

Non-oil upside vs oil downside

- A weaker 2Q25 results reflected FX loss and lower oil sales
- Non-oil EBITDAS margin and EBITDA contribution still on the rise
- Maintain BUY and our SoTP TP of THB19.4

An in-line weaker 2Q25 results led by oil unit

2Q25 net profit (NP) was THB2.2b, down 46% q-q and 12% y-y, dragged by a weaker marketing margin (MM), FX loss, and lower oil sales volumes. Excluding non-recurring items (THB360m inventory gain, THB373m FX loss), 2Q25 core NP was THB2.2b, down 48% q-q and 9% y-y due to the weaker EBITDA margin from both oil and lifestyle unit.

Weak sales volume, and lower MM dragged 2Q25

2Q25 EBITDA was THB4.6b, with THB2.5b coming from the oil unit, dragged by a MM at THB0.85/litre, (vs THB1.02/litre in 1Q25 and THB0.9/litre in 2Q24). The oil sales volumes dipped to 6.4b litres in 2Q25, coming from solid sales for commercial at 3.7b litres (-10% q-q, +5% y-y) due to lower export volumes particularly and flat retail sales volume at 2.6b litres (+4% q-q, -6% y-y). The oil EBITDA margin dipped to 1.6% in 2Q25 (vs 2.5% in 1Q25 and 1.7% in 2Q24) on the impact of inventory gain and the price promotion. In 2Q25, the oil sales volume per station stabilized at 1.1m litres, vs 1.1m litres in 1Q25.

Non-oil sales and EBITDA continued from strength to strength

2Q25 lifestyle EBITDA increased to THB1.8b (+3% q-q, +13% y-y) due to the q-q higher EBITDA from Café Amazon which saw a higher margin and rising number of cups sold at 107m (+3% q-q, +5% y-y) due to higher number of outlets. The EBITDA margin for lifestyle stayed high at 29.5% in 2Q25, down from 30.7% in 1Q25, due to higher promotions but in line with 28%-31% EBITDA margin expectation. In 2Q25 OR had a total of 4,547 Café Amazon outlets (+40 q-q) and 2,339 CVS (+8 q-q).

Non-oil margin now sustains at 28%-30% target for 12 quarters

In the past 12 quarters since 3Q22, OR has again reiterated its strategic focus to improve its EBITDA margins for non-oil business, which has risen from a low 19.6% in 4Q19 to average 26% in 1Q25 and sustained at 25-30% EBITDA margin, reflecting its success in revamping its non-oil business through superior cost control and growing revenue from the F&B and CVS segments. Currently, 54% of EBITDA comes from the oil business, while 40% is contributed by the lifestyle business as EBITDA from oil rose at faster rate than that of lifestyle and the oil EBITDA shrank in 2Q25.

Still attractive on non-oil front

We maintain BUY and our SoTP TP of THB19.4. We think OR is in the process to restructure its business portfolio to focus on non-oil growth and margins while retain its cash cow oil unit. As a result, despite the slow overall earnings growth, we project non-oil EBITDA portion to rise further from 30%-40% on a sustainable basis, effectively boosting its margins and valuations for the ultimate share price rerating.

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ESG Rating : n.a.

CG Rating : ▲▲▲▲▲

BUY

Target Price 12M (THB)	19.40
VS. BB Consensus TP (%)	+28.4%
Share Price (THB)	12.90
Upside/Downside	+50.4%

Share Data

Market Cap (THB m)	154,800.00
Par (THB)	10.00
Free Float (%)	23.72
Issued shares (m shares)	12,000

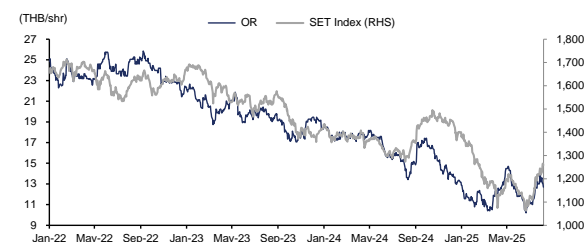
Financial forecast

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	723,958	698,426	722,885	809,015
Net profit	7,650	9,898	10,225	11,079
Core net profit	7,078	9,898	10,225	11,079
vs Consensus (%)		(11.8)	(15.1)	(25.8)
Net profit growth (%)	(31.0)	29.4	3.3	8.4
Core net profit growth (%)	(36.2)	39.8	3.3	8.4
EPS (THB)	0.64	0.82	0.85	0.92
Core EPS (THB)	0.59	0.82	0.85	0.92
Chg from previous (%)		0.00	0.00	0.00
DPS (THB)	0.40	0.25	0.26	0.28
P/E (x)	20.86	15.64	15.14	13.97
P/BV (x)	1.47	1.33	1.25	1.18
ROE (%)	6.48	8.80	8.54	8.70
Dividend yield (%)	3.01	1.92	1.98	2.15

Source: Financial Statement and Globlex securities

Share Price Performance (%)

	1M	3M	6M	YTD
Stock	16.22	(12.24)	14.16	(3.01)
Market	3.16	(15.36)	15.69	7.35
12M High/Low (THB)				17.80 / 10.10



Major Shareholders (%) as of 25 Feb 2025

PTT Public Company Limited	75.00
Ministry of Finance	1.28

Company Profile

The company operates an integrated oil and non-oil retailing platform both in Thailand and abroad, including the sales and distribution of petroleum products and other products in retail and commercial marketing, coffee shops, other food and beverage outlets, convenience stores and space management offerings.

Source: SETSMART, SET

Exhibit 1: Summary of 2Q25/6M25 operations

	2Q24	1Q25	2Q25			6M24	6M25	chg.	2025E
	(THB m)	(THB m)	(THB m)	(q-q%)	(y-y%)	(THB m)	(THB m)	(y-y%)	
Revenue	183,989	182,422	167,166	(8.4)	(9.1)	361,856	349,588	(3.4)	698,426
Operating costs	(179,146)	(175,938)	(162,614)	7.6	9.2	(350,840)	(338,552)	3.5	(683,021)
EBITDA	4,843	6,484	4,552	(29.8)	(6.0)	11,016	11,036	0.2	15,405
EBITDA margin (%)	2.6	3.6	2.7	na	na	3.0	3.2	na	2.2
Depn & amort.	(1,764)	(1,849)	(1,942)	(5.0)	(10.1)	(3,559)	(3,791)	(6.5)	(4,534)
EBIT	3,079	4,635	2,610	(43.7)	(15.2)	7,457	7,245	(2.8)	10,871
Interest expense	(316)	(263)	(233)	11.7	26.4	(656)	(496)	24.5	(898)
Interest & invt inc	643	495	463	(6.5)	(28.0)	1,896	958	(49.5)	1,995
Associates' contrib	29	204	152	(25.6)	421.7	(57)	356	722.4	299
Exceptionals	(233)	346	(202)	(158.3)	13.5	(683)	144	121.1	-
Pretax profit	3,202	5,417	2,791	(48.5)	(12.8)	7,957	8,208	3.2	12,266
Tax	(666)	(1,038)	(560)	46.1	16.0	(1,699)	(1,597)	6.0	(2,368)
Tax rate (%)	20.8	19.2	20.1	na	na	21.3	19.5	na	19.3
Minority interests	1.0	(0.3)	0.3	200.5	(69.4)	1.7	0.0	(99.9)	-
Net profit	2,536	4,379	2,232	(49.0)	(12.0)	6,260	6,611	5.6	9,898
Non-recurring	(153)	(219)	(73)	66.6	52.3	(336)	(292)	13.1	-
Core net profit	2,383	4,161	2,159	(48.1)	(9.4)	5,924	6,320	6.7	9,898
EPS (THB)	0.21	0.36	0.19	(49.0)	(12.0)	0.52	0.55	5.6	0.82
Core EPS (THB)	0.20	0.35	0.18	(48.1)	(9.4)	0.49	0.53	6.7	0.82

Sources: OR; Globlex Research

Exhibit 2: 2Q25/6M25 key performance

	2Q24	1Q25	2Q25	(q-q %)	(y-y %)	6M24	6M25	(y-y %)
Total sales and service (THB m)	183,989	182,422	167,166	(8.4)	(9.1)	361,922	349,588	(3.4)
Mobility	168,259	165,635	150,656	(9.0)	(10.5)	332,206	316,291	(4.8)
Lifestyle	5,902	5,911	6,333	7.1	7.3	11,748	12,244	4.2
Global	15,885	14,494	13,060	(9.9)	(17.8)	28,778	27,554	(4.3)
Other	397	694	757	9.1	90.7	682	1,451	112.8
EBITDA (THB m)	4,843	6,484	4,552	(29.8)	(6.0)	11,016	11,036	0.2
Mobility	2,792	4,152	2,448	(41.0)	(12.3)	7,046	6,600	(6.3)
Lifestyle	1,614	1,767	1,815	2.7	12.5	3,206	3,582	11.7
Global	531	590	438	(25.8)	(17.5)	856	1,028	20.1
Other	(47)	(75)	(115)	(53.3)	(144.7)	(19)	(190)	(900.0)
Share of profit/loss from investments (THB m)	29	204	152	(25.5)	424.1	(57)	356	724.6
Gain/loss on derivatives (THB m)	143	239	377	57.7	163.6	(181)	616	440.3
Gain/loss on exchange rate (THB m)	93	(77)	(373)	(384.4)	(501.1)	957	(450)	(147.0)
Oil								
Number of stations (stations)								
PTT in Thailand	2,272	2,346	2,348	0.1	3.3	2,272	2,348	3.3
EV Station PluZ	919	1,096	1,217	11.0	32.4	919	1,217	32.4
LPG station	228	217	215	(0.9)	(5.7)	228	215	(5.7)
Volume sold (m litres)	6,388	6,708	6,381	(4.9)	(0.1)	12,866	13,089	1.7
Retail	2,810	2,536	2,629	3.7	(6.4)	5,210	5,165	(0.9)
Commercial	3,578	4,172	3,752	(10.1)	4.9	7,656	7,924	3.5
Sales volume per station (m litres/station)	1.2	1.1	1.1	3.6	(9.5)	2.3	2.2	(4.1)
Gross profit (THB/litre)	0.90	1.02	0.85	(16.7)	(5.6)	1.00	0.94	(6.0)
Oil EBITDA margin* (%)	1.7	2.5	1.6	(0.9)	(0.1)	2.1	2.1	-
Lifestyle								
Number of outlets (outlets)								
Café Amazon (Thailand, Myanmar, Japan, Oman, Malaysia)	4,277	4,507	4,547	0.9	6.3	4,277	4,547	6.3
Texas Chicken	97	0	0	nm	nm	97	0	(100.0)
Convenience store (Jiffy and 7-Eleven in Thailand)	2,253	2,331	2,339	0.3	3.8	2,253	2,339	3.8
Café Amazon total cups sold (Thailand, Myanmar, Japan, Oman, Malaysia) (m cups)	102	104	107	2.9	4.9	201	211	5.0
Cups sold per outlet (cups/outlet)	23,848	23,075	23,532	2.0	(1.3)	46,996	46,404	(1.3)
Sales and service (THB m)	5,902	5,911	6,333	7.1	7.3	11,748	12,244	4.2
Food & Beverage	3,960	3,994	4,312	8.0	8.9	7,893	8,306	5.2
Other non-oil	1,942	1,917	2,021	5.4	4.1	3,855	3,938	2.2
Lifestyle EBITDA margin* (%)	27.2	29.9	28.7	(1.2)	1.5	27.3	29.3	2.0
	28.1	30.7	29.5	(1.2)	1.4	27.5	30.1	2.6

Sources: OR; Globlex Research

Balance sheet (THB m)					
Year ending Dec	2023	2024	2025E	2026E	2027E
Current assets					
Cash & ST investment	51,436	47,231	34,716	30,622	29,705
Account receivable	41,317	37,239	37,239	37,239	37,239
Inventories	33,152	31,060	29,924	30,930	34,634
Others	1,167	503	485	502	562
Non-current assets					
Net fixed assets	48,390	47,327	60,432	72,587	84,031
Others	44,774	44,133	44,133	44,133	44,133
Total Assets	220,236	207,492	206,929	216,012	230,304
Current liabilities					
Account payable	54,607	49,446	47,638	49,239	55,137
ST borrowing	8,838	7,552	7,552	7,552	7,552
Others	4,233	3,676	3,546	3,670	4,107
Long-term liabilities					
Long-term debts	16,290	10,755	5,000	5,000	5,000
Others	26,759	27,103	27,103	27,103	27,103
Total liabilities	110,728	98,531	90,838	92,564	98,899
Paid-up capital	120,000	120,000	120,000	120,000	120,000
Retained earnings	32,624	33,993	41,122	48,480	56,437
Others	(43,181)	(45,095)	(45,095)	(45,095)	(45,095)
Minority interest	65	64	64	64	64
Shareholders' equity	109,508	108,961	116,090	123,449	131,405

Key ratios					
Year ending Dec	2023	2024	2025E	2026E	2027E
Growth (y-y%)					
Sales	(2.6)	(5.9)	(3.5)	3.5	11.9
Operating profit	(2.8)	(9.2)	6.4	9.5	9.4
EBITDA	(2.8)	(9.2)	6.4	9.5	9.4
Net profit	7.0	(31.0)	29.4	3.3	8.4
Core net profit	7.9	(36.2)	39.8	3.3	8.4
EPS	7.0	(31.0)	29.4	3.3	8.4
Core EPS	7.9	(36.2)	39.8	3.3	8.4
Profitability (%)					
Gross margin	6.2	5.5	5.7	5.9	5.8
Operation margin	2.1	2.0	2.2	2.3	2.3
EBITDA margin	2.1	2.0	2.2	2.3	2.3
Net margin	1.4	1.1	1.4	1.4	1.4
ROE	10.4	6.5	8.8	8.5	8.7
ROA	3.2	2.7	4.4	4.6	4.7
Stability					
Interest bearing debt/equity (x)	0.2	0.2	0.1	0.1	0.1
Net debt/equity (x)	n.a.	n.a.	n.a.	n.a.	n.a.
Interest coverage (x)	6.7	5.5	12.1	15.9	17.1
Interest & ST debt coverage (x)	0.9	0.8	1.3	1.4	1.5
Cash flow interest coverage (x)	0.4	0.2	0.2	0.2	0.2
Current ratio (x)	1.9	1.9	1.7	1.6	1.5
Quick ratio (x)	1.4	1.4	1.2	1.1	1.0
Net debt (THB m)	(26,308)	(28,924)	(22,165)	(18,070)	(17,154)
Activity					
Asset turnover (X)	3.5	3.4	3.4	3.4	3.6
Days receivables	26.1	19.8	19.5	18.8	16.8
Days inventory	15.3	17.1	16.9	16.3	15.7
Days payable	28.1	27.8	26.9	26.0	25.0
Cash cycle days	13.4	9.2	9.5	9.1	7.5

Profit & loss (THB m)					
Year ending Dec	2023	2024	2025E	2026E	2027E
Revenue	769,224	723,958	698,426	722,885	809,015
Cost of goods sold	(721,877)	(683,999)	(658,436)	(680,567)	(762,087)
Gross profit	47,346	39,959	39,989	42,318	46,928
Operating expenses	(31,398)	(25,484)	(24,585)	(25,446)	(28,478)
Operating profit	15,948	14,476	15,405	16,872	18,450
EBIT	9,149	6,986	10,871	11,626	12,493
Depreciation	(6,799)	(7,490)	(4,534)	(5,246)	(5,957)
EBITDA	15,948	14,476	15,405	16,872	18,450
Non-operating income	5,199	2,807	1,995	1,442	1,600
Other incomes	5,199	2,807	1,995	1,442	1,600
Other non-op income	-	-	-	-	-
Non-operating expense	(337)	(614)	(898)	(730)	(730)
Interest expense	(1,369)	(1,264)	(898)	(730)	(730)
Other non-op expense	1,032	650	-	-	-
Equity income/(loss)	539	271	299	328	361
Pre-tax Profit	14,550	9,450	12,266	12,667	13,724
Extraordinary items	(1,016)	-	-	-	-
Current taxation	(2,437)	(1,801)	(2,368)	(2,442)	(2,645)
Minorities	(2)	1	-	-	-
Net Profit	11,094	7,650	9,898	10,225	11,079
Core net profit	11,086	7,078	9,898	10,225	11,079
EPS (THB)	0.92	0.64	0.82	0.85	0.92
Core EPS (THB)	0.92	0.59	0.82	0.85	0.92

Cash flow (THB m)					
Year ending Dec	2023	2024	2025E	2026E	2027E
Operating cash flow	45,599	19,063	15,642	17,615	21,207
Net profit	11,094	7,650	9,898	10,225	11,079
Depre. & amortization	6,799	7,490	4,534	5,246	5,957
Change in working capital	22,506	1,116	(784)	703	2,571
Others	5,199	2,807	1,995	1,442	1,600
Investment cash flow	(17,339)	(14,930)	(34,802)	(34,802)	(34,802)
Net CAPEX	(15,549)	(14,362)	(24,752)	(25,906)	(27,060)
Change in LT investment	(1,791)	(568)	(10,050)	(8,896)	(7,742)
Change in other assets	-	-	-	-	-
Free cash flow	28,260	4,133	(19,160)	(17,187)	(13,595)
Financing cash flow	(14,733)	(8,338)	6,645	13,092	12,678
Change in share capital	(0)	(0)	(0)	(0)	(0)
Net change in debt	8,680	6,822	5,755	-	-
Dividend paid	(6,240)	(4,800)	(2,969)	(3,067)	(3,324)
Others	(17,173)	(10,360)	3,859	16,160	16,002
Net cash flow	13,526	(4,205)	(12,515)	(4,094)	(917)
Per share (THB)					
EPS	0.92	0.64	0.82	0.85	0.92
Core EPS	0.92	0.59	0.82	0.85	0.92
CFPS	1.58	1.26	1.20	1.29	1.42
BVPS	9.12	9.07	9.67	10.28	10.95
Sales/share	64.10	60.33	58.20	60.24	67.42
EBITDA/share	1.33	1.21	1.28	1.41	1.54
DPS	0.52	0.40	0.25	0.26	0.28
Valuation					
P/E (x)	20.66	20.86	15.64	15.14	13.97
P/BV (x)	2.09	1.47	1.33	1.25	1.18
Dividend yield (%)	2.72	3.01	1.92	1.98	2.15
Dividend payout ratio (%)	56.25	62.74	30.00	30.00	30.00

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Analyst Certification

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RECOMMENDATION STRUCTURE

Stock Recommendations

Stock ratings are based on absolute upside or downside, which we define as (target price* - current price) / current price.

- BUY:** Expected return of 10% or more over the next 12 months.
HOLD: Expected return between -10% and 10% over the next 12 months.
REDUCE: Expected return of -10% or worse over the next 12 months.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Sector Recommendations

- Overweight:** The industry is expected to outperform the relevant primary market index over the next 12 months.
Neutral: The industry is expected to perform in line with the relevant primary market index over the next 12 months.
Underweight: The industry is expected to underperform the relevant primary market index over the next 12 months.

Country (Strategy) Recommendations

Overweight: Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral: Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight: Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.