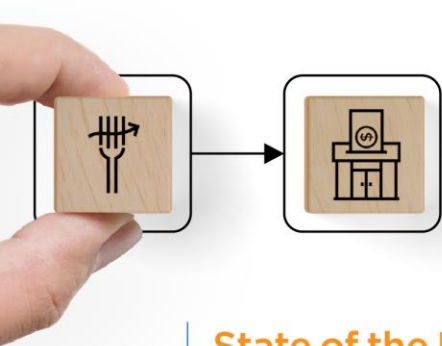




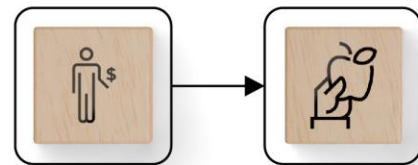
Know Before You Go

NACS SOI Summit 2025



Clarity, Not Uncertainty.

Trusted Insights **for Convenience.**



NACS

State of the Industry
Summit

April 8-10, 2025
Dallas, TX



Hello and Welcome



Lori Stillman
VP, Research and Education



Chris Rapanick
Managing Director, Research



Jayme Gough
Director, Research and Development



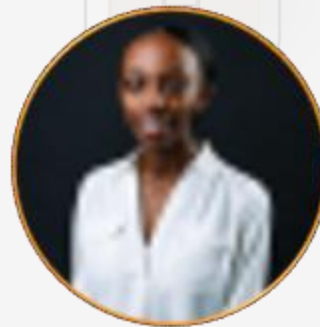
Jay Lee
Survey Research Analyst



Emma Tainter
Research Analyst/Writer



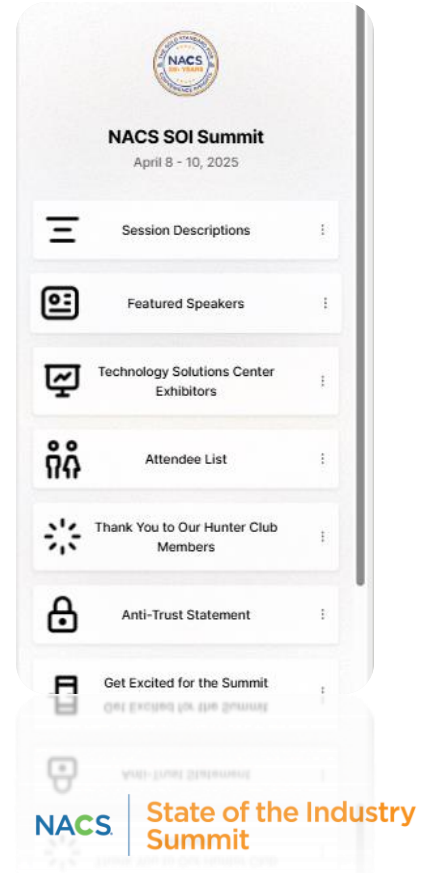
Chris Wise
Research Analyst



Raei Tesfazghi
Research Solutions Coordinator

Get Ahead by Saving the Onsite Guide Today

- Digital onsite guides will be provided via a QR code at various locations around the event (and on the back of your badge).



A photograph of the Hyatt Regency DFW International Airport at night. The hotel is a large, multi-story building with a curved facade, illuminated by warm lights. The Hyatt Regency logo is visible on the top left corner of the building. In the foreground, there is a multi-level parking garage with several cars parked. A road with a red light trail curves through the scene. A sign for the hotel is visible in the bottom left corner.

HYATT
REGENCY

**We are at the Hyatt Regency
DFW International Airport.**

Hyatt Regency DFW International Floorplan

HYATT REGENCY DFW INTERNATIONAL AIRPORT

GROUND LEVEL

Enterprise Ballroom 3-8

- General Sessions

Enterprise Ballroom 1-2

- Technology Solutions Center
- First-Time Attendee Reception
- Tuesday/Wednesday Networking Receptions

Enterprise Ballroom Foyer

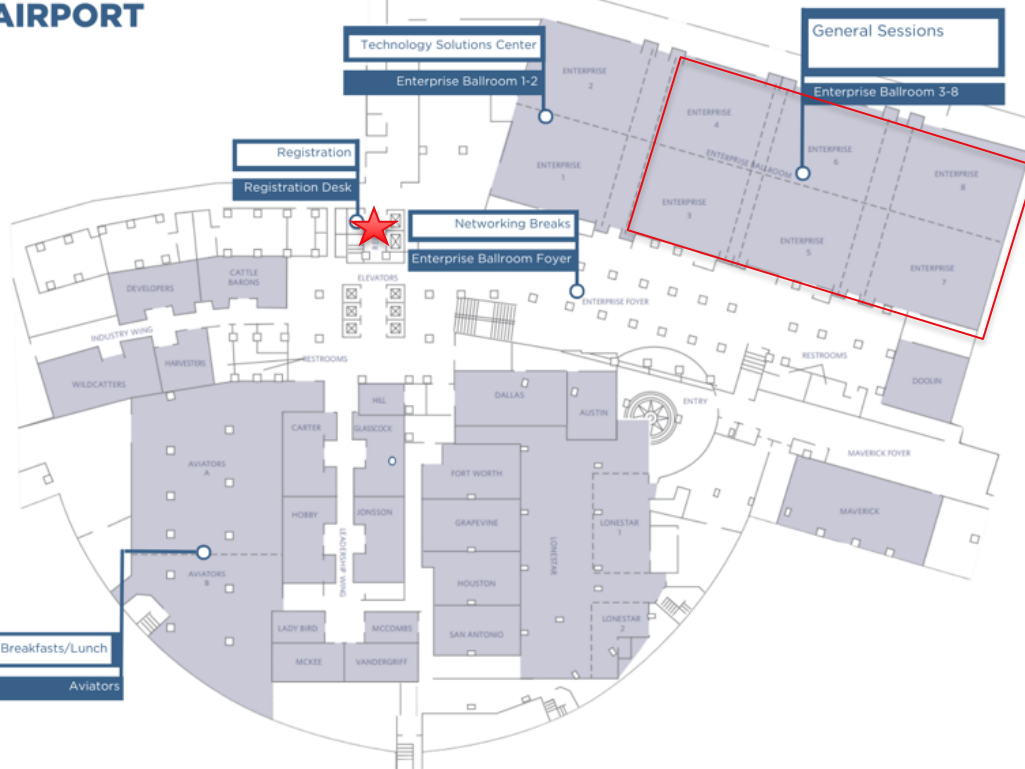
- Networking Breaks
- NACS Executive Education Alumni Reception
- Tuesday/Wednesday Networking Receptions

Registration Desk (Built In)

- Registration

Aviators

- Networking Breakfasts/Lunch



Hyatt Regency DFW International Floorplan

HYATT REGENCY DFW INTERNATIONAL AIRPORT

GROUND LEVEL

Enterprise Ballroom 3-8

- General Sessions

Enterprise Ballroom 1-2

- Technology Solutions Center
- First-Time Attendee Reception
- Tuesday/Wednesday Networking Receptions

Enterprise Ballroom Foyer

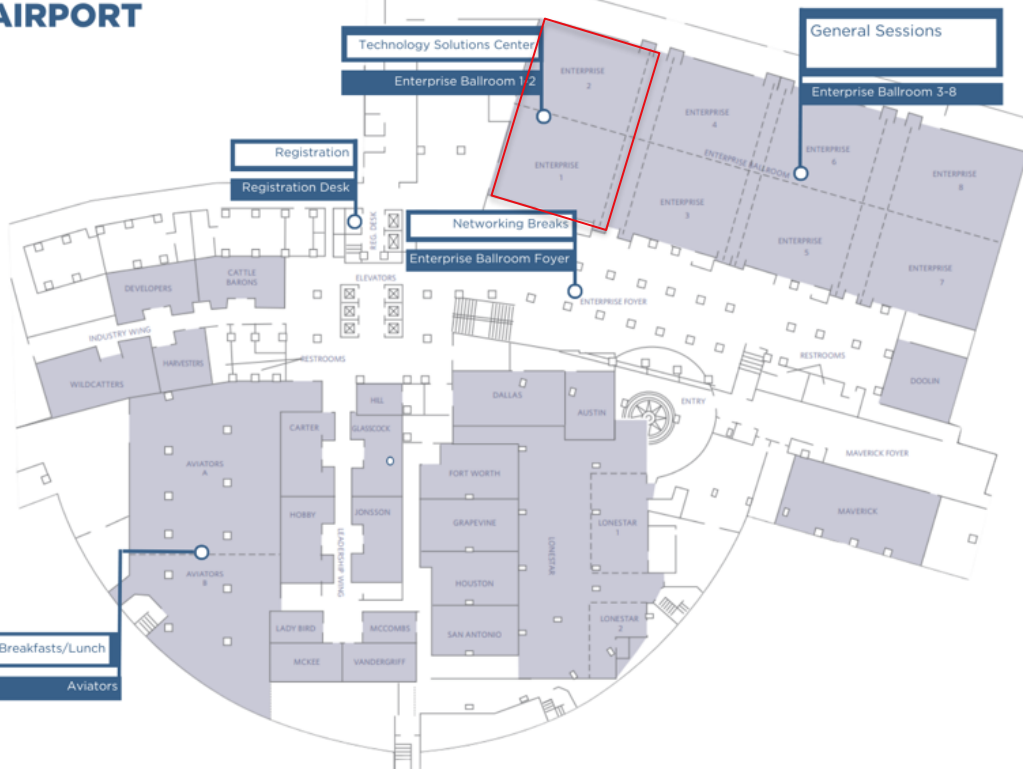
- Networking Breaks
- NACS Executive Education Alumni Reception
- Tuesday/Wednesday Networking Receptions

Registration Desk (Built In)

- Registration

Aviators

- Networking Breakfasts/Lunch



Hyatt Regency DFW International Floorplan

HYATT REGENCY DFW INTERNATIONAL AIRPORT

GROUND LEVEL

Enterprise Ballroom 3-8

- General Sessions

Enterprise Ballroom 1-2

- Technology Solutions Center
- First-Time Attendee Reception
- Tuesday/Wednesday Networking Receptions

Enterprise Ballroom Foyer

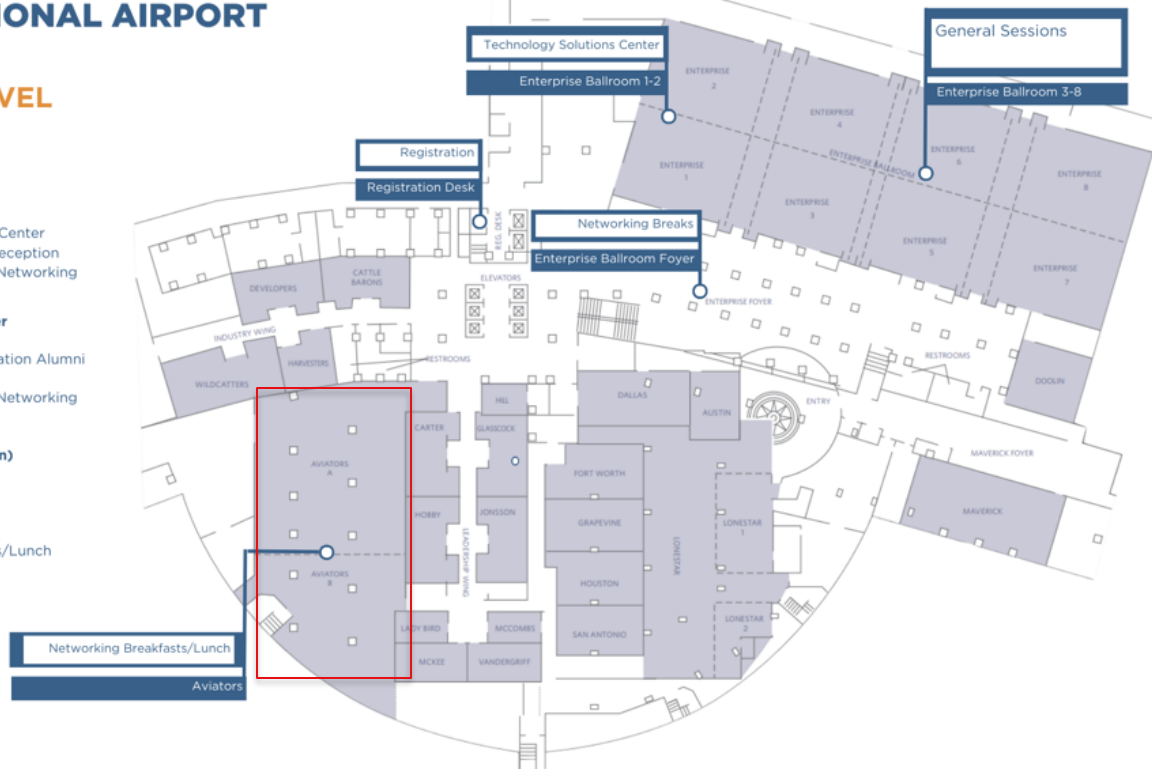
- Networking Breaks
- NACS Executive Education Alumni Reception
- Tuesday/Wednesday Networking Receptions

Registration Desk (Built In)

- Registration

Aviators

- Networking Breakfasts/Lunch



Hyatt Regency DFW International Floorplan

HYATT REGENCY DFW INTERNATIONAL AIRPORT

LOBBY LEVEL

Innovation Ballroom

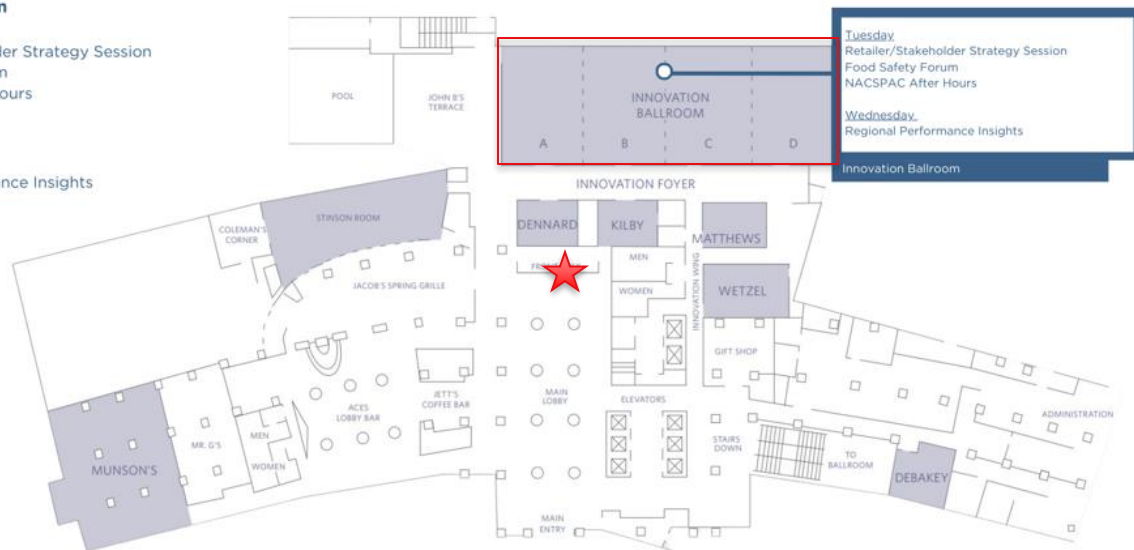
Tuesday

- Retailer/Stakeholder Strategy Session
- Food Safety Forum
- NACSPAC After Hours

Innovation Ballroom

Wednesday

- Regional Performance Insights



Technology Solutions Center

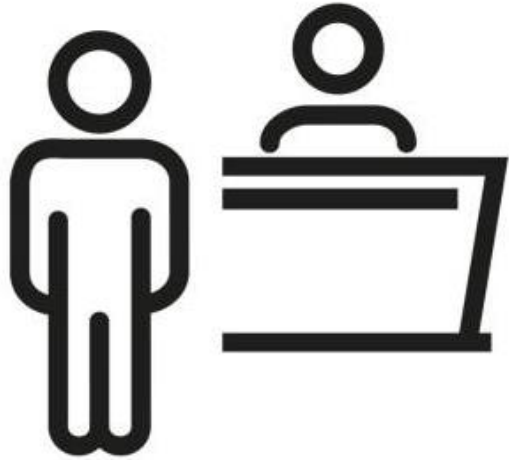
- Dedicated exhibit space for 20+ technology solutions supplier booths
- Selected based on relevant technology offerings to convenience operators
- Range of exhibitors as far as offerings (loyalty, back office, etc.)
- Open during breakfast and networking breaks & receptions

NACS | State of the Industry Summit

Thank You SOI Summit
Technology Solutions Center
Exhibiting Providers!



Day 1: Tuesday, April 8th



Registration
3:00 – 6:30 p.m.



Networking Reception
5:30 – 6:30 p.m.

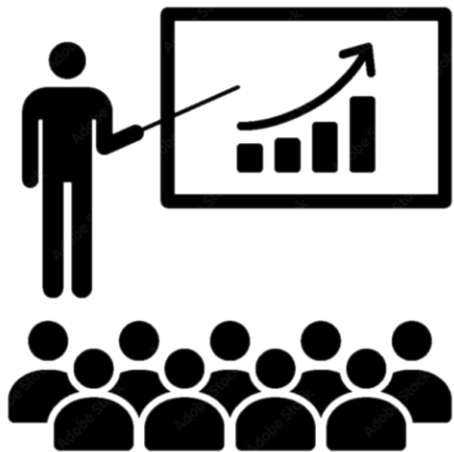
Day 1: Tuesday, April 8th

Retailer/Stakeholder Strategy Session

- Retailer executives will share strategic outlook and answer supplier questions
- Closed event: no media and limited NACS staff in room
- Extra ticket required; will offer on-site registration



Day 2: Wednesday, April 9th



General Sessions
8:20 a.m. – 5:30 p.m.



Networking Reception
5:30 – 6:30 p.m.

Day 2: Wednesday, April 9th

General Session Speakers



Dr. Thomas Weinandy, Upside
*U.S. Economic Outlook for
2025 and Beyond*



Chris Costagli, NIQ
*Convenient Bites, Big Wins: Driving C-
Store Prepared Food Growth Through
Inspiration from QSR*



Varish Goyal, Loop Neighborhood
Markets
*Financial and Operational Lessons
from 2024*



Jenna Freese, Numerator
*Leaning into the Shifting GLP-1
Landscape: Implications for
Convenience Stores*



Andrew Bail, Wawa
*In-Store Performance
Lessons from 2024*



Steve Lerch, Story Arc Consulting
*AI for All: Practical Strategies to
Embrace Artificial Intelligence*

Day 2: Wednesday, April 9th Breakout Sessions

NACS State of the Industry Summit

Region 1
Northeast



Connecticut • Delaware
District of Columbia
Maine • Maryland
Massachusetts
New Hampshire
New Jersey • New York
Pennsylvania
Rhode Island • Vermont
Virginia • West Virginia

NACS State of the Industry Summit

Region 3
Midwest



Illinois • Indiana
Kentucky • Michigan
Ohio • Wisconsin

NACS State of the Industry Summit


Region 6
West



Alaska • Arizona
California • Hawaii • Idaho
Nevada • Oregon • Utah
Washington

2:30 pm – 3:15 pm

NACS State of the Industry Summit



WEDNESDAY, APRIL 9
2:30 pm - 3:15 pm

- Macro Trends and Insights from the Global Convenience Industry

Mark Wohltmann
Director, NACS Global

NACS State of the Industry Summit

Region 2
Southeast



Alabama • Florida • Georgia
Mississippi • North Carolina
South Carolina • Tennessee

NACS State of the Industry Summit

Region 4
South Central



Arkansas • Louisiana
New Mexico
Oklahoma • Texas

NACS State of the Industry Summit

Region 5
Central



Colorado • Iowa
Kansas • Minnesota
Missouri • Montana
Nebraska • North Dakota
South Dakota • Wyoming

3:30 pm – 4:10 pm

NACS State of the Industry Summit

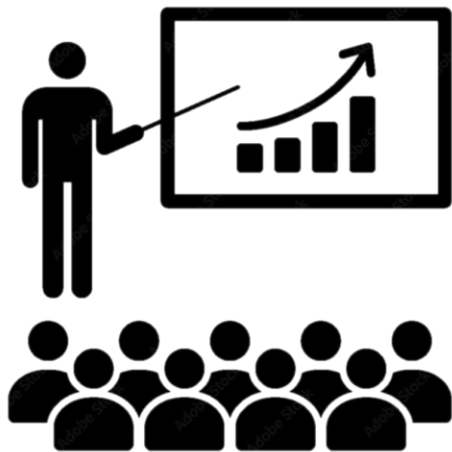


WEDNESDAY, APRIL 9
3:30 pm - 4:10 pm

- Accelerating Your Foodservice Strategy Through Customer-Centric Innovation

John Benson
Senior Director, Alvarez & Marsal
Marco Valentini
Managing Director, Alvarez & Marsal

Day 3: Thursday, April 10th



General Sessions
8:20 a.m. – 11:45 a.m.

Day 3: Thursday, April 10th

General Session Speakers



Brad Clarkin, Kwik Trip
*New Administration, New Policies:
How the Latest Legislation Could
Impact Your Business*



Spencer Cavalier, Matrix
Capital Markets Group
*Mergers & Acquisitions Update:
Lessons Learned and Outlook*



Denton Cinquegrana, OPIS
Fuel Deep Dive with OPIS



Eric Hildenbrand, McLane
Company
*New Administration, New Policies:
How the Latest Legislation Could
Impact Your Business*



Mark Daniels, Yesway
*Mergers & Acquisitions Update:
Lessons Learned and Outlook*



Karl Doenges, TEI
*Tracking Key Metrics of
Electric Vehicle Charging
Stations*



Doug Kantor, NACS
*New Administration, New
Policies: How the Latest
Legislation Could Impact Your
Business*



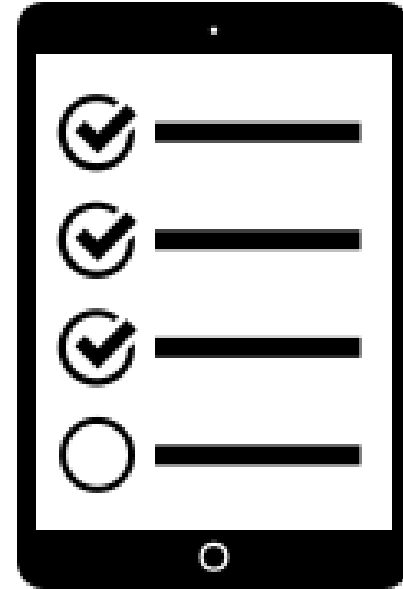
Ben Smith, Majors
Management
*Mergers & Acquisitions Update:
Lessons Learned and Outlook*



Henry Armour, NACS
Closing Remarks

Gain Access to Presentations by Completing Post-Event Survey

- All presentations that have been approved to share will be available after completing the post-event survey.
- The survey will be accessible via a QR code shared onsite as well as through the digital onsite guide at the event close.





**This is a data
conference**

We Use Category Definitions for Common Language



We Classify Retailer Size by Store Count

A



1 – 10 Stores

B



11 – 50 Stores

C



51 – 200 Stores

D



201 – 500 Stores

E



501+ Stores

SOI = State of the Industry

CSX

- Convenience Store Exchange, NACS' Database

CPG

- Cents Per Gallon

YOY

- Year-Over-Year

GP\$

- Gross Profit Dollars

CC Fees

- Credit Card Fees

DSOE

- Direct Store Operating Expenses

COGS

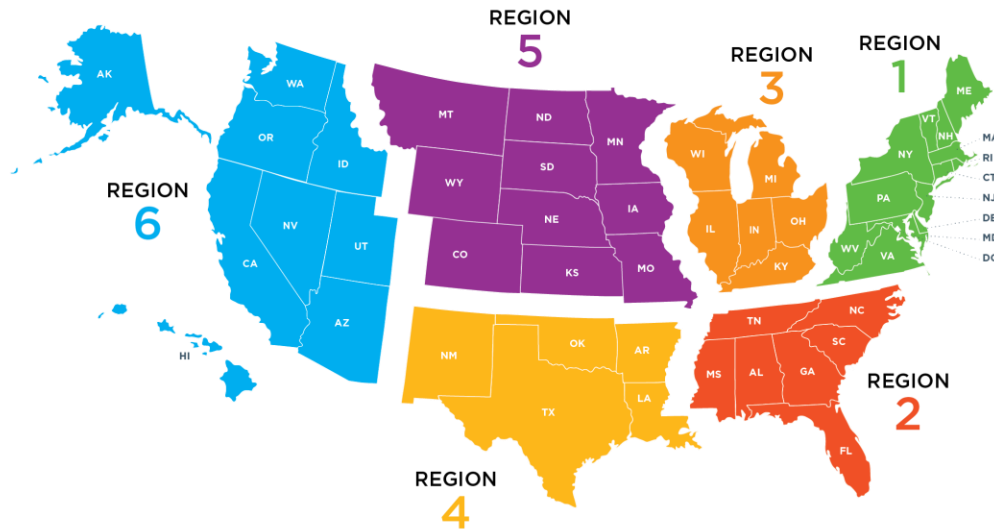
- Cost of Goods Sold

ISOP

- In-Store Operating Profit

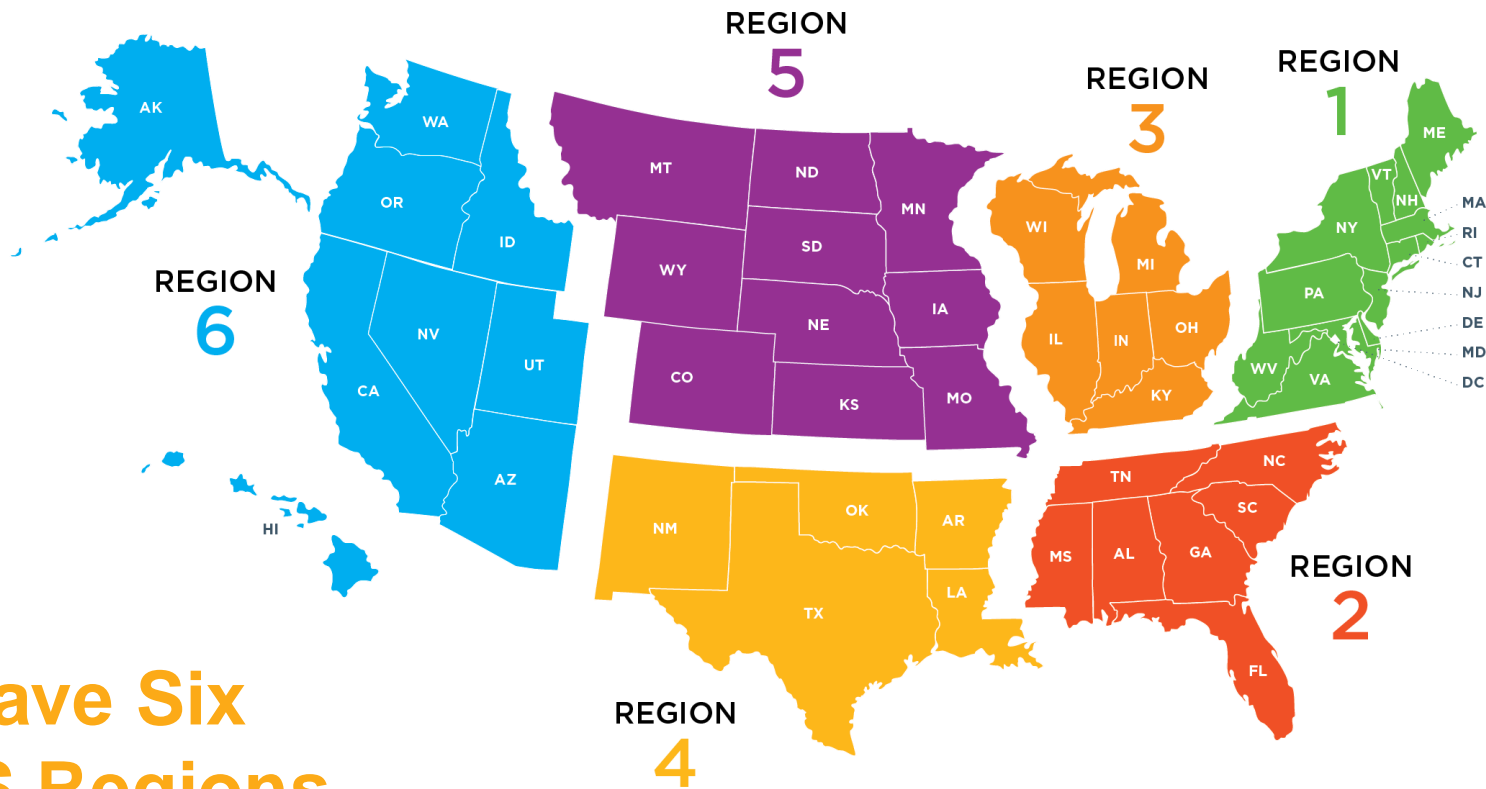
The data will be presented by...

NACS Region



Top Performers



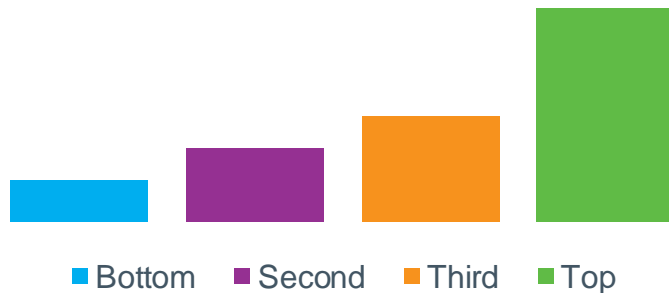


We Have Six
NACS Regions

Top Performers: A Ranking of Retailers by Store Operating Profit *

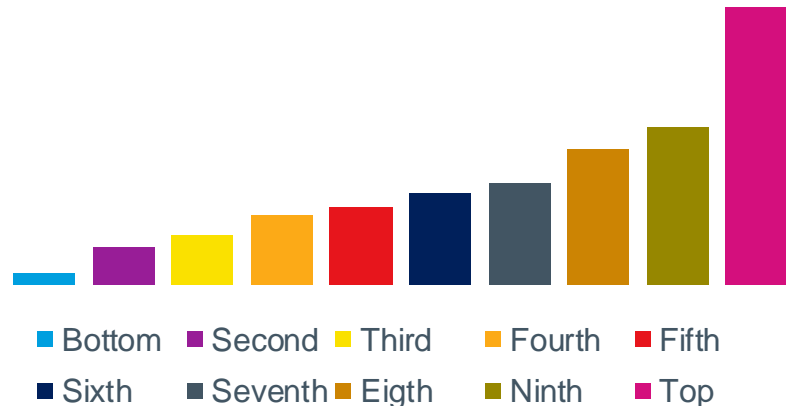
- Top Quartile

A Ranking of Operators into Four Segments (Quartiles)



- Top Decile

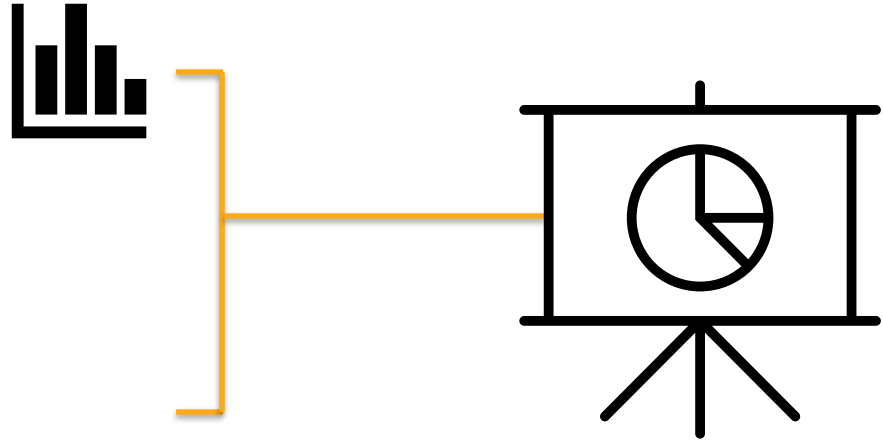
A Ranking of Operators into Ten Segments (Deciles)



***Store operating profit includes fuel expenses and fuel gross profit dollars.**

SOI data comes from two sources...

1. CSX Subscribers

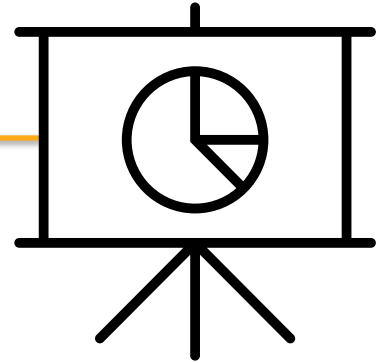
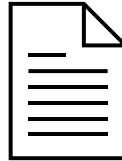


SOI data comes from two sources...

1. CSX Subscribers



2. SOI Survey



An Example Scorecard...Sales

| Per Store/Per Month | 2022 | 2023 | % Change |
|-----------------------|-----------|-----------|----------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...Sales

| Per Store/Per Month | 2022 | 2023 | % Change |
|------------------------|------------------|------------------|---------------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...Sales

| Per Store/Per Month | 2022 | 2023 | % Change |
|-----------------------|------------------|------------------|----------------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...Sales

| Per Store/Per Month | 2022 | 2023 | % Change |
|-----------------------|------------------|------------------|----------------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...

| Per Store/Per Month | 2022 | 2023 | % Change |
|-----------------------|------------------|------------------|-------------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...Sales

| Per Store/Per Month | 2022 | 2023 | % Change |
|-----------------------|-----------|-----------|----------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...Sales

| Per Store/Per Month | 2022 | 2023 | % Change |
|-----------------------|-----------|-----------|----------|
| Total All Sales | \$748,456 | \$701,268 | (5.7)% |
| Fuel Sales | \$554,996 | \$494,105 | (11.0)% |
| Fuel Gallons | 139,525 | 139,936 | 0.3% |
| Average Selling Price | \$3.98 | \$3.53 | (11.2)% |
| Inside Sales | \$213,517 | \$223,522 | 4.7% |
| Foodservice | \$55,438 | \$60,578 | 9.3% |
| Merchandise | \$158,550 | \$163,483 | 3.1% |
| Mdse Less Cigarettes | \$112,090 | \$118,749 | 5.9% |
| Cigarettes | \$46,725 | \$44,765 | (4.2)% |
| Total Transactions | 45,503 | 45,312 | (0.4)% |

An Example Scorecard...DSOE

| Per Store/Per Month | 2022 | 2023 | % Change |
|--|-----------------|-----------------|-------------|
| Wages & Benefits | \$41,532 | \$43,885 | 5.7% |
| Card Fees | \$11,750 | \$11,438 | (2.7)% |
| Utilities | \$4,229 | \$4,449 | 5.2% |
| Repairs & Maintenance | \$4,686 | \$4,943 | 5.5% |
| Total DSOE | \$75,946 | \$77,240 | 1.7% |
| Facility Expense | \$16,467 | \$17,248 | 4.7% |
| Total DSOE & Facility Expense | \$92,413 | \$94,488 | 2.2% |

An Example Scorecard...Wages & Benefits Breakdown

| Per Store/Per Month | 2022 | 2023 | % Change |
|----------------------|----------|----------|----------|
| Wages & Benefits | \$41,532 | \$43,885 | 5.7% |
| Wages | \$34,586 | \$36,474 | 5.5% |
| Payroll Taxes | \$3,025 | \$3,180 | 5.1% |
| Workers Compensation | \$615 | \$638 | 3.7% |
| Health Insurance | \$2,597 | \$2,728 | 5.0% |
| Other Benefits | \$1,135 | \$1,337 | 17.8% |

An Example Scorecard...Gross Profit

| Per Store/Per Month | 2022 | 2023 | % Change |
|----------------------|-----------|-----------|----------|
| Total Gross Profit | \$140,344 | \$145,430 | 3.6% |
| Fuel | \$60,134 | \$59,182 | (1.6)% |
| Pool Margin (cpg) | 43.10 | 42.29 | (1.9)% |
| Margin – CC Fees | 34.43 | 33.91 | (1.5)% |
| In-Store | \$76,755 | \$82,710 | 7.8% |
| Foodservice | \$28,106 | \$31,103 | 10.7% |
| Merchandise | \$48,888 | \$51,884 | 6.1% |
| Mdse Less Cigarettes | \$42,235 | \$45,444 | 7.6% |
| Cigarettes | \$6,669 | \$6,448 | (3.3)% |
| Other Income | \$5,853 | \$5,807 | (0.8)% |

An Example Scorecard...Gross Profit

| Per Store/Per Month | 2022 | 2023 | % Change |
|---------------------------|------------------|------------------|---------------|
| Total Gross Profit | \$140,344 | \$145,430 | 3.6% |
| Fuel | \$60,134 | \$59,182 | (1.6)% |
| Pool Margin (cpg) | 43.10 | 42.29 | (1.9)% |
| Margin – CC Fees | 34.43 | 33.91 | (1.5)% |
| In-Store | \$76,755 | \$82,710 | 7.8% |
| Foodservice | \$28,106 | \$31,103 | 10.7% |
| Merchandise | \$48,888 | \$51,884 | 6.1% |
| Mdse Less Cigarettes | \$42,235 | \$45,444 | 7.6% |
| Cigarettes | \$6,669 | \$6,448 | (3.3)% |
| Other Income | \$5,853 | \$5,807 | (0.8)% |

An Example Scorecard...Gross Profit

| Per Store/Per Month | 2022 | 2023 | % Change |
|----------------------|-----------|-----------|----------|
| Total Gross Profit | \$140,344 | \$145,430 | 3.6% |
| Fuel | \$60,134 | \$59,182 | (1.6)% |
| Pool Margin (cpg) | 43.10 | 42.29 | (1.9)% |
| Margin – CC Fees | 34.43 | 33.91 | (1.5)% |
| In-Store | \$76,755 | \$82,710 | 7.8% |
| Foodservice | \$28,106 | \$31,103 | 10.7% |
| Merchandise | \$48,888 | \$51,884 | 6.1% |
| Mdse Less Cigarettes | \$42,235 | \$45,444 | 7.6% |
| Cigarettes | \$6,669 | \$6,448 | (3.3)% |
| Other Income | \$5,853 | \$5,807 | (0.8)% |

An Example Scorecard...Gross Profit

| Per Store/Per Month | 2022 | 2023 | % Change |
|----------------------|-----------------|-----------------|-------------|
| Total Gross Profit | \$140,344 | \$145,430 | 3.6% |
| Fuel | \$60,134 | \$59,182 | (1.6)% |
| Pool Margin (cpg) | 43.10 | 42.29 | (1.9)% |
| Margin – CC Fees | 34.43 | 33.91 | (1.5)% |
| In-Store | \$76,755 | \$82,710 | 7.8% |
| Foodservice | \$28,106 | \$31,103 | 10.7% |
| Merchandise | \$48,888 | \$51,884 | 6.1% |
| Mdse Less Cigarettes | \$42,235 | \$45,444 | 7.6% |
| Cigarettes | \$6,669 | \$6,448 | (3.3)% |
| Other Income | \$5,853 | \$5,807 | (0.8)% |

An Example Scorecard...Gross Profit

| Per Store/Per Month | 2022 | 2023 | % Change |
|----------------------|-----------|-----------|----------|
| Total Gross Profit | \$140,344 | \$145,430 | 3.6% |
| Fuel | \$60,134 | \$59,182 | (1.6)% |
| Pool Margin (cpg) | 43.10 | 42.29 | (1.9)% |
| Margin – CC Fees | 34.43 | 33.91 | (1.5)% |
| In-Store | \$76,755 | \$82,710 | 7.8% |
| Foodservice | \$28,106 | \$31,103 | 10.7% |
| Merchandise | \$48,888 | \$51,884 | 6.1% |
| Mdse Less Cigarettes | \$42,235 | \$45,444 | 7.6% |
| Cigarettes | \$6,669 | \$6,448 | (3.3)% |
| Other Income | \$5,853 | \$5,807 | (0.8)% |

An Example Scorecard...Gross Profit

| Per Store/Per Month | 2022 | 2023 | % Change |
|----------------------|-----------|-----------|----------|
| Total Gross Profit | \$140,344 | \$145,430 | 3.6% |
| Fuel | \$60,134 | \$59,182 | (1.6)% |
| Pool Margin (cpg) | 43.10 | 42.29 | (1.9)% |
| Margin – CC Fees | 34.43 | 33.91 | (1.5)% |
| In-Store | \$76,755 | \$82,710 | 7.8% |
| Foodservice | \$28,106 | \$31,103 | 10.7% |
| Merchandise | \$48,888 | \$51,884 | 6.1% |
| Mdse Less Cigarettes | \$42,235 | \$45,444 | 7.6% |
| Cigarettes | \$6,669 | \$6,448 | (3.3)% |
| Other Income | \$5,853 | \$5,807 | (0.8)% |

Lastly, In-Store Performance

- Top Ten Merchandise Categories – Deep Dive into Top Six
 - Sales, Gross Profit, Margin, YoY change

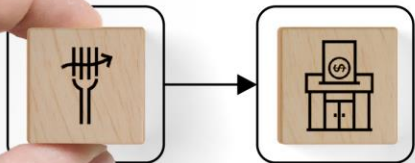


- Foodservice Categories
 - Sales, Gross Profit, Margin, YoY change



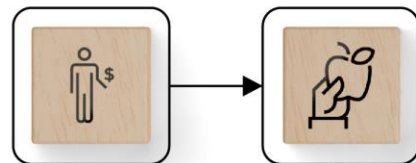
What can you do to prep for next week?

1. Download the digital onsite guide.
2. Make a plan: determine which regions you want to sit in on – ask colleagues to divide and conquer.
3. Review your numbers to be ready to see how you benchmark against the national and regional breakouts.
4. Get some rest, be ready to learn, and safe travels!



Clarity, Not Uncertainty.

Trusted Insights **for Convenience.**



NACS

State of the Industry
Summit

April 8-10, 2025
Dallas, TX

Thank you
See you in Dallas!

