

CONVENIENCE STORE M&A REMAINS STRONG, ACQUIRERS PRIORITIZE IN-STORE OFFERINGS

CONVENIENCE STORE & FUEL DISTRIBUTION SECTOR UPDATE | APRIL 2024



**CAPSTONE
PARTNERS**

TABLE OF CONTENTS

- 5 Key Sector Takeaways
- 6 Smaller Operators Drive Sector Growth
- 7 M&A Volume and Valuations Show Signs of Improvement
- 8 Major Oil Companies Penetrate Convenience Stores Sector
- 9 Large Strategic Buyers Bolster Geographic Footprint
- 10 Select Transactions
- 11 Strategic Buyer Universe
- 12 Public Company Data
- 13 Report Contributors
- 14 Firm Track Record
- 15 Capstone's Proprietary Research Reveals Top Services in Demand
- 16 Endnotes



CONTACT OUR CONVENIENCE STORE & FUEL DISTRIBUTION SECTOR BANKER



Jesse Betzner
Senior Director
617-619-3355

jbetzner@capstonepartners.com

Capstone Partners, a subsidiary of Huntington Bancshares Incorporated (NASDAQ:HBAN), has been a trusted advisor to leading middle market companies for over 20 years, offering a fully integrated range of expert investment banking and financial advisory services uniquely tailored to help owners, investors, and creditors through each stage of the company's lifecycle.

MIDDLE
MARKET
FOCUS

FULL
SERVICE
CAPABILITIES

SUPERIOR
CLIENT
RESULTS

TOP
RANKED
PERFORMANCE

ESTABLISHED
BRAND
REPUTATION

A DIFFERENT KIND OF FIRM. BUILT FOR THE MIDDLE MARKET.

Mergers & Acquisitions

- Sell-side Advisory
- Buy-side Advisory
- Recapitalizations
- Mergers & Joint Ventures

Capital Advisory

- Equity Advisory
- Debt Advisory
- Infrastructure Finance

Financial Advisory

- Transaction Advisory
- Interim Management
- Performance Improvement
- Litigation Support

Special Situations & Restructuring

- Special Situations Turnaround
- Restructuring
- Bankruptcy
- Insolvency

ESOP Advisory

- Preliminary Analysis
- Feasibility Study
- ESOP Implementation
- Design & Execution

Sign Up for Sector Insights.

Delivering timely, sector-specific intelligence to your inbox

One of our core capabilities is to deliver sector-specific intelligence designed specifically for sector leaders, private equity firms and their advisors. Our sector reports and featured articles deliver real-time access to key sector data including:

- Emerging sector trends
- Acquirer and investor appetites
- Mergers & acquisitions market analysis
- Notable transactions
- Public company data

Receive email updates with our proprietary data, reports, and insights as they're published for the sectors that matter to you most.

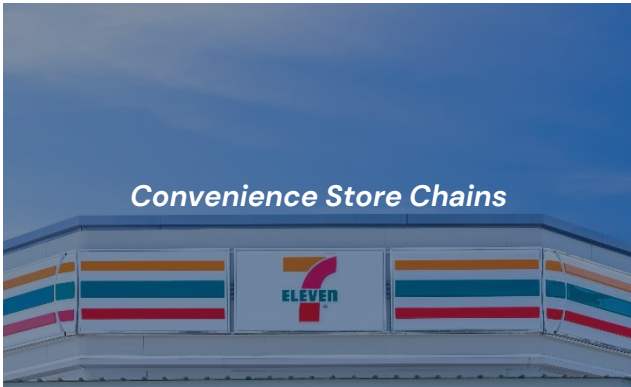
[Subscribe](#) ▶



capstonepartners.com

CAPSTONE’S C-STORE & FUEL DISTRIBUTION COVERAGE VERTICALS

Capstone’s Convenience Store & Fuel Distribution practice is a dedicated effort serving the community of convenience store chains, truck stop operators, fuel distributors/marketers, propane retailers, and other businesses serving the Convenience Store & Fuel Distribution end market. The group has deep transactional experience across the sector’s full spectrum, uniquely qualifying the team to develop compelling investment theses, properly position clients for success, understand key issues to address, and efficiently execute transactions for its clients. The team has an extensive network of sector relationships and is consistently monitoring investment interest from all buyer groups, both financial and strategic.



Capstone Advises Pride Stores on its Sale to ArLight Capital

Capstone Partners advised Pride Stores on its sale to ArLight Capital Partners in January 2022. Terms of the deal were confidential. Pride Stores is a convenience store and gas station chain with a market-leading position in Western Massachusetts and Northern Connecticut. Pride opened its first self-serve station in 1976 and first convenience store in 1982, both in Springfield, Massachusetts. Today, Pride has 31 modern, next generation stores, including four state-of-the-art travel centers and city stops, strategically located across the Greater Springfield and Hartford metro areas. With a long-standing reputation in the community, Pride is well-known among its loyal customers for its high-quality service, high volume fuel operations, and diversified mix of in-store offerings.



Convenience Store & Fuel Distribution Convenience Store M&A Remains Strong Acquirers Prioritize In-Store Offerings

KEY SECTOR TAKEAWAYS

Capstone Partners' Consumer Investment Banking Group is pleased to share its Convenience Store & Fuel Distribution report. The sector has been a bright spot within the Consumer industry, evidenced by healthy merger and acquisition (M&A) activity through year-to-date (YTD). Acquisition opportunities have remained available for sector participants with robust in-store programs as acquirers have increasingly diversified offerings to counter the slowly diminishing fuel sales that are being experienced across the space. Several additional key sector takeaways are outlined below.

1. The number of convenience stores operating in the U.S. rose year-over-year (YOY) in 2023, marking the first increase in four years.
2. The M&A market has continued to favor smaller, independently-operated, regional chains, as target companies with less than 50 stores have comprised the majority of deals in 2023 and YTD 2024.
3. Select major oil companies have increasingly penetrated the sector via organic growth initiatives and M&A, deploying their large cash balances to strengthen gross margins and extract synergies.
4. Strategic buyers have continued to account for the vast majority of sector transactions through YTD, pursuing transformative acquisitions to bolster geographic footprint and market share.
5. Sector M&A multiples have remained strong through YTD, especially for participants offering high-margin products such as alcohol, grocery items, and fresh foods.
6. There are no signs of M&A volumes slowing down for the rest of 2024, with large strategics announcing plans to continue to grow via acquisition and financial investors continuing to eye platform acquisition opportunities in the fragmented sector.

Capstone Partners has developed a full suite of corporate finance solutions, including, financial advisory services, merger and acquisition advisory, debt advisory, and equity capital financing to help privately owned businesses and private equity firms navigate through each stage of a company's lifecycle.

To learn more about Capstone's wide range of advisory services and Convenience Store & Fuel Distribution sector knowledge, please [contact us](#).

SMALLER OPERATORS DRIVE SECTOR GROWTH

The Convenience Store & Fuel Distribution sector has continued to demonstrate significant recession-resilience through YTD. This has been evidenced by an uptick in U.S. store counts and M&A volume. Of note, there were 150,174 U.S. convenience stores in 2023, an increase of 1.5% YOY, according to the National Association of Convenience Stores (NACS).¹ This rise marks the first increase in four years. Single-store operators have continued to comprise the majority (63.1%) of sector participants in 2023, creating a heavily fragmented market ripe for consolidation. Market fragmentation and secular trends—such as a higher cost of capital, elevated overhead costs, and electric vehicle (EV) adoption—are expected support deal activity in the long-term, as [Capstone Senior Director Jesse Betzner noted in a recent Convenience Store Products \(CSP\) article](#). Capstone anticipates sector transaction appetite to remain healthy throughout 2024, especially for participants with diversified in-store offerings.



Jesse Betzner
Senior Director

“On the whole, Convenience Store acquirers have become more selective than in years past, with premium multiples being reserved for high-quality operators operating across multiple regions. However, as the data from the past couple years suggests, buyers remain hungry for privately held, independently-run chains—regardless of their size and scale.”

Sector participants have increasingly invested in their in-store offerings as fuel sales volume has declined. Notably, convenience store operators have incorporated dining options to capture additional customer touchpoints and market share. Convenience Stores’ share of the U.S. Grab-and-Go Dining category rose to 27.1% in 2023 from 24.2% in 2019, according to CSP.² The additional market share can be attributed to changing consumer preferences, as customers have increasingly prioritized convenient and healthy food options. Both single-store operators and large chains have capitalized on this trend. At the top end of the market, Casey’s General Stores (Nasdaq:CASY) has led the space regarding in-store and dining offerings. Casey’s’ in-store gross margin rose to 40% in fiscal year (FY) 2023, outpacing the FY 2023 sector average of 36%, according to the company’s March 2024 investor presentation.³ Additionally, the company’s Food segment gross margin increased 750 basis-points YOY in FY 2023. Casey’s plans to make strategic investments throughout 2024 to bolster its Food segment and become less reliant on fuel sales, boosting margin rates. Casey’s competitors are expected to follow suit, driving elevated M&A interest in the space.

U.S. Sector Environment and M&A Market Favors Smaller Store Counts

Convenience Store Count

Store Count	2022	2023	Unit Change	% Change
1-50	103,290	103,975	685	0.7%
51-200	8,051	8,791	740	9.2%
200+	36,685	37,408	723	2.0%
Total	148,026	150,174	2,148	1.5%

Source: NACS and Capstone Partners

M&A Deals Closed by Store Count

Store Count	2022	2023	Unit Change	% Change
1-50	40	41	1	2.5%
51-200	6	6	0	-
200+	4	4	0	-
Total	50	51	1	2.0%

Source: Capital IQ, FactSet, PitchBook, and Capstone Partners

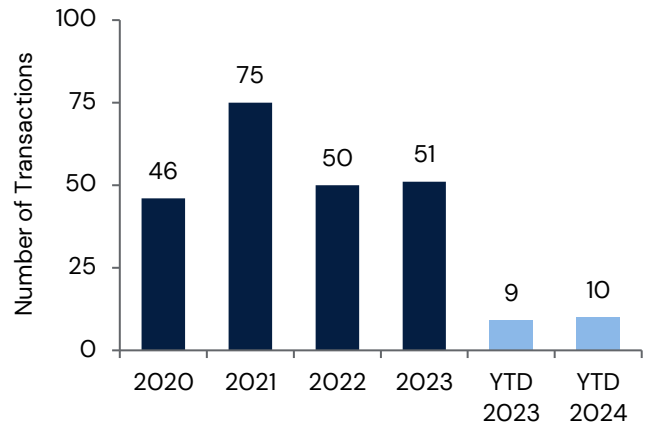
M&A VOLUME AND VALUATIONS SHOW SIGNS OF IMPROVEMENT

M&A activity in the Convenience Store & Fuel Distribution sector has remained healthy, with ten transactions announced or completed YTD. Deal flow in the sector has stayed on pace with the prior year period (nine deals). Although this marks a modest YOY increase, transaction activity in the sector has continued to outperform the broader Consumer industry which registered a 29.5% YOY decline in 2023, according to [Capstone's 2023 Consumer Industry M&A and 2024 Outlook Report](#). In addition, Convenience Stores M&A volume growth outpaced six Consumer sectors in 2023, according to the report. The resiliency of sector M&A activity can be attributed to the scalability of convenience store chains and major oil companies increasingly penetrating the space organically and inorganically (further detailed on page eight).

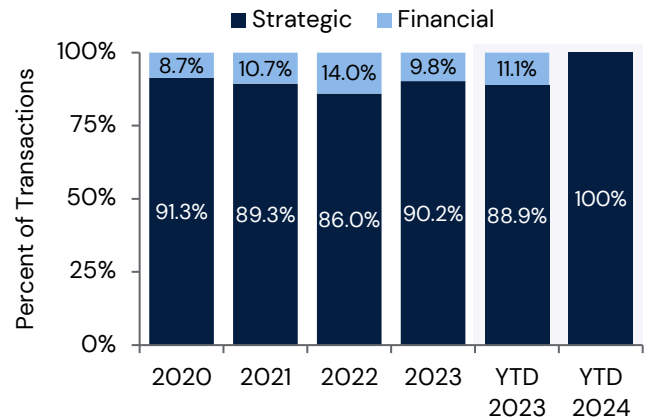
Strategic buyer activity in the space has continued to eclipse financial acquirer volume. Strategics accounted for 90.2% of 2023 deal flow and have comprised 100% of transactions YTD. While sponsors are increasingly showing interest in platform investments, strategics are anticipated to drive the vast majority of deal activity in 2024. Private strategic acquirers have remained the dominant buyer type in the space, comprising seven of the ten transactions YTD. Smaller store count operators have continued to attract strong strategic and financial buyer interest. Of note, target companies with less than 50 stores accounted for 80% of sector deals in 2023. This trend has continued through YTD, with sub-50 store count operators comprising 70% of transactions. The median store count of sector M&A targets rose to 11 in YTD 2024 from ten in the prior year period as strategics have bolstered geographic footprint in high-traffic areas.

Average purchase multiples in the sector have risen to-date, especially for participants with strong in-store programs offering high-margin products such as alcohol, grocery items, and fresh foods. From 2021 through YTD, sector participants have drawn average M&A multiple of 12.3x EV/EBITDA. This marks a healthy increase compared to 2018 to 2020, in which average purchase multiples amounted to 10.3x EV/EBITDA. Notably, these multiples only represent transactions with publicly available data. While large-scale deals have headlined the M&A market, middle market providers have continued to account for the majority of sector targets YTD.

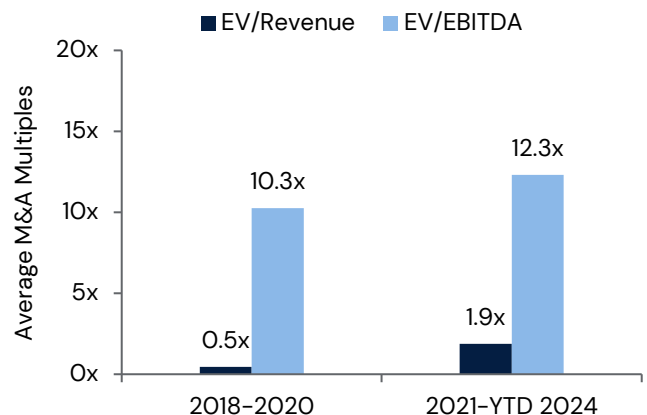
Convenience Stores M&A Volume Persists



Strategic Buyers Drive Sector Deal Flow



Average Sector M&A Multiples Improve Through Year-To-Date



Year-to-date (YTD) ended March 20
Source: Capital IQ, FactSet, PitchBook, and Capstone Partners

MAJOR OIL COMPANIES PENETRATE CONVENIENCE STORES SECTOR

Major oil companies have increasingly penetrated the Convenience Store & Fuel Distribution sector to achieve vertical integration and margin enhancements. Of note, retail fuel margins have averaged 27.2 cents (10.7%) per gallon in the U.S. over the past five years, according to NACS.⁴ Store operators and oil producers have shifted focus to in-store programs and high-margin products that can bolster earnings. In addition, many oil companies have made the shift to hedge against low fossil fuel usage in the future as EVs have become more prevalent. Oil producers, such as BP (LSE:BP) and Shell (LSE:SHEL), have penetrated the space via organic initiatives and M&A, providing sector participants with robust acquisition opportunities.



BP's Convenience Unit Becomes a Bright Spot

BP's 2023 financials have showcased the effectiveness of Convenience Store market penetration for oil producers. The company's Customers & Products segment, which includes its Convenience & Mobility and Refining & Trading business units, experienced a 27.7% YOY decline in adjusted EBITDA in 2023, according to BP's 2023 investor presentation.⁵ However, 2023 adjusted EBITDA in BP's Convenience & Mobility unit amounted to \$4.4 billion, marking a 4.8% YOY increase. Additionally, the unit yielded 44.5% of the segment's total earnings in 2023.

BP has attributed the health of its Convenience & Mobility unit to its acquisition of TravelCenters of America in February 2023 (\$3.2 billion, 5.1x EV/EBITDA). The deal added ~290 locations to BP's storefront network and is expected to nearly double the company's Convenience & Mobility gross margin by 2025, according to the 2023 investor presentation.

Shell's Mobility Business Sees Growth in 2023

Shell's Marketing segment, which includes its Mobility business unit, saw healthy growth in 2023. The company's Mobility business unit primarily comprises fueling stations and branded convenience stores. Notably, its Marketing segment generated \$3.0 billion in earnings in 2023, a 38% increase compared to 2022, according to the company's 2023 annual investor presentation.⁶ Shell has scaled its Mobility unit through organic growth and acquisitions, with a global branded store count of more than 47,000 as of 2023.

In February 2024, Shell announced its acquisition of Brewer Oil's Retail division, which includes 45 convenience store locations (undisclosed). The transaction demonstrates Shell's continued commitment to inorganically expanding its Mobility business unit in the U.S. In addition, the acquisition will increase Shell's convenience retail presence in New Mexico by 22.5%, with ~245 locations across the state.

BP's Convenience Retail Initiatives

- **Customer Touchpoints:** BP aims to increase customer touchpoints from ~12 million per day in 2022 to more than 15 million per day by 2025.
- **Convenience Store Sites:** The company plans to double its convenience store locations to 3,500 by 2030 from 1,600 in 2022.
- **Gross Margin:** With the additional sites, BP expects its convenience retail gross margin to rise 10% annually from 2022 to 2030.

Source: BP and Capstone Partners

Shell's Convenience Retail Initiatives

- **Customer Touchpoints:** In Europe, more than 50% of Shell's customers make purchases other than fuel, an initiative the company has planned to push in the U.S.
- **Quick-Service Restaurants:** Shell has increasingly incorporated quick-service restaurant offerings at its convenience stores, available in 15 geographic markets.
- **Gross Margin:** By 2025, Shell plans to generate 50% of its gross margin share from convenience retail products and services, moving away from fuel-based offerings.

Source: Shell and Capstone Partners

LARGE STRATEGIC BUYERS BOLSTER GEOGRAPHIC FOOTPRINT

Large strategic buyers in the sector have continued to pursue transformative acquisitions through YTD. Strategics, both private and public, have increasingly analyzed target companies' geographic footprint, in-store promotional programs, and product margins to capitalize on scalable opportunities. While sub-50 store count operators have continued to comprise the majority of M&A targets to-date, sector participants with more than 50 stores have garnered significant acquisition interest from mature strategics. Outlined below are notable sector transactions demonstrating acquirers' appetite for convince store chains with an established geographic footprint.



In March 2024, H&S Energy Products acquired nearly 170 total convenience stores, car washes, and commercial fueling locations from Andretti Petroleum Group. Terms of the deal were not disclosed. H&S owns and operates retail gasoline and convenience stores in the U.S. The acquisition of Andretti's assets expands H&S' presence on the West Coast and in the Pacific Northwest. Notably, the transaction has doubled H&S' store count, bringing its total to more than 330 locations under the Chevron, Texaco, Shell, and ExtraMile brands, according to a press release.⁷

The deal demonstrates private strategic buyers' interest in acquiring regional convenience store chains with value-added service offerings and growth-oriented business strategies. Andretti scaled the business organically and inorganically from a single location in 1998. The company's acquisitions of Humboldt Petroleum (2005, undisclosed) and Colvin Oil (2017, undisclosed) significantly aided its growth trajectory and regional coverage, well-positioning Andretti for an exit. "We are delighted to transact with H&S Energy as the new steward of our enterprise. Our companies share similar stories, starting with single sites, then growing into formidable players in our industry. This transaction will be a win for all stakeholders," said M.J. Castelo, CEO and Managing Member of Andretti, in the press release.

CrossAmerica Partners (NYSE:CAPL) announced its acquisition of 59 convenience stores from Applegreen Midwest and Applegreen Florida for an enterprise value of \$16.9 million (February 2024). Pennsylvania-based CrossAmerica operates more than 250 convenience stores across ten U.S. states, according to a press release.⁸ Headquartered in Dublin, Ireland, Applegreen owns more than 200 convenience store locations in the U.S., primarily located in urban areas and at rest stops along U.S. interstate highways. Applegreen's attractive store locations piqued CrossAmerica's interest in the acquisition.

CrossAmerica has undoubtedly utilized inorganic strategies to expand its geographic footprint in the U.S. From 2014 through YTD, the company has made 17 acquisitions at an average enterprise value of \$73.5 million, exclusively targeting middle market operators. The company has targeted sector participants with a wide variety of store counts, focusing more so on optimal locations. At the top end of the market, CrossAmerica acquired 106 stores from 7-Eleven in 2022 for an enterprise value of \$277.3 million, marking its second largest transaction by store count behind 192 Circle K stores (2020, \$184.5 million). The acquisition of Applegreen illustrates CrossAmerica's appetite for smaller regional operators in the sector, a strategy the company plans to continue.



SELECT TRANSACTIONS

Date	Target	Acquirer	Target Business Description	Store Count	Enterprise Value (mm)
03/20/24	Andretti Petroleum Group	H&S Energy Products	Includes convenience stores, car washes, and commercial fueling businesses.	170	-
03/06/24	Panther Travel Center	Casey's General Stores (Nasdaq:CASY)	Retails gasoline in combination with convenience stores.	1	-
02/23/24	Assets of Applegreen	CrossAmerica Partners (NYSE:CAPL)	Comprises gas stations with convenience stores in the Midwest and Florida.	59	\$16.9
02/09/24	Assets of Brewer Oil	Shell (LSE:SHEL)	Includes fueling station and convenience store assets.	45	-
01/18/24	DC Oil Company	Kent Companies Texas	Operates a chain of fuel stations and convenience stores.	13	-
01/11/24	Sunoco	7-Eleven	Comprises gas stations and convenience stores.	204	\$950.0
01/09/24	Travel Center and Gas Station Portfolio	InCommercial	Includes a gas station and travel center in Texas.	1	-
01/05/24	Charlie's Lakeside Country Store	Consumers Cooperative Oil	Comprises a convenience store.	1	-
12/18/23	Assets of Santmyer Companies	Par Mar Oil; Countywide Petroleum	Includes convenience retail stores and branded dealer wholesale businesses.	14	-
12/18/23	Assets of American Natural Retail	Giant Oil	Comprises convenience stores.	11	-
12/15/23	Snappy Mart Stores	Fast Stop LA	Includes a chain of convenience stores.	12	-
12/11/23	Assets of Scully Oil	POPS Mart Fuels	Comprises filling stations.	2	-
12/07/23	Assets of Sun Pacific Energy	Pacwest Energy	Retails gasoline in combination with convenience stores.	9	-
11/28/23	Show Me Oil	Pro Food Systems	Operates a convenience and grocery store.	1	-
11/09/23	Assets of Coborn's	Holiday Stationstores	Operates franchised fuel stations and convenience stores.	14	-
11/07/23	Lone Star Food Stores	Casey's General Stores (Nasdaq:CASY)	Comprises convenience and food stores.	22	-
11/06/23	Seven Convenience Store Assets	Arko (Nasdaq:ARKO)	Includes seven convenience stores located in Arkansas and Oklahoma.	7	\$13.7
11/01/23	TC&G Division of Springer-Eubank Oil	Petroleum Marketing Group	Comprises petroleum retail business assets.	10	-
10/28/23	Penny's One Stop	Dunkin Brands	Operates a general store.	1	-
10/25/23	Nine Convenience Store Assets	Getty Realty (NYSE:GTY)	Comprises convenience stores.	9	-
10/12/23	Leathers Enterprises	Sierra Enterprises Oregon	Operates and maintains convenience stores within gas stations.	24	-
10/12/23	210 Convenience Store Assets	SQRL Holdings	Comprises convenience stores.	210	-

Source: Capital IQ, PitchBook, FactSet, and Capstone Partners

STRATEGIC BUYER UNIVERSE

Capstone has built relationships with and tracked buyers that have been acquisitive in the Convenience Store & Fuel Distribution sector. Our sector knowledge and network provides us with unique insights into this buyer universe and the growth drivers of the space.

Capstone’s Convenience Store & Fuel Distribution Sector List of Top Strategic Buyers



Source: Capstone Partners





PUBLIC COMPANY DATA

Company	Price 03/20/24	% 52 Wk High	Market Cap	Enterprise Value	LTM			EV / LTM	
					Revenue	EBITDA	Margin	Revenue	EBITDA
Alimentation Couche-Tard Inc.	\$60.12	93.4%	\$57,822.4	\$70,971.3	\$67,935.2	\$5,700.3	8.4%	1.0x	12.5x
Arko Corp.	\$5.88	65.0%	\$705.6	\$3,113.3	\$9,412.7	\$419.1	4.5%	0.3x	7.4x
Casey's General Stores, Inc.	\$315.15	99.9%	\$11,666.0	\$13,124.9	\$14,591.6	\$1,016.9	7.0%	0.9x	12.9x
Murphy USA Inc.	\$414.09	97.2%	\$8,615.8	\$10,758.6	\$19,238.2	\$1,119.2	5.8%	0.6x	9.6x

Mean	6.4%	0.7x	10.6x
Median	6.4%	0.7x	11.0x
Harmonic Mean	6.1%	0.6x	10.1x

EV = enterprise value; LTM = last twelve months
 \$ in millions, except per share data
 NM = Not Meaningful

Alimentation Couche-Tard



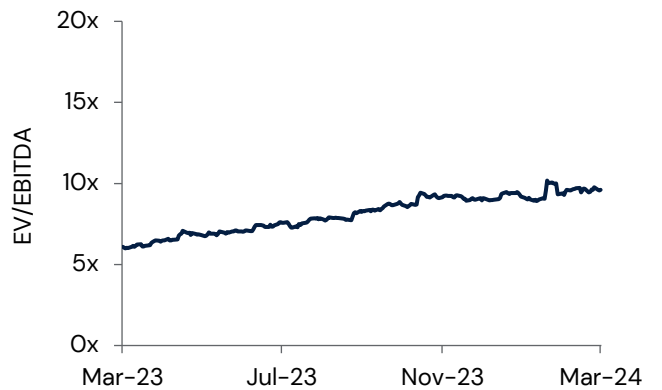
Arko



Casey's General Stores



Murphy USA



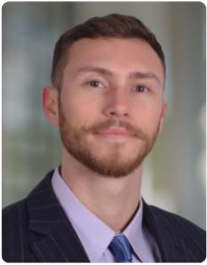
Source: Capital IQ and Capstone Partners as of March 20, 2024

CONVENIENCE STORE & FUEL DISTRIBUTION REPORT CONTRIBUTORS



Jesse Betzner
 Senior Director, Specialty Retailing
 jbetzner@capstonepartners.com | 617-619-3355

Jesse is a Senior Director with Capstone’s Boston investment banking team. He works as part of the banking team performing financial analysis, assisting with identification of strategic and financial buyers as well as many other deal related tasks. Prior to joining Capstone, Jesse gained seven years of M&A, Corporate Finance and Entrepreneurship experience including several years at J.P. Morgan in New York City. While with J.P. Morgan, Jesse worked with clients across various sectors, including Technology and Diversified Industries, in North America, South America and Europe. Jesse is a Series 79 Registered Investment Banking Representative and holds an MBA from London Business School and a BS in Finance and International Business from Georgetown University.



Max Morrissey
 Vice President of Market Intelligence
 mmorrissey@capstonepartners.com | 617-619-3336

Max serves as Vice President on Capstone’s Market Intelligence Team. He provides M&A insights, proprietary research analysis, and macroeconomic trends for C-suite middle market executives, specializing in the coverage of the Consumer, Business Services, Financial Technology & Services, and Technology, Media & Telecom industries. Prior to joining Capstone, Max was an analyst at Lab42 Research, a Chicago-based market research firm. During his time at Lab42 Research, he specialized in the development, implementation, and analysis of proprietary research projects for clients in the Business Services, Consumer, Financial Services, Government, and Technology industries.



FIRM TRACK RECORD

Capstone maintains an active presence in the Consumer industry with in-depth knowledge of the buyer universe and business characteristics that drive premium valuations in an M&A process. Our frequent conversations with industry participants provide us with increased transparency into market trends and buyer preferences. A sampling of Capstone’s closed deals are outlined below.

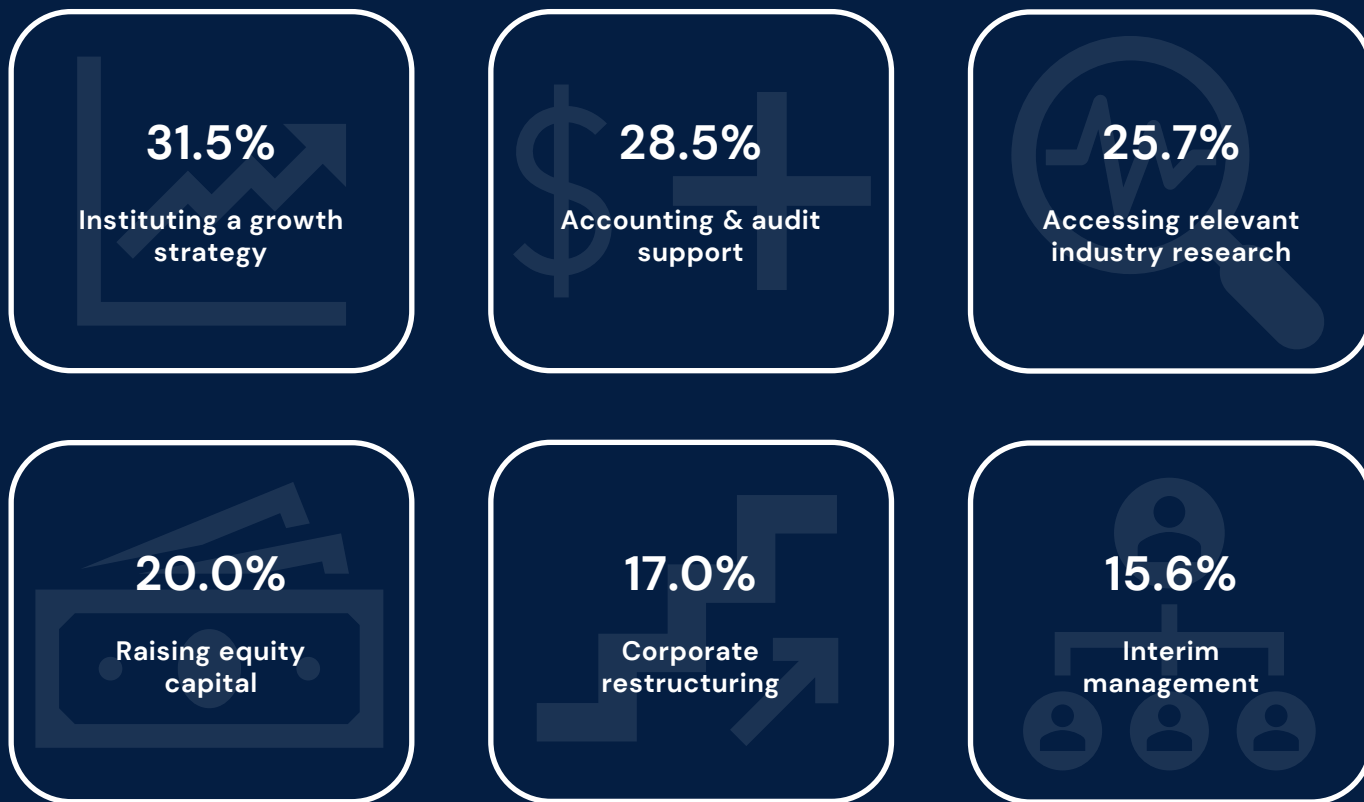
 <p>HAS BEEN ACQUIRED BY</p> 	 <p>HAS BEEN ACQUIRED BY</p> 	 <p>HAS BEEN ACQUIRED BY</p> 	  <p>HAS RECAPITALIZED WITH</p> 
 <p>HAS BEEN ACQUIRED BY</p> 	 <p>HAS RECAPITALIZED WITH</p> <p>AN UNDISCLOSED FINANCIAL PARTNER</p>	 <p>HAS BEEN ACQUIRED BY</p> <p>AN UNDISCLOSED STRATEGIC BUYER</p>	 <p>HAS RECAPITALIZED WITH</p> 
 <p>HAS BEEN ACQUIRED BY</p> 	 <p>HAS RECAPITALIZED WITH</p> 	 <p>HAS BEEN ACQUIRED BY</p> 	 <p>HAS COMPLETED A SERIES C FUNDING ROUND CO-LED BY</p>  

CAPSTONE’S PROPRIETARY RESEARCH REVEALS TOP SERVICES IN DEMAND

The current stage and initiatives of a business often dictates which financial services are in demand. As the majority of CEOs polled in Capstone’s 2023 Middle Market Business Owners Survey indicated growth strategies are a priority for 2024, the lion’s share (31.5%) of owners anticipate a need for growth strategy support services. Similarly, 28.5% of owners require accounting and audit support to shore-up cash flows and establish financial stability. In addition, more than one-fourth of CEOs demonstrated an interest in accessing relevant industry research to keep up with emerging industry trends, complete competitor analyses, and track capital markets activity in their space.

Capstone has developed a full suite of [corporate finance solutions](#) to help privately owned businesses and private equity firms through each stage of the company’s lifecycle, ranging from growth to an ultimate exit transaction. In addition, we developed a specialty consulting practice to provide financial advisory services to companies experiencing distress or performance challenges. All of these capabilities are supported by 16 industry groups, an active sponsor coverage group, and a dedicated market intelligence team.

Top Financial Services Required by Business Owners in 2024



Question: Have you ever had, or do you anticipate having, a need for any of the following services?
 Source: Capstone Partners’ Middle Market Business Owner Survey, Total Sample Size (N): 435



ENDNOTES

1. National Association of Convenience Stores, "U.S. Convenience Store Count," <https://www.convenience.org/Research/Convenience-Store-Fast-Facts-and-Stats/FactSheets/IndustryStoreCount>, accessed April 2, 2024.
2. CSP, "Consumers Are Visiting Convenience Stores More for Food, Dining Options," <https://www.cspdailynews.com/foodservice/consumers-are-visiting-convenience-stores-more-food-dining-options>, accessed April 2, 2024.
3. Casey's General Stores, "March 2024 Investor Presentation," https://s2.q4cdn.com/194594550/files/doc_financials/2024/q3/2024-03-11_FINAL_FY24Q3_Investor-Deck.pdf, accessed April 3, 2024.
4. National Association of Convenience Stores, "Fuel Sales," <https://www.convenience.org/Research/Convenience-Store-Fast-Facts-and-Stats/FactSheets/FuelSales>, accessed April 3, 2024.
5. BP, "2023 Annual Investor Presentation," <https://www.bp.com/content/dam/bp/business-sites/en/global/corporate/pdfs/investors/bp-annual-report-and-form-20f-2023.pdf>, accessed April 4, 2024.
6. Shell, "2023 Annual Investor Presentation," https://reports.shell.com/annual-report/2023/_assets/downloads/shell-annual-report-2023.pdf, accessed April 4, 2024.
7. Convenience Store News, "H&S Energy Acquires Andretti Petroleum Group," <https://csnews.com/hs-energy-acquires-andretti-petroleum-group>, accessed April 4, 2024.
8. C-Store Dive, "CrossAmerica to Acquire 59 Applegreen C-Stores," <https://www.cstorediver.com/news/crossamerica-acquire-leases-for-59-applegreen-c-stores-for-169m/708350/>, accessed April 4, 2024.



**CAPSTONE
PARTNERS**

Common Goals. Uncommon Results.

Disclosure

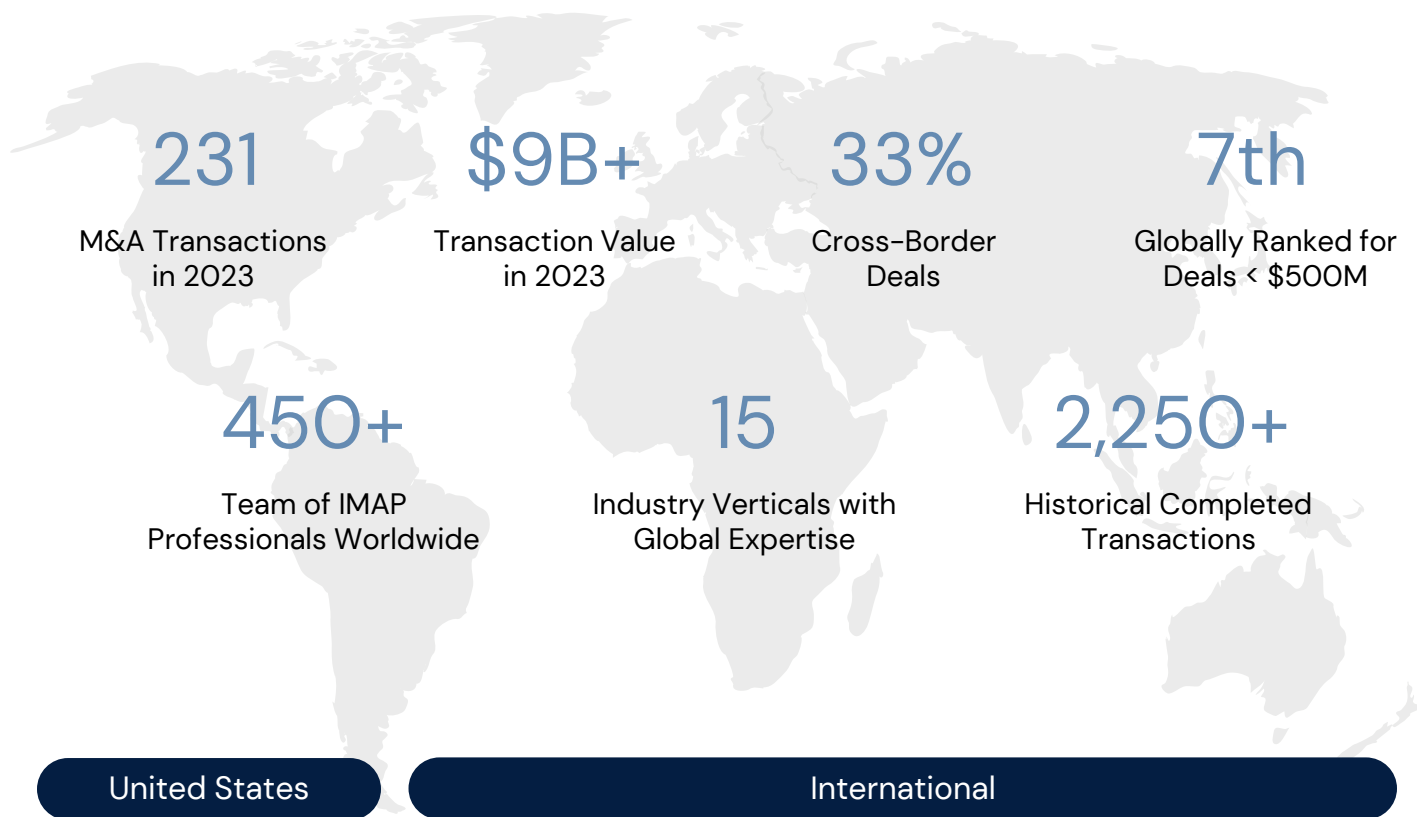
This report is a periodic compilation of certain economic and corporate information, as well as completed and announced merger and acquisition activity. Information contained in this report should not be construed as a recommendation to sell or buy any security. Any reference to or omission of any reference to any company in this report should not be construed as a recommendation to buy, sell or take any other action with respect to any security of any such company. We are not soliciting any action with respect to any security or company based on this report. The report is published solely for the general information of clients and friends of Capstone Partners. It does not take into account the particular investment objectives, financial situation or needs of individual recipients. Certain transactions, including those involving early-stage companies, give rise to substantial risk and are not suitable for all investors. This report is based upon information that we consider reliable, but we do not represent that it is accurate or complete, and it should not be relied upon as such. Prediction of future events is inherently subject to both known and unknown risks and other factors that may cause actual results to vary materially. We are under no obligation to update the information contained in this report. Opinions expressed are our present opinions only and are subject to change without notice. Additional information is available upon request. The companies mentioned in this report may be clients of Capstone Partners. The decisions to include any company in this report is unrelated in all respects to any service that Capstone Partners may provide to such company. This report may not be copied or reproduced in any form or redistributed without the prior written consent of Capstone Partners. The information contained herein should not be construed as legal advice.



CAPSTONE PARTNERS

Market Presence

With a long-established U.S. footprint, together with an international partner platform, we provide clients with broad expertise and access to key market relationships on a global basis. Our presence is backed by ~200 professionals in the U.S. with 450+ professionals across 41 countries.



~200 professionals
8 offices

Boston · Denver · Chicago · Dallas
Detroit · Irvine · New York · Tampa

450+ professionals
60+ offices in 41 countries

Asia: China · India · Japan · Thailand
Africa: Congo · Egypt · Ghana · Mauritius · Morocco · Senegal · South Africa
Americas: Toronto · Vancouver · Argentina · Brazil · Chile · Colombia · Mexico · Paraguay · Peru
Europe: Belgium · Bosnia & Herzegovina · Croatia · Czech Republic · Finland · France · Germany
Hungary · Ireland · Italy · Netherlands · Poland · Portugal · Romania · Serbia · Slovakia · Slovenia
Spain · Sweden · United Kingdom