

# Casey's Investor Deck

December 2023

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 of the entire slide is a clear blue sky with a few small white clouds.

*Casey's*

# Safe Harbor Statements

The presentation is dated as of December 11, 2023 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 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 our stores. There are a number of known and unknown risks, uncertainties, and other factors that may cause our actual results to differ materially from any results expressed or implied by these forward-looking statements, including but not limited to the execution of our 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 our 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 Casey's disclaims any intention or obligation to update or revise any forward-looking statements in the 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. EBITDA is not presented in accordance with accounting principles generally accepted in the United States ("GAAP"). We believe EBITDA is 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. EBITDA is not 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. This presentation also includes references to "free cash flow," which we define as net cash generated by operating activities less purchases of property and equipment. Free cash flow is not presented in accordance with GAAP. We believe free cash flow is useful to investors in evaluating our cash generation because securities analysts and other interested parties use such calculations as a measure of financial performance, liquidity, and debt service capabilities, and it is regularly used by management for internal purposes including our capital budgeting process, evaluating acquisition targets, and evaluating debt service. Neither EBITDA nor free cash flow are recognized terms under GAAP and should not be considered a substitute for net income, net cash generated by operating activities or other income or cash flow statement data. EBITDA and free cash flow 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 free cash flow 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. For reconciliations of EBITDA and free cash flow to GAAP net income and net cash generated by operating activities, for the last three fiscal years, see the appendix attached hereto.

# Casey's is a staple for millions of Americans

**\$11.0B+**

Total Enterprise Value

**2,500+**

Locations in 17<sup>1</sup> States

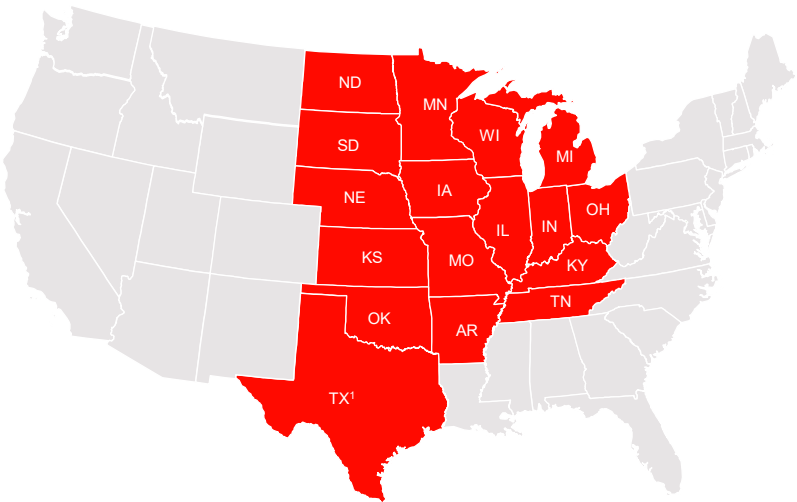
**~722M**

Guest Transactions per Year

**~45,000**

Total Team Members

## Casey's Footprint



**3<sup>rd</sup>**

largest convenience store chain in the United States<sup>2</sup>

**4<sup>th</sup>**

in liquor licenses among US retailers<sup>3</sup>

**5<sup>th</sup>**

largest pizza chain in the United States<sup>4</sup>

## Stock Information

NASDAQ: CASY

Common Shares:  
~37 million

Avg. Daily Volume:  
~230,000 shares

*Note: Market data, number of locations, transactions, team members as of October 31, 2023 and the FQE October 31, 2023. Average daily volume defined as average of last 30 trading days as of October 31, 2023.*

*1 - Casey's closed on its transaction to enter the state of Texas in November 2023.*

*2 - By number of stores in the U.S., source Convenience Store News & Petroleum Top 202 Convenience Stores 2022*

*3 - ~1,500 liquor license locations ranks Casey's 4<sup>th</sup> behind CVS, Walmart, and Walgreens*

*4 - 5<sup>th</sup> largest pizza chain business by number of kitchens in United States*



# Casey's has unique competitive advantages in the convenience store landscape



## Unique Footprint

### DIFFERENTIATOR

~50% of stores in towns of 5K people or fewer



### BENEFIT

Stronger market position in rural areas; less expensive to build, buy, and operate units



## Prepared Food

Prepared food is a larger % of inside sales mix  
5th largest US pizza chain



Food sales across all dayparts, with high quality differentiated products and best-in-class margins



## Advanced Technology

Best-in-class Rewards platform with ~7.3M (and growing) highly active members  
Investment in tech: effectiveness and efficiency



Higher transaction value, more frequent visits, and personalized marketing to influence guest behavior



## Vertical Integration

Products inside the store from three owned distribution centers  
~60% of fuel delivered from owned tanker fleet



Positive control over value chain that enables service to rural areas and distribution efficiencies



## Consolidated Scale

Casey's leverages its scale across the business



Stronger negotiating position for vendor contracts, centralized fuel, merchandising, and operations support to optimize margin and volume

# Casey's 50+ year history of success



Strong and recognizable brand

92% top  
of mind aided  
awareness



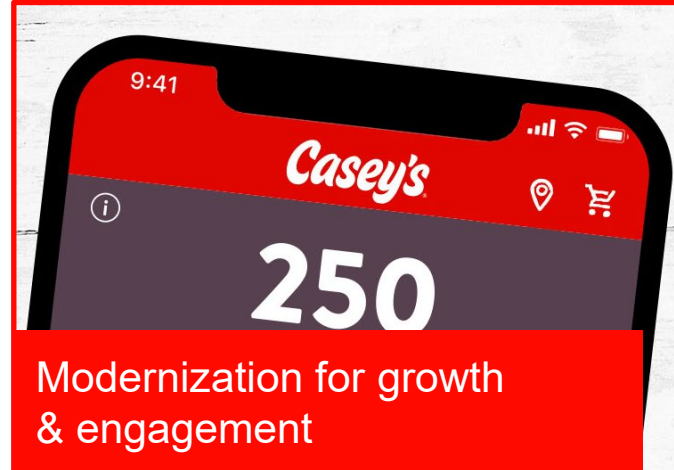
Rooted in the communities  
we serve

~\$15M donated  
over the past 3  
years<sup>1</sup>



Long-standing track record of  
unit growth

902 units built or  
acquired in the  
past 10 years<sup>1</sup>



Modernization for growth  
& engagement

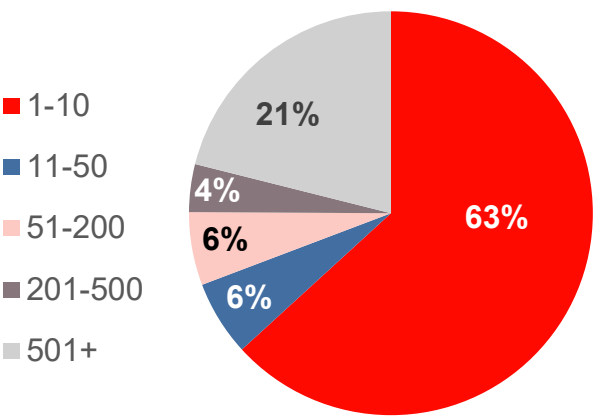
7M+ reward  
members



# The convenience industry is fragmented, but consolidating

## FRAGMENTATION

Ownership Breakout (Number of Stores)



## CONSOLIDATION

US Convenience Store Count<sup>1</sup>

Smaller operators are great targets for acquisition

# of Stores	2022	2020	Unit Change	% Change
1-10	94,928	96,963	(2,035)	-2.1%
11-50	9,047	9,704	(657)	-6.8%
51-200	8,791	8,063	728	9.0%
201-500	5,747	5,257	490	9.3%
501+	31,661	30,287	1,374	4.5%
Total	150,174	150,274	(100)	-0.1%

Over the past 10 years<sup>1</sup>, **Casey's** has acquired 418 stores... with 259 stores over just the past 3 years



# Casey's is positioned to thrive

## Casey's competitive advantages

~75% of Casey's inside transactions do not include fuel

Casey's private label as a value alternative for guests

- ~350 SKUs that are margin accretive
- ~120 SKUs that are unique to Casey's

Data-driven insights enable Casey's to meet guest expectations

- ~80% of guests agree "Casey's is a good value for the money"

Resilient financial position with strong balance sheet and low debt

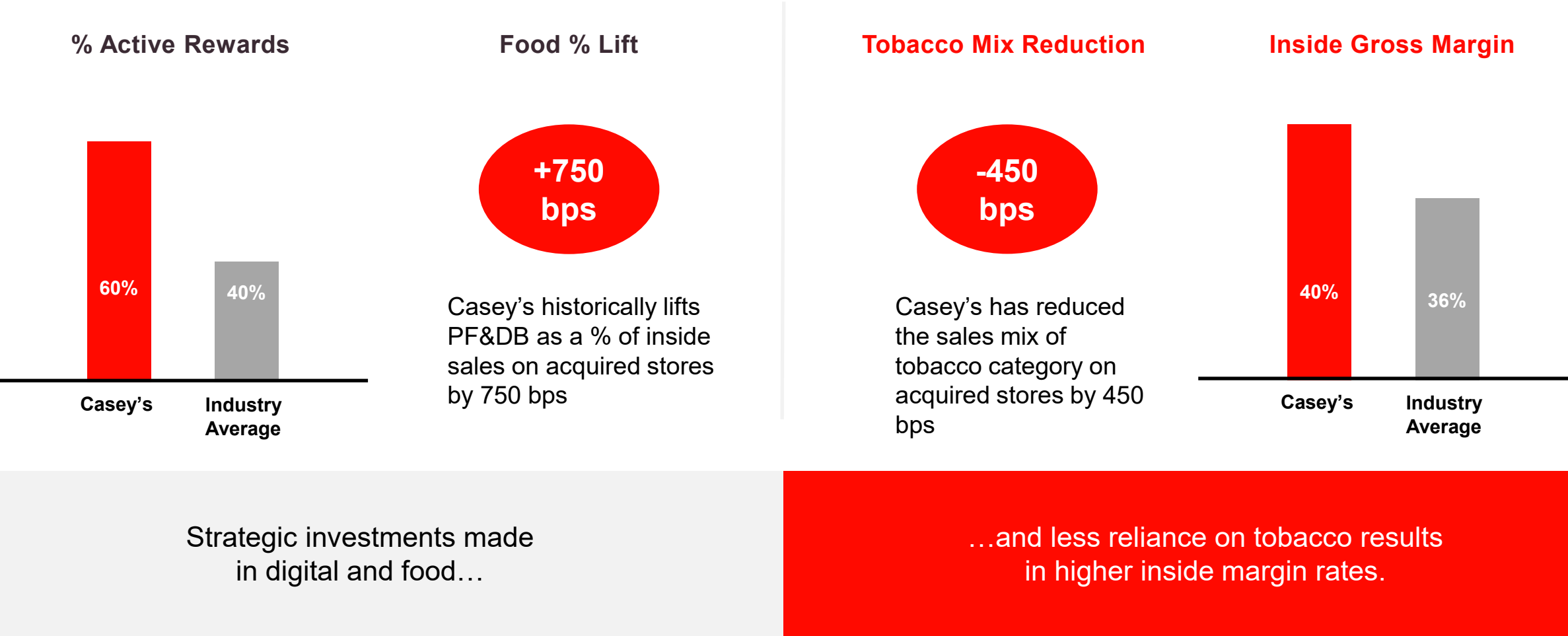
- Positioned to absorb headwinds and be an active M&A player

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**Over 75% of our stores have been  
built, acquired, replaced or remodeled  
since FY2010**

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# Casey's strategic differentiators offer competitive advantages and contribute to industry-leading profit margins



Sources: NACS State of the Industry data (calendar year ended 12/31/2022) and Casey's 2023 fiscal year ended 4/30/23 results for inside gross margin. Food lift and tobacco mix are sourced from Casey's acquired store's seller's financials vs. Casey's performance after acquisition.





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



DELIVER TOP QUINTILE<sup>1</sup> 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

1 - Source: Factset as of May 15, 2023, S&P 500 | S&P 400 composite retail peers with market cap > \$5B plus public c-store peers.  
Excludes Amazon.com, Inc., Etsy, Inc., eBay Inc., and Walgreens Boots Alliances, Inc.  
Note: Growth rates represent forward-looking next 3 years growth calendarized to Casey’s FYE April 30.



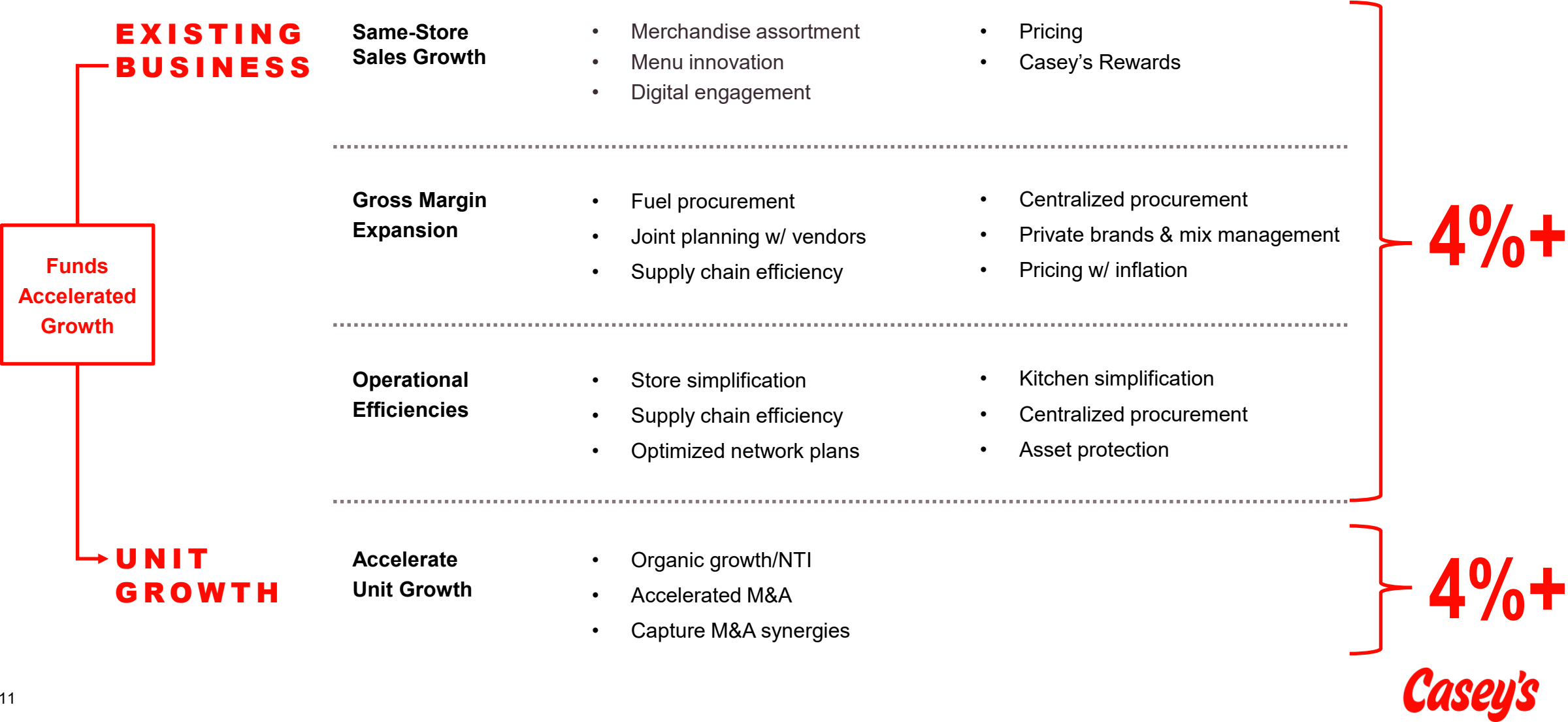
# FY24 – FY26 strategic plan outlook

Management Guidance

EBITDA % growth	8%-10% CAGR through FY2026
Store growth	350+ additional stores via new builds & acquisitions by FY2026
Same-store sales	Inside sales: ~mid single digit increase Fuel gallons: ~flat to low single digit increase
Gross profit margin %	Margin expansion inside the store Fuel margin in the mid-30s CPG
Operational efficiencies	OpEx % growth < EBITDA % growth
Cash flows	Free cash flow ~\$1.25B through FY2026



Algorithm seeks to deliver top quintile EBITDA growth of 8-10%



# Accelerate the food business

## Execute the basics

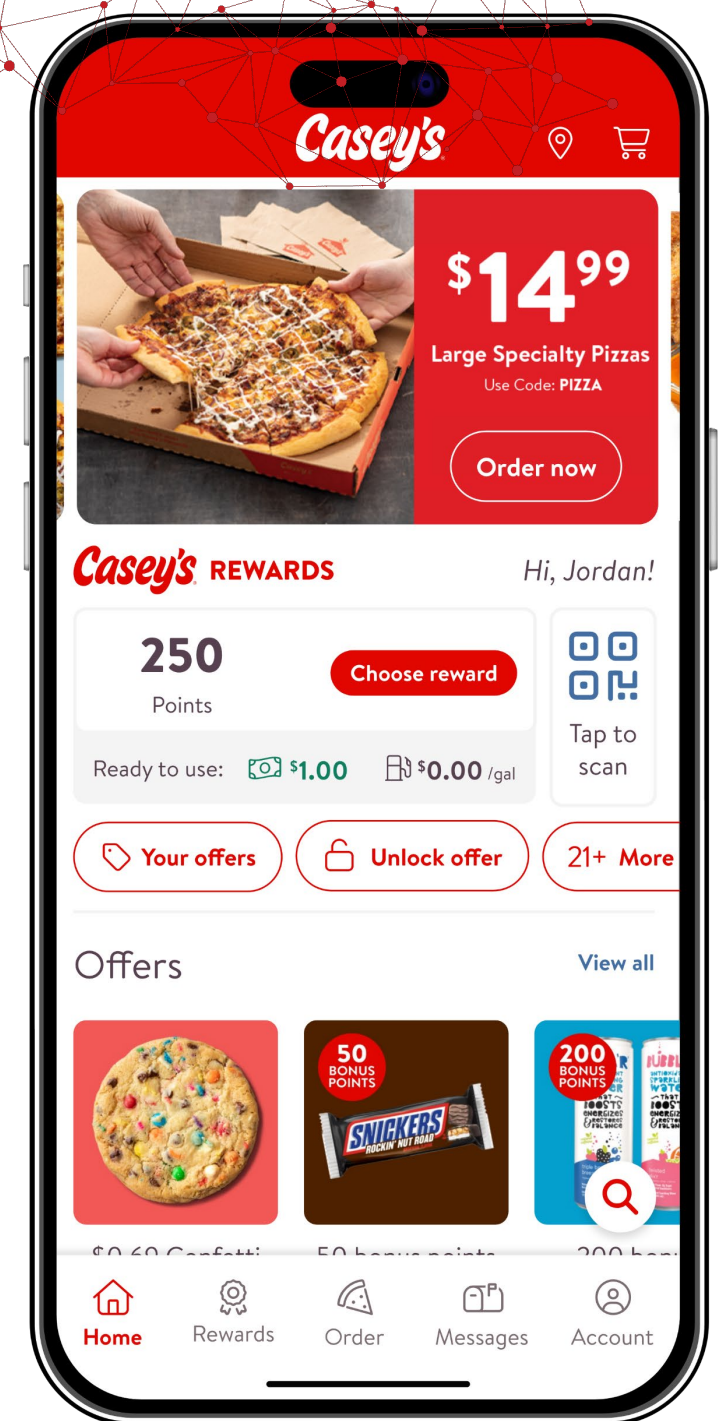
- Category roles & intents
- Segmented Assortment & Pricing
- Joint Business Planning

## Drive efficiency and innovation

- Upstream capability
- New platforms
- Product innovation – **summer '23 thin crust launched**

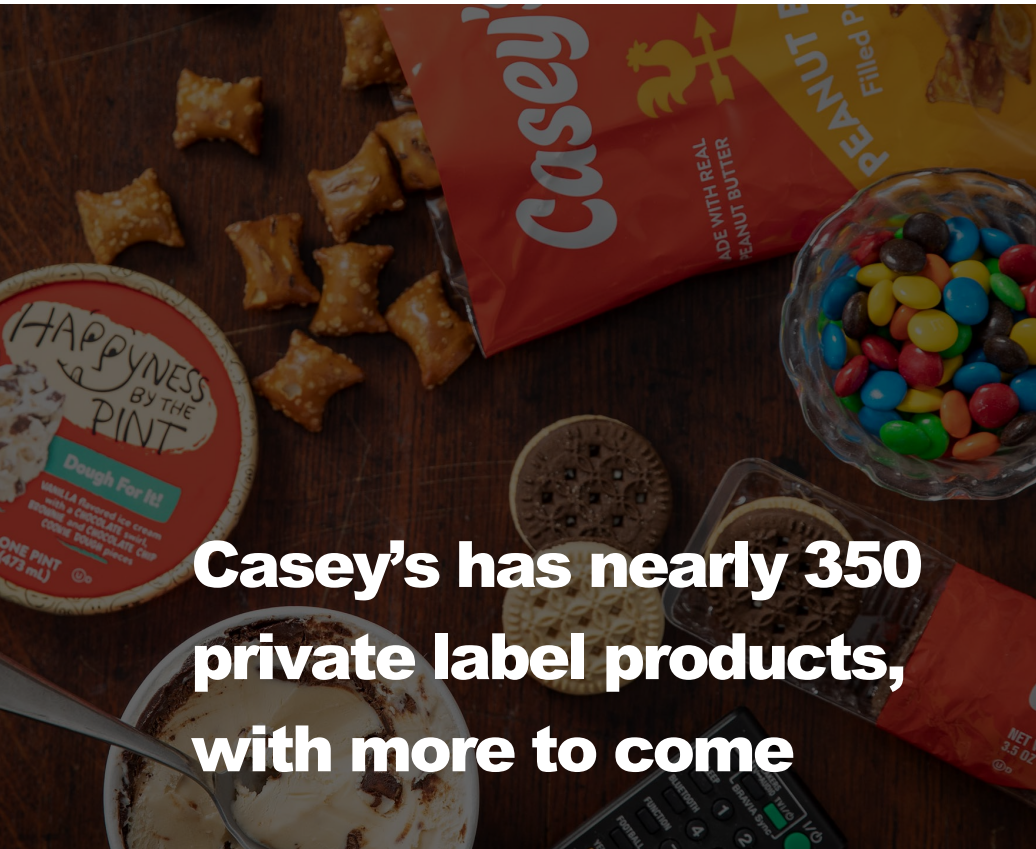
## New marketing approach

- New creative process
- Seamless guest experience
- Marketing to drive traffic
- Casey's Access retail marketing





## Casey's private label



**Casey's has nearly 350 private label products, with more to come**

Casey's has strict private label (PL) requirements to beat national brand offerings on quality, retail price, and penny profits

### QUALITY

Casey's PL quality is as good or better than national brand competitors

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### LOWER PRICE

Casey's PL retail price is less than national brand, offering affordability for cost conscious guests

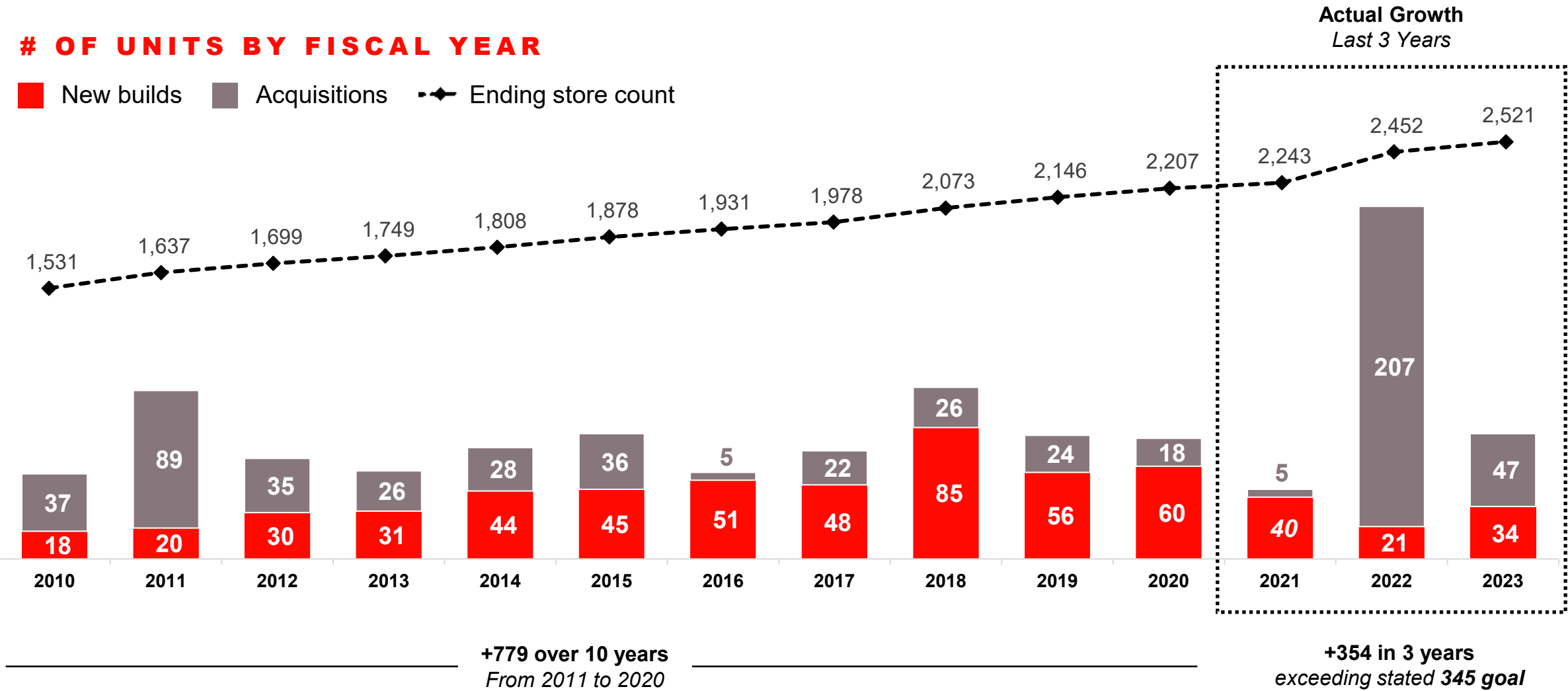
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### LARGER MARGINS

More profitable to Casey's than national brand competitor, with more margin dollars per unit



# Track record of ratable growth



# Grow the number of units

## M&A value proposition

- Less expensive average investment
- Performance lift from seller
- Same return requirement as new stores

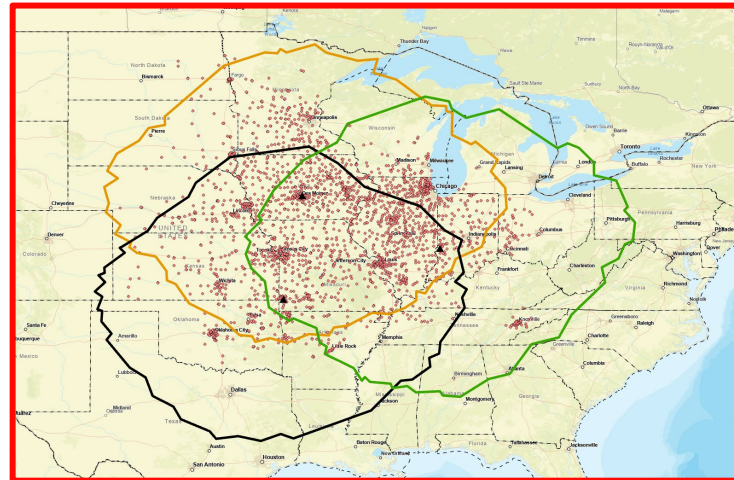
## New stores

- Selecting the best sites
  - Market attractiveness
  - Predicative analytics
- New stores are ramping faster
- Flexible formats to fit the location

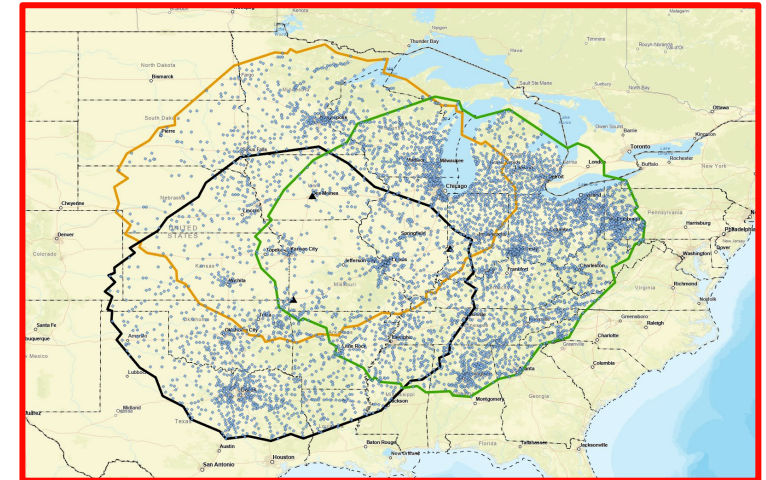
## Well position for future growth

- Selecting the best sites
  - Market attractiveness
  - Predicative analytics
- New stores are ramping faster
- Flexible formats to fit the location

### Existing Casey's



### Whitespace



**~75% of towns between 500 and 20,000 in our DC footprint do NOT have Casey's**

# Enhancing operational efficiency

## STORE SIMPLIFICATION

- Voice of our stores
- Eliminate complexity
- Streamline communications
- Labor management

## STREAMLINE THE KITCHEN

- Efficient process & equipment conversions
- Explore new tech
- Define the kitchen of the future

## FASTER SERVICE

- Self-checkout
- Point of sale capabilities
- Integration of AI systems

## INVENTORY OPTIMIZATION

- Order simplification
- Right products in the right place
- Inventory management

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### Foundational Elements

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## STORE MODERNIZATION

- Team member enablement
- Smart systems
- Guest experience
- Store edge computing

## CULTURE OF CONTINUOUS IMPROVEMENT

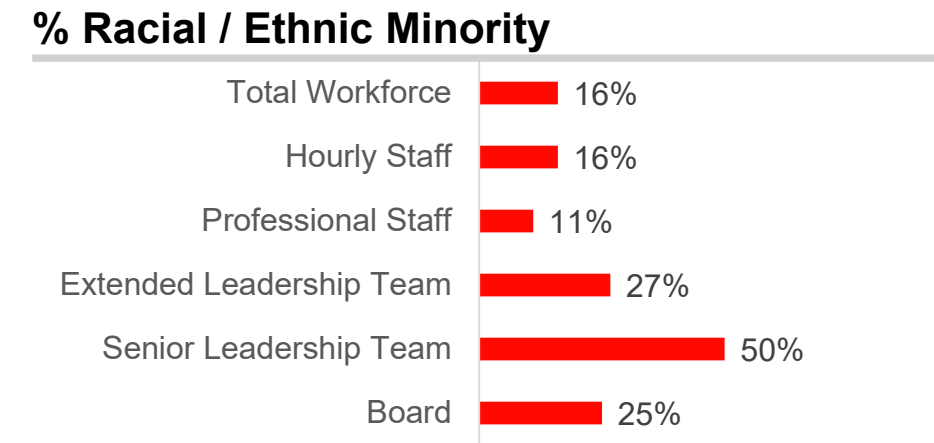
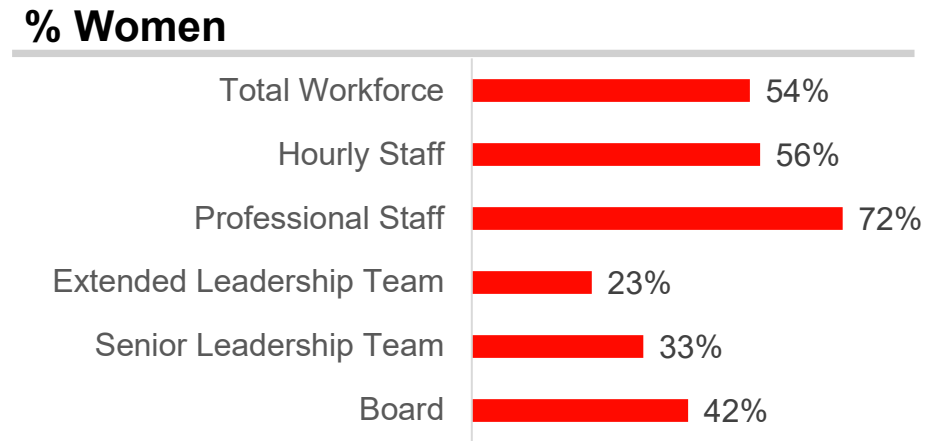
- Organized to win
- Operational approach to kitchen and inventory
- Enhanced operational control and standards
- Equipped with new tools and processes
- Centralized communication



# Our team composition



## Representation of Our Diversity



# Board of Directors



**Darren Rebelez**  
*Board Chair, President &  
CEO of Casey's General  
Stores*



**Judy Schmeling**  
*Lead Independent  
Director, Former COO of  
HSN, Inc. and former  
President of Cornerstone  
Brands*



**Sri Donthi**  
*EVP & Chief Technology  
Officer of Advance Auto  
Parts, Inc.*



**Donald Frieson**  
*EVP Supply Chain,  
Lowe's Companies*



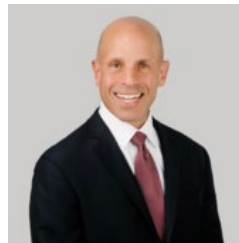
**Cara Heiden**  
*Retired Co-President of  
Wells Fargo Home  
Mortgage*



**David Lenhardt**  
*Former President and  
CEO of PetSmart, Inc.*



**Larree Renda**  
*Retired Executive Vice  
President of Safeway, Inc.*



**Mike Spanos**  
*COO, Delta Air Lines, Inc.*



**Gregory Trojan**  
*Former Chief Executive  
Officer of BJ's Restaurants,  
Inc.*



**Allison Wing**  
*CEO of Oobli, Inc. f/k/a  
Joywell Foods, Inc.*





# Progress on Sustainability

In July, we were proud to share our 2023 Sustainability Report. For more information, please visit <https://investor.caseys.com/sustainability/default.aspx>

## Our Approach to ESG



### Here for Good

- Our purpose remains making life better for our communities and guests every day
- Our ESG principles are embedded in how we operate, one store at a time, one hometown to the next
- Comprised of cross-functional leaders, Casey's **ESG Committee** plays a key role in championing and governing our overall sustainability strategy and priorities

## 2023 Sustainability Report Highlights



### Food Safety and Quality Assurance

- Advanced FSQA program by strengthening oversight, certifications, audits and training standards
- Began phased-in approach for requiring select supplier manufacturing facilities to be certified to a Global Food Safety standard



### Community Support

- Donated \$5.2 million in charitable giving alongside our guests, partners and team members
- Positively impacted areas of need throughout our local communities by supporting hunger relief, educational needs, and other community initiatives



### Investing in Our Team

- Provided enhanced team member benefits for family support, health and financial well-being
- Advanced first formal pay-equity analysis and the launch of diversity and inclusion leadership training



### Responsible Sourcing

- Entered final stages of completing our formal supplier code of conduct
- Implemented new third-party platform to strengthen supplier risk management and to develop and track responsible sourcing activities



### Environmental Commitments

- Measured and disclosed inaugural analysis of CY 2022 Scope 1 and 2 GHG emissions
- Installed 30+ solar panels on refrigerated trailers as alternative energy sources
- Grew our electric vehicle infrastructure to 138 charging stations at 29 locations across the Midwest



# Why invest in Casey's

**The convenience store industry is shifting in favor of large-scale players**

- Resilient industry protected from key macroeconomic factors
- Increasing consolidation in a highly fragmented industry
- Winners offer vertical integration, digital tech, and food offerings

**Casey's is differentiated and positioned to thrive beyond industry peers**

- Proven track record of expansion through both organic / inorganic unit growth
- Unique competitive advantages within the industry: 5<sup>th</sup> largest pizza chain, ~50% of stores in populations of 5k or fewer, rural footprint

**Casey's has a proven growth algorithm, with clear strategic initiatives to execute**

- Proven algorithm for EBITDA growth with ability to execute effectively
- Strong balance sheet positioned to capitalize on investment opportunities
- Consistent shareholder value via dividend growth and stock price appreciation

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**CASY goal deliver top quintile EBITDA growth of 8-10%**



*Attractive growth outlook*



*Capital allocation strategy that prioritizes driving value for shareholders*



*Backed by a strong balance sheet*



*Consistent track record of performance*

# Appendix



## Reconciliation of Non-GAAP Financial Measures

	FY21	FY22	FY23
Net income	\$ 312,900	\$ 339,790	\$ 446,691
Interest, net	46,679	56,972	51,815
Federal and state income taxes	94,470	100,938	140,827
Depreciation and amortization	<u>265,195</u>	<u>303,541</u>	<u>313,131</u>
EBITDA	\$ 719,244	\$ 801,241	\$ 952,464

	FY21	FY22	FY23
Operating cash flows	\$ 804,088	\$ 788,741	\$ 881,951
Purchase of property and equipment	<u>(441,252)</u>	<u>(326,475)</u>	<u>(476,568)</u>
Free cash flow	362,836	462,266	405,383