



Shell-Mex House Strand London WC2R 0DX

Mike MacMahon
Concept Loyalty Ltd
6 South Bank Terrace
Surbiton
Surrey
KT6 6DG
CONFIDENTIAL

Telephone 071-257³⁴⁷⁴ direct line
or 071-257 3000 switchboard
Telex 22585 Shell G
Fax group #/III 071-257 direct line
Fax group #/III 071-257 3920
Telecom Gold 81-SUK 001
our ref UORM/132
your ref
date 27 October 1992

Dear Mike

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Michael.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. However, we have done some initial analysis and have identified further information that we do need.

Can you please give me your best estimate of the following costings in your proposal (you should assume 2000 sites and 5 million cards participating at one time):-

- * Total set-up hardware cost.
- * Total set-up cards cost.
- * Annual hardware cost (eg maintenance).
- * Annual cost of cards replacement.
- * Any costs of site upgrades.
- * Any database costs (set-up or ongoing).
- * Promotion cost.
- * Any other costs.

Can you specify these in current money for both the magstripe and the smartcard options that you discussed?

Can you also confirm comfortable timescales to launch of a pilot and to full national roll-out.

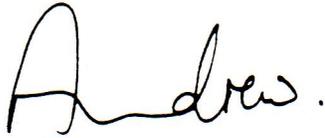
I would much appreciate it if you can put this data together by 14 November. Please pass it on as soon as you have it.

\\DW4\DATA\F6\AL7.DOC/CB

3056

Do not hesitate to give me a call if you would like further clarification.
I hope to see you again soon.

Yours sincerely

A handwritten signature in cursive script that reads "Andrew".

Andrew J Lazenby
Promotions Manager

cc: T W Hannagan

Shell U.K. Limited



Shell-Mex House Strand London WC2R 0DX

Alan Leibert
McCorquodale Stuart Card Systems Ltd
Mariner House
62 Prince Street
Bristol
BS1 4QD
HIGHLY CONFIDENTIAL

Telephone 071-257 ³⁴⁷⁴ direct line
or 071-257 3000 switchboard
Telex 22585 Shell G
Fax group II/III 071-257 direct line
Fax group II/III 071-257 3920
Telecom Gold 81-SUK 001
our ref **UORM/132**
your ref
date 27 October 1992

Dear Alan

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Lillian.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. So please bear with us - we will revert to you when we have made any further progress.

Do not hesitate to give me a call if you would like to discuss anything further.

Yours sincerely

A handwritten signature in cursive script, appearing to read 'Andrew', is written over the typed name.

Andrew J Lazenby
Promotions Manager

cc: T W Hannagan

\\DW4\DATA\F6\AL9.DOC/CB

3044

Shell U.K. Limited



Shell-Mex House Strand London WC2R 0DX

Julie Humphreys
AT & T Istel Limited
Grosvenor House
Prospect Hill
Redditch
Worcs B97 4DQ
HIGHLY CONFIDENTIAL

Telephone 071-257 ³⁴⁷⁴ direct line
or 071-257 3000 switchboard
Telex 22585 Shell G
Fax group II/III 071-257 direct line
Fax group II/III 071-257 3920
Telecom Gold 81-SUK 001
our ref **UORM/132**
your ref
date **27 October 1992**

Dear Julie

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Jonathan.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. However, we have done some initial analysis and have identified further information that we do need.

Can you please give me your best estimate of the following costings in your proposal (you should assume 2000 sites and 5 million cards participating at one time):-

- * Total set-up hardware cost.
- * Total set-up cards cost.
- * Annual hardware cost (eg maintenance).
- * Annual cost of cards replacement.
- * Any costs of site upgrades.
- * Any database costs (set-up or ongoing).
- * Promotion cost.
- * Any other costs.

We are particularly interested to confirm the feasibility of your proposed route with respect to the possibility of using our current range of tills and card-readers - Nick Bradshaw should be a bit more available now.

I would much appreciate it if you can put this data together by 14 November. Please pass it on as soon as you have it.

\\DW4\DATA\F6\AL10.DOC/CB

3045

Do not hesitate to give me a call if you would like further clarification.
I hope to see you again soon.

Yours sincerely



Andrew J Lazenby
Promotions Manager

cc: T W Hannagan

Shell U.K. Limited



Shell-Mex House Strand London WC2R 0DX

Peter Clark
Sheard Thomson Harris
1 Albemarle Way
Clerkenwell
London
EC1V 4JB
CONFIDENTIAL

Telephone 071-257 ³⁴⁷⁴ direct line
or 071-257 3000 switchboard
Telex 22585 Shell G
Fax group II/III 071-257 direct line
Fax group II/III 071-257 3920
Telecom Gold 81-SUK 001
our ref UORM/132
your ref
date 27 October 1992

Dear Peter

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Mark and Pascaline.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. However, we have done some initial analysis and have identified further information that we do need.

Can you please give me your best estimate of the following costings in your proposal (you should assume 2000 sites and 5 million cards participating at one time):-

- * Total set-up hardware cost.
- * Total set-up cards cost.
- * Annual hardware cost (eg maintenance).
- * Annual cost of cards replacement.
- * Any costs of site upgrades.
- * Any database costs (set-up or ongoing).
- * Promotion cost.
- * Any other costs.

Can you also confirm comfortable timescales for launch of a pilot and to full national roll-out.

I would very much appreciate it if you could put this data together by 14 November. Please pass it on as soon as you have it.

\\DW4\DATA\F6\AL8.DOC/CB

3042

Do not hesitate to give me a call if you would like further clarification.

Yours sincerely

A handwritten signature in black ink, appearing to read "Andrew". The signature is written in a cursive style with a large initial "A".

Andrew J Lazenby
Promotions Manager

cc: T W Hannagan

\\DW4\DATA\F6\AL8.DOC/CB