

Investor Presentation

May 2023



Forward Looking Statements

Statements contained in this presentation that state the Partnership's or management's expectations or predictions of the future are forward-looking statements. The words "believe," "expect," "should," "intends," "anticipates," "estimates," "target" and other similar expressions identify forward-looking statements. It is important to note that actual results could differ materially from those projected in such forward-looking statements. For more information concerning factors that could cause actual results to differ from those expressed or forecasted, see CrossAmerica's annual reports on Form 10-K, quarterly reports on Form 10-Q and other reports filed with the Securities and Exchange Commission and available on the Partnership's website at www.crossamericapartners.com. If any of these factors materialize, or if our underlying assumptions prove to be incorrect, actual results may vary significantly from what we projected. Any forward-looking statement you see or hear during this presentation reflects our current views as of the date of this presentation with respect to future events. We assume no obligation to publicly update or revise these forward-looking statements for any reason, whether as a result of new information, future events, or otherwise.



CrossAmerica Overview

Investor Update May 2023

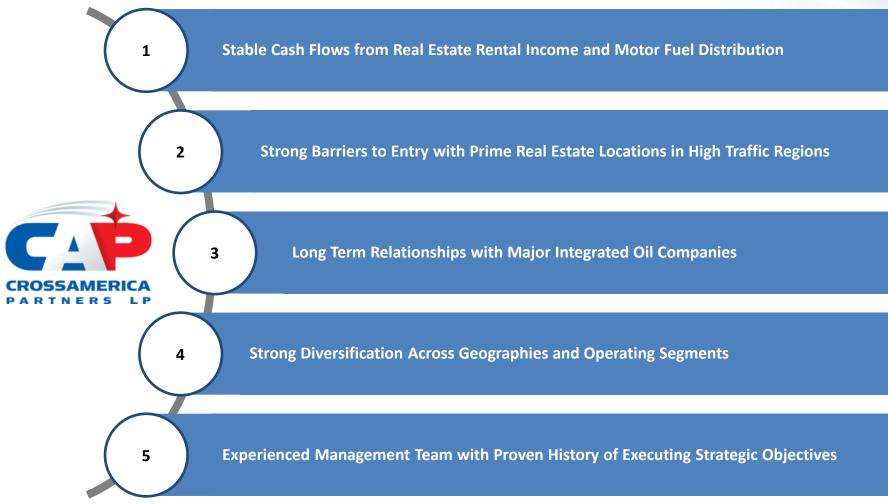


CrossAmerica Partners LP Overview

- Master limited partnership and leading wholesale fuels distributor, convenience store lessor, and c-store operator
 - Distributed more than 1.3 billion gallons of fuel in 2022
 - Rental gross profit of \$61 million in 2022
 - Operates over 250 convenience stores
 - Employs more than 2,200 people
- Over 1,700 locations across 34 states*
 - 675 owned sites and 451 leased sites (1,126 controlled sites) consisting of:
 - 678 Lessee Dealers
 - 268 Company Operated Sites
 - 180 Commission Agents
 - 643 Independent Dealers
- Equity market capitalization of approximately \$750 million and enterprise value of nearly \$1.5 billion

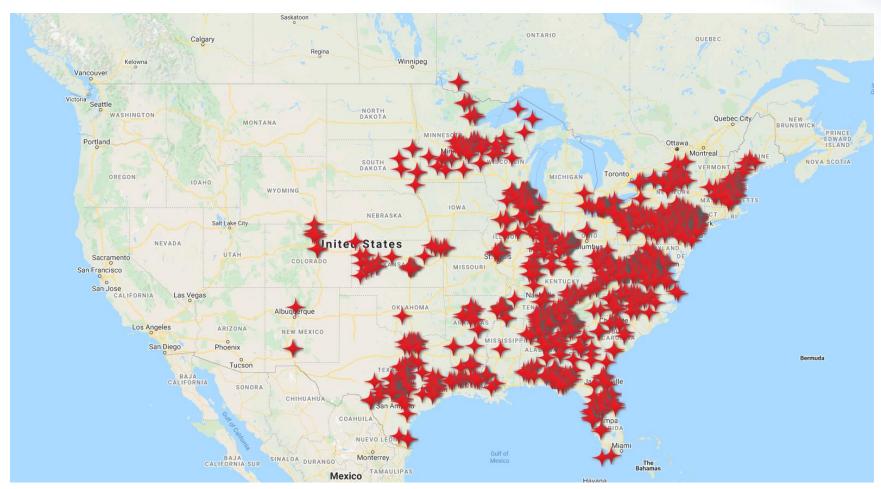


Key Investment Highlights





More Than 1,700 Locations Across the U.S.





Company History

- Strong organizational history of acquisitions
 - From 2012 IPO through 2019, completed 19 acquisitions for total consideration of almost \$1 billion
- On November 19, 2019, investment entities controlled by Founder and current Chairman, Joe Topper, purchased 100% of the interest in CrossAmerica's General Partner
- Recent Strategic Initiatives
 - IDR Restructuring (February 2020)
 - Exchange of CST Fuel Supply interest for wholesale contracts and locations with Circle K (March 2020)
 - Acquisition of retail and wholesale assets from Dunne Manning (April 2020)
 - Completed Asset Exchange with Circle K (September 2020)
 - Acquisition of retail assets from 7-Eleven (Third Quarter 2021)
 - Acquisition of wholesale assets from Community Service Stations (Fourth Quarter 2022)
- Since CrossAmerica's IPO, a total of 1,000 fee and leasehold sites and 700
 wholesale fuel supply contacts have been acquired for a total consideration of
 approximately \$1.5 billion



Overview of Business Segments

WHOLESALE SEGMENT

Wholesale Fuels Distributor



Purchase and sale of wholesale motor fuel

- Distribute branded and unbranded motor fuel to nearly 1,300 sites (wholesale segment only)
 - Provide fuel to independent dealers and lessee dealers
- Significant fuel purchasing contracts with major branded suppliers
- Gallons sold on both fixed mark-up per gallon and DTW (variable) mark-up per gallon
- Fuel margin impacted by purchasing contracts;
 variable vs. fixed mark-ups per gallon; price of fuel and prompt pay discounts; rebates and other factors

Convenience Store Lessor



• Lease or sublease real and personal property to tenants

- Lease sites to third party operators used in the retail distribution of motor fuels
- Lease agreements are generally 3-10 years with rent escalators at fixed internals
- Leases are generally triple net leases
- Property control provides value and flexibility, as well as steady, low volatility stream of income



Overview of Business Segments

RETAIL SEGMENT

Retail Fuel Sales



• Purchase and sale of retail motor fuel

- Distribute branded and unbranded motor fuel to more than 450 sites (retail segment only)
 - Includes company operated and commission locations
- Earn a variable, market-based mark-up per gallon
 - Party to overall CAPL fuel purchasing contracts with major branded suppliers
- At both types of locations, CAPL owns the fuel inventory, sets the price and earns retail fuel profit
- At commission locations, CAPL pays the commission agent a per gallon fee (commission) to operate the site

Convenience Store Operator





Operation of convenience stores

- Operate convenience stores in 13 states in the eastern US under 7 brands
 - Goal to consolidate under the Joe's Kwik Mart's banner over time
- Sites offer wide array of food, packaged beverage, tobacco and grocery products, as well as hot and cold food service
 - Selected locations also provide branded food options (Subway, Tim Hortons, etc.)

Lease or sublease real and personal property to tenants

 Generate rental income from lease of convenience stores to commission agents and other spaces to non-gas tenants



Strategy

- Strategically position our portfolio for the future by optimizing the class of trade for each location and continuing our real estate rationalization work for non-core assets
 - Real estate rationalization effort \$48 million in proceeds over the last three years that we have used to fund growth capital expenditures
 - Targeted growth capital expenditures select store renovations; car wash operations;
 expanded convenience store product offerings to increase cash flow
 - Class of trade optimization efforts convert sites to optimize asset value and increase cash flow
 - Partner with national fuel brands with broad consumer reach
- Opportunistic external M&A opportunities right price, broad geographic footprint, continued focus on real estate control, likely focus on retail assets
- Improving the customer experience for our company operated retail sites and for our dealer customers
- Increasing the efficiency and effectiveness of our operations and support teams



Key Operating Metrics

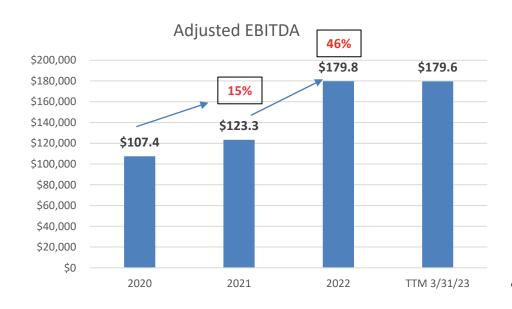
(Results are in thousands, except for per gallon and gross margin %)	TTM Ended 3/31/23	2022	2021	2020
Wholesale Segment:				
Volume of Gallons Distributed	842,432	844,486	931,288	862,938
Wholesale Margin Per Gallon	\$0.088	\$0.087	\$0.075	\$0.067
Motor Fuel Gross Profit	\$73,902	\$73,378	\$70,221	\$57,644
Retail Segment:				
Volume of Gallons Sold	499,679	496,634	403,850	259,636
Retail Margin Per Gallon	\$0.395	\$0.396	\$0.280	\$0.298
Motor Fuel Gross Profit	\$147,002	\$146,546	\$79,318	\$57,448
Merchandise Gross Profit	\$77,576	\$76,135	\$55,117	\$32,046
Merchandise Gross Margin %	27.4%	27.2%	26.4%	26.0%
Rent Gross Profit *	\$61,629	\$60,649	\$59,417	\$58,019

^{*}Rent Gross Profit includes profit for both the wholesale and retail segments



Acquisitions Driving Material Growth

Adjusted EBITDA Trend



\$ in millions

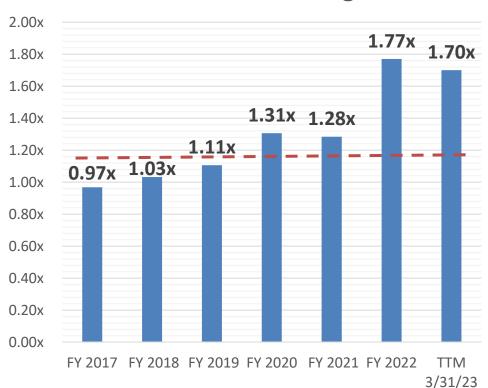
Key Recent Acquisitions

- Exchange of CST Fuel Supply interest for wholesale contracts and locations with Circle K (March 2020)
- Acquisition of retail and wholesale assets from Dunne Manning (April 2020)
- Completed Asset Exchange with Circle K (September 2020)
- Acquisition of retail assets from 7-Eleven (Third Quarter 2021)
- Acquisition of wholesale assets from Community Service Stations (Fourth Quarter 2022)
- Successful acquisition integration and continued focus on operations has driven material increase in Adjusted EBITDA and FCF since 2020



Strengthened Financial Position

Distribution Coverage*



- Annualized distribution of \$2.10 per unit since Q2 2018
- Commitment to a secure distribution
- Target coverage ratio of 1.2x+

^{*}In 2022, CrossAmerica updated its calculation of its Distribution Coverage Ratio to divide Distributable Cash Flow by distributions paid, whereas in prior periods, the Distribution Coverage Ratio was calculated as Distributable Cash Flow divided by the weighted-average diluted common units and then CrossAmerica divided that result by distributions paid per limited partner unit.

Capital Structure

CAPL Credit Facility

- \$925M Revolver
- Matures March 31, 2028

JKM Preferred Security

• \$25M convertible preferred equity security issued March 2022 to affiliates of Topper Group and Reilly entities

Target Leverage Ratio: Approximately 4.0x

- 12/31/21 Leverage Ratio of 5.1x, reduced to 4.05x by 3/31/23
- Elevated 2021 leverage due to acquisition activity; moderating leverage ratio due to paydowns and improved EBITDA performance



Aligned Ownership

- General partner controlled by entities affiliated with Joseph V. Topper, Jr. ("Topper Group")
 - Mr. Topper is the founder of CAPL and Chairman of the Board
 - Topper Group controls ~38.5% of CAPL units
- Entities affiliated with John B. Reilly, III control 13.1% of CAPL units
- Topper Group and Reilly entities operate a diversified portfolio of companies in the real estate and investing industries
- Topper and Reilly support for CAPL and unitholders evidenced by participation in JKM Preferred Security issuance in March 2022
- Eliminated IDR's in 2020 shortly after GP purchase; large common unit ownership position ensures alignment with public unitholders



Summary

- Continue to execute on strategic plan put in place after acquiring the GP in late 2019
 - Added retail portfolio and have grown it with the acquisition of assets from 7-Eleven
 - Leveraging scale in wholesale operations simplifying the business to enhance efficiencies
- Strong portfolio of owned and controlled real estate
 - Prime locations with fundamental real estate value
 - Control provides flexibility to adapt as the market changes
- Strong sponsorship with large common unit holdings that is aligned with public common unitholders
- Steady, solid distribution that is well supported by operations
 - Continued focus on strong free cash flow generation
 - Continue to strengthen and improve the financial profile of the partnership



Appendix

Investor Update May 2023



Environmental, Social and Governance

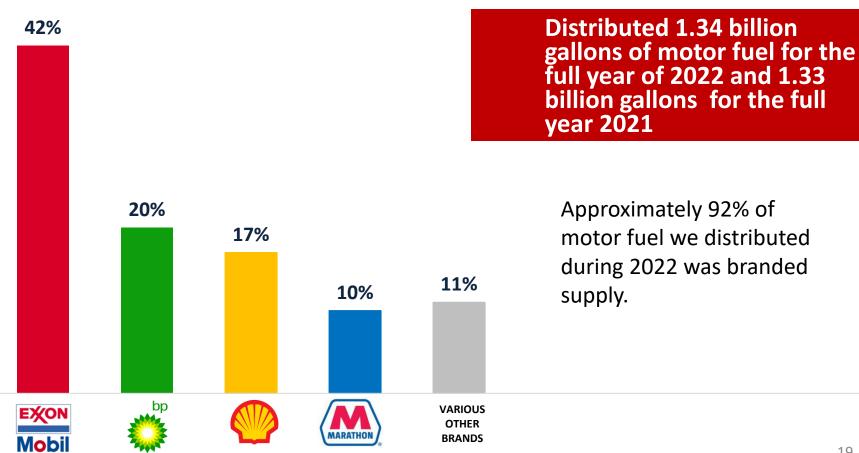
- At the core of our mission, CrossAmerica is a responsible, people-focused organization, committed to the well-being of our employees, customers and the environment.
 - Environmental: Focus on environmental protection and regulations,
 employee training and timely and effective response to issues.
 - Social: Focus on employee safety and development and engagement with our communities.
 - Governance: Focus on ethical business conduct and high standards of corporate governance from the board through organization.
- For more information about the Partnership's Environmental,
 Social and Corporate Governance Policies and Programs,
 please visit:

https://www.crossamericapartners.com/about/environmental -social-governance



Fuels Distribution*

Fuel Volume Purchased by Brand as of 12/31/22





Non-GAAP Financial Measures

We use the non-GAAP financial measures EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio. EBITDA represents net income available to us before deducting interest expense, income taxes and depreciation, amortization and accretion (which includes certain impairment charges). Adjusted EBITDA represents EBITDA as further adjusted to exclude equity-based compensation expense, gains or losses on dispositions and lease terminations, net and certain discrete acquisition related costs, such as legal and other professional fees, separation benefit costs and certain other discrete non-cash items arising from purchase accounting. Distributable Cash Flow represents Adjusted EBITDA less cash interest expense, sustaining capital expenditures and current income tax expense. The Distribution Coverage Ratio is computed by dividing Distributable Cash Flow by distributions paid.

EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio are used as supplemental financial measures by management and by external users of our financial statements, such as investors and lenders. EBITDA and Adjusted EBITDA are used to assess our financial performance without regard to financing methods, capital structure or income taxes and the ability to incur and service debt and to fund capital expenditures. In addition, Adjusted EBITDA is used to assess the operating performance of our business on a consistent basis by excluding the impact of items which do not result directly from the wholesale distribution of motor fuel, the leasing of real property, or the day to day operations of our retail site activities. EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio are also used to assess the ability to generate cash sufficient to make distributions to our unitholders.

We believe the presentation of EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio provides useful information to investors in assessing the financial condition and results of operations. EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio should not be considered alternatives to net income or any other measure of financial performance or liquidity presented in accordance with U.S. GAAP. EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio have important limitations as analytical tools because they exclude some but not all items that affect net income. Additionally, because EBITDA, Adjusted EBITDA, Distributable Cash Flow and Distribution Coverage Ratio may be defined differently by other companies in our industry, our definitions may not be comparable to similarly titled measures of other companies, thereby diminishing their utility.



Non-GAAP Reconciliation (1Q 2023)

	Three Months	Three Months Ended March 31,				
	2023		2022			
Net (loss) income (a)	\$ (979)) \$	5,047			
Interest expense	12,012		6,661			
Income tax benefit	(1,662)	(1,859)			
Depreciation, amortization and accretion expense	19,820		20,275			
EBITDA	29,191		30,124			
Equity-based employee and director compensation expense	561		732			
Loss on dispositions and lease terminations, net	1,767		244			
Acquisition-related costs (b)	219		868			
Adjusted EBITDA	31,738		31,968			
Cash interest expense	(10,163)	(5,981)			
Sustaining capital expenditures (c)	(2,049)	(1,554)			
Current income tax expense	(394)	(185)			
Distributable Cash Flow	\$ 19,132	\$	24,248			
Distributions paid	19,918		19,896			
Distribution Coverage Ratio (a)	0.96x		1.22x			

- (a) Beginning in 2022, CrossAmerica reconciled Adjusted EBITDA to Net income rather than to Net income available to limited partners. The difference between Net income and Net income available to limited partners is that, beginning in the second quarter of 2022, the accretion of preferred membership interests issued in late March 2022 is a deduction from Net income in computing Net income available to limited partners. Because Adjusted EBITDA is used to assess CrossAmerica's financial performance without regard to capital structure, the partnership believes Adjusted EBITDA should be reconciled with Net income, so that the calculation isn't impacted by the accretion of preferred membership interests. This approach is comparable to the reconciliation of Adjusted EBITDA to Net income available to limited partners in past periods, as CrossAmerica has not recorded accretion of preferred membership interests in past periods.
- (b) Relates to certain discrete acquisition-related costs, such as legal and other professional fees, separation benefit costs and certain purchase accounting adjustments associated with recently acquired businesses.
- (c) Under the Partnership Agreement, sustaining capital expenditures are capital expenditures made to maintain CrossAmerica's long-term operating income or operating capacity. Examples of sustaining capital expenditures are those made to maintain existing contract volumes, including payments to renew existing distribution contracts, or to maintain the sites in conditions suitable to lease, such as parking lot or roof replacement/renovation, or to replace equipment required to operate the existing business.



Non-GAAP Reconciliation (2022 and 2021)

	Three Months Ended December 31,			Year Ended December 31,			
		2022		2021	2022		2021
Net income (a)	\$	17,090	\$	11,980	\$ 63,696	\$	21,654
Interest expense		9,767		5,949	32,100		18,244
Income tax (benefit) expense		(1,129)		(1,561)	714		(3,225)
Depreciation, amortization and accretion		19,102		21,120	 80,625		77,852
EBITDA		44,830		37,488	177,135		114,525
Equity-based employee and director compensation expense		686		215	2,294		1,311
Gain on dispositions and lease terminations, net		(1,763)		(1,662)	(1,143)		(2,037)
Acquisition-related costs (b)		523		959	 1,508		9,461
Adjusted EBITDA		44,276		37,000	179,794		123,260
Cash interest expense		(9,032)		(5,269)	(29,312)		(16,382)
Sustaining capital expenditures (c)		(1,973)		(754)	(7,164)		(4,161)
Current income tax benefit (expense)		53			 (2,466)		(548)
Distributable Cash Flow	\$	33,324	\$	30,977	\$ 140,852	\$	102,169
Distributions paid	\$	19,913	\$	19,893	\$ 79,625	\$	79,552
Distribution Coverage Ratio (d)		1.67x		1.56x	1.77x		1.28x

- (a) Beginning in the second quarter of 2022, CrossAmerica reconciled Adjusted EBITDA to Net Income rather than to Net income available to limited partners. The difference between Net income and Net income available to limited partners is that, beginning in the second quarter of 2022, the accretion of preferred membership interests issued in late March 2022 is a deduction from Net income in computing Net income available to limited partners. Because Adjusted EBITDA is used to assess our financial performance, without regard to capital structure, CrossAmerica believes Adjusted EBITDA should be reconciled with Net Income, so that the calculation isn't impacted by the accretion of preferred membership interests. This approach is comparable to the reconciliation of Adjusted EBITDA to Net income available to limited partners in past periods, as the Partnership has not recorded accretion of preferred membership interests in past periods.
- (b) Relates to certain discrete acquisition-related costs, such as legal and other professional fees, separation benefit costs and certain purchase accounting adjustments associated with recently acquired businesses.
- (c) Under the Partnership Agreement, sustaining capital expenditures are capital expenditures made to maintain CrossAmerica's long-term operating income or operating capacity. Examples of sustaining capital expenditures are those made to maintain existing contract volumes, including payments to renew existing distribution contracts, or to maintain the sites in conditions suitable to lease, such as parking lot or roof replacement/renovation, or to replace equipment required to operate the existing business.
- (d) In 2022, CrossAmerica updated its calculation of its Distribution Coverage Ratio to divide Distributable Cash Flow by distributions paid, whereas in prior periods, the Distribution Coverage Ratio was calculated as Distributable Cash Flow divided by the weighted-average diluted common units and then CrossAmerica divided that result by distributions paid per limited partner unit.



Non-GAAP Reconciliation (2020 and 2019)

	Three Months Ended December 31,			 Year Ended December 31,			
	2	2020		2019	2020		2019
Net income available to limited partners	\$	8,960	\$	4,124	\$ 107,323	\$	17,543
Interest expense		3,404		5,895	16,587		27,000
Income tax benefit		(4,080)		(540)	(7,948)		(1,230)
Depreciation, amortization and accretion		16,875		15,412	 68,742		55,032
EBITDA		25,159		24,891	184,704		98,345
Equity-based employee and director compensation expense		89		699	172		1,246
(Gain) loss on dispositions and lease terminations, net (a)		(1,687)		(525)	(80,924)		1,648
Acquisition-related costs (b)		886		521	 3,464		2,464
Adjusted EBITDA		24,447		25,586	107,416		103,703
Cash interest expense		(3,144)		(5,644)	(15,545)		(25,973)
Sustaining capital expenditures (c)		(1,737)		(1,177)	(3,529)		(2,406)
Current income tax benefit (d)		6,674		10	 14,126		4,799
Distributable Cash Flow	\$	26,240	\$	18,775	\$ 102,468	\$	80,123
Weighted average diluted common units		37,868		34,449	37,369		34,485
Distributions paid per limited partner unit (e)	\$	0.5250	\$	0.5250	\$ 2.1000	\$	2.1000
Distribution Coverage Ratio (f)		1.32x		1.04x	1.31x		1.11x

- (a) CrossAmerica recorded gains on the sale of CAPL properties in connection with the asset exchange with Circle K of \$19.3 million for the twelve months ended December 31, 2020. The Partnership also recorded gains on the sale of sites in connection with its ongoing real estate rationalization effort of \$2.5 million and \$6.4 million for the three and twelve months ended December 31, 2020, respectively. During the twelve months ended December 31, 2020, CrossAmerica recorded a \$67.6 million gain on the sale of its 17.5% investment in CST Fuel Supply. Also, during the twelve months ended December 31, 2020, CrossAmerica recorded a loss on lease terminations, including the non-cash write-off of deferred rent income associated with these leases, of \$10.9 million.
- (b) Relates to certain acquisition related costs, such as legal and other professional fees, separation benefit costs and certain purchase accounting adjustments associated with recently acquired businesses.
- (c) Under the Partnership Agreement, sustaining capital expenditures are capital expenditures made to maintain CrossAmerica's long-term operating income or operating capacity. Examples of sustaining capital expenditures are those made to maintain existing contract volumes, including payments to renew existing distribution contracts, or to maintain CrossAmerica's sites in conditions suitable to lease, such as parking lot or roof replacement/renovation, or to replace equipment required to operate the existing business.
- (d) Consistent with prior divestitures, the current income tax benefit in 2020 and 2019 excludes income tax incurred on the sale of sites. 2020 and 2019 also include the tax benefit of 100% bonus depreciation on the eligible assets acquired in the asset exchanges with Circle K as well as certain dispenser upgrades and rebranding costs.
- (e) On January 21, 2021, the Board approved a quarterly distribution of \$0.5250 per unit attributable to the fourth quarter of 2020. The distribution was paid on February 9, 2021 to all unitholders of record on February 2, 2021.
- (f) The distribution coverage ratio is computed by dividing Distributable Cash Flow by the weighted-average diluted common units and then dividing that result by the distributions paid per limited partner unit.



Non-GAAP Reconciliation (2018 and 2017)

	Three Months Ended December 31,					Year Ended December 31,			
		2018		2017		2018		2017	
Net income available to limited partners	\$	7,550	\$	19,947	\$	3,672	\$	18,821	
Interest expense		8,518		7,320		32,872		27,919	
Income tax benefit		(611)		(16,551)		(2,733)		(18,237)	
Depreciation, amortization and accretion		15,124		14,795		66,549		57,470	
EBITDA		30,581		25,511		100,360		85,973	
Equity funded expenses related to incentive									
compensation and the Amended Omnibus Agreement(a)		141		3,342		3,781		15,131	
(Gain) loss on dispositions and lease terminations, net (b)		(381)		(1,388)		6,297		(3,401)	
Acquisition-related costs (c)		205		1,095		2,914		11,374	
Adjusted EBITDA		30,546		28,560		113,352		109,077	
Cash interest expense		(8,211)		(6,892)		(31,338)		(26,211)	
Sustaining capital expenditures (d)		(370)		(361)		(2,443)		(1,648)	
Current income tax expense		(524)		403		(1,528)		16	
Distributable Cash Flow	\$	21,441	\$	21,710	\$	78,043	\$	81,234	
Weighted average diluted common units		34,449		34,060		34,345		33,855	
Distributions paid per limited partner unit (e)	\$	0.5250	\$	0.6275	\$	2.2025	\$	2.4800	
Distribution Coverage Ratio (f)		1.19x		1.02x		1.03x		0.97x	

- (a) As approved by the independent conflicts committee of the Board, the Partnership and Circle K mutually agreed to settle certain amounts due under the terms of the Amended Omnibus Agreement in limited partner units of the Partnership. All charges allocated to CrossAmerica under the Amended Omnibus Agreement since the first quarter of 2018 have been paid by the Partnership in cash.
- (b) In June 2018, the Partnership executed master fuel supply and master lease agreements with a third party multi-site operator of retail motor fuel stations, to which CrossAmerica transitioned 43 sites in Florida from DMS in the third quarter of 2018. The master fuel supply and master lease agreements have an initial 10-year term with four 5-year renewal options. During the second quarter of 2018, in connection with this transition, CrossAmerica accrued a \$3.8 million contract termination payment, which was paid to DMS during the third quarter of 2018. Additionally, the Partnership recorded a \$2.4 million charge primarily to write off deferred rent income related to the recapture of these sites from the master lease agreement with DMS.
- (c) Relates to certain acquisition related costs, such as legal and other professional fees, severance expenses and purchase accounting adjustments associated with recently acquired businesses. Acquisition-related costs for 2017 include separation benefit costs and retention bonuses paid to certain EICP participants associated with the Merger as well as a \$1.7 million charge related to a court ruling in favor of a former executive's claim to benefits under the EICP in connection with CST's acquisition of CrossAmerica's General Partner.
- (d) Under the Partnership Agreement, sustaining capital expenditures are capital expenditures made to maintain CrossAmerica's long-term operating income or operating capacity. Examples of sustaining capital expenditures are those made to maintain existing contract volumes, including payments to renew existing distribution contracts, or to maintain the sites in conditions suitable to lease, such as parking lot or roof replacement/renovation, or to replace equipment required to operate the existing business.
- (e) On January 29, 2019, the Board approved a quarterly distribution of \$0.5250 per unit attributable to the fourth quarter of 2018. The distribution was paid on February 19, 2019 to all unit-holders of record on February 11, 2019.
- (f) The distribution coverage ratio is computed by dividing Distributable Cash Flow by the weighted average diluted common units and then dividing that result by the distributions paid per limited partner unit.