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Hotfoot Tape #3--Side B
Interview With Ross Perot
November 1, 1981

KF Ok. The war ended while you were headed got to Korea.

HRP I could tell you great stories about that. Among other things, the Junior Officer, and I was the Junior Officer, gets to be Chaplain. And, and has all these bad duties. I xxxxxxxx the ship every Sunday, and these fellows thought they were going to war. And, I thought, Billy Graham is in trouble if I ever get out of the Navy. And, then we got to...

KF What, you used to give sermons?

HRP Yea, I had to, somebody had to be the chaplain. All the rest of these guys were sleeping in while the Junior Officer had to preach some stirring sermon. Well, it was the law, the Navy required it, every ship had religious services. Well little ships didn't have a preacher. So they just picked some poor devil like me, and I was the preacher.

KF And did people have to go?

HRP Well, no. No, they didn't have to go. But, I just, the captain was just, everybody was impressed, I mean just the ship was. The fact was all these fellows thought they were going to get shot at.

KF Well what..

HRP Whatever, but anyhow, we got to Midway Island. Midway Island, one Sunday afternoon, we'd filled the ship's fantail back where we had religious services Sunday morning, and they announced the truce. The following Sunday, nobody came. And, the whole died, boy did I take a ribbing. They said boy, Perot, what's happened to your message, I said I'm working on a new one. And, also I was responsible to

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HRP teaching first aid and damage control. And, I could teach the dumbest guy on the ship, I could've taught him to do brain surgery. Then they declared the truce, and after they declared truce nobody was interested in first aid and damage control. They wanted to go. We hit a liberty port and had fun. Then I was Shore Patrol officer all over the world, and the because the ship was small, and I was the Junior Officer and they just put a xxxxx patch that said Shore Patrol. And how ever many days we were in port I was it. That's an education. I've been in every jail in Asia. I've been in every whore house, you name it. Any place sailors go, I've been there and hauled them out. I've been in all. We used to stay at sea for six weeks off Korea. It's cold and miserable we'd come in to xxxxx edge of town and the fighting, and take on fuel water and ammunition, and by Saturday afternoon, we were ready. Then we'd let everybody go ashore except for about 20 percent of the crew. And then Sunday night, as the Junior Officer, I had to go get them. And typically, they were just sprawled out. Alot of them literally, were unconcious. We used to go in and get them and spread them out on the main deck. I wish I didn't have to do this, because when we would get underway to get back off to Korea. Now the war was, truce was underway and nobody knew if they were going to start back. And, so we kept the seventh fleet off Korea. But, as we would clear the break water and the spray would start coming over the bow of the destroyer, it would start to wake the guys up. In two or three days, we would have a crew back. If anything would've happened that first day. But, that was a great experience. Then I was on a carrier for three years. Enjoyed that. And that led to the opportunity to go work for IBM.

KF That was the USS Leyte.

HRP Right, L e y t e.

KF Yea.

KF Are you going to tell me about IBM?

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HRP Well, we had these guests of the Secretary of the Navy that had come aboard the carrier, and they were all business executives. And my job on the carrier, every aircraft carrier, has as its Captain a Navy pilot, that flies airplanes. Who has attached to him a young Naval Officer who has never done anything but drive ships at sea. I was that young Naval Officer I lived with the Captain, and when you'd take a carrier to sea in those days, you'd have eight destroyers around you you'd have ammunition ships, refueling ships, submarines underneath it. And when you were flying airplanes, airplanes up in the sky. So it quite a spectacle for some people to come to see and look at it. Well, when you started maneuvering, when the carrier maneuvers all the ships maneuver, the submarines have got to maneuver, when you are landing and launching airplanes at night, all this done with all the lights out and what have you. Well, this a pretty dazzling show. But that's what it is, and it's like anything else, if you do it it's not that complicated. Well, this guest of the Secretary of the Navy, who was an IBM Executive, was just thunderstruck that this kid was standing over there giving all the orders.

KF How old were you then?

HRP I was 26. But I looked like I was about 19. And that's what caught his attention, you know. Kind of like who's the kid? And, the captain mentioned to him that I was getting out of the Navy. And, he came over to me and said, "I understand you're getting out of the Navy." I said, yes sir. He said well, how would like to get an interview with IBM. And, I said, I'd love to. I remember he said, well you know he says, "I'm certainly pleased, but" he says, "normally people are not that enthusiastic." and I said, Mr., I have worked since I was twelve years old, and I have looked for work all my life. And, this is the first time anybody ever offered me a chance to interview for a job. And, that's why I'm enthusiastic. He says, "Do you know what IBM does?" and I said no, which was terrible, because IBM was... And, that just broke him up, and he later told people. He says, "You know, most people would've said oh yes, you know. I said no, I don't know what you do but you've offered me a job and I'm interested. So, I interviewed with IBM, got the job, went to work in Dallas.

HRP Margo and I moved to Dallas, with everything we owned. I married Margo in 1956. I met her when I was in the Navy, again.

KF Wait a minute. OK Let's go back now. You went to the Naval Academy in 1949. When did you meet Margo?

HRP 1952. The fall of 1952.

KF That must have been, you must have been about to graduate.

HRP I was a senior. I met her it was a blind date, a friend of hers arranged it, that had met at the Naval Academy. And, Margo was not at all interested in having a blind date. And, her friend, who is a lovely girl, told me about this lovely girl in college named Margo. And I said it sounds like a lady wrestler to me. I don't want a blind date with somebody named Margo. And, I have trouble living that statement down. But, so anyhow, we agreed and had a good time, and a...

KF Where did you go?

HRP Well, we went to a dance at the Naval Academy. We met that afternoon, had a dinner that night, went to a dance. And the next day, at Annapolis, you just kind of wandered around the yard, that's what they called the campus. And then that afternoon she went back to school. See because, she had to come to the Naval Academy, we didn't get out that much. But, the girls enjoyed that because the dances were nice and what have you. And so, we started going together then and then, she was still in college when I graduated. I went to sea, and was gone for a year. And, then when I came back, we wrote while I was gone, we went together. And, then married in 1956.

KF That's four years after you met?

HRP Right. Then she taught school. And this has been...

KF Well, hold on, hold on Ross, this is a very short account of the courtship. What attracted you to one another?

HRP She'll have to account for whatever attracted her to me. But, I was attracted to Margo because she was, she had a lovely personality, and really, I mean just being totally honest. You could spend two hours with Margo, and two hours with my Mother, and I was programmed to be attractive to someone like Margo, because Margo was very gently, Margo had a great sense of humor. She has this characteristic, as you see Margo with her friends in Dallas, people just love Margo. I mean, there will be no sense of jealousy or anything like that, xxxxxx will be a good name for Margo. People will love her. I think that when people react that way you have earned it over a long period of time. She has a very even disposition, and, just, I just liked everything about her. We ...

KF Well you haven't said it, so I will. But, she's a dish too.

HRP Oh, no, she is. Interestingly enough though. Look at... I have the picture that I had on my desk when I went around the world on a destroyer. Margo is prettier today than she was then. The picture's in the office. She hates it, so I have to keep it. It has great sentimental value to me, but the... So we went together for four years, but I was gone alot see, I was at sea. And finally married in 1956. She taught in Wickford, Rhode Island. I was on the aircraft carrier, I got out of the Navy and moved to Dallas. Literally, everything we had was in the trunk of our car when we came to Dallas. We rented a little duplex, if you are ever interested, I can show you. I started working for IBM, for \$500 dollars a month, she started teaching school for \$300 a month.

KF You must have had a training course with IBM?

HRP Exactly.

KF What did they teach you?

For selling computers... the only all the time

HRP How to sell computers, how to program computers. And, I was a mediocre student and had to program computers and finished first in all the sales school. I never considered myself as being that great of a salesman, I worked hard. The myth about the salesmanship thing, xxxxx was, and I'm not being modest. That's. I was selling computer when everybody was buying computers. And, that's the truth, if you get back to the fellows that were with me, they'll say wait a minute anybody could have sold computers in those days. The only difference was Perot worked hard all day every day. He worked two or three hours a day, and he made more than enough to live on, that was the difference.

KF When was Ross Jr. born?

HRP Ross was born, in 19.. let's see we moved to Dallas in '57, Ross was born in '59. And gosh, that was a big, big, big day around here, you see because my Mother, my Daddy died in '56 my Mother was in Texarkana by herself. She was terribly lonely, we finally convinced her to move to Dallas, move to Fort Worth where my sister was teaching school. The day she was packing up and leaving the home that we had grown up in, Ross was born. And, she was terribly sad, then she got the word that Ross was born and then everything was positive, she raced to Dallas to see Ross and moved to Fort Worth, and never looked back on leaving Texarkana. So then of course, he received a great deal of attention from his grandmother, and his mother his father and his aunt. When he was the only baby in the family, and Ross, now again, Ross adores Margo, and he adores his aunt. When Ross would come home from college, and you think of all the things that are a college boy's mind, if he was only going to be home for the weekend. Typically, before he would come here, he would stop and see her. And, that meant a great deal to her, when you... It meant alot to me that he did it, I never asked him to do it. Nothing, made him do it, it was just expression of love, he loved her. It was that simple, and she had earned that. Because they had had so many great experiences together. So he was born in '59, Nancy came along a couple of years later, and it has just been a steady stream since .

KF Let's go back to IBM for a minute. How long was the training course?

HRP Close to, I asked that question when they hired me in. They said, "Ross, some guys finish in a year, but in your case, you ought to finish in nine months." I said that's great because I'm really anxious to get started.

KF And start making some commission.

HRP Right. Well, it turned out, because again I wasn't that bright in school when it came to programming. But I applied myself and I made myself indispensable in systems engineering. Eighteen months later they still had me out installing computers, and all my pals thought this was very funny because they had all heard the story that I should probably be out selling in nine months, and eighteen months later I was just going from one account to another working as a systems engineer trying to get turned loose to go to sales schools Well, finally, I guess their consciences bother them in the Dallas office so they let me go to sales school. But that experience I had with that extra nine months, really paid off in my knowing about what I was selling. And my confidence in being able to represent accurately what I was selling.

KF What were you, when you say install them, did that involve design...

HRP Helping the customer, design the software and the like...

KR OK. You weren't plugging them in?

HRP No.

KF You were working with the customer and saying you do the payroll this way.

HRP I got tired of sitting around waiting for the Engineers to come around.

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KF You were working with software?

HRP Working with software. But I got in trouble more than a few times, changing tubes and things, because I got tired sitting there for two hours waiting for a fellow to come. From my Navy experience, I could do some of that stuff, but you weren't supposed to, and so I was in hot water two or three times for changing the circuits, but it's the same old story.

KF But you learned alot about how the customer uses.

HRP Oh yea, which is the key to EDS.

KF Yea, OK

HRP So that eighteen months was a great investment in my life.

KF So then you went to sales school?

HRP Right.

KF When did you earn your first commission?

HRP Well, let's see in 1959 I guess.

KF OK. So you really had two years.

HRP No, it was eighteen months.

KF Eighteen months. OK.

HRP So I started in 1957. I finished, ... I was in sales by late 1958, 1959. I was sales school in the middle of winter. Oh my god, it was 1959 because Ross was a small baby and we took him to Pennsylvania in the car. I remember this, when I left sales school. And Margo and Ross stayed with Margo's family. Was in 1959.

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KF Now, do you remember your first sale?

HRP Oh, sure.

KF Who was it to?

HRP Right after I got out of sales school, I sold the Gulf Insurance Company a 305xxx which was a computer. That was the first. They gave me a territory of large companies, that had no IBM equipment. And presented this to me as a marvelous opportunity, and the older salesman in the office was one of the great practical jokes of the century. Because, I was dumb enough, I thought it was an opportunity. These were all the companies that for years that had said they didn't want any IBM equipment. These were all the people that hated the whole thought of taking their bound ledgers and putting it on computers. I got them at the right time, because the tide was coming in very strongly, computers were so important, the companies were growing, they had to computerize. So I was at the right place at the right time, with huge customers. So I got them over there initial biases and the biggest sale I ever made was so negative to IBM, that they had a company rule that IBM salesmen couldn't come in the building. And, the man that enforced the rule was a black doorman, of the building.

KF What company was it?

HRP Southwestern Life. And, so his name was Trigg, and I had to make friends with Trigg, to ever get up in the building. And then I proceeded a strategy that I sold to the man that really was negative, was the President and Chairman of the Board named Ralph Wood. So I sold everybody underneath him, but they were all afraid to go tell Mr. Wood. So then IBM's data processing Division President named Gil Jones was coming into town. And, he wanted to talk some prospects, and I said I think this is great because I feel like I can get into to talk to Mr. Wood myself. Called down and told him the Division President was coming in and would like to meet Mr. Wood as a

HRP prominent Dallas businessman, we had to xxxx his ego. He agreed to the meeting, the President of the division was an Easterner, Ivy school, a good guy but really formal. He walked into Ralph Woods office, slammed his desk drawer and said "Well, Jones", not Mr. Jones not Gil, "Jones, I hope to hell that whatever you want to see me about is really important, because if you weren't here I'd be duck hunting. Now let's have it." And Jones, froze, but I figured this is it I leaned forward, and said Mr. Wood we want to talk to you about installing computers and here are the economic advantages, and this is what it will mean to you in terms of savings. And, I just gave it to him in money. He just sat there and listened, he said "You'll want anything else?" Gil was still semi- in state of shock, he was the man people deferred to, and I just got in and talked away. So when we walked out of the office, Gil Jones said "Ross, I've got another prospect you don't have to sell to that old bastard anything." I got back to the office and I remember that I was really depressed, because I had worked so hard, and Mr. Elsworth who was the Administrative Vice-President called dying laughing, and said "Well, you made progress today," I said what do you mean. He said "After you left Mr. Wood called me" and says "I picked up the phone and he said who's the kid?" He said "What are you talking about?" He said "who's the kid that came in here with Gil Jones?" He said "well that's Ross Perot." He said well "what is he?", "some kind of actuary or something?" Mr. Elsworth says no, "Well this guy's got a head full of number of our business, are any of them right?" He said "Yes, sir Mr. Wood. Yes they are right I have seen the numbers." And, Wood said "Why don't we get one of those damn things?" And, then, Wood said "Send the kid back in to see me." I wasn't supposed to know about it, he said "look son, you and I will never do business. Because you work for an organization that's rigid, you'll have a contract that you won't ever let anybody change. And, I'm not about to enter into a multi-million dollar purchase." That's what this was, it was the biggest sale in the history of IBM and this part of the country. "Multi-million dollar purchase with an organization that won't change it's contract." I said, Mr. Wood what changes do you want? He said, "Son, you can't change your contract. I know that, everybody knows that IBM puts a

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HRP contract in front of you to sign." And, can you tell me what you want changed? He says, "yea, I can tell you what I want changed." He was a lawyer. He says, "I want to change this, and this, and this, and this, and this." Mr. Wood, if I can get a telegram authorizing those changes in the morning, will you sign this contract? He says, "Yea, but you won't ever do it."

HRP So I went back at 5:00 in Dallas, 6:00 in New York. I was just xxxxxxx old IBM salesman, I didn't even have an office, I had a steel desk, the kind of stuff filled with old World War II stuff. So I called the Vice President of the legal department at IBM, this is Ross Perot in Dallas, and I said, I am on the one yard line of making the biggest sale in the history of IBM in the southwest, but I can't do it without your help. This guy just broke up and he says, "how big is the sale?" And I told him. He says "that is a big sale." He says, "what do you need?" I said, I've got an old cantankerous old lawyer customer who wants these changes to the contract. Before you say you won't make them, let's think of the size of the sale, and you listen to the changes. And, I told him the changes were in optics. He laughed, he said "Ross, you can make those changes." Will you send me a wire tonight saying I can make the changes? I went in to see Mr. Wood the next morning with the wire. Mr. Wood looked at the wire, had the pencil, pen in hand, looked at the wire, he just had it in his hand not to sign, it was in his hand. Read the wire looked at me took that thing and threw that pen across the room. He said, "you tricked me." And, I didn't say anything, he got up went over and got his pen, signed the contract. And, that was the sale. Now, that took me oh, gosh, two and a half years, then when I started EDS, then for the rest of his life, he'd see me on the street, and the nicest thing Mr. Wood ever said to me is, "Have you gone broke yet?" That was just his way. "Perot have you gone broke, yet?" I said no sir, not yet he said "You will, you will." So that was most colorful sales experience on the way.

KF Alright, let's go to these stories about how IBM got mad because you started earning too much commission?

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HRP Well, that's right. IBM would let salesmen starve until he sold something. They got preoccupied that I making so much commission, that they couldn't promote me, because I was making more than the managers, and that irritated them most. And, I kept pointing out fellows, I am selling umbrellas in a rainstorm. But I am out there the whole time it's raining, now that's the only difference. And anybody that's a xxxxxx of what I did, well other kids just worked harder, that's all they did, applied themselves. But, anyhow they got all worried all about that and finally one day, I said look, more than anything else, I want to stay, and if you have to do it, pay me less commission than the other fellows, but keep me busy. Now I was bluffing. They had a point system and the salesmen were paid 35 cents a point. And darn if they didn't come up with a plan to pay me seven cents a point. I was paid one fifth as much as the other salesmen. Well, that really ticked me off. But, I'd been in this territory for several years. I really had things laid out. I had the biggest quota in the western region, that goes all the way to California. When you think about all the business in the west coast, they had given me a really big quota, and I was going to get paid a fifth as much. So, I said OK and based on the present value of monetary, I'm going to get it as fast as I can this year. And, that's... But, I had been working in the territory for several years at that point. I sold my quota the first 19 days in January. But, really... it was like a man had been planting trees for years and just decided well, I'll just harvest them. See what I mean? It's not as though I did it in 19 days. Then, they went into shock and retired me. And....

KF This is crazy.

HRP I used to... They gave me nothing to do. So I used to protest by coming into the office everyday with a towel with my swimming suit wrapped up in it. And put it on my desk, because by 10:30 in the morning there was nothing for me to do, but go down to the "Y" and go swimming. And, I left me in that status for several months, and I was just really going crazy, and but they said, "Look you have

HRP already made so much money this year. What's your problem?" I said, I want to be busy. I had the idea for EDS. Then IBM let me present that idea all the way up to headquarters. But, they finally said "Look Ross, 80 cents of every dollar is spent on hardware, 20 cents is spent on software. We've got the hardware business locked up. Why do we want to chase the pennies under the table?" They didn't foresee, and more importantly, I didn't foresee that the ratios would change. The ratios today are 70 percent software and 30 cents hardware. Years go by, I started EDS, EDS succeeds. Two years ago, I'm skiing in Colorado, I go into this little restaurant and someone booms out. There's the one that got away. I look over and there's Tom Watson, chairman of IBM. He said, "Ross, come over here a minute." he says "tell me again why didn't we take your idea!" And, I told him, and he shook his head. He said "Now, I just want to know one thing, Ross." He said "Did you foresee that the ratios would take a slip?" I said, but when you were as broke as I was, the 20 cents looked. That's, that was the difference. But, I certainly didn't foresee it. Then we started EDS, and that was a huge decision. See and again, young people feel that I did that without fear, trepidation, concern, quivering knees, and all that oh, you had all of them. People said well can you describe it. I said well can you remember how you felt the first time you dived off a high diving board? That's pretty much how I felt. Margo, would save Margo's check, I'd save some money, and we started EDS and I knew what I wanted to do, but I would had to have alot of people to do that. So the first thing I had to do was to make money. So I went down to Southwestern Life, and said look you've got a shift of time on this big machine that you don't use I want to buy it from you, wholesale, and I'm going to sell it retail. And they said fine, because we're making nothing off it now, and that would be a nice return. And, I can pay for it for three months. And for two and a half months I scoured the country trying to sell time on that machine, with very little success. And then finally, in Cedar Rapids, Iowa, in the middle of nowhere, I found a company that had a tremendous need, that took plane loads of tape and plane loads of people in Dallas. Six weeks later, I had paid all my bills, had a \$100 thousand dollars in the bank, and that was my eye of the needle. That's when it turned and I could start hiring people. So then...

KF What was the company?

HRP Collins Radio. Makes the avionics for airplanes.

KF What were they doing with this?

HRP Inventory. Big inventory job, their computers were loaded, they were building a new inventory system, they needed to do all the planning and the implementation work on an off-site computer. I had one.

KF OK. So they, all their information was already on what was used then? Cards?

HRP On tape, but they were going to a more modern computer. In other words, they were on a first generation computer, they were going to a 707 which I had the time to sell for. But, I...

KF In, during the transfer?

HRP They used hundreds of hours. It was just, that was like a gusher. Then, I can up with a thumb rule. My Dad used to tell me, he said "Son, nobody ever went broke with money in the bank. Just remember that. Don't ever go in debt. Keep yourself xxxx. All these old basic philosophies that are alot of truth in them." So I decided my idea was sound, I could do something. I had a thumb rule that I wouldn't hire anybody until I had two years salary in the bank. Now, at that point you could hire systems engineers, it seems ridiculous today, for 10 to 11 thousand dollars a year. So, ~~20~~¹⁰⁰⁰ thousand dollars, say basically I could hire five systems engineers. I hired a salesman, and two systems engineers, that was in November. In February, I made my first big sale of what we call now Facilities Management. The Frito Lay, it's part of Pepsico and that was \$5,128.00 a month and then we just took off from there. And...

KF What did you do for them?

HRP We built a whole accounting system for them. They had not been computerized.

KF You and the salesman, and two systems engineers?

HRP No, no I had to stamp out. Now, then I had a long term contract, I had a guaranteed revenue of \$5,128.00 a month and I needed four systems engineers. Then I brought in the four systems engineers, the earlier systems engineer I hired, just did the design and pricing, I couldn't afford to give him up to the project, because I needed to go sell a second project. Then we sold Continental Emsco, this big oil field supply company. That was \$10,116.00 a month, then we sold, now I forget the number. So I'm not hazy on all the numbers as you can see. There's some that's still there. The, We sold Mercantile Security, it just kept going. The idea worked, the idea worked. We just had to keep scrambling and keep working the same old step. Then, now then, EDS we were just a hard working group. Then EDS went public in 1968, and God help you if you ever get into that stuff, the fortune stories, the fastest richest Texan ever. And all that stuff. Because it would parallel I'm sure all the stuff that has been written by you, where people want to take something where people want to blow it up, to make it even more sensational. But, the theme was that I had made more money faster than any other man in history. Now if we get into the numbers, EDS was 7 and one half million dollars revenue, a million and a half dollars in profits when we went public. And people came down from New York to talk about taking us public. And, I knew nothing about it. So and I listened to everybody. And I said how do you decide how much to sell the stock for? It turned out there was no formula, there was nothing rational about it. Supply and Demand. After I listened, I said it looks like to me that all your incentives are getting me to sell it to you cheap, because then you will make all your customers happy. And all my incentives, it was to sell it for what it was worth. So I said, I'm going to several underwriting houses and all you fellows come in what you'll say. They said "no, that's bad form. We don't get into auctions and debts." I said well if you don't want to fine. Well then they all got excited, and then Charlie Adams who was

HRP an old, old man on Wall Street, very rich man, has a different kind of business, came down. He spent the day with me, he was 83 at the time. I don't know how old is, no he couldn't have been 83 then because he's still alive. But anyhow, he was old, just creeping around and he wanted to buy the whole thing. He said it was the most exciting thing he had ever seen in all his years on Wall Street. Then he went back and told everybody, so then people started begging. Finally, we took EDS public, for something like 110 times our own. But their greed was what caused it. Now, then that was at 16.50 a share. Now here is a little with a million and a half dollars in profit. It was a bull market, it was a crazy time in the market, and all the big institutions took EDS to \$165 a share.

KF In how long?

HRP A year. You know, when we were 3 million and 5.

KF But you didn't put all the... What percentage of..

HRP I sold shares. I asked them, how much do I have to sell to have an orderly market? They said, well nobody knows. I said well how much do you think I have to sell? They said as long as you sell... They gave me something like a half million shares. I said well let EDS sell a half million shares, then I'll put a half million shares behind it, as long as there's a demand for it. But if the demand starts to drop, I don't really care about selling it. It was 650 thousand shares, 325 thousand shares each way.

KF So you placed 325 thousand on the line.

HRP Then put 325 thousand behind it, then the 650 went boom, went right out, the market took off. Went to \$165 a shares, everybody wrote stories about the world's youngest billionaire. No one would have paid to... I owned 9 million shares of this hyper inflated stuff, that was only worth at, when people were trading small quantities. It was

HRP nothing, which was terribly embarrassing to me, and I had never once, ever claimed to be a billionaire, or anything like that, because to me, it's poor taste to talk about money. But anyway, I lived with the fastest richest Texan... Then the market broke. I hold the record for having lost more money in one day. Which meant nothing, I didn't sell anything, see, it was abstract going up it was abstract going down. Then, I got bad publicity for someone asked me what I felt the day the market went down. I said I didn't feel anything. They said what did you feel the day you went public, I said I didn't feel anything. And, he said was there anything that really made you feel good, I said sure, the day my son was born, I felt great. And then everybody thought that was wierd, particularly in the financial crisis. Here's a guy that felt better when his son was born, than when he realized he had made alot of money. And, then I was learning all the way through that, to be less quotable in the press, and not to just really say what was on your mind. Because, someone asked me what were the really big changes that took place after you made money, I said, well the first thing you've got to remember, I wasn't any smarter. I was the same old fellow walking around the next day, who for the first time in my life had a little money jingling in my pocket. But nothing else had changed. And, you can't ever loose sight of that, or you really become vulnerable. If you think you're smarter. So I went through all that process, that was in '68 and '69 I got buried in the P.O.W. project and the next three years of my life, were that, night, days, weekends all over the world, I was as absorbed in it as I was in creating EDS. And...

KF EDS must have been running itself by then.

HRP Well EDS was just booming along. EDS, you study EDS charicature during that time, it suffered some from neglect. But I just felt like this was more important, they were just sticking around to make their money, and I was criticized for all that. The, then again when we getting ready to go on one of these big things, several large institutions that owned EDS, said "look if you are going to expose

HRP yourself personally, again, then we're going to sell the stock." Now, again I wasn't taking any real risk, so I, if I got exposed to the fights, there were enough freaky things that happened, like the plane got hit by a gunfire. The worst thing that ever happened to me, was totally an accident. I was sleeping, in a twin engine Cessna coming from Laos to Bangkok, and the door fell off, and I was leaning against the door and I remember waking up and I was hanging out the door but I had my seatbelt on. And, so I pulled myself back in the airplane, and the pilot was yelling to me. I remember looking around and there wasn't any light. It was, we were over the jungle. My first thought was where are the lights? And, there were no lights, and the pilot was trying to say something to me, so I got over next to him, and he said "Should we turn back or go on to Bangkok?" Well, that didn't reassure me because I didn't know. And I said, where are we? He said "we're half way." I said well let's go on to Bangkok, what difference does it make, but we never knew why the door flew off, but the door fell off. And, I almost fell out of the airplane. And, we had this good looking German interpreter sitting in back, and Murphy Martin was sitting with her, and she had pushed, of course it was cold. And, so after I got over being grateful, that I hadn't fallen out of the airplane, I looked around and boy, she has grabbed hold of Murphy and she is counting on Murphy to keep her warm back there. And, I thought boy this has been doubly bad, you know, why am I not in the back seat handling this current problem, instead of sitting... But, she was a great young woman, she was a Braniff stewardess. She had been with Dr. Dooley who had treated the people back in VietNam and Laos, you remember the great stories about him. She really did a beautiful job for us as an interpreter. Braniff found her and she did a first class job. Karen Frixxxx, she was German, and she got killed a couple of years ago in an automobile accident. She had alot of friends in Braniff, still you run into them on airplanes, and they tell all the Karen jokes and stories, And, all the colorful experiences we had over there trying to deal with them. But, she was a very effective interpreter, but old Murphy had the best seat on the airplane that day.

HRP So, these investors were worried about me exposing myself to risk, and I sat down and talked to Mother about it. And, when I finished, she says "just tell them to sell their stock. You're right." Now, that tells you alot about her, see, she said "no it's the right thing to do." she said "and they won't sell their stock". And, they didn't. She said this to me, she said "they won't sell their stock". And, I said it, tried to say it very nicely to them, that I felt that this was important something I felt like I wanted to do, and they just had to make the decision. The interesting part was the stock went up while i was gone, and my associates just loved that. Because they said boy, there's the market voting, if you get rid of Perot this company will be okay. And then after the P.O.W. project, it was mainly tending to business, and raising a family. And, the next huge thing that came along was this project.

KF OK, now then. Let's me ask you some questions now about the future. What do you want to do next?

HRP Well, I feel like that my road in life is that of a businessman, and I just see myself spending the rest of my life tending to business and and enjoying my family. That would just suit me fine. Things come along, I don't look for things. I didn't look for the P.O.W. project, I didn't look for the big drug project here in Texas. That's pretty much behind me at this point. I certainly didn't look for the rescue, and I certainly don't want another rescue in my life. One's plenty, but, I've just been put on the . There's a committee that oversees all the intelligence for the United States. It's called, reports directly to the President. And, I have been asked to serve on that, and will serve on that. I imagine that will be just mainly advisory, so that will be not be anything that will take alot of time. Or...

KF xxxxx in Fort Worth?

HRP It's the Oversight, the Intelligence Oversight Committee. All the intelligence units in the country, with this committee has oversight and works for the President, he appoints the committee and they work for him. Haven't been my xxxx first ... All my experiences... Tattle tale. I mean that's a place where I can probably make a contribution, and I was probably put on it as a result of my activities around the hostages. And, while not everybody up there was not enchanted with me, and I could have done much better. But, I was too intense, and we all have weaknesses. When I'm into something like that, I'm not good at being tactful, with people in my judgment are failing to move out and work on the problem. I would be shrewder to take a week to do something that I felt could be done in a day, and get it done in a week rather than see it not done at all. And, I believe that. So, that's probably why they put me on it, though because I just from retrospect they looked at what we needed to do and what I was banging on the doors to do, and that would have worked. That's a long story, we can get into that some other time. That's probably why I was asked to be on this committee, I would invision myself just clinging on to three businesses, EDS, the oil and gas business, and real estate business. And that's certainly enough to keep me challenged.

KF How long though?

HRP Well but you can't, and again, this is from my parents. You look at how lucky I've been and how fortunate I've been, I don't want to be like Buzz Alden who after he went to the moon, realized that he would never have a greater challenge and fell apart. I just fell like I've been inordinantly lucky to have the experiences that I've had and the opportunities I've had. And really feel that it's out of order for me to wonder if I'm ever going to find another great mountain to climb. You see, those things either happen or they don't. If you go out and force them, you'll feel defeat yourself. But everybody for years has tried to get me to run for Senator, which, I would be a terrible Congressman, by definition. And...

KF You'd probably be a good secret agent.

HRP But, I'll never be, no I don't think so. I think my role in life is to create jobs. And we have, and you'll sense this. There's a tremendous spirit over EDS. We have alot of fun. There's a great closeness among the people, and I love that part of my life. Love EDS, love the people, love everything about it. And, I hope to live to be 96 years old, and going down to the office and be raising a small amount of hell everyday. And, not getting any young guys....

END OF TAPE