

Improving Supply Visibility Supports Retail Stability

- Thailand's retail oil market is stabilizing with sufficient refined supply, while recent tightness is demand-driven.
- Near-term margins remain pressured by pricing lag, high crude costs, and geopolitical uncertainty.
- BCP and OR are our top picks

Retail Oil Faces Short-Term Margin Headwinds

Thailand's retail oil players are transitioning into a more balanced phase following recent volatility, as improving freight conditions and clearer supply visibility begin to ease immediate disruption risks. With supply concerns gradually stabilizing and demand normalizing after a period of panic-driven buying, the sector is shifting from short-term dislocation toward a more sustainable operating environment. However, despite improving supply dynamics, near-term earnings remain constrained by margin pressure from elevated crude prices and lagged retail price adjustments, keeping the outlook cautious.

Freight Disruption Eases as Thai Vessel Passes Safely

On 24 Mar-26, We see early signs of easing in Thailand–Iran freight dynamics, following recent coordination that allowed Thai vessels to safely transit the Strait of Hormuz. Notably, a Thai oil tanker successfully passed through the strait and is en route to deliver crude to Thailand, supported by cooperation between Thai authorities, Iran, and Oman. This marks a shift from the earlier phase of the conflict, where shipping traffic was severely disrupted, with vessel attacks and restrictions significantly reducing transit volumes. The recent approval of passage for selected vessels suggests a more controlled and selective reopening of key routes, helping to ease immediate supply concerns and improve crude flow visibility to Thailand.

103 Days of Supply Cushion Retail Sector

We view current tightness in Thailand's oil retail market as demand-driven rather than a structural supply shortage. Domestic refiners have largely secured crude supply through May, with refined supply expected to be sufficient for around 103 days of consumption (as of 21 March 2026), according to the Ministry of Energy. Temporary shortages at some stations are primarily driven by a sharp spike in demand, as consumers front-load purchases and stockpile amid concerns over rising prices and potential supply disruption. While this supports short-term sales volumes, it does not reflect underlying demand. As the situation stabilizes, we expect demand to normalize, leading to a gradual easing of pressure on retail supply.

Geopolitics Keep Near-Term Outlook Cautious

Looking ahead, the industry outlook remains highly dependent on geopolitical developments. Our base case assumes crude oil prices stay in the range of USD 100–110/bbl, without sharp spikes or declines, unless the conflict de-escalates or ends. Any easing of tensions would reduce supply risks and help stabilize prices, providing relief to both refiners and retailers. Higher crude prices and short-term demand support revenue, but margins remain pressured by pricing lag, elevated costs, and supply uncertainty in Thailand's oil retail sector.

BCP and OR are our top picks

BCP and OR are our top picks. BCP benefits from diversification and lower reliance on Middle East crude, reducing supply risk. OR offers defensive earnings from its non-oil segment, with additional upside from jet demand recovery as pricing normalizes.

Analyst

Siriluck Pinthusoonthorn
Siriluck@globlex.co.th,
+662 672 5806

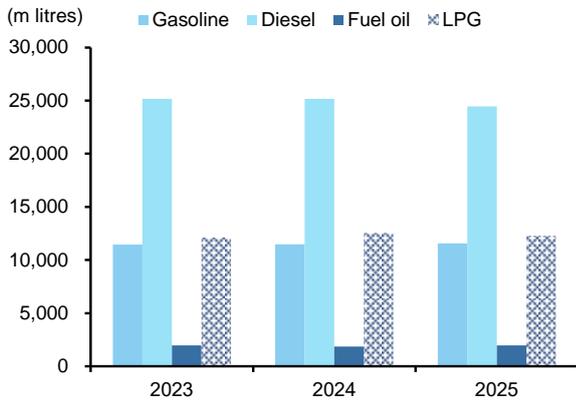
Suwat Sinsadok, CFA, FRM, ERP
suwat.s@globlex.co.th,
+662 687 7026

Exhibit 1: Thailand's refined oil supply is sufficient for approximately 103 days of consumption.



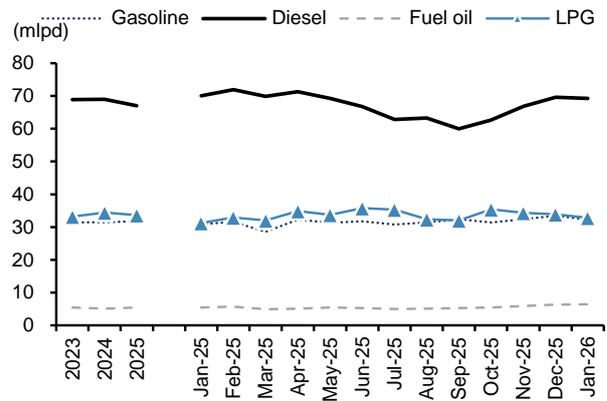
Sources: Ministry of Energy

Exhibit 2: Thailand's fuel consumptions



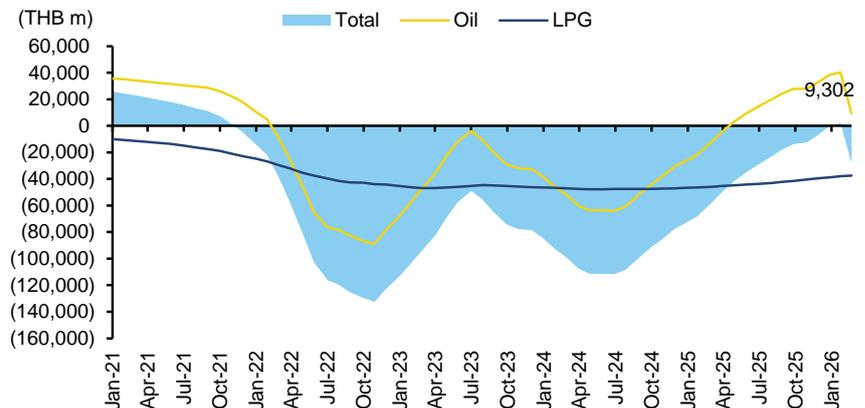
Sources: Department of Energy Business (DOEB)

Exhibit 3: Thailand's monthly fuel consumptions



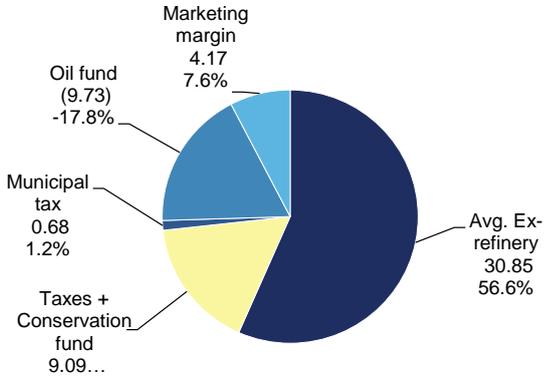
Sources: Department of Energy Business (DOEB)

Exhibit 4: Estimated oil fuel fund status



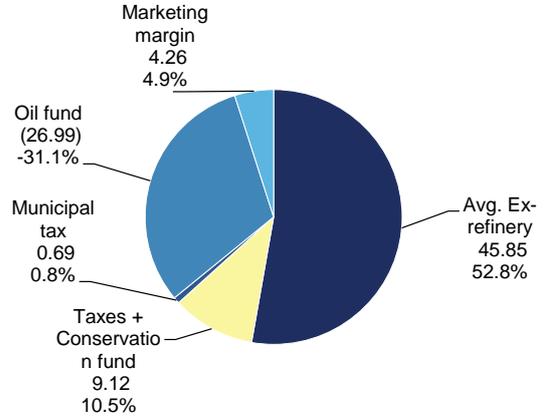
Sources: Oil Fuel Fund Office (OFFO)

Exhibit 5: Gasohol95 price structure as of 25 Mar-26 (THB35.05/litre)



Sources: EEPO

Exhibit 6: Diesel price structure as of 25 Mar-26 (THB32.94/litre)



Sources: EPPO

GENERAL DISCLAIMER

Analyst Certification

Siriluck Pinthusoonthorn, Register No. 119539, Globlex Securities Public Company Limited

The opinions and information presented in this report are those of the Globlex Securities Co. Ltd. Research Department. No representation or warranty in any form regarding the accuracy, completeness, correctness or fairness of opinions and information of this report is offered by Globlex Securities Co. Ltd. Globlex Securities Co. Ltd. Accepts no liability whatsoever for any loss arising from the use of this report or its contents. This report (in whole or in part) may not be reproduced or published without the express permission of Globlex Securities Co. Ltd.

RECOMMENDATION STRUCTURE

Stock Recommendations

Stock ratings are based on absolute upside or downside, which we define as $(\text{target price}^* - \text{current price}) / \text{current price}$.

- 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.