonder if the bigger jungle nearer home, the New York Stock Exchange, would not be easier to assault. I called a friend of mine, a New York theatrical agent, Eddie Ellroy, and asked him if he knew a New York broker. He gave me the name of a man whom I will call Lou Keller.
The Fundamentalist
CHAPTER TWO

Entering Wall Street

I called Lou Keller. I told him who I was and what I wanted. Next day he sent me some papers to sign, and advised me that as soon as I returned them with a deposit I would have an account with his brokerage firm. When I received his notice something happened to me. Suddenly I began to feel that I was becoming part of the financial scene. I cannot describe Wall Street because I have never been there physically, but even its name had an almost mystical attraction for me.

Here everything was going to be serious and different. I now considered my Canadian induction period as pure crazy gambling that I would never repeat.

As I studied the long gray columns of stock market quotations in the New York papers, I felt I was about to enter a new and successful period in my life. This was not like the wildcat
HOW I MADE $2,000,000 IN THE STOCK MARKET

Canada was doing well, with its quick-silver government and its great industrial combats. I prepared to enter Wall Street with proper reverence. I had 10,000—my original investment of $3,000—and I had made my 300 share at 22 1/2 (11,100). This had been reduced by 15 1/2 to 12 1/2 in the fourteen months it had been on the market. And I was in a good position. This did not seem like much money with which to approach Wall Street, but Mr. Keller was equal to it. He suggested several "safe stocks," but I did not understand. I thought it was the old financial hand, simply and conclusively, trying to be the old financial hand, simply and conclusively.

Then one day I decided to start trading. I rang Lou Keller on the wire and said, "I want to put in $10,000." He replied: "I have nothing to offer you. I have no money." He gave me the fundamental reasons why those stocks were "safe." While I did not understand, I listened intently to much information he had about them. I was not very rich, but Mr. Keller was equal to it. He suggested several "safe stocks," but I did not understand. I thought it was the old financial hand, simply and conclusively, trying to be the old financial hand, simply and conclusively.

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The feeling that I was operating in the midst of Wall Street, allied to a natural awe of the place, made me feel foolish and befuddled. I felt I was losing my Canadian temperament and becoming a New York citizen instead. I was speaking English in the middle of the biggest bull market in the world ever seen and it was quite difficult, unless you improved. I was simply using more proper words to express what I was saying.
The fact is that How I Made... took a million. There was a brief discussion, we decided that we would publish the book, unchanged. The American edition was a success and the book was a gamble at all. After a brief discussion, we decided that we would publish the book, unchanged. The American edition was a success and the book was a success. There was a brief discussion, we decided that we would publish the book, unchanged. The American edition was a success and the book was a success.

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I made further inquiries and found they were prepared to give me 6,000 shares in a company called skelund. This was a Canadian mining firm in which they were interested. The stock at that time was quoted at 50 cents a share.

I knew stocks went up and down—that was about all I did know—so I asked the Smith brothers if they would give me the
following guarantee: if the stock went below 10 cents, they would make up the difference. They agreed to do this for a period of six months.

It so happened that I could not keep that Toronto date. I felt badly about letting the brothers down, so I offered to buy the stock as a gesture. I sent them a check for $3,000 and received 6,000 shares of BRILUND stock.

I thought no more about it until one day, two months later, I idly glanced at the stock’s price in the paper. I shot upright in my chair. My 30-cent BRILUND stock was quoted at $1.90. I sold it at once and made a profit of close to $8,000.

At first I could not believe it. It was like magic to me. I felt like the man who went to the races for the first time and with beginner’s luck backed every winner. Cashing his winnings he simply inquired: “How long has this been going on?”

I decided I had been missing a good thing all my life. I made up my mind to go into the stock market. I have never gone back on this decision, but little did I know what problems I would encounter in this unknown jungle.

I knew absolutely nothing about the stock market. I was not even aware, for instance, that there was one in New York. All I had heard about were Canadian stocks, particularly mining shares. As they had been very good to me, obviously the smart thing to do was to stay with them.

But how to start? How to find what stocks to buy? You could not pick them out with a pin. You must have information. That was my major problem: how to obtain it. I now realize that this is, in fact, impossible for the ordinary man, but then I thought I had only to ask enough people to learn the great secret.

I thought if I asked often enough I would get acquainted with people in the know. I asked everybody I met if they had any stock market information. Working in nightclubs I met rich people. Rich people must know.
the original stock. That is the sort of stock everyone looks for."

A dividend five times the price of the original stock! This
excited me as it would any man. The dividend was 80 cents so
his father must have paid only 16 cents for the stock. It looked
beautiful to me. I did not realize he had probably been holding
his father's stock for thirty-five years.

The little man described to me how he had been looking for
that kind of stock for years. In view of his father's success
he felt the answer must be in gold mines. He confided to me that
he had at last found it. It was called EASTERN MALARCTIC. Work-
ing with his production figures, estimates and financial informa-
tion, he reckoned that these gold mines were capable of twice
their present gold production, therefore five dollars invested in
their stock would soon be worth ten dollars.

On this piece of erudite information I immediately bought
1,000 shares of EASTERN MALARCTIC at 290 cents. As I watched
anxiously, it went to 270 cents, then to 260. Within weeks it
was down to 241 cents, and I hastily sold my stock. I decided
this painstaking, statistically-minded broker did not have the
answer to making a fortune.

Yet the whole thing continued to fascinate me. I went on fol-
lowing any tip but I seldom made money. If I did, it was imme-
diately offset by my losses.

I was such a novice that I did not even understand about
broker's commission and transfer taxes. For instance, I bought
KAYRAND MINES in January 1913. It was a 10-cent stock, and I
bought 10,000 shares.

I watched the market like a cat and when next day KAYRAND
went to 11 cents per share, I called my broker and told him to
sell. By my reckoning I had made $100 in 24 hours, and I
thought I was being smart by taking a quick small profit.

When I talked to my broker again he said: "Why did you de-
side to take a loss?"—"A loss?" I had made a hundred dollars!
HOW I MADE $2,000,000 IN THE STOCK MARKET

well below the price I had paid for it and looked like staying there.

It was a period of wild, foolish gambling with no effort to find the reasons for my operations. I followed "bunches." I went by god-sent names, rumors of uranium-finds, oil strikes, anything anyone told me. When there were constant losses an occasional small gain gave me hope, like the carrot before the donkey's nose.

Then one day, after I had been buying and selling for about seven months, I decided to go over my books. When I added up the values of the bad stocks I was holding I found I had lost almost $3,000.

It was on that day that I began to suspect there was something wrong with my money-making scheme. A ghost at the back of my mind began to whisper to me that, in fact, I had no idea what I was doing.

Yet I was still ahead. I consoled myself that I had not touched the $3,000 I had originally paid for BRULUNO, and I had about $5,000 of my profit from that transaction besides. But, if I continued like this, how much longer would I keep it?

Here is just one page from my profit-and-loss accounting. It tells the whole sad story of defeat in microcosm.

OLD SMOKY GAS & OILS
Bought at 19 cents
Sold at 10 cents

KAYANIS MINES
Bought at 12 cents
Sold at 8 cents

BEKDRAR
Bought at 130 cents
Sold at 110 cents

12

THE GAMBLER: Canadian Period

QUEBEC SMELTING & REFINING
Bought at 22 cents
Sold at 14 cents

Obsessed by my carrot-before-the-nose gains, I had not noticed I was losing an average of a hundred dollars a week.

It was my first stock market dilemma. The market had several much more serious dilemmas in store for me in the next six years but this one was in some ways the worst. On my decision at this point depended whether I would continue to operate in the market.

I decided to stay and have another try.

The next problem was what to do. There must be a different way. Could I improve my approach? It had been proved to me that it was wrong to listen to nightclub customers, head-waiters, stage-hands. They were only amateurs like myself and, however confidently they offered their tips, they did not know any more than I did.

I gazed at page after page of my brokerage statements which said: Bought 90 cents, sold 82. . . . Bought 65 cents, sold 48. . . .

Who could help me to discover the secrets of the stock market? I had started to read Canadian financial publications as well as Canadian stock tables. I had begun increasingly to glance at advisory news sheets which gave tips about stocks listed on the Toronto Stock Exchange.

I had already decided that if I were to go on, I would need professional help, so I subscribed to some advisory services which gave financial information. After all, I reasoned, these were the experts. I would follow their professional advice and quit buying stock on the odd tip from a stranger or an amateur stock-ticker like myself. If I followed their skilled, sensible teaching, I must succeed.

There were financial advisory services that offered a trial sub-
How I Made $2,000,000 in the Stock Market

Chapter: Gambling

By this you see how the newspapers are filled with stories of the great runs in stocks. They are not all true. There are some stories of great stock gains, but they are not as common as people think. The newspapers are more interested in the stories of the big wins than the losses.

Some people think that buying stocks is a way to get rich quickly. It is not. It takes a lot of work and a lot of time. You have to be able to read the newspapers and understand what is happening in the stock market. You have to be able to decide which stocks to buy and when to sell them.

The best way to make money in the stock market is to buy stocks that are going up. If you buy a stock that is going down, you will lose money. You have to be able to read the newspapers and understand what is happening in the stock market. You have to be able to decide which stocks to buy and when to sell them.

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the stock story of the Canadian financial situation serving my purpose. Like all small fish-wrapping soldiers serving a good cause, it was a case of bad luck; I knew I was certain—that one day I would have some good luck. I was not wrong all the time—in some ways it was the most important single event of 1929, the year when the stock market prices went up.

Here is an example. The Canadian stock market had become obsessed with me. One day when I was looking through some old letters in my office, I came across a letter from a friend of mine, a New York broker. He had bought for 19 cents, for 10 cents in the middle of the New York market. I decided to sell all my Canadian stock except for a few dollars’ worth of odd-lot stocks. My broker, who gave me the stock in the first place, assured me that when Canadian stock prices were expected to go up, he could get me 20 cents a share. I sold all the stocks except a few odd-lot stocks. My broker, who gave me the stock in the first place, assured me that when Canadian stock prices were expected to go up, he could get me 20 cents a share. It was just blind luck, I suppose, but I sold these stocks for 18 cents, or for a total of $900. A few days later, the market started to go down. It had gone up to 10 cents a share. That was the worst Canadian stock market I could have had. I certainly have not been making any move to sell them. At that time I was in Spain when the war broke out. I was working on a tip of the war. I was using all my resources to sell the stocks.
The Fundamentalist
CHAPTER TWO

Entering Wall Street

I called Lou Keller. I told him who I was and what I wanted. Next day he sent me some papers to sign, and advised me that as soon as I returned them with a deposit I would have an account with his brokerage firm. When I received his notice something happened to me. Suddenly I began to feel that I was becoming part of the financial scene. I cannot describe Wall Street because I have never been there physically, but even its name had an almost mystical attraction for me.

Here everything was going to be serious and different. I now considered my Canadian induction period as pure crazy gambling that I would never repeat.

As I studied the long gray columns of stock market quotations in the New York papers, I felt I was about to enter a new and successful period in my life. This was not like the wildcat
The market was in a quick, vigorous, and exuberant mood. The buying was on a broad front, regardless of whether the securities concerned were railways, the great financial combinations, or de minimis in the stock exchanges. The canniest and most experienced traders of the day were buying and selling with alacrity, not only their own transactions but those of others. The result was a great rise in prices that lasted for several days, until the market began to cool off and prices began to drop.

On the 10th of November, the market was still active, and the prices continued to rise. The buyers were now more cautious, and the sellers were more ready to sell. The result was a sharp drop in prices, which lasted for several days, until the market began to cool off and prices began to rise again.

On the 15th of November, the market was still active, and the prices continued to rise. The buyers were now more cautious, and the sellers were more ready to sell. The result was a sharp drop in prices, which lasted for several days, until the market began to cool off and prices began to rise again.

On the 20th of November, the market was still active, and the prices continued to rise. The buyers were now more cautious, and the sellers were more ready to sell. The result was a sharp drop in prices, which lasted for several days, until the market began to cool off and prices began to rise again.

On the 25th of November, the market was still active, and the prices continued to rise. The buyers were now more cautious, and the sellers were more ready to sell. The result was a sharp drop in prices, which lasted for several days, until the market began to cool off and prices began to rise again.
cover it. For instance, I no longer considered the broker’s advice as tips, but as “information.” As far as I was concerned, I had given up listening to tips and instead was receiving authentic news based on valid economic evidence.

The boat sailed happily along. Here are some of my transactions during April and May, 1914:

<table>
<thead>
<tr>
<th>Stock Name</th>
<th>Bought</th>
<th>Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATIONAL CONTAINER</td>
<td>11</td>
<td>12 3/4</td>
</tr>
<tr>
<td>TRI-CONTINENTAL WARRANTS</td>
<td>7 1/2</td>
<td>6</td>
</tr>
<tr>
<td>ALLIS-CHALMERS</td>
<td>10 1/4</td>
<td>14 3/4</td>
</tr>
<tr>
<td>BUCYRUS-ERIE</td>
<td>24 3/4</td>
<td>26 3/4</td>
</tr>
<tr>
<td>GENERAL DYNAMICS</td>
<td>43 1/4</td>
<td>47 1/4</td>
</tr>
<tr>
<td>MESA MACHINE</td>
<td>32</td>
<td>34</td>
</tr>
<tr>
<td>UNIVERSAL PICTURES</td>
<td>19 3/4</td>
<td>22 3/4</td>
</tr>
</tbody>
</table>

Profits, profits, profits. My confidence was at its height. This was clearly not Canada. Here everything I touched turned to gold. By the end of May, my $10,000 had grown to $14,600.

Occasional setbacks did not bother me. I regarded them as slight, inevitable delays in the upward climb towards prosperity. Besides, whenever a trade was successful I praised myself, when I lost, I blamed it on the broker.

I continued to trade constantly. I telephoned my broker sometimes twenty times a day. If I did not conduct at least one transaction a day I did not feel I was fulfilling my role in the market. If I saw a new stock I wanted to have it. I reached out for fresh stocks like a child for new toys.

These transactions in which I was involved in Wall Street around July 1914 will show the energy I expended for very small returns:

200 AMERICAN BROADCASTING-PARAMOUNT
Bought
100 at 16 3/4 ($1,709.38)
100 at 17 1/2 ($1,772.50)
Sold at 17 3/4 ($5,523.06)
Profit $41.18

100 NEW YORK CENTRAL
Bought at 21 1/2 ($2,175.71)
Sold at 22 1/2 ($2,213.70)
Profit $37.95

100 GENERAL REFRACTORIES
Bought at 24 3/4 ($2,502.38)
Sold at 24 1/4 ($2,442.97)
Loss $59.41

100 AMERICAN AERIALS
Bought at 14 1/4 ($1,494.75)
Sold at 15 ($1,476.92)
Loss $17.83

Total Profit $79.13
Total Loss $77.24

My net profit on these transactions was $1.89. The only person who was happy was my broker. According to the New York Stock Exchange rules, his commission on these ten transactions amounted to $236.65. Incidentally, my $1.89 profit did not include the price of my telephone calls.

In spite of this, only one thing really bothered me. Half the words my broker used concerning the stock market I did not
understand. I did not like to show my ignorance, so I decided to read up on the subject. In addition to the financial columns in the New York daily papers, I began to read books about the stock market so I could talk on his level.

Slowly I became acquainted with a series of new words and was always trying to use them. I was fascinated by words like earnings, dividends, capitalization. I learned that "per-share earnings" means "the company's net profit divided by the number of shares outstanding" and that "listed securities" are "those stocks that are quoted on the New York and American Stock Exchanges."

I labored over definitions of stocks, bonds, assets, profits, yields.

There was plenty to read, because there are hundreds of books published about the stock market. More has been written about the stock market, for instance, than about many cultural subjects.

At this time I studied books like:

- R. C. Elliott: *ABC of Investing*
- Diet & Eitman: *The Stock Market*
- B. E. Schultz: *The Securities Market: And How It Works*
- Leo Barnes: *Your Investments*
- H. M. Garley: *Profit in The Stock Market*
- Curtis Dahl: *Consistent Profits In The Stock Market*
- E. J. Mann: *You Can Make Money In The Stock Market*
service recommended for buying, another recommended for selling. I also found that the recommendations were almost always non-committal. They used terms like “Buy on reactions,” or “Should be bought on dips.” But none of them told me what I should consider a reaction or a dip. I overlooked all this and read on avidly, hoping to uncover the secret of the stock—that-can-only-rise.

One day an advisory service which prided itself on giving information only five or six times a year, published a very glossy release, nearly a whole book, examining EMMERSON RADIO. It compared this company favorably with the mighty R.C.A. It went deep into EMMERSON’s capitalization, sales volume, profits before tax, profits after tax, per share earnings, comparative price-earnings ratio.

I did not understand all of this, but I was very impressed by these erudite words and the analytical comparisons. They proved that EMMERSON stock, which was selling around $12, should be worth $10 to $15, comparable to the price of R.C.A. at that time.

Naturally, I bought EMMERSON. I paid $12 1/2, which seemed a nice low bargain price for a stock which the glossy booklet assured me was worth $15. What happened? This sure-fire stock began to drift downwards. Puzzled, baffled, I sold it.

Now, I am certain that the serious Wall Street analyst who prepared this glossy booklet had nothing but the highest intentions, but I must record in the interest of truth that by the end of 1916, this stock was down to 3 1/2.

About that time I heard a saying which has been passed from mouth to mouth for generations in Wall Street, but to me was new: “You cannot go broke taking a profit.” I was much impressed by this and I was burning to put it into operation. This is how I did it.

One of the market leaders early in February 1915 was KAISER ALUMINUM. On my broker’s recommendation I bought 100 shares at 63 1/4, paying $6,378.84 for the stock. It went up steadily, and at 75 I sold it. I received $7,453.29, which gave me a profit of $1,074.45 in less than one month.

Hoping for another quick profit, I switched into 100 BORING at 83. I paid $8,343.30 for these shares. The stock almost immediately began to drop. Four days later I sold at 79 1/2 for $7,940.05. My loss on the BORING transaction was $403.25.

Trying to make up for the loss, I then bought MAGMA COPPER in the first week of April. It was selling at 89 1/2. I paid $9,018.98 for 100 shares. No sooner did I buy, than it started to drop. Two weeks later I sold it at 80 1/2 for $8,002.18. This gave me a loss of $1,016.80.

By this time KAISER ALUMINUM, which I had jumped out of in the first week of March, had moved up to 82. An advisory service was recommending it, so I switched back to it, buying 100 shares at that price. I paid $8,243.20.

Five minutes later it started to slide. Not wanting to risk a further loss, I sold at 81 1/2 and received $8,327.59. This meant that for five minutes of trading I lost $115.61, including commissions.

On the first KAISER deal I had made a profit of $1,074.45. The losses sustained by jumping in and out of the other stocks were $1,555.66. So the whole circular transaction, which began with KAISER and ended with KAISER, gave me a net loss of $461.21.

If I had stuck with KAISER from my original purchase at 63 1/4 until my ultimate sale at 81 1/2, I would have had a profit of $1,748.21 instead of the loss of $461.21.

Here is another case. From November 1914 to March 1915 I was constantly jumping in and out of a stock called RAYONTIE, which in an eight-month period went from approximately 50 to 100. These were my transactions in RAYONTIE, 100 shares at a time:
<table>
<thead>
<tr>
<th>Month</th>
<th>Quantity</th>
<th>Price</th>
<th>Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>November-December 1914</td>
<td>53</td>
<td>$5,340.30</td>
<td>$459.69</td>
</tr>
<tr>
<td>Sold at 58%</td>
<td>53</td>
<td>$5,779.99</td>
<td></td>
</tr>
<tr>
<td>February-March 1915</td>
<td>65%</td>
<td>$6,428.89</td>
<td>$687.24</td>
</tr>
<tr>
<td>Sold at 71%</td>
<td>65%</td>
<td>$7,116.11</td>
<td></td>
</tr>
<tr>
<td>March 1915</td>
<td>72</td>
<td>$7,242.20</td>
<td></td>
</tr>
<tr>
<td>Sold at 74%</td>
<td>72</td>
<td>$7,315.39</td>
<td></td>
</tr>
</tbody>
</table>

Total Profit: $1,238.12

The profit I made on this series of trades amounted to $1,238.12. Then the old loss pattern repeated itself. In April 1915 I switched into MANATI SUGAR. I bought 1,000 shares at 83%, paying $8,108.80. Immediately afterwards it started a downward slide and I sold out at the varying prices of 73%, 74% and 75%. I received a total of $7,465.70, giving me a loss of $1,043.20. This left me with a net profit of $195.02 on the combined RAYONIER-MANATI operation.

However, if I had held my original November purchase of RAYONIER without constantly trying to take a profit, and sold it in April at 80, I would have had a profit of $2,612.48 instead of $195.02.

What did all this mean? I did not appreciate it at the time, but it was a classic refutation of: "You cannot go broke taking a profit." Of course you can.

Another stock market saying that began to fascinate me was

"Buy Cheap, Sell Dear." This sounded even better. But where could I buy something cheap? As I searched for a bargain, I discovered the over-the-counter market, the market of unlisted securities. I knew from my books that in order to get its stock listed and traded on the stock exchanges a company has to observe very stringent financial regulations. I had read that this did not apply to over-the-counter stocks.

This market, therefore, seemed to me the perfect place to find a bargain. I naively believed that because these stocks were not listed, few people knew about them and I could buy them cheap. I hurriedly subscribed to a monthly booklet called Over-the-Counter Securities Review and started hunting.

I searched eagerly among the thousands and thousands of names for the bargains that seemed to be offered. I bought stocks like PACIFIC AIRMOTIVE, COLLINS RADIO, GULF SULPHUR, DOMAN HELICOPTER, KENNAMETAL, TERKOI CORPORATION and some of the more obscure ones. What I did not know was that when I came to offer them for sale, some of these stocks stuck to my fingers like tar. I found it very difficult getting rid of them—and rarely at anything like the price I paid for them. Why? Because there was no rigid price discipline as there is for the listed securities; there were no specialists—professionals to assure a continuous and orderly market; there were no reports where one could see at what price a transaction took place. There were only the "Bid" and "Ask" prices. These, I discovered, were often very far apart. When I wanted to sell at 42, which was the quoted "Ask" price, I only found a buyer at 38, the quoted "Bid" price. I sometimes ended up at 40 but that was by no means certain.

When I stumbled into the over-the-counter market, all this was unknown to me. Fortunately, I quickly came to realize that this is a specialized field and is only lucrative for experts who really know something about the affairs of a particular company.
I decided to give it up and returned to my usual tasteful and sedate reading. The Wall Street Journal was always there, waiting for me. I picked up a copy and began to read, but I was not in the mood for any serious reading. I was more interested in the financial news of the day. I knew that the market was going through a rough time, and I wanted to know what was going on.

I read the stock market section of the Journal. The Dow Jones Industrial Average was down again, and I was not surprised. I had been following the market for a long time, and I knew that it was not going to go up all the time. I was not too worried, though. I knew that the market would recover eventually.

I read about the latest company earnings reports. I was interested in seeing how the companies were doing. I knew that the earnings reports were important, but I was not too interested in the details. I was more interested in the overall picture of the market.

I read about the latest economic news. I knew that the economy was not doing well, and I was not surprised. I had been hearing about the economic problems for a long time, and I knew that they were not going to go away overnight.

I read about the latest political news. I was not too interested in the politics, but I knew that they were important. I knew that the political climate could have a big impact on the market.

I read about the latest changes in the financial markets. I was interested in seeing how the market was changing. I knew that the market was always changing, and I wanted to know what was happening.

I finished reading the Journal and put it down. I was not too interested in the financial news of the day. I was more interested in the overall picture of the market. I knew that the market would recover eventually, and I was not too worried.
1. I should not follow advisory services. They are not infallible, either in Canada or on Wall Street.
2. I should be cautious with brokers' advice. They can be wrong.
3. I should ignore Wall Street sayings, no matter how ancient and revered.
4. I should not trade "over the counter"—only in listed stocks where there is always a buyer when I want to sell.
5. I should not listen to rumors, no matter how well-founded they may appear.
6. The fundamental approach worked better for me than gambling. I should study it.

I wrote out these rules for myself and decided to act accordingly. I went over my brokerage statements and it was then that I discovered a transaction that gave me a seventh rule and led to the events that immediately followed. I discovered that I owned a stock and did not know it.

The stock was VIRGINIAN RAILWAY and I had bought 100 shares in August 1954 at 29 1/2 for $3,004.88. I had bought it and forgotten it, simply because I was too busy on the telephone jumping in and out of dozens of stocks—sometimes making as little as 75 cents; other times frantically calling up about a sliding stock, trying to sell it before it dropped any lower.

VIRGINIAN RAILWAY had never given me a moment's anxiety, so I left it alone. It was like a good child that sat playing quietly in the corner while I worried and fretted about the behavior of a dozen bad children. Now that I saw its name—after having held it for eleven months—I hardly recognized it. It had been so quiet, it had gone completely out of my mind. I rushed to my stock tables. It was standing at 43 1/2. This forgotten, calm, dividend-paying stock had been slowly rising. I sold it and

34
NOV I MADE $2,000,000 IN THE STOCK MARKET

Time and again, however, I was confronted with the same problem. When things looked perfect on paper, when balance sheets seemed right, the prospects bright, the stock market never acted accordingly.

For instance, when I carefully compared the financial position of some dozen textile companies and after much study decided that the balance sheets clearly indicated that American Viscose and Stevens were the best choices, it was very puzzling to me why another stock called Textron advanced in price while my two selections did not. I found this pattern repeated in other industry groups.

Baffled and a little discontented, I wondered whether it would not be wiser to adopt the judgment of a higher authority about the merits of a company. I asked my broker whether there was such an authority. He recommended a widely-used, serious, very reliable monthly service which gives the vital data on several thousand stocks—the nature of their business, their price ranges for at least twenty years, their dividend payments, their financial structure and their per-share annual earnings. It also rates each stock according to relative degrees of safety and value. It fascinated me to see how this was done.

High Grade stocks whose dividend payments are considered relatively sure are rated:

AAA—Safest
AA—Safe
A—Sound

Investment Merit stocks that usually pay dividends:

BBB—Best of group
BB—Good
B—Fair

THE FUNDAMENTALIST: Entering Wall Street

Lesser Grade stocks, paying dividends but future not sure:
CCC—Best of group
CC—Fair dividend prospects
C—Slight dividend prospects

Lowest Grade stocks:
DDD—No dividend prospects
DD—Slight apparent value
D—No apparent value

I studied all these ratings very carefully. It seemed so very simple. There was no longer any need for me to analyze balance sheets and income accounts. It was all spelled out for me here, I had only to compare: A is better than B, C is better than D.

I was absorbed and happy with this new approach. To me it had the charm of cold science. No longer was I the playing of frantic, worrying rumor. I was becoming the cool, detached financier.

I was sure I was laying the foundation of my fortune. I now felt competent and confident. I listened to no one, I asked no one for advice. I decided everything I had done before was as slap-happy as my Canadian gambling period. I felt all I now needed to achieve success was to set up my own comparison tables. This I did, spending many grave and serious hours at the task.
CHAPTER THREE

My First Crisis

F

rom my reading I knew that stocks—like herds, indeed—form groups according to the industry they represent and that stocks belonging to the same industry have the tendency to move together in the market, either up or down.

It seemed only logical to me that I should try to find through fundamental analysis:

a) the strongest industry group;

b) the strongest company within that industry group.

Then I should buy the stock of that company and hold on to it, for such an ideal stock must rise.

I started studying the personality of a stock in relation to its industry group. When I read the quotations of GENERAL MOTORS, I automatically looked at those of CHRYSLER, STUDEBAKER, and...
I decided to have a look at the "B" range. Here the stocks looked fine and they were numerous. I selected the five best-known of them and started to compare them with each other. I did this with the utmost thoroughness. I set up my comparison table like this:

<table>
<thead>
<tr>
<th>Company</th>
<th>Rating</th>
<th>Price/End of June 1951</th>
<th>Price/Earnings Ratio</th>
<th>Earnings per Share</th>
<th>Estimated 1952 Earnings</th>
<th>Dividend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethlehem Steel</td>
<td>BB</td>
<td>34336</td>
<td>7.9</td>
<td>8.80</td>
<td>13.30</td>
<td>13.18</td>
</tr>
<tr>
<td>Inland Steel</td>
<td>BB</td>
<td>7936</td>
<td>8.3</td>
<td>4.55</td>
<td>6.90</td>
<td>7.92</td>
</tr>
<tr>
<td>U. S. Steel</td>
<td>BB</td>
<td>3438</td>
<td>8.4</td>
<td>2.47</td>
<td>3.78</td>
<td>3.83</td>
</tr>
<tr>
<td>Jones &amp; Laughlin</td>
<td>B</td>
<td>4154</td>
<td>5.4</td>
<td>1.91</td>
<td>4.77</td>
<td>3.80</td>
</tr>
<tr>
<td>Republic Steel</td>
<td>B</td>
<td>4754</td>
<td>8.5</td>
<td>3.61</td>
<td>4.63</td>
<td>3.55</td>
</tr>
</tbody>
</table>

As I looked at my table I began to feel a wave of excitement. My table, like a pointer on a scale, clearly pointed to one stock: JONES & LAUGHLIN. I could not imagine why no one had noticed it before. Everything about it was perfect.

It belonged to a strong industry group.

It had a strong B rating.

It paid almost 6% dividend.

Its price-earnings ratio was better than that of any other stock in the group.
HOW I MADE $2,000,000 IN THE STOCK MARKET

Laughlin was worth at least $75 per share. It was just a temporary setback, I said to myself. There is no reason for the drop. It is a good sound stock; it will come back. I must hold on. And I held on and I held on.

As the days went by I became afraid to look at the quotations. I trembled when I telephoned my broker. I was scared when I opened my newspaper.

When after a three-point drop the stock rose a half-point, my hopes started to rise with it. This is the start of recovery, I said. My fears temporarily calmed. But the following day the stock resumed its downward slide. On October 19th, when it hit 44, blind panic set in. How much further would it drop?

What should I do? My paralysis turned to terror. Every point the stock dropped meant another $1,000 loss to me. This was too much for my nerves. I decided to sell, and my account was credited with $43,163.12. My net loss was $9,069.18.

I was crushed, finished, destroyed. All my smug ideas about myself as the scientific Wall Street operator crumbled. I felt as though a great bear had shambled up to me and mauled me just when I was preparing to shoot it. Where was the science?

What was the use of research? What had happened to my statistics?

It would be difficult for anyone to conceive the shattering effects of the blow. If I had been a wild gambler, I could have expected such a position. But I had done my best not to be one. I had labored long and hard. I had done everything possible to avoid a mistake. I had researched, analyzed, compared. I had based my decision on the most trustworthy fundamental information. And yet, the only result was that I was wrecked to the tune of $9,000.

Black despair filled me when I realized I would probably lose my Las Vegas property. The horror of bankruptcy stared me in the face. All my confidence, built up by a benevolent bull

THE FUNDAMENTALIST: My First Crisis

market and by my first quick success with Brillund, deserted me. Everything had been proved wrong. Gambling, tips, information, research, investigation, whatever method I tried to be successful in the stock market, had not worked out. I was desperate. I did not know what to do. I felt I could not go on.

Yet I had to go on. I must save my property. I must find a way to recoup my losses.

For hours every day I studied the stock tables, feverishly searching for some solution. Like a condemned man in a cell, I watched all the active stocks to see if they offered any escape.

Finally my eye noticed something. It was a stock I had never heard of, called Texas Gulf Producing. It appeared to be rising. I knew nothing about its fundamentals and had heard no rumors about it. All I knew was that it was rising steadily, day after day. Would it be my salvation? I did not know, but I had to try. Much more in despair than in hope, as a last wild attempt to recoup my losses, I gave an order to buy 1,000 shares at prices ranging between 37 1/2 and 37 1/2. The total cost was $37,586.25.

I held my breath as I anxiously watched its continued rise. When it hit 40, I had a compelling temptation to sell. But I hung on. For the first time in my stock-market career I refused to take a quick profit. I dared not—I had that $9,000 loss to make up.

I telephoned my broker every hour, sometimes every fifteen minutes. I literally lived with my stock. I followed its every movement, every fluctuation. I was watching it the way an anxious parent watches over his newborn child.

For five weeks I held it, tensely watching it all the time. Then one day, when it was standing at 43 1/2, I decided not to stretch my luck any further. I sold it and received $42,840.43. I had not got my $9,000 back, but I had recovered more than half of it.
HOw I MADE $2,000,000 IN THE STOCK MARKET

When I sold Texas Gulf Producing I felt as if I had just passed the crisis in a long, critical illness. I was exhausted, empty, spent. And yet, something began to shine through. It came in the form of a question.

What I asked myself, was the value of examining company reports, studying the industry outlook, the ratings, the price-earnings ratios? The stock that saved me from disaster was one about which I knew nothing. I picked it for one reason only—it seemed to be rising.

Was this the answer? It could be.

So the unfortunate experience with Jones & Laughlin had its significance. It was not wasted. It led me toward the glimmering of my theory.
CHAPTER FOUR

Developing the Box Theory

After my frightening experience with Jones & Laughlin, and my more fortunate experience with Texas Gulf Producing, I sat down to assess my position. By now I had been scared and beaten by the market enough to appreciate that I should not regard the stock market as a mysterious machine from which, if I were lucky, fortunes could be extracted like the jackpot in a slot machine. I realized that although there is an element of chance in every field in life, I could not base my operations on luck. I could be lucky once, maybe twice—but not constantly.

No, this was not for me. I must rely on knowledge. I must learn how to operate in the market. Could I win at bridge without knowing the rules? Or in a chess game without knowing how to answer my opponent’s moves? In the same way, how
HOW I MADE $2,000,000 IN THE STOCK MARKET

could I expect to succeed in the market without learning how to trade? I was playing for money, and the game in the market was against the keenest experts. I could not play against them and expect to win without learning the fundamentals of the game.

And so I started. First I examined my past experiences. On one hand, using the fundamental approach, I was wrong. On the other hand, using the technical approach, I was right. Obviously the best method was to try to repeat the successful approach I had used with TEXAS GULF PRODUCING.

It was not easy. I sat with my stock tables for hours each evening, trying to find another stock like it. Then one day I noticed a stock called M M WOOD WORKING. None of the financial information services could tell me anything much about it. My broker had never heard of it. Yet I remained obstinately interested because its daily action reminded me of TEXAS GULF PRODUCING. I started to watch it carefully.

In December 1953 the stock rose from about 15 to 23+%. at the year end. After a five-week bull, its trading volume increased and its price resumed its advance. I decided to buy 500 shares at 26-5. It continued to rise and I held on, watching its movement intently. It kept moving upward and its volume of trading was consistently high. When it reached 33, I sold it and took a profit of $2,866.62.

I was happy and excited—not so much because of the money but simply because I had bought M M WOOD WORKING, as I had bought TEXAS GULF PRODUCING, purely on the basis of its action in the market. I knew nothing about it nor could I find out very much. Yet I presumed from its continuing rise and high volume that some people knew a lot more about it than I did.

This proved to be correct. After I had sold it, I found out from the newspaper that the steady rise had been due to a merger which was being secretly negotiated. It was eventually revealed that another company planned to take over M M WOOD WORKING for $35 a share, and this offer was accepted. This also meant that although I was in complete ignorance about the behind-the-scene deal, I had only sold out 2 points under the high. I was fascinated to realize that my buying, based purely on the stock's behavior, enabled me to profit from a proposed merger without knowing anything about it. I was an insider without actually being one.

This experience did more than anything to convince me that the purely technical approach to the market was sound. It meant that if I studied price action and volume, discarding all other factors, I could get positive results.

I now began to try to work from this point of view. I concentrated on a close study of price and volume and tried to ignore all rumors, tips or fundamental information. I decided not to concern myself with the reasons behind a rise. I figured that if some fundamental change for the better takes place in the life of a company, this soon shows up in the rising price and volume of its stock, because many people are anxious to buy it. If I could train my eyes to spot this upward change in its early stages, as in the case of M M WOOD WORKING, I could participate in the stock's rise without knowing the reason for it.

The problem was: How to detect this change? After much thinking I found one criterion—that was to compare stocks with people.

This is how I began to work it out: If a tempestuous beauty were to jump on a table and do a wild dance, no one would be particularly astonished. That is the sort of characteristic behavior people have come to expect from her. But if a dignified matron were suddenly to do the same, this would be unusual and people would immediately say, "There is something strange here—something has happened."

In the same way, I decided that if a usually inactive stock suddenly became active I would consider this unusual, and if
it also advanced in price I would buy it. I would assume that somewhere behind the out-of-the-ordinary movement there was a group who had some good information. By buying the stock I would become their silent partner.

I tried this approach. Sometimes I was successful, sometimes not. What I did not realize was that my eyes were not sufficiently trained yet, and exactly when I started to feel confident I could operate on my theory, I was in for a rude awakening.

In May 1916 I noticed a stock called PITTSBURGH METALLURGICAL, which at that time was quoted at 67. It was a fast-moving, dynamic stock and I thought it would continue to move up rapidly. When I saw its increased activity, I bought 200 shares for a total cost of $13,483.40.

I was so sure of my judgment that I threw all caution overboard and when the stock—contrary to my expectation—began to weaken, I thought this was just a small reaction. I was sure that after the slight drop it was set for another big upward move. The move was there all right—but it was in the wrong direction. Ten days later PITTSBURGH METALLURGICAL stood at 57 3/4; I sold it. My loss was $2,023.32.

Something was obviously wrong. Everything clearly pointed to the stock as the best in the market at that time and still, no sooner had I bought it, than it dropped. And what was more disillusioning, no sooner did I sell it than it started to move up.

Trying to find an explanation, I examined the stock's previous movements and discovered that I had bought it at the top of an 18-point rise. This was as much as the stock could contain for the time being. Almost at the very point that I put money in it, it started to drift downward. It was evident that I had bought the right stock at the wrong time.

Looking back I could see this very clearly. I could see exactly why the stock had performed the way it did—afterwards. The

question, however, was: How to judge a movement at the time it happens?

It was a simple, straightforward problem, but it was complex in its enormity. I already knew that book systems did not help, balance sheets were useless, information was suspect and wrong. Clutching at a straw, I decided to make an extensive study of individual stock movements. How do they act? What are the characteristics of their behavior? Is there any pattern in their fluctuations?

I read books, I examined stock tables, I inspected hundreds of charts. As I studied them I began to learn things about stock movements which I had not seen before. I started to realize that stock movements were not completely haphazard. Stocks did not fly like balloons in any direction. As if attracted by a magnet, they had a defined upward or downward trend which, once established, tended to continue. Within this trend stocks moved in a series of frames, or what I began to call "boxes".

They would oscillate fairly consistently between a low and a high point. The area which enclosed this up-and-down movement represented the box or frame. These boxes began to exist very clearly for me.

This was the beginning of my box theory which was to lead to a fortune.

This is how I applied my theory: When the boxes of a stock in which I was interested stood, like a pyramid, on top of each other, and my stock was in the highest box, I started to watch it. It could bounce between the top and the bottom of the box and I was perfectly satisfied. Once I had decided on the dimensions of the box, the stock could do what it liked, but only within that frame. In fact, if it did not bounce up and down inside that box I was worried.

No bouncing, no movement, meant it was not a lively stock.
I observed, for instance, that when a stock was in the 47/10 box it might move only a few points. If it was getting close to the 40 line, however, it would often break out on the upside. If it didn't break out, it would usually move down to the 35 line and then back up again. This was a very common pattern, and I found that it was a good thing to look for.

Later, when I had more experience, I also learned that stocks would sometimes make a sharp move up after reaching a certain point. This was often the case when a stock was just about to break out of a box, and I would watch for it. When this happened, I would buy the stock and hold it for a few days, and then sell it at a profit. I found that this strategy worked well, and I was able to make a good amount of money from it.

The most important thing I learned was to be patient. You can't force a stock to move in the way you want it to. You have to wait for the right moment to buy or sell, and then you have to be patient until the stock moves in the direction you want it to. This was a difficult lesson to learn, but it was one of the most important things I learned.

In the end, I was able to make a good amount of money from my investments, and I was proud of what I had accomplished. I knew that I had learned a lot and that I had the skills to be successful in the stock market. I was ready to take on the world.
The major problem still remained: what was the right time to buy into it? Logically, it was the moment when it entered a new, higher box. This seemed quite simple, until the case of Louisiana Land & Exploration proved it was not.

For weeks I watched the behavior of this stock and saw it form its pyramid. When the upper frame of its last box was 59 7/8, I felt I had missed it correctly. I told the broker to telephone me when it reached 61, which I considered the door of its new box. He did, but I was not in my hotel room when the call came. It took him two hours to reach me. By the time he did, the stock was quoted at 65. I was disappointed. I felt I had been deprived of a great opportunity.

I was angry at the way it had passed me at 61 and when it went to 65 in such a short time I was certain I had missed a very good thing. Good reason deserted me in my excitement. I would have paid any price for this stock in my enthusiasm. I just had to get into a stock which I thought was going up to a fabulous price.

Up it went—63 1/2—64 1/2—65. I was right. I had judged it correctly and I had missed it! I could not wait any longer. I bought 100 shares at 65—at the top of its new box—because I had missed it at the bottom.

Although I was improving in my selection and method, I was still somewhat of a baby in the mechanics of Wall Street, so I placed my problem before the broker. We discussed the 61-point telephone call which had unfortunately missed me. He told me I should have put in an automatic "on-stop" buy order. This meant the stock would have been bought when it rose to 61. He suggested that whenever I made a decision about a stock I should put in a buy order at a named figure. Then the stock would be bought for me without further consultation if the market reached this figure. This I agreed to do.
Let us suppose I was right half of the time. At $120 a bold, I had little or capital, I would be completely wiped out at each operation and would finally exhaust my money. At $100 a share, I had a $10,000 profit, or $9,987.50 in all, paying $100 for the stock and $0.50 commission.

1. There is no way in the world—no way at all—that we could have been wrong half of the time. Why not accept my mistakes realistically?
2. I must accept this fact and realize my mistake accordingly.
3. I must become an impartial dispassionate, who does not pay any heed to the results.
4. I have to reduce my risks as far as humanly possible.

The first step is to make a definite pass about what I would do. I took an automatic "stop-loss" order to buy a certain figure and sell immediately at a slight loss. If I bought a stock at $15 and it went down to $14 and I knew that the stock was too high, I would sell it at $14.50 and buy it at $15. If any of my stocks were too high, I would sell them and buy other stocks. I could not go on buying stocks at a high price and then sell them at a low price. I knew that many times I would be "stopped out" for the sake of a point just to see my stock climb up immediately. Then I realized that this was not so important as stopping at a higher price. Then I took the second equally important step: I knew that the selling price of the same stock was $139 every time I bought a stock, and another $121 every time I sold it. Anyone who invested about $10,000 and I operated in a medium-priced stock, each operation would cost me $227 in commission every time I bought a stock, and another $219 every time I sold it.
who claims he can consistently do this is lying. If I sold while the stock was rising, it would be a pure guess, because I could not know how far an advance might carry. This would be no cleverer a guess than anticipating that “My Fair Lady” would end its run after 200 performances. You could also guess it would go off after 500 or 400 performances. Why did it not go off at any of these figures? Because the producer would be a fool to close the show when he sees the theater full every night. It is only when he starts to notice empty seats that he considers closing the show.

I carried the Broadway comparison through to the problem of selling. I would be a fool to sell a stock as long as it keeps advancing. When to sell then? Why, when the boxes started to go into reverse! When the pyramids started to tumble downwards, that was the time to close the show and sell out. My trailing stop-loss, which I moved up behind the rising price of the stock, should take care of this automatically.

Having made these decisions, I then sat back and re-defined my objectives in the stock market:

1. Right stocks
2. Right timing
3. Small losses
4. Big profits

I examined my weapons:

1. Price and volume
2. Box theory
3. Automatic buy-order
4. Stop-loss sell-order

As to my basic strategy, I decided I would always do this: I would just jog along with an upward trend, trailing my stop-

loss insurance behind me. As the trend continued, I would buy more. When the trend reversed? I would run like a thief.

I realized that there were a great many thugs. There was bound to be a lot of guesswork in the operation. My estimate that I would be right half of the time could be optimistic. But at last I saw my problem more clearly than ever. I knew that I had to adopt a cold, unemotional attitude toward stocks; that I must not fall in love with them when they rose and I must not get angry when they fell; that there are no such animals as good or bad stocks. There are only rising and falling stocks—and I should hold the rising ones and sell short the fall.

I knew that to do this I had to achieve something much more difficult than anything before. I had to bring my emotions—fear, hope and greed—under complete control. I had no doubt that this would require a great amount of self-discipline, but I felt like a man who knew a room could be lit up and was fumbling for the switches.
CHAPTER FIVE

Cables Round the World

Almost at the same time that I started to operate with my new principles in mind, I signed up to make a two-year tour of the world with my dancing act. Immediately, I was faced with many problems. How, for instance, could I continue to trade while I was at the other side of the world? And instantly and very vividly there came before my mind the occasion when my broker missed me on the telephone. If this could happen in New York, how was I to overcome such a difficulty when I was thousands of miles away? I discussed the matter with him and we decided that we could remain in touch with each other through cables.

We also decided upon one tool—this was Barron’s, a weekly financial publication, which we arranged to have airmailed to me as soon as it was published. This would show me any stocks which might be moving up. At the same time a daily telegram would quote the stocks I owned. Even in such remote places as Kashmir and Nepal, where I performed during the tour, the daily telegram duly arrived. It contained the Wall Street closing prices of my stocks.

To save time and money, I had instituted a special code with my broker in New York. My cables consisted only of a string of letters denoting the stocks, each followed by a series of apparently meaningless numbers. They looked something like this:

"B 32½ L 57 U 89½ A 120½ F 152½"

It only took me a few days to discover that these quotations were insufficient for me to properly follow the movements of my stocks. I was unable to construct my boxes without knowing the upper and lower limits of their moves. I called New York and asked my broker to add to each closing price the full details of the stock’s daily price fluctuations. This consisted of the highest and lowest price of the stock for that day. Now my telegrams started to look like this:

"B 32½ (34½-32½) L 57 (18½-17) U 89½ (91½-89) A 120½ (121½-120½) F 152½ (134½-132½)."

I did not ask for volume quotes as I feared that too many figures might overcrowd my cables. My selections were high-volume stocks anyway and I thought that if the volume contracted, I would notice it in Barron’s a few days later.

As my broker and I both knew which stocks we were quoting, we only used the first letter of the name of each stock I owned.

But because these were not the normal stock-market abbreviations which are known all over the world, these constant mysterious letter-figure cables upset and bothered post-office employees almost everywhere. Before they handed my first
I had to give them a detailed explanation of what cable to send, and I found it quite difficult to understand their instructions. They obviously thought I must be a secret agent, and I was confused by all the long explanations. It was perhaps due to this suspicion that the cable operators were not very helpful. They did not seem to want to send the cable, and they made it very clear to me that I was not going to get my message through. I was eventually forced to write the message on a piece of paper and leave it with the cable office. This was not very satisfactory, but it was the only way I could get my message through.

Once I had written the message, I had to find a way to get it to the cable company. I was advised to go to the cable office, but I was told that I could not send the cable until the clerk had seen it. I had to wait for the clerk to come and look at the cable, and I was not sure if they would be satisfied with it. I was eventually able to send the cable, but it was a very long process.
The basic mechanics of my operations were these: Barrow's, published in Boston on Mondays, usually reached me if I was in Australia or India, or any part of the world not too remote, by Thursday. This, of course, meant that I was four days behind the Wall Street movements. However, when I saw in Barrow's a stock that behaved according to my theories, I sent a telegram to my broker asking him to bring me up to date on the stock's movements from Monday to Thursday, for example:

"CABLE THIS WEEK'S RANGE AND CLOSE CHRYSLER."

If the stock, for instance, was, in my opinion, behaving well in the [60/65] box, I would wait to see if the four-day quotations from New York still showed this. If the quotations cabled to me showed it was still in this box, I decided to watch it. I would then ask my broker to quote it daily so I could see if it was pressing toward a higher box. If I was satisfied with what I saw, I cabled to New York my on-stop buy order, which my broker was instructed to consider good-cancellation unless otherwise specified. This was always coupled with an automatic stop-loss order in case the stock dropped after I bought it. A typical cable looked like this:

"BUY 200 CHRYSLER 67 ON STOP 65 STOPLOSS."

If, on the other hand, my broker's cable showed it had moved out of the [60/65] box since I had noticed it in Barrow's, I forgot about it. It was too late for me to act. I had to wait for another opportunity.

Naturally, I was forced to narrow down my operations to a few stocks. The reason was purely financial. If I spent more than $12 to $15 a day on cables requesting stock quotations, the operation would become uneconomic unless I made enormous profits.

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The Technician: Cables Round the World

In the beginning, I was terribly afraid. Not that being in New York had helped me in the past, but to be able to communicate with Wall Street by telephone had given me a false feeling of security. This I missed for a while. It was only later, as I gradually gained experience in trading through cables, that I came to see the advantages of it. No phone calls, no confusion, no contradictory rumors—these factors combined gave me a much more detached view.

As I only handled five to eight stocks at a time, I automatically separated them from the continuing, jungle-like movement of the hundreds of stocks which surrounded them. I was influenced by nothing but the price of my stocks.

I could not hear what people said, but I could see what they did. It was like a poker game in which I could not hear the betting, but I could see all the cards.

I did not know it at the time, but later, as I became more experienced in the market, I realized how invaluable this was to me. Of course, the poker players would try to mislead me with words, and they would not show me their cards. But if I did not listen to their words, and constantly watched their cards, I could guess what they were doing.

At first I tried to practice on paper without investing any money. But I soon discovered that working on paper was quite different from actual investing. It was like playing cards without any dollars in the pot. It had as much savor and excitement as bridge at an old ladies' home.

Everything seemed very easy on paper with no money at stake. But as soon as I had $100,000 invested in a stock the picture became quite different. With no money involved I could easily control my feelings, but as soon as I put dollars into a stock my emotions came flooding quickly up to the surface.

As my cables continued to arrive day after day, I slowly became accustomed to this new type of operation and started to
feel more and more confidential. Only one particular fact bothered me. Sometimes some of my stocks made inexplicable moves which had no relation to their previous behavior.

This baffled me, and it was while I was looking for an explanation that I made a momentous discovery. I realized I was on my own. I was certain I could learn nothing more from books. No one could guide me. I was completely alone with my daily telegrams and my weekly issues of Barron's. They were my only contact with Wall Street, many thousands of miles away. If I wanted an explanation, I could only turn to them.

So I plunged avidly into Barron's. I turned its pages until they turned to shreds before I finally discovered this: the inexplicable moves in my stocks usually coincided with some violent move in the general market. As I only received the quotes of my own stocks, I was completely disregarding the possible influence of the general market on them. This was no better than trying to direct a battle by only looking at one section of the battlefield.

This was a very important discovery for me and I immediately acted on it. I asked my broker to add to the end of my cables the closing price of the Dow-Jones Industrial Average. This I thought would give me a clear enough picture of how the general market behaved.

My telegrams now read like this:

"B 32½ (34½-32½) L 17 (18½-17) U 89½
(91½-89) A 120½ (121½-120½) F 132½
(134½-132½) 482.31"

When I received the first cables with this added information, I was like a child with a new toy. I thought I had discovered a completely new formula. As I tried to relate the Dow-Jones Industrial Average to the movements of my own stocks, I reasoned that if the Average was going up, so would my stocks.

THE TECHNICIAN: Cables Round the World

Soon after, I found out that this was not true. To try to fit the market into a rigid pattern was a mistake. It seemed quite impossible to do it. Each stock behaved differently. There was no such thing as a mechanical pattern. I was wrong many times before I banished the Average to its proper place. It was some time before I discovered that the Dow-Jones Company publishes an average. It simply mirrors the day to day behavior of 30 selected stocks. Other stocks are influenced by it but do not mechanically follow its pattern. I also began to appreciate that the Dow-Jones Company is not a fortune-telling organization. It does not attempt to tell you when individual stocks will rise or fall.

Gradually, I began to understand that I could not apply mechanical standards to the relationship between the Average and individual stocks. Judging this relationship was much more like an art. In some ways it was like painting. An artist puts colors on a canvas obeying certain principles, but it would be impossible for him to explain how he does it. In the same way I found that the relationship between the Average and my individual stocks were confined within certain principles, but they could not be measured exactly. From then on, I made up my mind to keep watching the Dow-Jones Industrial Average, but only in order to determine whether I was in a strong or a weak market. This did not mean that the general market cycle influences almost every stock. The main cycles like a bear or a bull market usually creep into the majority of them.

Now that I was armed with a finishing touch to my theory, I felt much stronger. I felt as though I was beginning to touch some of the light switches which would illuminate the room.

I discovered I could form an opinion on the stocks from the telegrams in front of me. They became like X-rays to me. To the uninitiated, an X-ray picture is meaningless. But to a physician, it often contains all the information he wants to know. He relates its findings to the nature and duration of the illness, the
age of the patient, etc., and only then does he draw his conclusions.

Looking at my telegram, I did something similar. I compared the prices of my stocks first with each other, then with the Dow-Jones Average and after I weighted their trading range, I evaluated whether I should buy, sell or hold.

I did this automatically without deeper analysis. I could not fully explain this to myself until I realized that I was now reading and no longer spelling out the alphabet. I was doing what an educated adult does—I could absorb the printed page at a glance and draw rapid conclusions from it, instead of painfully putting the letters together like a child.

Simultaneously, I tried to train my emotions. I worked it this way: Whenever I bought a stock, I wrote down my reason for doing so, I did the same when I sold it. Whenever a trade ended with a loss, I wrote down the reason I thought caused it. Then I tried not to repeat the same mistake. This is how one of my tables looked:

<table>
<thead>
<tr>
<th>Bought</th>
<th>Sold</th>
<th>Cause of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISLAND CREEK COAL</td>
<td>46</td>
<td>43½</td>
</tr>
<tr>
<td>JOY MANUFACTURING</td>
<td>42</td>
<td>60%</td>
</tr>
<tr>
<td>EASTERN GAS &amp; OIL</td>
<td>27½</td>
<td>2½</td>
</tr>
<tr>
<td>ALCOA</td>
<td>118</td>
<td>116½</td>
</tr>
<tr>
<td>COOPER-HEISEM</td>
<td>13¾</td>
<td>54</td>
</tr>
</tbody>
</table>

These cause-of-error tables helped me immeasurably. As I drew them up, one after the other I was learning something from each trading. I started to see that stocks have characters just like people. This is not so illogical, because they faithfully reflect the character of the people who buy and sell them.

Like human beings, stocks behave differently. Some of them are calm, slow, conservative. Others are jumpy, nervous, tense. Some of them I found easy to predict. They were consistent in their moves, logical in their behavior. They were like dependable friends.

And some of them I could not handle. Each time I bought them they did me an injury. There was something almost human in their behavior. They did not seem to want me. They reminded me of a man to whom you try to be friendly but who thinks you have insulted him and so he shuns you. I began to take the view that if these stocks slapped me twice I would refuse to touch them any more. I would just shrug off the blow and go away to buy something I could handle better. This does not mean, of course, that other people with a different temperament from mine were not able to get on well with them—just as some people get along with one set of people better than they do with others.

The experience I gained through my cause-of-error tables became one of the most important of all my qualifications. I now realized I could never have learned it from books. I began to see that it is like driving a car. The driver can be taught how to use the accelerator, the steering wheel and the brakes, but he still has to develop his own feeling for driving. No one can tell him how to judge whether he is too close to the car in front of him or when he should slow down. This he can only learn through experience.

As I saw around the world and operated in Wall Street by cables, I slowly came to see that though I was becoming a diagnostician I could not be a prophet. When I examined a stock
and found it strong, all I could say was: It is healthy now, today, at this hour. I could not guarantee it would not catch a cold tomorrow. My educated guesses, no matter how cautious they were, many times turned out to be wrong. But this did not upset me any more. After all, I thought, who was I to say what a stock should or should not do? Even my mistakes did not make me unhappy. If I was right, so much the better. If I was wrong—I was sold out. This happened automatically as something apart from me. I was no longer proud if the stock went up, nor did I feel wounded if it fell. I knew now that the word “value” cannot be used in relation to stocks. The value of a stock is its quoted price. This in turn is entirely dependent on supply and demand. I finally learned that there is no such thing as a $10 stock. If a $50 stock went to $49—it was now a $49 stock. Being thousands of miles away from Wall Street, I succeeded in dissociating myself emotionally from every stock I held.

I also decided not to be influenced by the tax problem. Many people hold on to stocks for six months to obtain long-term capital gain. I considered dangerous. I might lose money by holding on to a falling stock just for tax reasons.

I decided I would trade in the market by doing the right thing first—follow what a stock’s behavior commands and care about taxes later.

As if stocks were made to confirm my new attitude, I handled them successfully for quite a while. I bought with bold confidence when I thought I was right and coldly, without hurt ego, I took my limited losses when I thought I was proven wrong.

One of my most successful operations was in Cooper-Bessemer. I bought three times into this stock, each time 200 shares. Two operations ended with a loss, but the third made me a sizeable profit. Here are the details of these purchases:

## November 1916
- Bought at 46 ($9,276.00)
- Sold at 47 1/4 ($8,941.09)
- Loss $335.91

## December 1916
- Bought at 51 1/2 ($11,156.08)
- Sold at 54 ($10,710.38)
- Loss $445.70

## January—April 1917
- Bought at 57 ($11,481.40)
- Sold at 70 3/4 ($14,016.95)
- Profit $2,535.55

A few other stocks, like Dresser Industries and Reynolds Metals, behaved equally well and gave me satisfactory profits.

But then, in the summer of 1917, when I was in Singapore, a most staggering series of events developed.

I bought Baltimore & Ohio Railroad at 56 1/4. I thought it was in the 56/61 box and it would advance. But it started reaching down, and I sold it at 51. Then I tried Obockman. I judged it was in a 44/49 box, so I bought it at 45. It began to sag and I sold it at 41.

I bought Daysroom at 44 because I thought it was rising into the 45/50 box. I sold out at 42 1/2.

I bought Foster Wheeler at 61 1/4. I thought it was in the 60/65 box. When it turned slowly against me, I sold out just below the 60 frame at 59 3/4.

Aeroquip was the last one. I had bought it at prices ranging from 23 1/2 to 27 1/4. I watched it climb towards 30 and waited for the 31/31 box to evolve. It did not happen that way. I was stopped out of Aeroquip at 25 1/2.
HOW I MADE $2,000,000 IN THE STOCK MARKET

Finally, on August 26, 1957, I found myself without a single stock. My automatic stop-loss had sold me out of everything. In two months every one of my stocks had slowly turned around, and one by one had sagged through the bottom of their boxes. And one by one, even if it was only a question of half a point, they were sold.

I did not like it, but there was nothing I could do. According to my theory, I just had to sit back and wait patiently until one or more of the stocks I had been stopped out of, or any other stocks I was watching, went towards a new higher box.

Eager and anxious, I watched from the sidelines with not a dollar invested, while prices continued to drop.

But no opportunity seemed to appear. What I did not know was that we were at the end of one phase of the great bull market. It was several months before this became evident and it was declared a bear market. Half the Wall Street analysts still discuss it. They say it was merely an intermediate reaction—a temporary halt in the rising market. They all agree, however, that prices collapsed.

Of course all these opinions are expressed by hindsight—when it is too late. The advice to get out of the market was not available when one needed it.

I recall the case of Hitler when he decided to invade Stalingrad. To him it was just another Russian town to be conquered and occupied. Nobody knew while the battle of Stalingrad was being fought that it was the turning point in the war. For a very long time, few people realized it.

Even when the German armies were half-way back, it was still talked about as a strategic withdrawal. It was, in fact, the end of Hitler. The Nazi war bull market ended the day Hitler attacked Stalingrad.

In the same way, I realized that it was impossible for me to assess great historical turning points in the market when they...
I could have escaped would have been by selling out, taking a 10% loss, possibly ruining myself, and gravely impairing my confidence for future deals.

I could, of course, have bought these stocks and "put them away." This is a classic solution among people who call themselves conservative investors. But by now I regarded them as pure gamblers. How can they be non-gamblers when they stay with a stock even if it continues to drop? A non-gambler must get out when his stocks fall. They stay in with the gambler's eternal hope of the turn of a lucky card.

I thought of the people who paid $10 for NEW YORK CENTRAL in 1929. If they were still holding it today it was worth about 27. Yet they would be ignominious if you called them gamblers!

It was in this mood of non-gambling that I received my monthly statement in the first week of September 1937, and I began to check up on my accounts. I found I had made up the money I had lost on JONES & LAUGHLIN and my original capital of $17,000 was almost intact. Many of my operations had been moderately successful, but commissions and taxes had taken a great deal.

When I went into the accounts more closely I found I had the enviable distinction of coming out of the greatest bull market in history with a lot of experience, a great amount of knowledge, much more confidence—and a net loss of $889.
After a few weeks of being without a single share I decided to take a closer clinical look at the situation. To understand it clearly I made a comparison between the two markets.

The bull market I saw as a sunny summer camp filled with powerful athletes. But I had to remember that some stocks were stronger than others. The bear market? The summer camp had changed to a hospital. The great majority of stocks were sick—but some were more sick than others.

When the break came almost all of the stocks had been hurt or fractured. It was now a question of estimating how sick the stocks were and how long their sickness would last.

I reasoned that if a stock has fallen from 100 to 40, it will almost certainly not climb up to the same high again for a long,
long time. It was like an athlete with a badly injured leg who
would need a long period of recuperation before he could run
and jump again as before. There was no doubt in my mind now
that I could not make money by buying a stock and then trying
to cheer it on. Jones & Laughlin had convinced me of that. I
could remember how I almost felt myself willing and pushing
that stock upwards. It was a very human feeling, but it had
no effect upon its market any more than spectators have on a
horse race. If one horse is going to win, it will win, even if
thousands oflookers are cheering for another one.

It was the same now. I knew that if I bought a stock and
turned out to be wrong, all the cheering and pushing in the
world would not alter the price half a point. And there was no
telling how far the market might fall. I did not like the trend,
but I knew it was no use trying to fight it.

The situation reminded me of George Bernard Shaw's remark
at the opening night of one of his plays. After the curtain fell
everyone cheered and clipped except one man who booted. G.B.S.
got up to him and said: "Don't you like my play?"
The man replied: "No, I don't." Whereupon, Shaw said:
"Neither do I, but what can the two of us do against all that
crowd?"

So I accepted everything for what it was—not what I wanted
it to be. I just stayed on the side lines and waited for better times
to come.

I firmly refused to trade—so emphatically that my broker
wrote to me and asked the reason. I tried to explain it by making
a joke: "This is a market for the birds. I see no reason why I
should be in a bird-market."

The period that followed I spent like a runner limbering up
for the race. Week after week, while I did not have any stock
and the market was in a steady downtrend, I followed the
quotations in Barrow's. I tried to detect those stocks that resisted
the decline, I reasoned that if they could swim against the
stream, they were the ones that would advance most rapidly
when the current changed.

After a while, when the first initial break in the market wore
off, my opportunity came. Certain stocks began to resist the
downward trend. They still fell, but while the majority dropped
easily, following the mood of the general market, these stocks
gave ground grudgingly. I could almost feel their reluctance.

On closer examination, I found the majority of these were
companies whose earning trends pointed sharply upward. The
conclusion was obvious: capital was flowing into these stocks,
even in a bad market. This capital was following earning im-
provements as a dog follows a scent. This discovery opened my
eyes to a completely new perspective.

I saw that it is true that stocks are the slaves of earning
power. Consequently, I decided that while there may be many
reasons behind any stock movement, I would look only for one:
improving earning power or anticipation of it. To do that, I
would marry my technical approach to the fundamental one. I
would select stocks on their technical action in the market, but
I would only buy them when I could give improving earning
power as my fundamental reason for doing so.

This was how I arrived at my techno-fundamentalist theory,
which I am still using today.

As to the practical application, I decided to take a 20-year
view. That did not mean I wanted to hold a stock for 20 years.
Nothing was more contrary to my intentions. But I looked out
for those stocks which were tied up with the future and where I
could expect that revolutionary new products would sharply
improve the company's earnings.

Certain industries were obvious at once, like electronics,
missiles, rocket fuels. They were rapidly-expanding, infant in-
dustries and, unless something unforeseen happened, their ex-
expansion should soon be reflected in the market. From my research into the history of the stock market, I knew that the basic principles governing stocks-of-the-future have always held good in Wall Street. In the years before automobiles, the smart operators went into railroads because they knew these would supersede the covered wagon and the stage coach. A generation or so later, the shrewd investors moved out of railroads into automobiles. Forward-looking, expanding companies like General Motors and Chrysler were comparatively small firms then. But they represented the future. People who bought into them at that time and stayed with them during their expansion period made a lot of money. Now these are well-established stocks. They are not for the forward-looking speculator.

It is the same today, I reasoned. On the general theory of the buoyant future, stocks which promise dynamic future development should behave better than others. A sound stock which is in tune with the jet age might be worth 20 times as much in 20 years.

I knew that in this kind of stock there were definite fashions just as there are in women's clothes, and if I wanted to be successful it was important to search for fashionable stocks.

Women's fashions alter, and so do fashions in stocks. Women will raise or lower their hemlines one or two inches roughly every two or three years.

The same with stocks. While the fashion persists, the forward-looking investors get in and stay in. Then slowly the fashion fades and they are out. They are putting their money into a new-style stock. I knew I must watch eagerly for these fashion changes, or I might be left still holding a long-skirt stock when the new stocks were showing their knees. I might also miss, unless I was very alert, something sensation-fily new like the big-bosom era.

This is not so fanciful as it may seem. Take a mythical product like an automobile which can also fly. Everybody is rushing for that company's stock. Yet in a converted stable in Oregon two men are working on an invention which will far outclass the flying car.

Once that is ready for the market, and a company has been formed to handle it, the original flying car will be superseded. Its stock will start to slide. It will become old-fashioned.

This is an over-simplification and does not solve the problem: How to buy into this year's fashion? I could only do it by carefully watching the market for signs. If the fashion seemed to be moving away from the long skirt, there must be some other about-to-be-fashionable stock ready to take its place. What I had to do was to find stocks that would be hoisted up because they stirred people's imagination for the future.

On the basis of this thinking, I carefully watched stock-market quotations in this general bracket of expanding stocks in tune with the jet age. I was not interested in the company's individual products, whether it was metals for rockets, solid fuel, or advanced electronic equipment. In fact, I did not want to know what they made—that information might only inhibit me. I did not care what the company's products were, any more than I was influenced by the fact that the board chairman had a beautiful wife. But I did want to know whether the company belonged to a new vigorous infant industry and whether it behaved in the market according to my requirements.

This, of course, was directly against the advice of many financial writers with conservative backgrounds who have been pounding into investors for generations that they must study company reports and balance sheets, find out all they can about a stock's background, in order to make a wise investment.

I decided that was not for me. All a company report and bal-
same sheet can tell you the past and the present. They cannot tell the future. And it was for this I had to project my plans. I also humbly realized that that was only my attitude. I was looking for capital gain. A widow looking for dividend income had to think otherwise.

As I flew around the world, I was constantly searching for stocks that would climb into the stratosphere because of the vision of their future. This attitude was a preparation for what I suppose you could call high-territory trading. I looked for stocks that I thought could make new highs and I decided to give them my full attention when they had climbed on to the launching pad and were preparing to rocket up. Now these stocks would be more expensive than ever before and so they would look too dear to the uninstructed. But they could become dearer. I made up my mind to buy high and sell higher.

Using my hard-boiled training, I diligently attempted to find these expensive-but-cheap, high-velocity stocks. I searched constantly for them because I felt sure that they would move up at the first sign of a better market.

I carefully watched a dozen stocks which seemed to be in this category, checking their quotations every week, analyzing their behavior for any sign of a hardening.

I closely observed their price action, and I was on the alert for any unusual activity as well. I had not forgotten the importance of volume.

I also prepared myself to operate in higher-priced stocks. This was because of the brokerage commissions. When I examined the rates I discovered that it was cheaper to invest $10,000 in a $100 stock than in a $10 stock. Here is why:

Let us suppose I wanted to invest my $10,000 in one stock. I could do it in several ways. For instance I could buy:

82

The New York Stock Exchange commission rates were:

<table>
<thead>
<tr>
<th>Price of Stock</th>
<th>Commission per 100 shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1</td>
<td>$6</td>
</tr>
<tr>
<td>$5</td>
<td>$10</td>
</tr>
<tr>
<td>$10</td>
<td>$15</td>
</tr>
<tr>
<td>$20</td>
<td>$25</td>
</tr>
<tr>
<td>$30</td>
<td>$30</td>
</tr>
<tr>
<td>$40</td>
<td>$40</td>
</tr>
<tr>
<td>$50</td>
<td>$45</td>
</tr>
<tr>
<td>$100</td>
<td>$45</td>
</tr>
</tbody>
</table>

To invest my $10,000 would cost me (buying plus selling):

In the case of the $10 stock $100.
In the case of the $20 stock $210.
In the case of the $100 stock $90.

If my buying point was correct, the broker's commission was not important. It came off my profit. But, if my timing was wrong and I was stopped out—that was another matter. Then the two commissions, one for buying and one for selling, had to be added to my loss. So if you see, my mistakes would be much less costly if I bought higher-priced stocks.

As I watched the market continually sinking, I knew that it could not sink forever. Sooner or later stocks would begin to move upwards. They always had. Bear markets were always fol-
lowed by bull markets. The educated art was to watch for the first signs, be sure they were real, and buy in before everyone else noticed and the prices began to rise too high.

My mind went back to the battle of Waterloo. At this famous battle Rothschild had an agent who, as soon as victory was certain, set off for London and informed Rothschild. Rothschild started buying every British government stock he could before anyone else heard the news. When they did, of course, the shares rocketed and Rothschild sold at a huge profit. The principle remains the same in Wall Street today. Communications are much quicker but the ancient art remains the same—to get in faster than the other fellow.

That was the position for which I had now trained myself for five years. I knew I had learned an enormous amount. My Canadian period taught me not to gamble; my fundamentalist period taught me about industry groups and their earning trends; my technical period taught me how to interpret price action and the technical position of stocks—and now I reinforced myself by piecing them all together. It was like the solution of an intriguing jigsaw puzzle where finally all the pieces fall beautifully into place. I was certain this method would prove successful in the future. I felt calm and confident waiting for the market-tide to turn.

After a few months, what I was waiting for began to happen. Reading Barron's, I noticed that, while the averages were still showing a decline as they had for several months, a few stocks were beginning to peep up, almost as unnoticeable as primrose buds on a winter's day. It was still a question whether those tender shoots would survive or be killed by frost. But when I noticed this slow awakening, I began to sense the end of this baby-bear market—at least for certain stocks.

I did suspect one thing, however—and that was that the leaders in the previous market would probably not lead again.
The Theory Starts to Work

W

As you see, although I felt quite secure in my judgment with my merged technical and fundamental viewpoint, I did not consider abandoning my child defensive strategy. I felt that the market had not been fully discounted. I also thought that the atmosphere was still too hot, but I was prepared to engage in a minor set of buying stocks that I thought were undervalued. I also made sure to keep a close watch on the sentiment of the market and be ready to sell if conditions changed.

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In summary, the market was quite volatile and there were many opportunities to make money. However, it was important to remain disciplined and follow a solid strategy to ensure success.
HOW I MADE $2,000,000 IN THE STOCK MARKET

200 LORILLARD at 27 1/4. I was well satisfied with my purchase, and braced myself for a big rise.

This came, but not the way I had assessed it. My first experience was disheartening. On Tuesday, November 26th, the stock dropped back exactly to my stop-loss of 26 and I was sold out. To add insult to injury, seconds after I was stopped out, it started to rise and closed at 26 3/4.

However, the reaction was so short and the rise that followed so firm, that I decided to go back into it. That same week I bought back my shares at 28 1/2. Again I fixed my stop-loss at 26.

But this time, LORILLARD's behavior was perfect. As the days went by, I was satisfied to see that the quotations never came close to my stop-loss. This was a firm indication that I was on the right track, and that my theory applied to this stock.

I happened to be right. In December 1917, LORILLARD rose over 30 and made a new 31 3/32 box. My experiences with similar stock movements in the past told me that it was being accumulated. I felt I had the right stock. Now it was a question of getting into that stock at the right time.

I carefully watched my daily quotes. I looked for the right moment as a fighter looks for an opening to land his blow. Towards the end of January, after a false move, the big surge-through which I had been expecting occurred. LORILLARD started to move decisively out of its box.

This seemed to be the ideal moment. Everything was encouraging—the technical action, the fundamentals, the pattern. Also, the New York Stock Exchange had just lowered its margin requirements from 70% to 50%. This meant that my limited capital now had much more purchasing power. Every $1,000 could buy $2,000 worth of stock. This was important to me, because I needed my funds for another stock I was watching at that time.

I was flying from Bangkok to Japan. It was from there I sent out my cables to add a further 400 shares to my holdings. These were bought for me at 35 and 36 3/4.

In the weeks that followed, the stock's behavior continued to be exemplary. It was exciting to watch my theory being vindicated in practice. While I was traveling around the world dancing, LORILLARD was steadily dancing about in its box. It would do this for a short time and then, with an impeccable, almost predictable thrust, move into the box above. LORILLARD BOXES began piling on top of each other like a beautifully constructed pyramid. I watched them fascinated. I had never seen a stock behave so perfectly as this. It was acting as though my theory had been built around it.

On February 17, 1918, LORILLARD bounced up to 44 3/4. I was feeling very pleased with myself and the stock when, two days later, I received a cable in Tokyo which frightened me.

In one single day my stock had dropped to a low of 36 1/4 and closed at 37 3/4.

I was baffled. This move was completely unexpected. I did not know how to explain it. I rapidly cabled New York and raised my stop-loss to 36, less than 2 points below the day's closing price. I felt if it dropped there, I would be sold out and still make a nice profit on my first purchase.

As I was in Tokyo, I could not know the Wall Street rumors which had driven the stock down that day. All I knew was that it acted badly. Later I found out there had been a report saying that filter-tips were not so efficacious against lung cancer as they were claimed to be and this had panicked a lot of people out of the stock.

Fortunately, the setback was very short, and my stop-loss was not touched off. This convinced me of the stock's power and I decided to buy an additional 400 shares. I paid 39 1/4. Almost immediately we left this price behind. The quotes came in: 39 3/4-40 1/4-42.
I was very happy at the time, indeed, as if I had become partner in an
imminent new development. Everything looked as if I had
planned it in advance. It was at this time that I received from my broker three
letters (advice slips) urging me to buy Standard Oil in London.

The third recommendation read like this:

"Standard Oil was obviously under distribution around 44
andadvice service that I had previously repeated to stock
market members. I was previously informed you
how it would be helpful. My enthusiasm was best illustrated by what
happened one day in the Eavan Haed in Bangkok. One after-
noon I was introduced to the president of one of the un-
formed that his holdings in the stock market amounted to
$1,000,000. They were broken up in the following way:

$1,000,000 worth of Standard Oil at $42.50.

$750,000 worth of Standard Oil at $41.50.

$250,000 worth of Standard Oil at $40.

$100,000 worth of Standard Oil at $39.

$50,000 worth of Standard Oil at $38.

The man then continued, "What do you think about it?" He asked.

I replied, "I think it's a good investment."

"Why?" he asked.

I replied, "Because the price is rising."

"And would you advise me to buy it?" he asked.

I replied, "Yes, I would."

"How much?" he asked.

I replied, "I would advise you to buy the whole thing."

The man then said, "Well, if you think it's a good investment, I'll buy it."

I then said, "Alright, let's do it.

The man then proceeded to buy the entire stock, and I was able to
sell it for a profit of $500,000."


I carried the last three purchases on 0% margin. This enabled
me to keep the rest of my capital for a further investment.

Advise you to do so. I purchased the stock at the high for this stock.

As this increase in volume was accomplished by an advance
in price, I decided to check the stocks' fundamentals. They
were worth more than the advice of the broker.
were reassuring. The company was a near-monopoly in an expanding field. The credit-card system, of which it was one of the pioneers, was firmly established. The company's earnings were in a definite upward trend. With these factors in mind, I bought 500 shares at 24 1/4. My stop-loss was 21%. Now the question was which direction the stock would take. My first LORILAND purchase had already shown me a profit, and I reasoned that if it turned to the worst, I would lose it on DINERS' CLUB. But I did not. A few days after my purchase, the stock began to advance.

According to my theory, I immediately bought another 500 shares—at 26%. On both buys, I took advantage of the new 50% margin.

The pattern evolved perfectly—first a [28 3/30], then a [32 5/36] box. The last penetration was accompanied by a volume of 52,600 shares for the week. This was higher than any other week's volume in the newly-split stock's history.

As I saw my profits piling up, I did not for a moment forget to trail my stop-loss insurance behind the rise. First I raised it to 27, then to 31.

In the fourth week of March the stock penetrated a new [36 1/4/40] box and seemed to establish itself there. I summed up my position in DINERS' CLUB. I had bought:

<table>
<thead>
<tr>
<th>Number of Shares</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>500 shares at 24 1/4</td>
<td>$12,333.15</td>
</tr>
<tr>
<td>500 shares at 26 1/2</td>
<td>15,167.65</td>
</tr>
<tr>
<td>Total 1,000 shares</td>
<td>$27,500.80</td>
</tr>
</tbody>
</table>

I already had a profit of more than $10,000. Still, according to my theory, I had to hold on. The stock behaved as if it would go even higher. Every indication pointed to this.

But suddenly, unexpectedly, my cables began to read differently. It was difficult to understand why, but I began to feel uncomfortable. The stock seemed to have lost its will to rise. It looked as though its last pyramid would hesitate on the brink of going into reverse. It almost seemed ready to tumble. So as not to get caught in any collapse, I decided to raise my stop-loss to the unusually narrow margin of 36%.

In the fourth week of April, the event against which I had insured myself occurred. DINERS' CLUB broke through the lower limit of its box and I was sold out. I received $35,848.85. I had made an overall profit of $10,328.05.

For the first time—as I sat in my room in the Imperial Hotel in Tokyo with the cable in my hand, which said I had made $10,000 profit—I felt all my study and worry over the past few years had been worth it. I was beginning to come out on top.

Six weeks later I received news which in some ways made me feel more elated than the $10,000, because it completely confirmed the technical side of my approach. It was officially announced that American Express had decided to launch a rival to DINERS' Club. This had been the reason for the hesitation of the stock near the 36 mark. Some people had known this before the announcement and were selling out. Without knowing about it, I was their partner.

Being in the Far East, I could not possibly know of any rival organization being set up. Yet the technical side of my system based on the price action had warned me to get out.

During all the time that I spent with LORILAND and DINERS' CLUB, I never neglected to follow the quotations of other stocks in BARRON's. This began to show me that there was a great interest springing up in a stock called E. L. BRUCK, a small Memphis firm. The stock was quoted on the American Stock Exchange. On closer examination, I learned that the company made hardwood flooring. This most certainly did not fit my fundamental requirements, but the technical pattern was so compelling that I could not take my eyes off it.
How I Made $2,000,000 in the Stock Market

What amazed me was the movement of E. L. BRUCE on Wall Street. It usually traded below 5,000 shares a week. Then it suddenly woke up and started to move. In the second week of April 1918, its volume rose to an astonishing 19,100 shares. Thereafter the weekly volume climbed to 41,500—14,200—75,100 shares, with the price jumping 5 to 6 points weekly without any signs of downward reaction.

BRUCE went from 18 in February to 50 at the beginning of May. Only then came its first reaction, which carried it back to 45 1/2. I could not be sure, of course, but this reaction seemed to me only a temporary halt, a refueling. I felt it would continue to rise. I tried to find a fundamental reason, but I could not. Still, the volume was there, the price action was there, the rhythm of the advance was there.

I began to feel like a man sitting in a darkened theater, waiting for the curtain to go up on a thriller. As I flew from Tokyo to Calcutta, I puzzled over the BRUCE quotations every hour of the way. It had a wider, freer range than most stocks, and I could not place a definite frame around it. Flying over the Indian Ocean, I made up my mind to make an exception. Fundamentals or no fundamentals, if it went over 50, I would buy it, and I would buy a lot of it.

But I needed money. My DENKERS' CLUB sale had released some of my funds, but that was not enough. I could have used my savings, but after the JONES & LAUGHLIN disaster I had decided never again to risk more money than I could afford to lose without ruining myself. Consequently I have never again added to my market funds from my shoe-business income.

The only possible thing to do was to take a close look at my old friend LORELLAND. Was it still behaving well? It was not. Its penetrations were not decisive, its reactions were deeper. I decided to take my money out of LORELLAND and be ready to invest it in BRUCE. I sold my 1,000 shares the second week in May for an average price of 17 3/4. The total price on the sale was $16,880.47. My profit on the deal was $2,010.25.

This, with the $10,000 I had made from DENKERS' CLUB, meant that in five months I had nearly doubled my capital. I felt pleased and proud and ready, like a giant-killer, to deal with a powerful and erratic stock like BRUCE.

I made special preparation for this fight. I had concluded after the LORELLAND deal that my system was working so well that I did not want to tamper with it into the hands of one firm. I felt if anyone were to follow my operations, this might make it difficult for me. I called New York and opened accounts with two other brokerage firms.

In the third week of May 1918, I cabled New York to buy 500 BRUCE at 50 1/2 with my automatic on-stop buy order. I put in a stop-loss of 48. In the following days the stock acted so beautifully that I decided to take full advantage of the existing 50% margin conditions. When I saw that my stop-loss was not touched off I proceeded with further purchases, each of which was protected by stop-losses between 47 and 48. I figured that, should I be stopped out, I would only lose my DENKERS' CLUB profit.

These are the details of my purchases:

- 500 shares at 50 3/4 = $25,510.95
- 500 shares at 51 1/2 = $25,698.99
- 100 shares at 51 3/4 = $26,012.20
- 100 shares at 72 1/4 = $26,513.45
- 500 shares at 51 3/4 = $26,942.03

Total 2,500 shares = $130,687.57

My timing was right. E. L. BRUCE really began to climb as if
It was obvious even in February, I thought fancifully, that something fantastic was happening on the American Stock Exchange. I had to fight my way up to get close enough to see what was going on. No, I had to be there and feel the excitement.

More and more people were6 reading the Wall Street Journal, wondering what would happen. A few were now beginning to see the writing on the wall. Interest rates were rising, and the economic situation was changing. The American Stock Exchange had been the center of speculation for some time, but now it was clear that the market was changing.

I thought back to my daily routine, and how I had begun to sell my shares. I had convinced myself that it was the right thing to do. I had seen the writing on the wall and decided to sell.

The next day, I went to the office and was surprised to see that the price of the stock had dropped. I immediately bought more shares, and the price continued to rise. I was amazed at how quickly the market changed.

The next few days were full of uncertainty. The market was volatile, and it was difficult to know what to do. I tried to stay calm and make the best decisions possible.

The market finally stabilized, and the price of the stock began to rise again. I was relieved to see that my investment was paying off.

Looking back, I realize that my decision to sell was a good one. I was able to make a profit, and I was able to live comfortably from the sale.

I reflect on the experience and feel a sense of pride. I am grateful for the opportunity to have been part of such a unique and exciting market.
I was offered a big, tempting profit. As I listened to my broker, I felt strongly urged to sell the stock. After all, selling at 100 meant I would make a fortune.

I thought hard while I listened. Then I made one of the most momentous decisions of my life. I said: "No, I will not sell at 100. I have no reason to sell an advancing stock. I will hold onto it."

I did. It was a big decision and a difficult one, but it proved exactly right. Several times within the next few weeks I received urgent telephone calls reporting higher and higher offers for my shares from brokers in various parts of the United States. I gradually sold out the stock on the over-the-counter market in blocks of 100 and 200 shares—for an average price of 171.

This was my first really big killing in the market. I made $291,301.45 profit on this operation.

This was a tremendous event for me. I was so happy I did not know which way to turn. I told my story to everyone who cared to listen. I showed my telegrams to them. The only reaction was: "Who gave you the tip?" I tried to explain that no one had given me a tip, that I had done it all by myself and that I was so happy and excited exactly for that reason.

Nobody believed me. I am sure that every one of my friends in Calcutta still believes today that Mr. Gilbert himself had taken me into his confidence.

CHAPTER EIGHT

My First Half-Million

The overwhelming success of my handling of S. L. Bruce should have made me more eager and less cautious. Yet, somehow it made me more cautious. I had made over $323,000 in nine months' investment, and I was determined not to lose it by a wrong move. So many operators have made big money in nine months and lost it in nine weeks. I decided this would not happen to me. The first step I took was to withdraw half of my profits from the market. With my remaining capital I eyed the market warily, watching for possible new well-behaved stocks. As to often after a coup, I had very little success for a month or two immediately afterwards.

I cautiously bought 100 shares of Molybdenum. I bought it at 27, paying $13,606.25. Almost immediately, I was stopped out at 26½, so that I got back $13,123.78.
I had a go at HAVEG INDUSTRIES. I bought 100 shares at 31 3/4, paying $11,860.95. It turned around and looked as if it was going to slip under 30, so I sold out at 30 1/2 for $11,056.94.

Then, as I saw nothing interesting, I ventured back to LORILLARD. This stock, which had once stood out in the bear market like a tree in a desert, had now become a rather weary, slow-moving elderly gentleman. But I suppose I had a sentimental attachment towards it because it had done so well for me the first time. For a long time I could not leave it alone. It became my American "pet." This was an utterly wrong attitude but I could not seem to help it.

Three times I bought into it, because I thought it was climbing towards a higher box. Three times I sold out because the new box did not materialize. This is how the LORILLARD operation looked:

1,000 shares
Bought at 70 1/2 ($70,960.50)
Sold at 67 7/8 ($67,369.74) Loss $1,590.76

500 shares
Bought at 69 1/2 ($34,792.01)
Sold at 67 7/8 ($33,622.42) Loss $1,169.63

1,000 shares
Bought at 67 3/4 ($68,207.80)
Sold at 67 ($66,495.66) Loss $1,712.14

That did it. The third loss finally broke my sentimental attachment and I did not buy in again. I realized that as LORILLARD now moved at a very leisurely pace, it was obviously no longer a stock for me.

After I withdrew from LORILLARD, I sat back and assessed my overall position. It looked like this:

<table>
<thead>
<tr>
<th>Stock</th>
<th>Profits</th>
<th>Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>LORILLARD</td>
<td>$21,012.91</td>
<td>$6,472.13</td>
</tr>
<tr>
<td>DONORS' CLUB</td>
<td>10,328.01</td>
<td></td>
</tr>
<tr>
<td>E. L. BRUCE</td>
<td>295,301.45</td>
<td></td>
</tr>
<tr>
<td>MOLYBDENUM</td>
<td>482.47</td>
<td></td>
</tr>
<tr>
<td>HAVEG INDUSTRIES</td>
<td>804.01</td>
<td></td>
</tr>
</tbody>
</table>

My overall profit was $318,927.44.

During the time I was getting in and out of LORILLARD, I was continuously looking for stocks that would fit my theory. One very important factor that urged me to deeper search was that the general market started to get stronger. As I felt this strength becoming pronounced, I wanted to take full advantage of it by getting into a promising stock as early as possible.

Among the stocks that caught my eye was a little, unknown company called UNIVERSAL PRODUCTS. It was quoted around 31, running up and down between 31 1/2 and 33 1/2. I found out it was an electronics company and therefore I felt it qualified as far as my techno-fundamentalist theory was concerned.

In July 1918, when I was still in Calcutta, I asked New York for daily quotes. The story they told me was very promising. However, my recent LORILLARD losses reminded me that I could be wrong several times in a row and I wanted to act very cautiously. I thought I could get a better feel of the stock's movement if I actually owned some of it, so I decided to make a pilot buy. I sent out the following cable:

"BUY 100 UNIVERSAL PRODUCTS 33 1/4 OR BETTER"
Next day, when I received the advice that 300 shares of universal products had been bought for me at 353/4, I wired:

"ENTER STOPLOSS 323/4"

Now there was nothing to do but sit back, watch and wait for the next move.

At this period, I was flying back and forth across India rather frequently. But cable quotes on universal products followed me everywhere. In the third week of August 1938, I was in Srinagar in Kashmir, when I noticed that the stock was beginning to firm up. I cabled:

"BUY 1200 UNIVERSAL PRODUCTS 363/4 ON STOP 33 STOPLOSS"

When I returned to the Imperial Hotel in New Delhi I received the notice:

"BOUGHT 1200 U 363/4 ON STOP U 363/4 (373/4-353/4) ETC."

This meant I had bought my stock at 363/4 and it closed at 363/4. While it did not decisively pull away from my buying price, it closed above it. Now the question was: Will my stock continue to advance or will it return to its former box?

I was quite excited. Although I had already fixed the limit of my possible eventual loss, now it was a question of whether my judgment was right or wrong. I could hardly wait for next day's cable. When it finally arrived, it showed that universal products had closed at 383/4. Its range for the day was 383/4-373/4. This meant I was right—at least for the time being.

In the next few days the stock continued to advance, and when I was in Karachi I bought another 1,500 shares at 40. Shortly thereafter, universal products changed its name to universal controls and split 2-for-1. It continued to act well but after my last purchase I decided that I had as much universal controls as I cared to carry.

This was my exact position: (The prices in this table, and all following tables, are average.)

<table>
<thead>
<tr>
<th>Description</th>
<th>Price (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot buy of 300 at 353/4</td>
<td>10,644.93</td>
</tr>
<tr>
<td>1,200 at 363/4</td>
<td>44,083.56</td>
</tr>
<tr>
<td>1,100 at 40</td>
<td>60,153.00</td>
</tr>
</tbody>
</table>

Total 3,000 shares $115,313.49

This gave me 6,000 shares of the newly-split stock. Now I sat back and held on while the stock started to skyrocket.

At the beginning of December, when I saw that universal controls was behaving correctly, I recommended the stock to my secretary. I told him to buy it at 333/4. I said: "If it goes below 30 take a loss and sell it, otherwise hold it for a big rise. If you have to take a loss I will cover it."

It so happened that his father was an old-fashioned, pure fundamentalist and when he heard what I had suggested, he told his son not to be such a fool. His argument was: What was the point of buying a stock if it might go down? He reckoned you should only buy stock that was sure to rise—as if anyone could be sure. He also said he wanted to examine the books of the company to see if it was in good condition.

My secretary took his father's advice. He did not invest any money, but waited while the old man was carefully examining the books. While he was engrossed in this task the stock went up to 50.

Simultaneously with universal controls, I was watching another stock whose action was fascinating to me. It was technicolor chemical.

It first attracted my attention in February 1938, when I was in Tokyo. It had just split 2-for-1 and was the object of heavy
HOW I MADE $2,000,000 IN THE STOCK MARKET

Trading before it quieted down into a 39/47 box. I stayed calmly in this area for several months.

As I regularly checked it in Barron's, this area of tranquility looked like a pond on a summer's day. But somehow I had the feeling it was a calm that preceded the storm.

In March I cabled New York:

"QUOTE THIOKOL"

The quotes duly arrived but, except for a few weeks of short-lived flurry in April, nothing noteworthy happened. After a few weeks I sent the following cable from Hong Kong:

"STOP THIOKOL QUOTES START QUOTING AGAIN IF RISES OVER 45"

I reasoned that if it reached again toward the upper frame of its box, that would be the moment to watch it again. It was in the first week of August that THIOKOL quotes started to reappear in my telegrams. Above 45 it looked as though it was flexing its muscles for an upward jump. I decided for a pilot buy, and cabled:

"BUY 200 THIOKOL 47¾"

The order was executed at this price for a cost of $9,535.26.

After that it took three weeks for THIOKOL to find its true dynamics. At the end of August I felt the moment had come. I cabled New York:

"BUY 1300 THIOKOL 49½ ON STOP"

The purchase was executed at 49½% on September 2, 1938. The cost was $65,408.72.

With my 1,100 shares I saw the stock rapidly rising over 50 and trading in the range of 52-56.

A week later I received notice that Thiokol had decided to

THE TECHNO-FUNDAMENTALIST: My First Half-Million

issue stock-rights. These were given as bonuses to the holders of the stock at the rate of one right per share. In turn, with 12 of these rights you could buy one share of THIOKOL at the special price of $42. As the stock was quoted over 50, this was cheap indeed—if you wanted to exercise your stock-rights. If not, you could sell them on the American Stock Exchange where they were listed and traded for a limited period.

However, there was another important feature about these rights that made them very interesting. According to stock exchange rules, if the rights were being used to purchase the company's stock, you could take advantage of what they called a "special subscription account." When you deposited your rights in this account, the broker was permitted to lend you up to 75% of the current market value of the stock. In addition, there was no commission charge on the purchase.

I jumped on this eagerly. Here was a unique opportunity for me to buy a great deal of stock on credit. I decided to plunge into this with all my free cash. I made a quick rough accounting of my position. Here is how I stood:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original investment</td>
<td>$36,000</td>
</tr>
<tr>
<td>Total profits (after deducting losses)</td>
<td>319,000</td>
</tr>
<tr>
<td>Total capital</td>
<td>$355,000</td>
</tr>
<tr>
<td>Cash withdrawn</td>
<td>160,000</td>
</tr>
<tr>
<td>Free for investment</td>
<td>$191,000</td>
</tr>
</tbody>
</table>

Purchases now held

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,000 UNIVERSAL PRODUCTS</td>
<td>$115,300</td>
</tr>
<tr>
<td>1,500 THIOKOL</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td>$190,300</td>
</tr>
<tr>
<td>7½% cash under margin rules</td>
<td>$133,000</td>
</tr>
<tr>
<td>Free for further investment</td>
<td>$62,000</td>
</tr>
</tbody>
</table>
But now a clarification developed. As I took a look at the regulations permitting a 75% loss there was wide disagreement among brokers concerning the account. While one broker was willing to advance a full 75% of the market value of the stock, another, being even more reluctant, only offered 40%. I ended up with a split decision, being allotted 55% of the stock. On the other hand, the broker who also offered 40% let me buy 1,000 shares for $23,000, which was a substantial discount off the $280,000 I was considering. After the purchase, I decided to buy another 1,000 shares of 38,000. The rest of the money was made available to me by my broker, and I decided to cash out the $23,000 I had received. The stock was then selling for $280,000, so it would have been worth $1,120,000.

The above details show that the stock was being quoted at an extraordinarily attractive credit situation. I profited from this arrangement by selling the stock at a price of $320,000 for which I had paid $23,000. This was a major gain, considering the fact that the stock had been quoted at $280,000. The result of this arrangement was an extraordinary credit situation, which, in itself, was an extraordinary opportunity.

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new market technique and it was anything but easy to do. By the
time I arrived back at my hotel I was exhausted. I must
have looked more like a man about to commit suicide than one
who had just made himself a small fortune.

But I was proved right. THIOKOL continued to rise and by
making that decision in Paris, I was able to hold on and make
much more money out of the stock.

A few weeks later, in January 1939, I returned to New
York. When I landed at Idlewild Airport, I was holding 6,000
THIOKOL and 6,000 UNIVERSAL CONTROLS. They were both
doing very well indeed. THIOKOL was standing on the 100 mark
and UNIVERSAL CONTROLS had risen to 45.

In New York, my first appointment was to see my brokers
and discuss my Wall Street dealings with them. They told me
that, according to their books, my investments had made me
well over half a million dollars.

I felt elated, confident and successful. I booked myself a room
at the Plaza Hotel and decided that during my stay I would
continue my stock-market dealings from close quarters.

How little did I know I was preparing to make a complete
fool of myself. Within the next few weeks I was to bring
myself within whistling distance of ruin.

CHAPTER NINE

My Second Crisis

The half-million-dollar news gave me
enormous confidence. I had a very clear conception of how
I had done it and I was also convinced I could repeat the feat
again. I had no doubt that I had mastered my art. Working
with my cables, I had developed a sort of sixth sense. I could
"feel" my stocks. This was no different from the feeling that
a musical expert develops. His ear will detect a flat note which
is inaudible to the ordinary listener.

I could almost tell what stocks would do. If after an eight
point advance a stock dropped back four points, I did not
become alarmed. I expected it to do just that. If a stock started
to firm up, I could often predict the day its advance would
start. It was a mysterious, unexplainable instinct, but there was
no question in my mind that I possessed it. This filled me with a tremendous sense of power.

It is therefore not the slightest bit surprising that I slowly started to imagine I was a Napoleon of finance. I felt I was about to march along a glittering road. I was not aware of any perils. I did not know that along the way a dangerous giant lay in wait. After all, I reasoned to myself rather smugly, how many people could do what I had done?

I decided to really get down to business. If I could make half a million, what was to stop me from making two, three or even five million? Although the margin requirement had recently been raised to 90 per cent, I was convinced that by using the $160,000 I had set aside from my Bruce profits, I could lay the basis of a new fortune. I intended to start serious day-to-day dealings on the spot—deals that would make my previous buying and selling seem like very small potatoes.

The truth was that as my pocket had strengthened, my head had weakened. I became over-confident, and that is the most dangerous state of mind anyone can develop in the stock market. It was not long before I received the bitter lesson the market always hands out to those who think they can carelessly master it. After a few days in New York, I decided to establish closer contact with the market. Possessing what I thought was a foolproof system, I believed that if I moved nearer to the market, nothing could stop me from making a fortune each day. As the scene of my future triumphs, I chose the uptown office of one of my brokers.

I was fascinated by my first visit to the office. The board room was large, with chairs placed in front of an ever-moving little machine, the stock-ticker. The atmosphere was exciting, filled with electricity. The people in the room, like hangers-on in Monte Carlo, were nervous, excited. There was an air of action, bustle, and noise. Tickers ticking, typewriters pounding.
would-be rescuer and perhaps pull him under too. They are unreasonable, wrong attitudes, yet instinct will dictate them.

As I followed the crowd I also started to act like this. Instead of being a lone wolf, I became a confused, excited lamb milling around with others, waiting to be clipped. It was impossible for me to say "no" when everybody around me was saying "yes". I got scared when they got scared. I became hopeful when they were hopeful.

Nothing like this, not even in my first novice years, had ever happened to me. I lost all my skill and control. Everything I touched went wrong.

I behaved like a complete amateur. The careful system I had built up collapsed around me. Every transaction ended in disaster. I put in dozens of contradictory orders. I bought stocks at 51. They went back to 51. I hung on. Stop-loss? That was the first thing I threw away. Patience? Judgment? I had none. Boxes? I forgot about them.

As the days went by the vicious circle of my operations started to look like this:

I BOUGHT AT THE TOP
As soon as I bought
The stock started to drop
I became frightened
AND SOLD AT THE BOTTOM
As soon as I sold
The stock started to rise
I became greedy
AND BOUGHT AT THE TOP
I developed a tremendous frustration. Instead of blaming my own stupidity, I invented different reasons for my failures. I

started to believe in "They." "They" were selling me dear. "They" were buying stock from me cheap. I could not, of course, tell anyone who "They" were—but that did not stop me from believing in them.

Fighting "Them"—those grey ghosts at the back of the mind—made me reckless. I became stubborn. Even though stocks went on beating me, each time they hit me I just wiped off the blood and came back for more. I kept telling myself that I was more than half-a-million dollars ahead of the market and therefore this could not possibly be happening to me. How wrong I was!

It was a period of complete disaster. I lost $100,000 in a few weeks. A detailed list of my trading at this time reads like a lunatic's chronicle. I can still hardly believe it. Now I know that it was caused by egoism leading to vanity leading to over-confidence, which in turn led to disaster. It was not the market that beat me. It was my own unreasonable instincts and uncontrolled emotions.

I bought stocks and sold them a few hours later. I knew that if I bought and sold the same day, I was permitted to operate with as little as 25% margin in my account. Instead of profiting from this, I succeeded in losing several thousand dollars each time. This is how I assured myself of disaster:

2,100 HAVEX INDUSTRIES
Bought at 70 (176,150.00)
Sold at 65½ (115,891.34)
Loss $ 18,258.66

1,000 SENECA CABLE
Bought at 37 (37,371.00)
Sold at 31 (30,724.48)
Loss $ 6,650.52
## HOW I MADE $2,000,000 IN THE STOCK MARKET

<table>
<thead>
<tr>
<th>Stock</th>
<th>Bought at</th>
<th>Sold at</th>
<th>Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,000 GENERAL TIME</td>
<td>47 1/4 (% $46,178.80)</td>
<td>44 1/4 (% $44,434.52)</td>
<td>$3,744.48</td>
</tr>
<tr>
<td>500 ADAPSOROGRAPH-MULTOGRAPH</td>
<td>124 1/2 (% $62,107.21)</td>
<td>116 1/2 (% $58,053.90)</td>
<td>$4,453.35</td>
</tr>
<tr>
<td>1,000 REICHHOLD CHEMICALS</td>
<td>63 1/2 (% $63,953.50)</td>
<td>61 1/2 (% $61,158.37)</td>
<td>$2,791.13</td>
</tr>
<tr>
<td>2,000 BRUNSWICK-BALKE-COLLENDER</td>
<td>55 1/2 (% $111,891.00)</td>
<td>53 1/2 (% $106,443.46)</td>
<td>$5,447.54</td>
</tr>
<tr>
<td>2,000 BATTHEM</td>
<td>60 1/2 (% $121,901.00)</td>
<td>57 1/2 (% $114,825.69)</td>
<td>$7,077.31</td>
</tr>
<tr>
<td>2,000 NATIONAL RESEARCH</td>
<td>24 1/4 (% $49,621.00)</td>
<td>22 (% $43,501.52)</td>
<td>$6,123.48</td>
</tr>
</tbody>
</table>

## THE TECHNO-FUNDAMENTALIST: My Second Crisis

<table>
<thead>
<tr>
<th>Stock</th>
<th>Bought at</th>
<th>Sold at</th>
<th>Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,000 AMERICAN METALS-CLIMAX</td>
<td>32 1/4 (% $132,917.60)</td>
<td>31 1/4 (% $125,430.47)</td>
<td>$7,487.13</td>
</tr>
<tr>
<td>3,000 AMERICAN MOTORS</td>
<td>41 1/4 (% $124,938.90)</td>
<td>40 (% $119,094.60)</td>
<td>$5,844.30</td>
</tr>
<tr>
<td>2,000 MOLYBDENUM</td>
<td>49 1/2 (% $99,875.00)</td>
<td>47 1/2 (% $94,312.50)</td>
<td>$5,522.50</td>
</tr>
<tr>
<td>2,000 SHARON STEEL</td>
<td>48 1/4 (% $97,362.60)</td>
<td>43 1/2 (% $85,877.27)</td>
<td>$11,485.33</td>
</tr>
<tr>
<td>1,000 WARNER LAMBERT</td>
<td>98 1/2 (% $98,988.50)</td>
<td>93 1/2 (% $91,127.09)</td>
<td>$3,861.41</td>
</tr>
<tr>
<td>1,000 LUKENS STEEL</td>
<td>88 (% $88,487.00)</td>
<td>81 (% $80,640.48)</td>
<td>$7,837.52</td>
</tr>
</tbody>
</table>

Total Loss $96,588.66

Do you wonder, after this melancholy table, why I shuddered whenever I looked at stocks?

115
The plain fact was that I was reading too much, trying to do too much. That is why I rapidly reached the stage where I could read the figures on the stock market quotations but they no longer told me anything. Not long afterwards came an even worse phase. Haunted by never-ending losses, terrified by the confusion, racked by rumors, I got so I could not even see the figures. My coordination broke down. I used to pore all day over columns of figures which my eyes scanned but I could not assimilate. My mind had become blurred. This last phase really frightened me. I felt like a drunk who loses touch with reality and cannot understand why.

At the end of a few disastrous weeks, I sat down soberly to examine the reasons why this should have happened to me. Why should I have the touch in Hong Kong, Calcutta, Saigon and Stockholm, and lose it when I was within half a mile of Wall Street? What was the difference?

There was no easy solution to the problem and for a long time I was baffled. Then one day, as I sat in the Plaza Hotel afraid to make a telephone call, I suddenly realized something. When I was abroad, I visited no board rooms, talked to no one, received no telephone calls, watched no ticker.

The solution was whispering to me but at first I could not credit it. It was so surprising, so simple and yet so extraordinary that I could hardly believe it. It was: My ears were my enemies.

It dawned on me like a revelation that when I was traveling abroad I had been able to assess the market, or rather the few stocks in which I was interested, calmly, neutrally, without interruption of rumor, completely without voodoo and ego.

I had operated simply on the basis of my daily telegram, which gave me my perspective. It showed me the way my stocks were behaving. There were no other influences, because I did not see or hear anything else.

In New York, it was nothing like that. There were inter-

ruptions, rumors, panic, contradictory information, all floating into my ear. As a result of this my emotions became involved with the stocks—and the cold, clinical approach had gone.

I decided there was only one answer. I must try to find myself. I must go away at once, a long way from New York, before I lost all my money.

There was only one thing which saved me from complete ruin during this period. And that was that universal controls and thokol were behaving well and I left them alone. I now realized only did this because I was too busy to bother about them. I was trading in other stocks which were losing me money.

I reviewed the situation and got rid of every stock except for these two. Then I took a plane for Paris. Before I left, however, I made a very important decision. I gave instructions to my brokers that they must never telephone me or give me any information of any sort on any pretext whatsoever. The only communication I wanted from them and from Wall Street was my usual daily telegram.

I wandered around Paris in a daze, my head still spinning with blurred, meaningless columns of stock market quotations. My daily telegrams arrived—and they did not make much sense to me. I had completely lost my touch. I felt like a man who has had a terrible accident and feels he will never be well again. I was thoroughly demoralized.

Then just when I thought my condition was permanent something happened. I had been in Paris about two weeks when one day I picked up my daily telegram in the Hotel Georges V. As I scanned it dispiritedly somehow the figures seemed less dim. At first I could not believe it. I felt myself gazing at them as though I had never seen them before. I was afraid I was only imagining things.

I impatiently waited for the next day's cable. When I received it, there was no doubt: the figures were clearer and more
familiar. As though a veil was being lifted, once again images started to form before my eyes, giving me some view of the stock's future.

In the days that followed my telegrams became clearer and clearer; I started reading the quotes like my old self. Once more I could see that some of the stocks were stronger, others weaker. Simultaneously my "feeling" started to return. Gradually, like an invalid, I began to regain my confidence. I recovered enough courage to try to approach the market again.

But I had learned my lesson. I decided to make it a permanent rule that I must never visit a brokerage office again. Also, my brokers must be prohibited from picking up the telephone and calling me. I must only have stock quotations by cable—and nothing else.

Even if I returned to the New York hotel, the scene of my disastrous dealings, which is within a short taxi ride of Wall Street, my instructions would be unyielding. I must place Wall Street thousands of miles away from me. Every day my brokers must send me a telegram just as if I were in Hong Kong, Karachi, or Stockholm.

Also, my brokers must never quote any stock to me, except the ones I asked for. They must not tell me about any new stock because that would immediately come into the rumor class. I would pick new stocks myself, as I had always done, by reading my weekly financial paper. When I saw one that interested me and seemed to be preparing for a rise, I would ask for quotations. I would only ask for one new quotation at a time. Then, as I did before, I would study it carefully before deciding if it was worth going into.

Like a man who has survived a plane crash and knows he must fly again immediately or lose his nerve, I knew only one way of making this method foolproof. I booked myself on a plane back to New York.

CHAPTER TEN

Two Million Dollars

When I came back to New York in the third week of February 1919, I had completely recovered from the shock of my mad period, and I began to invest in the market again.

I could still feel the bruises of my own foolishness but I was like a man who feels stronger and better after a bad experience. I had learned my last lesson. I knew now that I had to keep rigidly to the system I had carved out for myself. I had learned that if I deviated from it even once, I would be in trouble. My whole financial structure was immediately in danger—it could crash like a house of cards.

My first move in New York was to erect an iron fence around myself to ensure that I did not repeat any of my previous errors. I first decided to spread out my deals among six brokers.
This way my operations would not be followed. To guard myself against any possible interference from them, I put up my barrier. It is a way of protection I am still using today.

This is how I worked it out. I asked my brokers to send out their telegrams after Wall Street closing time, so they would reach me at 6 P.M. This is about the time I get up—the result of performing in nightclubs for many years. Meanwhile, during the day, the telephone operator is instructed not to let any calls through.

In this way everything happens in Wall Street while I am in bed. I am sleeping while they are working, and they cannot reach me nor worry me. My delegate, the stop-loss order, represents me in case something unforeseen happens.

At 7 P.M. I start to work studying my daily telegram and deciding what my future dealings will be. Before I do this, I buy a copy of an afternoon paper that contains Wall Street closing prices. I tear out the pages giving the day's quotations and throw the rest of the financial section away. I do not wish to read any financial stories or commentaries, however well-informed. They might lead me astray.

Then, with my telegram and my page out of the newspaper, I settle down to work while Wall Street sleeps.

During the weeks I spent repairing my injured confidence, the two stocks I did not sell continued to rise. UNIVERSAL CONTROLS almost uninterruptedly advanced until it stood around 60. This was more than a 40% rise since my last New York visit. THIRKOL behaved equally well and now was pushing over 110.

This was very promising indeed. I decided I had no reason whatever to touch them. Armed by my bitter experience and well entrenched behind my new strong fence, I began to move into the market with cautious confidence. These were some of my successful operations:

<table>
<thead>
<tr>
<th>1,000 GENERAL TIRE &amp; RUBBER</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 16</td>
<td>($16,466.00)</td>
</tr>
<tr>
<td>Sold at 69½</td>
<td>($69,151.01)</td>
</tr>
<tr>
<td>Profit $12,705.01</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1,000 CENCO INSTRUMENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 19½</td>
<td>($19,775.00)</td>
</tr>
<tr>
<td>Sold at 23½</td>
<td>($23,247.63)</td>
</tr>
<tr>
<td>Profit $3,472.63</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>500 AMERICAN PHOTOCOPY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 71½</td>
<td>($35,980.71)</td>
</tr>
<tr>
<td>Sold at 79½</td>
<td>($39,170.92)</td>
</tr>
<tr>
<td>Profit $3,190.17</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1,000 UNION OIL OF CALIF.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 46</td>
<td>($46,420.00)</td>
</tr>
<tr>
<td>Sold at 50</td>
<td>($49,669.00)</td>
</tr>
<tr>
<td>Profit $3,249.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>500 POLAROID</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 121</td>
<td>($60,715.50)</td>
</tr>
<tr>
<td>Sold at 127</td>
<td>($63,299.08)</td>
</tr>
<tr>
<td>Profit $2,583.58</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>500 BRUNSWICK-BALKE-COLLINDER</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 71½</td>
<td>($35,811.65)</td>
</tr>
<tr>
<td>Sold at 77</td>
<td>($38,322.08)</td>
</tr>
<tr>
<td>Profit $2,466.43</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>500 BELL &amp; HOWELL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought at 93</td>
<td>($46,741.50)</td>
</tr>
<tr>
<td>Sold at 99½</td>
<td>($49,456.81)</td>
</tr>
<tr>
<td>Profit $2,695.31</td>
<td></td>
</tr>
</tbody>
</table>
I made $2,000,000 in the stock market.

A number of stocks I bought did not behave at all as I had expected. This is the reason why I should be unhappy. I had had a good long ride and at the selling price I made $112,400.97. This gave me a profit of $69,150.48. The capital to invest I took a careful look at the market, holding as usual for an actively traded high priced stock. Another problem arose to find with which amount of money I could invest. The problem was not to allow my own buying.

After some search I decided on a stock which fulfilled all the difficult requirements. It was a stock which I felt that I could hold for a month or so. I bought my first 3,000 shares at $50.95. As the stock continued to act well I added to my holdings 2,000 shares.
The average price of this last purchase was 101 1/2. This, as you realize, involved big money, more than half a million dollars in fact. The details of my Texas Instruments purchases looked like this:

2,000 shares at 94 1/2 $189,718.80
1,500 shares at 97 1/4 $147,544.35
2,000 shares at 101 1/2 $204,733.80

Total 5,500 shares $541,996.95

Now that the capital I had taken out of Universal Controls was reinvested, I devoted my attention once again to Texas Instruments.

Texas Instruments and I were now partners of long standing and had, like all old-time partners, a special relationship. I had always allowed Texas Instruments a greater leeway than other stocks—partly because I really "felt" this stock, and also because I had the great advantage afforded by the special subscription account.

It would have been foolish to give up such a unique credit arrangement, so I always kept my trailing stop-loss far behind its rise. This I would do with no other stock, but in the case of Texas Instruments it saved me twice from being sold out. The second time was when it had a very bad reaction in the first week of April. This reaction came on the heels of the announcement of a 3-for-1 split. It was so severe that I thought we would have to part, but I decided to let my stop-loss decide.

This was not touched off, and the sinking spell was quickly followed by a vigorous rise. However, I was not the only one who liked Texas Instruments. The newly-split stock was met by a hectic public response which shot it up to 72 in the first week of May.

The response was too good. It led to this amazing situation: Its activity for the week was an incredible volume of 549,400 shares.

Its advance for the week was 13 1/4 points.
choose. There was only one way to do this—to let their strength in the market be the judge.

Using the technique I had employed so successfully with UNIVERSAL CONTROLS and THIOLKOL, I made a pilot buy into all four of them on May 13, 1959:

<table>
<thead>
<tr>
<th>Stock</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZENITH RADIO</td>
<td>500</td>
<td>$104</td>
</tr>
<tr>
<td>BECKMAN INSTRUMENTS</td>
<td>500</td>
<td>$66</td>
</tr>
<tr>
<td>FAIRCILD CAMERA</td>
<td>300</td>
<td>$128</td>
</tr>
<tr>
<td>LITTON INDUSTRIES</td>
<td>300</td>
<td>$112</td>
</tr>
</tbody>
</table>

On each of these stocks I put a stop-loss order of 10 per cent below buying price.

I was fully aware that these stop-losses were vague and too mechanical. It was a deliberate, if clumsy, method. I purposely used this system because I knew sooner or later it would eliminate those of the four that were weakest.

On May 18th I was stopped out of BECKMAN INSTRUMENTS at 60, and on May 19th I decided to sell LITTON INDUSTRIES, which was acting worse than the others, at 106 1/4. Now I adjusted my stop-losses on the remaining stocks.

It was the fourth week of May when I proceeded to switch more than $1,000,000 into the two stronger stocks. These were my total purchases:

<table>
<thead>
<tr>
<th>Stock</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZENITH RADIO</td>
<td>500</td>
<td>$52.247</td>
</tr>
<tr>
<td>ZENITH RADIO</td>
<td>1,500</td>
<td>$99.359</td>
</tr>
<tr>
<td>FAIRCILD CAMERA</td>
<td>1,000</td>
<td>$104.494</td>
</tr>
<tr>
<td>FAIRCILD CAMERA</td>
<td>1,000</td>
<td>$105.745</td>
</tr>
<tr>
<td>FAIRCILD CAMERA</td>
<td>1,500</td>
<td>$161.996</td>
</tr>
</tbody>
</table>

| Total         | $574,842.25 |

Discounting my short-term dealings, my funds were switched from stock to stock in the following way:

**March—April 1959**

<table>
<thead>
<tr>
<th>Stock</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIVERSAL CONTROLS</td>
<td>500</td>
<td>$128</td>
</tr>
<tr>
<td>TEXAS INSTRUMENTS</td>
<td></td>
<td>$64,259</td>
</tr>
</tbody>
</table>

**May 1959**

<table>
<thead>
<tr>
<th>Stock</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>THIOLKOL CHEMICAL</td>
<td>1,000</td>
<td>$123,763.30</td>
</tr>
<tr>
<td>ZENITH RADIO</td>
<td>1,000</td>
<td>$125,115.00</td>
</tr>
<tr>
<td>FAIRCILD CAMERA</td>
<td>1,000</td>
<td>$126,766.30</td>
</tr>
<tr>
<td>FAIRCILD CAMERA</td>
<td>1,000</td>
<td>$127,117.00</td>
</tr>
</tbody>
</table>

| Total                      | $367,820.60 |

At that time I had six brokers. I closed my account with three of them. Then I sat back and watched the stocks I held. There
was nothing else for me to do while texas instruments, zenith radio, and fairchild camera went to work for me.

During June the telegrams continued to flash between wall street and the plaza hotel. They were meaningless to the western union operators but they were full of meaning for me. For instance, on June 9th I received the following telegram:

"Z 125½ (124-118¾) T 119½ (121½-117½)
F 125 (126-121)"

The following day’s telegram read:

"Z 132½ (132½-125) T 123½ (123½-120½)
F 130 (130-126½)"

They were boring, meaningless hieroglyphics to the operator but they meant a lot to me. They told me that the value of my holdings had appreciated $100,000 in that one single day!

It began to be a strange life. I sat in the plaza every evening, reading my telegram and filing it. There was nothing further I could do. I felt elated and restless, but powerless. I was like a scientist who, after years of work and research, has successfully launched a rocket to the moon, and now as he tracks it climbing higher and higher he has a tremendous sense of achievement and also a strange let-down feeling of inactivity.

Like him, I was now on the sidelines just keeping vigil while my stocks continued to climb steadily like well-made missiles.

Then one day early in July I received an offer to appear in the “Sporting Club” in Monte Carlo. I accepted it gladly. Sitting still was beginning to hold a slight boredom after all my nerve-wracking problems and panics of the past.

Before making arrangements to leave New York I asked my brokers to meet me. I went through my accounts with each of them. I found that if I were to sell out before flying to Europe I could realize my stocks for over $2,250,000.

128
Interview with
Time Magazine
It was May 1939—six-and-a-half years after I had been offered the Canadian stock called BRILDUND by the Smith brothers. It looked as though the wheel had turned full circle because, like then, I was again appearing at the "Latin Quarter" in New York.

Somehow my stock-market dealings had got talked about in Wall Street. The news of my success had leaked out and gradually spread.

One day, to my surprise, I received a telephone call from the Business Section of Time. They said they had heard something about my success in the market and asked if they could send a reporter to see me.

Next day he came and I gave him all the facts about how I had made my fortune. I let him see my accounts, my statements,
my cables. He examined them carefully and left saying that he was very impressed with my story.

A day later he came back and told me the business experts on the staff were highly skeptical. They said the story could not be true.

This really did not surprise me, so again I took him over the facts and figures. He studied them for several hours, and when he finally went away he seemed to be convinced that they were accurate.

But this, I was to discover, was only the preliminary skirmish. The next morning he called to ask if we could meet for lunch. Half an hour before lunch, he telephoned again and said he was bringing along a senior editor, who wanted to check on the story himself.

They arrived for lunch at one o'clock. Once again I went through all the financial details. The senior editor was so interested that he left his food untouched on the table. At four o'clock, after he had heard the whole story, he ate a sandwich. At five o'clock he left with the reporter. He had made no comment, but he was obviously impressed. I have never seen a man so interested.

At six o'clock that evening came another phone call. This time it was a Wall Street expert of Time. He said the Managing Editor would not allow the story to be printed until three members of the Time staff would vouch collectively that they had seen me and checked all the facts. He also, to my great surprise, insisted on seeing my dancing act.

The Managing Editor not only doubted my success in the stock-market, but he apparently did not think I could dance either.

At seven o'clock the experts arrived. At first he shook his head incredulously about everything I told him and all the evidence

I produced concerning my stock-market operations. He seemed determined to disbelieve everything.

When Julia and I appeared on stage he seemed to be impressed by our dancing—so at least that was something! I had been undergoing this cross-examination for three days and I was becoming slightly unserved by it. As a result I did not feel at the top of my form and towards the end of the act, when I had a strenuous lift to perform, I tore one of my right arm muscles badly. I was just able to finish the act.

It was with a painfully aching arm that I sat down with the Wall Street expert to continue the meticulous financial cross-examination.

It went on and on—for hours. All the time he came back to one question: Why did I talk so freely about my stock transactions?

I replied that it was because I was proud of what I had been able to do. I felt that I had nothing to hide.

It was after midnight, but during all these hours my inquisitor refused to have even one drink. He admitted, quite frankly, that he wanted to keep his mind clear to detect any flaws in my system or records.

Then at two in the morning, he threw down his ball-point. "Let's have a drink," he said. His last skeptical doubt had been swept away. He was convinced. He lifted his glass and toasted my success in the market.

He left at four o'clock in the morning, but before he did he was asking me for advice. I gave it to him. I told him to buy a certain stock, but only if it rose to 39%. He was also to put a stop-loss on it at 38%. I hope he did not disregard this advice and buy at a lower figure because it never reached 39%. It fell suddenly to 22!

The following week the article appeared in Time, which of
course has a highly influential readership, especially in financial circles. The result was that I became accepted by most—but not all—of the financial pundits as a highly successful, if unorthodox, stock-market investor. Hence this book.

The other result was that I had a badly torn muscle. A doctor told me that I might have to stop performing the act altogether. He was doubtful if I would ever be able to lift my partner again.

Two weeks later I was on the stage doing the act as usual. I have done it ever since—proving, perhaps, that medical experts can sometimes be as wrong as the experts on Wall Street.
His two-year dancing tour of the world forced Darrow to rely exclusively on cables as a means of communication between himself and Wall Street. Despite the many inconveniences that were involved, this turned out to be an important element in the combination of investment techniques that led to his eventual success in the stock market.

The following are reproductions of actual cables that show just how he was able to transact his stock market operations from any part of the world. They include typical examples of the various phases of these transactions.
Once Darvas had instructed his broker as to which stocks he wanted quoted, only the initial letters of the names were necessary. It was the code-like nature of these messages that led to frequent difficulties with cable-office employees.

The upper cable is one he received in Karachi, Pakistan, notifying him that his broker had executed an on-stop purchase order. At the same time, the day's closing, high and low prices were listed for the other stocks in which Darvas was interested at the time—THIKOLL CHEMICAL, POLAROID, UNIVERSAL CONTROLS and LITTON INDUSTRIES.

When Darvas placed a buy order, he usually gave the full name of the stock. In the lower cable, from Phnompenh in Indochina, he transmitted a "good-till-cancelled" on-stop order for 500 shares of CENCO INSTRUMENTS at 7 1/2 and 200 LORillard at 31 1/4. In both cases he automatically included stop-losses (6% and 29% respectively), as was his practice. In addition, he brought his broker up to date on his next change of address, and requested the day's closing prices of CENCO, HERTZ, THIKOLL and LORillard.
With his automatic stop-loss accompanying every buy order, Darvas was frequently in and out of a stock in one day. In the top cable, received in Paris, he was informed that 500 shares of a stock had been bought and later sold as the price dropped to his stop-loss point of 11 1/2. Another purchase was confirmed, and the day's quotations supplied for Boeing, Litton Industries, and several other stocks. The final figure represents the Dow-Jones Industrial Average for that day in abbreviated form. Darvas was constantly changing or cancelling orders on the basis of his daily quotes. In the center cable, from Nagoya, Japan, he instructed his broker to raise the quantity of a previous sellers' club order. He later cancelled this particular order altogether.

Aside from the daily wires, Darvas' only contact with Wall Street was Barrow's, which was airmailed to him every week as soon as it was published. The bottom cable, from Saigon in Indochina, reflects his complete dependence on regular receipt of this publication.
Darvas was always fearful that a vitally important cable calling for immediate action might miss him in transit. This problem was solved when he realized he could instruct his brokers to send copies of a cable to both the airport at which he would be changing planes and the hotel at which he was to arrive.
An on-stop buy order cannot always be executed at one price for the entire number of shares. According to the market, the purchase is made in hundred lots at varying prices starting at or above the specified buy price.

According to this cable received at Kathmandu, Nepal, Darvas' order for 100 PARMELEE TRANSPORTATION has been filled at two prices: 400 shares at 33 1/2 and 100 at 33 3/4. The stock had closed at 34 1/2 and its range for the day was 34 1/2-32 1/4.

Darvas says that this cable is unusually intelligible compared to many of the handwritten messages he had to call for at the Indian Embassy, which had the only telegraphic link with the outside world. The day's quotes are clear enough for PARMELEE, THIOKOL, UNIVERSAL CONTROLS, FAIRCHILD CAMERA and LITTON INDUSTRIES. As for the last stock, Darvas cannot identify it now, although he must have known at the time what it was supposed to be.
Darvas first became interested in a particular stock on the basis of its movements as recorded in Barron's. Since this publication took several days to reach him, he needed to be brought up to date by cable concerning the most recent activity of the stock. It was in Hong Kong that he first noticed the unusual amount of trading in the stock of a small company, and from there he sent this cable requesting "this week's range and closing price of E. L. Bruce". Little did he suspect then that his pinpointing of this stock on purely technical grounds was to result in a profit of almost $300,000.
Once the daily quotes on a stock showed Darvas that it was following the pattern his theory called for, he would generally make a small pilot buy. It was only when he actually owned shares that he could really get the "feel" of the stock's movements. Since his broker had blanket instructions to handle all of Darvas' on-stop orders on a good-till-cancelled basis, he often specifically placed a "day order" for a pilot buy.

These few words from New Delhi, ordering 200 shares of THOROL CHEMICAL at 47 1/4, were to be worth almost a million dollars. This pilot buy led to the eventual sale of Darvas' holdings in this one stock alone for over $1,000,000.

In this case, Darvas also took the opportunity to raise the quantity of a UNIVERSAL PRODUCTS order, only to cancel it shortly afterwards because he felt the time wasn't ripe. Within the next four weeks he actually did purchase 3,000 shares of this stock.

The last request calls for the previous week's range of EASTERN STAINLESS STEEL.
After his pilot buy into a stock, if the price pattern he was looking for continued consistently, Darvas followed through with additional purchases.

In this cable from Kobe, Japan, he sent the third of his orders to buy another 200 shares of LORILLARD. Darvas' purchases into this stock formed the cornerstone of the pyramid of investments that was to grow to over $2,000,000 in the following eighteen months.
As his capital grew, so did the amount Darvas invested in any one stock once he was sure of it. After a pilot buy of 300 shares of Universal Products at $534, Darvas was well enough satisfied with the continuing movement of this little-known stock to make a second purchase of 1,200 shares.

This cable notified him that his on-stop order had been filled at the designated price of $565, and gave him the day's range and close for Universal.

Also quoted were HUMBLE OIL, EASTERN STAINLESS STEEL, LITTON INDUSTRIES, THOROL and FAIRCHILD Camera. For the last stock, only the "26" applies. The 3.18 stands for the Dow-Jones Average of 503.54.
After Deneve had invested in a stock, he was always careful
to trail his stop-loss behind the rise. The relationship between
the price and his stop-loss point was a very flexible one, since it
depended on many variable factors.

He was in Hong Kong at the beginning of April 1918 when
he became uncomfortable about the behavior of Diners' Club,
which until then had been rising steadily.

With this cable he established the very close stop-loss that was
to take him out of Diners' Club at a substantial profit just when
this stock took a sudden and drastic turn for the worse.

156
In the following pages the American Research Council presents a series of specially prepared charts of weekly prices and volume for the major stocks that netted Nicolas Darvas $2,000,000. While this amount was accumulated by Darvas in a little over 18 months, we have included the record for a full three-year period—1917 through 1919—to show the history of each stock's movements before and after, as well as during, the time that Darvas held it.

In addition, explanatory notes by our editors highlight the reasoning behind Darvas' choice of each stock, the timing of his buys, and his use of the trailing stop-loss—based on his technofundamentalist theory as explained in the text of the book.

The charts are arranged in the order in which the stocks are discussed in the book so that the reader may more easily follow the sequence of Darvas' transactions as they occurred.
LORELLARD

Darvas asked for daily quotes on this stock after observing the sudden rise in volume at (A) when it "began to emerge from the swamp of sinking stocks like a beacon."

He bought his first 200 shares of LORELLARD at 27 1/2 (B) with the very narrow stop-loss of 26. A few days later a sudden drop (C) touched off this stop-loss and he was sold out.

The immediate rise which followed convinced Darvas that his first assessment was correct, and he bought his 200 shares again at 28 3/4 (D).

As the "lozenge" piled up, Darvas bought another 400 shares at 31 and 34 1/8 (E). The stock rose rapidly to a new high of 44 1/8.

A sudden drop to a low of 36 3/4 on February 18th scared him into raising his stop-loss to 36. This was not touched off, and the stock picked up momentum immediately, so he purchased a final lot of 400 shares at 38 1/2 (F).

As LORELLARD continued its sensational rise in price and volume, Darvas was strongly tempted to sell for a quick profit. But he adhered to one of the basic principles of his theory—"There is no reason to sell a rising stock"—and trailed his stop-loss at a safe distance behind the rise.

Except for the possibility that, with a very close stop-loss, he might have been sold out in June when there was a sudden drop to 51 3/8, Darvas might easily have continued with LORELLARD on its phenomenal rise into the 80's at the end of the year.

However, in May he became extremely interested in the movements of another stock for which he would need all the capital he could get. It was for this reason that he sold his 1,000 shares of LORELLARD early in May at 57 3/4 (G) for a substantial profit of $21,000. He was now ready to invest in E. L. Bruce.
DINERS' CLUB

Although this stock had shown a rising price pattern in the first half of 1917, this rise was not marked by an accompanying increase in volume. It was only at (A), when after a 2-for-1 split there was a sudden sharp jump in volume, that Darvas became seriously interested in DINERS' CLUB. He found that the company was a pioneer in a new field with a definite upward trend in earnings power.

Satisfied on this "fundamental" point, he bought 500 shares at 24 1/2 (B). As the stock continued to advance, he followed through with another 500 at 26 1/2 within a few days (C). He watched complacently as the pattern of pyramiding "boxes" developed, accompanied by a tremendous rise in trading volume. As the price rose, so did his stop-loss—to 27, then to 31.

After reaching a new high of 40 1/2, the stock suddenly seemed to Darvas to have "lose its will to rise. It looked as if its last pyramid would hesitate on the brink of going into reverse. It almost seemed ready to tumble." Fearing collapse, Darvas moved up his stop-loss to 36 1/2.

In the fourth week of April, "the event against which I had insured myself occurred." DINERS' CLUB took a dive and Darvas was sold out at (D), with a profit of over $10,000.

He had acted on purely technical grounds, completely unaware at the time that American Express was about to enter the credit-card field in direct competition with DINERS' CLUB. It was the successful timing of this operation that fully confirmed for him the correctness of the technical side of his approach.
E. L. BRUCE

At the time that he had all his funds invested in LORILLARD and DINERS' CLUB, Darvas suddenly noticed (A) "a great interest springing up in a stock called E. L. BRUCE, a small Memphis firm". While it did not meet his qualifications as to fundamentals, "the technical pattern was so compelling that I could not take my eyes off it."

A phenomenal rise from 18 to 50 was followed by a reaction to 41½, but to Darvas' trained eye this seemed "only a temporary halt, a refueling". Despite the lack of a fundamental reason, he determined to buy as much as he could if it went over 50. Fully confident that the "rhythm of the advance was there", he sold out LORILLARD in order to have all his funds available for immediate investment in BRUCE.

Within a period of three weeks at the end of March, he bought a total of 2,500 shares at an average price of 52 (B). His timing, as the chart shows, turned out to be perfect. BRUCE "began to climb as if drawn upwards by a magnet... It was spectacular". By the time the price reached 77 "it was obvious even in faraway India that something fantastic was happening on the American Stock Exchange".

The situation was indeed fantastic. Short-sellers operating on a "value" basis were desperately trying to cover their positions. Trading was suspended on the Exchange, but Darvas was offered $100 per share over-the-counter. It was then that he made "one of the most momentous decisions of my life". He refused to sell this "advancing stock". A few weeks later he received prices averaging 171 for a profit of $295,000.
UNIVERSAL CONTROLS

"A little, unknown company called UNIVERSAL PRODUCTS" caught Darvas' eye in July 1958, after a sudden enormous spurt in volume (A) was accompanied by a price rise from below 30 into a 32-36 range.

In the beginning of August he made a cautious pilot buy of 300 shares at 35 1/2 (B). Two weeks later, as the stock began to "firm up", he purchased 1,200 shares at 36 1/2 (C). Up it went, and days later he acquired 1,500 more at 40 (D).

Shortly afterwards, the company's name was changed to UNIVERSAL CONTROLS and the stock was split 2-for-1, so that he now had 6,000 shares.

In January 1959 Darvas landed in New York and embarked on a series of operations that came near to ruining him. Fortunately, UNIVERSAL CONTROLS performed beautifully during this period and gave him not a moment's concern.

But in March something began to happen to UNIVERSAL that "spelled trouble and trouble surely came". After a wild 3-week rocketing from 66 to 102, "it switched its momentum and began to go in the other direction. I did not like the look of this drop at all. It fell as if in an air-pocket and there seemed no sign of a rise."

Darvas performed exactly as he had done with interior's close in a similar situation. He raised his stop-loss to just below the last closing price and was sold out (E). His prices, ranging from 86 3/4 to 89 3/8, were more than 12 points below the high but he was "well content with this. There was no reason why I should be unhappy. I had had a good long ride and . . . a profit of $409,000."
THIOKOL CHEMICAL

In Tokyo early in 1958, Darvas noticed sudden heavy trading in this stock following a 2-for-1 split (A). It remained quiet for some months afterwards, but to Darvas this "tranquility" had the feeling of "a calm that precedes the storm".

Soon after Darvas started getting daily quotes, THIOKOL "looked as though it was flexing its muscles for an upward jump" from 45, and he made a pilot buy of 200 shares at 471/4 (B). For four weeks the stock kept pushing toward 50, and at (C), just as Darvas felt it was ready to break through, he bought 1,300 shares at 491/2.

On the heels of this purchase came THIOKOL's issuance of stock rights. In an inspired series of transactions which are fully explained in the text, Darvas took maximum advantage of the tremendous credit that is available when rights are exercised. Through the purchase of 72,000 rights (and the sale of his first 1,100 shares at 531/2), he acquired 6,000 shares of THIOKOL stock at the subscription price of $42 per share (when the quoted price was in the middle 10's). His cash outlay was only $111,000 towards the total purchase price of $350,000.

Three months later (D) his broker wired him that he had a profit of $219,000 on his THIOKOL investment. As he walked, tormented with temptation, through the streets of Paris, "every fiber in my being seemed to be saying 'sell, sell'"—but he held on to the stock.

Of course, Darvas never for a moment forgot to move his stop-loss up as the stock rose, but with THIOKOL he allowed a greater leeway of movement so as not to risk being stopped out on a short-lived reaction such as did occur at (E). The rise which followed, and which continued after the 3-for-1 split at the beginning of May, culminated in a high-point of 72 ac—

(continued on page 170)
TEXAS INSTRUMENTS

After his sale of universal controls, Darvas "took a careful look at the market... for an actively traded, high-priced stock" in which to invest over a half-million dollars. With such a large sum involved, he had also to allow for the possibility that his buying might affect the market.

Except for some slightly erratic behavior at the end of 1958, Texas Instruments had been moving steadily upward for over a year, and the velocity of its advance had increased coincidentally with a marked rise in volume (A) in October. Darvas bought 2,000 shares the second week in April (B) at an average price of 94. The following week, "as the stock continued to act well", he acquired 1,100 more at 97 3/4 (C). Within a few days he made a final purchase of 2,000 shares at an average of 101 1/2 (D).

On July 6th, Texas Instruments closed at 149 1/2 (E), and it is at this point that Darvas takes off for Monte Carlo at the end of Chapter 10, with a new set of adjusted stop-losses waiting somewhere below the closing prices of his more than $2,250,000 worth of holdings.

(VISIODOL CHEMICAL—continued)

accompanied by such hectic trading that the N. Y. Stock Exchange suspended the use of all automatic on-stop and stop-loss buy and sell orders for this stock. For Darvas this meant "they had taken my most powerful tool away, and I could not work without it".

He sold his 18,000 split shares at an average price of 68 (F), for a total profit of $862,000. The momentous decision in Paris —"You have no reason to sell a rising stock"—had paid off.
FAIRCHILD CAMERA

The sale of THORTEX left Darvas with an investment capital of over $1,000,000. Having decided to divide this into two parts, he exercised his choice to four stocks which he had been watching for a long time and which were "all suitable as far as my technofundamentalist theory was concerned". One of the stocks that survived a test buy to determine the relative market strength of the four was FAIRCHILD CAMERA.

Fairchild had been very stable in price throughout 1957 and most of 1958 despite periods of tremendous increases in trading volume. But at the end of 1958 a new jump in volume (A) was complemented by a rapid and almost continuous rise in the price of the stock, at which point it became interesting to Darvas.

He made his pilot buy of 100 shares at 128 (B), when the stock had established itself in a $110-$140 box. Having removed the arbitrary 10% stop-loss, which was too close with respect to the lower limit of the box, he was unaffected by the low of 110 3/4 which occurred two weeks later. On the contrary, as the stock re-established its upward momentum almost immediately, he bought 4,000 additional shares at (C) for prices ranging from 123 1/2 to 127.

With his holdings of 4,100 shares of Fairchild Camera along with Zenith Radio and Texas Instruments, Darvas was now in a position to sit "on the sidelines just keeping vigil while my stocks continued to climb steadily like well-made missiles". As of the end of this book, Fairchild closed at 185 (D).
ZENITH RADIO

This is the second of the stocks into which Darvas switched the capital that Thienkol had built for him, and it is quite different from Fairchild in its pattern prior to the time of this investment. Peak trading in ZENITH at the end of September 1958 was accompanied by an explosive price advance for this already volatile stock.

Darvas made his pilot buy at 104 (A) on a "when-issued" basis just after announcement of a 3-for-1 split. As with Fairchild, he dropped the arbitrary 10% stop-loss which he had set up to eliminate the weakest of the four stocks he was interested in. Had he kept it there, he would have been sold out the following week when ZENITH dropped to 93. However, as the price immediately started an upward move, he proceeded as planned and bought 5,000 shares at prices ranging from 99 3/4 to 107 1/4 (B).

ZENITH moved along nicely after that, and it is worth noting that though its progress was unspectacular compared to its pre-split rise, the "little" difference between his average buy price of 104 and the closing price of 124 (C) on July 6th, when the book ends, represented a profit for Darvas of more than $100,000.

When they were writing up these charts, our editors pointed out to Darvas that his purchase of ZENITH so late in its rise looked anticlimactic. He agreed and said, "By hindsight it seems to have been late in its rise—at the time it looked to me like the beginning of a new rise. After all, I only expect to be right half the time."
Index of Stocks

The stocks listed below are those in which Mr. Darvas actually invested. Names of stocks which he merely mentions in passing have not been included.

Addresograph-Multigraph, 114
Aeroquip, 71, 73
Alcoa, 68
Allegheny Ludlam Steel, 55, 73
Allied Control, 73
Allis-Chalmers, 24
American Airlines, 25
American Broadcasting-Paramount, 21
American Metals-Clinton, 113
American Motors, 115
American Photocopy Equipment, 121
Baldwin-Lima-Hamilton, 32
Baltimore & Ohio R. R., 71, 73
Beckman Instruments, 125-6
Bell & Howell, 121
Boeing Airplane, 29
Boulard, 8
Bruce (E.L.), 93-4, 101, 165 (chart)
Brunswick-Balke-Collender, 114, 121
Bucyrus-Erie, 24
Calder Beasques, 16
Cenco Instruments, 121, 122
Collins Radio, 31
Columbia Pictures, 23
Consolidated Sudbury Basin Mines, 11
Cooper-Bessemer, 55, 68, 70
Daystrom, 71, 73
Diners' Club, 91-3, 101, 163 (chart)
Dobieckman, 71
Domon Helicopter, 31

177
Q: I am a widow with two small children, and I feel I can
gamble with only about $2,000, which is a very small
amount to be so interested in the stock market as I am.
Would it be at all possible for you to keep in touch with
me, giving me your opinion on "hot stocks" from time to
time?

A: There is no such thing as a "hot stock" for a person in your
situation. Here is the reason why:
A sudden splurge of a stock can be due to many circum-
stances. Therefore, the question should be rephrased, "How
long will a stock be 'hot'?" And that, no one can answer.
This is one of the main reasons why I consider giving stock
tips is unfair. The advice-giver, if he is a technician, can

179
get out of his holding on a moment's notice, but he probably will not have or take the time to call the person to whom he gave the tip. So, do not ask for or accept tips.

Q: I am a freshman at Harvard without a scholarship, and this is the basis for most of my problems. I figure that I will barely be able to get through this year on my savings account, my parents' savings, and what I am earning this year from my part-time job. Next year, though, if Harvard does not give me a scholarship, I'll have to transfer to the cheap University of Massachusetts. This is a very disagreeable possibility for me, since I don't want to leave Harvard and I want to do everything I can to prevent having to transfer.

What I really would like to do is try to pay for my four years of college by investing in the stock market. I realize that this would be a rather chancy proposition, but I would like to try it nevertheless. I became interested in the stock market about a year ago, and I read your book (How I Made $2,000,000 in the Stock Market) one night when I was visiting some relatives. This book interested me a lot more than the other books on the stock market that I had read, which all emphasized "growth" stocks and blue chips and declared that speculation was a dirty word. I am interested in making a lot more than "a steady income of 6 percent a year." and I think your method is a very sensible way of doing it.

My only problem now is that I have no money to invest. I have a list of about 11 or 20 stocks that I am watching closely, and it is heartbreaking to see them surge upward, knowing that I am not making a cent from them. And so, here is my proposal:

If you have any reserves of cash that you are not using ($1,000, $1,000, $10,000 or any amount you like), I would like to "borrow" some. I put "borrow" in quotes because, to speak candidly, I would not be able to repay you if I lost the money. However, I intend to do everything possible to prevent losing it, and I would pay you a percentage of my profits (say 10 percent) until I had repaid the entire amount you had originally lent me.

A: Leaving Harvard for the cheap University of Massachusetts must be a blow to you. Nevertheless, you must make me a better offer.

Q: Several years ago, I was an interested reader of your book, How I Made $2,000,000 in the Stock Market. As a speculator, I have done fairly well with my capital, but always used the fundamental approach. Now after re-reading your book, I'm wondering if you are still using the technofundamental approach. Will you please answer the questions I pose below:

A: Are you still using your technofundamental system?
B: Do you find the use of a weekly chart service helpful?

A: A. I am still using the technofundamentalist method, although, in instances, I have seen the workability of the fundamentalist approach. However: even with thorough inside knowledge of a company's strength, I constantly keep an eye on the market behavior of its stock.

In the vast majority of the cases, a basic rule does apply, and this is: progressing earning growth sooner or later
shows up in advancing prices. Yet, sometimes the market overlooks all other aspects but the current fad.

B. I am not using weekly chart services, although I may be called a mental chartist. For practical purposes, I would say a weekly chart is helpful.

Q: Have you used the Manfield Bi-weekly Chart Revisions for study of uptrends? Do the trend lines prove as useful in establishing the limits of your boxes? Or, can you correlate them only with those that have made historical highs?

Too, when you use an historical high as a buy-point, do you hold literally to the historical high, or can you buy safely a stock making a new high for a lesser period, viz., five years, that also shows stepped-up volume?

Do monthly stock guides prove valuable to you?

A: I have not used the Manfield Bi-weekly Chart, nor for that matter, do I think that market trend lines always have direct relation to the boxes of individual stocks.

I strictly adhere to historical highs.

A stock guide is very valuable to determine a general picture of a stock—including its capitalization, average volume, dividends, and all-time low and high.

Q: You state that you would place your buy order when the daily high had actually pushed even a fraction through the top of its box (in this case 41) for three consecutive days—no matter what the close was each day.

I made up my mind to purchase Arlan's Department Stores as soon as I could determine its box. These are the prices—starting with June 11th:

15th 41-1/2 - 42-3/8
16th 43 - 43-7/8
17th 44-1/8 - 45
18th 43-1/2 - 44-3/8
19th 44-1/4 - 45
22nd 44-3/4 - 46-1/2
23rd 46 - 48-1/2

By June 19th, I judged the top of its box to be 45, because that high was not exceeded for three days. I placed the bottom of the box at 43-1/2.

I felt by June 19th that the top of the box indicated a buy order at 41-1/8 and a stop-loss of 44-7/8 but, from what I have read in your book, it seems that the price must exceed the top of the box for three consecutive days before the purchase order is placed.

At this writing, the price of Arlan's has exceeded the top of its box for two days and, at 48-1/8, it doesn't look as if it will get back to the 41-1/8 which I thought was the buy point.

I do not want you to make a judgment on the wisdom of this choice, and I know there is more to stock selection than a purely mechanical appraisal of chart action, but I would like to know if you agree that I had enough information to place this stock in 43-45 box and do I have the correct understanding of intent when I decide not to place the buy order until that top has been exceeded for three days. The reason for my confusion is that, in your book, you state that you would place your buy order at the nearest fraction above the top of the box but no mention of how soon.

A: Your interpretation is incorrect. An order should be placed in such a way that the stock is purchased the moment it
pushes (even a fraction) through the top of its box. The three consecutive days rule does not apply in all instances. It only applies to establish the lower and upper limit of the boxes. Your decision in the Arian's Department Store case was based on wrong interpretation. Let me explain the rules more clearly. Let's take the case of a stock breaking out of a previous box and starting to advance. The upper limit of its new box will be the highest price that will be reached during this advance and which will not be touched or penetrated during three consecutive days.

In your example and with the figures you give in your letter, this stock has not touched the ceiling of its box yet.

Equally important: the lower limit of the new box cannot be established until the upper limit is firmly set. The method of establishing it is the exact reverse of how you establish the upper limit.

In the case you mention, your buying point was incorrect and extremely dangerous from the standpoint of my interpretation of stock movements. You bought smack in the middle of a trading range.

Q: Your box system, with all its accessories, suits me to a "T." Watching it work, I have later analyzed it and it makes more than 100% sense. But there's a benefit to it that crossed my mind recently. You've never mentioned it, so I must conclude you've never used it that way. It would seem to me, if you did, you would make double what you make on a stock.

Here it is . . .

Whenever, after you set the automatic stop-loss point for the stock, there is an automatic breakout because your stock dropped through your box . . . wouldn't it be a sensible part of your method to also have placed an on-top buy-order at that same point for a short sale of the same number of shares you've just sold? All you need do for protection is place a stop-loss order, too, and you could both cash in on the stock's upward race—as well as collapse downward. If it were really a serious bear market setting in, you'd likely double your money.

I'm interested in your comment on this. When I hear from you, I'd like to trade a formula for finding—really predicting—high or low of stock in current market. It doesn't predict when it's going to happen, but used in conjunction with your theory, it's a wow! With this method, I've been predicting tops and bottoms as much as two years in advance that are seldom more than 1½ off.

A: Your attitude is more of a gambler's than of a man who is concerned strictly with money-making. My experience is that the less you jump in and out and try to find sophisticated gambling refinements and short-term advantages, the better your chances to make money.

I also learned to stay out of bear markets unless my individual stocks remain in their boxes or advance.

Although I congratulate you on the success of your "predictions," I believe in analysis and not forecasting.

Q: Would you please be so kind as to suggest to me the real champions, not the sprinters for the short dash, and a hint as to when to get rid of them?
Any suggestions and help you care to offer will be greatly appreciated.

A: Anyone giving you a "real champion" is guessing. A stock is a "real champion" as long as it behaves like one.

Q: I believe that I have understood your box theory and, in fact, in the past two and one-half months, following stocks which had established yearly highs, I have been able to appreciate your system. However, I am quite a bit puzzled by the very short stop-loss margin which you allow yourself. In fact, this has resulted in some losses for me.

From the charts and studies which I have made, I note that practically all the stocks which qualify under your system—at this time—have considerably more of a margin between high and low than you allow, and I am inclined to think that you are interested only in stock which will burst through their former high, never stopping until a new high is reached. Is this correct?

This would mean that I would have to accept minor losses (commissions and stop-loss margin of 1/2 point or so) until I strike the right stock. My broker tells me that this is more of a sideways market than anything else. Would you agree that this situation is of the type which you mention as not being too successful for your system?

A: In the third paragraph of the letter, you answered your own question. I am only interested in stocks which burst through their former high. The whole method is based on large and quick advances and, naturally, 90% or more of listed stocks don't come under this qualification.

As to the sideways market, some of the largest advances are performed in such a market. Furthermore, it is in that kind of market that they are the easiest to spot.

Q: The thing that really bothers me is, how could you watch the entire market? Did you keep all the daily reports as well as your telegrams? What type of charts, if any, did you make before you finally decided to invest into a stock? Could you send me samples of any that you make?

A: Watching the market is not difficult. Read the daily stock tables. Personally, I've been a mental charioteer, making decisions more on feeling than on cool, technical data.

Q: One more question, and this is it. I use the all-time highs shown on Stephens Chart. Shouldn't one take the previous splits into consideration—that is, in regard to a stock doubling for the year? Just because a stock had not doubled doesn't mean it hasn't for the holders before the split. They are sitting with maybe two or three times as much stock, so for them it has really doubled and then some, and they may be the majority of holders.

A: All charts take into consideration stock splits, and when you look at the adjusted price, the history of the stock is reflected and translated. Actually, it is unimportant how many times a stock was split for one to decide a purchase, hold, or sale.

Q: For one thing, what do you consider to be good, steady volume and what would be a minimum guideline? Is it always necessary to wait for the third consecutive day of 186
a stock's breakthrough in order to make your purchase
and, if so, how can you utilize the on-stop buy-order to its
most effective advantage? How far below your purchase
should the stop-loss be placed?

A: There is no clear-cut answer to a good, steady volume. It is
entirely dependent on the stock's past history.

1. If, for instance, a stock was traded for a long period of
time, 4,000–1,000 shares a day, then suddenly its trading
volume swells to 20,000–25,000 shares a day, for
that stock the latter volume is good and steady and it is
clear proof of a changed behavior.

2. It is never necessary to wait for the third consecutive
day for a stock's breakthrough in order to make a pur-
chase. My purchases were made at the time of the
breakthrough.

3. I placed my stop-losses one fraction below the ceiling
through which the stock broke through. I gave instruc-
tions to my broker to place this stop-loss order immedi-
ately after the purchase of the stock.

Q: I am interested in trying a little short-term playing, as
you did, and like SCM, Sperry Rand, General Instruments,
Hecia, and some of the other electronics that are doing so
well at present. I'm such a novice, however, that I really
don't know whether I should gamble with so little knowl-
edge.

A: In your case, I would take your own advice. I have rarely
seen novices master the art of, as you call it, short-term
playing.

Q: There is one thing that bothers me in regard to your book,
and that is the part wherein you state that the boxes pile up
like pyramids. Try as I might, I just do not follow you.
Could you give an explanation or, better yet, pass along an
example. An example would be the best because, as the old
saying goes, "A picture is worth a thousand words."

A: The expression that the boxes pile up like pyramids is
naturally a descriptive one. It refers to successive trading
ranges (I call them boxes) in an upward-moving stock. It
would look like this:
Q: I also failed to grasp two other points from the book and would like a clarification:

1. In regard to stop-loss orders—do you continue to raise the stop-loss-order price once the stock has broken the upper box limit and is on its way to a new box, or do you hold it at a lower level, i.e., the level set when you made the initial purchase?

2. Your reference to $1,000 as being the amount necessary to begin market gambling rather discouraged me, as we could only afford to lose about $1,000 right now. Realizing that this means dealing in odd lot buying (and the extra commissions involved) does this mean you would advise against beginning to play until one could afford the $1,000 figure?

A: 1. The correct attitude as regards stop-loss orders is this: When a stock broke through into a new upper box, I left the stop-loss order at its previous level until the stock had established the upper and the lower level of its new box. When the lower level of the new box was firmly established, I raised the previous stop-loss order to a fraction under the lower limit of the new box.

2. With $1,000 at my disposal, I would not have played at all.

Q: I have a couple of questions and hope you will have time to answer:

1. If a box settles at $45, does the next one on top have a bottom of $41?

2. Would you give me some advice on placing the box theory in commodities? I'm enclosing a November soybean chart and hope you can find time to box it for me, starting at about December 27th.

A: 1. First, I have never even been sure that there would be a new box. However, if a stock did break out on the outside, I waited until a new box was established, and it is only then that I could see what the bottom of the new box would be. This no one can foretell.

2. I have never dealt in commodities.

Q: Would you hold on to U.S. Steel or take a loss now? At my age, I cannot afford to take a loss absolutely necessary, or wait over a long period of time for steel to recover. I asked my broker, who is probably as honest as a broker can be, how high he thought U.S. Steel might go and he estimated around 75. That would not be sensational but would be a fair capital gain for me. I realize that the attitude of many financial observers is on the bearish side, but the market continues to go up and the primary trend seems to be bullish for the future.

A: I would have never bought U.S. Steel. I only believe in growth stocks, and U.S. Steel is neither a growth stock nor in its industry.

Q: I was deeply intrigued with your system. However, I have one question. You state that three fractional penetrations are necessary into the next box before the buy is valid. It appears to me that you would initiate your "on-stop buy-order" after the second penetration was made so that the third penetration would make the order effective. Is this an accurate assumption? If not, please explain further.
A: My on-stop buy-orders were placed previous to break-throughs, and they had been a fraction above their new highs.

The orders were automatically executed and, after execution, the stop-loss orders were entered a fraction below the old highs.

No three fractional penetrations were necessary.

Q: On page 149 of your recent book, you selected stocks in which the high of the year was at least double the low. The remaining stocks were "chaff" and ignored. Yet on page 185, you selected Control Data at 31½, with the low being 16 for the year. You also bought at 62½, which is far less than twice 36. Please explain.

In stocks which are rising, there are frequent periods of profit-taking which will drop the value to a lower "box." In those cases, are you sold out and then buy back if it again penetrates the top of the "box"? Otherwise, how can you separate profit-taking from the end of the run?

A: The high and low for the year in the newspapers is until March 31st, referring to the previous year and the recent year. You may have looked at a stock table after April 1st.

Profit-taking in a firmly rising stock usually drops the price to the lower half of its new box and not back into its old lower one.

However, if it happens the way you describe it, my attitude was to sell out on stop-loss and buy the stock back again on a new all-time high.

Q: The idea of the box formation seems to be good, although I have not had a chance to try it out yet.

The placing of stop-loss orders is nothing new, either on the up side or down side, but what gets me is the placing of them so close to the current market price of a stock.

A ½ point or 1 point stop-order is useless as any protection for the order, as the order would be closed out 9 out of 10 times when placed.

A: At random examination, it is natural to consider the close stop-loss order as too dangerous and useless. However, in the cases I described, I also explained that they were never placed within a box. They were always placed either

1. immediately following a massive breakthrough on the up side (in which case the stop-loss was placed just below the breakthrough point) or,

2. a fraction below the bottom of a box, where it was executed when the stock broke through this bottom on the down side.

Q: I have attempted to use your method of extracting stocks from the chart and have run upon a snag. Your book describes the up and down fluctuations of given stocks and how to determine the top and bottom limits of those stocks. However, you use round numbers in your examples, and seldom do stock quotations conform to whole numbers.

With all the fluctuations up and down in fractions, although some quotes have the same whole number with slightly different fractions, I cannot decide whether to use the lowest quote with fraction or not. It's all very confusing to me. I am most interested in hearing from you as to whether or not you can clarify this determination problem for me.
I would also like to know how you go about selecting stocks on the American Exchange, since no yearly highs or lows are quoted for that exchange in the newspapers I receive in Detroit—only quoted for the New York Exchange.

A: For the purpose of explaining my box theory, I have used round figures. It made it easier to understand. Of course, stocks don’t move in round numbers. In some papers, the high and the low for stocks on the American Exchange is not marked. However, you can always find it in the Wall Street Journal or in the New York Times.

Q: I have studied your investing technique but have not been able to apply it to operations on the Johannesburg Stock Exchange, principally because not enough statistics are made available, especially the important one of volume per individual share.

A: My experience is that the necessary rules to follow my method are only available in the New York and American Stock Exchanges. Not even the London Stock Exchange qualifies. Without the following elements, I could find no possibility of applying my approach:

a. All-time high.
b. High and low for the past two or three years.
c. Weekly price range and volume for at least the last four to six months.

Q: I can’t see how you are able to go through both the Big Board and the Amex, statistical tables in 15 minutes. Even the Amex table in Barron’s is five pages long.

A: I went through both the Big Board and the American Stock Exchange statistical tables in 17 minutes this way; I only examined the following quotations:

a. General market trend as indicated by the Dow Jones averages (or by the New York Stock Exchange Index and Standard and Poor’s 500 Stocks Index).
b. Six to eight stock of each of the three or four industries that I was interested in to see how these industries behave in relation to the general trend of the market.
c. The price changes of those stocks that I held or I was interested in.
d. A general view of the stock page to see an unusual price and volume change for possible new candidates. While to the uninitiated eye, those points are not obvious, to the eyes that are used to seeing day after day the same stock tables, the unusual changes appear quite obvious.

Q: 1. I visited the floor of the New York Stock Exchange, and it is my impression that setting a stop-loss $2 under your purchase price can result almost invariably in the stock being picked up by a floor trader or specialist, if not by a member of the public. (The new rules may help this.)

2. Is a box top firmly established by three consecutive attempts to penetrate the high following the setting of the high, or are two attempts after the high is set suffi-
cient? In other words, do you consider the high set on the first day as the first attempt?

3. In setting the bottom of the box, are three attempts to penetrate after a low has been hit necessary, or three attempts including the day of the low?

4. Can the bottom of the box be established simultaneously to establishing the top, such as

\[
\begin{array}{ccc}
41 & \frac{1}{2} & \frac{1}{2} \\
36\frac{1}{2} & \frac{1}{2} & \\
\end{array}
\]

or is the bottom established only after the top has been firmly established—as you say on page 140: "in the following days?"

5. Is the bottom of a new box necessarily the top of the old box? Please note the enclosed chart on General Cables where it appears that the bottom of the new box might easily be much higher than the 73 top of the old box.

6. Do you recommend (a) moving the stop-loss up as soon as the top of the box you have bought into is penetrated, or (b) do you wait until the top and bottom of the next box are firmly established or (c) do you wait until the second higher box is firmly established?

7. Where the historic high is slightly above the box high, would you place your on-stop purchase order \( \frac{3}{4} \) above the historic high, and your stop-loss order \( \frac{1}{2} \) below your box top?

8. When it is only April, would you go back to last year’s high-lows to determine whether the stock had doubled in value or would you use only this year’s?

A: 1. Setting a stop-loss \( \frac{3}{4} \) under the purchase price will result in being quickly sold out. I have never set a stop-order (either buy or sell) inside a box.

2. 

3. The top of a box is established when the stock does not touch or penetrate a previously set new high for three consecutive days. This is true—in reverse—for the bottom of the box.

4. Simultaneously, it cannot. But on the same day, or even in the same hour, it can. It is an exceptionally rare case.

5. The bottom of a new box is not necessarily the top of the old box and can only be established by the stock itself and not by prediction.

6. I have always waited until the top and bottom of the next new box are firmly established. As soon as that happened, I placed my stop-loss orders a fraction below the new bottom.

7. Where the historic high is above a box high, I placed my on-stop purchase order \( \frac{3}{4} \) above the historic high and my stop-loss order \( \frac{1}{2} \) below its historic high.

8. When it is only April, I have always gone back to the two years’ combined high.

Q: In digesting the material in your books, I’ve come to the conclusion that you charted your stocks. I may be entirely wrong, but that’s the impression I gather. If you did chart
your stocks, what type of chart did you use—a vertical line chart, or a point and figure chart?

A: I was what you call a mental chartist.

Inasmuch as I have been only interested in a few stocks at a time, the movements and volume of these few were firmly established in my mind. I have rarely looked at stock charts, although I considered them valuable tools for those who used them.

Q: Other rises can be accounted for by merger talks, new oil discoveries, etc. Do you often consider these merger prospects, splits, tenders, etc., for short-term gains?

A: The examples cited by you justifying a rise in the price of certain stocks may be due to mainly short-term occurrences and, therefore, do not qualify under my technofundamentalist method, which is based on the long-term growth of a certain industry group and, specifically, the strongest stock in that group.

If one looks for short-term gains, one becomes a trader, which is another approach to the market, and one which I do not advocate.