

Convenience Store News

# Hot Top 100

Top chains continue growth through acquisition despite market turmoil

By Don Longo

In a year marked by exceptional turmoil in fuel prices and the economy, and overall contraction of total number of stores, some of the nation's largest convenience store chains managed to pad their store counts through acquisitions, mergers and a little organic growth.

Canada-based Alimentation Couche-Tard, which operates the largest number of company-operated stores in the c-store business, added 319 stores to its U.S. store count over the past 12 months, according to the exclusive *Convenience Store News* Top 100.

The second-fastest growing c-store retailer in the U.S. over the past year was Cumberland Farms, which benefited by its merger with Gulf Oil earlier this year. 7-Eleven, the nation's largest c-store chain in total store count (company-operated plus franchised or licensed stores), added 100 stores to its industry-

leading store count of 6,371 units. The Dallas-based retailer ramped up its efforts to convert independent c-stores to the 7-Eleven banner through its new Business Conversion Plan.

Valero Energy Corp., which just missed the top 10 in overall store count, was the fourth fastest-growing chain, adding 90 stores, while Landmark Industries, which operates Timewise Stores in Texas, acquired 80 stores from various small independent operators last fall.

The *CSNews* Top 100 is the c-store industry's annual ranking of the largest c-store chains based

on U.S. store counts. The list is compiled by TDLinX, a sister Nielsen company to *CSNews*.

The top 10 c-store companies remained unchanged from last year, and maintained their same rankings by store count. After 7-Eleven, the next largest c-store chains in the U.S. are: BP, Shell Oil, ExxonMobil and Chevron.

Alimentation Couche-Tard, Speedway SuperAmerica, CITGO, Sunoco and The Pantry round out the top 10.

Stores operated by the top 10 chains represented 61.6 percent of the Top 100, about the same as the 61.8 percent share they comprised last year. The total *CSNews* Top 100 store count represented a slightly larger share of total industry stores — 39.8 percent, compared with 39.6 percent in 2008.

The top 10 chains list continued to be dominated by petroleum companies and franchise operators, while the second tier is dominated by chains with corporately run stores. Franchised or licensed stores comprise 72 percent of the total stores operated by the top 10 companies, but only 51.6 percent of the Top 100.

After Couche-Tard, which operates the Circle K brand in the U.S., the next largest corporately operated companies are 7-Eleven,

Fig. 1 Biggest Gainers in Store Count

1	Alimentation Couche-Tard	319
2	Cumberland Farms	103
3	7-Eleven Inc.	100
4	Valero Energy Corp.	90
5	Landmark Industries Inc.	80
6	Kwik Stop	30
7	QuikTrip Corp.	23
8	Ranger Enterprises Inc.	17
9	Giant Eagle Inc.	16
10	Susser Holdings Corp./SSP Partners	10

Source: Convenience Store News



RANK 2009	RANK 2008	COMPANY CITY/STATE	TOTAL STORE COUNT	COMPANY-OPERATED STORES	FRANCHISE/LICENSEE	ANNUAL ACV* (\$000)	STORE NAMES
1	1	7-Eleven Inc., Dallas	6,371	1,654	4,717	\$13,338,728	7-Eleven
2	2	BP North America, La Palma, Calif.	4,686	513	4,173	15,377,700	ampm Mini Market, Amoco, Arco, Arco Thrifty, BP, BP Connect, BP Shop
3	3	Shell Oil Products US/ Motiva Enterprises LLC, Houston	4,639	43	4,596	9,784,840	Shell
4	4	Exxon Mobil Corp., Irving, Texas	4,144	777	3,367	9,078,680	Exxon, Mobil
5	5	ChevronTexaco Corp., San Ramon, Calif.	3,984	383	3,601	9,204,780	Chevron, Chevron Extra Mile, Texaco
6	6	Alimentation Couche-Tard, Laval, Quebec, Canada <sup>1</sup>	3,402	2,845	557	12,601,940	Circle K, Dairy Mart, Discount Beverage Outlet, Spectrum
7	7	Speedway SuperAmerica LLC, Enon, Ohio <sup>2</sup>	2,783	1,553	1,230	9,639,760	Marathon, Rich Oil, Speedway, SuperAmerica
8	8	CITGO, Tulsa, Okla.	1,898	0	1,898	3,891,940	CITGO
9	9	Sunoco Inc., Philadelphia	1,776	482	1,294	6,106,516	A Plus, Coastal, Optima, Sunoco
10	10	The Pantry Inc., Sanford, N.C.	1,648	1,648	0	8,706,880	Campus Store, Cowboys Food Mart, Etna Snack Mart, Golden Gallon, Kangaroo Express, Kangaroo Food Store, Li'l Champ Food Store, On The Way Food Store, Pantry, Petro Express, Smokers Express/Pantry, Sprint
11	11	Valero Energy Corp., San Antonio	1,626	1,013	613	6,660,680	Beacon, Corner Store, Diamond Shamrock, Total, Ultramar, Valero
12	13	Casey's General Stores Inc., Ankeny, Iowa	1,478	1,478	0	4,762,940	Casey's General Store
13	12	ConocoPhillips Inc., Houston	1,305	3	1,302	2,973,620	76, Conoco, Phillips 66
14	15	Hess Corp., Woodbridge, N.J. <sup>3</sup>	1,077	1,030	47	4,609,540	Hess, Hess Express
15	14	Kroger Co., Cincinnati	797	797	0	3,232,580	City Market, Dillon's Fuel Center, Food 4 Less, Fred Meyer Fuel Center, Fry's Fuel Center, King Sooper's Fuel Center, Kroger Express, Kroger Fuel Center, Kwik Shop, Kroger, Loaf N Jug, Mini Mart, Quality Foods Fuel Center, Quik Stop, Smith's Fuel Center, Tom Thumb, Turkey Hill
16	17	Cumberland Farms Inc., Canton, Mass.	790	569	221	2,916,420	Cumberland Farms, Gulf
17	16	Wawa Inc., Wawa, Pa.	571	571	0	4,517,240	Wawa
18	20(t)	QuikTrip Corp., Tulsa, Okla.	522	522	0	4,604,860	QuikTrip
19	18	Racetrac Petroleum, Atlanta	521	263	258	3,116,100	Racetrac, Raceway
20	19	Susser Holdings Corp./ SSP Partners, Corpus Christi, Texas	510	510	0	1,000,220	Stripes, Town & Country Food Store
21	20(t)	Delek US Holdings Inc., Franklin, Tenn.	470	470	0	1,575,340	Discount Food Mart, East Coast, Fast Food & Fuel, Favorite Market, MAPCO Express, MAPCO Mart
22	23	Holiday Cos. Inc., Minneapolis	432	328	04	1,934,920	Holiday Stationstore
23	22	Kum & Go L.C., West Des Moines, Iowa	431	431	0	1,571,180	Kum & Go
24	24	Military, Arlington, Va.	416	416	0	2,487,940	Coast Guard Mini Mart, Marine Corps Shoppette, NEXCOM Mini Mart, Shoppette
25	25	CHS Inc./Cenex, St. Paul, Minn.	364	0	364	660,920	Ampride/Cenex
26	26	Sheetz Inc., Altoona, Pa.	354	354	0	4,374,500	Sheetz
27	28	Kwik Trip Inc., La Crosse, Wis.	353	353	0	780,780	Kwik Star, Kwik Trip
28	29	Pilot Corp., Knoxville, Tenn.	344	344	0	1,751,880	Pilot Food Mart, Pilot Travel Center
29	30	Getty Petroleum Corp., East Meadow, N.Y.	325	120	205	737,828	Getty, Kwik Farms, Lukoil
30	31	Stewart's Shops Corp., Ballston Spa, N.Y.	324	324	0	992,160	Stewarts Shop
31	32	Allsup's Convenience Stores Inc., Clovis, N.M.	307	307	0	\$402,220	Allsup's
32	33	E-Z Mart Stores Inc., Texarkana, Texas	300	300	0	653,380	E-Z Mart

CONVENIENCE STORE NEWS **100** 2009 TOP 100 CONVENIENCE STORES

RANK 2009	RANK 2008	COMPANY CITY/STATE	TOTAL STORE COUNT	COMPANY-OPERATED STORES	FRANCHISE/LICENSEE	ANNUAL ACV* (\$000)	STORE NAMES
33	35	<b>United Refining Co. of Pennsylvania</b> , Warren, Pa.	281	281	0	\$1,055,600	Country Fair, Kwik Fill, Kwik Fill & Smokers Outlet, Red Apple
34(t)	37	<b>TravelCenters of America</b> , Westlake, Ohio	224	202	22	1,405,820	Petro Stopping Center, TravelCenters of America
34(t)	34	<b>Tesoro Petroleum Corp.</b> , San Antonio	224	214	10	757,640	2 Go Mart, Big John's, Mirastar, Tesoro Gas Express, USA Fuel Center, USA Gas, USA Mini Mart, USA Petroleum, USA Station
36	40(t)	<b>Love's Country Stores Inc.</b> , Oklahoma City, Okla.	220	220	0	536,640	Love's Country Store, Love's Travel Stop
37	38	<b>Worsley Cos./Sun Capital Partners</b> , Wilmington, N.C.	216	216	0	512,980	Li'L Cricket, S E Food Mart, Scotchman, Young's, Your Convenience
38	42	<b>Fas Mart/GPM Investments LLC</b> , Mechanicsville, Va.	211	211	0	519,740	Fas Mart, Shore Stop Store
39	44	<b>Maverik Inc.</b> , North Salt Lake, Utah	197	197	0	356,668	Maverik Country Store
40	36	<b>Convenient Food Mart Inc.</b> , Painesville, Ohio	195	71	124	297,180	Convenient Food Mart
41	43	<b>Wilson Farms/WFI Acquisitions</b> , Buffalo, N.Y.	192	192	0	334,360	Sugar Creek, Wilson Farms Store
42	39	<b>Clark</b> , Dayton, Ohio	191	191	0	454,480	Clark
43	45	<b>Tedeschi Food Shops Inc.</b> , Rockland, Mass.	187	91	96	242,320	Li'l Peach, Store 24, Tedeschi Food Shop
44	48	<b>Flying J Inc.</b> , Ogden, Utah	186	179	7	447,200	Flying J
45	47	<b>United Dairy Farmers</b> , Cincinnati	185	185	0	305,240	United Dairy Farmers
46	49	<b>Jones Co.</b> , Waycross, Ga.	177	177	0	560,560	Flash Foods
47	46	<b>Village Pantry Inc.</b> , Indianapolis	176	176	0	381,160	Next Door Food Store, Village Pantry
48	51	<b>Tetco Inc.</b> , San Antonio	168	1,680	0	519,480	Tetco, Walkers Food & Fuel
49	52	<b>Sinclair Oil Corp.</b> , Salt Lake City	165	58	107	314,600	Sinclair
50	40(t)	<b>Uni-Mart LLC</b> , State College, Pa. <sup>4</sup>	164	116	48	359,268	Uni-Mart
51(t)	55	<b>Thorntons Inc.</b> , Louisville, Ky	160	160	0	578,760	Thorntons
51(t)	54	<b>Meijer</b> , Grand Rapids, Mich.	160	160	0	1,440,140	Meijer Gas
53	85	<b>Landmark Industries Inc.</b> , Houston	159	159	0	366,340	Timewise Food Store
54	53	<b>Jacksons Food Stores Inc.</b> , Meridian, Idaho	152	152	0	221,520	Jacksons Food Store
55	50	<b>Warren Equities Inc.</b> , Providence, R.I.	151	151	0	552,500	Xtra Mart
56	64(t)	<b>Kwik Stop</b> , Plantation, Fla.	139	139	0	239,720	Kwik Stop
57	57	<b>Krauszer's Food Store</b> , Edison, N.J.	135	135	0	257,920	Krauszer's Food Store
58	58	<b>Giant Industries Inc.</b> , Scottsdale, Ariz.	134	134	0	485,420	Giant Service, Mustang, Sundial Deli Mart
59	60	<b>Fikes Wholesale</b> , Temple, Texas	126	126	0	166,140	CEFCO Food Store
60	59	<b>Terrible Herbst Inc.</b> , Las Vegas	122	122	0	350,480	Terrible Herbst
61	61	<b>Two Farms Inc.</b> , Baltimore	121	121	0	231,660	Royal Farms
62	64(t)	<b>Quick Chek Food Stores</b> , Whitehouse Station, N.J.	119	119	0	215,020	Quick Chek Food Store
63	73	<b>Giant Eagle Inc.</b> , Pittsburgh	113	113	0	1,162,200	GetGo
64	67	<b>7-Eleven Stores of Oklahoma</b> , Oklahoma City, Okla. <sup>5</sup>	108	108	0	224,640	7-Eleven
65(t)	68(t)	<b>C. L. Thomas Inc.</b> , Victoria, Texas	105	105	0	523,120	Speedy Stop
65(t)	66	<b>Martin &amp; Bayley Inc.</b> , Carmi, Ill.	105	105	0	352,820	Huck's
67	62	<b>Tri Star Energy</b> , Nashville, Tenn.	104	104	0	323,180	Daily's Tri Star Energy, Scot Market
68(t)	68(t)	<b>Sam's Mart</b> , Matthews, N.C.	104	104	0	265,200	Sam's Mart, Xpress Mart
68(t)	71	<b>Plaid Pantries Inc.</b> , Beaverton, Ore.	100	100	0	146,120	Plaid Pantry
70	76	<b>Sam's Food Store</b> , Rocky Hill, Conn.	98	98	0	165,360	Chucky's Food Store, Sam's Food Store
71	74	<b>Go Mart Inc.</b> , Gassaway, W.Va.	97	97	0	459,420	Go Mart Food Store

RANK 2009	RANK 2008	COMPANY CITY/STATE	TOTAL STORE COUNT	COMPANY OPERATED STORES	FRANCHISE/ LICENSEE	ANNUAL ACV* (\$000)	STORE NAMES
72	72	<b>True North Energy</b> , Toledo, Ohio	94	94	0	\$204,100	True North
73	70	<b>Sunmart Inc.</b> , Houston	88	88	0	195,000	Sunmart
74	78(t)	<b>Gas America Services Inc.</b> , Greenfield, Ind.	87	87	0	537,160	Gas America
75	94	<b>Englefield Oil Co.</b> , Heath, Ohio	86	86	0	343,980	Duchess Mart, Duke & Duchess Mart, Duke Mart
76(t)	78(t)	<b>C N Brown Co.</b> , South Paris, Maine	85	85	0	129,220	Big Apple
76(t)	77	<b>Farm Stores Grocery Inc.</b> , Miami	85	85	0	104,000	Farm Store
78	99(t)	<b>Ranger Enterprises Inc.</b> , Rockford, Ill.	84	84	0	290,420	Road Ranger
79	83	<b>Town Pump Inc.</b> , Butte, Mont.	83	83	0	248,040	Town Pump Food Store
80(t)	78(t)	<b>Gate Petroleum Co.</b> , Jacksonville, Fla.	82	82	0	190,840	Gate Food Post
80(t)	82	<b>Admiral Petroleum Co.</b> , Coopersville, Mich.	82	82	0	191,100	Admiral Petroleum
82(t)	84	<b>Nice N Easy Grocery Shoppes</b> , Canastota, N.Y.	81	36	45	109,720	Nice N Easy Grocery Shoppe
82(t)	81	<b>Fast Stop</b> , Bloomington, Ill.	81	81	0	109,720	Fast Stop
84(t)	91	<b>Blarney Castle Oil Co.</b> , Bear Lake, Mich.	79	79	0	299,520	E-Z Mart
84(t)	n/a	<b>Gulshan Enterprises</b> , Houston	79	58	21	143,520	Handi Plus, Handi Stop
86	87	<b>Stop In Food Stores Inc.</b> , Roanoke, Va.	78	78	0	322,400	EZN Stop In
87	88(t)	<b>Certified Oil Co.</b> , Columbus, Ohio	76	76	0	60,060	Certified
88	85(t)	<b>High's of Baltimore Inc.</b> , Hanover, Md.	75	75	0	95,940	High's Dairy Store
89(t)	90	<b>Handee Hugo's/Sampson Bladen Oil Co. Inc.</b> , Clinton, N.C.	74	74	0	137,020	Handee Hugo's
89(t)	88(t)	<b>MFA Petroleum</b> , Columbia, Mo.	74	74	0	137,020	Break Time
89(t)	95	<b>FKG Oil Co.</b> , Belleville, Ill.	74	74	0	222,040	Moto Mart
92	n/a	<b>Mountain Empire Oil</b> , Johnson City, Tenn.	73	73	0	247,780	Roadrunner Market
93	92(t)	<b>Taylor Petroleum</b> , Amarillo, Texas	71	71	0	99,580	Taylor Petroleum
94	97(t)	<b>M. M. Fowler Inc</b> , Durham, N.C.	69	69	0	192,660	Family Fare
95	97(t)	<b>Food Fast Corp.</b> , Tyler, Texas	68	68	0	140,920	Food Fast, Short Stop
96(t)	n/a	<b>Flash Market</b> , West Memphis, Ark.	67	67	0	148,980	Flash Market
96(t)	99(t)	<b>Victory Marketing LLC</b> , Ridgeland, Miss.	67	67	0	132,600	Sprint Mart
98	n/a	<b>Spinx Oil Co.</b> , Greenville, N.C.	66	66	0	247,520	Spinx Store
99	n/a	<b>Erickson Oil Co.</b> , Hudson, Wis.	65	65	0	217,880	Freedom Valu Center, Super America, Erickson Oil
100	n/a	<b>Little General Stores Inc.</b> , Beckley, W.Va.	65	65	0	141,440	Little General

SOURCE: Nielsen TDLinX, May 2009

\*All Commodity Volume (ACV) figures are annualized ranges 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 TDLinX ACV is an estimate — a directional measure to be used as an indicator of company size.

1. Alimentation Couche-Tard Inc., based in Laval, Quebec, operates convenience stores in both Canada and the U.S. For this ranking, only U.S. stores are counted.
2. Speedway SuperAmerica LLC is owned by Marathon Oil Co., Houston.
3. Hess Corp. store count now includes WilcoHess, which ranked #27 in last year's report.
4. Uni-Mart LLC filed chapter 11 in 2008 and is currently being sold.
5. 7-Eleven of Oklahoma is not affiliated with 7-Eleven Inc.

Editor's Note: Licensees are included in the total store count of the parent's banner name. For example, companies like Southwest Convenience Stores and Garb-Ko (both 7-Eleven Inc.) fall under those respective chain counts. Nielsen TDLinX utilizes

the convenience store trade channel definition endorsed by the National Association of Convenience Stores and *Convenience Store News*. The convenience store trade channel includes small format stores, between 800 and 3,000 square feet and 500 and 1,500 SKUs, that operate at least 13 hours a day and carry a limited selection of grocery items, including at least two of the following: toilet paper, soap, disposable diapers, pet foods, breakfast cereal, tuna fish, toothpaste, ketchup and canned goods. This channel includes stores that may or may not sell gasoline and offer fast-food services.



Nielsen TDLinX is the worldwide leader in location information management. With Nielsen TDLinX Codes, consumer packaged goods manufacturers (CPG) are enabled to aggregate to a customer view, integrate disparate data and activity, communicate seamlessly on a code-to-code basis, and evaluate in any frame of reference with a systematic and repeatable process. Nielsen TDLinX provides universal coverage of more than 725,000 locations, 11,000 accounts and up to five layers of account hierarchy. For more information, go to [www.tdlinx.com](http://www.tdlinx.com).

The Pantry, Speedway Super-America, Casey's General Stores, Hess and Valero (all with more than 1,000 corporately run units).

The total store count for the Top 100 stores declined 343 units for the 12-month period ended June 30. That 1.2-percent drop mirrors the overall decline in store count that the convenience industry experienced last year and continued to suffer during

the first half of 2009. As reported by *CSNews Online* earlier this year, the total number of c-stores in the U.S. declined by 1,419 stores, or roughly 1 percent. For the first six months of 2009, the total industry lost another 696 stores, or another half-percent so far this year.

For comments, please contact **Don Longo**, Editor-in-Chief, at (646) 654-7489 or [dlongo@csnews.com](mailto:dlongo@csnews.com).

Fig. 5 Company Operated vs. Franchise/License

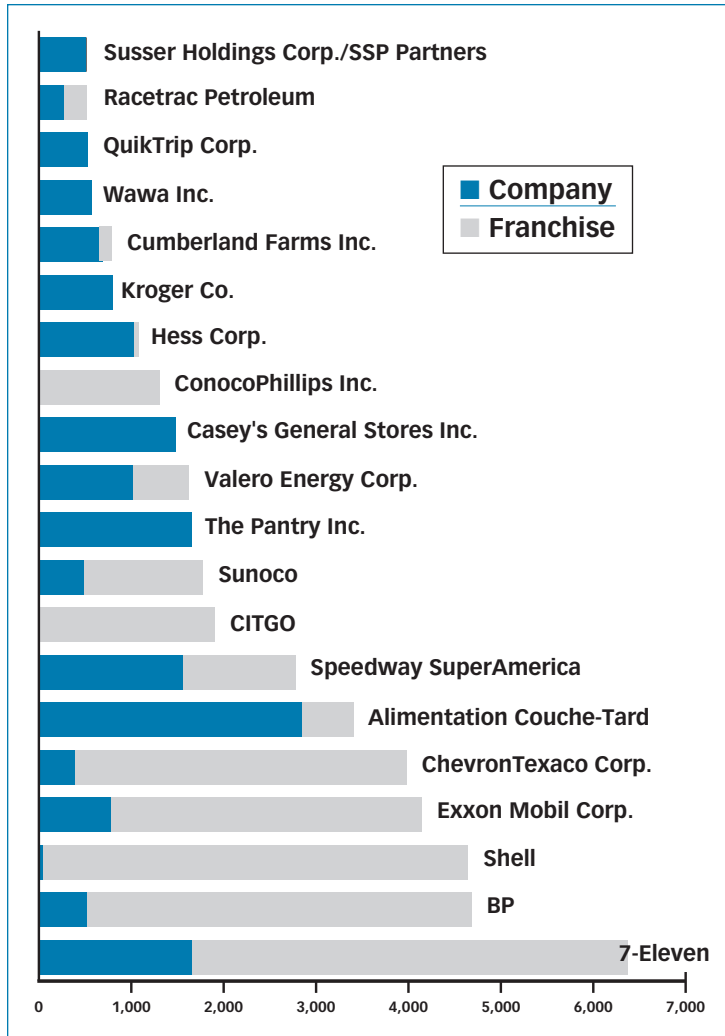


Fig. 6 Index

64	7-Eleven Stores of Oklahoma	36	Love's Country Stores Inc.
1	7-Eleven Inc.	94	M.M. Fowler Inc.
80(t)	Admiral Petroleum Co.	65(t)	Martin & Bayley Inc.
6	Alimentation Couche-Tard	39	Maverik Inc.
31	Allsup's Convenience Stores Inc.	51(t)	Meijer
84(t)	Blarney Castle Oil Co.	89(t)	MFA Petroleum
2	BP North America	24	Military
65(t)	C. L. Thomas Inc.	92	Mountain Valley Empire
76(t)	C N Brown Co.	82(t)	Nice N Easy
12	Casey's General Stores Inc.	28	Pilot Corp.
87	Certified Oil Co.	68	Plaid Pantries Inc.
5	ChevronTexaco Corp.	62	Quick Chek Food Stores
25	CHS Inc./Cenex	18	QuikTrip Corp.
8	CITGO	19	Racetrac Petroleum
42	Clark	78	Ranger Enterprises Inc.
13	ConocoPhillips Inc.	70	Sam's Food Store
40	Convenient Food Mart Inc.	68	Sam's Mart
16	Cumberland Farms Inc.	26	Sheetz Inc.
21	Delek US Holdings Inc.	3	Shell Oil Products US/Motiva Enterprises LLC
75	Englefield Oil Co.	49	Sinclair Oil Corp.
99	Erickson Oil	7	Speedway SuperAmerica LLC
4	Exxon Mobil Corp.	98	Spinx Oil Co Inc.
32	E-Z Mart Stores Inc.	30	Stewart's Shops Corp.
76(t)	Farm Stores Grocery Inc.	86	Stop In Food Stores Inc.
38	Fas Mart/GPM Investments LLC	73	Sunmart Inc.
82(t)	Fast Stop	9	Sunoco Inc.
59	Fikes Wholesale	20	Susser Holdings Corp./SSP Partners
89(t)	FKG Oil Co.	93	Taylor Petroleum
96(t)	Flash Market	43	Tedeschi Food Shops Inc.
44	Flying J Inc.	60	Terrible Herbst Inc.
95	Food Fast Corp.	34(t)	Tesoro Petroleum Corp.
74	Gas America Services Inc.	48	Tetco Inc.
80(t)	Gate Petroleum Co.	10	The Pantry Inc.
29	Getty Petroleum Corp.	51(t)	Thorntons Inc.
63	Giant Eagle Inc.	79	Town Pump Inc.
58	Giant Industries Inc.	34(t)	TravelCenters Of America
71	Go Mart Inc.	67	Tri Star Energy
84(t)	Gulshan Enterprises	72	True North Energy
89(t)	Handee Hugo's/Sampson Bladen Oil Co. Inc.	61	Two Farms Inc.
14	Hess Corp.	50	Uni-Mart LLC
88	High's Of Baltimore Inc.	45	United Dairy Farmers
22	Holiday Cos. Inc.	33	United Ref. Co. of Pa.
54	Jacksons Food Stores Inc.	11	Valero Energy Corp.
46	Jones Co.	96(t)	Victory Marketing LLC
57	Krauszer's Food Store	47	Village Pantry Inc.
15	Kroger Co.	55	Warren Equities Inc.
23	Kum & Go LC	17	Wawa Inc.
56	Kwik Stop	41	Wilson Farms/WFI Acquisitions
27	Kwik Trip Inc.	37	Worsley Cos.
53	Landmark Industries Inc.		
100	Little General		

SOURCE: Convenience Store News