

**TAPED COMMENTS OF MR ANDREW LAZENBY (NATIONAL PROMOTION'S  
MANAGER OF SHELL UK LTD FROM 1992 TO 1994)**

(telephone discussions between John Donovan of DM and Mr Lazenby of Shell  
during the period from 18 June 1993 up to 21 February 1994)

**MEMORY LAPSES**

**LAZENBY: "...I had actually forgotten that you er proposed that"**

**LAZENBY: "...I didn't even remember until you rang this morning that you had put  
up this proposal..."**

**LAZENBY: "I didn't even remember at any stage until you rang this morning that you  
put up the proposal..."**

(these comments were made just a matter of weeks after Mr Lazenby had faxed a  
"holding brief" to DM about the relevant proposal)

**HIS SAFE KEEPING OF CONFIDENTIAL PROPOSALS**

**LAZENBY: "I tell you what John is that your going to have to forward me a copy of  
the original proposal because I have'nt got one... "I've moved office since then and I  
have'nt actually got it on file" "...when you move office you've got to clear out your  
file"... "what happened when I cleared out my file was that I chucked a lot of stuff  
away"**

(The loyalty proposal documents that DM supplied to Mr Lazenby are now missing)

**HIS ENDORSEMENT OF DM**

**LAZENBY: "... you can rest assured that in my view in my knowledge, um you're the  
best guys out there..." "...you are in my knowledge or experience the best right.  
That's categorical"**

**LAZENBY: "...the theme is indeed the theme of one of many ideas which you've put  
forward to us very valuably."**

**NO AGENCY TIES**

**LAZENBY - 18 June 1993: "yeah, my position is no different from when I faxed you  
in February and from when we spoke last year. I've no agency relationships..."**

(an outright lie - in fact, Mr Lazenby had in January 1993 retained Option One to help  
him develop the SMART concept)

## HIS EXPERTISE

18 June 1993 - LAZENBY: "Under terms of confidentiality? I don't even know any thing about this stuff...".

(Proof that at the time when he decided in January 1993 to develop an almost exact replica of the DM concept disclosed to him in strictest confidence weeks earlier, he did not know what confidentiality meant. Thus there was no barrier in his mind to misusing DM's concept)

## HIS THREAT'S TO DM

LAZENBY: "I don't want to foul the relationship so that we don't have any access at all to your ideas"

LAZENBY: "I would, if I were you, think long and hard because once I get my solicitor involved, she won't stop, right. Once I speak to her, she won't stop..." "I'm entirely bound by what she says but I'm warning you that as soon as I go to her she will drive the process, not me and you won't have anyway out".

LAZENBY: "The other thing is that we might almost say in fact, MegaMatch or whatever it was, we could easily have in fact, we could say it was our property"

(DM's MegaMatch proposal had been disclosed to him in strictest confidence)

## MISCELLANEOUS

LAZENBY: "...it looks badly on me when my managers have to keep dealing with this kind of thing. It looks very badly on me."

LAZENBY: "For all I know, you might be taping this call which I shouldn't probably be er..."