

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 Buying

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

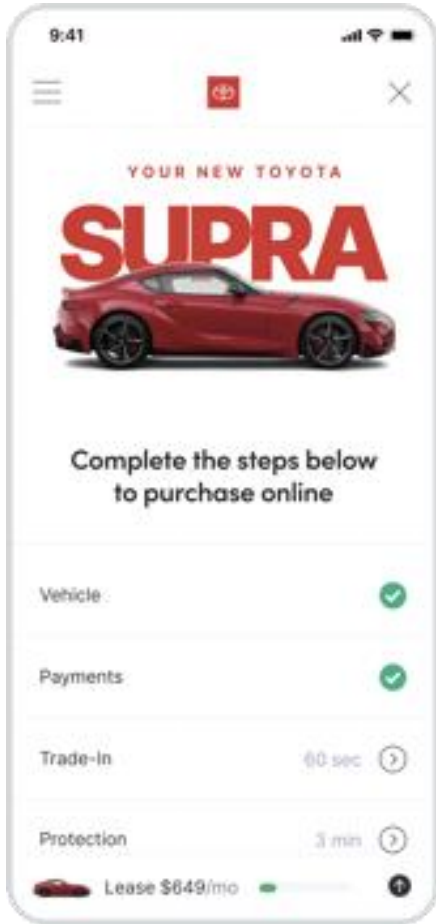


CARVANA



Miran Maric
VP & CMO





What is Clicklane?

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

Video



You Just Saw a
100% Complete
Online Car Purchase

From Searching to Ownership

In 15 Minutes



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 auto loan. Total Loss Protection may

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: 1C6HJTAC9LL12

Do you have a trade-in?

Yes, I have a trade-in

No, I don't have a trade-in

See your trade-in value in seconds

License Plate: State:

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

ally Ally **\$700.94 /mo**

APPROVED

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

[View Offer](#)

KIA Finance Kia Motors Finance **\$656.34 /mo**

APPROVED

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

[View Offer](#)

DECISION PENDING

DECISION PENDING

Total Online Ownership Ecosystem

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

The screenshot displays the Clicklane user interface. On the left is a dark blue sidebar with a user profile for Jon Sullivan and a menu with items: Home, My Account, Garage, Documents, Schedule Service, Body Shop, Accessories - Coming Soon!, and Sell My Car. The main content area is divided into three sections: 1. A welcome message for Jon Sullivan with a background image of a road and the text "Welcome Back, Jon Let's Do Something Great Today!". 2. A "Schedule Service" section with a wrench icon, a "Vehicle" dropdown menu currently set to "No Vehicle Selected", and a featured car "2021 Kia Stinger GT2". 3. A "Select a Timeslot" section with a calendar for November 4-10 and a grid of time slots from 02:30 PM to 10:00 AM. On the right is a "Sell Us Your Car" section with input fields for VIN and License Plate, a "License Plate #" field containing "Looty32", a "State" dropdown menu set to "Georgia", and a blue "Find My Car" button.



Log in to your Clicklane account



Choose your service center



Sell & upgrade with ease

Using Digital Innovation to Drive Performance

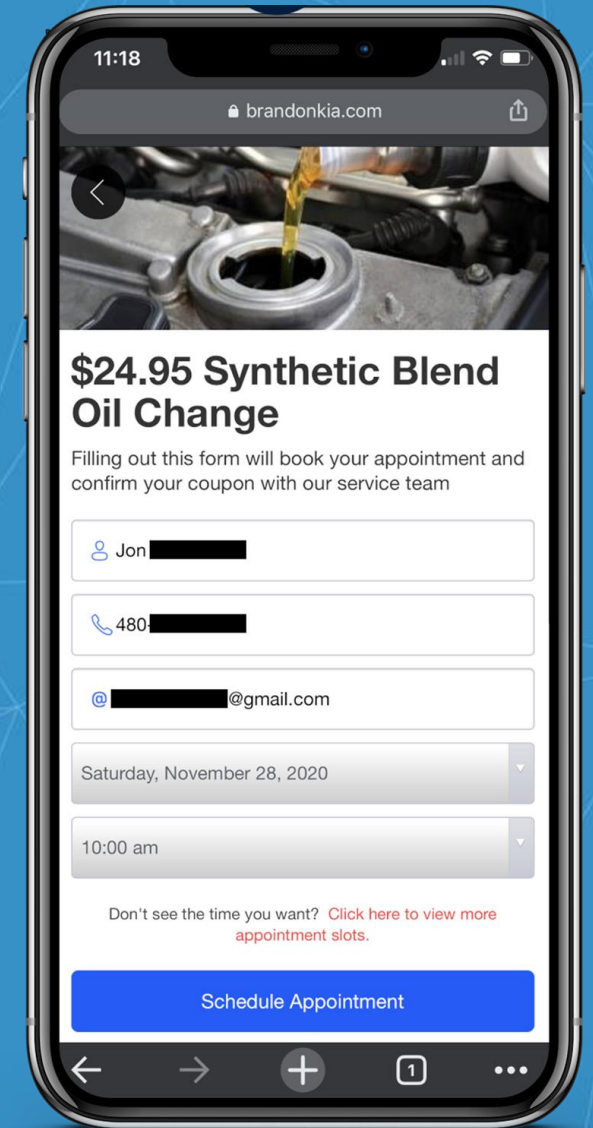
In 2016, implemented a digital service platform for scheduling/coordinating service for guests that resulted in...

>400%

Increase in Online Service Appointments from Q1 2016 to Q3 2020

+\$20M

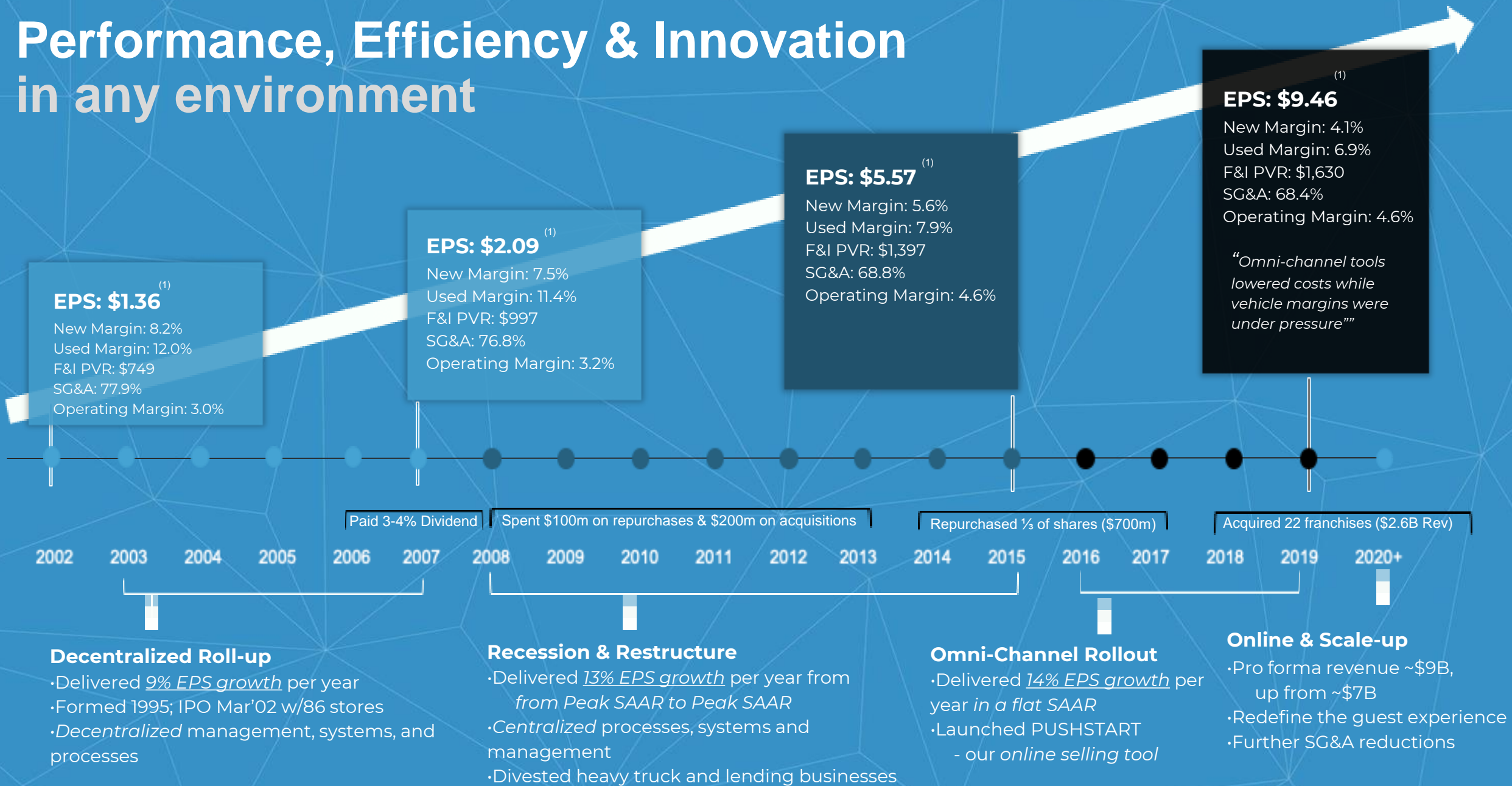
Increased closing rate on repair order recommendations last year and created \$20M in additional annualized service revenue



PJ Guido
SVP, Chief Financial Officer



Performance, Efficiency & Innovation in any environment



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 *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 ~\$9B, up from ~\$7B
- Redefine the guest experience
- Further SG&A reductions

(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

SAME STORE

- Invest in training
- Drive service retention
- Continue to grow F&I
- Increase market share
- Focus on productivity

DIGITAL

- Drive traffic and conversion
- Reach new markets with used
- Expand margins
- Create seamless platform

ACQUISITIONS

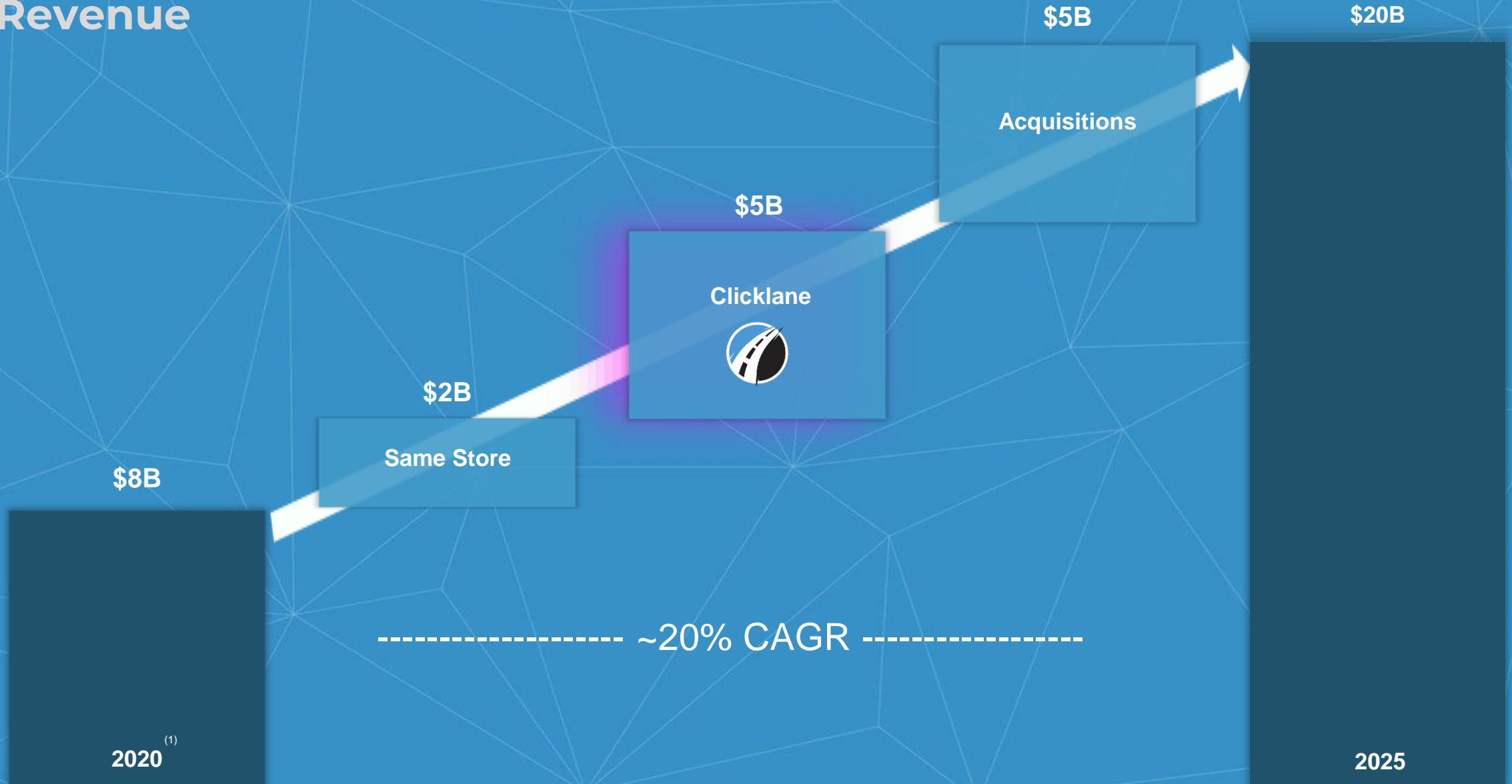
- Focus on synergies/accretion
- Grow within current markets
- Expand to new markets
- Create a growth “flywheel”
- Keep leverage below 3.0x

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 markets

TEST

Deploy

Scale



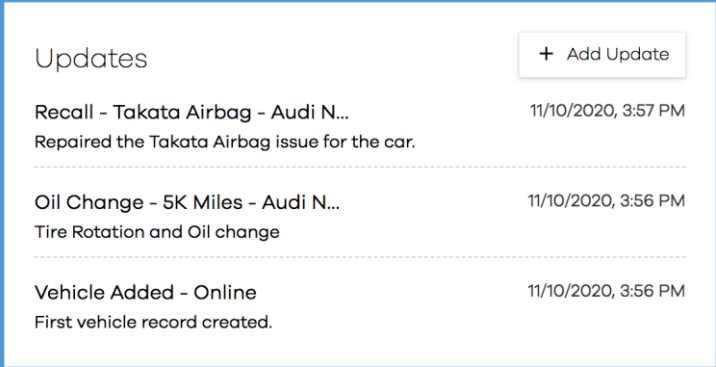
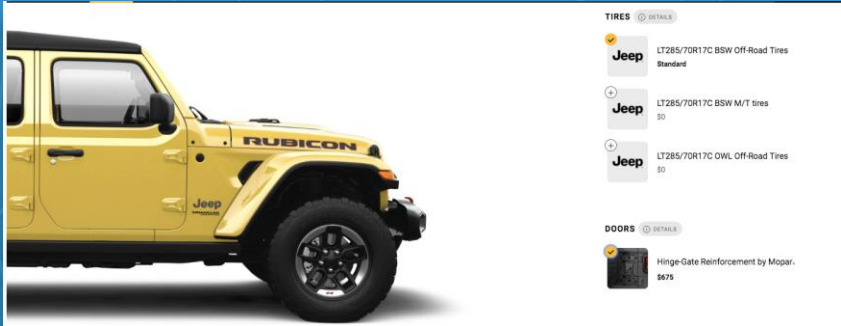
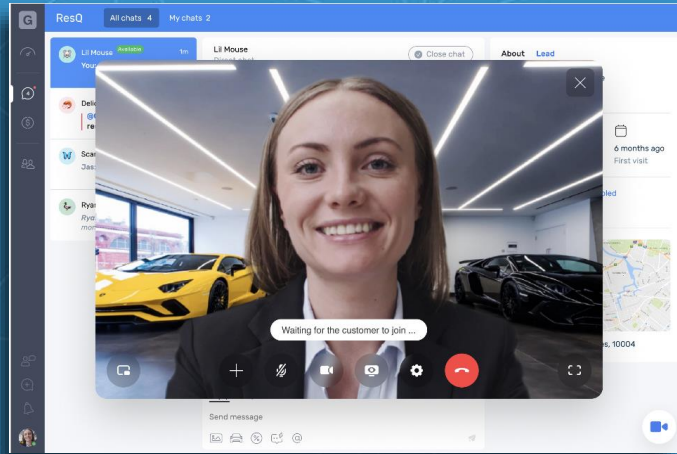
Complete roll-out to
all stores by Q1 2021



Strategic Vision

Miran Maric





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 Brand

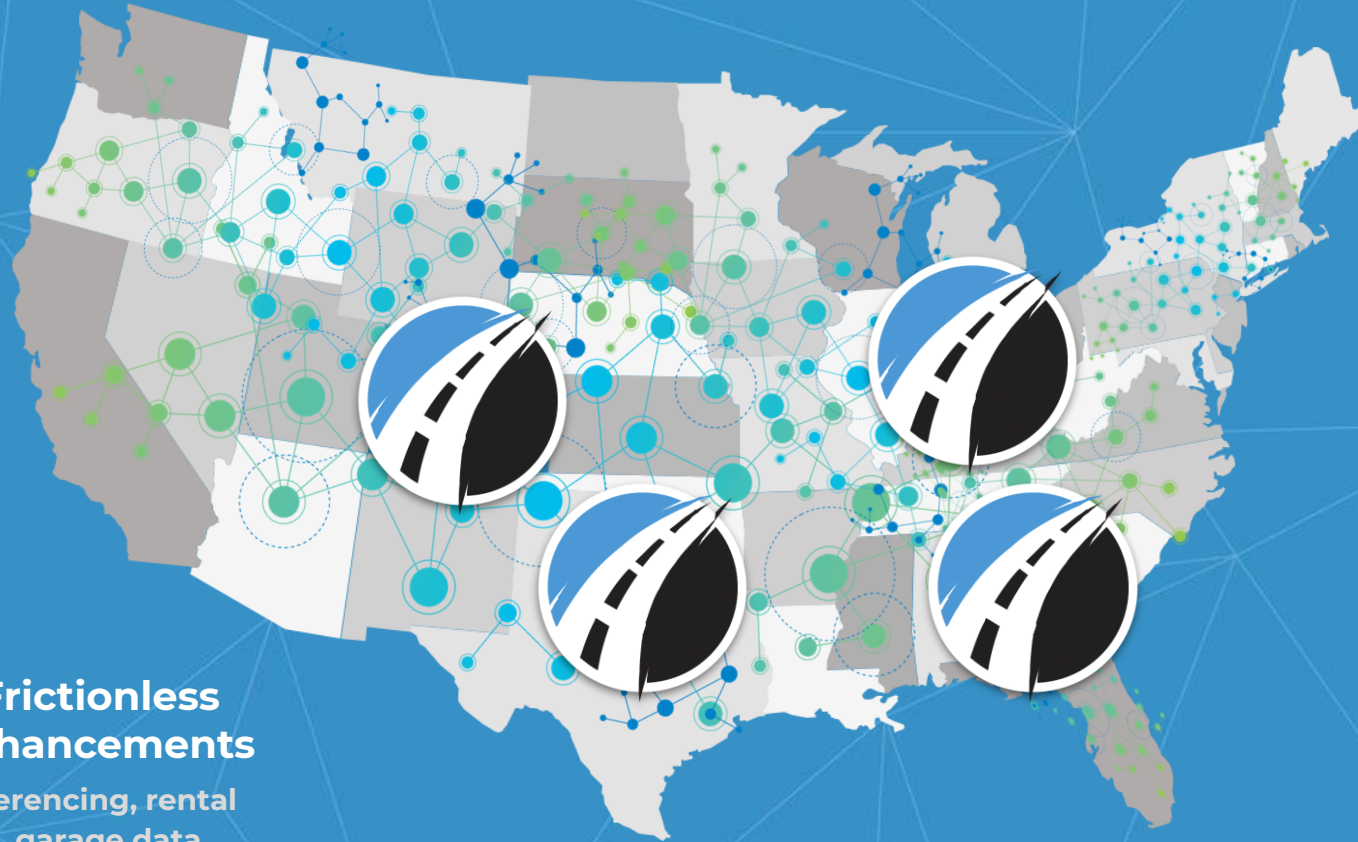
Clicklane has the potential to enter new markets across the U.S.

Superior Technology

Penny perfect payoffs, penny perfect taxes and fees, loan marketplace, e-commerce platform for DAS, customized F&I products, negative equity integration, transparent information, sign all documents online

Logistics Network

Backed by Fortune 500 automotive retailer



Q&A

