**1023- APPEAL 1**

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| Media\_Org | New York Times |
| Report\_Title | INTERNATIONAL BUSINESS; Iraq Is Strategic Issue for Oil Giants, Too |
| Report\_ID | 1023 |
| Report\_Section | C |
| Report\_Page | 1 |
| Report\_Date | 02/22/2003 |
| Report\_Authors | [Neela Banerjee](https://www.nytimes.com/by/neela-banerjee) |
| Appeal\_Text | ''For any oil company, being in Iraq is like being a kid in F. A. O. Schwarz,'' said one senior European oil executive. ''The Iraqis need the foreign money and technology, and they will have to go to the international oil companies for that. But oil is their blood, and they won't give the shop away.'' |
| Appeal\_Frame | Strategic |
| Appeal\_Action | Strategic issue of Iraq for oil companies |
| Appeal\_Support | 1 |
| Appeal\_Explicit | 0 |
| Source\_Name | Anonymous |
| Source\_Text | ''For any oil company, being in Iraq is like being a kid in F. A. O. Schwarz,'' said one senior European oil executive. ''The Iraqis need the foreign money and technology, and they will have to go to the international oil companies for that. But oil is their blood, and they won't give the shop away.'' |
| Source\_Age | - |
| Source\_Expertise | Senior European oil executive |
| Affiliation\_Name | - |
| Affiliation\_Text | ''For any oil company, being in Iraq is like being a kid in F. A. O. Schwarz,'' said one senior European oil executive. ''The Iraqis need the foreign money and technology, and they will have to go to the international oil companies for that. But oil is their blood, and they won't give the shop away.'' |
| Affiliation\_Expertise | Oil Company |

**1023- APPEAL 2**

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| Report\_ID | 1023 |
| Report\_Section | C |
| Report\_Page | 1 |
| Report\_Date | 02/22/2003 |
| Report\_Authors | [Neela Banerjee](https://www.nytimes.com/by/neela-banerjee) |
| Appeal\_Text | What is already apparent is that within the Iraqi oil bureaucracy, ''there is close to unanimity'' that ''natural resources should remain under the sovereignty of the state,'' according to a recent paper presented at an energy conference in Houston by Issam A. R. al-Chalabi, a former Iraqi oil minister and now an independent consultant based in Amman, Jordan.  ''Foreign oil companies are definitely interested in Iraq, but they agree that it will take a while to get there,'' Mr. Chalabi said in a telephone interview. ''The current mood among oil companies is to wait and see. They're not in a hurry. Rather, they're waiting for the picture to become clearer. And I don't blame them.''  For global oil companies, the true prize would be working on large new fields -- and Iraq promises plenty of those. Mr. Chalabi, in his paper, wrote, ''Iraq has the potential to produce 4.7 million barrels a day more oil from discovered fields that are ready to be developed.'' |
| Appeal\_Frame | Strategic |
| Appeal\_Action | Strategic issue of Iraq for oil companies |
| Appeal\_Support | 1 |
| Appeal\_Explicit | 0 |
| Source\_Name | Issam A. R. al-Chalabi |
| Source\_Text | ''Foreign oil companies are definitely interested in Iraq, but they agree that it will take a while to get there,'' Mr. Chalabi said in a telephone interview. ''The current mood among oil companies is to wait and see. They're not in a hurry. Rather, they're waiting for the picture to become clearer. And I don't blame them.''  For global oil companies, the true prize would be working on large new fields -- and Iraq promises plenty of those. Mr. Chalabi, in his paper, wrote, ''Iraq has the potential to produce 4.7 million barrels a day more oil from discovered fields that are ready to be developed.'' |
| Source\_Age | - |
| Source\_Expertise | Former Iraqi oil minister and now an independent consultant |
| Affiliation\_Name | Iraqi Oil Minister |
| Affiliation\_Text | What is already apparent is that within the Iraqi oil bureaucracy, ''there is close to unanimity'' that ''natural resources should remain under the sovereignty of the state,'' according to a recent paper presented at an energy conference in Houston by Issam A. R. al-Chalabi, a former Iraqi oil minister and now an independent consultant based in Amman, Jordan. |
| Affiliation\_Expertise | Government |

**1023- APPEAL 3**

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| Media\_Org | New York Times |
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| Report\_ID | 1023 |
| Report\_Section | C |
| Report\_Page | 1 |
| Report\_Date | 02/22/2003 |
| Report\_Authors | [Neela Banerjee](https://www.nytimes.com/by/neela-banerjee) |
| Appeal\_Text | ''The Iraqis may be caught between two tendencies: speed, which means attracting oil companies as soon as possible and that means offering favorable terms, and nationalist feeling,'' said Vera de Ladoucette, a senior director at Cambridge Energy Research Associates, a consulting group that sponsored the Houston conference. ''It requires finding a balance between attracting the oil companies and keeping as much for Iraq as possible. And that is a fine balance.'' |
| Appeal\_Frame | Strategic |
| Appeal\_Action | Strategic issue of Iraq for oil companies |
| Appeal\_Support | 1 |
| Appeal\_Explicit | 0 |
| Source\_Name | Vera de Ladoucette |
| Source\_Text | ''The Iraqis may be caught between two tendencies: speed, which means attracting oil companies as soon as possible and that means offering favorable terms, and nationalist feeling,'' said Vera de Ladoucette, a senior director at Cambridge Energy Research Associates, a consulting group that sponsored the Houston conference. ''It requires finding a balance between attracting the oil companies and keeping as much for Iraq as possible. And that is a fine balance.'' |
| Source\_Age | - |
| Source\_Expertise | Senior director at Cambridge Energy Research Associates |
| Affiliation\_Name | Cambridge Energy Research Associates |
| Affiliation\_Text | ''The Iraqis may be caught between two tendencies: speed, which means attracting oil companies as soon as possible and that means offering favorable terms, and nationalist feeling,'' said Vera de Ladoucette, a senior director at Cambridge Energy Research Associates, a consulting group that sponsored the Houston conference. ''It requires finding a balance between attracting the oil companies and keeping as much for Iraq as possible. And that is a fine balance.'' |
| Affiliation\_Expertise | Consulting group |

**1023- APPEAL 4**

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| Media\_Org | New York Times |
| Report\_Title | INTERNATIONAL BUSINESS; Iraq Is Strategic Issue for Oil Giants, Too |
| Report\_ID | 1023 |
| Report\_Section | C |
| Report\_Page | 1 |
| Report\_Date | 02/22/2003 |
| Report\_Authors | [Neela Banerjee](https://www.nytimes.com/by/neela-banerjee) |
| Appeal\_Text | Since 1968, Iraq's oil potential has been nurtured by its government oil concern, the Iraq National Oil Company, considered by most in the international oil industry as among the world's more capable state-run companies. Unlike employees of other government-held oil companies, employees at Iraq National built their careers on merit, not on political affiliation, said Raad Alkadiri, a director at PFC Energy, a consulting group in Washington.  ''Foreign companies recognize that as far as Iraqi oil technocrats are concerned, the production risks are minimal, and consequently the kind of terms that will be offered on contracts are not going to be giveaways,'' Mr. Alkadiri said. ''The Iraqis will strike a hard bargain.'' |
| Appeal\_Frame | Strategic |
| Appeal\_Action | Strategic issue of Iraq for oil companies |
| Appeal\_Support | 1 |
| Appeal\_Explicit | 1 |
| Source\_Name | Raad Alkadiri |
| Source\_Text | ''Foreign companies recognize that as far as Iraqi oil technocrats are concerned, the production risks are minimal, and consequently the kind of terms that will be offered on contracts are not going to be giveaways,'' Mr. Alkadiri said. ''The Iraqis will strike a hard bargain.'' |
| Source\_Age | - |
| Source\_Expertise | Director at PFC Energy |
| Affiliation\_Name | PFC Energy |
| Affiliation\_Text | Since 1968, Iraq's oil potential has been nurtured by its government oil concern, the Iraq National Oil Company, considered by most in the international oil industry as among the world's more capable state-run companies. Unlike employees of other government-held oil companies, employees at Iraq National built their careers on merit, not on political affiliation, said Raad Alkadiri, a director at PFC Energy, a consulting group in Washington. |
| Affiliation\_Expertise | Consulting group |

**1023- APPEAL 5**

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| Media\_Org | New York Times |
| Report\_Title | INTERNATIONAL BUSINESS; Iraq Is Strategic Issue for Oil Giants, Too |
| Report\_ID | 1023 |
| Report\_Section | C |
| Report\_Page | 1 |
| Report\_Date | 02/22/2003 |
| Report\_Authors | [Neela Banerjee](https://www.nytimes.com/by/neela-banerjee) |
| Appeal\_Text | ''The industry feels Iraq may be different'' -- that it may open up more quickly to foreigners than its neighbors have, said Roger Diwan, managing director at PFC Energy., ''But the terms are not going to be good, and people know that.'' |
| Appeal\_Frame | Strategic |
| Appeal\_Action | Strategic issue of Iraq for oil companies |
| Appeal\_Support | 1 |
| Appeal\_Explicit | 1 |
| Source\_Name | Roger Diwan |
| Source\_Text | ''The industry feels Iraq may be different'' -- that it may open up more quickly to foreigners than its neighbors have, said Roger Diwan, managing director at PFC Energy., ''But the terms are not going to be good, and people know that.'' |
| Source\_Age | - |
| Source\_Expertise | Managing director at PFC Energy |
| Affiliation\_Name | PFC Energy |
| Affiliation\_Text | ''The industry feels Iraq may be different'' -- that it may open up more quickly to foreigners than its neighbors have, said Roger Diwan, managing director at PFC Energy., ''But the terms are not going to be good, and people know that.'' |
| Affiliation\_Expertise | Consulting group |