# Susser Holdings Corporation Susser Petroleum Partners 

## Analyst Day

March 21, 2013


Holdings Corporation

## Safe Harbor

Some of the statements in this presentation constitute "forward-looking statements" about Susser Holdings Corporation that involve risks, uncertainties and assumptions, including without limitation, our discussion and analysis of our financial condition and results of operations. These forward-looking statements generally can be identified by use of phrases such as "believe," "plan," "expect," "anticipate," "intend," "forecast" or other similar words or phrases in conjunction with a discussion of future operating or financial performance. Descriptions of our objectives, goals, targets, plans, strategies, costs, anticipated capital expenditures, expected cost savings, costs of our store rebranding initiatives, expansion of our foodservice offerings, potential acquisitions, and potential new store openings and dealer locations, are also forward-looking statements. These statements represent our present expectations or beliefs concerning future events and are not guarantees. Such statements speak only as of the date they are made, and we do not undertake any obligation to update any forward-looking statement.

We caution that forward-looking statements involve risks and uncertainties and are qualified by important factors that could cause actual events or results to differ materially from those expressed or implied in any such forward-looking statements. For a discussion of these factors and other risks and uncertainties, please refer to our filings with the Securities and Exchange Commission ("the SEC"), including those contained in our Annual Report on Form 10-K for our most recent fiscal year, and any subsequent Quarterly Reports on Form 10-Q, available at the SEC's website at www.sec.gov. We intend for the forward-looking statements to be covered by the Safe Harbor provisions for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995, and are including this statement for purpose of complying with these Safe Harbor provisions.

(40) SUSSER

SUSSER

## Current Company Overview

- Retail stores in Texas, Oklahoma and New Mexico
- 562 retail sites
- $11^{\text {th }}$ largest company operated C-store chain in the U.S.
- \$976 million of merchandise sales
- 1.4 billion gallons distributed (FY2012)
- 557 retail sites with fuel
- >580 contracted wholesale branded sites
- >1,600 unbranded commercial customers


- 24 consecutive years of same store sales growth
- ~70\% of retail gross profit inside store
- \$183 million EBITDA (FY2012)
- \$167 million EBITDA (FY2011)


## Platform Was Built by Acquisition Before 2000



## Coastal/Tex-Mart Stores Acquired (2001)



## 2001-2007 Began New Store Building Program Free Cash Flow Invested in Growth



## Town \& Country Acquisition - November 2007 A Unique Asset



## 2008-2012 Big Box Build-Out



## Combined Susser Footprint



## Widening the Gap

(in 000's, based on LTM data)


Note: Annual data based on each company's fiscal year. LTM data based on latest fiscal quarter reported.

## Widening the Gap

(in 000's, based on LTM data)
Average Per-Store Gallons


Note: Annual data based on each company's fiscal year. LTM data based on latest fiscal quarter reported.

## EBITDAR Has Tripled Since 2006 IPO

EBITDAR
(in millions)


Fuel Neutral EBITDAR (1) (2)

(1) Normalizes retail CPG after credit cards at a 5 -year rolling average of 14.5 C and wholesale CPG at a 5 -year rolling average of $5.5 ¢$
(2) Excludes G\&A bonus and 401-K match

## SUSS Wholesale Segment Rocky Dewbre



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## Motor Fuel Industry Supply Chain

Pipeline/Storage/Terminals



Tanker Truck


## Retail and Wholesale Locations



## SUSS Wholesale Segment Overview

- Largest non-refining motor fuel distributor in Texas
- 562 Stripes ${ }^{\oplus}$ stores
- 91 contracted consignment locations
- 490 contracted branded dealers
- >1,600 unbranded commercial customers
- Scalable wholesale platform
- Highly complementary with retail division
- Increases purchasing power/diversification
- Increases strategic flexibility to rationalize sites between retail and wholesale
- Enhances acquisition opportunities
- 3 acquisitions since Aug ‘09


### 1.4 Billion Gallons Sold LTM




## Third-Party Supply Dealer Customer Types (22\% of 2012 volume)

- Supply Dealers
- We sell fuel to dealer by the truckload at cost plus a fixed markup
- Dealer owns fuel inventory at location and dealer sets retail price
- \$1.2 million of net rental income in 2012


## Third-Party Consignment Dealer Customer Types ( $8 \%$ of 2012 volume)

- Consignment Dealers
- SUSP supplies fuel to SUSS, who then supplies to consignment dealers
- SUSP collects cost +3 cent fee
- SUSS owns fuel in tanks
- SUSS sets retail price and keeps gross profit, pays dealer a commission for selling fuel
- \$4.1 million of net rental income in 2012


## Our Other Commercial Customers Profile (11\% of total 2012 volume)

- Over 1,600 unbranded customers
- Unbranded convenience stores
- Sub-jobber/fuel distributors
- Commercial end-users including E\&P, agricultural, construction and trucking companies
- School districts and municipalities
- Spot customers
- Neither party obligated under contract
- We send price quote to customer daily
- If customer accepts, we sells fuel to customer at fixed margin
- Contract customers
- We participate in bid process and sell fuel on cost-plus basis for agreed-upon term


## Wholesale Segment Spin-off: SUSP IPO

- Successfully executed public offering of wholesale distribution business in September 2012
- Establishes FMV of wholesale distribution business tied to our stable cash flow ( $\$ 685$ million as of $3 / 18 / 13 @ \$ 31.30 / u n i t)$
- Creates strategic vehicle for growth
- Improves cost of capital
- SUSS retains $50.1 \%$ of SUSP
- SUSS retains $100 \%$ of general partner and IDR's
- SUSS will continue to consolidate financial results


## Post-MLP Organization Structure



[^0]
## Differentiation between SUSP and SUSS Wholesale Segment

$\square$

- Operations include:
- Fuel sales to Affiliates under 10 year supply contract at 3 cent fixed margin:
- 562 Stripes ${ }^{\oplus}$ stores
- 91 consignment stores
- Fuel sales to third parties:
- 490 contracted branded dealers under long-term fixed fee fuel supply contracts
- > 1600 unbranded commercial customers
- Rental income from 14 Stripes ${ }^{\circledR}$ stores and 54 dealer operated convenience stores generating annualized rent of approximately $\$ 7.8 \mathrm{MM}$


## SUSS WHOLESALE SEGMENT

- Operations include:
- 100\% of SUSP Operations
- Consignment fuel business at 91 locations
- Transportation operations conducted through GoPetro subsidiary


## Key Investment Highlights - SUSP

## STABJLJTY

- Long-term, fee-based contracts
- 10-year fixed fee contract with the Parent
- 5-year average remaining term contracts with diversified $3^{\text {rd }}$ parties
- De minimis direct commodity risk
- Very limited working capital needs
- Strong and resilient industry fundamentals


## VISJBLE GROWTH

- Embedded growth with Parent
- 75 Stripes ${ }^{\ominus}$ store dropdown option (14 completed to date)
- 25-35 currently expected in 2013
- History of strong growth in Stripes gallons (13.3\% CAGR in last 5 years)
- More than 190 net new third-party locations since 2007
- Numerous acquisition opportunities in highly fragmented and attractive markets
- Ability to pursue opportunities jointly
- Significant financial capacity for growth at both MLP and Parent ${ }^{(1)}$
- ~\$200 mm revolver capacity--SUSP
- ~\$375 mm cash/revolver capacity--SUSS


## Our Strong, Long-Term Supplier Relationships



## Overview

- Valuable supply contracts with major oil companies and refiners
- More than 20 branded and unbranded suppliers
- Long-term relationships with suppliers provides attractive terms and ability to grow
- Among the largest U.S. branded distributors of Valero and Chevron motor fuel


## Stable \& Growing Operating and Financial Performance




Pre-MLP Wholesale Fuel Margin, as Reported ${ }^{(1)}$
Pro Forma ${ }^{(2)}$ Cents Per Gallon - Motor Fuel Margin

|  | 2009 |  | 2010 |  | 2011 |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
|  |  |  |  | 2012 |  |  |
| Stripes | 0.0 | 0.0 | 0.0 | 0.9 |  |  |
| Third-Party ${ }^{(3)}$ | 4.2 | 5.3 | 6.0 | 5.9 |  |  |
| Average Fuel Margin | 1.7 | 2.1 | 2.4 | 2.8 |  |  |


|  | 2009 |  | 2010 |  | 2011 | 2012 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
|  |  |  |  |  |  |  |
| Stripes \& Consignment | 3.0 |  | 3.0 | 3.0 | 3.0 |  |
| Third-Party ${ }^{(3)}$ | 2.7 | 3.5 | 4.2 | 4.4 |  |  |
| Average Fuel Margin | 2.9 | 3.2 | 3.4 | 3.5 |  |  |

[^1]
## Susser Petroleum Partners Strategy

## Grow Through

Relationship with SHC

- Increasing motor fuel volumes through growth in the number of Stripes ${ }^{\circledR}$ convenience stores and volumes of motor fuel sold at SHC's existing Stripes ${ }^{\circledR}$ convenience stores
- Executing sale and leaseback arrangements with SHC that provide additional rental income
- Pursuing strategic acquisition opportunities with SHC

> Expand Third-Party Wholesale Motor Fuel Distribution Business

- Adding third-party dealers
- Acquiring additional supply contracts
- Adding new unbranded convenience stores and other customers to our distribution network
- Majority of our gross margin is pursuant to fee-based, long-term wholesale distribution contracts
- Stable, long-term rental income from 54 properties owned and subleased as well as a Sale / Leaseback Option and additional sale / leaseback opportunities
- Expect to benefit from more favorable procurement costs and other economies of scale as wholesale distribution business grows
- Pursue acquisitions of other wholesalers, commercial customers and supply contracts as continued escalation of the requirements imposed on wholesalers by suppliers creates consolidation opportunities


## Maintain Financial <br> Flexibility and

Conservative Leverage

- $\$ 250$ million revolving credit facility with over $\$ 200$ million of undrawn capacity


## Why Do Customers Choose Susser?

- Solid reputation (integrity, financially sound, etc.)
- Choice of quality brands - more than competitors
- Competitive pricing
- Reliable supply of product
- Willingness to invest capital in projects
- Use of technology makes it easy to do business
- Value-added programs and support
- We provide more than just fuel
- Annual tradeshow offering vendor support to dealers
- Cruise incentive trip for top performing dealers


## Selected New Business Locations



## Expanding our Transportation Capacity and Capability (SUSS Operations)

Gallons Hauled by Carriers


- Expanded to 24/7 dispatch in 2012
- Increased private fleet from 21 to 54 trucks in the last 4 years
- Private fleet delivers $36 \%$ of volume
- Expanded common carriers from 9 to 18 in the last three years


## Current Technology Initiatives



## Technology Future State

EXONL


Logistics and Customer Care


Mobile Access
Sales Teams and Brand Managers

Technology


## Our Business in Perspective

- In 2012 we sold 178,781 loads of motor fuel or 20 loads/hour 24/7/365
- Susser's carriers drive an estimated 15 million miles every year, which is the equivalent to



## 600 times around the Earth

## Retail Business Review Steve DeSutter



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## Growing Retail in Several Dimensions

- Leveraging our unique connection with key stakeholders
- Team members, suppliers, customers
- ...combined with our technology platform
- ...and growing markets
- Deliver consistent top tier performance
- Same store sales growth while protecting margins
- Reduce operating costs relative to merchandise sales
- Nimbleness to changing market conditions and entering new markets


## Average Fuel Gallons Sold per Store Continue to Grow

Average Fuel Gallons Sold per Retail Store


## Key Drivers

- Strategy: Protect and grow volume
- Favorable market conditions/trends
- New stores built for volume
- Expansion of diesel
- Dedicated diesel islands
- Auto diesel added to legacy stores
- Continued investment in new fuel dispensers
- 2013 average per-store gallon growth guidance of 1\%-4\%


## Retail Fuel Margin



## 5-Year Average Fuel Margins



## High Visibility to Fuel/Volume Movements

## Technology Demo

## Average Merchandise Sales per Store Continue to Grow

Average Merchandise Sales per Store


## Key Drivers

- Strategy: Drive customer count and transaction size
- Favorable market conditions
- New store development builds brand identity
- Leveraging restaurant sales with combined purchases
- Building suggestive selling capabilities
- Utilizing technology to edge competition


## Locating Performance Hotspots

## Technology Demo

## Consistent Merchandise Margin Performance


$\triangle$ Merchandise Margin Including Other Income ■ Reported Merchandise Margin

## Key Drivers

- Competitive store-specific pricing to drive traffic
- Supplier offers
- Capital invested in higher margin revenue-generating equipment, e.g.:
- Ice makers / merchandisers
- Fountain / new beverage offerings
- Remodels
- Food and bundled purchases provide pricing flexibility


## Proprietary Offering Driving GP Growth

Annual Gross Profit Dollars
(All Store)



## Sales-Driven Culture

Store \#9657


Store \#7121


## Category Management

- Educated, passionate success-driven team
- Data-driven decision making
- Store-specific plan-o-grams on key categories led by designated category captains
- Space to opportunity
- Store-specific pricing


## Fanatic About Hot, Fresh \& Delicious



## Authentic and Value Priced

- Our culture: prepare and serve great food
- Made from scratch
- Create customer trial
- Build lunch \& dinner
- Market basket impact



## Innovation Driving Sales and Customer Interest

Product Innovation Sales By Year (Same Store)


## New Revenue Generating Equipment Supports Foodservice Growth



- Expanded merchandising space for hot and cold items
- Allows for hot grab-and-go items to be separated from the LTC counter, reducing congestion
- Provides space for healthier options
- e.g. - salads, yogurt parfaits
- Installed in all new stores
- Replacing current equipment in selected existing stores


## LTC Customers Visit Stripes 40\% More Often

Famous for Tacos


## Store Labor Expense Management

Same Store Direct Store Labor Expense
(\% of merchandise sales)


## Key Drivers

- \#1 operating controllable expense line
- Challenges
- Offsetting wage inflation
- Competing with the oil patch
- Food service model
- Labor hours controlled to common standard
- Next steps: labor distributed to meet peak customer traffic periods


## Optimizing Labor and Speed of Service

Stripes Schedule Builder


- Designed to manage labor efficiency
- Shows managers where hours should be scheduled based on customer flow
- Significantly reduces manager time working on schedules
- Employees get schedule via email or text message


## Matching Demand to Available Labor

## Stripes Labor Exchange - In Development

|  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| I need someone to work regulor hours on Thursday, 2/14/2013 from 2pm to 6 pm at store 2172 <br> II Include employees even if working this shift would give them too many hours |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Select | Nome | Store | Distonce | Phone | Cell | Too Many Hours | Action |
|  | Cosey Goy | १११9 | 10 Miles |  | 555-555-1234 | No | Add to schedule |
| $\triangle$ | Jesse Mossey | 9998 | 11 Mies | 555-555-9999 | 555-555-2345 | No | Add to schedule |
| $\square$ | Kenneth Hom | ११97 | 15 Mles |  | 555-555-3456 | Yes | Add to schedule |
|  |  |  |  |  |  |  |  |

- Connects stores requesting additional labor to employees seeking extra hours
- Employees will automatically top the list, based on geography and personal preference
- e.g. - time of day, weekdays or weekends
- Integrated with Stripes Labor Scheduler
- Preparing for impact of 2014 Health Care Reform


## Carefully Controlling Other Operating Expenses

Other Operating Expense Before Credit Cards (\% of merchandise sales)


## Key Drivers

- Utility expense down 27\% on a per-store basis since 2008
- Benefiting from inexpensive natural gas
- Cash shortage down 23\% on a per-store basis since 2008
- Non-fuel store maintenance expense has been held flat as a \% to sales since 2008


## Alignment of Performance Based Incentives

Continuous Improvement of OER Performance
\% of Store Base Represented by OER Index Groups


## Key Drivers

- Operations Excellence program seeks constant improvement
- People
- Systems
- Customers
- Financial
- Aligned incentives around key business drivers
- Balanced scorecard includes financial and non-financial measures


## Real Estate Development E.V. "Chip" Bonner



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## New Stores Delivering ~ 20\% Unlevered ROI



Unlevered ROI = Store incremental cash flow before rent / Total initial store investment
Levered ROI = Store incremental cash flow after rent / Net store investment (after sale/leasebacks)
Data reflects FY2012; Includes 13 acquired and remodeled stores


## Real Estate Summary As of December 30, 2012

| Operating: | Fee | Leased | Controlled by Franchisee | Total Sites |
| :---: | :---: | :---: | :---: | :---: |
| Retail - Stripes | 262 | 297 | - | 559 |
| Wholesale - Stripes operated | 8 | - | - | 8 |
| Wholesale- 3rd party operated ${ }^{(1)}$ | 55 | 34 | 490 | 579 |
| Total Operating Sites ${ }^{(2)}$ | 325 | 323 | 490 | 1,138 |
| Non-Operating: |  |  |  |  |
| Land Bank / In Development | 57 | - | - | 57 |
| Surplus / Income Producing | 46 | 5 | - | 51 |
| Office / Warehouse | 7 | 4 | - | 11 |
| Total: | 435 | 332 | 490 | 1,257 |

(1) Includes the following at SUSP: Contributed to SUSP at IPO: Dropdowns to SUSP since IPO: 8 as of 12/30/12; 6 additional have been purchased in Q1 2013 Additional Acquisitions - 3rd Party:
(2) Total eliminates leased sites included in Retail segment that are owned by Wholesale segment.

## Finance Mary Sullivan



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## Consolidated Financial Strength and Flexibility Provides Opportunity for Growth


(1) Pro forma for acquisition of Town \& Country (168 retail sites)


- $\$ 206 \mathrm{~mm}$ net proceeds from SUSP IPO Sept. 2012
- Reduced net debt to EBITDA to 0.9X
- \$286mm consolidated cash and \$299mm available on SUSS/ SUSP revolvers at Dec '12
- $\$ 425 \mathrm{~mm}$ 8.5\% debt matures 2016
- Callable May '13 @ 104.25 provides refinancing opportunity


## Refinancing Opportunity <br> Range of Potential Impacts

(\$ millions)
Current bonds outstanding
Call premium
Interest due 5/15
Refinancing fees
Total cash required on $5 / 15$
Cash at 12/30 (excl SUSP)
Estimated cash to use for debt paydown

Estimated amount to refinance
Annualized pre-tax interest savings EPS impact - after tax

Debt Amount Interest Rate Annualized Interest
$425 \quad 8.5 \%$
18
18
2-5
463-466
279
150-250
200-300 2.25\%-6.25\% ${ }^{(a)} \quad 5-15$
21-31
\$0.65-\$0.95
(a) Downside case assumptions: $\$ 200 \mathrm{~mm}$ High Yield bonds @ $6.25 \%$ and $\$ 100 \mathrm{~mm}$ Senior Debt @ 2.5\%

## Incentive Distribution Rights --A Hypothetical Example

| Hypothetical Annual Distribution/ Unit Hypothetical \# Units outstanding Hypothetical Total Distribution |  |  | \$ | $\begin{array}{r} 2.00 \\ 20,000 \\ 40,000 \\ \hline \end{array}$ | \$ $\$$ | $\begin{array}{r} 2.50 \\ 20,000 \\ 50,000 \\ \hline \end{array}$ | \$ | $\begin{array}{r} 3.00 \\ 20,000 \\ 60,000 \\ \hline \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Annual Distribution Up To ${ }^{(a)}$ | Percent Allocated to Unitholders |  |  |  |  |  |  |
| Limited Partners Share | \$1.750 | 100\% |  | 35,000 |  | 35,000 |  | 35,000 |
|  | \$2.013 | 100\% |  | 5,000 |  | 5,250 |  | 5,250 |
|  | \$2.188 | 85\% |  | - |  | 2,975 |  | 2,975 |
|  | \$2.625 | 75\% |  | - |  | 4,688 |  | 6,563 |
|  | >\$2.625 | 50\% |  | - |  | - |  | 3,750 |
|  |  | Total LP | \$ | 40,000 | \$ | 47,913 | \$ | 53,538 |
|  | Annual Distribution Up To ${ }^{(a)}$ | Percent Allocated to IDR Holders |  |  |  |  |  |  |
| IDR Holders Share | \$1.750 | 0\% |  |  |  |  |  |  |
|  | \$2.013 | 0\% |  |  |  |  |  |  |
|  | \$2.188 | 15\% |  |  |  | 525 |  | 525 |
|  | \$2.625 | 25\% |  |  |  | 1,563 |  | 2,188 |
|  | >\$2.625 | 50\% |  |  |  | - |  | 3,750 |
| (a) Per SUSP Partn |  | Total IDR | \$ | - | \$ | 2,088 | \$ | 6,463 |
|  |  |  |  |  |  |  |  |  |
|  |  | tal Distribution | \$ | 40,000 | \$ | 50,000 | \$ | 60,000 |

## SUSS - Still a Great Buy But Requires Some Homework

| (dollars and shares in millions) | SUSS |  | SUSP | $\begin{gathered} \text { suss } \\ \text { "Retail" } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: |
|  |  | dated |  |  |
| Stock Price @ 3/18 | \$ | 46.32 | \$ 31.30 |  |
| Shares Outstanding (diluted) |  | 21.4 | 21.9 |  |
| Market Cap |  | 991 | 685 | 648 |
| Total Debt |  | 607 | 185 | 422 |
| Cash/Marketable Securities |  | 434 | 155 | 279 |
| Net Debt |  | 173 | 30 | 143 |
| Minority interest market cap |  | 342 |  |  |
| Enterprise Value |  | 1,506 | 715 | 791 |
| EBITDA (LTM as of 12/31/12) |  | 183 | 42 | 141 |
| Multiple of LTM EBITDA |  | 8.2 | 17.1 | 5.6 |

(a) Estimated pro forma for full year MLP operations.
(b) Excludes $50.1 \%$ of SUSP market cap that is part of SUSS consolidated value.
(c) Excludes cash distributions received from SUSP.

## Appendix

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## Existing Stores Continue to Grow

## 144 Stores Opened Prior to 2000 <br> (in millions)






## New Stores Driving Cash Flow Growth

|  | Legacy <br> Stores (Prior <br> to 2000) |  <br> Country <br> Stores <br> Acquired | Stores <br> Built (2) | All Stores |
| :--- | :---: | :---: | :---: | :---: |
| \# of Stores ${ }^{(1)}$ 144 | 154 | 146 | 559 |  |
| Avg. Building Sq. Ft. | 2.6 K | 3.5 K | 5.2 K | 3.6 K |
| Avg. Lot Sq. Ft. | 21 K | $50-60 \mathrm{~K}$ | $50-100 \mathrm{~K}$ | 50 K |
| Avg. Annual Merch Sales <br> (000's) | $\$ 1,344$ | $\$ 1,911$ | $\$ 2,466$ | $\$ 1,792$ |
| Avg. Annual Fuel Gallons <br> (000's) | 914 | 1,683 | 2,358 | 1,578 |
| Avg. Annual Cash Flow <br> $(000 ' s)$ | $(\$ 289)$ | $\$ 474$ | $(\$ 633$ | $\$ 440$ |

(1) All store counts are as of $12 / 30 / 12$
(2) Reflects stores built from 2000 to December 30, 2012 (FY2012 results). Results annualized for stores open $<12$ months.

## 2012 Retail Growth



## Leading Market Position in Highly Attractive Markets

- Leading c-store operator in core markets
- Core markets experiencing rapid population growth and increasing highway traffic
- High density of rapidly growing Hispanic population - frequent c-store shoppers
- Favorable core demographic (males ages 18-35) in South Texas markets

Hispanic Population by Market


- "Texas Economy Moves from Recovery to Expansion"
- Federal Reserve Bank of Dallas, Q1 2012
- Texas named "Best State for Business" for the $8^{\text {th }}$ consecutive year
- CEO Magazine, May 2012
- 12 Texas cities named "Best Cities for Jobs"
- Forbes Magazine, May 2012


## Energy Prices \& Rig Count




Average Monthly Texas Rig
Count


## Recent Texas Headlines

Area to see $\$ 28$ bn bonanza...investing est $\$ 28$ bn in Eagle Ford in 2013, 27\% of industry's 2013 capital investment in lower 48 states will go to the Eagle Ford - San Antonio Express News 12/9/12

Houston is expected to add the most households of any U.S. metropolitan area over the next five years.

- Houston Business Journal 11/27/12

Cheniere has applied for permits to build an LNG plant on 660 acres in San Patricio County...worth in excess of $\$ 10$ billion - Corpus Christi Caller Times

Pangea LNG (Daewoo and Statoil) is seeking federal approval for an LNG export facility....estimate a $\$ 5$ bn investment

- Corpus Christi Caller Times 11/30/12

Flint Hills announces $\$ 250$ million plant expansion - KIII, Corpus Christi
Texas coast wins largest single manufacturing investment by a Chinese company in the U.S....a skilled work force and strategic location helped a Texas coastal city win a $\$ 1$ billion pipe manufacturing facility - Texas Comptroller of Public Accounts
Best mid-sized cities for jobs....No. 2: Corpus Christi, TX - Forbes
China takes big role in Texas plant ...\$2.5bn power plant and chemical plant in Odessa - WSJ 9/13/12
Apple creates 3,600 jobs in Texas - Texas Wide Open for Business
Home sales are strong in the Woodlands, where Exxon Mobil is constructing a new corporate campus where 10,000 people will work - Culture Map: Houston

Exxon Mobil moves to expand chemical plant....the company joins other petrochemical producers, including Dow Chemical Co. and Chevron Phillips Chemical Co., that have announced natural gas-fueled expansion plans in the Houston area in recent months - Houston Chronicle

## Partial List of Sources for Economic Data

- http://www.window.state.tx.us/
- http://www.texasahead.org/economy/tracking/
- http://www.dallasfed.org/
- http://texaseconomicdevelopmentguide.com/
- http://recenter.tamu.edu/
- http://texascenter.tamiu.edu/
- http://www.ccredc.com/
- http://www.mcallenedc.org/
- http://www.Idfonline.org/
- http://www.midlandtxedc.com/
- http://www.houston.org/
- http://www.mywesttexas.com/business/


## Susser Holdings Corporation Reconciliation of Net Income to EBITDA, Adjusted EBITDA and Adjusted EBITDAR

|  | Fiscal Year Ended |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { December 31, } \\ 2006 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { December 30, } \\ 2007 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { December 28, } \\ 2008 \\ \hline \end{gathered}$ |  | January 3, 2010 |  | January 2,$2011$ |  | January 1 , 2012 |  | December 30, 2012 |  |
| Net income attributable to Susser |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Holdings Corporation | \$ | $(3,746)$ | \$ | 16,252 | \$ | 16,477 | \$ | 2,068 | \$ | 786 | \$ | 47,457 | \$ | 46,725 |
| Net income attributable to noncontrolling interest |  | 61 |  | 42 |  | 48 |  | 39 |  | 3 |  | 14 |  | 4,572 |
| Depreciation, amortization and |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| accretion |  | 22,780 |  | 29,469 |  | 40,842 |  | 44,382 |  | 43,998 |  | 47,320 |  | 51,434 |
| Interest expense, net |  | 25,201 |  | 16,152 |  | 39,256 |  | 38,103 |  | 64,039 |  | 40,726 |  | 41,019 |
| Income tax expense |  | 48 |  | $(5,753)$ |  | 10,396 |  | 1,805 |  | 4,994 |  | 26,347 |  | 33,645 |
| EBITDA | \$ | 44,344 | \$ | 56,162 | \$ | 107,019 | \$ | 86,397 | \$ | 113,820 | \$ | 161,864 | \$ | 177,395 |
| Non-cash stock-based compensation |  | 803 |  | 2,429 |  | 3,946 |  | 3,433 |  | 2,825 |  | 3,588 |  | 4,337 |
| Loss on disposal of assets |  | - |  | 190 |  | 9 |  | 2,402 |  | 3,193 |  | 1,220 |  | 694 |
| Management fee |  | 591 |  | - |  | - |  | - |  | - |  | - |  | - |
| Other miscellaneous expense (income) |  | (452) |  | (435) |  | (278) |  | 55 |  | 174 |  | 346 |  | 471 |
| Adjusted EBITDA | \$ | 45,286 | \$ | 58,346 | \$ | 110,696 | \$ | 92,287 | \$ | 120,012 | \$ | 167,018 | \$ | 182,897 |
| Rent |  | 22,694 |  | 25,822 |  | 34,620 |  | 36,899 |  | 42,623 |  | 45,738 |  | 46,407 |
| Adjusted EBITDAR | \$ | 67,980 | \$ | 84,168 | \$ | 145,316 | \$ | 129,186 | \$ | 162,635 | \$ | 212,756 | \$ | 229,304 |

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## Susser Holdings Corporation Reconciliation of Adjusted EBITDAR to Fuel Neutral Adjusted EBITDAR

|  | December 31, 2006 |  | December 30, 2007 |  | December 28, 2008 |  | January 3, 2010 |  | $\begin{gathered} \text { January 2, } \\ 2011 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { January 1, } \\ 2012 \end{gathered}$ |  | December 30, 2012 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Adjusted EBITDAR, Actual (1) | \$ | 67,980 | \$ | 84,168 | \$ | 145,316 | \$ | 129,186 | \$ | 162,635 | \$ | 212,756 | \$ | 229,304 |
| Adjustments: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPG neutral adjustment - retail (2) |  | 14,470 |  | 11,218 |  | 6,360 |  | 25,058 |  | 3,107 |  | $(25,331)$ |  | $(15,091)$ |
| CPG neutral adjustment - wholesale (3) |  | (284) |  | 104 |  | $(3,996)$ |  | 7,192 |  | 1,347 |  | $(2,093)$ |  | $(3,816)$ |
| G\&A bonus \& 401k match adjustment (4) |  | 1,337 |  | 2,836 |  | 3,787 |  | 1,077 |  | 8,558 |  | 9,927 |  | 9,617 |
| Fuel Neutral Adjusted EBITDAR | \$ | 83,502 | \$ | 98,326 | \$ | 151,467 | \$ | 162,513 | \$ | 175,647 | \$ | 195,258 | \$ | 220,014 |
| Percent change from prior year |  |  |  |  |  | 53\% |  | 7\% |  | 8\% |  | 11\% |  | 13\% |
| CPG adjustment - retail (2) |  | 3.7¢ |  | $2.5 ¢$ |  | 0.9¢ |  | 3.5¢ |  | 0.4¢ |  | -3.2¢ |  | -1.8¢ |
| CPG adjustment - wholesale (4) |  | -0.1¢ |  | 0.0¢ |  | -0.8¢ |  | 1.5¢ |  | 0.3¢ |  | -0.4¢ |  | -0.6¢ |

(1) Adjusted EBTDAR is defined and reconciled to net income (loss) attributable to Susser Holdings Corporation in previous schedule.
(2) The retail segment adjustment $w$ as derived by taking the difference betw een the five-year average margin per gallon after credit cards ( w hich for the five year period 2008 -2012 w as 14.5 cents per gallon) and the actual margin per gallon after credit cards, and multiplying it by the actual retail gallons sold. The difference betw een the 5 -year average and actual fuel margin is show $n$ above. A positive adjustment indicates the actual margin $w$ as less than the 5 -year average, $w$ hile a negative adjustment indicates the actual margin $w$ as greater than the 5 -year average.
(3) The wholesale segment adjustment $w$ as derived by taking the difference betw een the five-year average third party margin per gallon after credit cards ( $w$ hich for the five-year period 2008-2012 w as 5.5 cents per gallon) and the actual margin per gallon after credit cards, and multiplying it by the actual wholesale gallons sold to third parties.
(4) Since our management bonus and discretionary $401(\mathrm{k})$ match are partly based on results including actual fuel margins, we also exclude these amounts to eliminate volatility related to fuel margins.

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## Susser Holdings Corporation Reconciliation of Net Income to EBITDA, Adjusted EBITDA and Adjusted EBITDAR

|  | Three Months Ended January 1, December 30, 20122012 |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Net income attributable to Susser Holdings Corporation | \$ | 5,299 | \$ | 10,589 |
| Net income attributable to noncontrolling interest |  | 10 |  | 4,283 |
| Depreciation, amortization and accretion |  | 12,513 |  | 13,135 |
| Interest expense, net |  | 10,335 |  | 9,939 |
| Income tax expense |  | 3,176 |  | 7,196 |
| EBITDA | \$ | 31,333 | \$ | 45,142 |
| Non-cash stock based compensation |  | 573 |  | - |
| Loss on disposal of assets and impairment charge |  | (401) |  | 205 |
| Other miscellaneous expense |  | 125 |  | 141 |
| Adjusted EBITDA | \$ | 31,630 | \$ | 45,488 |
| Rent expense |  | 11,557 |  | 11,739 |
| Adjusted EBITDAR | \$ | 43,187 | \$ | 57,227 |

## Susser Petroleum Partners Reconciliation of Net Income to EBITDA, Adjusted EBITDA and Distributable Cash Flow

|  | Predecessor |  | Susser Petroleum Company LLC Predecessor |  | Susser Petroleum Partners LP |  | Susser Petroleum Partners LP |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Dec 31, } \\ 2011 \\ \hline \end{gathered}$ |  | Through <br> September 24, 2012 |  | From <br> September 25, 2012 |  | $\begin{gathered} \text { Dec 31, } \\ 2012 \\ \hline \end{gathered}$ |  |
| Net income | \$ | 10,598 | \$ | 8,420 | \$ | 9,150 | \$ | 17,570 |
| Depreciation, amortization and accretion |  | 6,090 |  | 5,735 |  | 1,296 |  | 7,031 |
| Interest expense, net |  | 324 |  | 269 |  | 540 |  | 809 |
| Income tax expense |  | 6,039 |  | 4,809 |  | 224 |  | 5,033 |
| EBITDA |  | 23,051 |  | 19,232 |  | 11,210 |  | 30,443 |
| Non-cash stock based compensation |  | 707 |  | 810 |  | 101 |  | 911 |
| Loss on disposal of assets and impairment charge |  | 221 |  | 229 |  | 112 |  | 341 |
| Adjusted EBITDA | \$ | 23,979 | \$ | 20,272 |  | 11,423 | \$ | 31,695 |
| Cash interest expense |  |  |  |  |  | 439 |  |  |
| State franchise tax expense (cash) |  |  |  |  |  | 71 |  |  |
| Maintenance capital expenditures |  |  |  |  |  | 456 |  |  |
| Distributable cash flow |  |  |  |  | \$ | 10,457 |  |  |

(1) Distributable cash flow is only calculated subsequent to September 25, 2012.


[^0]:     expects that this subsidiary will own all Stripes ${ }^{\circledR}$ convenience stores purchased from SHC in connection with Susser Petroleum Partners LP's option to execute sale and leaseback transactions under the omnibus agreement or otherwise.
    (2) At time of SUSP IPO. Excludes any subsequent sites added or closed

[^1]:    (1) Prior to MLP, no mark-up was charged to Stripes by wholesale segment.

    Pro forma for the Parent distribution contract and application of this contract to Stripes \& consignment volumes. Post IPO, SUSP receives $3 C$ on gallons sold to parent for existing retail and consignment volumes Prior to Sept. 25, 2012, third party customers include consignment sales, supply dealer and other commercial customers. Post IPO, includes supply dealers and other commercial customers.

