## TrefethenAdvisors

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## About Trefethen Advisors, LLC

Trefethen Advisors is a privately held investment bank. Trefethen is unique in its ability to maximize value for its clients by providing strategy-led, consultative investment banking services in situations requiring specialized industry, analytical, and/or structuring expertise. We offer skilled transaction execution capabilities and a full range of financial and strategic advisory services:

- Mergers \& Acquisitions (Buy-Side \& Sell-Side)
- Corporate Finance
- Financial Restructuring and Distressed M\&A
- ESOP Buyouts

Corporate Finance Products Include:

- Family Offices
- Venture Capital
- Debt/Sub-Debt
- Private Equity
- Financial Companies
- Sale-Leaseback Financing

For more information, please visit our website at www.trefethenib.com

## Convenience Store Market Quarterly Newsletter

Trefethen Advisors, LLC is pleased to bring you this quarterly edition of its monthly market update. This periodical is designed to provide current information on the public equity markets, convenience retailing markets, M\&A activity as well as market and sector commentary. If you would like to add any colleagues to this newsletter, please contact us at mokeefe@trefethenib.com

## Market Summary

During the month of March, U.S. Stocks performed well with the S\&P 500 increasing $6.3 \%$ and turning positive for the quarter. Between February 11, 2016 and March 31, 2016 stock prices grew nearly $11.5 \%$. Globally, WTI oil prices rebounded from lows of $\$ 27 /$ barrel in early February to nearly $\$ 40 /$ barrel by the end of March. New jobless claims continued to fall in March, signaling a recovery in the U.S. Economy. Meanwhile, investors fled to perceived "safe" assets as the Japanese Yen rose $7 \%$ versus the U.S. Dollar since the start of the year and gold increased $12 \%$ between January 1st and March 31st. Equity performance of the Trefethen C-Store Index declined $1.03 \%$ for the month of March and $2.40 \%$ for the year.


| Treasury Rates |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 6 Month | 0.39\% | 0.46\% | 0.48\% | 0.08\% | 0.14\% |
| 1 Year | 0.59\% | 0.63\% | 0.67\% | 0.31\% | 0.26\% |
| 5 Year | 1.21\% | 1.39\% | 1.34\% | 1.37\% | 1.37\% |
| 10 year | 1.78\% | 1.91\% | 1.84\% | 2.05\% | 1.94\% |
| 30 year | 2.61\% | 2.67\% | 2.69\% | 2.85\% | 2.54\% |
| Swaps |  |  |  |  |  |
| 3 Year | 0.98\% | 1.11\% | 1.03\% | 1.00\% | 1.12\% |
| 5 year | 1.21\% | 1.33\% | 1.26\% | 1.40\% | 1.54\% |
| 10 year | 1.67\% | 1.75\% | 1.70\% | 2.01\% | 2.03\% |
| 30 year | 2.15\% | 2.16\% | 2.17\% | 2.51\% | 2.38\% |
| LIBOR |  |  |  |  |  |
| 1 Month | 0.44\% | 0.44\% | 0.44\% | 0.19\% | 0.18\% |
| 3 Month | 0.63\% | 0.63\% | 0.63\% | 0.32\% | 0.27\% |
| 1 year | 1.21\% | 1.23\% | 1.20\% | 0.85\% | 0.69\% |
| Other Key Rates |  |  |  |  |  |
| Prime | 3.50\% | 3.50\% | 3.50\% | 3.25\% | 3.25\% |
| Discount | 1.00\% | 1.00\% | 1.00\% | 0.75\% | 0.75\% |
| Foreign Exchange |  |  |  |  |  |
| Dollar Index (USD/Basket) | 94.59 | 96.14 | 98.21 | 96.19 | 98.36 |
| Pound/USD | 1.44 | 1.42 | 1.41 | 1.52 | 1.49 |
| Euro/USD | 1.14 | 1.12 | 1.08 | 1.12 | 1.07 |
| USD/Yen | 112.36 | 112.72 | 113.96 | 119.63 | 119.99 |
| USD/CNY | 6.45 | 6.51 | 6.55 | 6.36 | 6.20 |
| Market Commentary |  |  |  |  |  |




Commodity Markets

|  | $3 / 31 / 2016$ | 1 Week | 1 Month | 6 Month | 1 Year |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Energy Markets |  |  |  |  |  |
| Crude (W. TX Cushing Spot) | 38.34 | 37.96 | 34.66 | 44.74 | 47.60 |
| Crack Spread (NYMEX 3-2-1) | 18.77 | 19.33 | 17.53 | 14.81 | 25.87 |
| Unleaded Retail Gasoline (US Aver.) | 2.17 | 2.11 | 1.89 | 2.42 | 2.53 |
| Unleaded Rack (US Aver.) | - | - | 1.32 | 1.89 | 2.02 |
| Rack to Retail Spread | - | - | 0.57 | 0.53 | 0.51 |
| Other Commodity Markets |  |  |  |  |  |
| Gold | $1,235.60$ | $1,221.60$ | $1,241.80$ | $1,113.70$ | $1,183.20$ |
| Silver | 15.46 | 15.20 | 15.02 | 14.51 | 16.60 |
| Wheat | 4.73 | 4.63 | 4.50 | 5.18 | 5.11 |
| Corn | 3.51 | 3.70 | 3.56 | 3.88 | 3.76 |

## Market Commentary

Crude prices were volatile during March and refining spreads after a period of stability posted a recent increase. Other relevant commodities were generally flat during the month. Our featured commodity graphic this issue focuses on gasoline demand measured by average deliveries of gasoline by prime suppliers. Data through January 2016 show a modest increase in demand over the pervious year reflecting the slow turn around of the economy.
Featured Commodity Graphic



Source: Bloomberg Spot Price - - 321 Crack M1


|  | Senior Term Debt | Senior Debt Asset Based | Mortgage Financing | High Yield | Mezzanine / Subordinated Debt | Private Equity | Sale Lease-Back |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Issuers / Providers | Reduced base of traditional lenders including national, super-regional, regional and local banks | Bank and non-bank lenders (e.g. captive subs. of large commercial banks, standalone finance companies, and finance arms of large diversified corporations) | Bank and non-bank lenders (e.g. captive subs. of large commercial banks, standalone finance companies, and finance arms of large diversified corporations) | Institutional investors | Private investment funds / hedge funds, captive subsidiaries of large commercial banks and stand-alone finance companies | Private equity / hedge funds and captive subsidiaries of large commercial banks | Individual retail investors, private real estate companies, REIT's, developers and private equity / hedge funds |
| General Structure /Issue Size | Revolver and/or funded term loan. Issue size may determine need for syndication on a best efforts or underwritten basis | Revolver - generally | Term loan | Non-amortizing; bullet maturity. Suggested minimum transaction size of $\$ 125.0$ to $\$ 150.0$ million. Absolute minimum EBITDA of $\$ 30$ million | Amortizing term loan $\$ 5$ to $\$ 50$ million | Issue size generally \$20.0 to \$200.0 million | From a single asset to a total issue size up to $\$ 300$ million |
| Cost of Capital | Libor + 225-375 bps | $\begin{aligned} & \text { Libor + approx. } \\ & 225-375 \text { bps } \end{aligned}$ | $\begin{aligned} & \text { Fixed: Swaps + approx. } \\ & 175-300 \text { bps. } \\ & \text { Variable: Libor + approx. } \\ & 175-300 \mathrm{bps} . \end{aligned}$ | 2.69\%-9.86\% depends on ratio | Generally pricing in the teens. May include warrants | 20\%-30\% | $5.5 \%$ to $10.5 \%$ depending on asset quality, escalation provisions, unit economics and tenant credit |
| Interest Type | Fixed to swaps and variable | Variable | Long-term fixed rate financing (can be variable) | Fixed | Fixed / Variable. May include PIK component | May include preferred dividends - cash or PIK | Fixed - with periodic escalations |
| Advance Rate | Capacity limited by leverage. Availability up 5.5x lease adjusted leverage | Capacity limited by asset coverage. Typically <70\% of $A / R$ and inventory balances | $60 \%$ to $70 \%$ loan to real estate value | Generally up to 5X firm cash flow | Generally up to 5 X firm cash flow depending on nature of assets (fee RE vs leased RE) | Investors will typically desire aggressive levels of leverage in order to maximize return on investment | $100 \%$ of real estate value |
| Term / Amortization | Term of 5 years. Amortization up to 15 years | 1 to 3 years - generally. Interest only. CO TERM ALSO | 10 to 30 years | Generally 7 to 10 years. Nonamortizing; bullet maturity | Term is generally less than 7 years. Amortization varies | Generally 3 to 5 years | Primary term 15 to 20 years plus multiple tenant option terms |
| Collateral / Security | Senior lien on all longterm assets. Personal guaranties most likely required for smaller companies | $A / R$, inventory and other available assets | Specific real estate assets | Senior, seniorsubordinated or subordinated lien on specific or all longterm assets | First or second lien on all assets. Personal guaranties may be required for smaller companies | Warrants / shares with put rights and other substantial minority protections. May have outright control | Lessor owns assets |
| Typical Covenants | Numerous balance sheet and income statement covenants | Numerous balance sheet and income statement covenants | Minimum balance sheet covenants. Moderate income statement coverage types of covenants | Numerous balance sheet and income statement covenants but generally less restrictive than bank covenants | Moderate balance sheet and income statement covenants (subject to senior lender requirements). May contain control provisions | Control provisions / board representations | Minimal covenants |
| Call Protection | Yield maintenance for fixed little or no premium for floating rate | Pre-payable with little or no call premiums | Yield maintenance for fixed little or no premium for floating rate | Non-callable for $3 / 4$ years; thereafter at set premiums | Non-callable / make-whole payments | N/A | N/A |
| Other General Advantages / Disadvantages | No public disclosure of financial performance | No public disclosure of financial performance | No public disclosure of financial performance | Least restrictive covenant package. S\&P and Moody's rating required. Public disclosure requirements/ Sarbanes Oxley | No public disclosure of financial performance. Premium pricing to public bond | Negotiable control and governance issues. No public disclosure of financial performance | Minimal covenants, higher advance rates and ability to control the property for up to 50 years through options |
| Other General Comments | Select lenders are getting more active in the industry. Underwriting is conservative, but there is debt available | The Asset Based Lending market is driven by current economic conditions, contraction in the traditional bank market and a renewed focus on structure and collateral by issuers | May be expensive to pre-pay | The high yield market may entertain lower rated issuers as investors may be willing to take on greater risk in the search for yield | Credit requirements <br> include a strong, <br> sustainable cash flow, <br> growth potential in <br> revenue and cash flow, <br> strong asset base and <br> experienced management <br> teams with ownership <br> position | May be useful for growth capital / acquisitions / large project financing. Requirements would include current or near term profitability, strong management team | Market is gaining some liquidity resulting in compressed cap rates |


| Equity Markets |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (SMM, Except per Share Data) |  |  | S in Local Currency |  |  | Selected financial Data (US \$ |  |  |  |  | Price/Earnings |  |  | TEV/EBITDA |  |  | Leverage |  |  |
| Security | Ticker | $\begin{aligned} & \text { Most } \\ & \text { Recent atr. } \\ & \text { End } \end{aligned}$ | $\begin{array}{\|c\|} \hline \text { Last } \\ 03 / 31 / 16 \end{array}$ | $\begin{aligned} & 52 \mathrm{~W} \\ & \text { High } \end{aligned}$ | 52 W Low | $\begin{gathered} \text { Market } \\ \text { Cap (MM) } \end{gathered}$ | Net Debt | TEV | TTM EPS | $\underset{\text { LTM }}{\text { EBTDA }}$ | LTM | $\underset{(E y t)}{C Y}$ | $\begin{aligned} & +1 \mathrm{Y} 5) \\ & (\mathrm{Est}) \end{aligned}$ | LTM | $\underset{(\mathrm{Est})}{\mathrm{cy}}$ | $\begin{aligned} & (\mathrm{E} 5 \mathrm{t}) \end{aligned}$ | $\begin{aligned} & \text { Total } \\ & \text { Debt } \end{aligned}$ | $\begin{aligned} & \text { Total Debt } \\ & \text { /LTM } \\ & \text { EBITDA } \end{aligned}$ | $\begin{aligned} & \text { LTM Lease } \\ & \text { Adj. Leverage } \\ & \text { (Est) } \end{aligned}$ |
| Indices |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| dow jones indus. Avg | DJAI |  | 17,685 | 18,312 | 5,660 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SEP 500 INDEX | Spx |  | 2,060 | 2,131 | 1,829 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Spor spr petalletr | XRT |  | 46.18 | 51.11 | 37.80 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Trefethen c.store index |  |  | 53.52 | 60.54 | 40.36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Convenience |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ALIMENTATIO couche-tafo - | AtD. ${ }^{\text {d }}$ | 01/16 | 44.57 | 49.50 | 34.15 | 25,434 | 2,137 | 27,571 | 1.97 | 2,164 | 20.9 | 20.0 | 17.3 | 12.7 | 11.7 | 10.4 | 3,109 | 1.4 | NA |
| Caser' General stores inc | cast | 01/16 | 113.32 | 129.53 | 80.94 | 4,425 | 795 | 5,220 | 5.65 | 548 | 20.3 | 20.0 | 17.1 | 9.5 | 9.0 | 8.2 | 849 | 1.5 | NA |
| cst branos, inc. | CST | 03/16 | 38.29 | 44.87 | 29.73 | 2,895 | 1,653 | 5,153 | 2.03 | 449 | 19.6 | 20.7 | 17.8 | 11.5 | 12.9 | 11.7 | 1,820 | 4.0 | NA |
| murphr usa, Inc. | musa | 12/15 | 61.45 | 73.64 | 47.73 | 2,456 | 388 | 2,845 | 4.06 | 344 | 19.6 | 14.2 | 13.0 | 8.3 | 7.0 | 6.7 | 490 | 1.4 | 1.6 |
| TRAvelcenters of america | TA | 12/15 | 6.77 | 18.10 | 6.41 | 263 | 179 | 442 | 0.72 | 150 | 9.4 | 12.0 | 7.6 | 3.0 | 3.3 | 2.7 | 351 | 2.3 | 6.4 |
| Refining/Wholesale/Retail |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| alon usa energy inc | au | 03/16 | 10.32 | 23.29 | 9.20 | 724 | 324 | 1,073 | (0.14) | 323 | 13.8 | 28.2 | 15.4 | 3.3 | 4.5 | 3.8 | 558 | 1.7 | NA |
| crossamerica partners LP | CAPL | 03/16 | 24.33 | 35.89 | 17.39 | 806 | 503 | 1,243 | 0.47 | 98 | 70.3 | 37.9 | 34.5 | 12.6 | 11.3 | 9.8 | 505 | 5.1 | NA |
| detek us holongs inc | DK | 03/16 | 15.24 | 40.89 | 12.54 | 946 | 612 | 1,823 | 0.10 | 330 | 47.8 | 11.8 | 9.4 | 5.5 | 5.4 | 5.3 | 962 | 2.9 | NA |
| global partners lp | GLP | 12/15 | 13.50 | 42.74 | 12.55 | 452 | 1,266 | 1,763 | 1.12 | 226 | 12.2 | NM | nm | 7.8 | 9.7 | 8.5 | 1,267 | 5.6 | 4.9 |
| Houyrfontier Corp | HFC | 03/16 | 35.32 | 54.73 | 29.00 | 6,237 | 1,197 | 7,623 | 2.89 | 1,496 | 9.1 | 12.4 | 9.0 | 5.1 | 6.1 | 5.3 | 1,308 | 0.9 | NA |
| Marathon oll corp | mRo | 03/16 | 11.14 | 31.53 | 6.52 | 9,399 | 5,209 | 15,455 | (3.38) | 2,280 | nм | nM | nm | 6.8 | 11.2 | 7.2 | 7,281 | 3.2 | NA |
| murbhy oll corp | mur | 03/16 | 25.19 | 51.09 | 14.30 | 4,338 | 2,859 | 6,941 | (14.20) | 989 | nM | nм | nм | 7.0 | 8.6 | 5.9 | 3,429 | 3.5 | NA |
| northern ter energ Lp | NTI | 03/16 | 23.57 | 29.03 | 22.15 | 2,194 | 341 | 2,476 | 2.53 | 437 | 6.6 | 10.3 | 7.6 | 5.7 | 7.9 | 6.6 | 376 | 0.9 | NA |
| PHILIPS 66 | psX | 03/16 | 86.59 | 94.12 | 68.84 | 45,566 | 7,112 | 52,217 | 6.73 | 7,322 | 11.2 | 13.7 | 11.5 | 7.1 | 7.9 | 7.0 | 8,835 | 1.2 | NA |
| sunoco Lp | sun | 03/16 | 33.13 | 54.82 | 22.86 | 3,438 | 4,121 | 5,354 | 1.02 | 498 | 37.4 | 12.0 | 11.2 | 10.8 | 7.2 | 6.4 | 4,198 | 8.4 | NA |
| tesoro corp | tso | 03/16 | 86.01 | 119.67 | 67.80 | 10,312 | 3,613 | 15,970 | 12.02 | 4,018 | 6.9 | 10.3 | 10.6 | 4.0 | 5.6 | 5.6 | 4,052 | 1.0 | NA |
| westren refinnginc | WNR | 03/16 | 29.09 | 50.71 | 24.43 | 2,654 | 1,119 | 5,231 | 3.52 | 1,131 | 6.8 | 10.8 | 10.6 | 4.6 | 5.9 | 5.8 | 1,712 | 1.5 | NA |
| Major Oil |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| sp PLC | ${ }^{\text {b }}$. | 03/16 | 3.50 | 4.8 | 2.53 | 65,21 | 30,815 | 84,03 | (0.53) | 21,334 | NM | 26.8 | 4 | 3.9 | 4.0 | 3.1 | 54,012 | 2.5 | NA |
| Chevion corp | cax | 03/16 | 95.40 | 112.20 | 69.58 | 179,653 | 33,460 | 208,083 | 0.69 | 24,220 | 38.9 | 57.6 | 20.9 | 8.6 | 8.6 | 5.5 | 42,339 | 1.7 | NA |
| сомосорннLIPS | COP | 03/16 | 40.27 | 69.72 | 31.05 | 49,782 | 24,282 | 72,614 | (4.96) | 5,510 | NM | NM | 93.7 | 13.2 | 10.9 | 6.6 | 29,455 | 5.3 | NA |
| ExXon mobil corp | хом | 03/16 | 83.59 | 90.09 | 66.55 | 347,129 | 38,262 | 388,110 | 3.11 | 34,426 | 21.7 | 34.2 | 21.7 | 11.3 | 11.0 | 7.6 | 43,108 | 1.3 | NA |
| Roval dutch shel pleA Shs | RDSA | 03/16 | 21.34 | 29.50 | 16.53 | 171,038 | 69,854 | 196,701 | (0.31) | 40,240 | 77.3 | 38.4 | 15.0 | 4.9 | 5.8 | 4.4 | 80,873 | 2.0 | NA |
| total sa | fp | 03/16 | 40.06 | 50.30 | 35.21 | 93,742 | 30,095 | 122,060 | 1.74 | 21,522 | 20.1 | 16.6 | 11.3 | 5.7 | 5.9 | 4.4 | 54,104 | 2.5 | NA |
| Drug |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| cus Caremark corp | cvs | 03/16 | 103.73 | 113.65 | 81.37 | 114,207 | 25,605 | 139,170 | 4.63 | 12,086 | 22.5 | 17.8 | 15.8 | 11.5 | 10.5 | 9.8 | 27,469 | 2.3 | NA |
| walgren co | WBA | 02/16 | 84.24 | 97.30 | 71.50 | 90,874 | 10,406 | 102,993 | 3.10 | 8,204 | 20.5 | 18.2 | 16.2 | 12.6 | 11.6 | 10.5 | 14,026 | 1.7 | NA |
| Restaurant |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| daroen restaurants inc | DRI | 02/16 | 66.30 | 75.60 | 53.38 | 8,502 | 232 | 8,843 | 2.68 | 910 | 24.0 | 17.7 | 16.0 | 9.7 | 9.3 | 8.8 | 448 | 0.5 | NA |
| mcoonald's Corp | MCD | 03/16 | 125.68 | 126.96 | 87.50 | 113,314 | 20,043 | 129,754 | 5.23 | 9,029 | 26.2 | 23.3 | 20.8 | 14.4 | 14.1 | 13.7 | 23,353 | 2.6 | NA |
| starbucks Cobp | sbux | 03/16 | 59.70 | 64.00 | 42.05 | 88,243 | 1,579 | 88,212 | 1.71 | 4,841 | 36.6 | 30.1 | 26.6 | 18.2 | 16.2 | 14.8 | 2,997 | 0.6 | NA |
| yumi branosinc | yum | 03/16 | 81.85 | 95.90 | 64.58 | 33,453 | 3,897 | 36,757 | 3.07 | 2,815 | 28.0 | 23.1 | 20.2 | 13.1 | 12.4 | 11.6 | 4,831 | 1.7 | NA |
| Grocery |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| kroger co | KR | 01/16 | 38.25 | 42.75 | 27.32 | 36,815 | 11,829 | 48,622 | 2.09 | 5,665 | 18.6 | 17.1 | 15.6 | 8.6 | 7.9 | 7.4 | 12,106 | 2.1 | 2.5 |
| Home Improvement |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| номе depotinc | но | 01/16 | 133.43 | 135.47 | 92.17 | 167,181 | 19,172 | 186,353 | 5.49 | 13,568 | 24.4 | 21.5 | 18.9 | 13.7 | 12.4 | 11.5 | 21,397 | 1.6 | 1.8 |
| Lowe's cos inc | Low | 01/16 | 75.75 | 78.13 | 62.62 | 67,981 | 11,937 | 79,918 | 2.73 | 7,062 | 27.7 | 19.0 | 16.3 | 11.3 | 10.1 | 9.3 | 12,649 | 1.8 | 2.1 |
| Discount |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| dollar general corp | dG | 01/16 | 85.60 | 86.80 | 59.75 | 24,522 | 2,813 | 27,334 | 3.96 | 2,299 | 21.7 | 18.7 | 16.7 | 11.9 | 10.8 | 10.0 | 2,971 | 1.3 | 3.0 |
| Wal-mart stores inc | wmt | 01/16 | 68.49 | 81.39 | 56.30 | 215,356 | 41,329 | 259,750 | 4.58 | 34,379 | 15.0 | 16.5 | 15.7 | 7.6 | 8.2 | 8.0 | 50,034 | 1.5 | 1.5 |



Return on Common Equity (LTM)
25.7\%
*Calculated as follows: [[ (next year rent * 8) + LT debt] / EBITDAR

Casey's General Store, Inc.

## Ticker:

Casey's General Stores, Inc. operates convenience stores in the Midwest. The Company's stores, operating under the name Casey's General Store, carry a selection of food, beverages, tobacco products, health and beauty aids, automotive products, and other non-food items, as well as sells gasoline.

| (\$usD MM, Except per Share Data and Where Otherwise Noted) |  |
| :--- | ---: |
| Valuation Analytics |  |
| Latest Fiscal Year: | $12 / 15 / 2015$ |
| LTM as of: | $4 / 30 / 2015$ |
| 52-Week High | $3 / 31 / 2016$ |
| 52-Week Low |  |
| Daily Volume (30 Day Average, Thousand) |  |
| Current Price |  |
| 52-Week High \% Change |  |
| 52-Week Low \% Change |  |
| \% 52 Week Price Range High/Low |  |
| Shares Outstanding (MM) |  |
| Market Capitalization |  |
| Total Debt |  |
| Preferred Stock |  |
| Minority Interest |  |
| Cash and Equivalents |  |
| Enterprise Value |  |
| Relative Stock Price Performance |  |
| YTD Change |  |
| YTD \% Change |  |
| Spider Retail Index YTD \% Change |  |


113.32
(12.5\%) Market Data
60.0\% Dividend Yield
0.0\% Beta 5 Y

4,425 Short Int. (Short Interest to Total Shares Outstanding)
8491 Yr Return on Equity
YTD Return
Relative Strength Index
54 S\&P STARS Ranking (1-5)
5,220

| A+ |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| Valuation | Last Fiscal | $\underline{\text { LTM }}$ | $\underline{F Y+1}$ | $\underline{\mathrm{FY}+2}$ |
| Enterprise Value / Revenue | 0.7 | 0.7 | 0.7 | 0.7 |
| Enterprise Value / EBITDA | 10.9 | 9.5 | 9.3 | 8.9 |


| Spider Retail Index YTD \% Change 6.8\% |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Income Statement (USD Million |  |  |  |  |
|  | Fiscal Year Ended |  |  |  |  |
|  | 4/30/2011 | 4/30/2012 | 4/30/2013 | 4/30/2014 | 4/30/2015 |
| Sales | 5,140 | 6,461 | 6,655 | 7,194 | 7,052 |
| Gross Profit | 881 | 1,000 | 1,071 | 1,222 | 1,440 |
| Operating Expense | 690 | 785 | 869 | 986 | 1,115 |
| Operating Income | 191 | 215 | 203 | 236 | 325 |
| EBITDA | 273 | 315 | 329 | 377 | 479 |
| Net Income | 95 | 115 | 104 | 127 | 181 |
| Normalized Diluted EPS | 2.39 | 2.93 | 2.71 | 3.15 | 4.54 |
| Margins: |  |  |  |  |  |
| Gross Profit (\%) | 17.1\% | 15.5\% | 16.1\% | 17.0\% | 20.4\% |
| Operating Income (\%) | 3.7\% | 3.3\% | 3.0\% | 3.3\% | 4.6\% |
| EBITDA Margin (\%) | 5.3\% | 4.9\% | 4.9\% | 5.2\% | 6.8\% |
| Net Income (\%) | 1.8\% | 1.8\% | 1.6\% | 1.8\% | 2.6\% |
| Fuel Operations: |  |  |  |  |  |
| Fuel Volume (MM Gallons) | 1,394 | 1,476 | 1,535 | 1,666 | 1,817 |
| Fuel Gross Profit | 212 | 227 | 233 | 268 | 351 |
| Fuel margin (CPG) | 15.2 | 15.4 | 15.2 | 16.8 | 19.3 |
| Same Store Fuel Vol (\%Chg) | 1.6\% | -1.5\% | 0.1\% | 3.1\% | 2.6\% |
| Grocery \& Other Merchandise: |  |  |  |  |  |
| Grocery \& Other Merchandise Sales | 1,196 | 1,365 | 1,419 | 1,583 | 1,795 |
| Grocery \& Other Merchandise Gross Profit | 385 | 443 | 463 | 508 | 576 |
| Grocery \& Other Merchandise Margin (\%) | 32.2\% | 32.5\% | 32.6\% | 32.1\% | 32.1\% |
| Same Store Grocery/Merch Sale (\%Chg) | 4.6\% | 6.7\% | 0.8\% | 7.4\% | 7.8\% |
| Other Information: |  |  |  |  |  |
| Number of Stores (Co-op) | 1,637 | 1,699 | 1,749 | 1,808 | 1,878 |
| Capital Expenditures | 215 | 241 | 305 | 309 | 361 |


| Assets: |
| :--- |
| Total Current Assets |

Balance Sheet

Net Fixed Assets
Other
Long Term Investments
Total LT Assets
Total Assets
Liabilities:
ST Liabilities
LT Liabilities:
LT Debt
Other LT
Total Liabilities

## Shareholder's Ec

Preferred Equity \& Minority
Retained Earnings 972
Comprehensive Income
Treasury Stock
Common Stock
Total Liabilities \& Equity $\qquad$
\& P
S\&P Credit Rating
S\&P Outlook
Credit Metrics
Lease Adjusted Leverage*
Total Debt to Capital
Current Ratio
Profitability Metrics
Return on Capital (LTM)
Return on Common Equity (LTM)
*Calculated as follows: [[ (next year rent * 8) + LT debt] / EBITDAR

305
305
2,220
146
$\qquad$ 2,671

5.9\%


## Annual Same Store Graphics


$\square$ Same Store Gallons $\quad$ Same Store Grocery \& Other Merchandise Sale

CST Brands, Inc.
NYSE:CST
CST Brands, Inc. operates as an independent retailer of motor fuel and convenience merchandise items in the United State and eastern Canada. The Company's retail operations include sale of motor fuel at convenience stores, commission agents, and cardlocks; food, merchandise items, and services at convenience stores; and heating oil to residential customers, as well (SUSD MM, Except per Share Data and Where Otherwise Note

## Valuation Analytic

LTM as of:
52-Week High 4/27/201
52-Week Low 2/19/2016
Daily Volume (30 Day Average, Thousand)
52-Week High \% Change
52-Week Low \% Change
\% 52 Week Price Range High/Low
Shares Outstanding (MM)

## Total Debt <br> Preferred Stock

Minority Interest
Cash and Equivalents
3/31/2016
Enterprise Value

| Relative Stock Price Performance | 5,153 |
| :--- | ---: |
| YTD Change | $(0.85)$ |
| YTD \% Change | $(2.2 \%)$ |
| Spider Retail Index YTD \% Change |  |

## Murphy USA, Inc. <br> Ticker:


fuel product

6.6\%) Market Data
8.7\% Dividend Yield $\quad 0.00 \%$
54.3\% Beta 5Y

56 Short (Short Interest to Total Shares Outstanding)
4901 Yr Return on Equity
YTD Return
Relative Strength Index
102 S\&P STARS Ranking (1-5)
2,845
S\&P Quality Ranking
Valuation
0.71
1.2\%
.2\% Enterprise Value to EBITDA
llions)

Sales
Gross Pro
Gross Profit
Operating Expense
Operating Income
EBITDA
Net Income
Normalized Diluted EPS
Margins:
Operating Income (\%)
EBITDA Margin (\%)
Net Income (\%)

| Fiscal |  |  |  |  |
| ---: | ---: | ---: | ---: | ---: |
| Year Ended |  |  |  |  |
| $12 / 31 / 2011$ | $12 / 31 / 2012$ | $12 / 31 / 2013$ | $12 / 31 / 2014$ | $12 / 31 / 2015$ |
| 17,088 | 17,339 | 15,930 | 15,055 | 10,731 |
| 470 | 398 | 466 | 565 | 472 |
| 159 | 186 | 189 | 200 | 217 |
| 311 | 212 | 277 | 365 | 255 |
| - | - | 340 | 475 | 343 |
| 324 | 84 | 235 | 244 | 176 |
| 4.16 | 2.84 | 3.52 | 4.57 | 3.18 |
|  |  |  |  |  |
| $2.8 \%$ | $2.3 \%$ | $2.9 \%$ | $3.8 \%$ | $4.4 \%$ |
| $1.8 \%$ | $1.2 \%$ | $1.7 \%$ | $2.4 \%$ | $2.4 \%$ |
| - | - | $2.1 \%$ | $3.2 \%$ | $3.2 \%$ |
| $1.9 \%$ | $0.5 \%$ | $1.5 \%$ | $1.6 \%$ | $1.6 \%$ |
|  |  |  |  |  |
| 3,716 | 3,796 | 3,800 | 3,981 | 4,124 |
| 625.7 | 556.7 | 550.4 | 653.9 | 510.2 |
| 15.6 | 12.9 | 13.0 | 15.8 | 12.5 |
| $(9.4 \%)$ | $(0.3 \%)$ | $(3.1 \%)$ | $0.7 \%$ | $(0.9 \%)$ |
|  |  |  |  |  |
| 2,116 | 2,144 | 2,159 | 2,161 | 2,274 |
| 264 | 289 | 282 | 302 | 327 |
| $12.5 \%$ | $13.5 \%$ | $13.1 \%$ | $14.0 \%$ | $14.4 \%$ |
| $3.0 \%$ | $(1.1 \%)$ | $(2.5 \%)$ | $(3.7 \%)$ | $0.6 \%$ |
|  |  |  |  |  |
| 1,128 | 1,165 | 1,203 | 1,263 | 1,335 |
| 100 | 105 | 163 | 135 | 205 |
|  |  |  |  |  |
|  |  |  |  |  |

Fuel Volume (Million Gallons)
Fuel Gross Profit
Fuel margin (CPG)
Avg Per Store Month Fuel Vol (\%Chg)
Merchandise:
Merchandise Sales
Merchandise Gross Profit
Merchandise Margin (\%)

| Merchandise Margin (\%) | $12.5 \%$ | $13.5 \%$ | $13.1 \%$ | $14.0 \%$ | $14.4 \%$ |
| :--- | :---: | ---: | ---: | ---: | ---: |
| APSM Merch Sales (\%Chg) | $3.0 \%$ | $(1.1 \%)$ | $(2.5 \%)$ | $(3.7 \%)$ | $0.6 \%$ |
| Other Information: |  |  |  |  |  |
| Number of Stores (Co-op) | 1,128 | 1,165 | 1,203 | 1,263 | 1,335 |
| Capital Expenditures | 100 | 105 | 163 | 135 | 205 |


|  | 100 | 105 | 163 | 135 |
| :--- | :---: | :---: | :---: | :---: |
| Capital Expenditures | Balance Sheet |  |  |  |
| Assets: |  |  | 436 |  |
| Total Current Assets |  |  |  |  |

## LT Assets:

Other
Long Term Investments
Total LT Assets
Total Assets
Liabilities:
LT Liabilities:
LT Debt
Other LT
Total Liabilities
Shareholder's Equity:
Paid in Capital
Preferred Equity \& Minority
Retained Earnings
Comprehensive Income
Treasury Stock
Common Stock
Total Liabilities \& Equity
Credit Ratings
S\&P Credit Rating
S\&P Outlook
Credit Metrics
Funded Debt / EBITDA
Lease Adjusted Leverage*
Total Debt to Capital
Current Ratio
Profitability Metrics
Return on Capital (LTM)

| 81 |
| ---: |
| - |
| 1,451 |
| 1,886 |
| 392 |
|  |
| 490 |
| 211 |
| 1,094 |


|  |
| :---: |
| 558 |
| - |
| 528 |
| - |
| $(294$ |
| 0 |
| 1,886 |

Return on Common Equity (LTM)
Notes
*Calculated as follows: [[ (next year rent * 8) + LT debt] / EBITDAR

BB+
BB+
Stable
1.4
1.6
$38 \%$
1.1


TravelCenters of America LLC
Ticker: NYSE:TA
Share Price and Volume
 store business, operating under the Minit Mart brand, offers gasoline, packages food and snack items, non-prescription drug and beauty supplies, tobacco products and video products. The Company also provides roadside truck service program for truck and trailer repair services.


. 6

## Mividend Yield

0.00\%
182.4\% Beta 5 Y 3.00
35.58
263 Short Int. (Short Interest to Total Shares Outstanding)
3511 Yr Return on Equity
Outstanding (M)
3511 Yr Return on Equity
Relative Strength Index
172 S\&P STARS Ranking (1-5)
442 S\&P Quality Ranking
(2.63) Enterprise Value to Revenue
(28.0\%) Enterprise Value to EBITDA
$6.8 \%$ Price to Earnings (P/E)

| Prev LTM | Cur LTM | FY +1 | $F Y+2$ | $F Q+1$ | $F Q+2$ |
| ---: | ---: | ---: | ---: | ---: | ---: |
| $12 / 31 / 2014$ | $12 / 31 / 2015$ | $12 / 31 / 2016$ | $12 / 31 / 2017$ | $3 / 31 / 2016$ | $6 / 30 / 2016$ |
| 7,779 | 5,851 | 6,132 | 6,621 | 1,459 | 1,587 |
| 503 | 504 | $N A$ | $N A$ | $N A$ | NA |
| 390 | 426 | $N A$ | $N A$ | $N A$ | NA |
| 114 | 78 | $N A$ | $N A$ | $N A$ | NA |
| 202 | 150 | 135 | 164 | 18 | 41 |
| 61 | 28 | 11 | 33 | -8 | 8 |
| 1.75 | 1.02 | 0.49 | 0.89 | -0.23 | 0.24 |
|  |  |  |  |  |  |

Sales
Gross Prof

| Fiscal Year Ended |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| 12/31/2011 | 12/31/2012 | 12/31/2013 | 12/31/2014 | 12/31/2015 |
| 7,889 | 7,996 | 7,945 | 7,779 | 5,851 |
| 361 | 387 | 397 | 503 | 504 |
| 327 | 346 | 366 | 390 | 426 |
| 34 | 42 | 31 | 114 | 78 |
| 81 | 93 | 80 | 179 | 150 |
| 24 | 32 | 32 | 61 | 28 |
| 0.74 | 0.80 | 0.39 | 1.75 | 1.02 |
| 4.6\% | 4.8\% | 5.0\% | 6.5\% | 8.6\% |
| 0.4\% | 0.5\% | 0.4\% | 1.5\% | 1.3\% |
| 1.0\% | 1.2\% | 1.0\% | 2.3\% | 2.6\% |
| 0.3\% | 0.4\% | 0.4\% | 0.8\% | 0.5\% |
| 2,087 | 2,040 | 2,035 | 2,025 | 2,130 |
| 301 | 326 | 342 | 429 | 414 |
| 15.0 | 16.7 | 17.2 | 19.8 | 20.5 |
| 0.0\% | (4.2\%) | (3.1\%) | (4.3\%) | 0.7\% |
| 1,271 | 1,345 | 1,451 | 1,617 | 1,783 |
| 723 | 745 | 798 | 878 | 963 |
| 56.9\% | 55.4\% | 55.0\% | 54.3\% | 54.0\% |
| 8.4\% | 3.2\% | 2.7\% | 4.1\% | 5.4\% |
| 196 | 210 | 251 | 254 | 426 |
| 125 | 189 | 164 | 170 | 295 |
| Balance |  |  |  |  |

Net Income
Normalized Diluted EPS



Total Liabilities

## Shareholder's Equity:

Paid in Capital
Retained Earnings
Comprehensive Income
Treasury Stock
Common Stock
Total Liabilities \& Equity

## S\&P Credit Rating

S\&P Outlook
redit
Funded Debt / EBITDA
Lease Adjusted Leverage*
Total Debt to Capital
Current Ratio
Profitability Metr
Return on Capital (LTM)
5.6\%

Return on Common Equity (LTM)

## Total Current Assets

Net Fixed Assets
Long Term Investments
Total LT Assets

## Cal

Calculated as follows: [[ (next year rent * 8) + LT debt] / EBITDAR


Comparison Graphics: Convenience Retailing

Historical Relative Performance


Index, 100 = March 31, 2015





## Private Transactions

| Private Transaction Valuation Metrics |  |  |
| :--- | :---: | :---: |
|  | Fee Owed Real Estate |  |
|  | Low | High |
| Corporate EBITDA Multiple* | 5.0 | 10.0 |
| Store Level EBITDA Multiple** | 4.0 | 8.0 |

The above capital market multiples were derived by Trefethen Advisors, LLC based on an analysis of private transactions involving the sale of petroleum retailing/convenience store companies and/or specific assets, from interviews with active buyers and sellers and from analysis of publicly available information relating to the industry. All transactions were analyzed using a consistent methodology. The multiples above reflect a composite of transactions, interviews and other publicly available information and do not reflect the multiple for any individual transaction. The above multiples do not reflect transactions involving individual assets which may be significantly higher (or lower) for certain types of assets.

| Announced Private Transactions |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Date | Buyer | Seller | Purchase Price(MM) | Units | Location | Comments |
| Mar-16 | TravelCenters of America LLC | Quality State Oil Co., Inc. |  | 17 | WI |  |
| Mar-16 | Petroleum Marketing Group, Inc. | Gulf Oil Limited Partnership |  | 223 | National | Dealer-operated |
| Mar-16 | TravelCenters of America LLC | Standalone Convenience Stores | 52.30 | 20 | National |  |
| Mar-16 | Alimentation Couche-Tard, Inc. | Imperial Oil Ltd | 1,259.62 | 279 | On, QC, Canada |  |
| Mar-16 | 7-Eleven Canada, Inc. | Imperial Oil Ltd |  | 148 | AB, BC, Canada |  |
| Mar-16 | Harnois Groupe Petrolier | Imperial Oil Ltd |  | 36 | QC, Canada |  |
| Mar-16 | Parkland Fuel Corp. | Imperial Oil Ltd |  | 17 | SK, MB, Canada |  |
| Mar-16 | Wilson Fuel Co. Ltd | Imperial Oil Ltd |  | 17 | NS, NL, Canada |  |
| Feb-16 | GPM Investment LLC | Gas-Mart USA Inc. | 6.98 | 21 | IL, IO, NE |  |
| Feb-16 | TravelCenters of America LLC | TD Pete |  | 5 | IL |  |
| Feb-16 | On the Move Corporation | West Boynton Auto Service, Inc. | 1.03 | 1 | Boynton Beach, |  |
| Feb-16 | On the Move Corporation | Spanish River Service, Inc. | 1.70 | 1 | Boynton Beach, |  |
| Feb-16 | On the Move Corporation | Seeliva Industries, Inc. | 0.93 | 1 | Boynton Beach, FL |  |
| Jan-16 | CrossAmerica Partners LP | SSG Corp. | 48.50 | 31 | WI, MN |  |
| Jan-16 | TravelCenters of America LLC | Meiners Corp. |  | 4 | KS, MO |  |

## Earnings Announcements

Alimentation Couche-Tard, Inc. (ATD) reported on March 15, 2016 the results for the third quarter of fiscal 2016. Same-store merchandise revenue grew in all markets: $5.0 \%$ in the U.S., $4.3 \%$ in Europe and $3.5 \%$ in Canada. They launched a fuel rebranding strategy in the Southeast covering more than 1,000 Pantry stores that will be renamed Circle K, BP, Shell and Exxon. Highlights include:

Income: Net earnings totaled $\$ 274.0$ million up $10.4 \%$. Excluding adjustments and acquisition costs, earnings rose from a combination of acquisitions and organic growth, which was offset by declining fuel margins in the U.S.

EBITDA: EBITDA increased by $15.2 \%$ compared with the same quarter last year, reaching $\$ 627.5$ million. EBITDA margins increased year-to-year to 6.7\% from 6.0\%.

Merchandise \& Service: Merchandise and service gross margin increased by $0.5 \%$ in the U.S, by $3.4 \%$ in Europe and by $0.2 \%$ in Canada. Further cost savings are expected due to economies of scale from The Pantry acquisition and improved supply conditions.
Fuel: U.S and Europe same-store road transportation fuel volumes grew $6.2 \%$ and $2.9 \%$, respectively. In Canada samestore road transportation fuel volumes decreased $0.5 \%$. Fuel gross margin were $\$ 0.199$ per gallon in the U.S., $\$ 0.0869$ per liter in Europe and of C $\$ 0.0629$ per liter in Canada. In local currencies, the margin in Europe was higher than that of the comparable quarter of fiscal 2015.

Casey's General Stores, Inc. (CASY) reported on March 7, 2016 the results for the third quarter of fiscal 2016. Highlights include:

Income: Net income fell to $\$ 38.1$ million, down from $\$ 39.3$ million the prior year. This was partially due to a $6.3 \%$ year-to-year decline in revenue.

EBITDA: EBITDA fell $0.6 \%$ in the third quarter versus the prior year, although EBITDA margins increased to $7.1 \%$ from 6.7\% the prior year.

Merchandise \& Service: For the third quarter, grocery same-store sales were up $7.1 \%$ with an average margin of $31.2 \%$, the same as the prior year. Cigarette sales grew as a result of lower fuel prices in the quarter. Prepared food same-store sales for the third quarter grew $6.0 \%$ with an average margin of $62.0 \%$.

Fuel: For the third quarter, same-store gallons sold were up $1.6 \%$ with an average margin of $\$ 0.181$ per gallon. Total fuel sales volume was 472.259 million gallons for the quarter, up from 446.842 million gallons the prior year.

CST Brands, Inc. (CST) reported on February 19, 2016 the results for the fourth quarter and year-end 2015 results. Highlights include:

Income: Fourth quarter net income was $\$ 25$ million, down from $\$ 94$ million the prior year. After adjusting for nonrecurring items, net income in the fourth quarter 2016 would have been $\$ 42$ million, down from $\$ 79$ million the prior year.

EBITDA: EBITDA was $\$ 101$ million for the quarter compared to $\$ 195$ million for the prior year. The decrease in EBITDA was due primarily to a $\$ 70$ million decrease in U.S. motor fuel gross profit.

Merchandise \& Service: U.S. Merchandise and Services Gross Profit increased $6 \%$ and same store merchandise and services sales increased in both the U.S. and Canada as well as the acquisitions of Nice N Easy and Landmark stores and an increase in the number of New-to-Industry stores.
Fuel: U.S. fuel gross profits were $\$ 0.19$ per gallon in the fourth quarter, down from $\$ 0.32$ per gallon the prior year, caused by a steep decline in crude oil and wholesale gas prices. Canadian fuel gross profits were $\$ 0.22$ per gallon, down from $\$ 0.24$ per gallon the prior year.

## Earnings Announcements

Murphy USA, Inc. (MUSA) reported on February 3, 2016 the fourth quarter and year-end 2015 results. They added 44 new stores in the quarter, bringing the chain total to 1,335 stores at year end. After the quarter end, the Board approved an allocation of capital to pursue new additional growth opportunities and to undertake a share repurchase program of up to $\$ 500$ million. They also announced an agreement to sell CAM Crude Pipeline System in South Louisiana for $\$ 85$ million. Highlights include:

Income: Net income was $\$ 66.7$ million with income from continuing operations of $\$ 29.2$ million after removing the Hereford ethanol plant sale.

EBITDA: Adjusted EBITDA fell to $\$ 77.3$ million in the fourth quarter, down from $\$ 160.7$ million, due the gross profit decline in fuel sales.

Merchandise \& Service: Merchandise sales increased $6.7 \%$ overall at a $14.3 \%$ unit margin led by non-tobacco sales and margins.

Fuel: Retail fuel volume grew $3.4 \%$ for fuel gross margins of $\$ 0.124$ per gallon as average same store sales volume declined $1.4 \%$ versus the prior quarter.

TravelCenters of America LLC (TA) reported on March 14, 2016 the results for the fourth quarter and full year 2015. Nearly all of the standalone convenience stores and travel stores are now branded Minit Mart and include their private label coffee program. Highlights include:

Income: Net loss for the fourth quarter was $\$ 1.6$ million, compared to net income of $\$ 34.3$ million for the 2014 fourth quarter. The change was primarily due to the decrease in fuel gross margin and increases in SG\&A and rent as a result

EBITDA: Adjusted EBITDAR decreased by $\$ 46.2$ million, or $35.7 \%$, compared to the 2014 fourth quarter primarily due to the decrease in fuel gross margin.

Merchandise \& Service: Nonfuel revenue was up $13.8 \%$ with $25 \%$ of this increase from growth in same site revenue and $75 \%$ from sites acquired in the fourth quarter.

Fuel: Fourth quarter fuel volume rose $9.1 \%$ to 544.392 million gallons, however, same site volume was down 5.2 million gallons while volume from acquisitions was up 50.5 million gallons. Fuel gross margins per gallon declined to $\$ 0.1897$ in the quarter and included a $\$ 0.015$ economic benefit from the Federal fuel tax credit program to blenders of certain renewable fuels.

## Other M\&A News

TravelCenters of America announced April 1, 2016 that it purchased 17 QMart stores in Wisconsin from Quality State Oil Co Inc. who is exiting the retail business. TravelCenters will rebrand these stores as Minit Mart convenience stores.

CrossAmerica Partners announced March 29, 2016 that it closed the $\$ 48.5$ million purchase of 31 franchised Holiday Station stores in Minnesota and Wisconsin including the land on 27 sites. This brings their fuel distribution locations to 95 in the upper Midwest market, and over 1,250 nationally.

Alimentation Couche-Tard Inc. announced March 23, 2016 that it received approval from the European Commission for its previously announced deal to acquire A/S Dansk Shell's downstream retail business in Denmark, subject to divestment commitments. Completion of the acquisition is expected to occur in May 2016.

Alimentation Couche-Tard Inc. announced March 8, 2016 an agreement to acquire certain of its Canadian retail assets located in the Provinces of Ontario and Québec, comprising 279 ESSO-branded stations, 13 land banks and two dealer sites.

CST Brands announced March 3, 2016 that they are exploring strategic alternatives to further enhance stockholder value.

Petroleum Marketing Group Inc. purchased 223 Gulf Oil dealer-operated stations and convenience stores in March 2016.

BW Gas and Convenience confirmed in March 2016 that they are purchasing six Kum \& Go stores in Mason City, lowa.

## Featured Article: What to Consider When Selling Your Company

Selling your business is one of the most important decisions an owner will make in their lifetime. Not only does the business provide recurring income, but for many business owners, their identify and social network is closely tied to their business. Employees are not only friends they see every day, but an extension of their family. A prudent business owner thinking about a sale must ask themselves questions including do I want to sell?, when should I sell?, how much am I worth?, what can I do to increase value? and most importantly, what will I do after the sale? In this multi-part article, we first discuss the objectives a business owner needs to identify in order to chart the right course and navigate toward a successful outcome.

## Part 1: Owner's Objectives

Every owner has a unique set of reasons for pursing a sale. These may include age, succession issues, financial difficulties, health factors, risk diversification, competition, shareholder conflicts, divorce or simply being worn out. Before embarking on a sale, the rationale should be carefully considered as each objective may lead in a different path.

The most common reason for a sale is retirement. For some owners, they want to walk away quickly and sell to a competitor while others desire a longer-term transition alongside a financial partner. Financial difficulties due to industry consolidation or rising raw material costs may lead to a competitive sale or a merger in order to jointly maintain market share. Ongoing shareholder conflicts may result in one owner staying post-transaction while the other leaves. Replacing the skills of the departing owner is critical to capturing and retaining value and impacts the buyer base. An owner with a longer time horizon may choose a recapitalization or an ESOP transaction in order to diversify financial risk while maintaining ongoing control.

Typical owner objectives that need to be thoughtfully defined include the following: a) what are my ongoing financial needs posttransaction, b) do I want to maintain control post-transaction, c) how long do I want to stay with the business, d) are there holes in the management team that need to be filled, e) are there key executives crucial to the business that must be retained, f) are there family members that will stay with the business and g) should I retain the real estate and sell the operations. Weighing the importance of each answer is essential to selecting the right exit strategy.

## About Trefethen Advisors, LLC

Trefethen Advisors, LLC is an independent financial and strategic advisory firm, serving leading middle-market public and private corporations, family offices, institutional investors, operating executives and individual business owners. Our hands-on senior partners have negotiated, structured, and completed more than $\$ 8$ billion in transactions. Trefethen's sector-focused model enables us to provide our clients with a complete perspective of the micro and macro economic trends affecting their industry and business, and influencing their complex strategic decisions.

Trefethen's collaborative approach consists of developing and executing value-maximizing strategies that are aligned with our clients' objectives. We offer a full range of financial and strategic advisory services (e.g., M\&A; Corporate Finance; Financial Restructuring), and skilled transaction execution capabilities. Our principals have significant experience in convenience stores and have extensive relationships with industry and capital markets participants. Our focus on value-added research provides our clients with insight on industry specific and macro issues affecting their business.

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