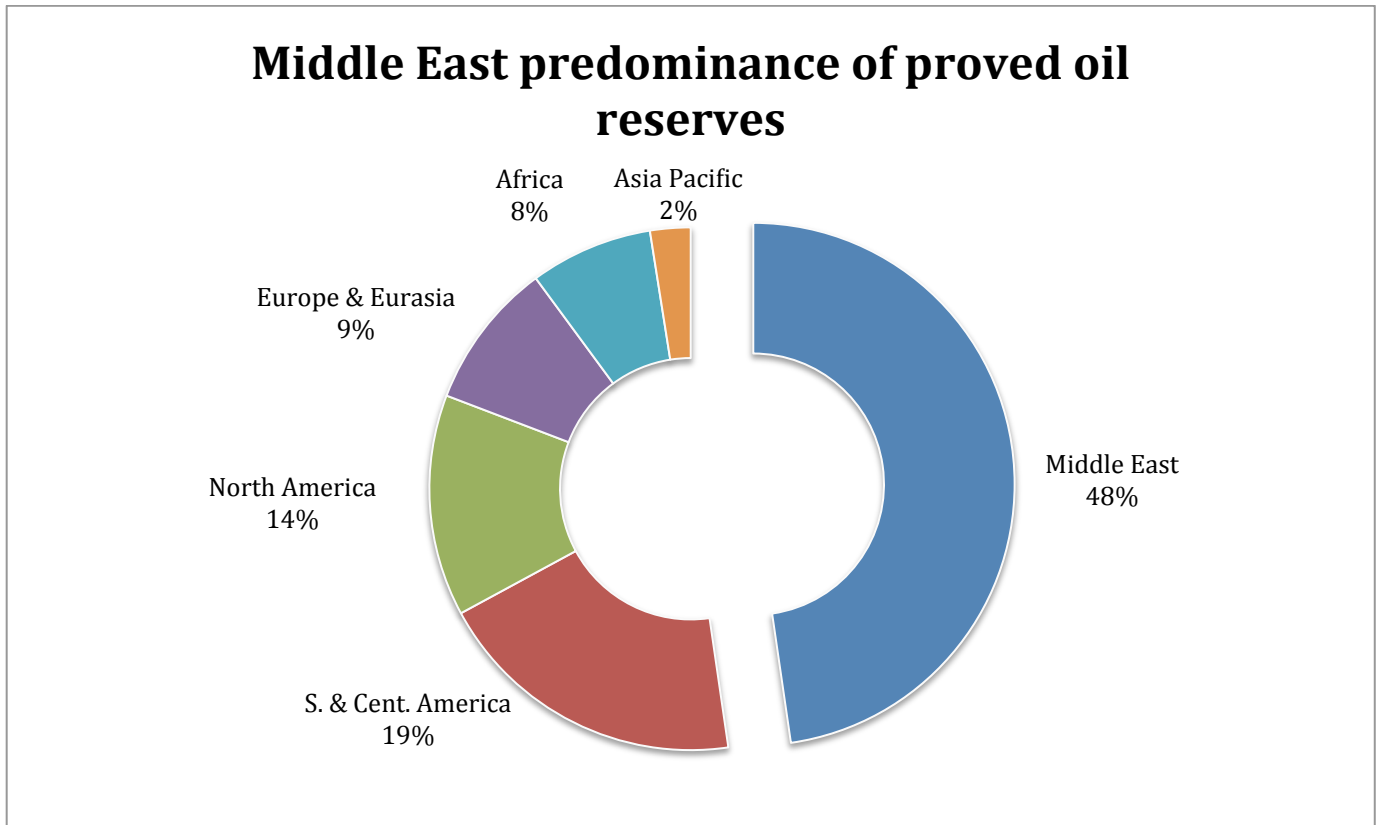


# 1. Appendices

**Appendix 1: Distribution of proven oil reserve in 2014 (percentage)**



*Adapted from: BP Statistical Review of World Energy, 2016*

## Appendix 2: List of Middle East countries according UN designation

<b>Numerical code</b>	<b>Western Asia (Middle East)</b>
<b>031</b>	<b>AZERBAIJ DAN</b>
<b>048</b>	<b>BAHRAIN</b>
<b>196</b>	<b>CYPRUS</b>
<b>268</b>	<b>GEORGIA</b>
<b>368</b>	<b>IRAQ</b>
<b>376</b>	<b>ISREAL</b>
<b>400</b>	<b>JORDAN</b>
<b>414</b>	<b>KUWAIT</b>
<b>422</b>	<b>LEBANON</b>
<b>512</b>	<b>OMAN</b>
<b>634</b>	<b>QATAR</b>
<b>682</b>	<b>SAUDI ARABIA</b>
<b>275</b>	<b>STATE OF PALESTINE</b>
<b>760</b>	<b>SYRIAN ARAB REP.</b>
<b>792</b>	<b>TURKEY</b>
<b>784</b>	<b>UNITED ARAB EMIRATES</b>
<b>887</b>	<b>YEMEN</b>

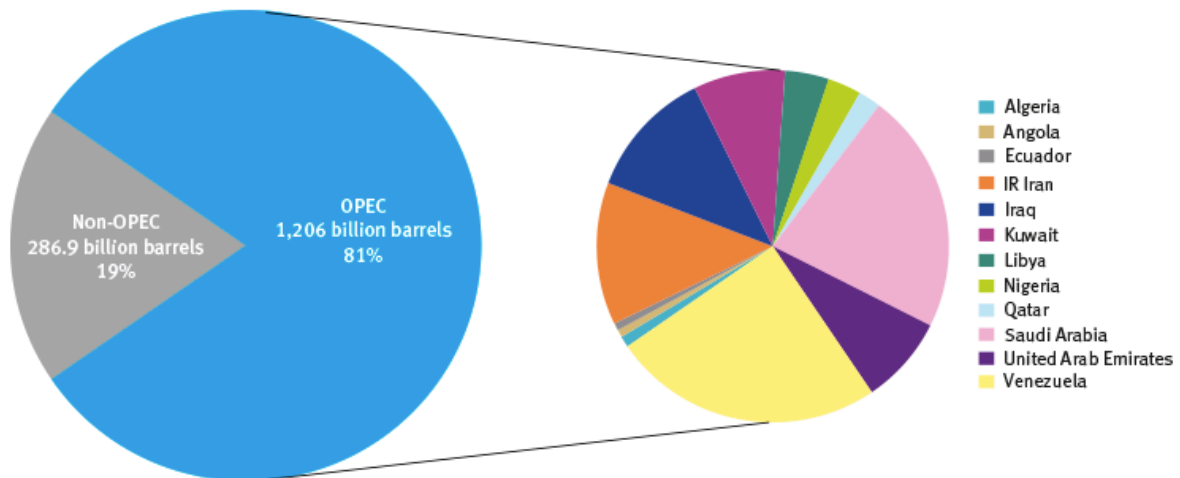
*Source: Adapted from United Nations Statistic Division, 2013*

**Appendix 3: Top 10 - Oil consumption in total's oil consumption by country (in barrel per day (b/d) - Data from 2014)**

<b>Rank</b>	<b>COUNTRY</b>	<b>B/D</b>
<b>1</b>	<b>UNITED STATES</b>	<b>19,030,000</b>
<b>2</b>	<b>EUROPEAN UNION</b>	<b>21,530,000</b>
<b>3</b>	<b>CHINA</b>	<b>10,480,000</b>
<b>4</b>	<b>JAPAN</b>	<b>4,297,000</b>
<b>5</b>	<b>INDIA</b>	<b>3,660,000</b>
<b>6</b>	<b>BRAZIL</b>	<b>3,003,000</b>
<b>7</b>	<b>SAUDI ARABIA</b>	<b>2,961,000</b>
<b>8</b>	<b>RUSSIA</b>	<b>2,800,000</b>
<b>9</b>	<b>CANADA</b>	<b>2,413,000</b>
<b>10</b>	<b>GERMANY</b>	<b>2,399,000</b>

*Adapted from: CIA World Factbook, 2015*

## Appendix 4: OPEC share of world crude oil reserves (2014)

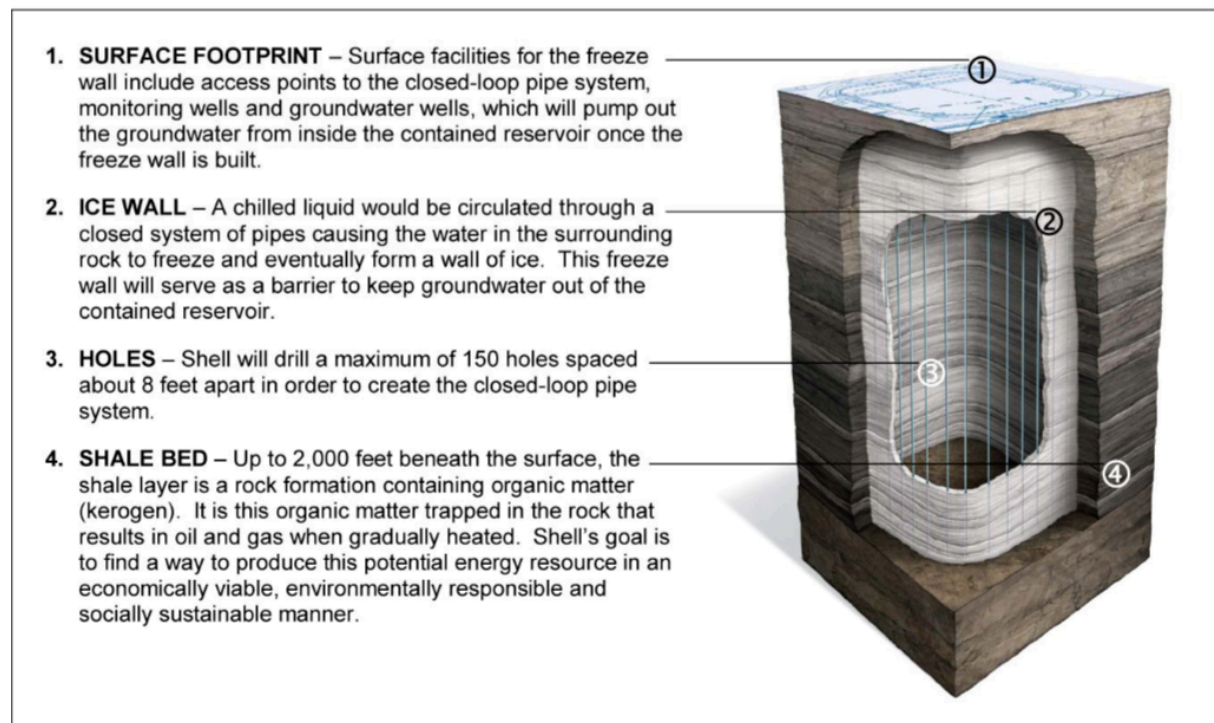


OPEC proven crude oil reserves, at end of 2014 (billion barrels, OPEC share)

Venezuela	299.95	24.9%	Iraq	143.07	11.9%	Libya	48.36	4.0%	Algeria	12.20	1.0%
Saudi Arabia	266.58	22.1%	Kuwait	101.50	8.4%	Nigeria	37.07	3.1%	Angola	8.42	0.7%
IR Iran	157.53	13.1%	UAE	97.80	8.1%	Qatar	25.24	2.1%	Ecuador	8.27	0.7%

Source: OPEC Annual Statistical Bulletin, 2015

## Appendix 5: Shale gas formation



Source: US Bureau of Land Management, Shell EIA of their Oil Shale Project

[http://www.blm.gov/style/medialib/blm/co/field\\_offices/white\\_river\\_field/oil\\_shale/shell\\_frontier\\_oil.Par.48996.File.dat/figure5\\_FreezeWall.pdf](http://www.blm.gov/style/medialib/blm/co/field_offices/white_river_field/oil_shale/shell_frontier_oil.Par.48996.File.dat/figure5_FreezeWall.pdf), consulted on April 16th, 2016

## Appendix 6: Semi-structured interview guide

NAME OF THE FIRM:

CAPACITY:

NUMBER OF EMPLOYEES:

CORPORATE REVENUES:

POSITION:

---

### General questions on emerging markets

- Do you source other products from emerging markets? What type?
- What is your global sourcing strategy?
- Why are you sourcing from emerging market according to you?

---

### Supplier selection

- Which countries are represented in the import of crude oil?
- Which country you depend the most on?
- Which criteria are important when you select your suppliers? And who decide, who has the last call?
- What measure do you apply to verify those criteria?

### Supplier evaluation

- How do you evaluate your supplier in terms of reliability?
- How do you handle your relationship with your supplier?
- How do you deal with supplier that not match (anymore) your requirements?

---

### Supply Chain Risk Management

- Could you please describe your supply chain process?
-

- According to you, what are the most important risk that you face when you source from emerging market? Are there different procedures when sourcing from developed countries? (North Sea for exemple)
- What are the assesement tools used to assess the risk, if there are any? How often?
- How do you manage those risks?
- What strategy do you use to mitigate the risk?

### **Forecasting**

- How do you do to estimated the demand of the market?
- What are the tools used to estimate demand?
- According to you, is there any possibility to not satisfy the market demand? In other word, is it possible to be short of oil?
- Seasonality, variation in demand exists?

### **Uncertainty**

- Do you keep security stock? Why?
- What source of alternative energy will take place instead of oil in the next generations?
- What are initiatives taking place to hedge against this risk?

## Appendix 7: Shortlist APETRA



**Raamovereenkomst aankopen / Contrat-cadre achats  
Framework contrat purchase APETRA/2012/1  
Current list of received/accepted candidacies**

**Aanvaarde kandidaturen / candidatures acceptées / accepted candidacies**

- 1 AOT Trading AG
- 2 Argos Supply Trading BV
- 3 Belgomazout Liège SA
- 4 BP Europe SE
- 5 BP Oil International Ltd
- 6 Cargill International SA
- 7 DS-Mineralöl GmbH Bremen
- 8 Energy Oil Services SA
- 9 ErdölBevorratungsVerband
- 10 Freepoint Commodities Oil Trading GmbH
- 11 Glencore Energy UK
- 12 Gunvor SA
- 13 Hainaut Tanking SA
- 14 Hess Energy Trading Company (UK) Ltd.
- 15 KG Gekol Mineralölhandel GmbH
- 16 Litasco SA
- 17 Mabanft Deutschland GmbH & Co KG
- 18 Mercuria Energy Trading SA
- 19 Morgan Stanley Capital Group Inc.
- 20 Neste Oil Suisse SA
- 21 North Sea Group Netherlands BV
- 22 Phibro Commodities Ltd.
- 23 Shell International Trading and Shipping Company Ltd
- 24 Shell Trading Rotterdam BV
- 25 Total Belgium SA
- 26 Total Petrochemicals and Refining SA
- 27 Totsa Total Oil Trading SA
- 28 Transcor Oil Services SA
- 29 Varo Energy Germany GmbH
- 30 Vitol Holding BV

Source: Retrieved from <http://siteapetrabe-1ed3.kxcdn.com/sites/default/files/Shortlist%20aankopen%2010092015.pdf>