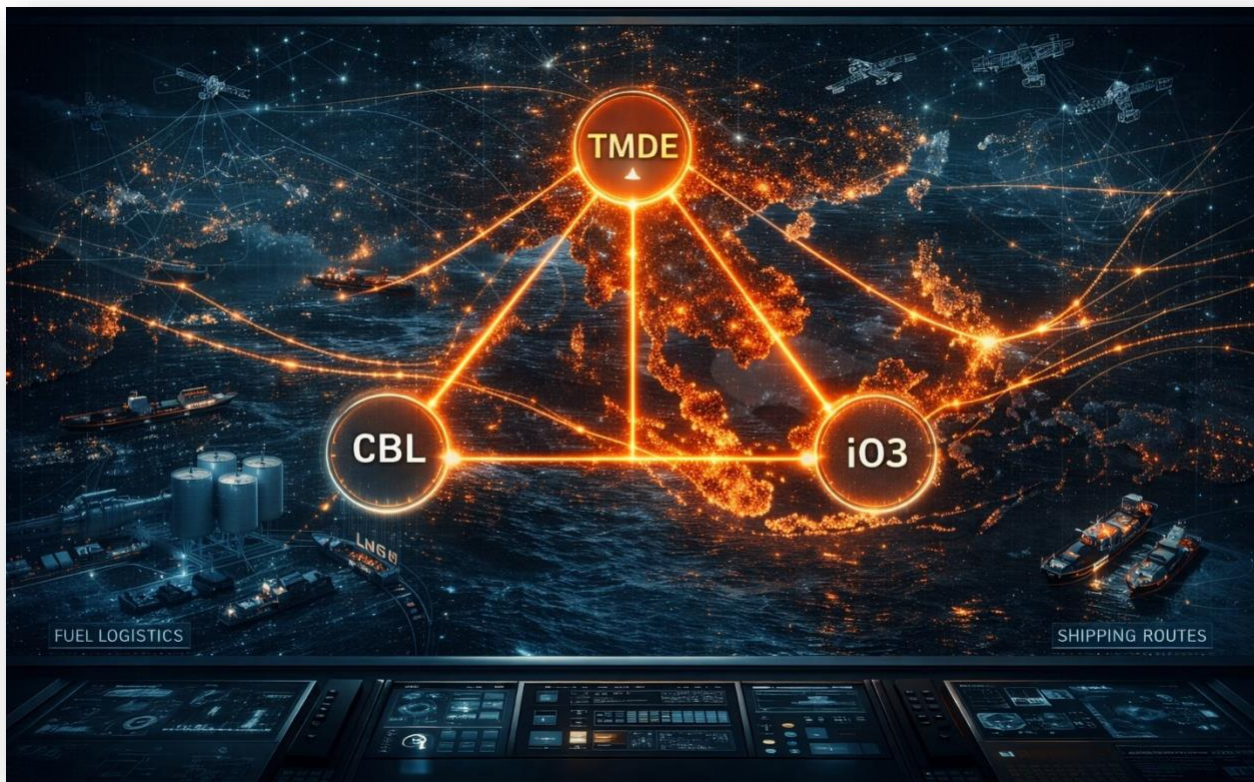




The Strait Goods: How a Global Energy Disruption May Accelerate the CBL–TMDE–iO3 Platform

In the prior installment of this series, [The Fire Horse Convergence](#), we explored the possibility that three companies — **CBL International**, **TMD Energy**, and **iO3** — may be positioning for a coordinated structural consolidation. The analysis highlighted governance alignment, valuation convergence, digital integration, and sustainability-linked financing pathways as indicators that a platform structure could be forming. Since that publication, a new variable has emerged. Not a corporate development. A geopolitical one. And it may significantly strengthen the strategic logic behind the platform described in our research.

1. When Macro Events Collide with Corporate Architecture

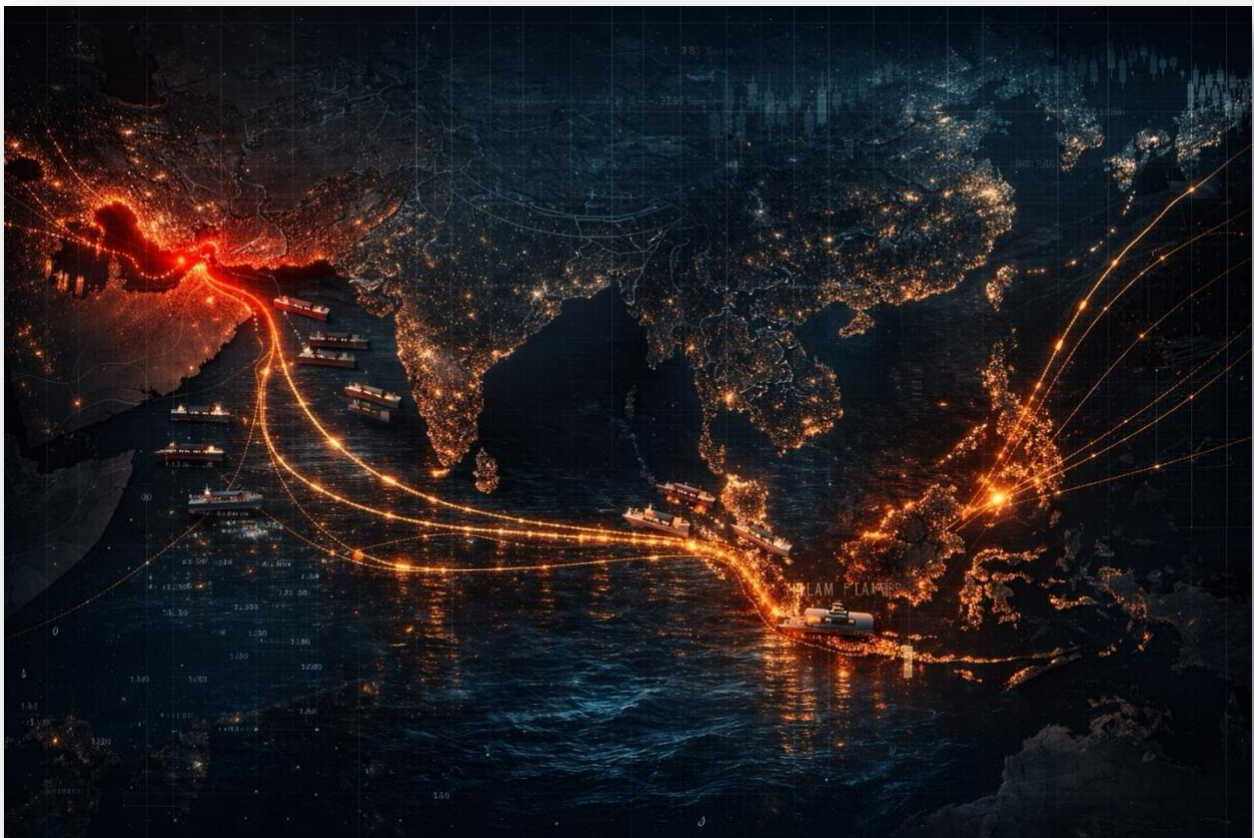
The earlier articles in this research series focused primarily on **structural developments within the companies themselves**, from governance changes to digital integration signals. Each element suggested preparation for something larger. But markets don't operate in isolation from the world around them. Sometimes the external environment changes faster than corporate strategy can adapt. When that happens, companies that have already positioned themselves

advantageously can suddenly find their relevance — and valuation — dramatically re-priced. That may now be occurring.

In late February 2026, a rapidly escalating military confrontation involving Iran, The U.S., and Israel triggered a closure of the **Strait of Hormuz**, the narrow maritime corridor through which roughly **one-fifth of global seaborne crude oil and LNG normally flows**. Within days:

- Tanker traffic through the strait collapsed.
- War-risk insurance premiums surged.
- Energy traders began scrambling for alternative supply routes.

For global shipping markets — and particularly for **marine fuel bunkering markets in Asia** — the implications are immediate and profound. The question is not whether the disruption matters. The question is **who benefits from it**.



2. The Strait of Hormuz Oil Shock

The Strait of Hormuz is one of the most strategically important energy corridors on the planet. Every day, enormous volumes of crude oil, LNG, refined petroleum products, and residual fuel

oil used in marine bunkering normally pass through this narrow waterway connecting the Persian Gulf to the Indian Ocean. When that flow is disrupted, the impact spreads almost instantly across global energy markets.

Asia is particularly exposed. Singapore — the world's largest bunkering hub — relies heavily on fuel flows originating in the Middle East. Much of that supply must transit the Strait of Hormuz before reaching Asian refining and blending centers. Within days of the disruption:

- bunker fuel prices surged sharply across the region
- high-sulphur fuel oil availability tightened
- shipping companies began extending delivery lead times.

This is not a marginal disturbance. It is a **supply shock**. And supply shocks create opportunity — but only for those positioned to exploit them.

Asia's Rapid Supply Rebalancing

Energy markets rarely remain static in the face of disruption. When one supply corridor closes, another expands. Asian fuel markets are already responding by shifting sourcing toward alternative suppliers, including:

- Russia
- the United States
- Latin America
- Southeast Asia.

Each of these routes bypasses the Strait of Hormuz entirely. Among them, one region stands out as particularly well positioned to absorb the shock: Southeast Asia.

Southeast Asia's Strategic Advantage

Geography matters. Southeast Asia sits along the **Strait of Malacca**, one of the busiest maritime corridors in the world and the primary connection between the Pacific and Indian Ocean shipping systems. Unlike Gulf exporters whose shipments must pass through Hormuz, suppliers operating through the Pacific basin can deliver fuel into Asian markets without encountering the same bottleneck.

Malaysia, already among the **largest LNG exporters in the world**, possesses several advantages:

- domestic oil production
- established refining capacity
- growing LNG export infrastructure
- access to regional biofuel production.

Fuel cargoes sourced from Russia's Pacific ports or from other non-Gulf regions can reach Southeast Asian trading hubs through comparatively short and secure shipping routes. In periods of global supply disruption, that proximity becomes valuable. Very valuable. Because maritime fuel markets reward **flexibility and speed**.

The companies that can source, finance, and deliver fuel fastest often capture the largest trading margins during volatile conditions. This brings us back to the structural thesis developed earlier in this series.

4. The Integrated Platform Potential

The previous Article 14, [The Fire Horse Convergence](#), in our research series explored a possible three-way tie-up between **CBL International**, **TMD Energy**, and **iO3**. Each contributes a different layer to what could become an integrated maritime energy platform.

CBL International

- marine fuel logistics across dozens of global ports
- growing alternative fuel portfolio including LNG and biofuels
- ESG certification and sustainability-linked financing positioning
- Healthy balance sheet including zero debt, \$50M line of credit, and \$50M ATM shelf.

TMD Energy

- Existing fleet and direct participation in fuel consumption markets
- recurring revenue tied to maritime operations.

iO3

- the digital infrastructure layer, the **JARVISS-FRIDAY ERP stack**, which provides operational monitoring, compliance reporting, and emissions tracking capabilities.

Individually, these companies operate at relatively small scale. Together, however, they could form a vertically integrated structure combining:

- fuel sourcing
- logistics coordination
- vessel-level fuel consumption
- digital compliance infrastructure
- sustainability-linked financing, and
- advanced, automated financial management.

In the earlier article we described how these components could create a compounding system:

- Digital traceability lowers financing costs.
- Lower financing costs enable fleet modernization.

- Modernized fleets accelerate alternative fuel adoption.
- Improved emissions performance unlocks further financing advantages.

That thesis remains intact. But the new macro environment introduces an additional dimension: volatility. And volatility tends to favor **integrated trading platforms**.

Why Integrated Platforms Thrive During Supply Shocks

Commodity trading history offers a consistent lesson. When markets become unstable, the most profitable participants are rarely simple intermediaries. They are platforms that combine supply access, logistics control, financing capacity, and information infrastructure. In other words, the companies that can **move molecules and manage risk simultaneously**.

If the comprehensive “platform” described in the previous article were fully operational, it would possess several characteristics advantageous in this environment:

- diversified fuel sourcing capabilities
- relationships with vessel operators and fleet managers
- digital monitoring infrastructure enabling real-time optimization
- financing pathways tied to sustainability metrics.

Those elements together could allow the platform to capture value across multiple points in the maritime fuel ecosystem. Not just at the point of sale. But across logistics, financing, and operational efficiency.

3. Revenue Implications Under a Disrupted Energy Market

In Article 14 we introduced a **hybrid financial model** designed to estimate the potential economics of a combined CBL–TMDE–iO3 platform. The baseline assumptions were deliberately conservative, reflecting the most recent financial disclosures available across the three companies.

The model began with an estimated **Year-0 combined revenue base of approximately \$1.18 billion (all figures in USD)**, with net margins initially below 0.5% — typical for high-volume marine fuel logistics businesses. Even under those modest assumptions, the model demonstrated how operational integration, digital efficiency gains, and sustainability-linked refinancing could gradually expand margins and free cash flow over time.

Under the **Base Case scenario**, revenue grows from roughly **\$1.2B in 2026 to approximately \$2.1B by 2036**, with net margins expanding toward 3–4% as financing costs decline and operational efficiency improves. Free cash flow in this scenario rises from roughly **\$18M to nearly \$150M annually** over the same period.

The **Bull Case scenario** modeled a more aggressive platform scaling outcome. In that scenario:

- Revenue grows from roughly **\$1.28B in 2026 to over \$3.1B by 2036**
- Net margins expand to **6–7%** as digital optimization and fuel transition services scale
- Free cash flow approaches **\$750M annually** by the end of the projection period

These projections were based primarily on **organic growth, fleet modernization, and digital monetization assumptions**. They did **not** assume a major global energy disruption. The emerging Strait of Hormuz crisis introduces a new set of market dynamics that could materially affect the revenue trajectory of a platform operating in maritime fuel markets.

Energy supply shocks historically produce three immediate economic effects in marine bunkering:

1. **Higher fuel prices:** Bunker fuel pricing is closely linked to global crude benchmarks. Supply disruptions typically increase delivered bunker prices across Asia. During past regional supply disruptions, bunker fuel prices have risen **30–40% within weeks**, significantly increasing total transaction values for fuel intermediaries.
2. **Wider trading margins:** Marine fuel suppliers typically operate on thin spreads — often **\$5–\$15 per metric ton** under stable conditions. During periods of supply volatility, those spreads can widen substantially as suppliers arbitrage regional price dislocations. Even a modest margin expansion of **20–30 basis points** on a \$1B+ revenue platform materially changes profitability.
3. **Increased demand for logistical intermediaries:** When supply chains destabilize, shipowners and fleet operators increasingly rely on intermediaries capable of sourcing fuel across multiple markets and delivering it quickly. Platforms with flexible sourcing networks can capture additional transaction volume.

Taken together, these dynamics could shift the revenue profile of the integrated platform materially upward relative to the base projections. For example, if trading volumes increased **20%** due to rerouted supply flows, and average transaction margins expanded by **25–50 basis points**, the platform’s annual revenue could exceed **\$1.4–\$1.6B almost immediately**, with operating profit expanding significantly faster than revenue.

Under such conditions, the **Bull Case trajectory modeled in Article 14 may no longer represent an optimistic outlier scenario, but rather a plausible central pathway**. The model already demonstrated how a combined platform could evolve from a microcap intermediary into a multi-billion-dollar maritime energy platform over a decade. A prolonged disruption to global fuel supply chains could **accelerate that timeline dramatically**.

What the model could not fully anticipate — because it had not yet occurred — was a geopolitical event capable of abruptly reshaping global fuel logistics. That event may now be unfolding.



4. Conclusion: A Convergence of Corporate and Geopolitical Forces

The earlier articles in this series explored whether a structural convergence between three companies might be underway. This article introduces a new element. A global energy disruption that may significantly increase the strategic value of the platform described earlier. If the Strait of Hormuz disruption persists, maritime fuel markets will experience continued volatility. Supply chains will reorganize. Trading margins may widen. And regional energy intermediaries capable of coordinating supply, logistics, and financing could become more valuable than ever.

The potential platform formed by **CBL International**, **TMD Energy**, and **iO3** was already positioned to benefit from the long-term transition toward alternative marine fuels and sustainability-linked financing. The current geopolitical shock may accelerate that transition. In capital markets, preparation often precedes recognition. Governance structures tend to align before consolidation. Financing frameworks appear before refinancing. Digital integration occurs before operational harmonization. The earlier article argued that many of those elements were already in place. The question now is whether the macro environment will push the final pieces into alignment. If so, the Fire Horse may not simply represent symbolic momentum. It may represent the moment when positioning becomes divine execution.