

Little Rumbles

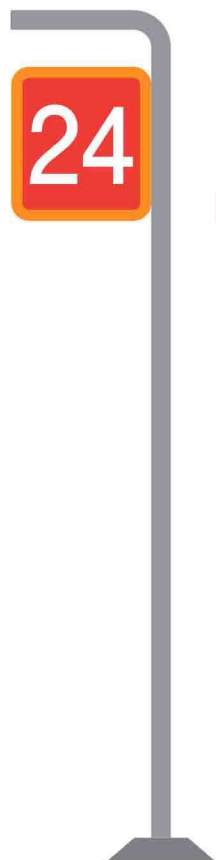
Consolidation continues, but this year's
CSNews Top 100 shows no seismic shifts

A Convenience Store News Staff Report

A look at this year's *Convenience Store News* Top 100 ranking shows that consolidation in the convenience and fuel retailing industry is still very much alive and well. However, unlike last year when mega mergers — Alimentation Couche-Tard Inc. acquiring The Pantry Inc. and Speedway LLC acquiring Hess Corp.'s retail network — caused seismic shifts in the industry landscape, this year saw no such dramatic changes.

7-Eleven Inc. remains the No. 1 U.S. convenience store chain in store count and widened its margin this year to 3,009 more stores than Couche-Tard, which climbed into the No. 2 spot last year and remains there now. The previous difference between the two was 2,751 stores.

With 8,313 U.S. locations, 7-Eleven has significant influence over the entire c-store industry and how it is perceived by consumers. Some might say the retailer, in fact, has been redefining “convenience” in recent years with a breadth of new products and services added (see page 40). A 7-Eleven executive recently said instead of being



TOP 20 COMPANY-OPERATED CHAINS

	COMPANY	COMPANY-OPERATED STORES	% OF TOTAL
1	Alimentation Couche-Tard Inc.	4,746	89.5%
2	Marathon Petroleum Corp.	2,770	100.0%
3	Casey's General Stores Inc.	1,920	100.0%
4	7-Eleven Inc.	1,642	19.8%
5	Sunoco LP	1,229	42.4%
6	CST Brands Inc.	1,224	57.2%
7	The Kroger Co.	797	100.0%
8	QuikTrip Corp.	731	100.0%
9	Wawa Inc.	724	100.0%
10	GPM Investments LLC	722	100.0%
11	Military	707	100.0%
12	Pilot Flying J	571	100.0%
13	Cumberland Farms Inc.	561	100.0%
14	Kwik Trip Inc.	540	100.0%
15	Sheetz Inc.	523	100.0%
16	TravelCenters of America LLC	459	97.0%
17	Kum & Go LC	434	100.0%
18	RaceTrac Petroleum Inc.	415	59.4%
19	Love's Travel Stops & Country Stores Inc.	376	100.0%
20	Holiday Cos.	367	72.0%

Source: Company information; Nielsen TDlinx, April 2016; Convenience Store News Market Research, 2016

TOP 20 FRANCHISE/LICENSEE CHAINS

	COMPANY	FRANCHISE/LICENSEE STORES	% OF TOTAL
1	7-Eleven Inc.	6,671	80.2%
2	Shell Oil/Motiva Enterprises LLC	4,830	99.6%
3	BP North America	3,766	100.0%
4	Chevron Corp.	3,508	92.2%
5	Exxon Mobil Corp.	3,365	100.0%
6	Sunoco LP	1,667	57.6%
7	CITGO Petroleum Corp.	1,553	100.0%
8	CHS Inc.	1,423	95.3%
9	Phillips 66	1,222	100.0%
10	Alimentation Couche-Tard Inc.	558	10.5%
11	RaceTrac Petroleum Inc.	284	40.6%
12	Tesoro Petroleum Corp.	278	100.0%
13	Clark Brands LLC	153	100.0%
14†	Getty Realty Co./Lukoil NA LLC	148	80.4%
14†	Sinclair Oil Corp.	148	100.0%
16	Krauszer's Food Store	144	100.0%
17	Holiday Cos.	143	28.0%
18	Kwik Stop	141	100.0%
19	Northern Tier Energy LP	112	39.4%
20	Dunne Manning Inc.	93	24.9%

Source: Company information; Nielsen TDlinx, April 2016; Convenience Store News Market Research, 2016

a convenience store defined by the products and services in-store, 7-Eleven is evolving to being a convenient store defined by problems it solves — inside the store, outside the store, even meeting customers where they are.

The CSNews Top 100 is the industry's longest-running accounting of the largest convenience store chains by store count. The annual report is compiled in partnership with TDlinx, a service of Nielsen. TDlinx defines a convenience store as a small-format store of at least 800 square feet; with 500 to 1,500 SKUs; that operates at least 13 hours a day; and carries a limited selection of grocery items, including at least two of the following: toilet paper, soap, disposable diapers, pet food, breakfast cereal, tuna fish, toothpaste, ketchup and canned goods.

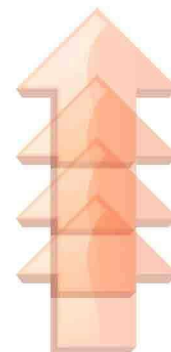
Of course, there are some familiar names missing from this year's Top 100 list. The past 12 months saw well-established regional convenience store chains, like Tedeschi Food Shops Inc. in New England and Flash Foods Inc. in the Southeast, bought by much larger chains. In the case of Tedeschi, it was 7-Eleven. For Flash Foods, it was CST Brands Inc.

Interestingly, CST Brands (No. 12 on this year's Top 100) is now in a state of flux with a strong possibility of the company going from buyer to seller. As of press time, there were multiple news reports about bidders lining up to buy CST's assets as the company conducts a strategic review. Reported suitors include 7-Eleven, Couche-Tard, Speedway LLC and Sunoco LP. At 1,224 stores, a sale of CST could be the next seismic shift to change the industry landscape (see page 44).

According to TDlinx store count figures, this year's Top 100 chains operate 61,108 stores overall. These chains represent 39.5 percent of the industry's total stores,

New Additions to the List

7-Eleven Hawaii Inc.
Alliance Energy Corp.
C.A.R. Enterprises Inc.
Family Express Corp.
Northern Tier Energy LP
Southwest Georgia Oil Co.



Drop-Offs From Last Year

Energy Transfer Partners LP
 Dropped down all its retail assets to Sunoco LP

Gas Mart USA Inc.
 Acquired by GPM Investments LLC

Tedeschi Food Shops Inc.
 Acquired by 7-Eleven Inc.

The Jones Co.
 Acquired by CST Brands Inc.

Warren Equities Inc.
 Acquired by Global Partners LP

Weigel's Stores Inc.
 Dropped in rank this year to No. 101



and the top 10 chains alone represent 24.9 percent of the industry's stores with 38,541 units.

Once again, this year's Top 100 offers several breakouts analyzing the rankings, including a spotlight on the Biggest Movers — companies that saw the most significant changes in rank year over year. The distinction of Biggest Mover

for 2016 goes to regional chain Tri Star Energy LLC, the Nashville, Tenn.-based operator of Tri Star and Twice Daily stores. By opening 15 new stores in the past year, an impressive feat for a now 85-unit chain, Tri Star jumped up 19 spots in rank. The company is eyeing 100 stores in the not-too-distant future (see page 42).

TOP 100

2016 Rank	2015 Rank	Company, City, State	Total U.S. Store Count	Company-Operated Stores	Franchise/Licensee Stores	Latest Year-End Sales* (\$000)	Primary Store Names
1	1	7-Eleven Inc., Irving, Texas	8,313	1,642	6,671	\$24,865,672	7-Eleven
		TOP FRANCHISE/LICENSEE:					
		Alon Brands LLC			309		
2	2	Alimentation Couche-Tard Inc., Laval, Quebec, Canada ¹	5,304	4,746	558	\$23,723,336	Circle K, Dairy Mart, Gas Express, Kangaroo Express, Petro Express, Presto, Quick Stop
3	3	Shell Oil/Motiva Enterprises LLC, Houston	4,849	19	4,830	\$12,043,096	Shell
4	7	Chevron Corp., San Ramon, Calif.	3,805	297	3,508	\$23,572,432	Chevron, Chevron ExtraMile, Texaco
5	6	BP North America, Houston	3,766	0	3,766	\$13,817,960	Amoco, <i>ampm</i> , Arco, Arco Thrifty, BP, BP Connect, BP Shop
		TOP FRANCHISE/LICENSEE:					
		<i>ampm</i>			962		
6	8	Exxon Mobil Corp., Irving, Texas	3,365	0	3,365	\$8,559,668	Exxon, Exxon On The Run, Exxon Tiger Mart, Mobil, Mobil Mart, Mobil On The Run
7	9	Sunoco LP, Dallas	2,896	1,229	1,667	\$17,262,960	APlus, Aloha Island Mart, Coastal, Menehune Food Mart, Optima, Sac-N-Pac, Stripes, Sunoco, Tigermarket
8	5	Marathon Petroleum Corp., Findlay, Ohio	2,770	2,770	0	\$10,472,407	Rich Oil, Speedway
9	10	Casey's General Stores Inc., Ankeny, Iowa	1,920	1,920	0	\$8,117,720	Casey's General Store
10	11	CITGO Petroleum Corp., Houston	1,553	0	1,553	\$3,705,728	CITGO
11	12	CHS Inc., St. Paul, Minn.	1,493	70	1,423	\$2,450,000	Cenex, Cenex Zip Trip, Cenex Ampride
12	14	CST Brands Inc., San Antonio ²	1,224	1,224	0	\$9,375,000	Corner Store, Flash Foods, Nice N Easy Grocery Shoppe
13	13	Phillips 66, Houston	1,222	0	1,222	\$3,320,460	76
14	16	The Kroger Co., Cincinnati	797	797	0	\$5,317,000	Kwik Shop, Tom Thumb, Turkey Hill Minit Mart, Loaf 'N Jug
15	17	QuikTrip Corp., Tulsa, Okla.	731	731	0	\$9,200,000	QuikTrip
16	21	Wawa Inc., Wawa, Pa.	724	724	0	\$9,089,080	Wawa
17	20	GPM Investments LLC, Richmond, Va.	722	722	0	\$1,886,750	Apple Market, Breadbox, FasMart, Li'l Cricket, Next Door Stores, Scotchman, Shore Stop, Village Pantry, Young's
18	19	Military, Arlington, Va.	707	707	0	\$4,209,816	Coast Guard Mini Mart, Marine Corps Shoppette, NEXCOM Mini Mart, Shoppette, Troop Store
19	18	RaceTrac Petroleum Inc., Atlanta	699	415	284	\$5,642,780	RaceTrac, RaceWay
20	22	Pilot Flying J, Knoxville, Tenn.	571	571	0	\$2,375,118	Flying J, Mr. Fuel, Pilot Food Mart, Pilot Travel Center
21	15	Cumberland Farms Inc., Framingham, Mass.	561	561	0	\$2,091,400	Cumberland Farms
22	26	Kwik Trip Inc., La Crosse, Wis.	540	540	0	\$5,000,000	Kwik Star, Kwik Trip, Tobacco Outlet Plus, Kwik Trip Express
23	25	Sheetz Inc., Altoona, Pa.	523	523	0	\$6,999,720	Sheetz
24	23	Holiday Cos., Minneapolis	510	367	143	\$3,393,000	Holiday Stationstore
25	34	TravelCenters of America LLC, Westlake, Ohio	473	459	14	\$6,206,720	Minit Mart, Petro Stopping Center, TravelCenters of America
26	27	Kum & Go LC, West Des Moines, Iowa	431	431	0	\$2,300,000	Kum & Go

2016 Rank	2015 Rank	Company, City, State	Total U.S. Store Count	Company-Operated Stores	Franchise/Licensee Stores	Latest Year-End Sales* (\$000)	Primary Store Names
27	31	Love's Travel Stops & Country Stores Inc., Oklahoma City, Okla.	376	376	0	\$1,048,060	Love's Country Store, Love's Travel Stop
28	30	Dunne Manning Inc., Allentown, Pa.	373	280	93	\$1,317,940	Choice, Express Lane, Freedom Valu Center, Joe's Kwik Mart, One Stop, Rocky Top Market, Stop In, Uni-Mart, Zoomerz
29	29	Delek US Holdings Inc., Brentwood, Tenn.	361	360	1	\$1,733,680	Delta Express, Discount Food Mart, East Coast, Fast Food & Fuel, Favorite Market, Mapco Express, Mapco Mart
30	32	Stewart's Shops Corp., Ballston Spa, N.Y.	333	333	0	\$1,483,040	Stewart's Shop
31	33	Allsup's Convenience Stores Inc., Clovis, N.M.	318	318	0	\$412,620	Allsup's
32t	35	E-Z Mart Stores Inc., Texarkana, Texas	284	284	0	\$968,500	E-Z Mart
32t	n/a	Northern Tier Energy LP, Tempe, Ariz. ³	284	172	112	\$1,079,520	SuperAmerica
34	39	Murphy USA Inc., El Dorado, Ark.	281	281	0	\$468,780	Murphy Express, Murphy USA
35	36	United Refining Corp. of Pennsylvania, Warren, Pa.	280	280	0	\$1,336,920	Country Fair, Kwik Fill, Kwik Fill & Smokers Outlet, Red Apple
36	37	Tesoro Petroleum Corp., San Antonio	278	0	278	\$1,626,820	Tesoro, USA Fuel Center, USA Gas, USA Mini Mart, USA Petroleum
37	38	Maverik Inc., Salt Lake City	275	275	0	\$539,500	Maverik
38	28	United Pacific, Los Angeles	263	260	3	\$1,290,640	Apro, C Stop, My Goods Market, Rapid
39	23	Western Refining Inc., El Paso, Texas ³	258	258	0	\$1,173,842	Giant, Howdy's Foodmart
40	n/a	Alliance Energy Corp., Waltham, Mass. ⁴	238	238	0	\$720,980	Alltown, Fast Freddie's, Mr. Mike's, Xtra Mart
41	42	Jacksons Food Stores Inc., Meridian, Idaho	229	229	0	\$287,300	Jacksons Food Store
42	40	Fikes Wholesale Inc., Temple, Texas	227	227	0	\$297,440	CEFCO Food Store, Food Fast Store
43	43	Landmark Industries Inc., Houston	211	211	0	\$508,560	Timewise Food Store
44	41	Getty Realty Co./Lukoil NA LLC, Jericho, N.Y.	184	36	148	\$552,760	Getty, Kwik Farms, Lukoil
45t	46	Thorntons Inc., Louisville, Ky.	180	180	0	\$659,360	Thorntons
45t	44	United Dairy Farmers, Cincinnati	180	180	0	\$321,620	United Dairy Farmers
47	50	Meijer Inc., Grand Rapids, Mich.	179	179	0	\$1,611,740	Meijer Gas Station
48	49	Two Farms Inc., Baltimore	168	168	0	\$352,040	Royal Farms
49	52	Giant Eagle Inc., Pittsburgh	163	163	0	\$1,822,340	GetGo
50	47	Clark Brands LLC, Naperville, Ill.	153	0	153	\$395,460	Clark
51	52	Sinclair Oil Corp., Salt Lake City	148	0	148	\$318,968	Sinclair
52	56	QuickChek Corp., Whitehouse Station, N.J.	145	145	0	\$1,019,980	QuickChek
53t	52	Krauszer's Food Store, Edison, N.J.	144	0	144	\$281,320	Krauszer's Food Store
53t	52	Convenient Food Mart Inc., Mentor, Ohio	144	64	80	\$259,740	Convenient Food Mart
55	57	Kwik Stop Inc., Plantation, Fla.	141	0	141	\$299,000	Kwik Stop
56	61	Hy-Vee Food Stores Inc., West Des Moines, Iowa	137	137	0	\$340,600	Hy-Vee Gas Station
57	59	Go Mart Inc., Gassaway, W.Va.	123	123	0	\$599,300	Go Mart Food Store
58	58	Englefield Oil Co., Heath, Ohio	122	122	0	\$504,400	Duchess Shoppe
59	67	Blarney Castle Oil Co., Bear Lake, Mich.	118	118	0	\$572,520	E Z Mart
60	60	Martin & Bayley Inc., Carmi, Ill.	116	116	0	\$665,080	Huck's
61	63	7-Eleven Stores of Oklahoma, Oklahoma City, Okla.	112	112	0	\$232,180	7-Eleven
62	62	Plaid Pantries Inc., Beaverton, Ore.	111	111	0	\$225,160	Plaid Pantry
63	64	Little General Stores Inc., Beckley, W.Va.	108	108	0	\$515,580	Little General
64	65	Terrible Herbst Inc., Las Vegas	100	100	0	\$75,088	Terrible Herbst
65t	66	Town Pump Inc., Butte, Mont.	96	96	0	\$293,540	Town Pump Food Store
65t	n/a	C.A.R Enterprises Inc./Anabi Oil, Upland, Calif.	96	86	10	\$432,380	2 Go Mart, Rebel Plus
67t	68	True North Energy, Brecksville, Ohio	93	93	0	\$215,800	True North
67t	71	Sam's Food Stores, Rocky Hill, Conn.	93	93	0	\$173,420	Chucky's Food Store, Hess/Aldin Associates, Sam's Food Store
69	69	Mountain Empire Oil Co., Johnson City, Tenn.	92	92	0	\$173,940	Roadrunner Market

2016 Rank	2015 Rank	Company, City, State	Total U.S. Store Count	Company-Operated Stores	Franchise/ Licensee Stores	Latest Year-End Sales* (\$000)	Primary Store Names
70	69	Panjwani Enterprises Inc., Houston	91	91	0	\$196,300	Star Stop
71	73	Admiral Petroleum Co., Coopersville, Mich.	90	90	0	\$141,960	Admiral Petroleum
72t	91	Tri Star Energy LLC, Nashville, Tenn.	85	85	0	\$275,860	Twice Daily, Tri Star
72t	75	Victory Marketing LLC, Ridgeland, Miss.	85	85	0	\$138,060	Sprint Mart
74t	77	M.M. Fowler Inc., Durham, N.C.	84	84	0	\$223,860	Family Fare
74t	71	Gulshan Enterprises, Sugarland, Texas	84	63	21	\$152,360	Handi Plus, Handi Stop
76	77	C.N. Brown Co., South Paris, Maine	82	82	0	\$148,980	Big Apple
77t	80	FKG Oil Co., Belleville, Ill.	79	79	0	\$312,000	Moto Mart
77t	76	Spinx Oil Co. Inc., Greenville, S.C.	79	79	0	\$262,600	Spinx Store
77t	74	Mirabito Energy Products, Binghamton, N.Y.	79	77	2	\$225,160	Convenience Express, Mirabito
80t	90	Buchanan Oil Co., Omaha, Neb.	78	78	0	\$338,780	Bucky's Express
80t	87	Sampson Bladen Oil Co. Inc., Clinton, N.C.	78	78	0	\$134,940	Handee Hugo's
80t	80	Sunmart Inc., Spring, Texas	78	44	34	\$197,340	Sunmart
80t	87	Express Mart Franchising Corp., Syracuse, N.Y.	78	78	0	\$135,720	Express Mart
84t	82	Toot 'n Totum Food Stores, Amarillo, Texas	77	77	0	\$195,260	Toot 'n Totum
84t	77	MFA Oil Co., Columbia, Mo.	77	77	0	\$135,460	Break Time, MFA Oil, Petro Card 24
84t	84	Johnson Oil Co., Rock Falls, Ill.	77	77	0	\$154,960	Express Lane
87	82	Newcomb Oil Co., Bardstown, Ky.	76	76	0	\$248,820	Five Star Food Mart
88	92	Jet Pep Inc., Holly Pond, Ala.	73	0	73	\$120,380	Jet Pep
89	84	Farm Stores Grocery Inc., Miami	72	30	42	\$138,320	Farm Store
90	93	Fast Stop, Bloomington, Ill.	68	0	68	\$100,360	Fast Stop
91t	n/a	Seven-Eleven Hawaii Inc., Honolulu	67	67	0	\$90,220	7-Eleven
91t	97	Gate Petroleum Co., Jacksonville, Fla.	67	67	0	\$160,940	Gate
93t	100	Enmark Stations Inc., Savannah, Ga.	66	66	0	\$364,520	Enmarket
93t	n/a	Southwest Georgia Oil Co., Bainbridge, Ga.	66	66	0	\$172,120	Inland Sun Stop, S&S Food Store, Sun Valley Market & Deli
93t	87	Certified Oil Co., Columbus, Ohio	66	66	0	\$41,652	Certified
96t	n/a	Family Express Corp., Valparaiso, Ind.	65	65	0	\$146,120	Family Express
96t	93	Flash Market Inc., West Memphis, Ark.	65	65	0	\$145,080	Flash Market
98t	98	Stinker Stores, Boise, Idaho	64	64	0	\$270,504	Stinker Store
98t	93	Dandy Mini Marts Inc., Athens, Pa.	64	64	0	\$137,280	Dandy Mini Mart
98t	98	MNS Ltd., Honolulu	64	64	0	\$50,180	ABC Store

Source: Company information; *Convenience Store News* Market Research 2016; Nielsen TDLink, April 2016

*Latest year-end sales are stated where available from company information or public record. In all other cases, All Commodity Volume (ACV) is provided by Nielsen TDLink. ACV is an annualized range of the estimated retail sales volume of all items sold in a store that pass through the retailer's cash registers. Lottery sales are not included; gas sales are included where applicable. The Nielsen TDLink ACV is an estimate – a directional measure to be used as an indicator of company size.

¹ Only Alimentation Couche-Tard's U.S. stores are included in this ranking.

² Only CST Brands' U.S. stores are included in this ranking.

³ Northern Tier Energy was acquired by Western Refining Inc. on June 23, 2016.

⁴ Alliance Energy is a wholly owned subsidiary of Global Partners LP.

ON THE CUSP (Nos. 101-110)

2016 RANK	COMPANY	TOTAL U.S. STORE COUNT	COMPANY-OPERATED STORES	FRANCHISE/ LICENSEE STORES	LATEST YEAR-END SALES* (\$000)	PRIMARY STORE NAMES
101	Weigel's Stores Inc., Powell, Tenn.	63	63	0	\$167,700	Weigel's, Jug O Milk Store
102	CHR Corp., York, Pa.	62	62	0	\$101,920	Rutter's Farm Store
103t	Sam's Mart, Matthews, N.C.	61	53	8	\$170,820	Sam's Mart, Xpress Mart
103t	BFS Foods Inc., Morgantown, W.Va.	61	61	0	\$171,340	BFS Foods
105	The Wills Group, La Plata, Md.	60	60	0	\$185,900	Dash In Food Store
106	Southeast Petro Distributors Inc., Cocoa, Fla.	58	47	11	\$146,640	Sunshine Express, Sunshine Food Mart
107	Pester Marketing Co., Denver	57	57	0	\$178,880	Alta Convenience
108t	BellStores Inc., Massillon, Ohio	56	56	0	\$127,400	BellStores
108t	Hollingsworth Oil Co., Springfield, Tenn.	56	56	0	\$102,440	Sudden Service
110t	Byrne Dairy Inc., Montgomery, N.Y.	55	55	0	\$110,760	Byrne Dairy
110t	Ricker Oil Co., Anderson, Ind.	55	55	0	\$203,840	Ricker's

Source: Company information; Nielsen TDLink, April 2016; *Convenience Store News* Market Research, 2016