

ANNUAL GENERAL MEETING – 24 APRIL 2018

Louis Gallois

Chairman of the Supervisory Board



2017 RESULTS

Carlos TAVARES

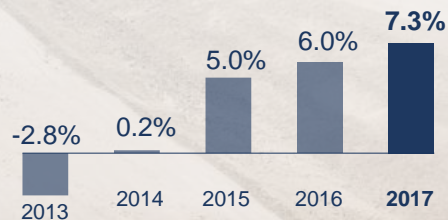
Chairman of the Managing Board



OUTSTANDING RESULTS OF PUSH TO PASS IN 2017

7.3%

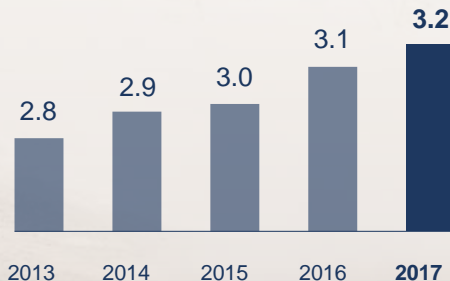
Recurring Operating Margin*
PCD Automotive Division



* Recurring operating income related to Revenue

3.23 m

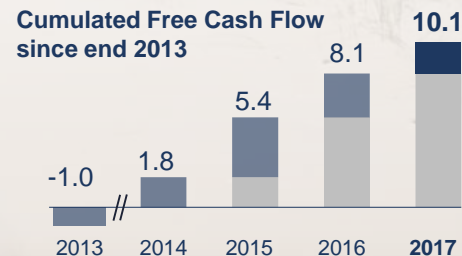
Worldwide Unit Sales**
PCD Automotive Division



** PCD Assembled Vehicles, CKDs and vehicles under license

+€2.0 bn

Free Cash Flow***
PSA excluding OV



*** FCF for Sales & Manufacturing companies [excl. OV]



PCD: Peugeot Citroën DS
OV: Opel Vauxhall

IT'S ALL ABOUT PEOPLE AND EXECUTION

BUSINESS SENSE



Ecosystem & Partnership



Business Lab



Social & Environmental
Responsibility

COMPETITIVE MINDSET



Customer Centric

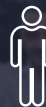


Results Oriented



Concentration - Focus

MERITOCRACY



Talent Management



Cross Functional Teams



Leadership
Drive The Change

AN OPPORTUNITY TO BOOST VALUE CREATION

GROUPE PSA 2016

Group Recurring Operating Margin*

6.0%

Worldwide Unit Sales**

3.15 m

Group Revenue

€54.0 bn

OV ACQUISITION

Efficiency
lever

Stronger
homebase with
German and UK
brands

Innovation
capability

GROUPE PSA 2017***

Group Recurring Operating
Margin*

6.1%

+0.1 pt

Worldwide Unit Sales**

3.63 m

+15.4%

Group Revenue

€65.2 bn

+20.7%

OUR VISION

GROUPE PSA 2021

FROM TURNAROUND TO PROFITABLE SUSTAINABLE GROWTH
A CUSTOMER DRIVEN TRANSFORMATION



A GREAT CAR MAKER
With cutting edge efficiency

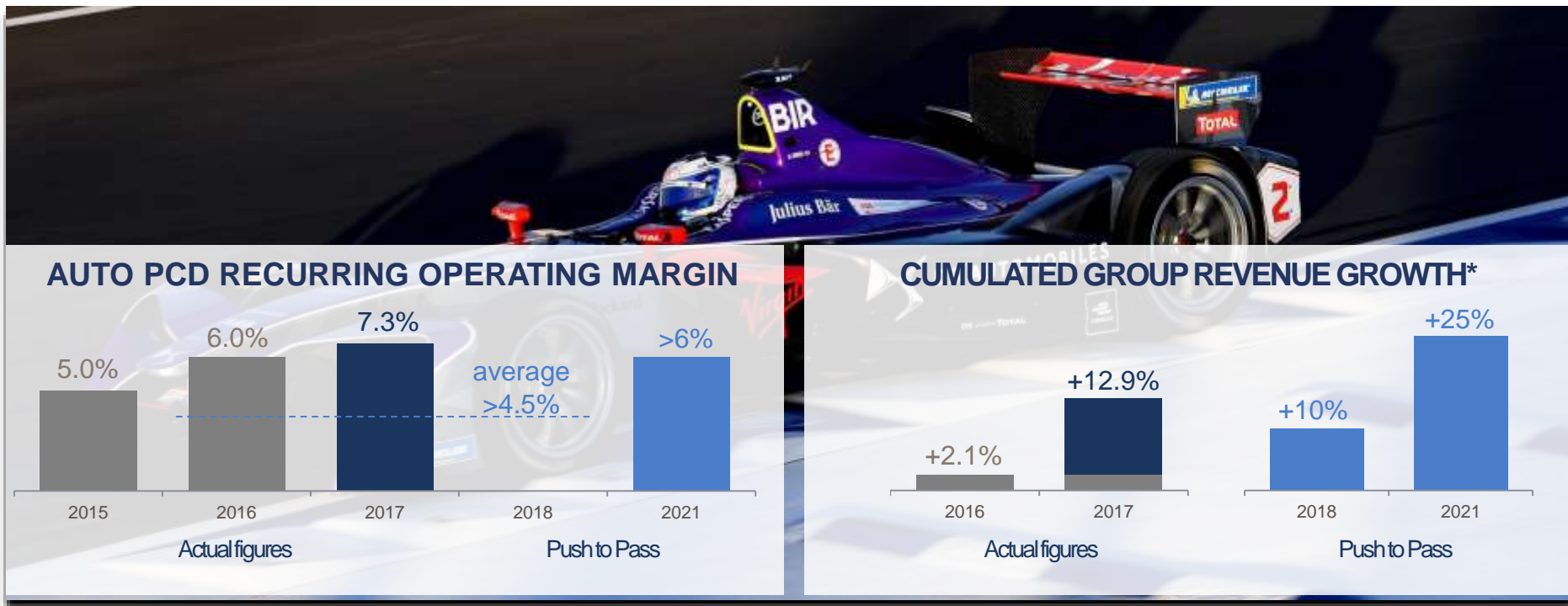


A MOBILITY PROVIDER
For a lifetime customer relationship

DIGITAL BOOSTER

A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS

PUSH TO PASS TARGETS



* versus 2015 at constant exchange rates and perimeter (excluding OV)

FINANCIAL RESULTS

Jean-Baptiste de Chatillon
CFO and Member of the Managing Board

+11.5% : NET INCOME GROUP SHARE INCREASE

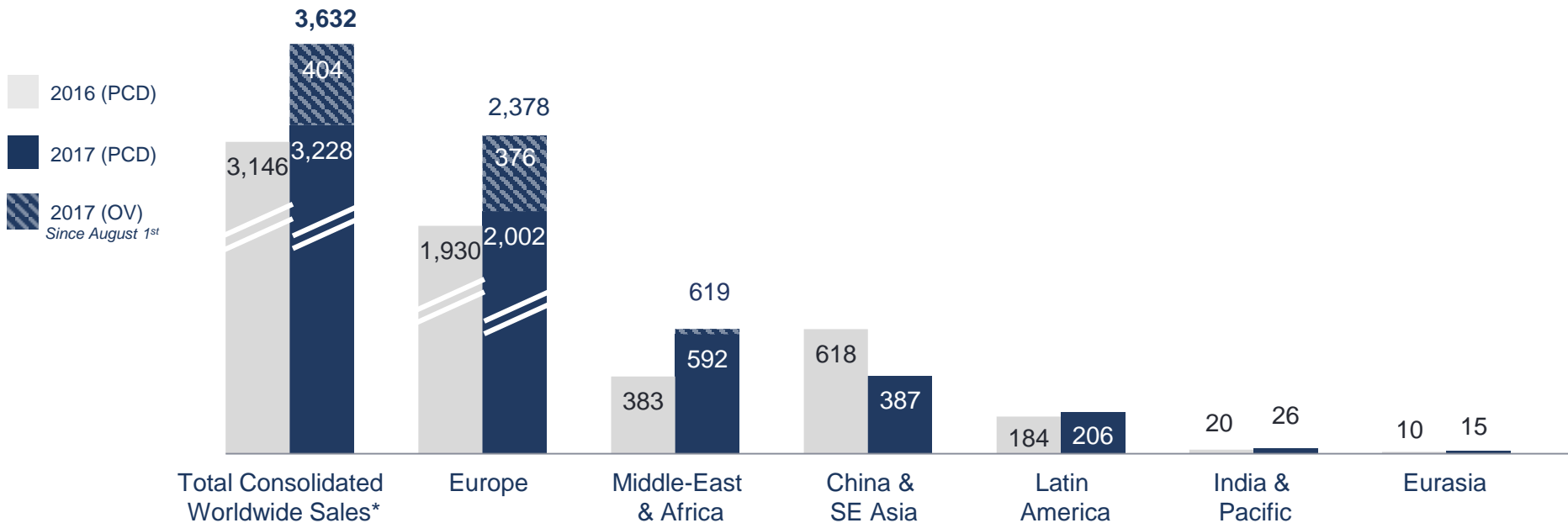
In million Euros

	2016	2017	Change
Revenue	54,030	65,210	11,180
Recurring Operating Income	3,235	3,991	756
% of revenue	6.0%	6.1%	
Non-recurring operating income and (expenses)	(624)	(904)	(280)
Operating income	2,611	3,087	476
Net financial income (expenses)	(268)	(238)	30
Income taxes	(517)	(701)	(184)
Share in net earnings of companies at equity*	128	217	89
Net result from operations to be continued in partnership*	195	(7)	(202)
Consolidated net income / (loss)	2,149	2,358	209
Net income, Group Share	1,730	1,929	199

+15.4% : GROUPE PSA SALES AT 3,63 M UNITS

In thousands of units*

+2.6 % w/o OV	+3.7 % w/o OV	+54.4 % w/o OV	-37.4 %	+12.1 % w/o OV	+31.0 %	+42.1 % w/o OV
+15.4 % with OV	+23.2 % with OV	+61.4 % with OV		+12.2 % with OV		+45.0 % with OV

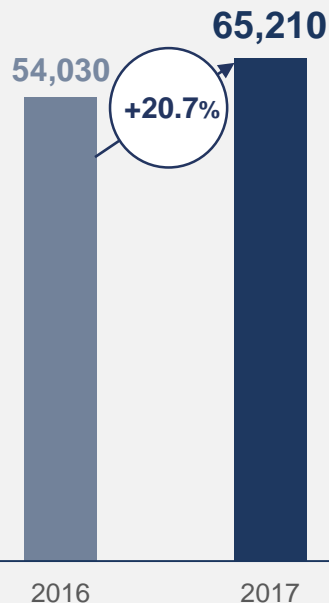


GROUP REVENUE

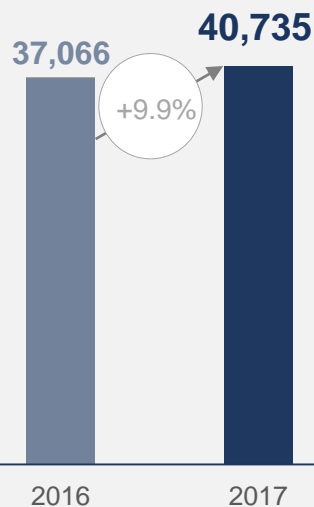
+20.7% : REVENUE GROWTH

In million Euros

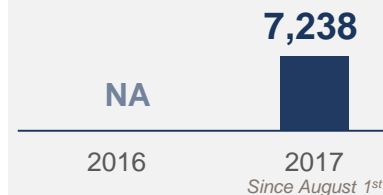
Group



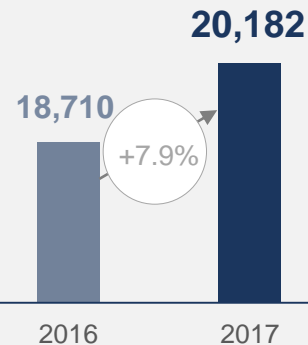
Automotive Division *Peugeot Citroën DS*



Automotive Division *Opel Vauxhall*



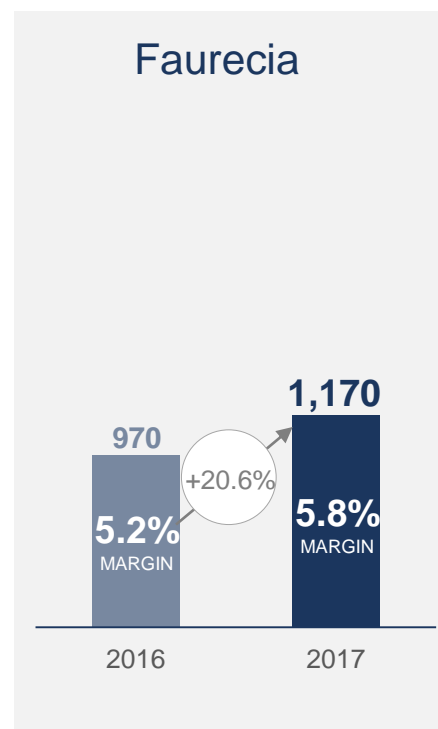
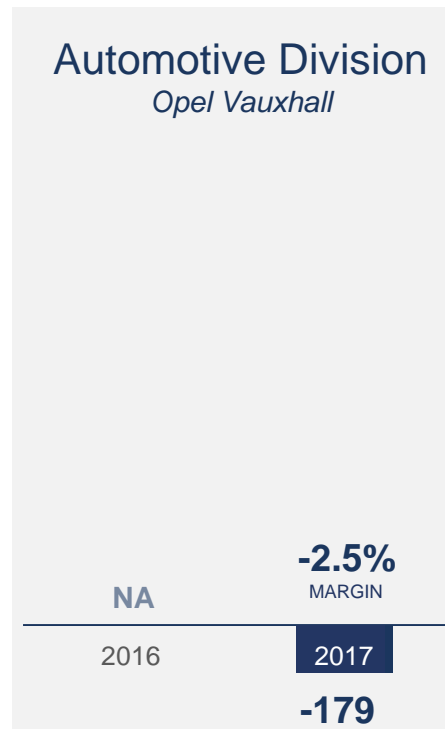
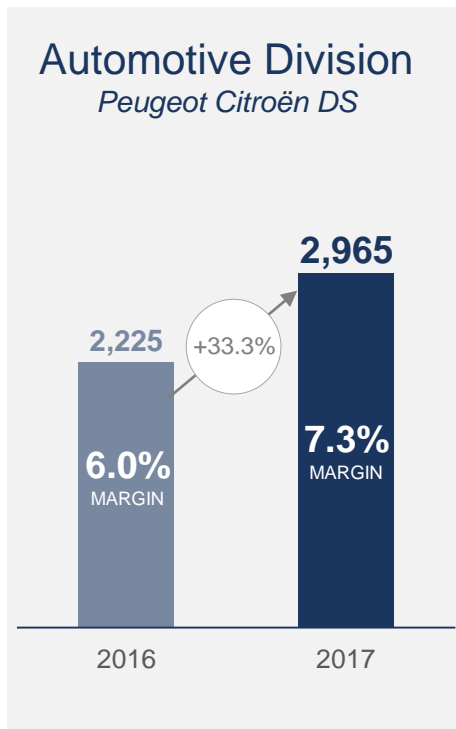
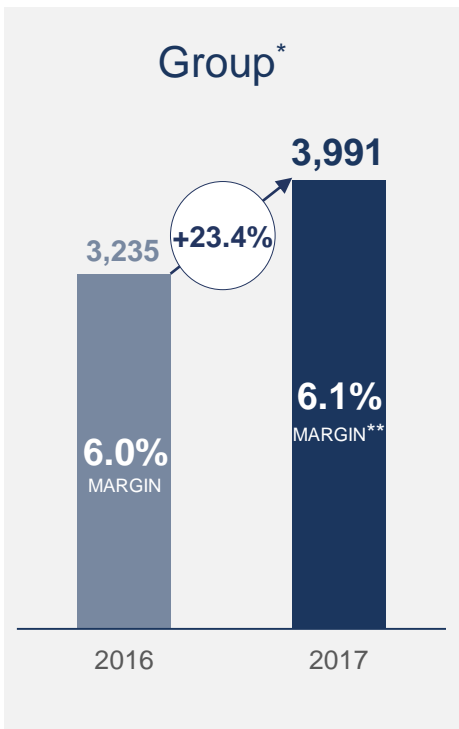
Faurecia



GROUP RECURRING OPERATING INCOME & MARGIN

+23.4% : GROUP ROI INCREASE

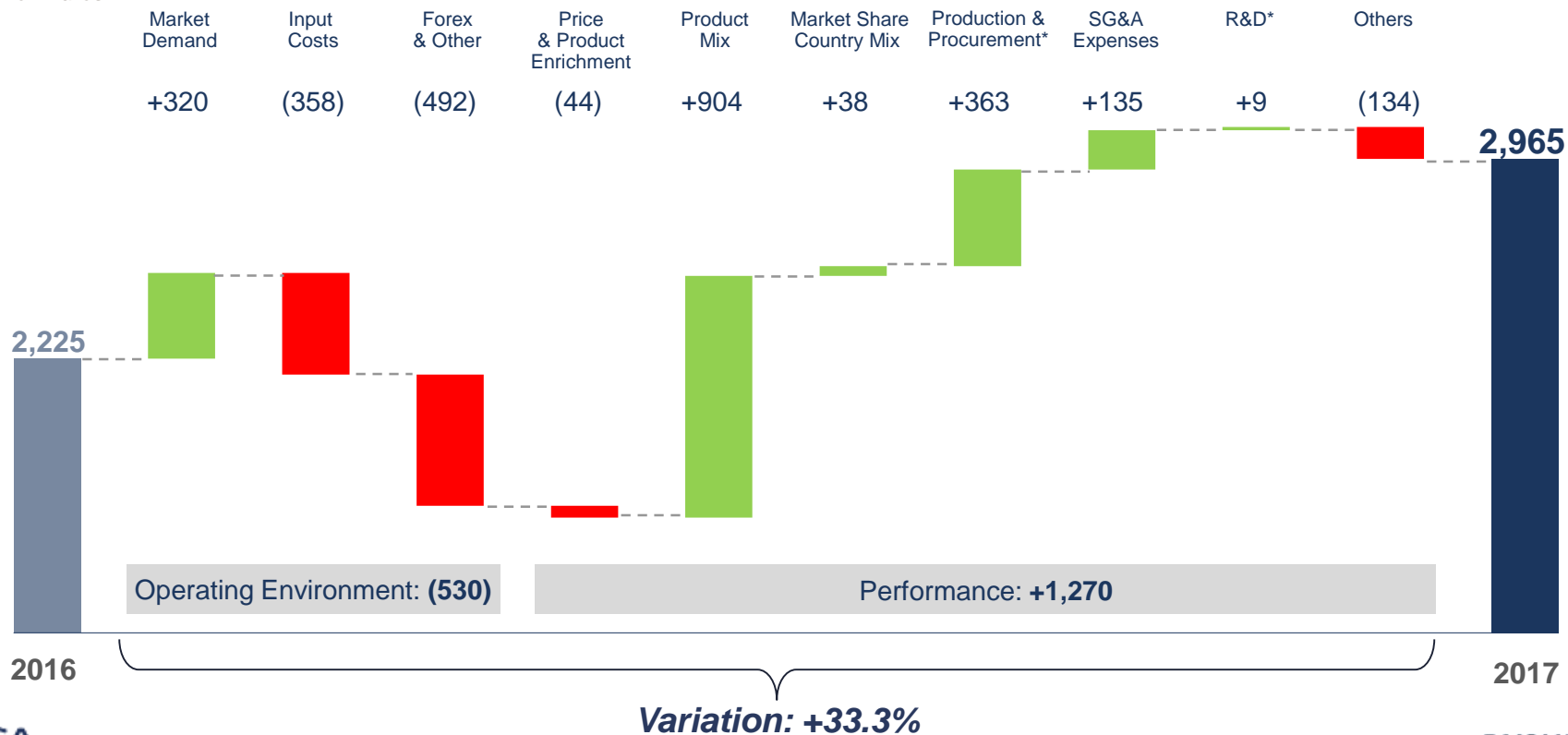
In million Euros and as % of revenue



PCD AUTOMOTIVE RECURRING OPERATING INCOME ANALYSIS

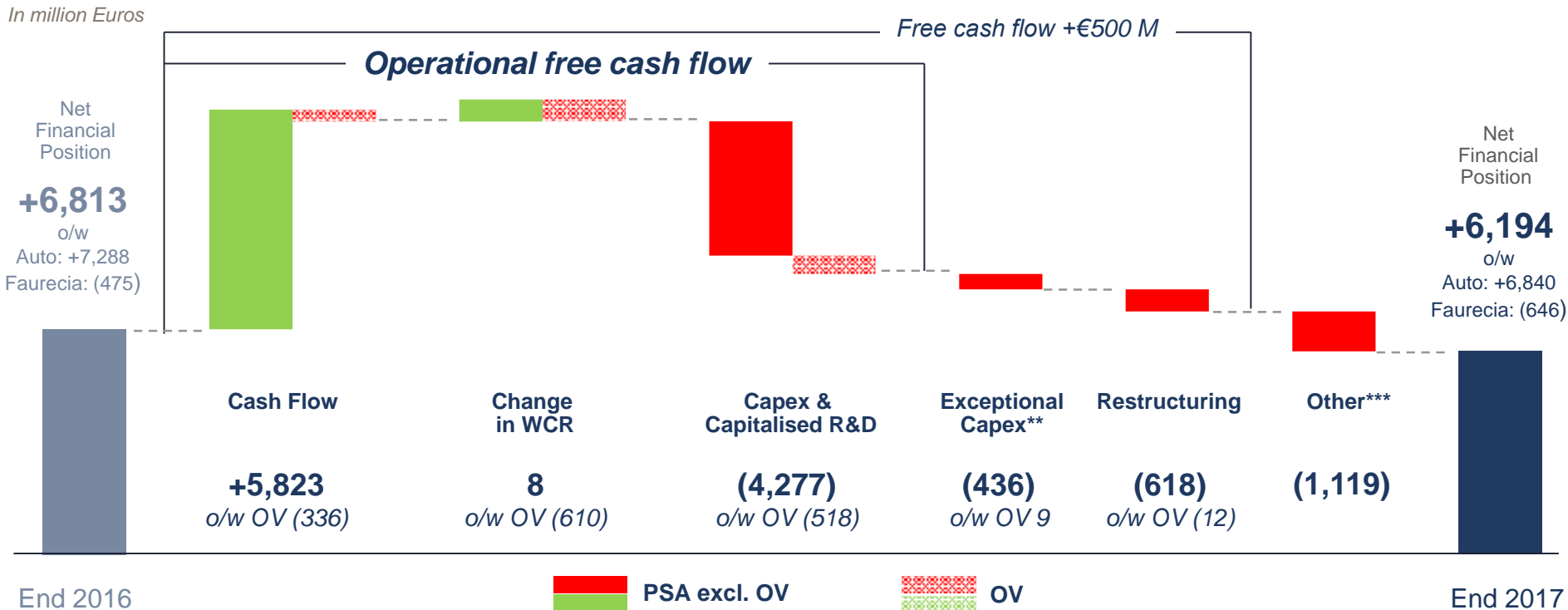
+33.3% : PCD ROI INCREASE

In million Euros



GROUP CASH FLOW & NET FINANCIAL POSITION ANALYSIS*

+€1 554 M : POSITIVE OPERATIONAL FREE CASH FLOW



Q1 2018 Highlights



PCD STEADY GROWTH

INCREASING MARKET SHARE +0.7 pt*

- ✓ Peugeot: +0.5 pt Citroën: +0.2 pt
- ✓ PC: +0.6 pt LCV: +1.3 pts
- ✓ Peugeot & Citroën strongest growing brands in Top10

PEUGEOT N°1 SUV BRAND IN EUROPE

SALES VOLUMES +8.7%*

- ✓ Peugeot: +11.9% Citroën: +4.4% DS: +5.6%

MANUFACTURING AT FULL SPEED

New Citroën C4 Cactus

SUCCESSFUL GLOBAL ROLL-OUT

REINFORCED EUROPEAN LEADERSHIP

- ✓ Sharp increase of market share +5.4 pts at 25.7%* (PCD+OV)
- ✓ Leader on compact, mid-size & large vans
- ✓ Ongoing offensive embarking Opel Vauxhall (Combo, Vivaro)

ACCELERATION OUTSIDE EUROPE

- ✓ Progression of sales outside Europe: +16%**
- ✓ Extended manufacturing footprint for mid-size vans (Uruguay, Russia)



Peugeot Expert

FOOTPRINT EXPANSION TO SUPPORT GLOBAL SUSTAINABLE GROWTH



GROUP REVENUE

+42.1% : REVENUE GROWTH

In million Euros

Group*

18,182

12,798

+42.1%

+21.6%

vs 3M 2015
@ constant
exchange rates
and perimeter

Q1 2017

Q1 2018

Automotive Division

Peugeot Citroën DS

10,214

9,018

+13.3%

Q1 2017

Q1 2018

Automotive Division

Opel Vauxhall

4,838

N/A

Q1 2017

Q1 2018

Faurecia*

4,315

4,204

+2.6%

Q1 2017

Q1 2018

MARKET AND OPERATIONAL OUTLOOK

2018 Market Outlook

EUROPE

stable

CHINA

+2%

LATIN AMERICA

+4%

RUSSIA

+10%

PSA
excl. OV

Deliver **over 4.5% Automotive Recurring Operating Margin** ⁽¹⁾ on average **in 2016-2018**, and target over 6% by 2021

Deliver **10% Group Revenue growth by 2018** vs 2015 ⁽²⁾ , and target additional 15% by 2021 ⁽²⁾

Opel
Vauxhall

Deliver **2% Automotive Recurring Operating Margin** ⁽¹⁾ by 2020, and **6%** by 2026.

Deliver a **positive Operational Free Cash Flow** ⁽³⁾ by 2020

PUSH TO PASS



HIGHLIGHTS

Carlos Tavares
Chairman of the Managing Board

GROUPE PSA 2021

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With cutting edge efficiency



A MOBILITY PROVIDER
For a lifetime customer relationship

DIGITAL BOOSTER

A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS

A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS

EXPRESS INDIVIDUAL & COLLECTIVE TALENTS

Set of values supporting performance culture



DEMAND
DRIVE

AGILITY
DARE

WIN TOGETHER
RESPECT

PSA
GROUPE



TALENT AND CHANGE MANAGEMENT

Leadership
Drive the change



DETERMINED

AGILE

INSPIRING

DIGITAL TRANSFORMATION ON TRACK

CUSTOMER CONNECTED COMPANY



**Personalized contacts
with clients**



Online car sales



**Connected Services sold
on line and updated over
the air**



EFFICIENCY BOOSTER



Efficient company

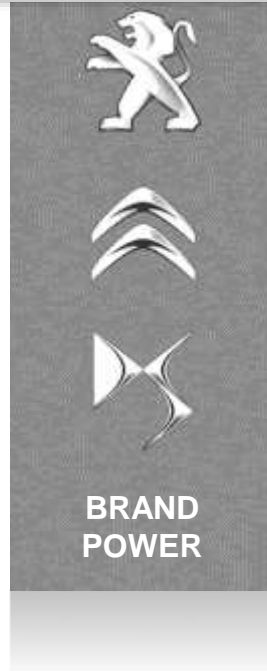
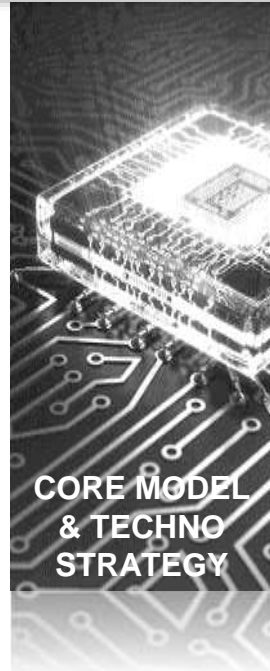
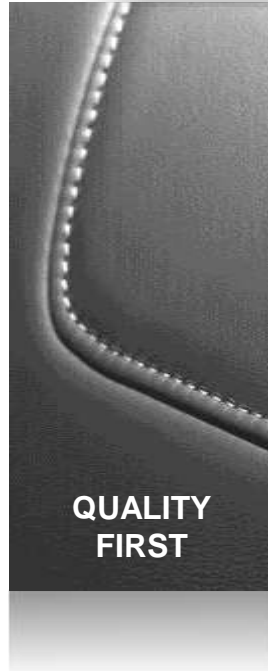


Digital employees



A GREAT CAR MAKER

CUTTING EDGE EFFICIENCY



QUALITY STANDARDS ROLL-OUT

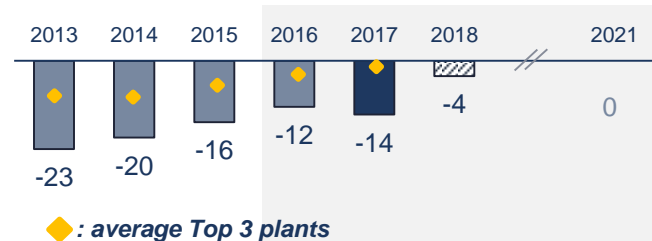


Best quality for
each customer worldwide

+32%
(2017 vs 2016)
Quality alignment
between regions ⁽¹⁾

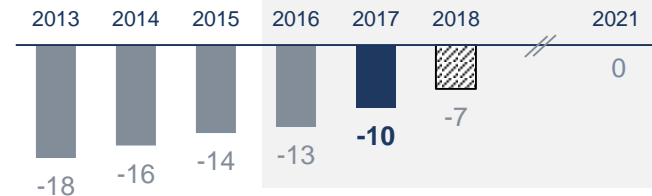
PRODUCTS

Industrial Right-First Time-Through⁽²⁾ vs benchmark



SERVICES

Push-to-Pass roadmap

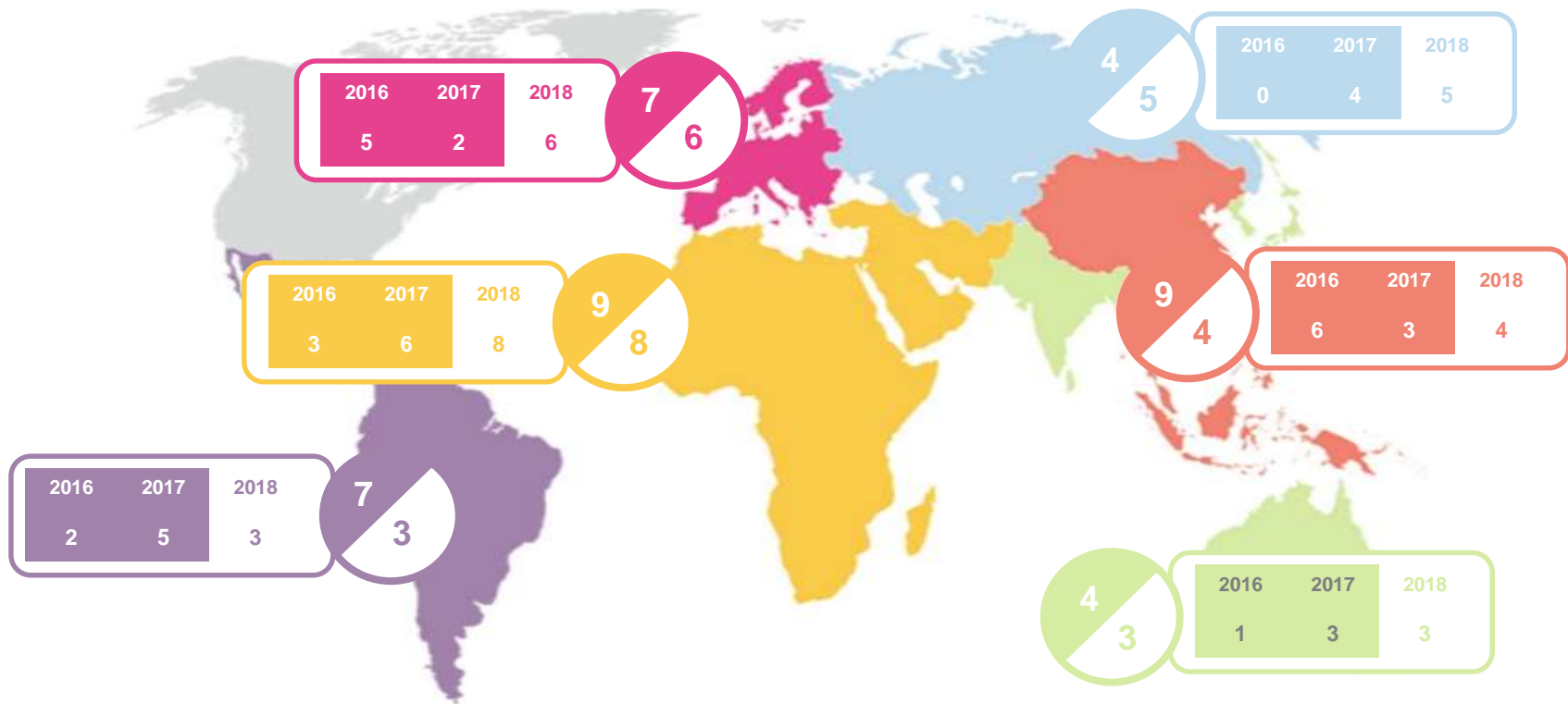


Aftersales customer recommendation⁽³⁾ vs benchmark



Zero compromise on customer satisfaction

40 REGIONAL LAUNCHES IN 2016-2017 & 29 IN 2018 : ON TRACK



EFFICIENT ROADMAP TO ELECTRIFICATION, CONNECTIVITY AND AUTONOMOUS DRIVING

2 multi-energy
modular platforms

+

Best-in-class ICE
ahead of RDE
regulation



+

Transparency with
NGOs



- Platforms → **2 electrified platforms**
- Components → **Partnership with NIDEC**
- Line-up → **100% electrified core models by 2025**

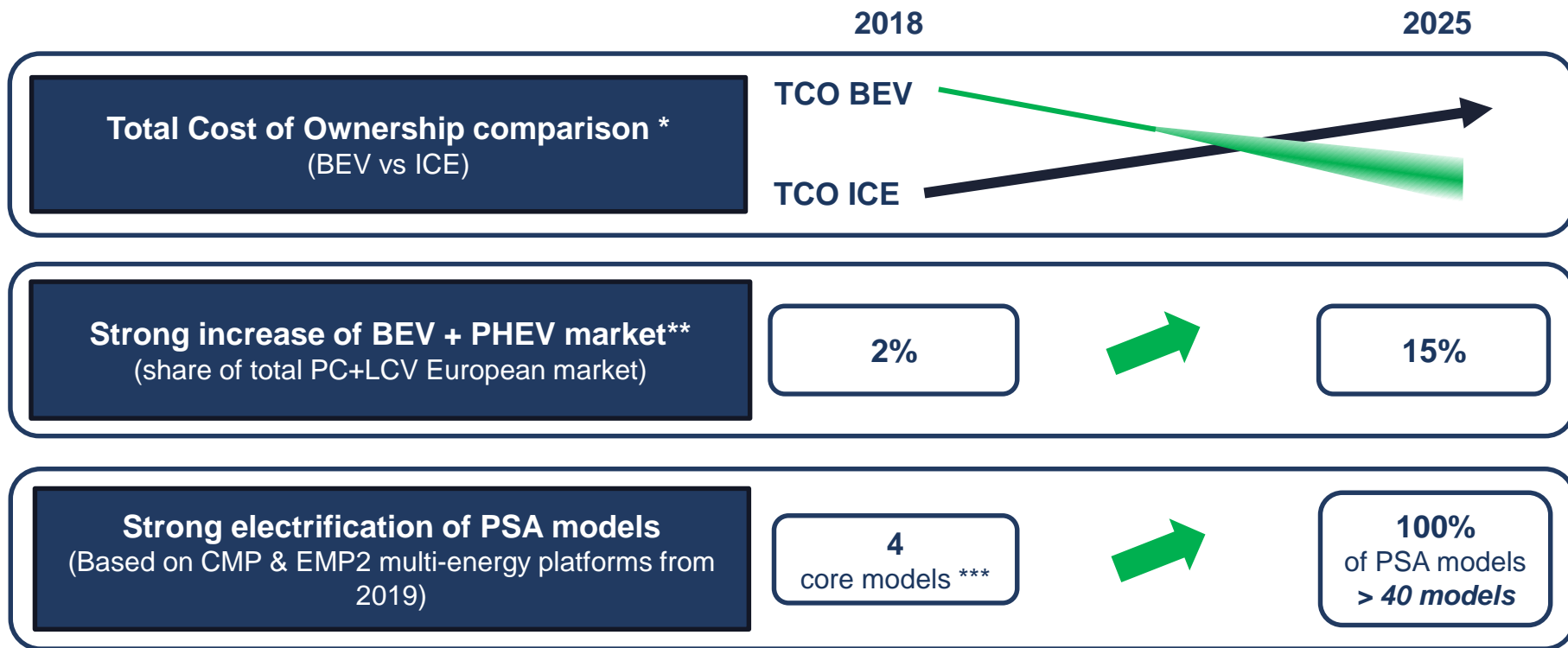


- Mirroring functions on all core models
- Over The Air capability roll-out started
- Full OTA through Huawei partnership



- Among leaders with « level 2 » features in the street with DS 7 CROSSBACK

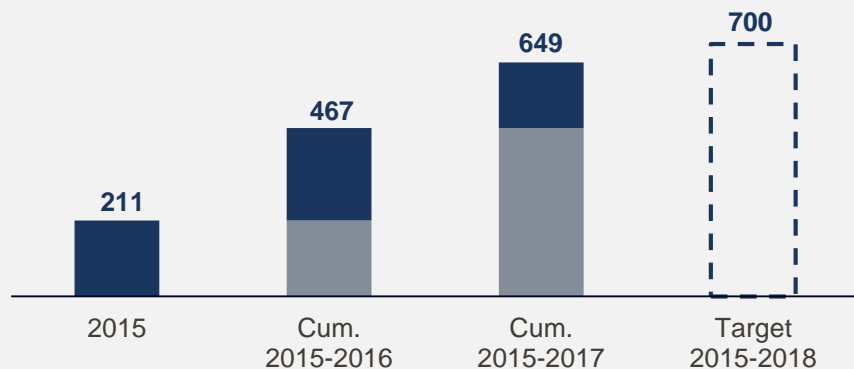
ELECTRIFICATION: RIGHT TIMING, RIGHT OFFER



ON TRACK TO REACH PUSH TO PASS TARGETS

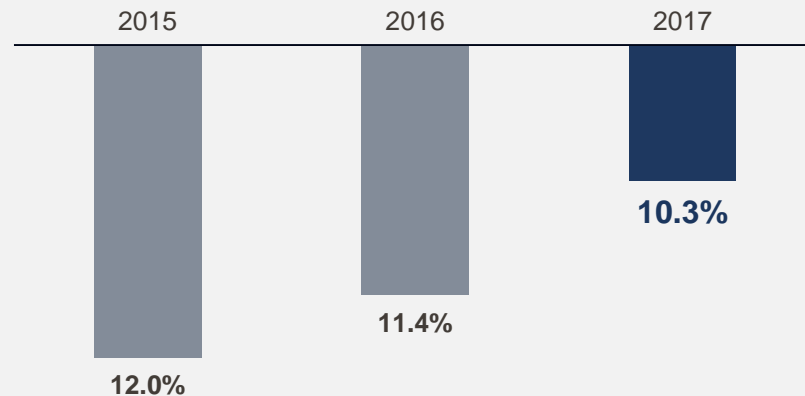
PCD Production cost savings in Europe

€/veh. over 2015 - 2018, including Euro6, raw mat



Wages to revenue ratio

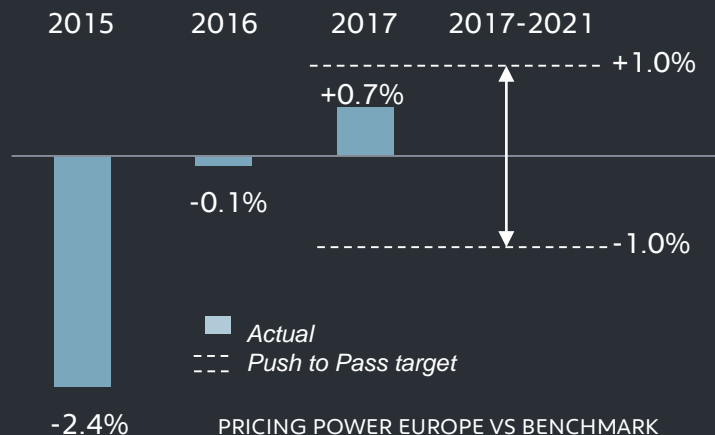
PCD Automotive Division*



PEUGEOT – THE BEST HIGH END GENERALIST BRAND

MOVE UP MARKET STRATEGY ON TRACK

PRICING POWER AT THE RIGHT LEVEL



NEW PEUGEOT 508

CITROËN – THE PEOPLE MINDED BRAND PRODUCT OFFENSIVE LAUNCHED

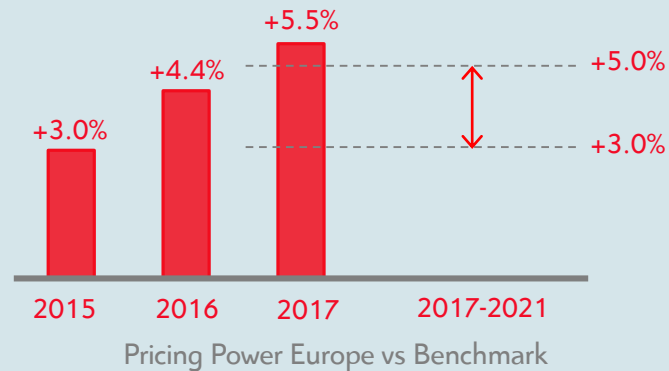


CITROËN C3 Aircross

INSPIRED BY YOU



PRICING POWER AT THE RIGHT LEVEL



■ Actual
--- Push to Pass target

DS – FRENCH AVANT-GARDE EXCLUSIVE EXPERIENCE SET FOR PREMIUM BRAND SUCCESS



DS 7 CROSSBACK

“

*Vorbild Louis Vuitton?
Das französische Premium-SUV setzt auf
Schönheit*
FOCUS.DE

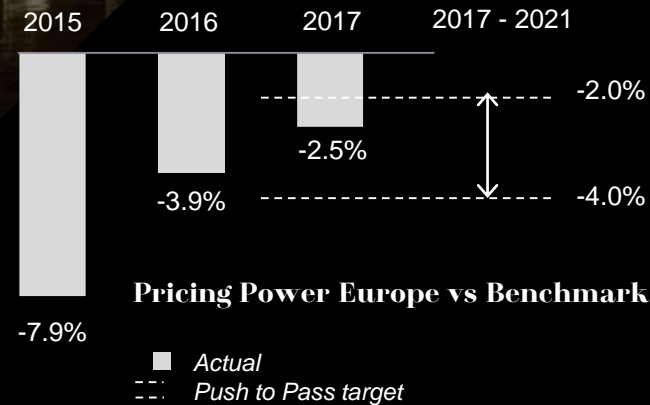
”

“

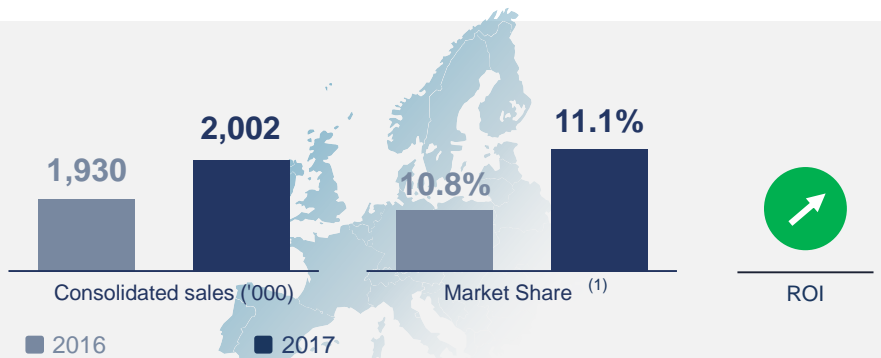
*DS 7 is perfectly well-enough executed as
a vehicle to barge its way into the mosh
pit of rivals.*
TOPGEAR.COM

”

PRICING POWER AT THE RIGHT LEVEL



OUTSTANDING PROFITABILITY AND GROWTH



PERFORMANCE BOOSTED BY SUV AND LCV

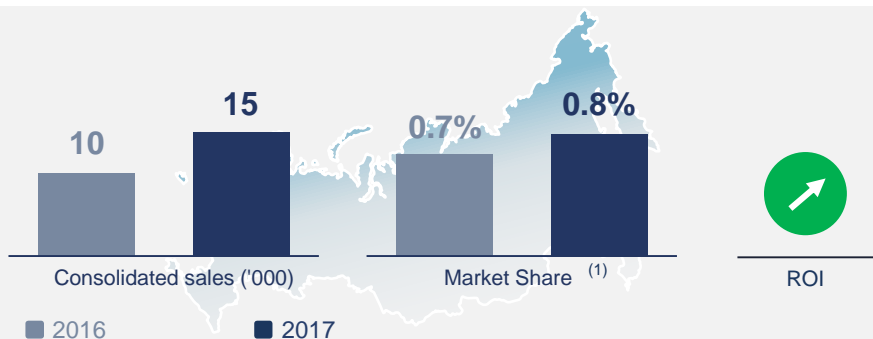
- ✓ Market share rebound: +0.3 pt. ⁽²⁾
- ✓ Success of all new models with a growing share of SUV
- ✓ LCV Market share +1.3 pt at 20.2% ⁽²⁾
- ✓ Volume growth on profitable channels
- ✓ Manufacturing efficiency on track despite an adverse environment



ONGOING PRODUCT BLITZ

- ▶ DS 7 CROSSBACK
- ▶ New Peugeot 508
- ▶ New Citroën C4 Cactus Berline
- ▶ New Citroën Berlingo and Peugeot Rifter/Partner
- ▶ Citroën C5 Aircross

BACK TO PROFITABILITY



PROFITABLE GROWTH

- ✓ ROI up ⁽²⁾ and positive
- ✓ Revenue up +54% ⁽²⁾
- ✓ Sales volumes up +42% ⁽²⁾
- ✓ Growth driven by Peugeot 3008, Citroën C4 Picasso and LCV



PRODUCT OFFENSIVE

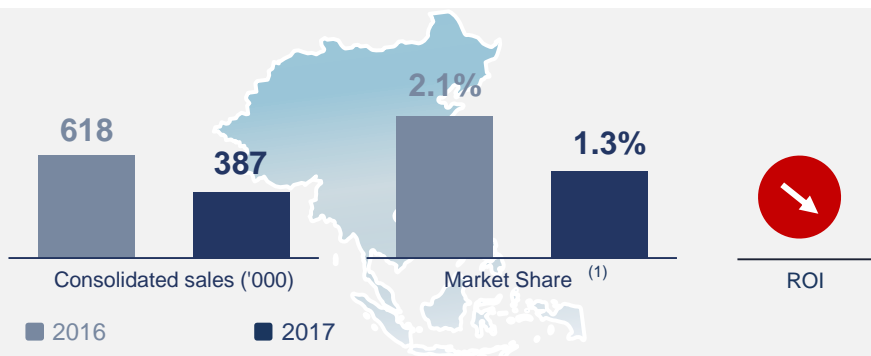
- ▶ Peugeot 5008 commercial launch in Russia & Ukraine
- ▶ Citroën C3 and C3 Aircross in Russia & Ukraine
- ▶ DS 7 CROSSBACK commercial launch in Russia



LOCALIZED PRODUCTION FOR LCV OFFENSIVE

- ▶ Mid-size van locally produced in Russia from 2018
- ▶ JV to produce LCVs in Uzbekistan from 2019

RESTORE FOUNDATIONS FOR REBOUND



DPCA

- ✓ Sales rebound since June (+55% H2 vs H1) supported by SUV offensive
- ✓ Dealer network stabilized; Stock cleaned (halved to 43ku)
- ✓ In-depth 360° rationalizing: breakeven point down 10%

CAPSA

- ✓ Strict cost cutting leading to 23% fixed costs reduction (over 2016/17)
- ✓ Stabilized network on efficient and active dealers
- ✓ Strengthened partnership with ChangAn



PRODUCT OFFENSIVE

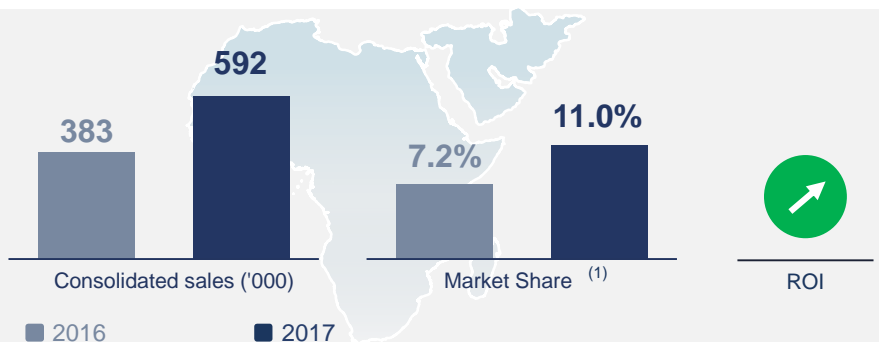
- ▶ SUV momentum ongoing in China in 2018 (DS 7 CROSSBACK, Citroën C3 Aircross)
- ▶ Acquisition of Jian Xin, leading spare parts distributor in China



MALAYSIA

- ▶ Implementation of a manufacturing hub for ASEAN, based on a brownfield acquired from NAZA: first production of Peugeot 3008 starting in 2018, and Citroën C5 Aircross in 2019

FOOTPRINT EXPANSION FOR A SUSTAINABLE PROFIT POOL



STRONG PERFORMANCE IN 2017

- ✓ Sales volumes up 54%
- ✓ ROI positive and increased
- ✓ Industrial footprint and local integration: on track to reach Push to Pass targets



PRODUCT OFFENSIVE

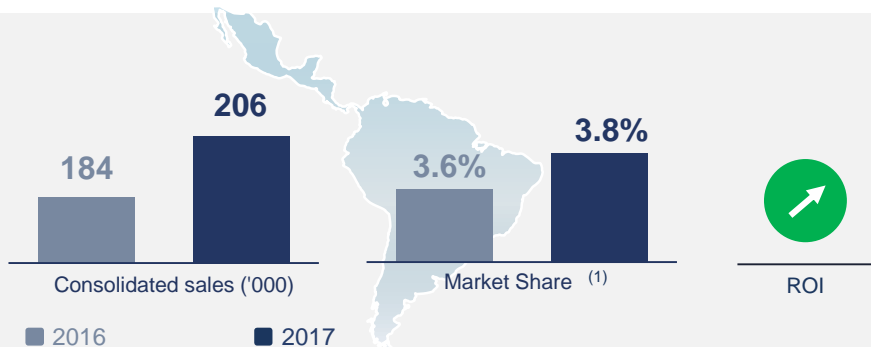
- ▶ Peugeot Pick-Up launched in 2017, local production in 2018
- ▶ Iran production started: 2008 ramp-up. Peugeot 301 & Citroën C3 launch in 2018



FACILITIES IMPLEMENTATION: AHEAD OF TIMING

- ▶ Morocco: R&D activity started (development of local products); Engine assembly starting in 2018
- ▶ Algeria project signed: first car to be assembled locally in 2018

PROFITABLE GROWTH



SOLID GROWTH

- ✓ Automotive ROI up ⁽²⁾
- ✓ Automotive Revenues up by +13% ⁽²⁾
- ✓ Volumes up by +12% ⁽²⁾
 - ✓ o/w outside Mercosur: +33% ⁽²⁾



PRODUCT OFFENSIVE

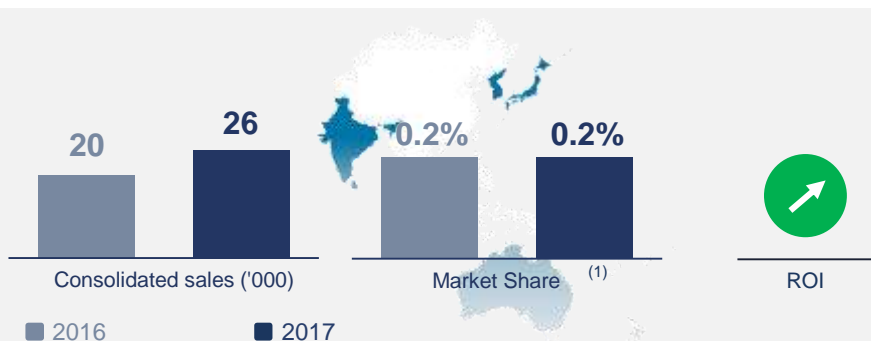
- ▶ Strong LCV offensive all over the region
- ▶ Peugeot 3008 and 5008 success



LOOKING FOR BETTER EFFICIENCY

- ▶ Localized production for LCV offensive
 - ▶ Mid-size van produced in Uruguay from H2 2017
 - ▶ New compact van in Argentina from end 2017
- ▶ Preparing convergence on CMP platform from 2019

PROFITABLE GROWTH



TURNAROUND ACHIEVED

- ✓ Automotive ROI up ⁽²⁾
- ✓ Sales up +31% ⁽²⁾
- ✓ Profitable growth in Japan: sales up 19% ⁽²⁾



PRODUCT OFFENSIVE

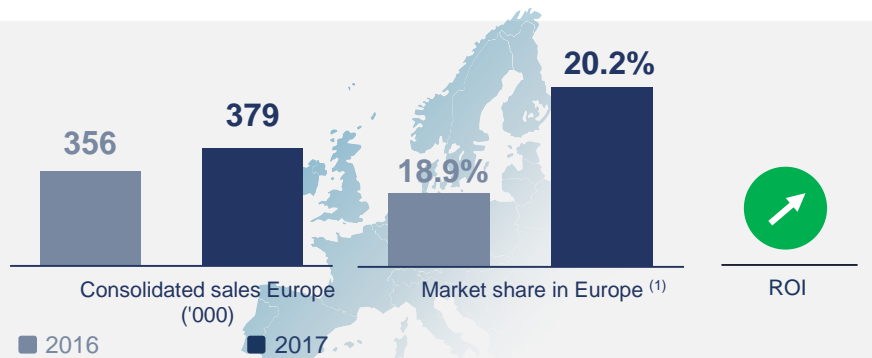
- ▶ Successful launch of Peugeot 3008 throughout the Pacific region and of Citroën C3 in Japan
- ▶ Sales x3 in Australia ⁽²⁾



DEPLOYMENT IN INDIA PACIFIC

- ▶ First DS Stores opened in Japan in 2017
- ▶ Ongoing construction of the partnership in India

ONGOING OFFENSIVE



REINFORCED LEADERSHIP IN EUROPE

- ✓ Market share +1.3 pt at 20.2% ⁽¹⁾
- ✓ Both volume and market share growth in the 3 main segments
- ✓ Enlarged gap with the 2nd competitor : 4 pt (+1.4 pt) ⁽¹⁾
- ✓ Profit up

OVERSEAS GROWTH ON TRACK

- ✓ Eurasia : sales up 52% ⁽¹⁾ before start in H1 2018 of local production of Peugeot Expert and Citroën Jumpy
- ✓ Latin America : sales up 13% ⁽¹⁾

FURTHER GROWTH DRIVERS

- ▶ Renewal of Peugeot Partner and Citroën Berlingo families
- ▶ Carry out LCV commercial offensive worldwide
- ▶ Ongoing extension of the manufacturing footprint

REVIVAL PLAN UNDER EXECUTION



Opel Insignia Grand Sport

PACE! PLAN BUILT IN 100 DAYS

- ✓ KPI & targets implemented, based on benchmark
- ✓ Variable compensation aligned

SYNERGY-ORIENTED ORGANIZATIONS IMPLEMENTED

- ✓ First R&D global competence centers in Rüsselsheim
- ✓ Global Purchasing organization up and running

PERFORMANCE/HR AGREEMENTS REACHED IN 2017

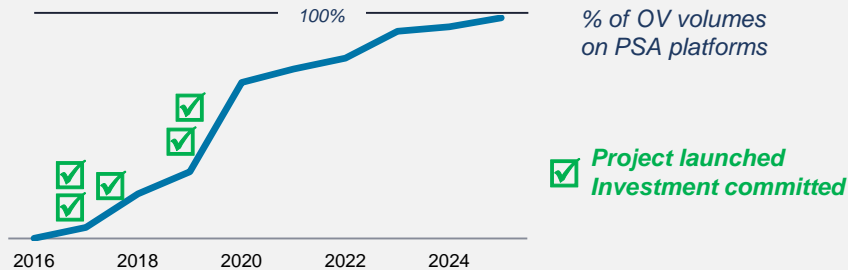
- ✓ Performance plans launched in several plants (*Industrial modernization, supply chain optimization, HR agreements with voluntary leaves, real estate ...*)
- ✓ Framework HR agreement in Germany with IG Metal & Works Council (*early retirement, senior leaves, ...*)

COMMERCIAL OFFENSIVE STARTED

- ✓ Export offensive started, supported by new importers (*Tunisia, Morocco, RSA...*)
- ✓ New COMBO launch in 2018 driving LCV offensive

PACE! PLAN DELIVERING CONCRETE RESULTS

Accelerated convergence on PSA technology



FIXED COST REDUCED BY 17%*

- ✓ Travel expenses reduced by 30%*
- ✓ IT operating expenses decreased by 39%*

JOINT PURCHASING ACHIEVEMENTS

- ✓ Media costs reduced by € 20 M in 2018 resulting from Group bundled RFQ

REDUCING COMPLEXITY

- ✓ For existing models (e.g. Adam wheels diversity halved)
- ✓ New Corsa: number of parts down 40%

LOWERING DEVELOPMENT COSTS

- ✓ New Corsa development costs halved vs prev. targets (-42% on CAPEX ; -66% on engineering costs)
- ✓ Astra facelift CAPEX reduced by 10% vs originally planned

GROUPE PSA 2021

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With cutting edge efficiency



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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

A COMPLETE AND OPERATIONAL ANSWER TO MOBILITY NEEDS

END CUSTOMERS

Freedom of movement



A mobility services platform
Free2Move App
 600,000 users
 30+ providers



Carsharing services
Free2Move Carsharing
 Wholly-owned & partners



+49%
 Cumulated Revenue Growth vs 2015
 targeting x10 by 2021

CORPORATE CUSTOMERS

Easy vehicle leasing

Multi-make full service leasing
Free2Move Lease
 430,000 vehicles on the road



Enhancing vehicle usage

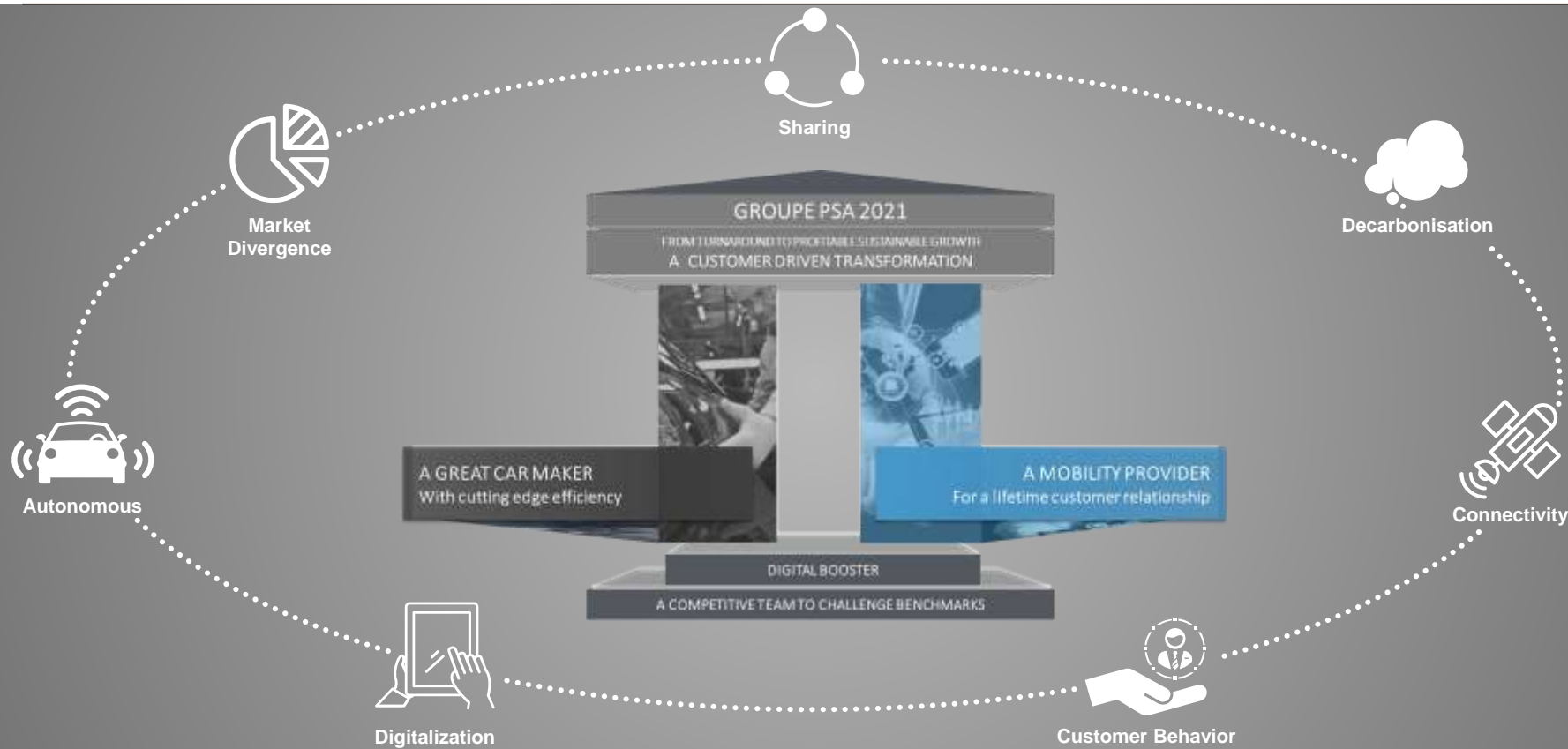
Digital carsharing
Free2Move Fleet Sharing
 Launched in 2017



Real-time fleet management
Free2Move Connect Fleet
 95,000 connected vehicles



OUR CUSTOMER DRIVEN TRANSFORMATION



PROPOSED ***RESOLUTIONS***

Grégoire Olivier
Secretary General

Report on Corporate Governance

Louis Gallois

Chairman of the Supervisory Board



Statutory Auditors' Reports

Thierry Blanchetier – Mazars

Laurent Miannay – Ernst & Young



REPLIES TO WRITTEN QUESTIONS



Q&A

PSA
—
GROUPE

VOTE ON THE RESOLUTIONS



ANNUAL GENERAL MEETING

24 APRIL 2018

