

Casey's Acquisition of Fikes Wholesale Inc. and its 198 CEFCO Convenience Stores

July 26, 2024

The image shows the top of a red building with a dark roof. The word "Casey's" is written in a white, stylized, cursive font on the red wall. The background is a clear blue sky with a few white clouds.

Safe Harbor Statements

The presentation is dated as of July 26, 2024 and speaks as of the date unless otherwise specified.

Forward-Looking Statements

This presentation contains statements that may constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including those related to the ability to consummate the transaction, the potential impact of consummation of the transaction on relationships with third parties, expectations for future periods, possible or assumed future results of operations, financial conditions, liquidity and related sources or needs, business and/or integration strategies, plans and synergies, supply chain, growth opportunities, and performance at the Company’s stores. There are a number of known and unknown risks, uncertainties, and other factors that may cause the Company’s actual results to differ materially from any results expressed or implied by these forward-looking statements, including but not limited to the execution of the Company’s strategic plan, the integration and financial performance of acquired stores, wholesale fuel, inventory and ingredient costs, distribution challenges and disruptions, the impact and duration of the conflict in Ukraine or other geopolitical disruptions, as well as other risks, uncertainties and factors which are described in the Company’s most recent annual report on Form 10-K and quarterly reports on Form 10-Q, as filed with the Securities and Exchange Commission and available on the Company’s website. Any forward-looking statements contained in this presentation represent our current views as of the date of this presentation with respect to future events, and the Company disclaims any intention or obligation to update or revise any forward-looking statements in this presentation whether as a result of new information, future events, or otherwise.

Use of Non-GAAP Measures

This presentation includes references to “EBITDA,” which we define as net income before net interest expense, depreciation and amortization, and income taxes. Pro forma adjusted EBITDA further adjusts EBITDA by taking pro forma adjustments for estimating future EBITDA of newly and soon to be opened stores. Neither EBITDA nor pro forma adjusted EBITDA are presented in accordance with accounting principles generally accepted in the United States (“GAAP”). We believe EBITDA and pro forma adjusted EBITDA are useful to investors in evaluating our operating performance because securities analysts and other interested parties use such calculations as a measure of financial performance and debt service capabilities, and it is regularly used by management for internal purposes including our capital budgeting process, evaluating acquisition targets, and assessing store performance. Neither EBITDA or pro forma adjusted EBITDA are a recognized term under GAAP and should not be considered a substitute for net income, cash flows from operating activities or other income or cash flow statement data. EBITDA and pro forma adjusted EBITDA have limitations as an analytical tool, and should not be considered in isolation or as a substitute for analysis of our results as reported under GAAP. We strongly encourage investors to review our financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. Because non-GAAP financial measures are not standardized, EBITDA and pro forma adjusted EBITDA as defined by us, may not be comparable to similarly titled measures reported by other companies. It therefore may not be possible to compare our use of this non-GAAP financial measure with those used by other companies.

Casey's FY24 – FY26 growth strategy is rooted in 3 enterprise objectives, enabled by a strong foundation and team member experience



DELIVER TOP QUINTILE¹ EBITDA GROWTH OF 8-10%



GUEST INSIGHTS



ACCELERATE
THE FOOD BUSINESS



GROW
THE NUMBER OF UNITS



ENHANCE
OPERATIONAL
EFFICIENCY



ENABLING FOUNDATION



TEAM MEMBER VALUE PROPOSITION

Executive Summary



Target Overview

- Casey's to acquire Fikes Wholesale Inc., a vertically integrated set of companies, for a purchase price of \$1,145 million
- Operates 198 CEFCO convenience stores across Texas, Florida, Alabama, and Mississippi
- Transaction includes a wholesale business and a bulk fuel terminal located in Waco, TX
- 2023A Pro Forma Adjusted EBITDA of approximately \$89 million

Valuation Summary

- Purchase price of \$1,145 million includes expected tax benefits valued at ~\$165 million for a net after-tax purchase price of ~\$980 million
 - EBITDA Multiple Net of Tax Benefits: 11.0x
 - Synergized EBITDA Multiple Net of Tax Benefits: 7.3x

Timing

- Transaction is expected to close in the fourth calendar quarter following the receipt of certain regulatory approvals and customary closing conditions

Strategic Rationale

- Highly strategic geographic region that serves natural expansion South
- ~150 locations in Texas, providing immediate scale to complement Casey's recent acquisition of Lone Star convenience stores

Financial Impact

- Expected to generate ~\$45 million in run-rate pre-tax annual synergies

Overview of CEFCO

Privately operated 198 convenience store chain located in the Texas, Florida, Alabama, and Mississippi markets

Well-Invested, Large Format Sites: Average store size of ~4,800 sq. ft.

Store Network: ~50% owned real estate

Complementary Geographic Footprint: Scale and entry into key markets in Texas and the South

Established Foodservice and Private Label Platform: Ability to convert ~85% of the stores to Casey's format

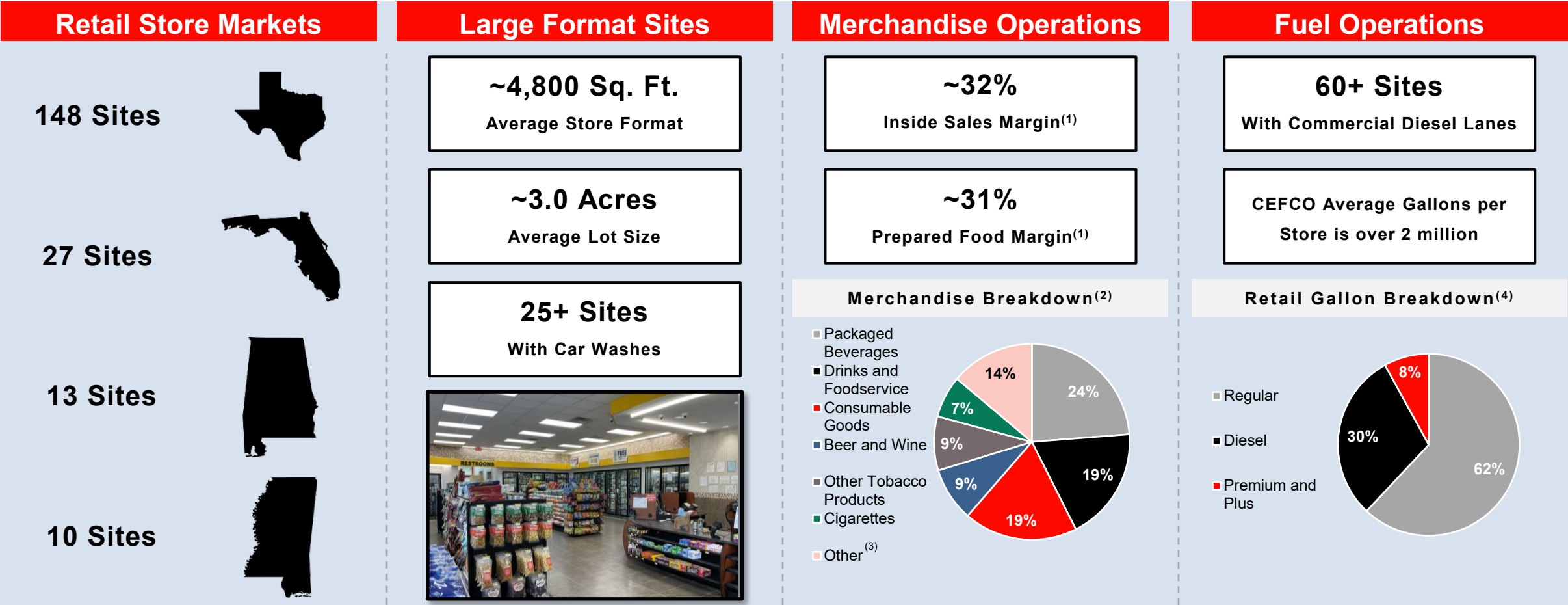
Sizeable Wholesale Presence: Distributes 80+ million wholesale gallons to independent sites

Key Financials: ~400 million fuel gallons; ~\$400 million inside sales; \$89 million Pro Forma Adjusted EBITDA

Opportunity to Drive Synergies: Addition of Casey's pizza program, self-distribution, and scale



CEFCO's Store Network



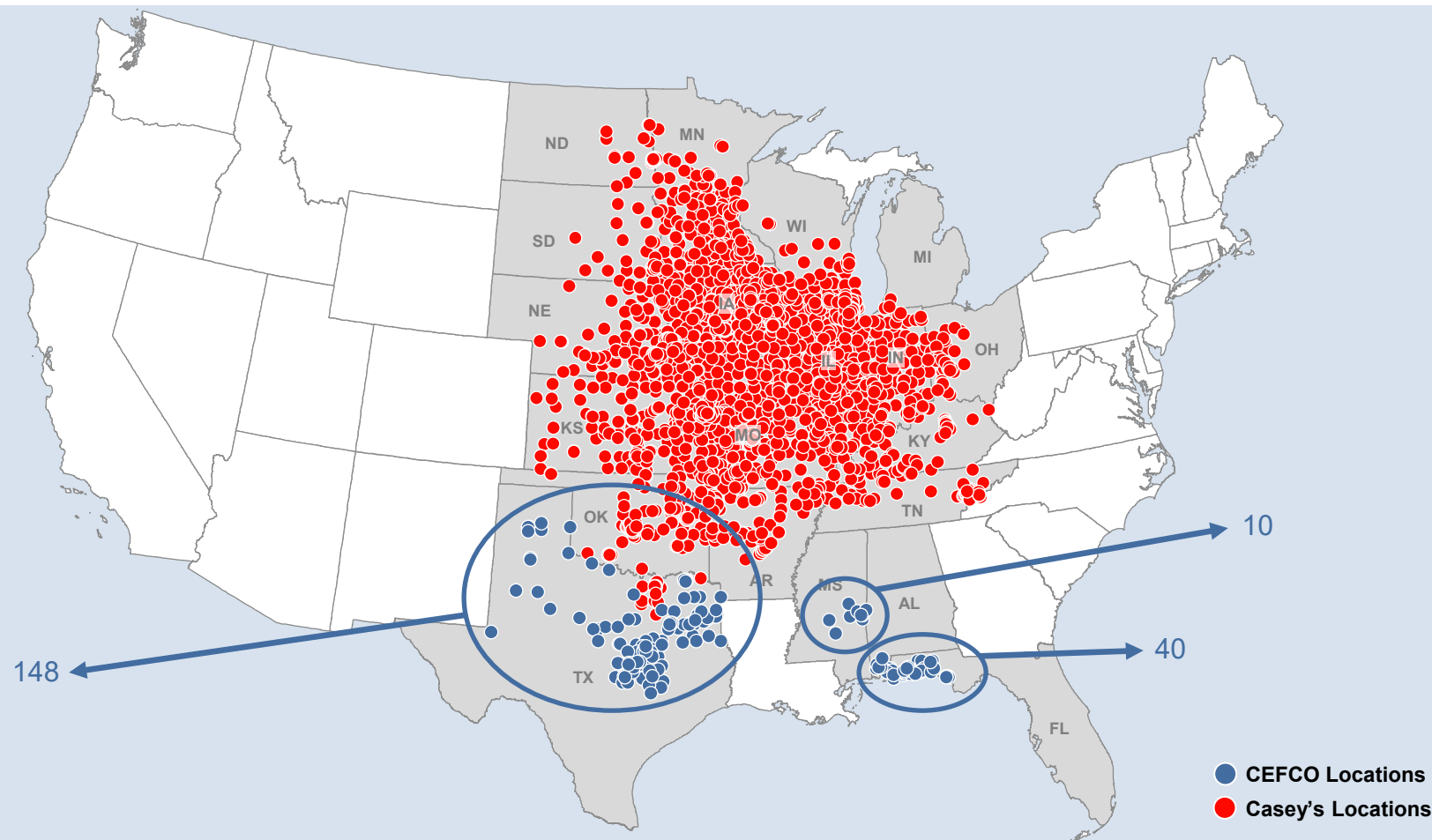
1. Represents 2023 metrics.
2. Breakdown based on 2023 gross profit.
3. Includes QSR, General Merchandise, Automotive, HBA, Ice and Bait.

4. Based on 2023 retail gallons of 400 million.



Provides Immediate Scale in Complementary Geography

- 148 CEFCO sites located in Texas
- Sites complement current Casey's locations
- Natural expansion opportunity in Texas
- 40 sites located in the Florida/Alabama panhandle, where ~2 million people live within 100 miles
- Sites located in high growth markets where quality c-store foodservice is desired



Significant Synergy Opportunities

~\$45 Million of Expected Run-Rate Pre-Tax Synergies

Retail Fuel Profitability

- Leverage Casey's scale
- Fuel procurement opportunities
- Locations with commercial diesel lanes

Inside Profitability

- More sophisticated merchandising capabilities
- Anticipated increased inside store margins
- Grow Casey's rewards members
- Leverage procurement scale

Operations / SG&A

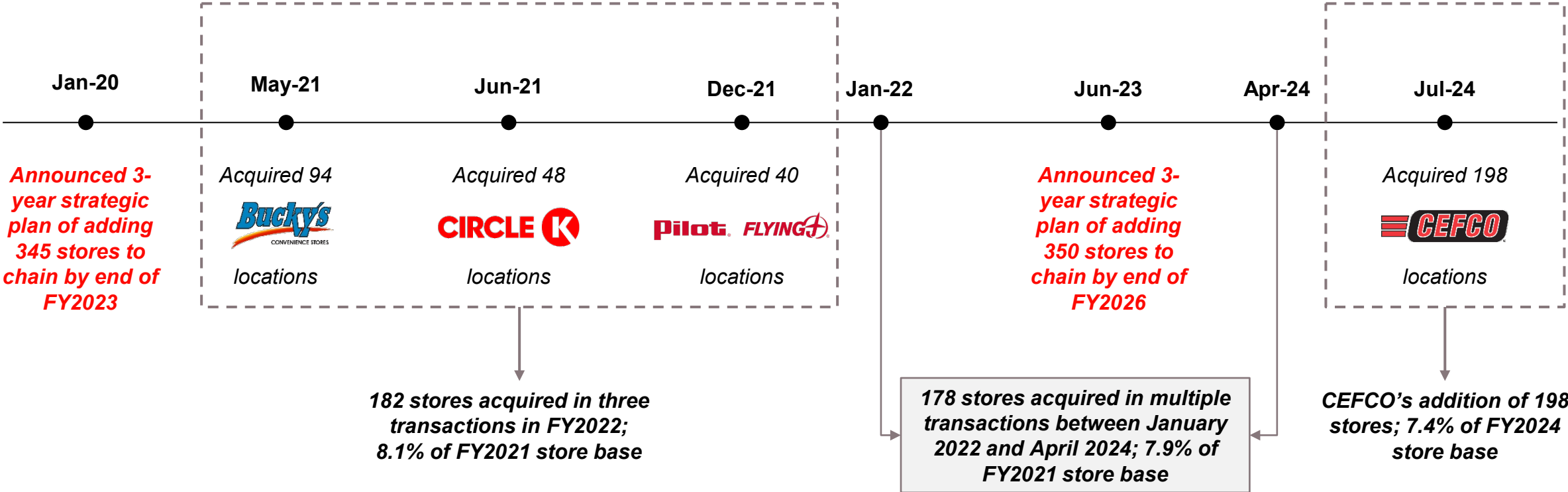
- Streamlining opportunities
- Leverage Casey's self-distribution capabilities

Food Synergies

- 125+ scaled, quality locations with CEFCO kitchens already installed; ability to offer Casey's best-in-class foodservice offerings
- Implementation of Casey's kitchens in ~85% of acquired stores
- Anticipated sales and margin expansion opportunities

Fikes Wholesale Inc. Acquisition is Business as Usual

 GROW THE NUMBER OF UNITS



Expected Financial Impact

Operational Scale	<ul style="list-style-type: none">• Store count increases by 7% to almost 2,900 stores• Expected annual fuel gallons increase of 14%• Expected inside sales increase of 8%
Synergy	<ul style="list-style-type: none">• Expected ~\$45 million in annual run-rate synergies upon the completion of kitchen installations in the acquired stores• Significant synergies expected to be delivered via implementation of Casey's kitchens and leveraging extensive scale for enhanced fuel and merchandise profitability (see page 8 for further synergy breakdown)
Accretion	<ul style="list-style-type: none">• Anticipated EBITDA accretive in Year 1• Anticipated EPS accretive in Year 2
Financing	<ul style="list-style-type: none">• Pro forma leverage expectation to be 2.4x⁽¹⁾• Financed through balance sheet cash and bank financing

Casey's is confident that this transaction will create both near and long-term value for our team members, our guests and our shareholders

Note: Financials based on comparison to Casey's FYE24 of April 2024

1. As calculated in accordance with our senior notes.

Casey's