

On-Site Analyst Day Presentation

The image shows the top portion of a Casey's store. A red sign with the word "Casey's" in white, cursive font is mounted on a red gable. The sign is set against a blue sky with a few white clouds. The roof of the building is visible on either side of the sign.

Casey's

October 2024

Safe Harbor Statements

The presentation is dated as of October 15, 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 Fikes Wholesale, Inc. "Fikes" transaction, the potential impact of consummation of the Fikes 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 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. 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.

Today's Speakers



Darren Rebelez

Board Chair, President, and
Chief Executive Officer



Steve Bramlage

Chief Financial Officer

OUR STRATEGY

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

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 Alliance, Inc.

Note: Growth rates represent forward-looking next 3 years growth calendarized to Casey's FYE April 30.

OUR STRATEGY

Casey's consistently delivered 8+% EBITDA growth over the short, medium, and long-term horizon



S&P 500 & S&P 400¹ retailers that grew EBITDA at a CAGR of at least 8% over time horizons above.

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1 - Source: Factset as of May 20, 2024. S&P 500 | S&P 400 composite retail peers. Excludes Amazon.com, Inc., Etsy, Inc., eBay Inc., and Walgreens Boots Alliance, Inc. Note: Growth rates calendarized to Casey's FYE April 30 and are as of FYE April 30, 2024.



OUR STRATEGY

Strategic Pillars

Accelerate the food business

2023 Investor Day

Progress Update

Product innovation

Refreshed sandwich line, LTOs

New platforms

Thin crust launch

Omni channel marketing

Rewards refresh, targeted promotion

Joint business planning

Deeper strategic relationships



Casey's

OUR STRATEGY

Strategic Pillars

Growth by number of units

2023 Investor Day

Space to grow

Flexible, two-pronged approach

M&A adding value

Flexible formats

Progress Update

White space within DC radius

Both M&A and NTIs

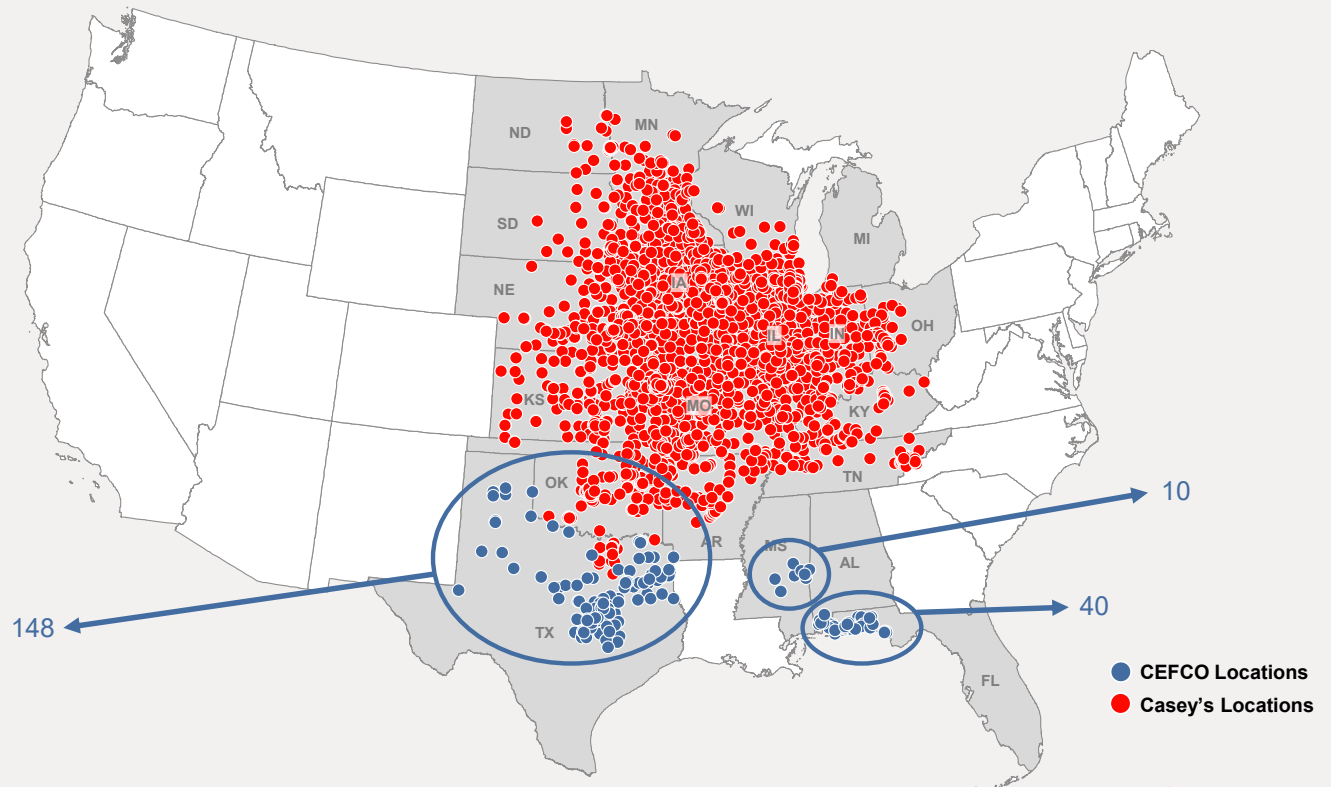
Small deal M&A at 6-9x EBITDA multiple

Five standard formats



Why we like the Fikes deal

- **Large format stores:**
~4,800 square foot average size
- **High quality assets with kitchens:**
~85% conversion rate to Casey's
- **Great geographies** in a target market of Texas and the growing Florida/Alabama panhandle
- **High volume fuel stores:**
~2 million gallons per store
- **New capability** with the fuel terminal



OUR STRATEGY

Strategic Pillars

Enhance operational efficiency

2023 Investor Day

Progress Update

Store enhancements

Kitchen improvement, outsourced non-value add tasks

SSC enhancements

Support service improvement, investment in technology

Culture of continuous improvement

Dedicated team, lean six-sigma



OUR STRATEGY

Strategic Pillars

Team member value proposition

2023 Investor Day

Progress Update

Training/education

Leadership Development, internal advancement

Turnover

Open position reduction, improved team member satisfaction

Guest experience

OSAT¹ improvement

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1 – OSAT is an abbreviation for Overall Satisfaction which measures the level of satisfaction with the guest experience.



Speaker



**Steve
Bramlage**

Chief Financial Officer

OUR STRATEGY

Investor day commitments

Management Guidance

EBITDA % growth	8%-10% CAGR through FY2026
Store growth	~ 500 additional stores via new builds & acquisitions by FY2026 ¹
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

Capital allocation priorities

1. Unit growth

- First priority is EBITDA and ROIC accretive unit growth
- Balance of new store builds and M&A

2. Repayment of debt when above ~2.0x Debt/EBITDA

- Pending Fikes acquisition will bring it to ~2.4x¹
 - Paydown to ~2x within 12 months of closing
- Ample borrowing capacity for the right deal

3. Tend to the dividend

- 25 consecutive years of dividend increases
- Grow dividend consistent with medium-term EBITDA growth
- Target payout ratio of 15-20%

4. Repurchase shares

- Repurchased approximately \$105 million in FY24
- Approximately \$295 million remaining on the existing board authorization

Speaker



Darren Rebelez

Board Chair, President,
and Chief Executive Officer

OUR STRATEGY

Casey's proven track record ...

Casey's proven successes

Unique footprint: ~2/3 of stores are in towns with 20,000 people or fewer

White space to grow: ~75% of towns between 500 and 20,000 in our distribution center footprint do not have a Casey's

Prepared food: Casey's is the 5th largest pizza chain with a high-margin prepared food business driving best in-class inside margin

Vertical integration: Positive control over the supply chain, able to get the right products to the stores

Compounding growth: double digit EBITDA and diluted EPS CAGR for the past 20 years

OUR STRATEGY

... improved in key areas

Casey's proven successes

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Casey's notable improvements

Operating expense management: FY19 to FY24 OPEX 10.5% CAGR vs. EBITDA 13.5% CAGR

Return on invested capital (ROIC) improvement: 12.1% in FY24, up ~300 bps from FY19

Free cash flow (FCF) generation: FY24 generated \$371 million vs. \$136 million in FY19

Expanded capabilities: Investment in digital, dedicated procurement team, asset protection team, enabling our scale

Large scale M&A: The company has successfully integrated several multi-unit transactions



THANK YOU

Q&A



On behalf of the Casey's team members, board of directors and executive team, thank you for coming to Ankeny, touring our SSC and stores, and listening to our strategic plan update.

We appreciate your interest in Casey's.





Appendix

APPENDIX

Reconciliation of Non-GAAP Financial Measures

	FY22	FY23	FY24
Net income	\$ 339,790	\$ 446,691	\$ 501,972
Interest, net	56,972	51,815	53,441
Federal and state income taxes	100,938	140,827	154,188
Depreciation and amortization	303,541	313,131	349,797
EBITDA	\$ 801,241	\$ 952,464	\$ 1,059,398

	FY22	FY23	FY24
Operating cash flows	\$ 788,741	\$ 881,951	\$ 892,953
Purchase of property and equipment	(326,475)	(476,568)	(522,004)
Free cash flow	462,266	405,383	370,949