
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549**

FORM 8-K

CURRENT REPORT

**PURSUANT TO SECTION 13 OR 15(d) OF THE
SECURITIES EXCHANGE ACT OF 1934**

Date of Report (Date of earliest event reported): December 2, 2020

Asbury Automotive Group, Inc.

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of incorporation)

001-31262

(Commission File Number)

2905 Premiere Parkway NW Suite 300

Duluth, GA

(Address of principal executive offices)

01-0609375

(IRS Employer Identification No.)

30097

(Zip Code)

(770) 418-8200

(Registrant's telephone number, including area code)

None

(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common stock, \$0.01 par value per share	ABG	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01 Regulation FD Disclosure.

Asbury Automotive Group, Inc. (the "Company") issued a press release on December 2, 2020 announcing that its leadership team will host a webcast to unveil the Company's Clicklane platform on December 2, 2020 at 10:00 a.m. The webcast can be viewed at asburyauto.com/clicklane. A copy of the press release and a copy of the slides to be used in connection with such webcast are furnished as Exhibit 99.1 and Exhibit 99.2, respectively, to this Form 8-K and incorporated herein by reference.

The information contained in this Item 7.01, including Exhibit 99.1 and Exhibit 99.2, are being furnished and shall not be deemed "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section, nor shall they be deemed incorporated by reference into any registration statement or other filing under the Securities Act of 1933, as amended, except as shall be expressly set forth by specific reference to such filing.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

Exhibit No.	Description
99.1	Press Release dated December 2, 2020
99.2	Clicklane Presentation dated December 2, 2020
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: December 2, 2020

ASBURY AUTOMOTIVE GROUP, INC.

By: /s/ George A. Villasana

Name: **George A. Villasana**

Title: **Senior Vice President, General Counsel & Secretary**



Media & Investor Contact:
 Matt Pettoni
 VP of Finance & Treasurer
 (770) 418-8219
 ir@asburyauto.com

ASBURY AUTOMOTIVE GROUP LAUNCHES CLICKLANE— THE FIRST-EVER END-TO-END CAR-BUYING SOLUTION— AND UNVEILS ITS FIVE-YEAR STRATEGIC VISION

The innovative platform is an evolution of Asbury's PushStart tool and allows for consumers to complete the entire car-buying transaction within 15 minutes

Duluth, Ga., December 2, 2020 - Asbury Automotive Group, Inc. (NYSE: ABG) ("Asbury" or the "Company"), one of the largest automotive retail and service companies in the U.S., announced today the launch of Clicklane—a communications technology ecosystem which allows for a true online car-buying and selling experience. Asbury partnered with Gubagoo to build the online platform that gives Asbury the ability to enhance the car buying experience across its store base and also to enter new markets focusing on the pre-owned vehicle business as a standalone Clicklane brand.

Clicklane fills many of the gaps that exist with online automotive retail platforms currently on the market. Features that are unique to this platform include:

- Penny perfect trade-in values and penny perfect loan payoffs
- Real-payment figures based on local taxes and fees
- Loan marketplace, which now includes more than 30 lenders
- VIN-specific finance & insurance products customized to the vehicle and consumer
- Ability to sign all documents online via DocuSign®
- In-tool service and collision appointment scheduler

Members of the Asbury executive leadership team will host a demonstration of the Clicklane platform on Wednesday, December 2 at 10 a.m. EST live at asburyauto.com/clicklane.

"Clicklane is the latest evolution in our omni-channel strategy that we began more than four years ago," said CEO & President David Hult. "The future of the automotive retail industry

relies on innovation and our ability to meet consumers where they are— online. With Clicklane, we have created one platform for the entire life cycle of vehicle ownership and found the solution to what has been a fragmented process. Others may have pioneered the online car-buying experience, but we believe that we have perfected it.”

Asbury first piloted Clicklane at one of its stores in the Florida market, and it has now been implemented at several Asbury stores nationwide. The company plans to complete the Clicklane rollout to all its stores by the end of the first quarter of 2021.

The company also unveiled its five-year strategic plan to reach \$20 billion of revenue by 2025 (20% compound annual growth), expand operating margins, and grow EPS in excess of revenue growth. Specifically, the company highlighted:

- Driving same-store revenue growth of \$2 billion over five years,
- Acquiring \$5 billion of additional revenue over five years, and
- Adding an incremental \$5 billion of revenue through the new Clicklane platform.

About Asbury Automotive Group, Inc.

Asbury Automotive Group, Inc. (“Asbury”), a Fortune 500 company headquartered in Duluth, GA, is one of the largest automotive retailers in the U.S. Asbury currently operates 91 dealerships, consisting of 112 franchises, representing 31 domestic and foreign brands of vehicles. Asbury also operates 25 collision repair centers. Asbury offers customers an extensive range of automotive products and services, including new and used vehicle sales and related financing and insurance, vehicle maintenance and repair services, replacement parts and service contracts.

Forward-Looking Statements

This press release contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements other than historical fact, and may include statements relating to goals, plans, expectations, projections regarding the expected benefits of Clicklane, management’s plans, projections and objectives for future operations, scale and performance, integration plans and expected synergies from acquisitions, our financial position, results of operations, market position, capital allocation strategy, business strategy and expectations of our management with respect to, among other things: changes in general economic and business conditions, including the impact of COVID-19 on the automotive industry in general, the automotive retail industry in particular and our customers, suppliers, vendors and business partners; our relationships with vehicle manufacturers; our ability to improve our margins; operating cash flows and availability of capital; capital expenditures; the amount of our indebtedness; the completion of any pending and future acquisitions and divestitures; future return targets; future annual savings; general economic trends, including consumer confidence levels, interest rates, and fuel prices; and automotive retail industry trends. The following are some but not all of the factors that could cause actual results or events to differ materially from those anticipated, including: the impact of the COVID-19 pandemic, market factors, Asbury’s relationships with, and the financial and operational stability of, vehicle manufacturers and other suppliers, acts of God or other incidents

which may adversely impact supply from vehicle manufacturers and/or present retail sales challenges, risks associated with Asbury's indebtedness (including available borrowing capacity, compliance with its financial covenants and ability to refinance or repay such indebtedness, on favorable terms), Asbury's relationships with, and the financial stability of, its lenders and lessors, risks related to competition in the automotive retail and service industries, general economic conditions both nationally and locally, governmental regulations, legislation, adverse results in litigation and other proceedings, and Asbury's ability to execute its technology initiatives and other operational strategies, Asbury's ability to leverage gains from its dealership portfolio, including its ability to realize the expected benefits of the acquisition of the Park Place dealership group, Asbury's ability to capitalize on opportunities to repurchase its debt and equity securities or purchase properties that it currently leases, and Asbury's ability to stay within its targeted range for capital expenditures. There can be no guarantees that Asbury's plans for future operations will be successfully implemented or that they will prove to be commercially successful. These risks, uncertainties and other factors are disclosed in Asbury's Annual Report on Form 10-K, subsequent quarterly reports on Form 10-Q and other periodic and current reports filed with the Securities and Exchange Commission from time to time. These forward-looking statements and such risks, uncertainties and other factors speak only as of the date of this press release. We expressly disclaim any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein, whether as a result of new information, future events or otherwise.



ASBURY
AUTOMOTIVE GROUP



 **clicklane**
ownership within reach



Forward Looking Statements

To the extent that statements in this presentation are not recitations of historical fact, such statements constitute "forward-looking statements" as such term is defined in the Private Securities Litigation Reform Act of 1995. The forward-looking statements in this presentation may include statements relating to goals, plans, expectations, projections regarding the expected benefits of Clicklane management's plans, projections and objectives for future operations, scale and performance, integration plans and expected synergies from acquisitions, our financial position, results of operations, market position, capital allocation strategy, business strategy and expectations of our management with respect to, among other things: changes in general economic and business conditions, including the impact of COVID-19 on the automotive industry in general, the automotive retail industry in particular and our customers, suppliers, vendors and business partners; our relationships with vehicle manufacturers; our ability to improve our margins; operating cash flows and availability of capital; capital expenditures; the amount of our indebtedness; the completion of any pending and future acquisitions and divestitures; future return targets; future annual savings; general economic trends, including consumer confidence levels, interest rates, and fuel prices; and automotive retail industry trends.

The following are some but not all of the factors that could cause actual results or events to differ materially from those anticipated, including: the impact of the COVID-19 pandemic, market factors, Asbury's relationships with, and the financial and operational stability of, vehicle manufacturers and other suppliers, acts of God or other incidents which may adversely impact supply from vehicle manufacturers and/or present retail sales challenges, risks associated with Asbury's indebtedness (including available borrowing capacity, compliance with its financial covenants and ability to refinance or repay such indebtedness, on favorable terms), Asbury's relationships with, and the financial stability of, its lenders and lessors, risks related to competition in the automotive retail and service industries, general economic conditions both nationally and locally, governmental regulations, legislation, adverse results in litigation and other proceedings, and Asbury's ability to execute its technology initiatives and other operational strategies, Asbury's ability to leverage gains from its dealership portfolio, including its ability to realize the expected benefits of the acquisition of the Park Place dealership group, Asbury's ability to capitalize on opportunities to repurchase its debt and equity securities or purchase properties that it currently leases, and Asbury's ability to stay within its targeted range for capital expenditures. There can be no guarantees that Asbury's plans for future operations will be successfully implemented or that they will prove to be commercially successful. These risks, uncertainties and other factors are disclosed in Asbury's Annual Report on Form 10-K, subsequent quarterly reports on Form 10-Q and other periodic and current reports filed with the Securities and Exchange Commission from time to time.

These forward-looking statements and such risks, uncertainties and other factors speak only as of the date of this presentation. We expressly disclaim any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement.

Agenda

- **Introduction - David Hult**
 - **What is Clicklane? - Miran Maric**
 - **Operational Impact - Dan Clara**
 - **Financial - PJ Guido**
 - **Strategic Vision - Miran Maric**
 - **Closing - David Hult**
-

State of the Auto Retail Industry

- **Guest experience remains biggest opportunity**
- **New business models emerging**
- **Industry still fragmented and consolidating**
- **Innovation and differentiation key to future**
- **Societal shifts due to changing environment**
- **Growing acceptance of online buying**



Evolution of Online Car Buyi

craigslist 

Autotrader

OEMs and Dealers
setup websites for
information only



TRUECar.

Carvana launches with
online selling and
Asbury launches
Push Start



Early 2000's

EARLY 2010's

LATE 2010's

TOMORROW



All customers research
on the internet and all
dealers market online



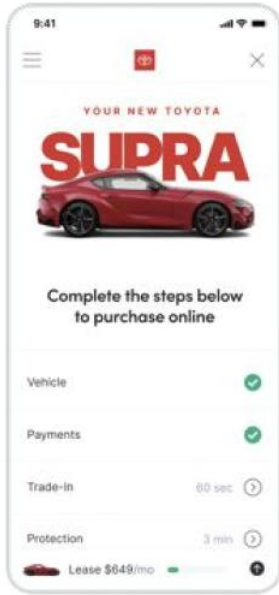
Clicklane



CARVANA

Miran Maric
VP & CMO





What is Clicklane?

A true Online Retail tool built around transparency that will deliver the ultimate Guest Experience.

Dan Clara
SVP of Operations



How are we solving for typical online auto retail problems?

Customized Buying Experience



What you see is what you pay, through our integrations for state-by-state penny perfect taxes and fees.

Real trade and payoff numbers



Instant approval with banks that you KNOW and are comfortable with. Instant ability to work negative equity & deal structure!

F&I products that suit the customer



Exchange network with VIN-specific products offered based on driving habits and vehicle usage.

Instant Loan Marketplace & Full DocuSign



Get real-time financing offers back from banks you know, and sign your purchase documentation online from the consumer's home or office.



Customized Buying Experience

A Smart Way of Buying

Simplified flow customized to the individual consumer's preferred buying journey

Do you have a trade-in?

Yes, I have a trade-in



No, I don't have a trade-in

How many miles per year will you be driving?

0-5k

6k-10k

11k-15k

16k+

How long do you plan on owning

0-3 Years

4-6 Years

Do you qualify for any rebates?

2021 Kia Standard Lease Financing
Expires January 4, 2021



2021 Kia Stinger Customer Cash
-\$1500 Expires November 30, 2020



Products Customized to Your Vehicle

Real Products for Your Vehicle

Direct F&I product integration per VIN, based on the consumer's driving habit information and usage information

Vehicle Service Contract

Service contracts provide continued coverage for mechanical breakdown even after your manufacturer's warranty

120 Months / 100,000 Miles

+ Add

Details

\$21 /mo

Total price \$1,260



Guaranteed Asset Protection (GAP)

When your vehicle is declared a total loss due to accident, fire or theft, you may have a balance still left for your vehicle. Total Loss Protection...

72 Months / Unlimited Miles

+ Add

Details

\$18 /mo

Total price \$1,070



Trade Value and Payoff: To The Penny



CONFIRMING THE LOAN & EXACT PAYOFF FOR VIN: 1C6HJTAG9LL12

A screenshot of the Capital One trade-in confirmation interface. It shows a form with the question "Do you have a trade-in?" and two radio button options: "Yes, I have a trade-in" and "No, I don't have a trade-in". Below this is a section titled "See your trade-in value in seconds" with a "Get Value" button. To the right of the form is a photograph of a dark-colored Chevrolet SUV.

CONFIRMED!

Capital One

Your vehicle payoff with Capital One is confirmed!

The payoff amount is:

\$17,593²³

The Only Automotive Loan Marketplace

Lenders You Know

Expanded loan marketplace with 30+ lenders you know, providing real time approvals and financing options



Congratulations! You're Approved!

Select the offer that suits you best

APPROVED

ally Ally
\$700.94 /mo

✓ Term 72 months
✓ APR 6.54%
✓ Down Payment \$100

View Offer

DECISION PENDING

APPROVED

KIA Finance Kia Motors Finance
\$656.34 /mo

✓ Term 72 months
✓ APR 5.25%
✓ Down Payment \$100


View Offer

DECISION PENDING




Total Online Ownership Ecosystem

Buying, servicing, and selling your car completely online is now a reality.



Jon Sullivan

- Home
- My Account
- Garage
- Documents
- Schedule Service
- Body Shop
- Accessories - Carving Board
- Sell My Car



Welcome Back, Jon
Let's Do Something Great Today!

Select a Timeslot

Wed, Nov 04 Thu, Nov 05 Fri, Nov 06 Sat, Nov 07 Mon, Nov 08 Tue, Nov 10

02:30 PM	08:00 AM	08:00 AM	08:30 AM	07:30 AM	07:30 AM
03:00 PM	08:30 AM	08:30 AM	09:00 AM	08:00 AM	08:00 AM
03:30 PM	09:00 AM	09:00 AM	09:30 AM	08:30 AM	08:30 AM
04:00 PM	09:30 AM	09:30 AM	10:00 AM	09:00 AM	09:00 AM
04:30 PM	10:00 AM	10:00 AM	10:30 AM	09:30 AM	09:30 AM
05:00 PM	10:30 AM	10:30 AM	11:00 AM	10:00 AM	10:00 AM

Sell Us Your Car

VIN License Plate

License Plate # State



Log in to your Clicklane account



Choose your service center



Sell & upgrade with ease



Using Digital Innovation to Drive Performance

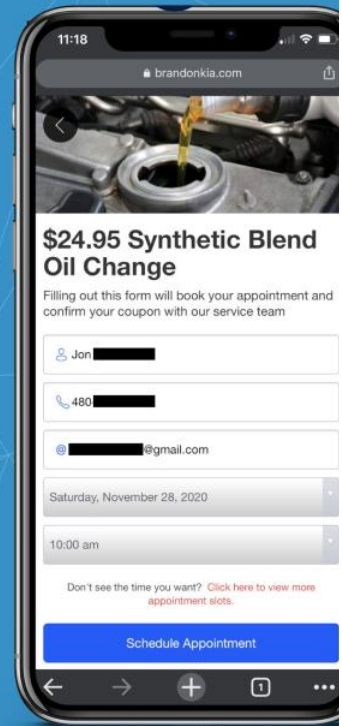
In 2016, implemented a digital service platform for scheduling/coordinating service for guests that resulted in...

>400%

Increase in Online Service Appointments from Q1 2016 to Q3 2020

+\$20M

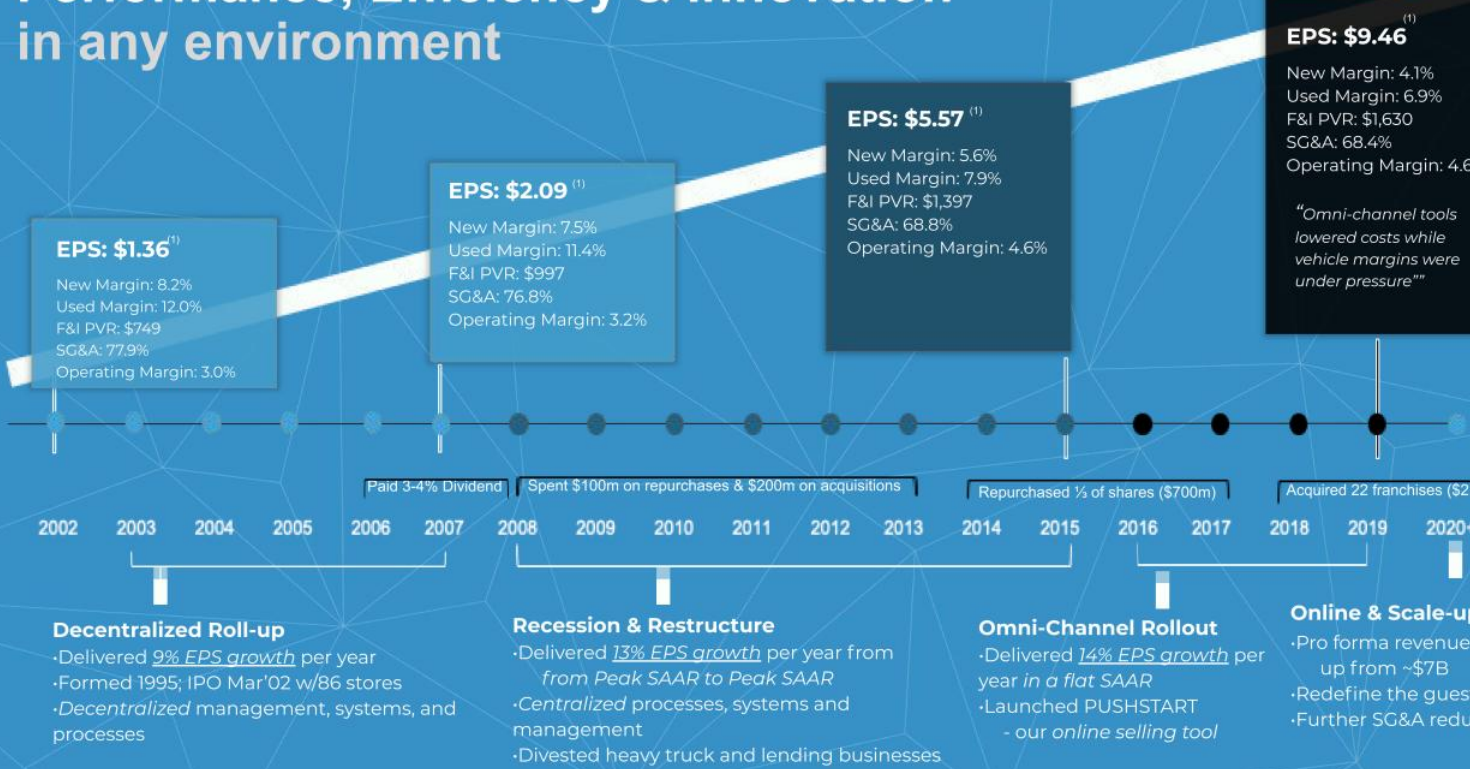
Increased closing rate on repair order recommendations last year and created \$20M in additional annualized service revenue



PJ Guido
SVP, Chief Financial Officer



Performance, Efficiency & Innovation in any environment



"Omni-channel tools lowered costs while vehicle margins were under pressure"

Decentralized Roll-up

- Delivered 9% EPS growth per year
- Formed 1995; IPO Mar'02 w/86 stores
- Decentralized management, systems, and processes

Recession & Restructure

- Delivered 13% EPS growth per year from *Peak SAAR to Peak SAAR*
- Centralized processes, systems and management
- Divested heavy truck and lending businesses

Omni-Channel Rollout

- Delivered 14% EPS growth per year in a flat SAAR
- Launched PUSHSTART - our online selling tool

Online & Scale-up

- Pro forma revenue up from ~\$7B
- Redefine the guest experience
- Further SG&A reduction

(1) Adjusted income per diluted share as previously disclosed. Please see year end 8k for reconciliations

Multiple Growth Drivers: Five Year Plan

Focused, disciplined *execution* and *capital allocation* to drive revenue growth and profitability

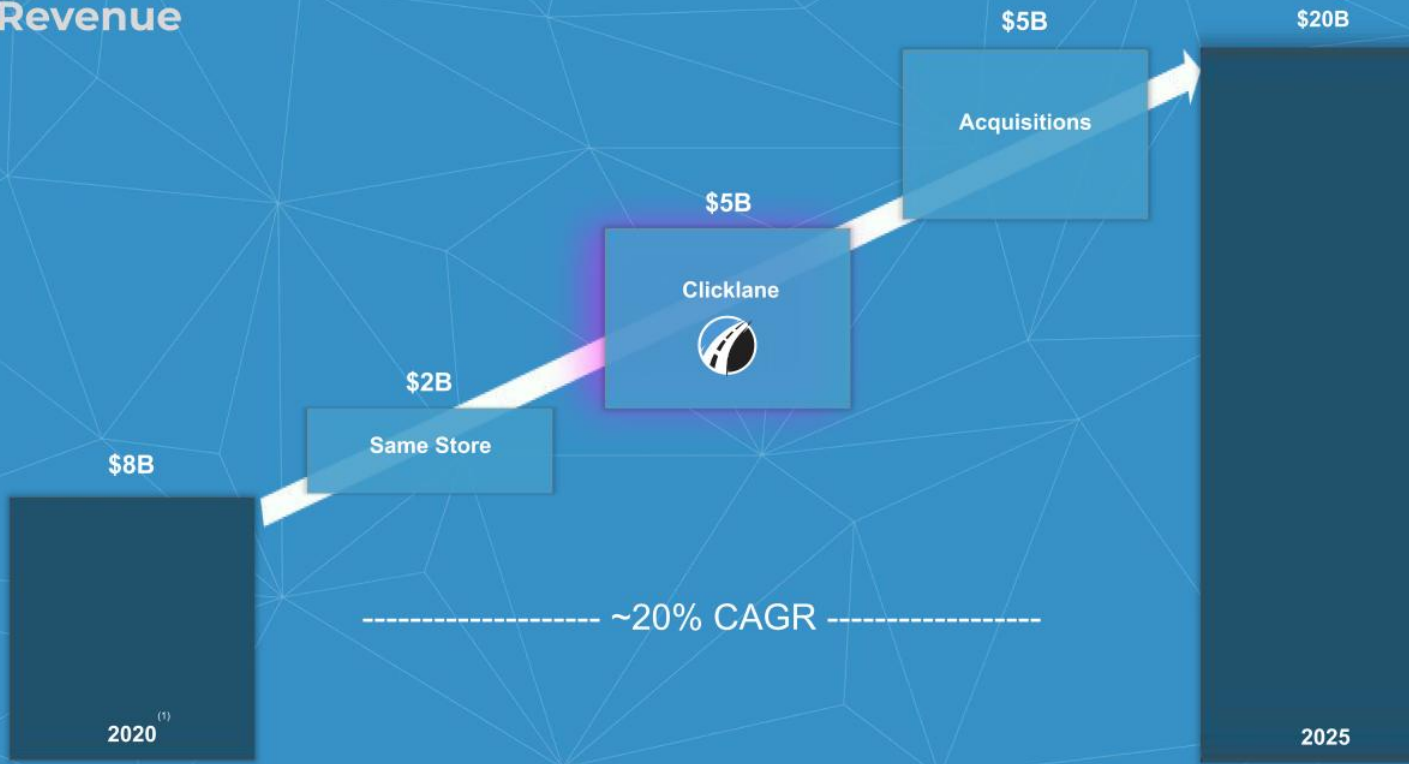


2021-2025 Targets

1. Grow the top line at 20% per year (more than double the size of the company)
2. Expand operating margins
3. Grow EPS in excess of top line (20%+ per year)

Five Year Growth Target: 2021-2025

Revenue



(1) Proforma for Park Place acquisition and 2020 divestitures

Path to Seamless Online/Offline Auto Retailer

Completed test pilot
and now testing in
multiple stores



Drive traffic,
conversion, and
enter new market

TEST

Deploy

Scale

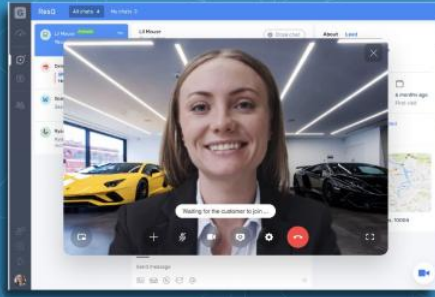


Complete roll-out to
all stores by Q1 2021



Strategic Vision
Miran Maric





Video Conferencing

Consumer Facing Accessories Builder

Co-Browsing & Guided Checkout

Rental Integration

Household
Garage Data

My Network Invite Friends

- Miran Maric**
Joined 11/10/2020
- Jaden McFarlane**
Joined 11/05/2020
- John Ellithorp**
Joined 11/09/2020
- Jon Sullivan**
Joined 11/04/2020

Updates + Add Upd

- Recall - Takata Airbag - Audi N...
Repaired the Takata Airbag issue for the car. 11/10/2020, 3:8
- Oil Change - 5K Miles - Audi N...
Tire Rotation and Oil change 11/10/2020, 3:8
- Vehicle Added - Online
First vehicle record created. 11/10/2020, 3:8



Closing
David Hult



The Clicklane Vision

Ownership Within Reach

Full Automotive Ecosystem

Personalized account to buy, sell, and service your vehicle. Buy parts, get collision estimates

Omni-channel Integration

Leverage omni-channel tools

Future Frictionless Tech Enhancements

Video conferencing, rental integration, garage data, guided checkout, co-browsing

National

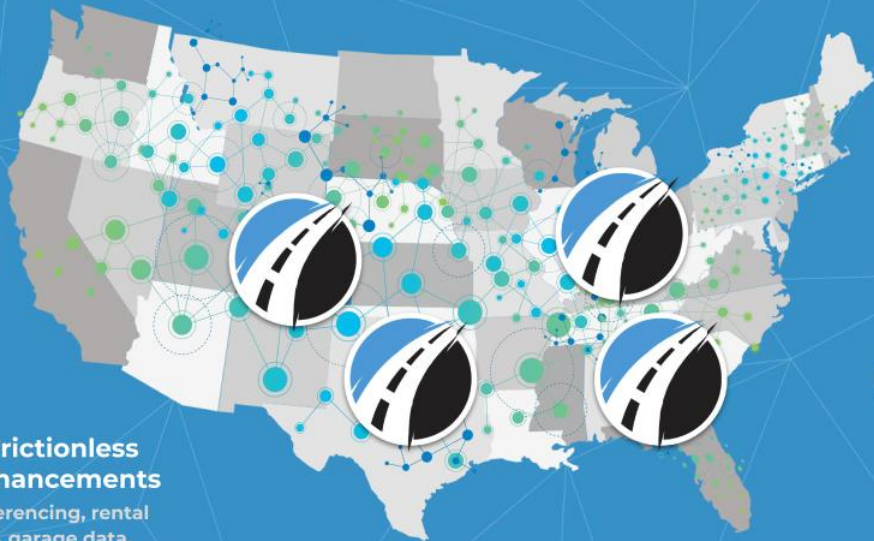
Clicklane has potential to markets across

Superior Tech

Penny perfect payment, penny perfect take fees, loan marketplace, e-commerce platform, DAS, customized products, negative integration, transparent information, signed documents online

Logistics Network

Backed by Fortune 500 automotive retailer



Q&A



