

# FY 2016 RESULTS

23 February 2017



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The Company does not undertake to provide updates of these statements.

More comprehensive information about PSA Group may be obtained on the Group website ([www.groupe-psa.com](http://www.groupe-psa.com)), under Regulated Information.

Recurring Operating Margin\*  
Automotive Division

6%

Worldwide Unit Sales\*\*  
(in millions)

3.15

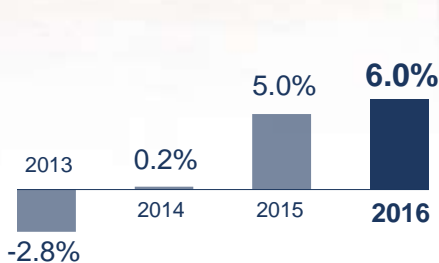
Free Cash Flow (€bn)  
2016\*\*\*

+ 2.7

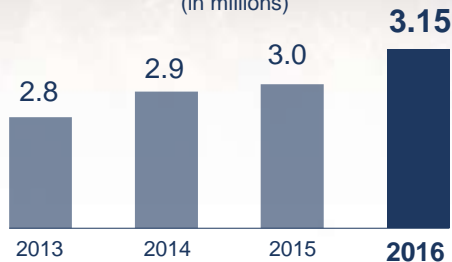


For the 3<sup>rd</sup> year in a row : **ROI UP, Volumes UP, Positive FCF**

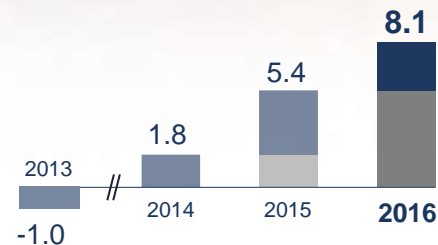
Recurring Operating Margin\*  
Automotive Division



Worldwide Unit Sales\*\*  
(in millions)



Cumulated Free Cash Flow (€bn)  
Since end 2013



\* Recurring Operating Income related to Revenue

\*\* Assembled Vehicles, CKDs and vehicles under license - Detail in attachment

\*\*\* FCF for Sales & Manufacturing companies

# **PUSH TO PASS**

**ROADMAP FOR PROFITABLE GROWTH**

**BUSINESS  
SENSE**

**COMPETITIVE  
MINDSET**

**MERITOCRACY**

# SUSTAINABLE PERFORMANCE - OPERATIONAL OUTLOOK IMPROVED

## AUTOMOTIVE RECURRING OPERATING MARGIN

**>4.5%**

average over 2016-2018

**6%**

by 2021

Deliver **over 4.5%** Automotive Recurring Operating Margin\* on average in 2016-2018, and target **6%** by 2021

## GROUP REVENUE

**+10%**

by 2018\*\* vs 2015

**+25%**

by 2021\*\* vs 2015

Deliver **10%** Group Revenue growth by 2018\*\* vs 2015, and target additional **15%** by 2021\*\*



# ***FINANCIAL*** ***RESULTS***

## FINANCIAL RESULTS : NET INCOME GROUP SHARE x 2

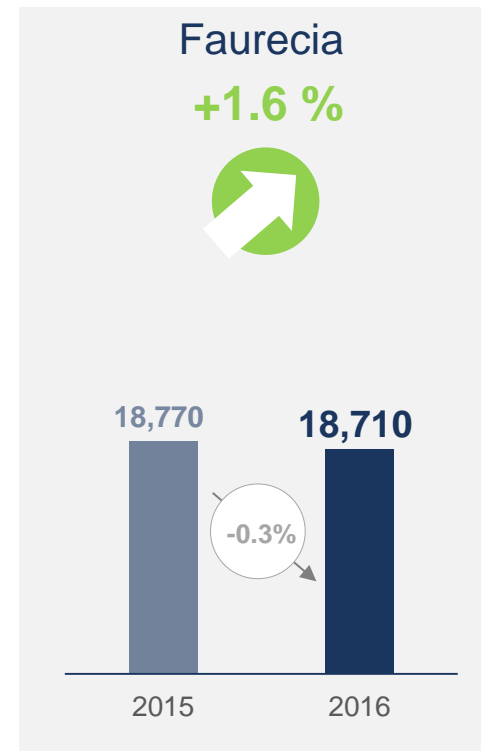
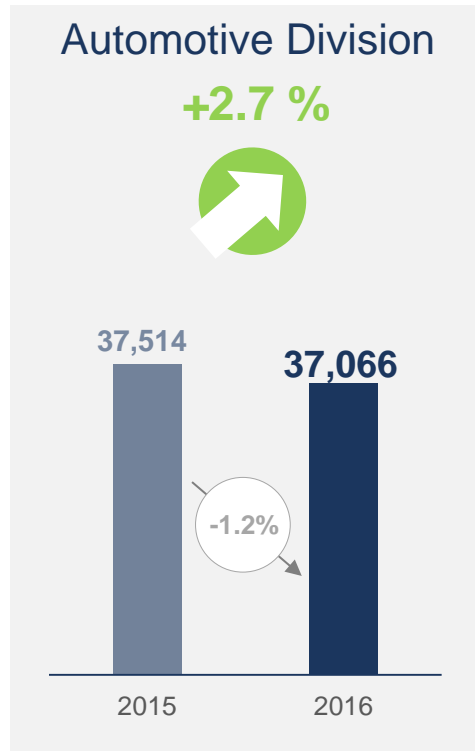
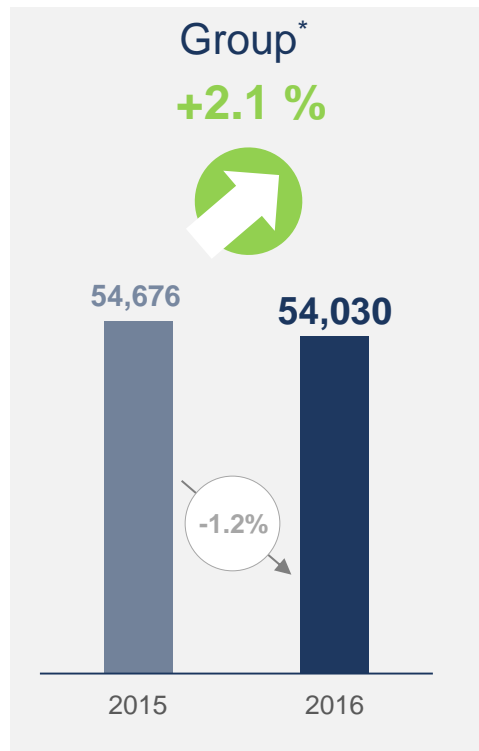
*In million Euros*

	2015	2016	Change
Revenue	54,676	54,030	(646)
<b>Recurring Operating Income</b>	<b>2,733</b>	<b>3,235</b>	<b>502</b>
% of revenue	5.0%	6.0%	
Non-recurring operating income and (expenses)	(757)	(624)	133
<b>Operating income</b>	<b>1,976</b>	<b>2,611</b>	<b>635</b>
Net financial income (expenses)	(642)	(268)	374
Income taxes	(706)	(517)	189
Share in net earnings of companies at equity*	437	128	(309)
Net result from operations to be continued in partnership*	137	195	58
<b>Consolidated net income / (loss)</b>	<b>1,202</b>	<b>2,149</b>	<b>947</b>
<b>Net income, Group Share</b>	<b>899</b>	<b>1,730</b>	<b>831</b>

# GROUP REVENUE : +2.1 % AT CONSTANT EXCHANGE RATES

In million Euros

At constant  
Exchange  
Rates\*\*





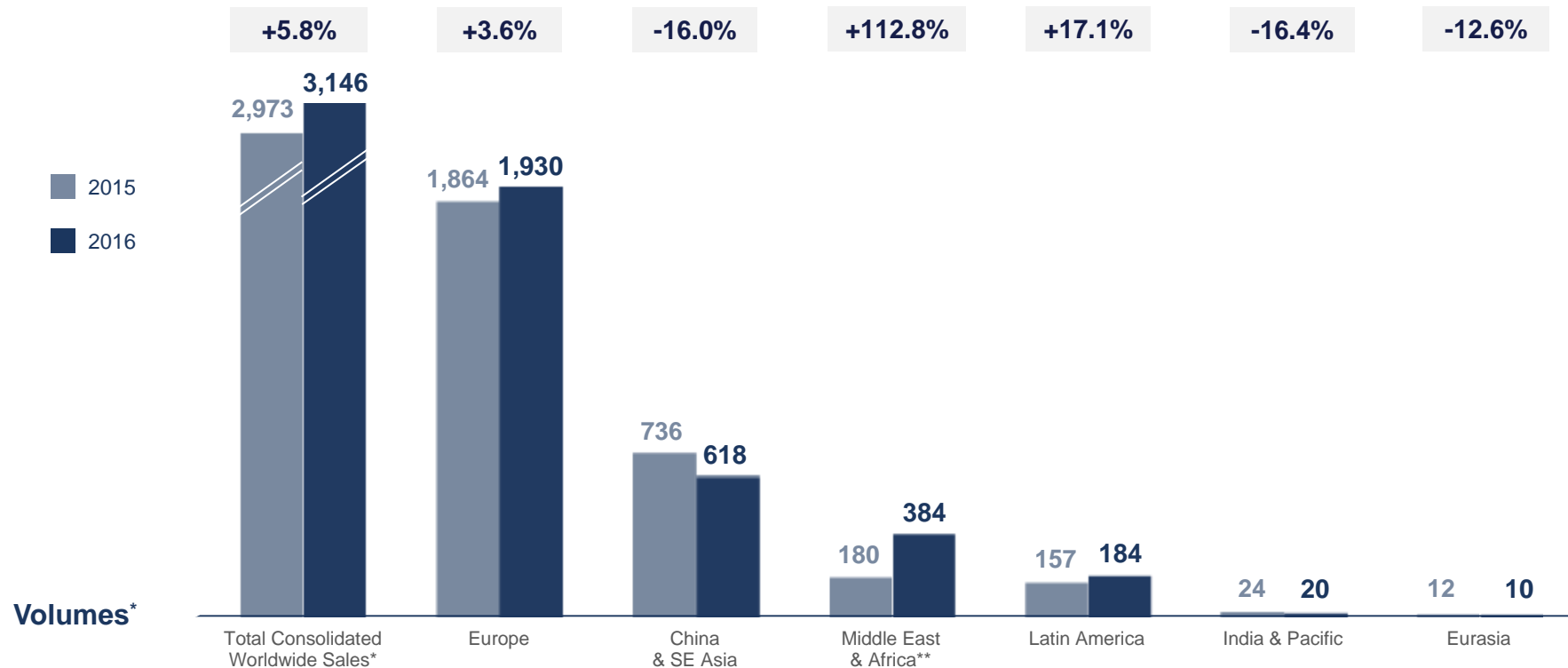
# AUTOMOTIVE REVENUE ANALYSIS

In million Euros



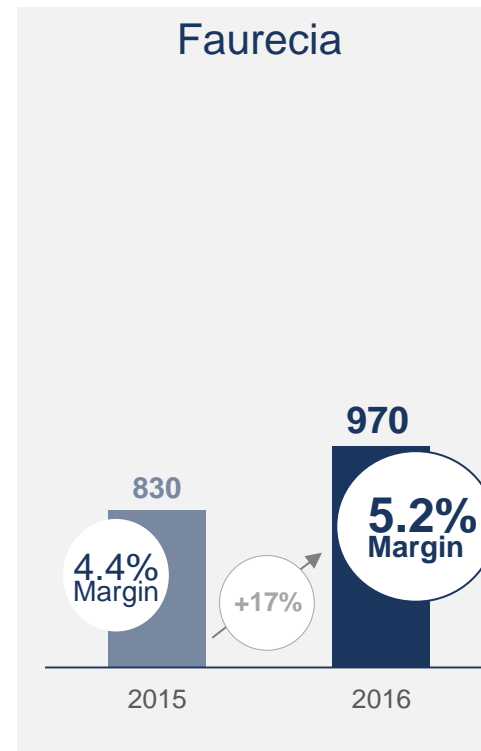
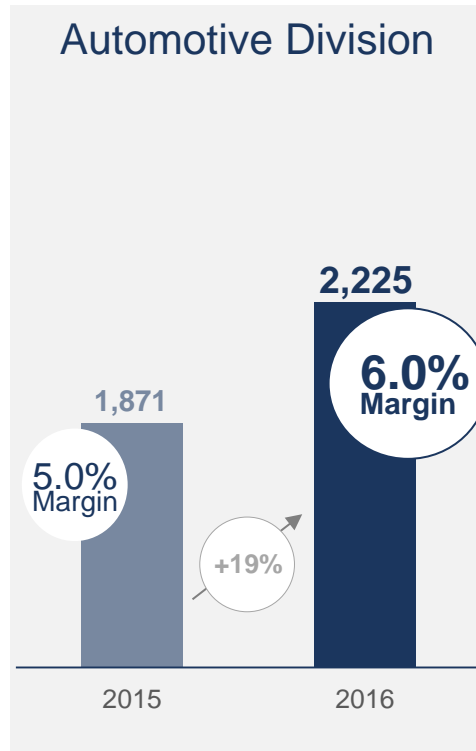
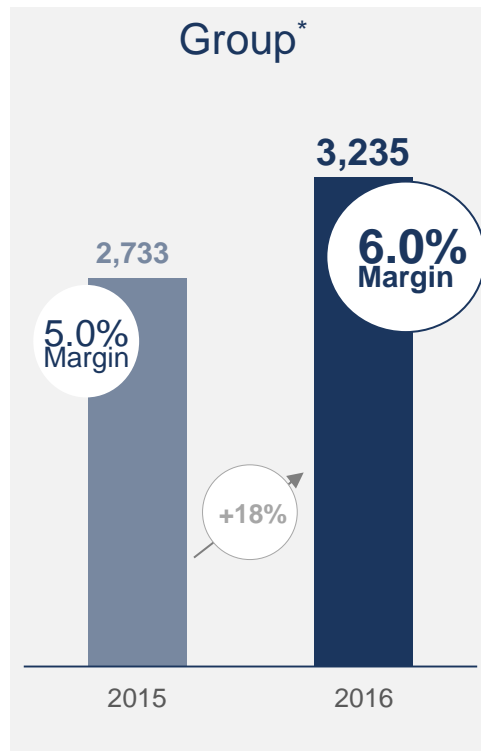
# CONSOLIDATED WORLDWIDE SALES\*

In thousands of units



# GROUP RECURRING OPERATING INCOME & MARGIN

In million Euros

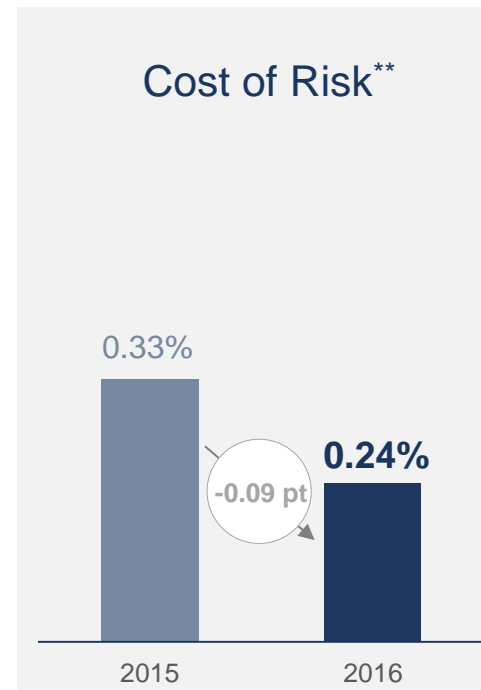
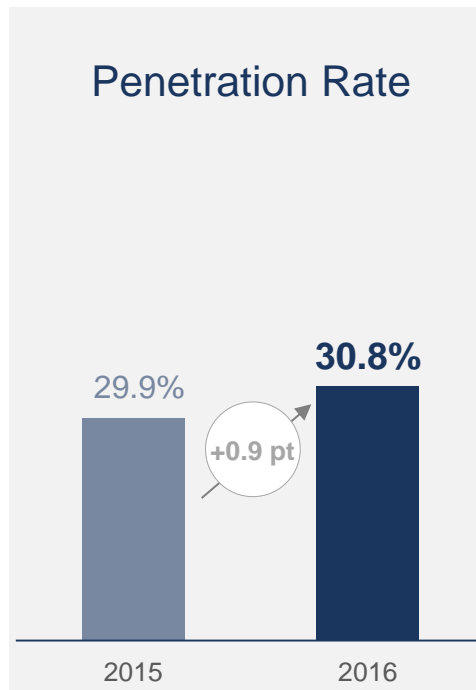
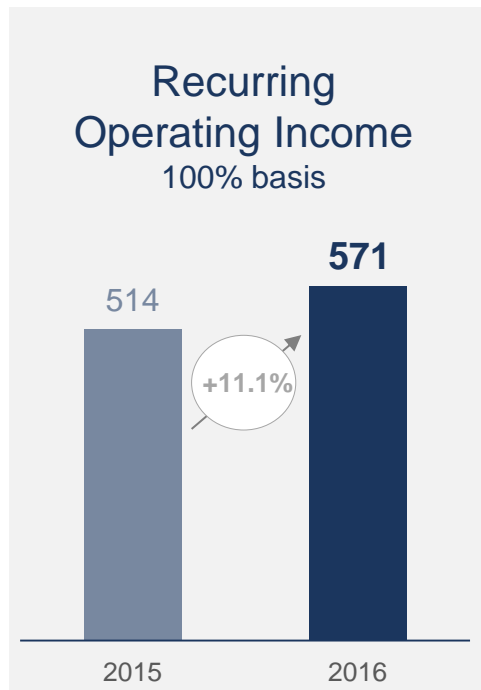


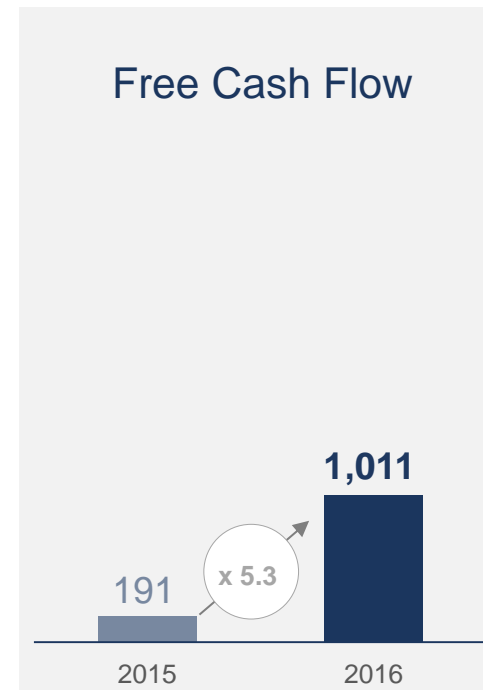
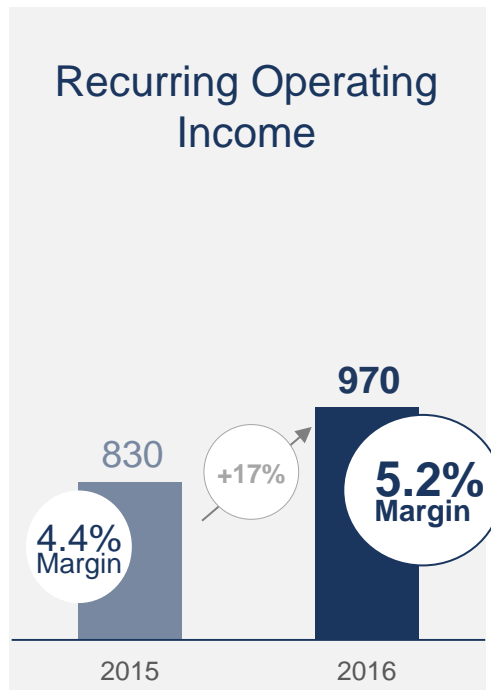
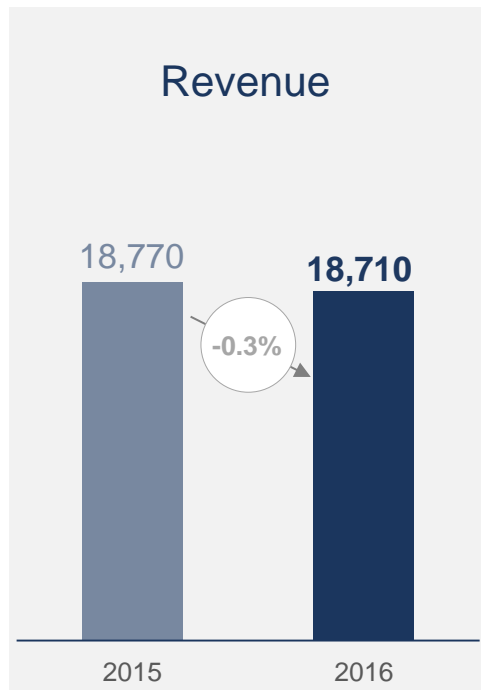
# AUTOMOTIVE RECURRING OPERATING INCOME ANALYSIS

In million Euros



In million Euros

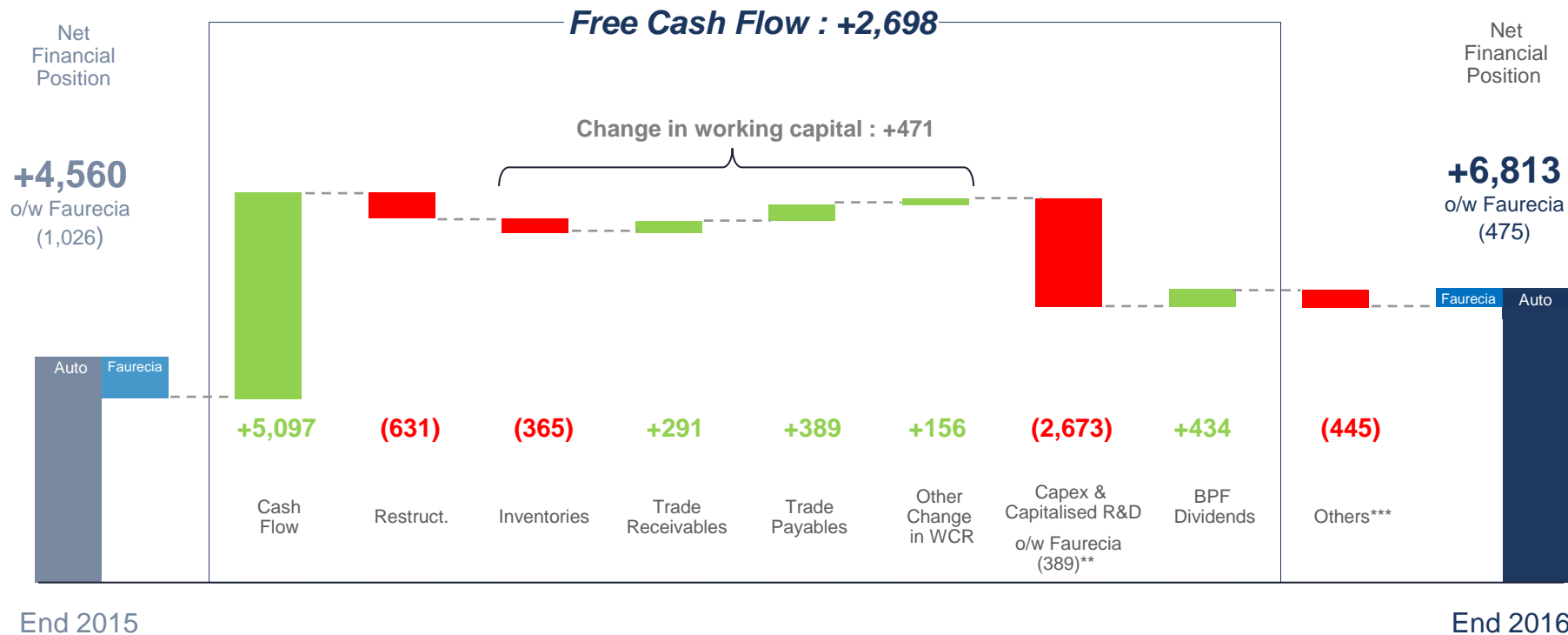




**Net Financial Position\*:  
(475) M€**

# CASH FLOW ANALYSIS\*

In million Euros

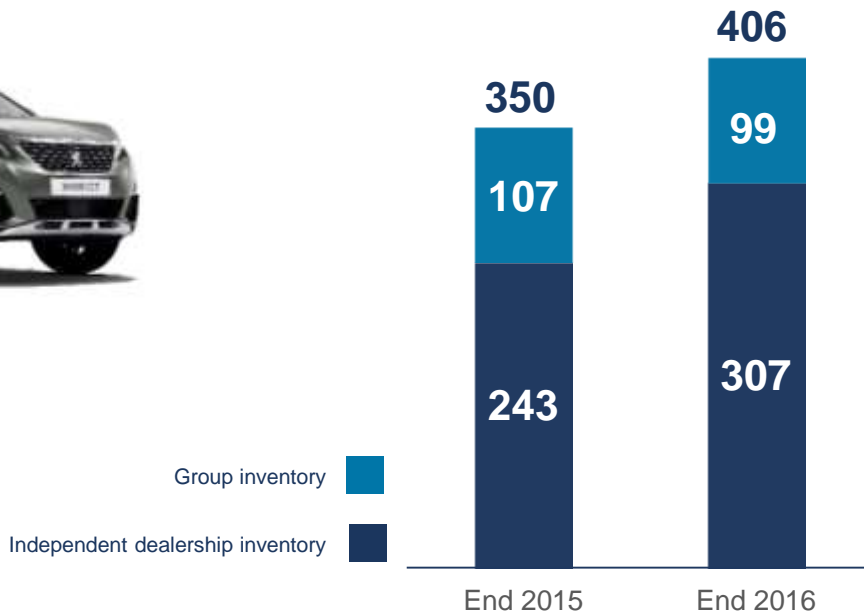


End 2015

End 2016

# RIGHTSIZED INVENTORIES

In thousands of new vehicles\*





## 2017 Market Outlook

EUROPE

***stable***

CHINA

***+ 5%***

LATIN AMERICA

***stable***

RUSSIA

***stable***

## Operational Outlook

Deliver **over 4.5% Automotive Recurring Operating Margin\*** on average in **2016-2018**, and target 6% by 2021

Deliver **10% Group Revenue growth by 2018\*\*** vs 2015, and target additional 15% by 2021\*\*

# ***PUSH TO PASS***



# ***HIGHLIGHTS***

# PSA GROUP 2021

FROM TURNAROUND TO PROFITABLE SUSTAINABLE GROWTH  
A CUSTOMER DRIVEN TRANSFORMATION



**A GREAT CAR MAKER**  
With cutting edge efficiency



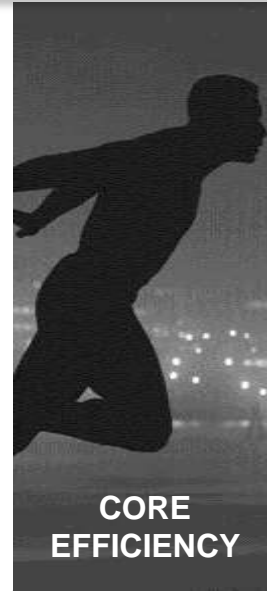
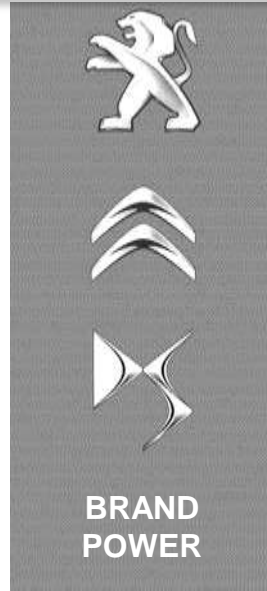
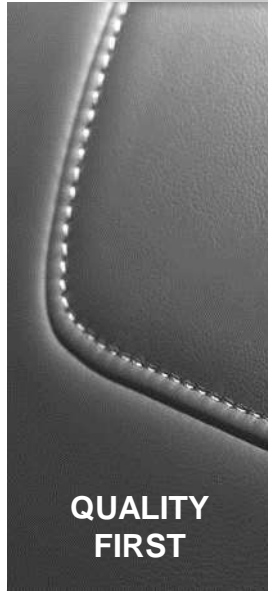
**A MOBILITY PROVIDER**  
For a lifetime customer relationship

**DIGITAL BOOSTER**

**A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS**

# A GREAT CAR MAKER

## CUTTING EDGE EFFICIENCY

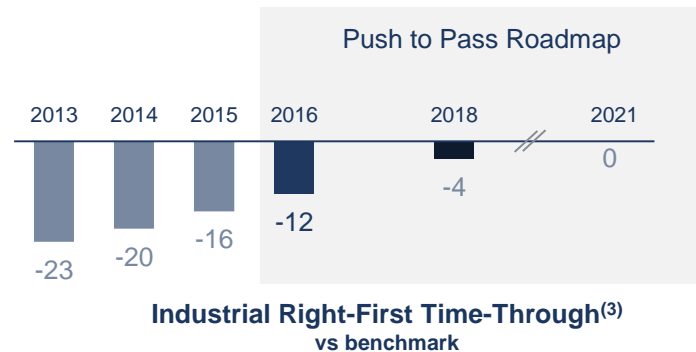


# QUALITY FIRST – UNCOMPROMISING ATTITUDE

2 cars among  
7 finalists



**RV New 3008 +10 pts**  
vs previous 3008 at launch

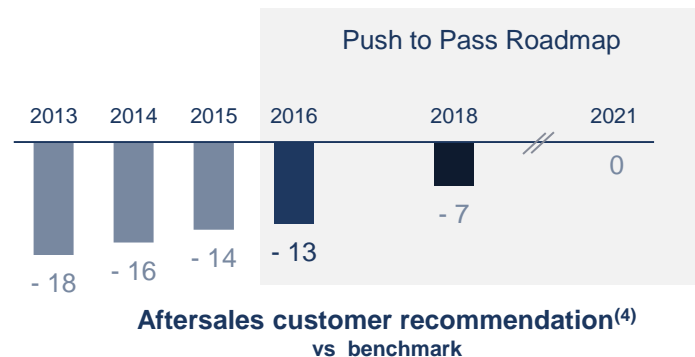


## PRODUCTS



**Top 5 - Customer satisfaction**

## SERVICES



# CORE MODEL STRATEGY – PRODUCT BLITZ ON TRACK

**Citroën Jumpy**      **Peugeot Expert**

**B-SUV**      **C-SUV**

**Peugeot 5008**      **Peugeot 3008**

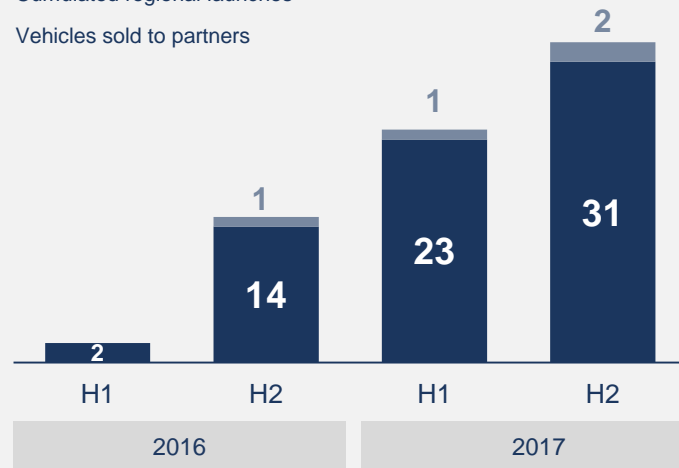
**Citroën C3**

**7 global core models launched by end 2017**  
Out of 34 planned over 2016 - 2021

## Rich product momentum as planned

Cumulated local launches across 6 regions

- Cumulated regional launches
- Vehicles sold to partners



**31 regional launches by end 2017**

Out of 121 planned over 2016 - 2021

# CORE TECHNO STRATEGY – TECHNO PUSH ON 2 MULTI-ENERGY PLATFORMS

2 MULTI-ENERGY PLATFORMS

EMP2



34 CORE MODELS  
PC & LCV

CMP  
from 2019



## BEST IN CLASS ICE



✓ Pure Tech Gasoline Engine (3 cyl.)



2015 & 2016



✓ Euro6 Diesel 100% SCR



**PHEV**  
C & D segments  
from 2019



**New BEV**  
B & C segments  
from 2019



✓ 2016 : Mirroring function available on 2/3<sup>rd</sup>s PC range\*

- ▶ 2018 : Over-The-Air infotainment update
- ▶ 2020 : Over-The-Air full vehicle Apps update



✓ 2016 : Level 1 ADAS functions rolled out as planned

- ▶ Towards Autonomous Vehicle

# CORE TECHNOLOGIES – TOWARDS AUTONOMOUS VEHICLE

**ASSISTED DRIVING**  
Level 1 - « hands on »

**IN THE STREET**



**Peugeot 3008**

**Citroën C4 Picasso**



**AUTOMATED DRIVING**  
Level 2

**IN DEVELOPMENT**



**Highway Integrated Assist in 2017**

**« Hands off » in 2020**



**Change in regulation needed**

**AUTONOMOUS VEHICLE**  
Level 3 - « eyes off »

**IN TEST**



**On-going test on open road c.100,000 km in 2016**

- Active Safety Brake & Distance Alert
- Active Lane Departure Warning - Driver Attention Alert
- High Beam Assist - Speed Limit Sign Recognition and Recommendation - Adaptive Cruise Control With Stop Function - Active Blind-spot Monitoring - City Park



...towards a full range of vehicles built on  
**2 MULTI-ENERGY PLATFORMS**

**c.80%**  
**ELECTRIFIED CORE MODELS**  
**BY 2023\*\***

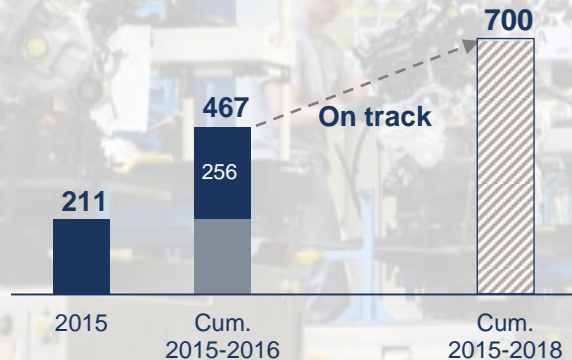
From dedicated  
products & architectures...

**2016 EV**  
**Registrations +67 %\***

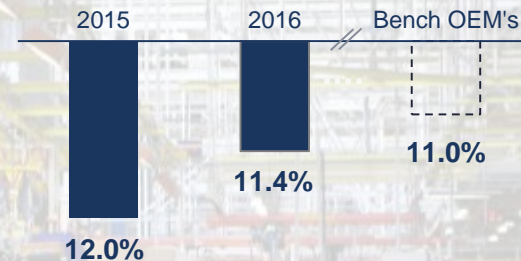
**2016 EV**  
**market +5 %\***

## € 1.2 bn FIXED COST REDUCTION over 2014-2016

### Production cost savings in Europe €/veh. over 2015 - 2018, including Euro6



### Wages to revenue ratio Automotive division\*

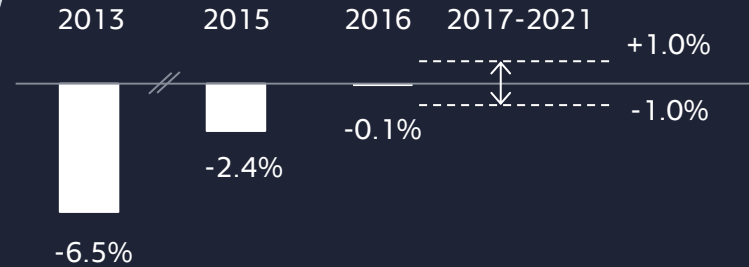


## ON TRACK TO REACH PUSH TO PASS TARGETS

# PEUGEOT – THE BEST HIGH END GENERALIST BRAND MOVE UP MARKET STRATEGY ON TRACK



## Pricing Power : mid term target reached



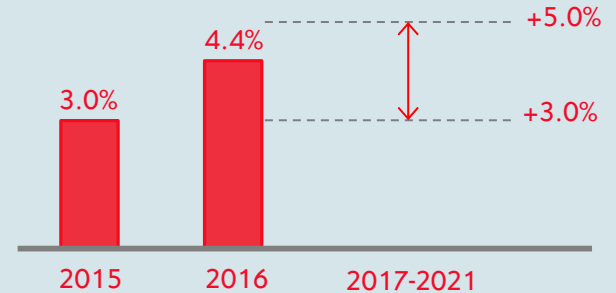
Pricing Power Europe vs Benchmark

■ Actual  
--- New Push to Pass target

# CITROËN - THE PEOPLE MINDED BRAND PRODUCT OFFENSIVE LAUNCHED



Pricing Power : mid term target reached



Pricing Power Europe vs Benchmark

■ Actual  
--- New Push to Pass Target

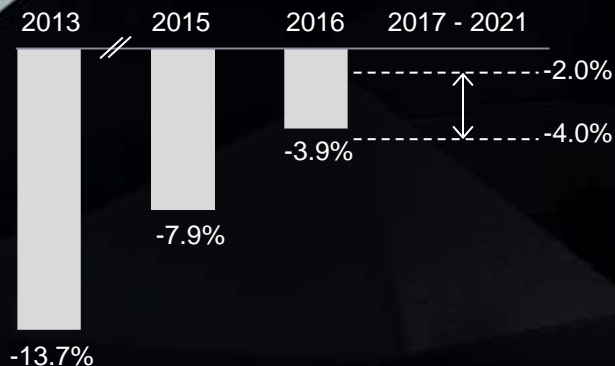
# DS – UNIQUE AVANT-GARDE EXPERIENCE FROM PARIS PAVING THE WAY FOR NEW GENERATION OF PRODUCTS



**ONLY YOU**  
L'EXPERIENCE DS



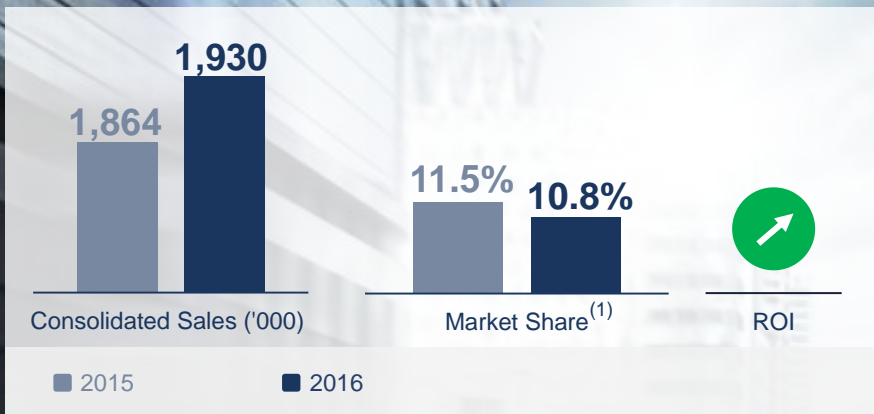
**Pricing Power :  
mid term target reached**



**Pricing Power Europe vs Benchmark**

■ Actual figures  
--- New Push to Pass targets

## EUROPE – FIT FOR GROWTH



### BUILD PROFITABLE GROWTH

- ▶ Leverage pricing power on new vehicles
- ▶ Iconic vehicles
  - Peugeot 3008 : 88 kunits orders & 84% on highest levels
  - Citroën C3 : 57 kunits orders & c.50% on highest level
  - Orders in pipeline up : +12.2% orders end Jan. 2017<sup>(4)</sup>
- ▶ Manufacturing efficiency on track
  - Plant modernization program

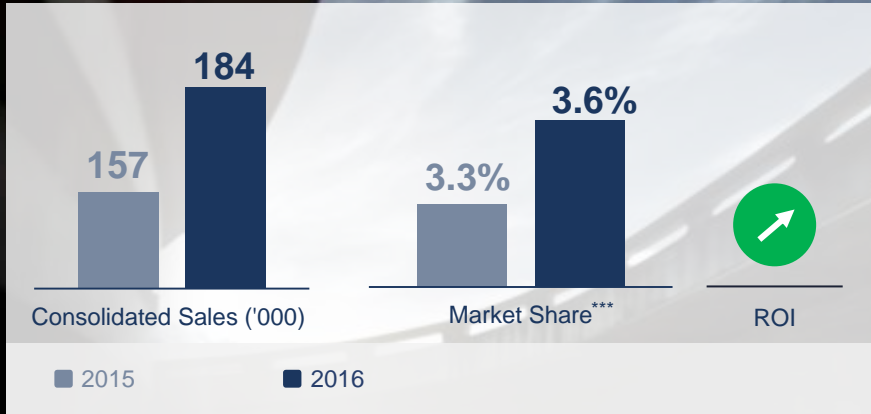
### STRONG PERFORMANCE

- ✓ Record ROI <sup>(2)</sup>
- X 2<sup>nd</sup> in market share in 2016 <sup>(1)</sup>
- ✓ 1<sup>st</sup> in LCVs with 18.9% market share
- ✓ CO<sub>2</sub> Leadership 102.4 g/km <sup>(3)</sup>
- ✓ Manufacturing efficiency: +9%



Peugeot 5008 GT – launch from H1 2017

# LATIN AMERICA – PROFITABLE GROWTH: FROM 3 DIGIT LOSS TO 3 DIGIT PROFIT\*



## SHARPER BUSINESS MODEL

- ▶ LCV offensive  
Local production from 2017
- ▶ New CMP platform from 2019

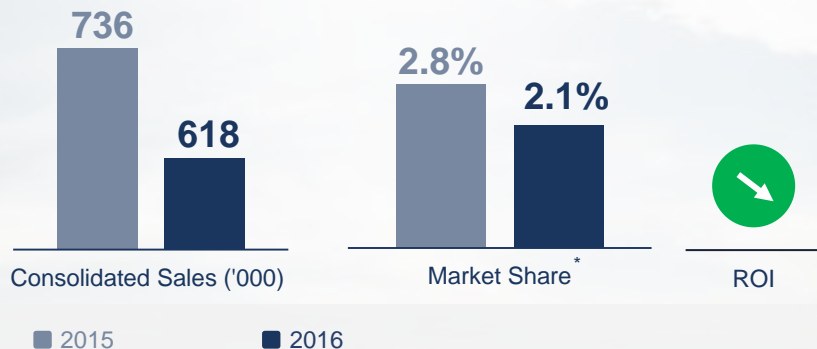
## PROFITABLE GROWTH

- ✓ Record ROI
- ✓ Market share & volume up
- ✓ Volume outside Mercosur: +17% (Chile +33%)
- ✓ Fixed costs down -22%\*\*



New Peugeot 208 Flex, Brazil energy emission leader

## CHINA & SE ASIA – TARGET CONFIRMED : 10% MARGIN BY 2021



### 5 SUV'S LAUNCHED IN 18 MONTHS

- ▶ Peugeot 4008 from end 2016  
22 kunits orders in 2 months / 40% upper versions
- ▶ Peugeot 5008 from H1 2017
- ▶ 2 Citroën SUV's & 1 DS SUV by 2018

- ASEAN** – Kick off plant by 2018
- Partnership in Vietnam in 2017

### CAPSA

- ✓ Brand construction on track
- ✓ Purchasing efficiency :10%
- ✓ Investing in new generation of vehicles

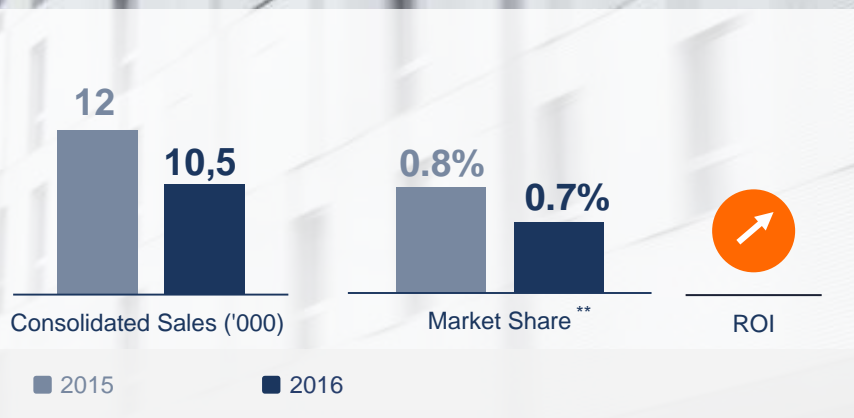
### DPCA

- X Market Share
- ✓ DPCA Op. Margin 7.0%\*\*
- ✓ Cost Reduction -6.2% vs 2015





## EURASIA – BREAK-EVEN TARGET IN 2017 CONFIRMED



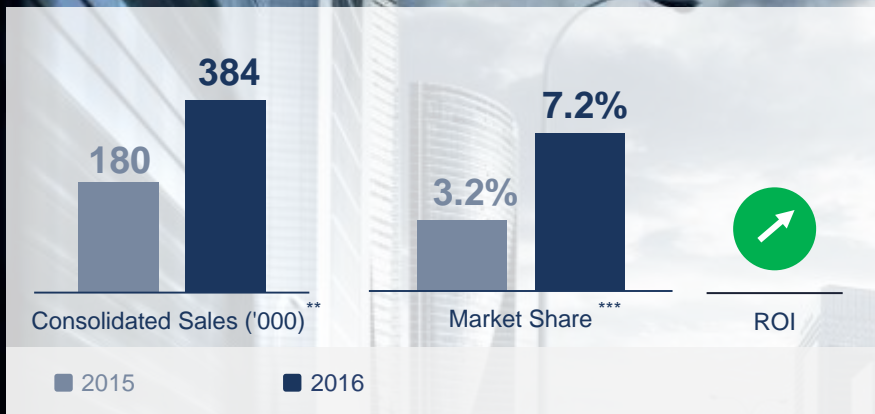
### TACKLING NEW FRONTIERS

- ▶ New LCV launches  
Mid size LCV locally produced from 2018
- ▶ Operate in new countries  
Georgia, Belarus, Kazakhstan

### SITUATION IS SOUND

- ✓ Automotive ROI up\* and close to break-even
- ✓ Fixed costs down\* -40%
- ✓ Profitable growth in Ukraine : sales +65%\*
- ✓ Profitable LCV business

## MIDDLE EAST & AFRICA – PROFITABLE GROWTH !



### STRATEGY ROLLING OUT : 70% Local production

- ▶ 2 industrial JV in Iran : 1<sup>st</sup> vehicle produced in 2017
- ▶ Morocco: plant building on track
- ▶ Local industrial partnerships : Nigeria, Ethiopia, Kenya, Tunisia...
- ▶ Renewed adapted offer : Mid-life Peugeot 301, Citroën C-Elysée, launch of one-ton Pick-up

### LEVERAGING STRENGTHS

- ✓ Automotive ROI UP\*
- ✓ Peugeot, Citroën and DS in Iran :  
233 ku Peugeot sales under license in Iran  
First Citroën & DS imports
- ✓ Peugeot back in Pick-up segment



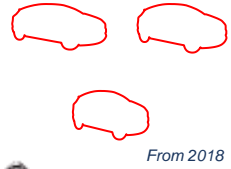
# MIDDLE EAST & AFRICA – ROLLING INDUSTRIAL START IN IRAN

**2**  
**INDUSTRIAL**  
**JVs**

*JV with Iran Khodro*



*JV with SAIPA*



**6**  
**MODELS**



**2**  
**PETROL**  
**ENGINES**



3 cyl.

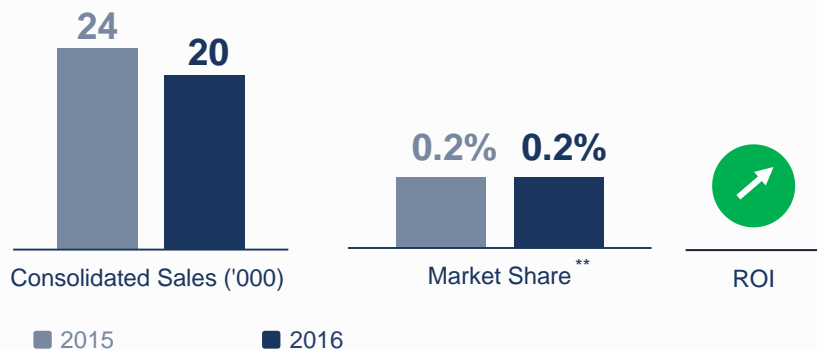


4 cyl.

**1**  
**PLATFORM**  
B & C  
segments



## INDIA PACIFIC – AHEAD OF PLAN IN INDIA : PARTNERSHIP SIGNED



### INDIA : FULL ECOSYSTEM BY 2021

- ▶ Long-term partnership with the CK BIRLA Group to produce and sell vehicles and components
- ▶ To be Indian in India  
Building a full ecosystem, from R&D to aftersales

### PACIFIC : MIXED PERFORMANCE IN 2016

- ✓ Automotive ROI up\*
- ✓ Profitable growth in Japan - sales up 22%\*
- ✓ Citroen & DS volumes up  
Successful launch : C4 Cactus
- ✓ Australia turnaround plan for 2017



### VOLUMES AND PROFIT UP

**Worldwide Sales up 5%**

**1<sup>st</sup> Group in Europe with 18.9% market share**

- ✓ 1<sup>st</sup> in Compact Vans with 31.3% segment share
- ✓ 3<sup>rd</sup> in Large Vans with 15.6% segment share
- ✓ Midsize Van renewed offer - segment share up 11.8% in Q4 vs 9.2% in Q3

### SUSTAINED PRODUCT OFFENSIVE

- ▶ **Reinforce European leadership**  
7 Midsize Van versions in 2017 (incl. PC)
- ▶ **New frontiers product offensive**  
Pick-up first launch in 2017
- ▶ **Eurasia & Latin America from end 2017**  
Next generation of e-LCV



# PSA GROUP 2021

FROM TURNAROUND TO PROFITABLE SUSTAINABLE GROWTH  
A CUSTOMER DRIVEN TRANSFORMATION



**A GREAT CAR MAKER**  
With cutting edge efficiency



**A MOBILITY PROVIDER**  
For a lifetime customer relationship

**DIGITAL BOOSTER**

**A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS**

# A MOBILITY PROVIDER

FOR A LIFETIME CUSTOMER RELATIONSHIP



**CUSTOMER  
INSIDE**

**MULTI-BRAND  
AFTERMARKET**

**USED CARS  
NEW  
CUSTOMERS**

**CONNECTED  
AND  
MOBILITY  
SERVICES**

**HASSLE  
FREE  
MOBILITY**

**NORTH  
AMERICA  
10 YEAR  
PROJECT**

**ENLARGE OUR CUSTOMER BASE**

## Co-creative process

### Online products and services results



★★★★★ 4.7/5

34 countries  
by end 2017



## A seamless customer journey

### Selling online

2 countries launched

Brazil Nov. 2016  
UK Jan. 2017

5 countries  
by end 2017



## A personalised relationship

### Connected vehicles Proactive maintenance service



c.70 000 customers

8.1/10 satisfaction rate  
89% service recommendation

### Online aftersales appointments

c.160 000  
entries booked  
in Europe





# MULTI-BRAND AFTERMARKET – STRONG ENABLERS TO BUILD PROFITABLE GROWTH

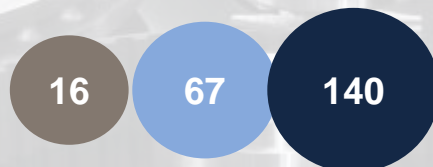
**Multi-brand  
References**  
c.44,000

**Parc Coverage\***  
95%

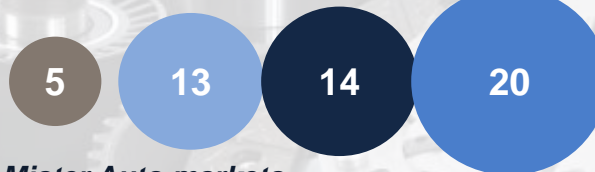
**ROI & Turnover**  
UP\*\*



2015    2016    2017    2021



*Spare parts distribution Hubs*



*Mister Auto markets*

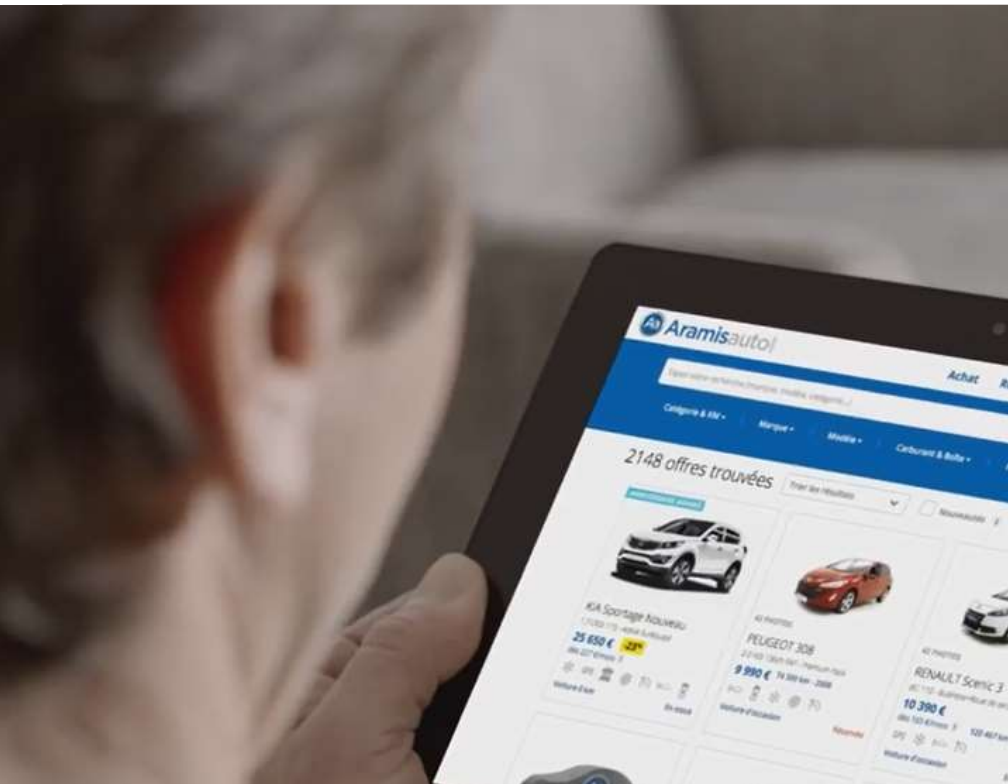


*Euro Repar Car Service Repairers*

**+10% Sales  
by 2018\*\***

# USED CAR, NEW CUSTOMERS – BECOMING A MULTI-BRAND OPERATOR

- ✓ **Dedicated business unit**
- ✓ **c.430,000 used cars sold in 2016**
- ✓ **On-line trading platform operational**  
**Aramisauto**  
1 million unique visitors / month\*  
360 M€ turnover in 2016



2000  
30  
MARQUES

**Sell & Buy on-line**

9350€  
BU-546-GF

**Operate in B2B, B2C, C2C, with 800,000 sales by 2021 & Profit x4 by 2021\*\***

# FREE2 MOVE

+21 %  
Revenue Growth  
2016 vs 2015



Car Sharing Services

1 App  
22 mobility providers



Smart Services

New services  
to be launched in 2018



Lease

400,000 cars in fleet



B2B Fleet Sharing

Launch in 2017



B2B Fleet Management

50,000 connected cars

# CAR SHARING – ONE SINGLE APP FOR ALL MOBILITY CUSTOMER NEEDS

## 1 SINGLE APP

Launched in Feb. 2017



150,000 USERS



22 mobility providers  
16 cities in 5 countries



## MOBILITY SERVICES ENRICHMENT By end 2017

**emov**

Madrid,  
45K reg. users



France & more,  
300K reg. users

**Koolicar**

France,  
170K reg. users

**Communauto**

Canada & France,  
48K reg. users

**Bolloré**

Bordeaux & Lyon, Los Angeles  
6K reg. users

& more to come ...

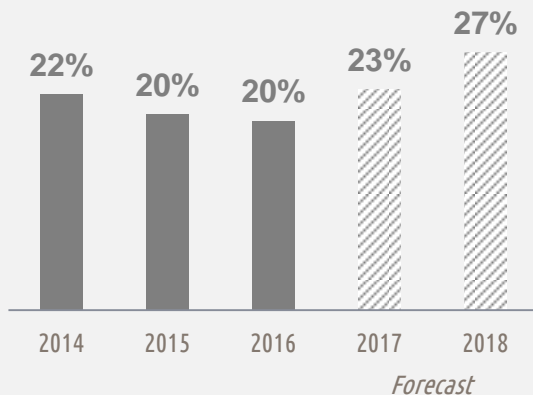
## GEOGRAPHIC DEPLOYMENT By end 2017



& more to come ...

# HASSLE FREE MOBILITY – ON TRACK TO BECOME A MULTI-BRAND LEASER

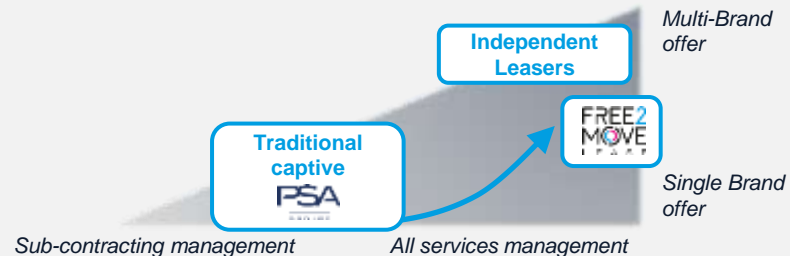
## LEASE BUSINESS OPPORTUNITY



Lease penetration rate \*

**FREE<sup>2</sup>  
MOVE**  
L E A S E

## TOWARDS AN INTEGRATED MULTI-BRAND LEASER



## DEDICATED BUSINESS UNIT FOR HIGHER EFFICIENCY



**PROFIT +€100M by 2021** vs 2015

**Dedicated team on the ground**

**CAR SHARING B2C**  
starting in Los Angeles

with  **Bolloré**

**CAR SHARING C2C**

  
with **TRAVELCAR**



**PROFITABLE GROWTH :**

**PERFORMANCE MATTERS  
MORE THAN SIZE**

**GROWTH AS A REWARD  
OF A JOB WELL DONE**

**FOCUS ON EXECUTION AND STAY OPEN TO STRATEGIC OPPORTUNITIES**



# ***ATTACHMENTS***





# CONSOLIDATED WORLDWIDE SALES

<i>Units*</i>		2015	2016	Change
Europe**	Peugeot	1,056,103	1,102,230	+4.4%
	Citroën	731,141	762,576	+4.3%
	DS	76,733	65,452	-14.7%
	<b>Total PSA</b>	<b>1,863,977</b>	<b>1,930,258</b>	<b>+3.6%</b>
China & South East Asia	Peugeot	412,271	351,904	-14.6%
	Citroën	302,198	250,297	-17.2%
	DS	21,479	16,151	-24.8%
	<b>Total PSA</b>	<b>735,948</b>	<b>618,352</b>	<b>-16.0%</b>
Latin America	Peugeot	99,261	122,639	+23.6%
	Citroën	56,613	60,196	+6.3%
	DS	1,204	1,072	-11.0%
	<b>Total PSA</b>	<b>157,078</b>	<b>183,907</b>	<b>+17.1%</b>
Eurasia	Peugeot	6,538	5,626	-13.9%
	Citroën	5,374	4,758	-11.5%
	DS	88	106	+20.5%
	<b>Total PSA</b>	<b>12,000</b>	<b>10,490</b>	<b>-12.6%</b>
India-Pacific	Peugeot	18,457	13,977	-24.3%
	Citroën	4,143	4,452	+7.5%
	DS	1,189	1,457	+22.5%
	<b>Total PSA</b>	<b>23,789</b>	<b>19,886</b>	<b>-16.4%</b>
Middle East & Africa***	Peugeot	117,093	323,084	+175.9%
	Citroën	61,472	58,662	-4.6%
	DS	1,642	1,743	+6.2%
	<b>Total PSA</b>	<b>180,207</b>	<b>383,489</b>	<b>+112.8%</b>
Total Assembled vehicles and CKD's	Peugeot	1,709,723	1,919,460	+12.3%
	Citroën	1,160,941	1,140,941	-1.7%
	DS	102,335	85,981	-16.0%
	<b>Total PSA</b>	<b>2,972,999</b>	<b>3,146,382</b>	<b>5.8%</b>

## GROUP REVENUE BY DIVISION

<i>In million Euros</i>	2015	2016	Change
Automotive	37,514	37,066	(448)
Faurecia	18,770	18,710	(60)
Other businesses and eliminations*	(1,608)	(1,746)	(138)
<b>Group Revenue</b>	<b>54,676</b>	<b>54,030</b>	<b>(646)</b>

## GROUP RECURRING OPERATING INCOME BY DIVISION

<i>In million Euros</i>	2015	2016	Change
Automotive	1,871	2,225	354
Faurecia	830	970	140
Other businesses and eliminations*	32	40	8
<b>Group Recurring Operating Income</b>	<b>2,733</b>	<b>3,235</b>	<b>502</b>

# BANQUE PSA FINANCE\*

<i>In million Euros</i>	2015	2016	Change
Revenue	1,601	1,405	(196)
Net banking revenue	1,065	1,026	(39)
Cost of risk (in % of average loans)	0.33%	0.24%	-0.09pt
<b>Recurring Operating Income</b>	<b>514</b>	<b>571</b>	<b>57</b>
Penetration rate	29.9%	30.8%	+0.9pt
Number of new contracts (lease and financing)	731,701	767,848	36,147

# FAURECIA

<i>In million Euros</i>	2015	2016	Change
Revenue	18,770	18,710	(60)
<b>Recurring Operating Income</b>	<b>830</b>	<b>970</b>	<b>140</b>
% of revenue	4.4%	5.2%	
<b>Consolidated net income</b>	<b>503</b>	<b>706</b>	<b>203</b>
<b>Free Cash Flow</b>	<b>191</b>	<b>1,011</b>	<b>820</b>
Net Financial Position	(1,026)	(475)	551

# PARTNERSHIPS

<i>In million Euros</i>	2015	2016	Change
50% Dong Feng Motor company Partnership	350	242	(108)
50% Changan Partnership	(50)	(292)	(242)
50% Chinese Financial JV	11	14	3
50% Banque PSA Finance JVs	112	181	69
Other	14	(17)	(31)
<b>Share in net earnings of companies at equity</b>	<b>437</b>	<b>128</b>	<b>(309)</b>
100% Banque PSA Finance businesses to be continued in partnership	65	21	(44)
Faurecia Automotive Exteriors	72	174	102
<b>Net result from operations held for sale or to be continued in partnership</b>	<b>137</b>	<b>195</b>	<b>58</b>

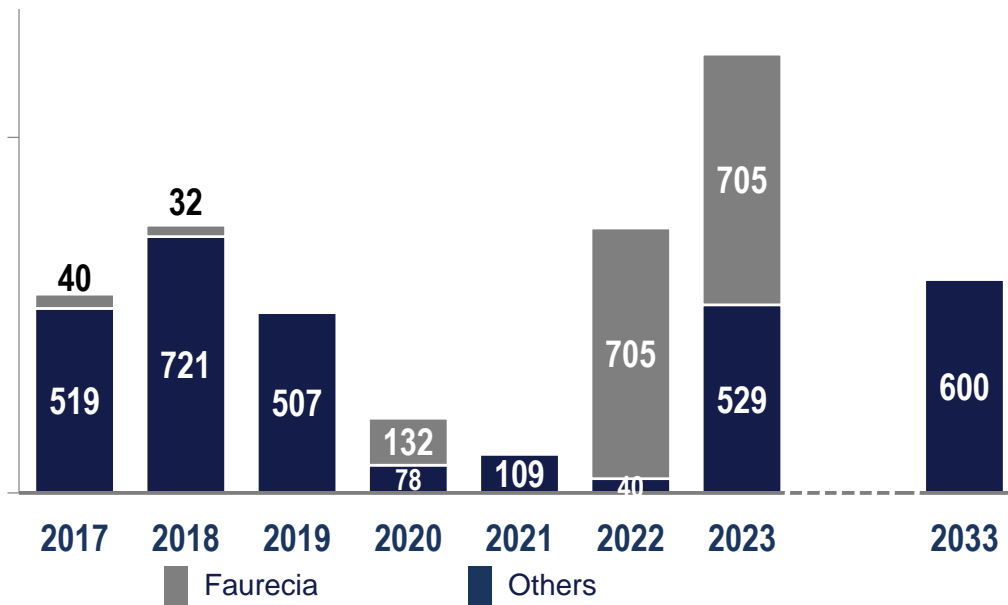
# FINANCIAL SECURITY

<i>In million Euros</i>	31 December 2015	31 December 2016	Change
Cash and Cash Equivalents	10,465	11,576	1,111
Financial Investments	352	110	(242)
Current & non current financial assets	535	1,088	553
<b>TOTAL Cash &amp; Financial assets</b>	<b>11,352</b>	<b>12,774</b>	<b>1,422</b>
Lines of Credit (undrawn) – excluding Faurecia	3,000	3,000	-
Lines of Credit (undrawn) – Faurecia	1,200	1,200	-
<b>TOTAL Financial Security</b>	<b>15,552</b>	<b>16,974</b>	<b>1,422</b>

# DEBT MATURITY PROFILE – PRIORITY TO REDUCE FINANCING COSTS

## Gross debt\* in nominal value - End 2016

In million Euros



- Faurecia: €700M 7 years 3.625% bond issue successfully priced on March 16, 2016
- Faurecia: €490M December 2016 bond fully redeemed on April 12, 2016
- PSA Group: €500M 7 years 2,375% bond issue successfully priced on April 8, 2016
- PSA Group: €496M tendered on bonds 2017, 2018 and 2019 redeemed on June 22, 2016



# CORE MODEL & TECHNO STRATEGY - RICH & SHARP TECHNO STRATEGY



Best in class  
petrol engine (3 cyl.)



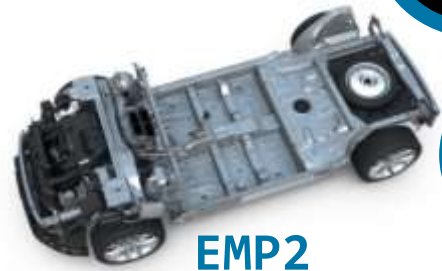
2015 & 2016



State of the Art  
Emission Control  
Euro6 Diesel 100% SCR



Alternative powertrain  
7 PHEV  
from 2019 to 2021  
60 km range



EMP2



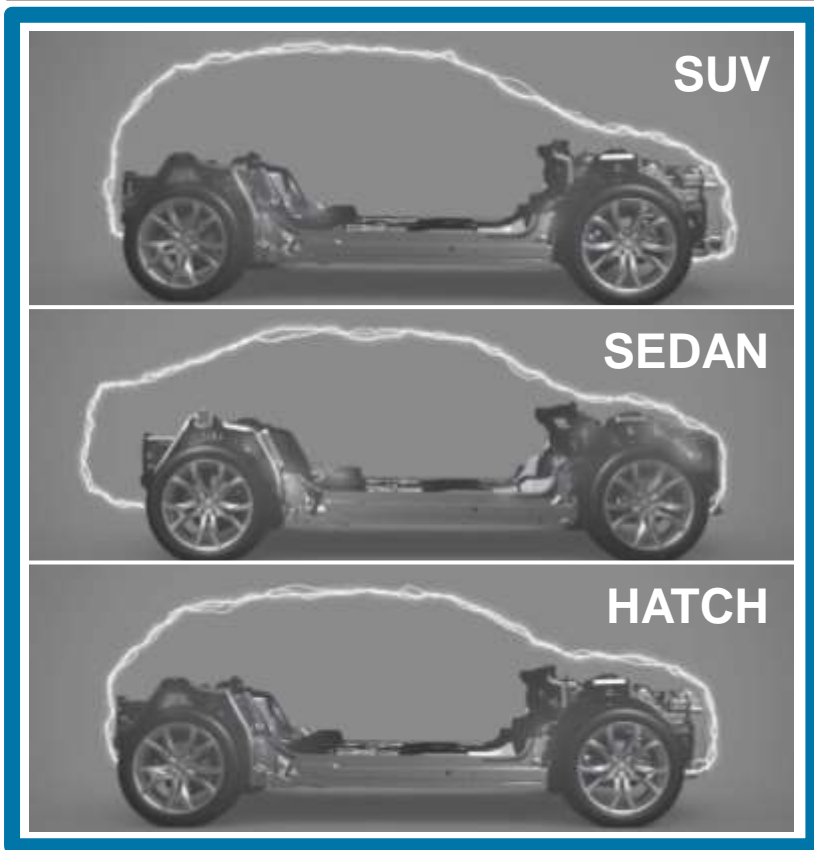
e-AWD

From 2019



ADAS & Connectivity Rolling out

# CORE MODEL & TECHNO STRATEGY - RICH & SHARP TECHNO STRATEGY



Best in class  
petrol engine (3 cyl.)



State of the Art  
Emission Control  
Euro6 Diesel 100% SCR

e-CMP  
4 BEV from 2019 to 2021  
450 km range

ADAS & Connectivity  
Rolling out from 2019