

ROSS' COMMENTS

25-34 Describe the cabin -- See attached brochure.

What do the children call their grandmother? -- Grandmother.

Does Perot recall another time she had been ill? -- Yes, two years earlier, she had had a mild stroke, but had fully recovered.

How many miles from Vail to Denver? -- 106 miles.

At this point, does this crisis remind Ross of any others. -- No.

Feelings about Paul and Bill. -- See Exhibit B--taken from comments on your first draft.

Pain and disappointment in the early years of EDS--examples. -- It was very difficult to make a sale. On many occasions, we thought we had sold a customer, and at the last minute he would change his mind. It was very difficult to find the people in the early years, because the risk was so great. Again and again, people would decide to come with us and at the last minute change their minds--both Paul and Bill came, stayed, and made huge contributions during this period.

There was never enough money. We had to make a dollar do the work of ten.

We couldn't afford to rent our own computers and had to buy unused time. This was very complicated, and left all of us in a situation where we had to be available to work anytime day or night, or on the weekend.

38-41 p. 41 How does Ross feel--encouraged? -- Slightly, because we had a lot of things going on in the negotiation area. Only one thing had to work to gain their release.

That he over-reacted? -- No.

62 Was it Gallagher? -- No, Gallagher was in Iran.

78 Had Perot had trouble with right-hand men? -- No, <sup>but</sup> I have had a lot of trouble with right-hand women!

100-101 Perot's feelings during the conversation and at the end. -- I was amazed at Simon's insight into each man. I had known them for several years. He had known them for only a few days, but he had, in that short time, discovered their strengths and weaknesses. He knew them at least as well as I did. At the end of the conversation, I was apprehensive, because we were going to send the team into to Tehran--we were starting to risk their lives.

130 You seem to have no vanity. -- Should I? Just wait till I get my English tailor-made suit, then there will be a whole new me <sup>!!!</sup>.

131 Feelings about Taylor. -- I have always liked Keane. I recall looking at him as we walked together away from the airport and asking, "Are you satisfied that I didn't send you back for any administrative B.S.?" By then he knew what was going on. He indicated that he felt we were doing the right thing, and that if negotiations failed, we could successfully rescue Paul and Bill. He was completely on board with what we were doing. This was reassuring, since he had been in the country, into the prison, and had a good sense of what could and could not be done.

140-146 Describe MAAG headquarter, Ghast and Huyser. -- I remember driving through a large, heavily guarded gate into a courtyard. The building was substantial, but there was nothing unique about it. General Ghast's office was quite large, but I don't remember anything else unique about it.

Perot's feelings about Howell, Coburn, Taylor, Gallagher, Young.

(Gallagher should not be included in this group--he primarily ran errands. He was a good guy and did what he was asked to do, but he was not a member of the negotiating team.) Coburn was hiding out with Simons. My feelings about him were very positive. I knew I could count on him. John Howell, Keane, Taylor, and Bob Young were the negotiating team that took the risks. Day after day, they went through the mobs to the meetings. They were threatened by Dadgar and various other officials. They were threatened on the streets. It was a miserable assignment. I remember being impressed with their creativity. They could always find people at their homes, one way or another.

.144 Perot's feelings at the end. -- It was obvious to me that we would have to rescue Paul and Bill by force. I felt a great deal of concern about doing this, because of the risks involved. We had run out of options, there was nothing else to do.

conscious that he is good with his people -- No, I have no sense of consciousness about whether I am good or bad in dealing with people, as I deal -- I just deal with them.

Planning to cheer them up -- One of my purposes in visiting the prison was to let Paul and Bill know directly that we were going to get them out. I never looked at it this way, but I would assume that would have to be good news to them.

Aware of how they look up to him? -- I have said repeatedly over the years that respect is something a person must earn and re-earn each time he deals with people. It is the most fragile of human relationships. I could have gone into the prison meeting having the respect of Paul and Bill and lost it during the meeting, depending on how I conducted myself. I didn't think about this at the time.

153 How did you feel about Simons at this point. You are leaving everything in his hands. Great faith. -- I trusted him completely. I felt he was probably the best qualified man in the world to do this job. I did have great faith in him.

153 Ever done that before? -- This is the way I normally get things done. ~~Talk~~  
~~with the people in EDS.~~ I pick the best qualified person, give him the  
authority, responsibility and resources, and trust him to get the job done.

223 Describe Pentagon basement. -- Nothing special--just corridors, doors, a  
sign-in station, etc.

Perot's feelings, concerns, worries: Or was he flying high? -- We had a  
number of things going on. We were trying to pull together the 707 airplane,  
Turkish rescue team, gathering maps, information, etc. and leave for Turkey  
as soon as possible. I had all of these things on my mind. While I was  
pleased that Paul and Bill were out, I was not "flying high". I remember  
feeling that the easy part was getting them out of prison. Getting them  
safely to the Turkish border would be far more difficult, and this phase  
had not even begun.

243 First time in your life you did anything illegal? -- Yes, and I was involved  
in so many major illegal activities, that I simply had to push all that out  
of my mind.

258-9 p. 259 How does Ross experience this kind of agony? How does he cope with it?  
There was nothing else I could do, so I just had to endure it. It was very  
unpleasant.

319 Feelings at end. -- I was angry that the State Department had leaked the  
information to the press. I was angry at the Times Herald. The damage was  
done. There was nothing I could do about it. I could only hope the informa-  
tion would not get back to Tehran.