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1 Q I want to bring us forward to 1997. I want to
 2 cover that period and know who has responsibility for
 3 Colombia.
 4 A Yes. Throughout that period of time, I believe he
 5 always had responsibility for Colombia reporting to me.
 6 Q In 1990, then, general managers in Colombia report
 7 to Mr. Ordman who reports to you and you report to Dennis
 8 Doyle. Do I have that correct?
 9 A I believe so.
 10 Q Okay.
 11 (b)(7)(C) Go off the record for a minute.
 12 (Off the record.)
 13 (b)(7)(C) Back on the record a few moments
 14 later. No discussions of substance were had while we were
 15 off the record. Is that correct?
 16 THE WITNESS: Correct.
 17 (b)(7)(C) Right.
 18 BY (b)(7)(C)
 19 Q If we could, I want to turn our attention to
 20 Exhibit 57. And I want to take a moment again to look it
 21 over. I want to get an idea of the structure and the changes
 22 in the Colombian operations from 1990 forward again to 1997.
 23 I thought this document might help a little bit so it is not
 24 a total memory test to kind of put it in perspective at what
 25 is the beginning of that period, as I understand the

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1 organization in Colombia went through a number of changes
 2 during that time period.
 3 A Okay.
 4 Q Okay. If we could start with the structure of the
 5 Colombian operations around 1990 and if you could run us
 6 through?
 7 A Well, based on reading this memo, my recollection
 8 would be (b)(7)(C) is responsible for the Turbo
 9 region. At that time, again if I recall properly, the Turbo
 10 region involves mainly relationships with independent
 11 producers. I don't recall if we have any owned production in
 12 Colombia at that stage. I think it's mainly purchased food
 13 as opposed to owned production.
 14 Again, recalling from this memo, it would appear as
 15 though we also had some operations in Santa Manta that is
 16 (b)(7)(C) Again, I think that in Santa Manta
 17 at this time this is mainly non-banana businesses. I think
 18 it's things like melons and some other non-banana fresh
 19 products, but there may be some bananas in the form of
 20 purchased fruit again taking place, but I don't believe there
 21 was any owned banana operations, per se, in terms of owned
 22 production. So it appears as though the reporting
 23 responsibility is (b)(7)(C) for Turbo reporting
 24 to (b)(7)(C) for Santa Manta reporting to (b)(7)(C)
 25 (b)(7)(C) And again I recall at this

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1 stage. I believe myself reporting to (b)(7)(C) That
 2 would be the time frame here.
 3 As we move forward, the evolution is we begin to
 4 undertake buying some farms in Turbo. Again, I want to guess
 5 it was in the early '90's, so we start to change from an
 6 independent purchased food operation to a combination of both
 7 purchased fruit and owned production and, therefore, the
 8 structure is changing in Colombia in Turbo. So we go from a
 9 rather lean organization of people only responsible for
 10 negotiating contracts, quality control, things of that
 11 nature, to a more intensified agricultural operation in the
 12 early '90's, more with a divisional structure where you would
 13 have an entire business operation, people involved in quality
 14 control, agriculture, accounting, logistics, etcetera.
 15 On the Santa Manta side, I believe we continued
 16 just to have purchased fruit operations in bananas as well as
 17 some non-banana activities. Again, like I say, melons and
 18 things of that nature. I don't know if there's anything
 19 other than melons taking place.
 20 I believe in the early '90's we also go through a
 21 change in general managers, I want to say it's in the early
 22 to mid '90's now, where a guy by the name of -- let me think
 23 -- I believe it's (b)(7)(C) who takes responsibility for our
 24 Santa Manta operations so that now you have two people. You
 25 have (b)(7)(C) still having Turbo, (b)(7)(C) having Santa

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1 Manta.
 2 And it's in the mid to later time frame around
 3 maybe '95, '96, '97, we start to enter into some joint
 4 venture operations in Santa Manta; and, therefore, we start
 5 to change the evolution of that division as well from just a
 6 purchased fruit operation to a more fully integrated banana
 7 producing operation.
 8 So now you have two stand-alone operations looking
 9 more like traditional divisional operations. The one in
 10 Turbo at this stage is probably -- and again we're in the '95
 11 to '97 time frame. It's probably a division that represents
 12 about 3500 to 4000 owned hectares of production as well as
 13 some purchased fruit. Probably employs some 4000-plus
 14 people, all under the responsibility of (b)(7)(C)
 15 And then you have an operation in Santa Manta that
 16 probably involves in that '96/'97 time frame maybe about 1500
 17 owned hectares of production as well as purchased fruit.
 18 And, again, if I'm recalling, (b)(7)(C) is still there,
 19 but there is a point in time where I make a change and (b)(7)(C)
 20 takes responsibility for both. And I don't know if that's
 21 '96, '97, '98 somewhere in that time frame. However, they
 22 all continue, whoever it is, they continue to report through
 23 (b)(7)(C) as the evolution takes place.
 24 Q I just want to go back over something because I
 25 think I may have missed it. In the early '90's, I am pretty



National Security Archive,
Suite 701, Gelman Library, The George Washington University,
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