









**Shell Deutschland Oil GmbH
Raffinerie Harburg**

Shell Deutschland Oil GmbH, Einkauf - Cloos, Hohe-Schaar-Strasse 34, 21107 Hamburg

An unsere Geschäftspartner

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Hamburg, den 29.01.2008

Sperrung eines Herstellers von Flanschen

Sehr geehrte Damen und Herren,

aus gegebenem Anlass teilen wir Ihnen mit, dass der nachfolgend genannte Hersteller ab sofort (29. Januar 2008) bis auf Widerruf für SDO gesperrt und für die Belieferung von SDO bzw. der Raffineriestandorte Helde, Harburg und Rheinland nicht mehr zugelassen ist!

- **M. Geldbach (Shanxi) Flange & Fittings Co., Ltd.**
(Lijiazhuang Village, Dingxiang County, Shanxi Province, China)

Bei Rückfragen wenden Sie sich bitte an den Unterzeichner dieses Schreibens. Wir bitten um Kenntnisnahme und Berücksichtigung. Vielen Dank.

Mit freundlichen Grüßen

Shell Deutschland Oil GmbH
Raffinerie Harburg
Einkauf

Translation :

To all business partners

Ref: Suspension of a flange-producer

Dear ladies and gentlemen's,

Because of a real cause we inform you that the below mentioned producer as from now on (Jan. 29th) until cancelled is blocked for SDO and is no longer accredited to deliver to SDO and the refinery plants Heide, Harburg and Rheinland!

M. Geldbach (Shanxi) Flange & Fitting Co., Ltd.
(Lijiazhuang Village, Dingxiang County, Shanxi Province, China)

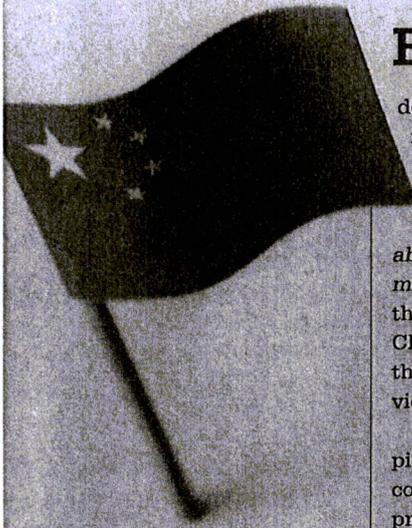
For further questions please contact the signer of this letter. Please take notice and consideration. Thank you

Best regards

Shell Deutschland Oil GmbH
Raffinerie Harburg
Einkauf

I.V. Cloos

Book of the month... *Unmade in China*



There's a well-versed rhetoric that explains China's stellar economic growth, and it has been stated so often that it is widely accepted as fact. The notion is that its momentum will ultimately lead to the demise of many other trading nations around the world.

But according to Jeremy Haft, an adjunct professor at Georgetown University in the US, if you look beneath the shiny veneer of global

dominance, China's manufacturing miracle is riddled with cracks. In his new book – *Unmade in China, the hidden truth about China's economic miracle* – he assesses how things are actually made in China, and reveals a reality that contradicts the accepted view.

Haft uncovers a startling picture of rampant non-compliance in product quality, process control, management protocols and governance throughout China's manufacturing and supply chain. Using recent case studies and entry-level data, the book outlines shocking levels of systemic risk, whereby Chinese manufacturers struggle to make baby formula safely, much less nuclear power plants worth billions of dollars.

Why does this matter? Well Haft argues that rather than

wiping out all before it, China's manufacturing juggernaut is actually a huge creator of high-skill jobs in countries such as the US and the UK. Increasingly, China depends on the import of goods from overseas as its indigenous producers struggle to meet global standards. In the US, for example, total exports to China rose from \$33 billion in 2004 to \$120 billion in 2013. Haft also presents a convincing case for selling safety to China, particularly in engineering-related services.

Unmade in China provides a

Chinese manufacturers struggle to make baby formula safely, much less nuclear power plants



refreshingly different viewpoint on China's economic miracle. Haft spent two decades building companies in China, and he clearly knows his stuff. The content is well-researched and runs along at a terrific pace. While the book has a US focus, there is relevance across nations.

Ultimately, Haft succeeds in challenging the conventional wisdom of China's economic supremacy. When China's president Xi Jinping came to the UK recently, Downing Street tried to spin the visit as reflecting an exciting new era of mutual trade. If Haft is right, maybe that line wasn't so far from the truth after all. *Unmade in China* by Jeremy Haft, published by Polity Books. www.politybooks.com.