

Rashid

INTERVIEW WITH [REDACTED]

12/17/81

RS: I knew Jay from other EDS business. Jay and I got to get to know each other very closely and I got to know his family; I used to visit them and spend a lot of time together. One day he came to me and said, "Let's go for a ride." I said, "Sure". We went for a ride around the city and he asked me a lot of questions about safety, he was concerned about Paul and Bill and he wanted to know why people are doing this and I explained that people are being under pressure and now is the time for them to do something to prove themselves, to accomplish their ideas -- to gain freedom. And, I explained to him that we have a lot of people, a lot of political prisoners in many many prisons in Iran that they haven't done anything, their only guilt is asking for freedom and that's why people are going to these military outposts, to police stations to garisons, to prisons. So we had a real long conversation and we were driving down the Shemiran Road and I told him Qasre is right here next door that there are a lot of people here that are not supposed to be here and their family are worried about them and nobody knows what's going to happen to them. So, we drove around the Qasre prison to take a look at that and saw a lot of people, the family members, you know, outside crying and weeping, trying to talk to guards and tell them, "Let the people go" and so it was quite an experience for him to see all these people waiting for beloved ones. There just wasn't anything that nobody could do and we were really upset to see the whole thing. He asked me if he can see me the next day and I said, "Sure", we can go for a ride again. I can show you the city. And to him, for a person who had probably never seen things like this in his life was quite an experience so I said "Fine". And the next day I took him and an older friend of his for another ride. This was the first time I met Colonel Simons. We talked. He was friendly and wanted to know about my family, my work with EDS, if I knew Paul and Bill, how I felt about them being in prison. He and Jay started talking about the city and Jay was telling him what he saw yesterday and it was quite xxxxxx and then I saw him, he was just so quiet. Colonel Simons asked me if we could walk around the

prison. I said, "Sure, I don't have anything to do right now." Jay left us. Because of xx in that area, I just went back to that same place and watching people shooting at each other and shouting, bombs, fire -- everything -- all kinds of disturbances in the city. Colonel Simons was still so quiet and I asked him what is the problem, what seems to be the problem and he says "Well, I guess I have the same concern as you do. Paul and Bill are here in this prisons and they're not supposed to be there." And then that started a conversation, a long, long conversation for two hours and I explained to him that I understand his concerns, I have the same concerns. He asked me why don't I do something about it. I said, "Well, I've done some about the situation and, you know, sometimes I help people to go and do things, you know, that you see in the city right now and there are times that I feel that I can't do anything so I sit back and I won't do anything about it." Then he started talking again. Somehow he convinced me that I am not doing what I am supposed to do; I'm not doing enough. He told me that if I believed in something, then I have to do something about it. For a moment I felt that he is right and then I said, "There are people in this country, you know, and it never happens to you or people from your country." Of course it can happen to people from foreign countries and they can be treated the same way as people in there. Paul and Bill are in there. So he directed the conversation to getting something accomplished and doing something about the case and I said, "Fine, what is there that we can do?" He came out with ideas that he said, "There are things in this country that cause you xx, you know better than I do and I think it's the time for you to do something." And then, I went home and I thought about what he said for awhile and he was right so I decided to do something about it. One thing he mentioned that was quite important was that he mentioned the Qasre prison in Iran is like the French Bastille and I could see a lot of relationship between these two and that was probably one of the major point that made me think about it seriously and started taking actions. For several days, we would walk in the area around Qasre prison, through the crowds of people. I would explain to him what the people were doing. A few tried to tell the others what to do, but, they didn't accomplish anything.

The accumulation of thought made me take action, so that was the following Sunday that I decided to go to the streets and become a part of the crowd, to, the crowds were doing something, not sitting back and talking about things. I somepeople had weapons and machine guns and guns so I decided that I need to get more weapons. And I remember this friend of mine who was in the drafts registration office near the Qasre garison and I felt that if the city was in a bad situation, probably his life is being threatened and since I knew that he's a good man, so I thought that I probably need to help him. So, I went to his office looking for him to see if he needs any help and he was gone; I couldn't find him. And then on the way back, I saw a lot of people standing at the, near the basement and for some reason they had a feeling that there was a lot of arms and weapons and mazazines and other things stored in that basement. They were waiting to go in and just get some weapons. Somebody said that there's a bomb set in that basement so everyone was so scared to go in there and get the weapons and we stayed for about a couple of minutes and then I thought, well, maybe that's just a rumor, maybe there's not a bomb. So I tried to go in there, I said I'm going to go in there, I don't think there's a bomb. So I went in there and everybody followed me, about 20 or 30 people, and we went up there and we got the weapon--bunch of them, bunch of machine guns. I had a lot of them, I had a lot of magazines, I put it in a bag and I carried it upstairs and I lost them to the crowd; everybody jumped all over me and got a piece of that. So, I was left with one machine gun and a couple of magazines. I started walking to Qasre. At a nearby garison I saw people shooting back and forth at the soldiers, so I helped people and after 10-15 minutes the shooting stopped and the soldiers were surrounded. Then I thought about the prison again, that there wasn't any police station or any military base around there and the only place was ruled by the government and managed by the government was that prison. So I said I'm going to go there and get those people. So I went up there and on the way I talked to people that they are prisoners of that regime, if we don't believe in that regime we have to get them out. It's like the police station, garison that we break in and just a part of our responsibility to do that; let's go do it.

It just seemed so easy convincing people because of several factors: because of the mood the people they were in, because the people were so ready and because it was a lot of excitement and adventure involved in that and a lot of young people in the streets and they just wanted to do things like this. So, it was quite easy to convince people to do that. And, then I could manage to gather many, many people and then I talked to them, I told them, "These are the reasons that we are doing this and there are people in that prison with no guilt, they've been just like us, our brothers, our relatives, that they just wanted the freedom and they've been more courageous than we have been and now here they are and I'm so determined to go and get them out." And I mentioned that phrase that "Qasre is our Bastille," and that was quite impressive to them, they could see a lot of relationship between these two. They could see the fact and so they were ready. We went to the prison, at the door, on the other corner at the main gate and we started shooting.

The guards in the prison were in the second floor on the top on the gate, and people on the corner of the street trying to block themselves and in the meantime shoot. That didn't last long because of many factors. Because a lot of police stations were taken over; garisons were taken over and many places. So there was this fear for the guard. There was this fear in addition to lack of devotion. When there is no organization; when there is nobody up there that you can allocate your devotion to, then you just come to the point that why should I do that. These factors helped the guards who came down. I found out later that they had been in the back of the prison on the west side of the prison. They broke the wall and they got away. They took their uniform down. But here we are; we didn't know that. We just noticed that the shooting from the other side stopped. We were still shooting. After a few minutes, we came to the realization that nobody was responding. So we decided probably they are gone; that's it; we have surrounded it. We went to the gate. There is this huge gate, solid steel, about 2 inches. So as people have seen in Western movies, they started shooting the door, trying to open the door, but it didn't work. We used any means to open the door, any weapon, rods, anything. We were not successful in opening them. And that

took us probably about 40 or 50 minutes, trying to open the gate. Finally I found out that on the left-hand side of the gate, there was a little window which was the window for the officer's office. He used to check periodically to see who was out there; if one of the visitors wanted to get in or one of the guards wanted to get in; he was to check before he opens the door. So I said "that is our best idea; to go ahead and do that". So that was easy; just bricks and then you break them and take them out. That's what we did. Probably it took about 10 minutes to do that. I got in, went to the office and passed the gate. There were a bunch of keys on a keychain there, sitting there. So I grabbed them and came back to open the door to let the other people in. And we still couldn't open the gate with those keys. There was a little door inside the gate that you could open. I opened that, which was probably a bad...one foot wide, and three feet high. So I got about 20 or 30 people that were with me inside. Since I didn't have the idea which cells they were staying in. There was no time for me to go and check. So I gave the keys to people and said go and open every cell you can. Just let the people go. I stayed at the door myself, assuming that this is the only entrance. If they want to get out, everyone needs to get out through this door. So when Paul and Bill are coming, I can get them. I stood there lying to everybody, and that was quite an experience, I'm sure you can imagine, when 12,000 people who have been sentenced for 5-20,30 years, and now they are free and trying to get out of this little door. What kind of sin is that. They were just crawling all over each other, just to get out of the door. I was waiting inside the prison by the door, so when they go out, I can see them. I couldn't see them. So I decided to go inside and shout their name, just call their name real loud and see if there is any response. I did that, but wasn't successful--no answer. All the people were gone. So I came out and I said to myself I will go and talk to Jay and tell them the situation and what do they think. As I was walking out, I saw this American person. He seems to be a journalist or photo-grapher or somebody of that nature. I heard him talking to somebody in English, so that was unusual for me. I went up there and said "who are you?". I can't remember his name, because I was in a hurry, I didn't want to pursue a conversation with anybody. Got out of the prison and I went to one of the main streets to see if I

can't get a ride. Now I'm talking about 10-15 miles from the prison to the hotel that they used to stay. And I've been trying to get a ride. I saw this little young boy that had a Moped. I asked him if he can give me a ride to the Ministry. He gave me a ride, then he wanted to do something else. He dropped me. I think I got a couple of rides in walking altogether until I got to the hotel. I had my machine gun still in plain sight. I couldn't get in; I got rid of my machine gun; I just gave it to one of the people outside. But I kept my magazine. I went inside the hotel and went to the receptionist and said "is Mr. Gallagher in?". Gallagher was one of our people. When she said yes, I said "I need to talk to him". They got him on the phone and I said, "Richard, I am in the hotel and I need to talk to you". He said, "Fine, just wait down there and I'll come get you". He came and got me; we went upstairs and saw Bill Gayden, Keane Taylor, Jay Coburn and Gallagher. I sat down and explained to Jay that this is the situation; that's what happened. I have no idea where they are, but I can tell that if they get out of that place, they cannot speak the language; it's about 15 miles, there's no cab, there's no bus, there's nothing; what should we do. Jay said he told them where to come and they would be here soon. I told Keane Taylor that I need to use your key to your car. I need to use a car and search for them more in the streets. See if I can get them. He said fine; just go and check on them some more. He gave me the key to his car and as I walked out of the room, I saw Paul and Bill in the corridor. I hugged them and that was quite a feeling.

MLS What did you think when you first saw them in the hall?

RS You see, when you have done something and you have worked for that so hard. You plan to see the goal, the objective achieved. When you don't achieve that, it puts you in some kind of mixed emotion feeling. You get some kind of mixed emotion that did I do anything wrong? There are natural factors affecting in this case. But my way of doing things was if you do it and can't get it, do it again. Just keep trying to do it. That's what I was going after. When you see them, you see your goal, you see your accomplishment right in front of your eyes live, it's not paperwork. You just send a letter and sign a contract

and you get a million dollars and you put it in your bank account. That is just on the paper. You don't get a feeling for that. That was a live accomplishment that I could hug and I could touch. It's so good when you can feel that somebody's life has been saved and you have been somehow involved in that. As I've said many times, I do not take the credit for what happened, but when I think that probably 1% of that was done by me, then it still gives you some kind of good feeling. So that was my live reward, just right in front of me. I hugged them, I knocked back the door. I thought about it for a minute that when they opened the door, and they see these two guys with me, how would they feel. They did the same thing as I did. They hugged them, for a moment, this happy feeling is being embedded with you; is a part of you. Then immediately, it hits you back that that is only a temporary happy feeling. Because obviously, you know where you are. So the feeling didn't last long. It disappears very quickly. We had some telephone lines open with Dallas and I guess the message was reported to Dallas that one step had been done. At that time, I had no feelings about you people here in Dallas. About your attitude, about your personality, about anything. I didn't even know your name. So, for a few minutes I just sat down and had a Coke. Richard Gallagher's wife gave me a Coke. I let them just share this happiness with whoever was waiting for that message of the news. That gave me time to think about what I'm going to do next and what I'm going to tell them next. After a few minutes, everybody was so quiet. I was getting ready to leave to go home. They wanted me to stay and spend the night with them in the hotel. I said fine. They made a reservation for me quickly. I remember a couple of people from the office came in to visit us. [REDACTED], ^{Apolhasan and his wife} I guess. Because people were talking, Bill Gayden took the telephone to the bathroom so he can talk to Dallas without any interruption. So we all sat and talked about shared feelings, exchanged emotions with each other. Then we went to bed, and tomorrow morning I had enough time to decide what I'm going to do next. We all got together in one room for breakfast and sat and talked. I told them that my assessment is that the city is under heavy disturbance. Any public place was subject to a riot. Especially these fancy hotels. Basically people from overseas, different countries, stayed there. This gave people the idea that there are some Americans

in these hotels. That's a real good bait for them. Right now we have a lot of private apartments that belong to our ex-employees that was evacuated previously. I said, "I want you to leave the hotel, all of you, by noon." They said, fine, great. I went back to the office to work. I had something to do, so I went back to the office. I said "I will call you by noon to see what's going on, and we will just take the next step at noon". We had some cars in the company, and I took one of the company's car. I went back to hotel to check on them about 12:30 or 1:00. The hotel was surrounded by people. Because I did not know these people good enough to see if they had listened to me or not and just didn't want to take a chance--if they hadn't listened, too bad. That just wasn't my way of doing things. A lot of other things could happen at that time. So I had to get into the hotel and check; make sure that they are gone. If not, take them out somehow. They didn't let me in. Next to the hotel, there was one of these politico prisons that still had some prisoners from Shah's regime in those prisons. I told the guards that I'm going to get up there to a telephone, call the radio station, have them make a public announcement, that if there is anybody who knows how to open the doors to those prisons, please come and help us. So that was a way for me to get into the hotel. I went up there and I picked up the phone and called the room to see if there is any answer. There was no answer, so I hung up. I saw they were taking people from the rooms and bringing them downstairs. There were a lot of Americans in there. In the lobby, they made them take anything they had from their pockets. To empty their pockets on a table or something. Money, jewelry, wallet, anything. To make sure they don't have any weapons. Then they would take them to the headquarters, the Islami Khomeini, just for interrogation. So I was sure that these people are gone. So I went back to the office and did a little bit more work. Jay called and told me they were okay. So I told Jay "I'm going to go home straight. If there is anything that I can do, just give me a call". I think because of Jay's personality and because of the situation, they were taking a lot of security precautions. And at some point, I felt that they're overdoing it. It's like internal distrust that two of us work together, and still we don't trust each other. For a while I felt like that; that either they're thinking about my protection, that if I know where they

are, somebody could get hold of me and ask me where they are and torture me, I'd probably tell them. Or their own security. But it just didn't suit my personality for whatever reason. Then I felt well, if I keep pushing that, I felt that I'm imposing something, and I don't think it's right that you impose something to accept your help. So I said I'm gonna go home; if you need me, give me a call. Then I felt that maybe that is not the right decision. They are under heavy confusion right now. They have made a decision probably not to have me involved for the rest of whatever they are up to. But it's my way of doing things. Even if I feel it is imposing, to go ahead and do it. Because I believe that history only registers the result. So I made up my mind, I said I have to go and talk to them and ask them what's going on. I was sitting at home in the evening, and Jay called. My assessment was they have had some meetings, they decided "well, since he has done this, let's ask him for more help". I went up there, and they seemed pretty organized, but somehow, they knew what they wanted to talk about. The problem with what they told me...what they told me was a little wishful thinking. It was somehow dictated by a Western movie. That these are things we need to do, and that was a little systematic. And I don't believe that systems always work. Sometimes you have to have your own personal touch into something. So I thought about it, and I told them...see at that point, I only knew Gayden, that he is the head of EDS World. I said "I'm sure you're big people in EDS, and I want you to understand that this is not EDS. I want you to do as I tell you to". I guess that wasn't very comfortable for some of them, but they took it. Then we sat around and talked and ate. Then I said that our best bet is just to move. Then I told them that I'd go home, and I'll be back. I went home and I was stopped on the way down; that was about 12:00 at night. I went home at that time of night in Tehran, that was terrible. Every few miles, there was a roadblock. They wanted to search you and asked where you were going. So I passed them; I went home. My family was all sleeping. I went in there and it was hard for me to explain to them what I'm doing at that point. So I went quietly inside, and it wasn't quiet enough, so they woke up. They asked me where I had been. I told them that I was with some friends and some work. Let me take you back to one point. While I was working at EDS, and everything

was normal and under control, because of the job I did for the project. I did a real good job for the project, and I got no raise for it. The contract manager was Chiapparone and Bill Gaylord was the account manager. The management wanted to reward me somehow. I remember my manager, Pat Sculley, came to me and told me to go and get myself a suit and bring him the receipt, that's going to be your bonus. I think because of the different cultures; that's something normal that happens in the United States. But I was offended by what he said. I told him that if I need a suit, I'll go get a suit for myself; I don't need money to get a suit. That gave me the idea that I am doing a good job, and they're really proud of that. There was this project six months behind the schedule for 31 branches, and in 2 months I implemented the system for 18 branches, which was some kind of shock for them. I felt that at this point I had heard this name, Ross Perot, that he's the head of this company. Without having any understanding of his attitude or his personality, I said "I'm going to write a letter to Ross and tell him that I'm one of your employees in Iran; I've done a good job, and I think to establish a procedure for other people, that if you do a good job, you get a reward for it. I'd like to come and spend my Phase II, which is SED that class, in the United States." I get that letter signed by all the managers and send it to him, and he probably says yes. So I talked to my family about this man. That there might be a chance that I go and spend time for that class for that technical education in the United States. So they had some background of that. That night, when I went in there, I said "I think they are offering me that opportunity that I go and spend time there. I don't want to lose the opportunity; I'm just going to go." I told them that that is only a possibility; I'm just going to go and see what happens. So telling them that I'm leaving at that time of night wasn't that much shock to them.

MLS This was your mother and father?

RS No, my mother was out of town. That was my father, my brother and I think, my sister, and my younger brother. So they said, "right now, with things going on in the city at this point, can't you wait until tomorrow". I said, "no, you know these people. I don't want to

lose it. I worked so hard and I think I deserve it to go over there and get that education, so I'm just going to go. I'll call you as soon as I get there. Don't worry about me". I always had a good way of convincing my family about what I do because I have always been a conservative person. I've never done anything. So that helped them a lot. They couldn't actually accept it, but I put them in the situation that you have no other choice but to agree with me. I head back, and a few more roadblocks. I told them to wait inside; that was about 5:00 in the morning. It was at dawn, the sun was starting to shine. I could see the crack of dawn as I walked outside and I took back the car, and I just wanted to go check a couple of maps to see before we got to one of the highways if I should change the roads; which road is safe. That took me about 5 or 10 minutes. I got back and told them "boys everything is ready; let's go". Because Paul Chiapparone has black hair, I told him to drive one of the cars, the other vehicle, so they wouldn't draw any attention, if you have blond hair or things. Colonel Simons was driving with me, I was driving one of the vehicles in front, and I told Paul to chase me just very close. Keane Taylor was with me, Bill, Gallagher were changing cars. They were driving with me sometimes, sometimes with them. So we went to the highway. We went for about a couple of hours and we were on our way to Qazvin, it was one of the cities on our way. We passed Karaj and we went to Qazvin, one of the cities on the map. Just before we get there, we faced a roadblock. All the cars have to be in one line, and they checked them one at a time and they go to the next person. They did two or three checks that way. Now the way they had it was, there were two sets of guards and one line of cars. It's like in a gas station. You have two pumps. You can either take this pump or take the other one. I was driving the vehicle in front, and Paul was right behind me. We got to the first set of guards, and I told them that. No, there was a car in front of me. So it didn't make sense for me to stop here for this set of guards. I passed by this car in front of me while it was being checked for the first set of guards. I went to the second guard. As we got there, Paul was just behind me. I told him that we were checked by the first guard. He said fine and we started moving again. Very close to that city Qazvin, we had another roadblock; a very small one. Probably two or three guards, very young

people. They came to me, and I used to draw their attention immediately so they won't go to Paul and talk to him. I said I have some people here, they are journalists, taking pictures and things, and they don't know anything about the city of Tehran. And you know Americans, anything that happens anywhere, they just want to go in and take pictures and write reports. They don't know about the danger, they don't think. I'm just going to go with them and take pictures and write reports. They said fine. So we went to Qazvin. In Qazvin I stopped by a gas station and I told this guy that I had a problem with my engine; it's leaking oil. I need a lot of oil. I had this big oil tank and I wanted to add 20 quarts to put in that. So the dark oil won't show the money we had in the oil tank. He looked at me like the idea was a little crazy of doing that. But he was getting his money, so we gave him some money and he gave us some oil. Then we hit the road again. We didn't have any problem until we got to one of the cities, Zanzan. We got to Zanzan without any problem. After Zanzan, we had a couple of roadblocks which we overcame very easily; very minor roadblocks. Till we got very close to the city called Mahabad. The problems started. We were arrested by the guards and they took us to the headquarters. The man in charge of the headquarters was someone who served 32 years in prison in Shah's regime. We went there and they wanted us to go in and see him. So we went there, we took off our shoes, and we entered the room and we all sat on the floor in a big circle. He served us tea, and the people looked at me, I said, fine, it's okay, just go ahead and drink your tea. Then he had a translator that he used to talk back and forth. Both parties will translate, and I was skipping the translation part mainly just to save time to see what was going to happen. I believe the reason he had a translator; I mean I could speak both languages, but the reason he had one was to make sure that I talk to the people, I won't give them the wrong information. Then I explained to him, what is the situation. One thing very unusual happened was a question he asked me. He actually asked the question to the American people that did you have a contract with Isiran. Isiran had to do something with Savak, not directly, was somehow a government agency contract. Before they answered the questions, I jumped and said "No we did not have a contract with Isiran. We had a contract with Japan. We had been doing some data processing

for Japan; this joint company for Japan and Iran." So they got the idea we did not have it, so don't talk about it. That was a good point that they did know it. Then they asked "What do you do in Iran?" I explained that these are all data processing people just working with computers. They are American citizens; they have no military links or anything. I talked about an hour or an hour and a half. As I was convincing him, I also wanted to take advantage of that convincing that if he is convinced, because of the strategic points of that area...END OF SIDE A

RS With the regime in Iran, they want to be independent. They have different kind of attitude. They are always armed. In previous regimes, probably for the last 100 years, they have always had problems and difficulties to penetrate through this nation because they just go inside the mountains and they are always armed and they could always defend themselves. It took about an hour and a half for me to convince them that we were clean and we don't have any political sight; we have no political ambitions or desires or whatever. These people's family are sick; they haven't seen their family for a long time. I think it is a humanity point at this point that they go and visit their families. They are worried about them and they have nothing to do with politics. After an hour and a half, he was convinced. He wanted me to pass him the passports. We had two forged passports. One of the forged passports was closed. The other one was not, so what I did was handed him the passports one at a time. So he could look through it, and I explained that this is his name, this is what he does, this is his position in the company, this is what it does, his expert is in banking. So he gets involved in the nature of their business more than the passport. By then, I was going through this one, this one, this one, and that's my own passport here. I think I skipped the one which wasn't close, I didn't want him to see it actually. So I handed him one of the passports twice. He said "Fine, you can go". I felt that is a point that if he is convinced, now I try to take advantage. I try to make a few more points for our side. I said, "As I understand it, you are a very understanding person. You agree with me that they need to go and see their families. I think that we as a nation have responsibility to protect them. Now I'm doing my part, but I also request your

help to do your part. Because they are passing through this region which you happen to be the leader of." Another 20 minutes or so, another round of tea, and he decided that he is going to give his some guard. Shah had a castle in that city, anytime he use to go there, he used to stay in the castle. So he told his guards to take them to the castle and make sure they are okay. Protect them for tonight until tomorrow morning and they can go. That was a major breakthrough. We went there before we went to the hotel, we went to eat with these people. We sat down and talked to them, just normal people, real people. Different backgrounds, archeologists, going to school. So we went and had dinner in a restaurant and we went back to the castle. We sat around and talked and talked. Then I felt that his conversation is leading to places that I don't want them to. So I said "Since we are going to have a big day tomorrow, why don't we all go and sleep". So I sent them to their rooms, took showers and they went to bed. Because of the custom, that was a little hard on them, on the guard. If I tell him, hey let's quit that, no more conversation. So I told him to let them go take a shower and go to bed. They haven't been sleeping, they're sick. Because I was hard on them, I decided to sit down and talk to them myself. So we just got really friendly; felt very close; sit down and talk about old things. It was about 1 or 2 in the morning when we decided to go to bed. Took a shower and went to bed and I couldn't go to sleep. I was thinking that while these are human beings too, they are armed, and what happens if they get some kind of ideas. So every once in a while, I would go and check to see if everything is okay. We spent the night in Shah's guards' room, and the guards spent the night in Shah's bedroom. That was in the morning, probably about 6 or 7, the guard came out and went to local stores. We got some bread and cream cheese for breakfast. I could have requested their company with us to escort us to the border. But that is not a very comfortable feeling. We just wanted to be together again. So I said "I appreciate your help, your effort in that. If I ever come to town again, I'll come and visit you, and a very warm goodbye". Then we hit the road again. Again, we had a couple of minor roadblocks. We were interrogated. When asked what we were doing, we told them we were taking pictures, we were journalists, I'm the translator. Till we got to Rezaiyeh. The way these regions works, at least at that point,

was they actually regionalized the country. In Rezaiyeh, they had this Turkish man, Turkish people in there, in Mahabad, they had Kourdish people. So we had to go through this whole thing again. But this time, it was daylight, about 11:00. They took us to this mosque which happened to be the headquarter for the new regime for the Khomeini. Then a lot of people, hundred of people in the yard, in the library, they arrested about 50 or 60 people that they were suspicious, they are Savak agents in the Shah's secret police. They used to keep them in the library for the interrogation. It's almost impossible to explain the situation and the environment. The feelings people have; they're happy, they're scared, they're confused. They don't know what's happening next. They'd been through a change, a revolution. They just have no idea of what's going to happen to the country; what's going to happen to their people; what's going to happen to them in terms of economy, in terms of politics, in terms of their job. So you have a yard full of people with the same feelings. Just confusion; you can see confusion anywhere. So finally after spending a few minutes in the yard, the deputy of the head man came and talked to me. I said "These are my people. I'd like them to stay here in the yard while I go in and talk to the head of committee and explain to him the situation". I went upstairs; the man was so confused (the head of committee). He was through a lot of emotional feelings. He had to spend a lot of years in prison, too. So I waited for him until he calmed down. Then I started talking. I explained to him that they are my people, this is the situation, we've been cleared, that's our plan. Our intention is just to go out of the country. We have no links with politics, we are just doing some data processing here, and we're clean. My intention was to keep my conversation very short with him. I was successful in doing that. After I explained it to him, I asked him if it's okay with him that I pursue the case in the clearance with his deputy and people working for him. Because I felt that if I want to talk to him about every single thing and every detail, probably he asked different kind of questions which didn't comply with our interests. So he agreed with that. Instead of talking to his deputy, I talked to one of the lowest level in his organization. The reason was it was easier to access through those people and convince them. So we went to this office with a lot of people sitting in an office, and still my people are waiting

outside for me. I spent about 30 or 40 minutes talking to them, explaining different things. Then he contacted the head man in explaining to him that this is the situation again. The head man told him to go ahead and clear them through the committee main branch, which is Tehran. I didn't like the idea at all. I told this person that I was talking to that "let's go and check into a hotel. I'm going to take my people to the hotel. Let them stay there, and I'll come back and talk to you". He said fine. I went to a local hotel, and on the way, there was a big riot. I didn't want to have any interface with that riot. So we stayed in the car, and I bought a newspaper, and I told them to start reading the paper so they can block their face so nobody can see them in the car. Then the riot was over probably in about 10 or 15 minutes. Then we started moving again. I finally found this hotel; we checked in. I got one of these guards to protect them while I am gone. I went back to the headquarter. The person I was talking to happened to be a driver for the head man. I explained to him that we are clean; we have been cleared, so they don't have to clear us again. It's going to take a lot of time, and these people are anxious to go in and see their families. That was successful. I wanted to have some kind of hard document that I could always carry with me. So I make this gentleman to write a letter reading that this man can take six Americans with him. That they are cleared; they have been verified, and we would like to inform the guard that they can go. And if it's necessary for you to escort them, please do. So I got that letter, and I wanted some kind of official seal, stamp on there that makes it more official. So I went to the library and we got this stamp which says this is a library. We sealed the letter. I took the letter, and I felt much more comfortable at that point. Then I went back to the hotel. We spent about a couple of hours in the hotel. And the guards again started the conversation about politics and different things about CIA. I told them that we have no links with anything, any kind of political formation. They are just normal citizens of the United States, and they just want to go back home and visit their family. I just wanted to cut any conversation related to politics. That was done successfully, I believe. We took some rest, and in the afternoon, about 4 or 5 o'clock, I told them that I'm going to go ahead...we were very close to the border at that point in time. I said

that I need to go and check the road to see if there is any problem. I went and checked the road. On the way, I saw this little kid. I gave him a ride, and in the meantime asked him if he knows anyway that people can cross the border. He said yes, his brother will do that. They have horses, and they always do it. I was just going to establish another alternative. In case we cannot go through the main road, we can go on horseback or on foot or any other way. I was stopped by the guard, and I showed them that letter. That letter just worked like a gimmick. It was so powerful that they just trusted that. They let me go, so I went all the way to the border. The last check point on the border, I was arrested. I told them that I had this letter; they said fine. So they let me go; I went back to the hotel. Then it was kind of dark, and I saw these people who were having dinner. I walked in, and a little sense of humor. I told them in a very sad way, I said "Gentlemen, this is our last dinner". They were real shocked. Then I continued "in Iran." So they were kinda happy, and I told them to stop eating and get ready. We checked out. I wanted to take one of the guards from Malibut to, escort us all the way to the border. But I felt that because they have two different cultures, probably they have some internal problem in misunderstanding in between. And that is going to cause another problem which we were not ready for. So I told the guards that I appreciate your help; you've done a great job. We paid the hotel for our rooms. We checked out and we hit the road again. Now it's quite dark in the desert. We had this big roadblock. About 60 or 70 Kourdish people. Every single one of them armed with machine guns. It's dark; there's nothing in that desert. So they stopped us, and I showed them the letter. They said fine. One of the guards walked to me and said "Do you all have passports?". I said "Yes, we have been cleared". And I showed him the passports we had. Bill Gaylord happened to be sitting right next to the window. He just went through the passports one by one, checked it. He looked at Gaylord, and he looked at his passport and said "these two won't match". For the first time in our journey, I felt now this was a real problem. As people explained it to me later on, the people travelling with me, they said that they could see fear in my eyes. The fear obviously came from the idea that we're in the middle of desert with no system, no organization, no regime, and these people used to kill

people for a pack of cigarettes, for anything. They've been doing that for hundreds of years. It's easy for them just to shoot us without any reason. And nobody would ever find out about it. There was not a court, a jury or anything. The punishment was decided by the guard. He would judge that, and he would persecute you. They didn't have to have a reason to do that. So I had to become a little strong at that point and said "Listen, you and I are both in the same boat. We do as we are told. They have been cleared, and you are not in the position to ask this question of me. Now he has been sick for six months, and that's why his picture doesn't match his face. That's mainly the reason. But you're not in the position to interrogate something which has been verified by the head of committee". He was convinced, but he was still curious about it. So he said he would like to take us to his own regional headquarters. I said "fine, if that's what you'd like to do, we'll do it". So I told everybody to get off the cars, and they took us to this house that they had right in the middle of the desert. They called their chief. Here we are sitting in a small room, dark. So the chief came in. They are really big people, very tall and big, very strong. About 100 of them with machine guns...END OF SIDE B

RS Before, if I had a roadblock, I could see some type of organization. They are linked to the Islamic Khomeini headquarters or they would have a better understanding of what I am trying to say. But here there was nothing. There was no organization, no system, absolutely nothing. It was just like a jungle. So the chief walked in and I started talking to him. After five minutes, I established a friendly relationship. And he wanted us to have some tea. I said "Fine, we'll have tea". Again, these people looked at me, I guess they didn't trust the tea or something. I said that it was okay; go ahead and drink your tea. We had tea a couple of times. Then I spent about 20 minutes or so talking to the chief of this group of people. He said "I am convinced, but I have responsibilities to clear these through the headquarters." I said, "Fine. As you see, we have this letter." Here I'd like to take a minute to talk about the feelings we've had. See, we are getting so close to the border. So we can feel that we are accomplishing something. We can feel we are very close to our goal. At that point in time, if we are facing a problem, then that problem obviously

just looks more magnified and somehow exaggerated. That was a big problem. So within that 5 minutes, I was looking at my people. These people were in a mystery. There are feelings that we don't have names for. You can only see the people's face. You can see the impression on their face, but there is not actually a word for those feelings. It is just something different. It is a combination of a lot of feelings. Waiting for a decision to be made. And that decision was somehow related to their life or death. The way I always explained it to myself is I felt that at that point in time, I'm taking six lives on my hands and I'm trying to carry through. Now that is not the responsibility that if you fail, you can be sorry for. And the Colonel was so determined to do it successfully. And I felt probably for the first time in my life, that I am walking on the sharp edge of death. I could feel death for myself and for my people so closely, I felt that a few minutes later, we are all dead, but in the meantime, I could say, fine, let's break the whole deal, hand us in, and let them take us back to prison. Then finally, we get some type of organization, because we started some kind of negotiation, and we do something. But it's better to be alive. On the other hand, I felt I am so close to the goal, to the objective, and I just don't want to do that. I was there, and I was supposed to make a decision because these people couldn't talk. They didn't know what's going on, and I didn't have time to explain it to them. I could understand their feeling. I could briefly explain to them what's going on, but I just could not tell them every single thing that's happening. So I felt that I had to make a decision either to say fine, let's stop it here, or let's go. I was just waiting for the chief to come back and tell me what he thinks about it. Then based on that, I'd make a decision. So about a few minutes later, he walked in and said, "Well, you've been cleared." Still that was a relief for me, but because of the language barrier, they didn't know. And I thought that I have to feel that sharing immediately with them. So I told them that that's what he said; we're cleared to go. Then, in order for me to maintain and regain the possible loss of confidence, I said "Well, we're gonna do two things here before we go." One is to have some more tea with them. Two, in order to eliminate any possible misunderstanding in ideas that we didn't like, I told Jay to go and get his camera from the car, one of those cheap cameras that he had. No flash, nothing, you

don't know what kind of pictures we're going to get. We knew we're not going to get anything out of that, but I told him that we're going to take pictures with you; with all of you. Then if the pictures turn out to be good, I'm going to send you a copy of those pictures. They were excited about that, so we took some pictures. We said fine, we appreciate it, and hit the road again. We hadn't been gone for long till we had another roadblock. It is so amazing that in that part of country, you have so many different cultures, that they live like Indians as groups. They have different cultures, different organization. So we had to do almost the same thing again in talking to them and explaining to them till they got their chief. At this point in time, I thought, since we are very close to the border, I'll probably have them escort us. For some reason, they didn't. I felt if we are going to go through these roadblocks again, with the problem we had with the passport for Bill. At that point, Keane Taylor had a beard, a hat on, so his hair was covered so they couldn't see his blond hair. So I told him that anytime we were approaching a roadblock, I want you, based on which side of the road guards are standing, I want you to change your seat. We did that a couple of times so in case there is a guard next to the window, they can't see Bill. They should see Keane Taylor, which we didn't have any problem with in terms of his passport. His hair was covered. So we passed that one, and we went to the border. Now here we are, sitting at the border, still this feeling that I could see in people's face. It's so amazing that I've seen a lot of people that accomplished goals. It's like in a champion. It's like you're car racing. The minute that you get to the final point, you know you're the winner, you know you have accomplished it, but because of your previous feelings of excitement and challenge and questioning yourself that am I going to win or am I going to lose. Losing confidence at some point, regaining it, going through the good points and the bad points, is it over. Sometimes you think that's an illusion. Maybe you're not the winner, maybe you're just thinking you're the winner. All these feelings are combined. So if you see the champion at the very first few seconds after he wins the game, he still is not happy. He still is not smiling. If you get a camera and take his picture, you see in his face that he does not believe yet that he has accomplished it. He doesn't know he is the winner yet. And after he has calmed down, then he

starts thinking about it and he knows that he's the winner. Then you can see the happiness in his face. And that was the feeling. So we got out of the car and we were ready to pass the border. We were stopped again, and I explained we had the letter. We were tired of being at these roadblocks and we just want to go. Their boss is waiting for us on the other side. They said fine, but we don't have the key to the lock. There was a chain that they usually use for the parking lots so people can't just go inside. So when a car is cleared, then they open the chain so they can pass. That was about 1 o'clock in the morning. He said, "I don't have the key. My boss has the key and he is not here. You have to wait until morning". Now we're talking about two cars which cost probably about \$15,000 or so. And I have to make another decision here. Either to stay, spend the night there at the border. We are still in the land of Iran. Or leave the cars; forget about the cars. When you are dealing with lives in an operation like that, then it's not a reasonable decision to keep the cars and we couldn't pass. So I made some effort to get some piece of wood or something, put it on the chain, and we just go over the chain. We couldn't find anything else. I said, "Right now I want you to clear the land, and I'll stay here and see what I can do for the car". One thing about the people who were travelling with me was I made them understand that this is not a daily operation. This is something big, and I want you to cooperate. I cannot come to you and explain every single word exchanged between me and guard, but I want you to believe in what I do till we see the result. I did appreciate several times their cooperation. They were very cooperative. So I told them just to leave land, go to the other side, and I stay here what can I do. There wasn't anything I could do. At that point, these feelings in them I could see. They started having fear about my life and my protection. So, I guess Bill Gaylord or one of them said, "^{Rashid} I know that you're going to go to the other side and get a car, forget about the car. We agree with you; we don't need a car". They were just trying to show some of their appreciation or whatever. I said fine. I went back there; I had a pack of cigarettes I gave the guard. And I gave him about 70¢ for the parking. That we are going to park the car here, and this is 70¢ that I'm going to give you. They were happy about it; they said fine. We all walked...that was an exciting part. You've seen it in

movies a lot of times. These exchanges between prisoners in Russia and in East and West Germany. There's a bridge that two sides of prisoners, they walk and they...that was quite like that. We started walking over that...it was some kind of bridge. Probably as far as they were concerned, the case was over. But in cases like that, I never trust what's happening behind me. So I stayed there, and they go out and clear the land and go to the other building, at the Turkish border there was another building, and then after that's done. See there was no guarantee for me that when we were walking...they just wouldn't keep shooting at us. I just couldn't trust them. So after we were done, I said "Fine, thanks a lot. I'm just going to go and work with the car a little bit". I wanted them to go to their office. They had these little rooms there. And when they got to the office, then I'll go and pass the border. So everything will be clear. So I went back there and then one of the guys left something in the car. I said "fine, I'll go ahead and get it". I went across the border again, I went and got something out of the car, and I walked back. We were clear, but I still couldn't see a smile on anybody's face. I couldn't see the sign of happiness. They were probably numb. No feelings, dead tired. We sat and talked a little bit, but nobody even talked. Everyone was so quiet. They decided to get some sleep, so Bill Gayden...there was this real dirty floor, no carpet or nothing, just dust. Bill Gayden just lied down in there on the dust. Keane Taylor took a picture of him. One point I skipped was before we crossed the border, I had to cross over and make a telephone call to somebody in Turkey. People who were waiting for us. I went there, and the guard was sleeping and I woke him up. He was upset, and I said "This is important, please, I'll give you some money just to use your telephone call". So I made a telephone call; I told them that we were at the border. We have not passed yet, but we are about to pass. What we were up to, what we were supposed to do. I wanted them to come and get us as soon as possible. The reason was I wanted them to come and get us as soon as possible because those people, if they find something wrong about us, they could just cross the border as they always do; these people always go across the border and talk to each other. And either arrest us or shoot us. So I hung up and went back to the other side of the

border and then passed. Nobody was smiling, nobody was doing anything. They didn't have any feelings.

MLS When did they smile? When did they start smiling?

RS You see, there is a difference between when you smile and you know you're faking; you smile because something has happened, and something better will happen. And then you smile about it. But when your smile comes from your heart, down deep from your heart, you can differentiate these two; you can notice that. I didn't see them smile really; I mean, little smiles when we got to Turkey to the hotel. The real smile was when we got to over Dallas/Ft. Worth area.

MLS Oh, not until you got back here.

RS In the plane, when they saw the land, Dallas/Ft. Worth, and the captain we're just about to land, then I could see some of the waves. The people could take a breath, just a real deep breath and say whew! So we spent the night there, and tomorrow morning, we woke up, and there was Pat Sculley, Ron Davis and a couple of other people. They had this translator, this Turkish translator. We got on the bus. One funny thing was when we were crossing the border, one of these guards asked me "what is that tank of oil you're carrying?". Now what I'm supposed to tell him. I said, "Well, you know these Americans; for the beauty and diet and things like that, they do anything. Their wives have told them that the oil they make in Iran, this kind of oil, it's really good when you want to get a tan or something. You know these people, they do anything. So they're just getting some oil to take for their families". So we got on the bus. Do you want me to continue this story?

MLS I think from the bus on, we've got it. Now let me ask you a few questions. You first told your father and your brothers and your sister that this was a chance for you to go America and finish this Phase II. Had you already decided at the time you told them that you were going to go ahead and cross the border and come. When did you make the decision that you'd go ahead and come to the United States?

RS One of the people asked me the question that would you like to go with us or do you want to go back. I told him that I have not made a decision yet.

MLS When was that? Before you left?

RS When we were travelling; on the way. I really hadn't made up my mind at that point in time. It's always been a principle in my life that you can always have more progress in an environment less obstacles and barriers. When we were getting very close to the border, in my mind, I did some kind of analysis. I said I'm taking these people; we'll go there, and at the border, I said we're done; I'll talk to you later. They will not forget me. Obviously go ahead and call them. I have the key to the office, I have all the household and things in my control. I call them, and I'm sure that eventually, as far as they're concerned, they'd do anything to get me there. But I said that is their understanding. What about this side? I'd have to be able to leave the country. I said let's be practical. Practically speaking, I go back, I go through some roadblocks again, and I get to Tehran. Now what would I do after that? I'll be busy with the households, with the work I have for one month; then what happens. I understand that this country has been through a revolution. And the revolution is tearing down a building and reconstructing that. My ambitions and goals in life could not bear a barrier. Suppose I go back. What is the chance for me to get a job? What is the chance for me to be successful in a business? What is the chance for me to go and continue my education? The answers to all of those questions are nothing; no. They are all negatives. There was nothing in terms of success, in terms of business, in terms of, not even success in business. Sometimes you have to sacrifice some goals and objectives, business goals, when you talk about human being's points--my family. But how could I be helpful to my family at that point in time? I go there, and I can't get a job; I can't do anything. My life will become a monotony. Just going the streets and nothing. So there was nothing for me to go back but my family. And I felt I cannot be any help to my family. Then I'd have to live off them; they'd have to support me. And I was not, after having the job and supporting myself, even helping my family, then I didn't see any

Rashid

point that if I go back I can continue that relationship. I can't continue to be an independent person and establish that relationship. The economy didn't seem to be in a situation that I could get a job. No progress, nothing. On the other hand, I felt if I go to States, then I have an environment that I can prove to myself that if I want something and if I work for it, I'll get it. See I've always been a very ambitious person. When I was 8 years old, I was thinking what is the biggest in the world. Because of the publicity of the United States, the answer was United States. Who is the biggest man in United States? The President. I could not do anymore analysis at that age, but President was the most important person in this country and this country was the best country in the world. So my ambition, my goal was to become the President of the United States. Now with that attitude, I could not waste four or five years somewhere without any progress.

MLS At what point, did you then, having made this analysis, at what point did you say "I am not going back".

RS Very close to the border.

MLS Let me ask you another question. As you think about it now, looking back, by the time you got to the border, you've been exposed to Colonel Simons quite a bit. What was your impression of Simons?

RS If I direct a question to that period, I would say the answer is that I didn't make any analysis of him. In Turkey, the few things that he did, then I had some understanding of him. That he's the man who likes to have everything under control. Who wants to see every corner of everything. That happened when our translator in Turkey was talking to some people, he grabbed in a corner and said, "I am in charge of this operation. I am responsible for this. And I want to know exactly what is going, every single thing that you do". For some reason, he didn't do the same thing to me. He just trusted me. I could see in his face that he's so anxious to know what is going on, and the way I was doing it, we never talked about it, but I gave him the impression that I will brief you as much as I can, but it's not just

possible that I tell you every single thing I do. He just understood that. We didn't talk about it, we just exchanged the idea, the impressions. But when I sit down and think about it, he wanted to know everything. He probably just held it; he probably didn't come to me and say "hey, I want you to tell me everything". He seemed to be very friendly and caring about people. I will give the credit...to me, that's a credit for a man who can realize that at one point in time, under different circumstances, you just need to trust somebody. You just cannot question everybody on every single thing. You just don't have to get involved in every single step. You have to have enough patience to bear that. He was very good at that. You see, the problem was that I didn't know who he is. I didn't; just knew that he's a friend of Ross. If I knew who he is, I would probably brief him more. But he was patient enough to bear with that.

END OF SIDE B

Tape 2

MLS In London, I understand that everybody who went to the hotel went to bed except you and Ross. But he stayed with you because you had a problem getting through customs because you didn't have a Visa. Tell me about that experience.

RS Let me tell you about Ross before I get to that point. You see, I was a person as an employee of EDS, in Iran have never seen the headquarters, never seen the 7th floor, never seen the annual report of EDS. Never been in Dallas, never been in Texas. Never been exposed to anything. I've just heard this name "Ross Perot". I could probably just spell it. Probably I've seen his name a couple of times. When we got to Ankara, Ross was staying in a hotel. We all had a room. When I got to the room, they told me that Ross Perot is here and let's go see him.

MLS Now that's in Ankara or Istanbul?

Rashid

RS Istanbul. Now I know who is Ross Perot. I get a lot of credit, instant credit, just by mentioning the name of EDS. When I say I work for EDS, then I get a lot of instant credit. And that credit has been established by Ross Perot here. Here when you talk about Ross Perot, you have a different concept of this name. When you talk about Ross Perot with me at that point. We walked into this room, he was sitting there, that was the first time I ever met him. He stood up and said "Hi, I'm Ross Perot". I said "Hi, I'm ^{Rashid} [REDACTED]". Just like I would have done to anybody else. He wasn't Ross Perot to me. He was somebody from the company; just one of these people's friend. Then we sat down, and he asked me "can you go through this; just tell me what happened". I said "I'll let one of these gentlemen do that since I'm sure he can be more descriptive". And he said, "No, I want you to tell me". I said, "Fine, I'll tell you". Then I explained just very briefly. When we started talking, I got some of his attitude. I started to know him a little bit better but it still wasn't enough. Then a couple of people talked about him and little things...like he's the chairman of EDS. Then again, he was just a chairman of a company. Still I didn't know anything about his personality. Still to me was Ross Perot. Then we went to London. We went to the Customs. A lot of the things I am talking about right now, if I had talked about it at that point, it would have been different, because of the understanding of a person...the way I understand him now and the way I understood him at that point. We went to the Customs, they all said yes, yes, yes. They got to my passport and said "We cannot let you in". To me, again, that's a principle of my life that when I need to achieve a goal, I'll do whatever possible to achieve that goal. If I had to stay that night outside in the transit hall and not going, it wouldn't affect me. That was my understanding. He came to the counter and said "I'm Ross Perot; I'm the chairman of Electronic Data Systems in Dallas, Texas." The man behind the counter didn't understand what he's talking about. One thing he said that I never forgot. At that point, he was something; it showed, his integrity, his dignity, his feelings, his attitude. He came to him and said "If you don't let him in, I don't go in. If he needs to stay here, I stay here". Again, that time it made

me think that he's a good man. I didn't expect him to do that, but he just did it. He showed me his appreciation. That was very good to me. I really enjoyed it.

MLS What did the Customs man say?

RS I think he was somewhat impressed. He said "Let me go check with my supervisor". Then they went up there and came back and they said "fine, we'll give you 24 hours". Let me clear one thing here. Since I came here, as I repeated that several times, I have never expected any appreciation because I feel I haven't done anything. It's just something at one point in time, you are able to do something, you just do it. But on the other hand, people just want to express their appreciation a lot of times. And I've been appreciated many times. But when I think about it, nobody has ever appreciated me more than Ross has. Nobody. In his own way. And after that, it's been you. It's not saying that I appreciate, it's not the same thing. Everybody has a different way of doing things. But that has been my assessment that he and you have done a great job of doing that.

MLS We don't do anything we don't want to do; you understand that. Let me ask you: you were born in Tehran? Your mother and father still live there, or is your mother in England?

RS They are all in Tehran.

MLS How many brothers and sisters do you have?

RS Two brothers and a sister.

MLS And you are the oldest? Youngest? How do you fit in?

RS I'm in the middle. I have an older brother, older sister, younger brother.

MLS Before or during or after the Revolution, what did your father do?

Rashid

RS My father was with the Ministry of Finance and Economy. Then he's been retired now.

MLS Oh, he's old enough to be retired. How old is our father?

RS He's about 70 years.

MLS I see. And your mother?

RS Mother is about 68.

MLS What does your older brother do?

RS He's an artist. He teaches in university. He's a professor in Tehran. He does a lot of artwork.

MLS And your sister?

RS My sister and brother-in-law, they both are professors too. They both teach in universities.

MLS And your younger brother?

RS He's working right now and couldn't go to school, wasn't in school. So after he graduated from high school, he just started working.

MLS Well, I'm going to stop there.

RS One thing I need to add. As I repeatedly said, I think the key to the whole operation was understanding of the nature of human being. To me, no matter what I do in business or personal relationships or anything, I feel that if you can understand the nature of human being, then you can start your own positive manipulation based on that nature. And I think that has been a key that we could understand the nature of people that we dealt with and see the analysis of the time, the environment, the feelings and a combination of all those.

END OF SIDE A