

2019 H1 RESULTS

24 July 2019



PSA
GROUPE


PEUGEOT


CITROËN


DS AUTOMOBILES


OPEL


VAUXHALL

FREE²
MOVE

This presentation does not constitute an offer to sell, or a solicitation of an offer to buy, PEUGEOT SA (“Company”) shares.

This presentation may contain forward-looking statements. Such forward-looking statements do not constitute forecasts regarding the Company’s results or any other performance indicator, but rather trends or targets, as the case may be. These statements are by their nature subject to risks and uncertainties as described in the registration document filed with the French *Autorité des Marchés Financiers* (AMF). These statements do not reflect future performance of the Company, which may materially differ.

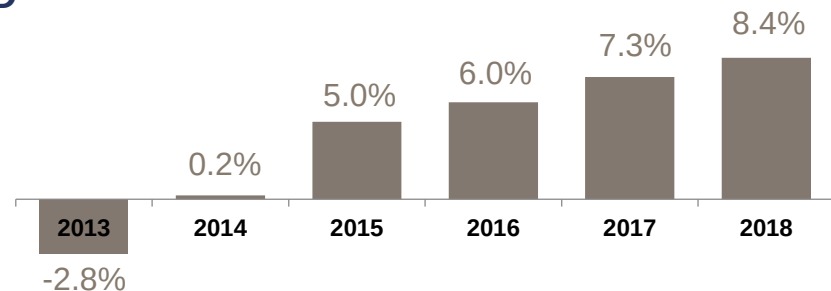
The Company does not undertake to provide updates of these statements.

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

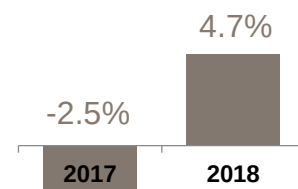
PUSH TO PASS RECORD PROFITABILITY IN H1 2019

PUSH^{TO}PASS

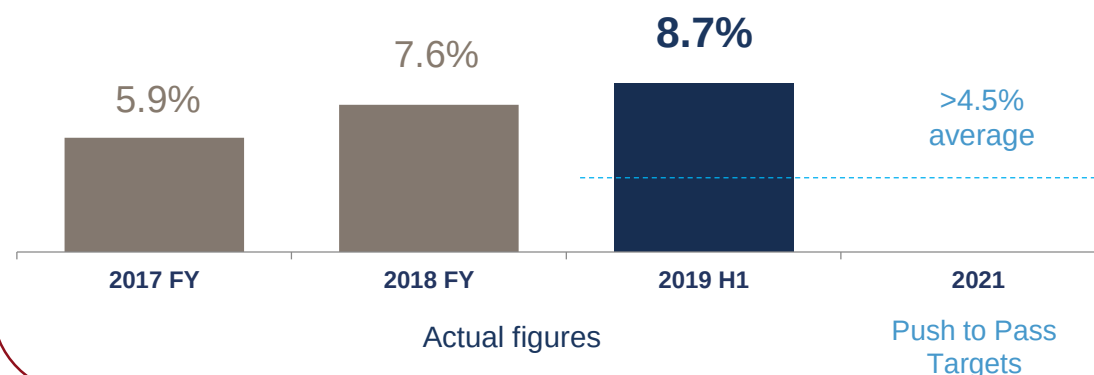
PCD



OV



Automotive Recurring Operating Margin *



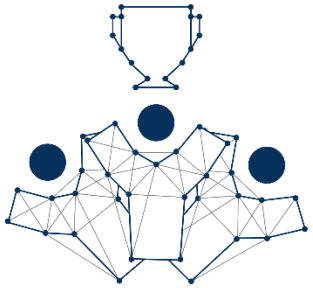
* Recurring Operating Income related to revenue, including OV since August 1st 2017



POWER IS INSIDE

VALUES: OUR CORE ASSET

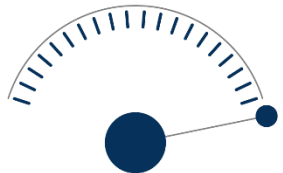
PUSH^{TO}
PASS



Win together



Agility



Efficiency



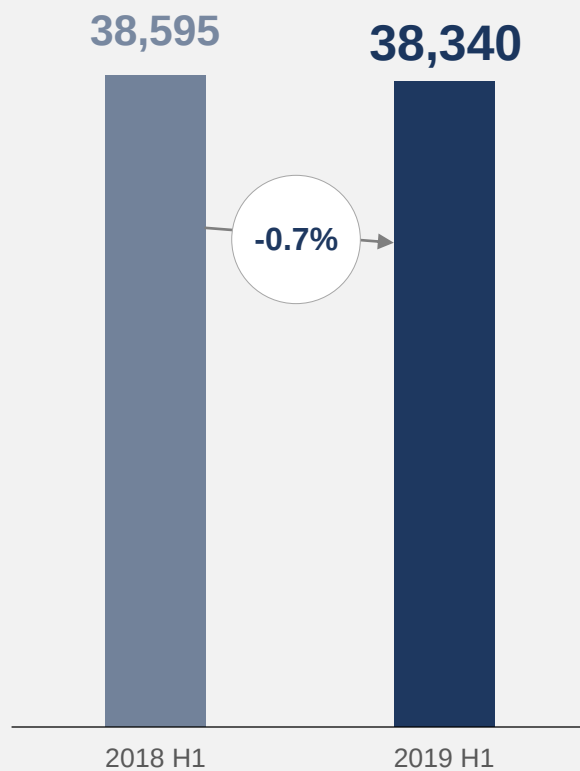
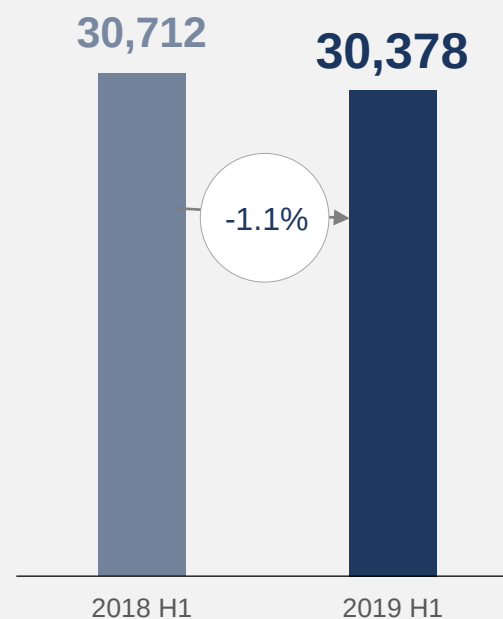
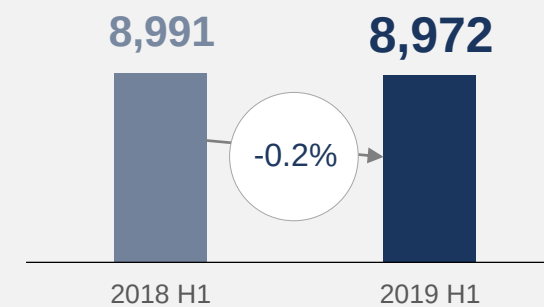
FINANCIAL

RESULTS

In million Euros

	2018 H1	2019 H1	Change
Revenue	38,595	38,340	(255)
Recurring Operating Income	3,017	3,338	321
% of revenue	7.8%	8.7%	
Non-recurring operating income and (expenses)	(750)	(847)	(97)
Operating income	2,267	2,491	224
Net financial income (expenses)	(218)	(166)	52
Income taxes	(409)	(325)	84
Share in net earnings of companies at equity*	73	48	(25)
Consolidated net income / (loss)	1,713	2,048	335
Net income, Group Share	1,481	1,832	351

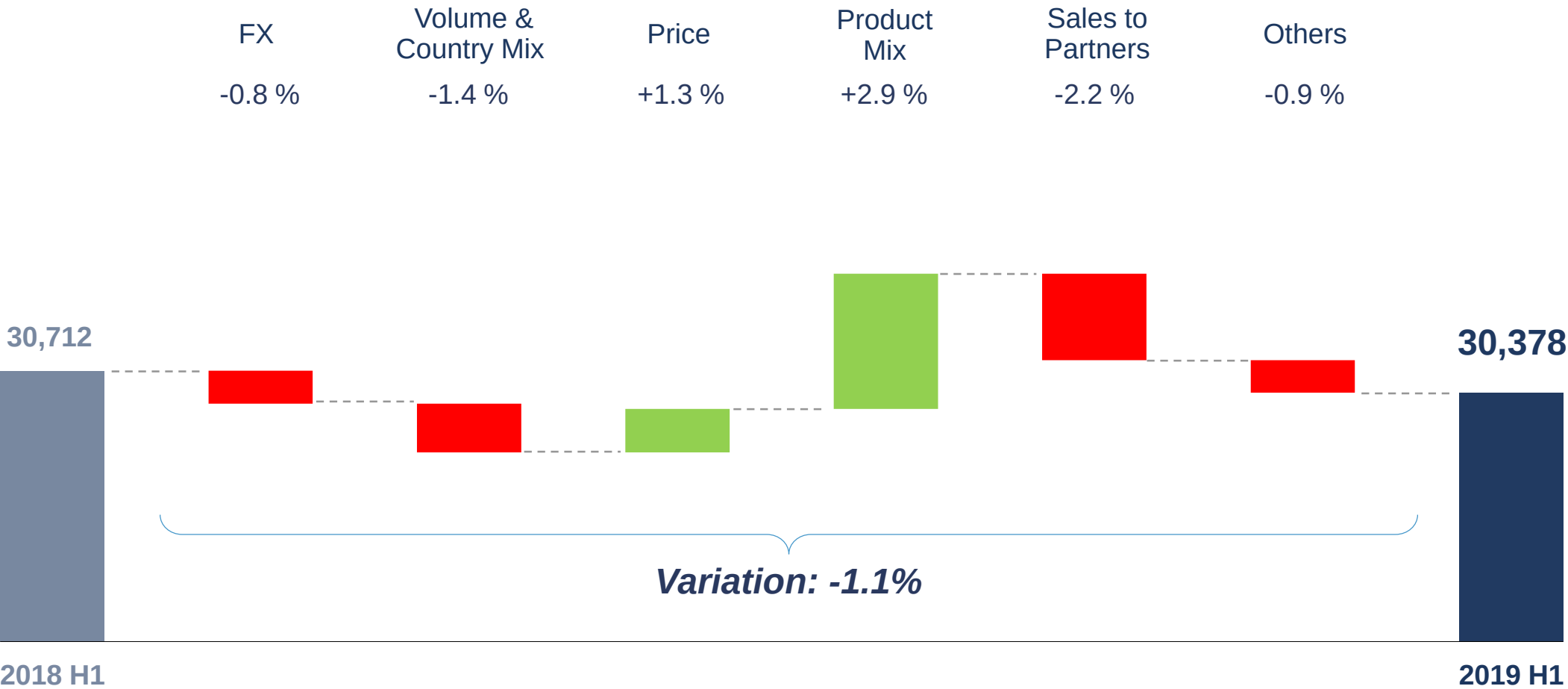
* See detail in attachments

*In million Euros***Group****Automotive division****Faurecia**

AUTOMOTIVE REVENUE ANALYSIS

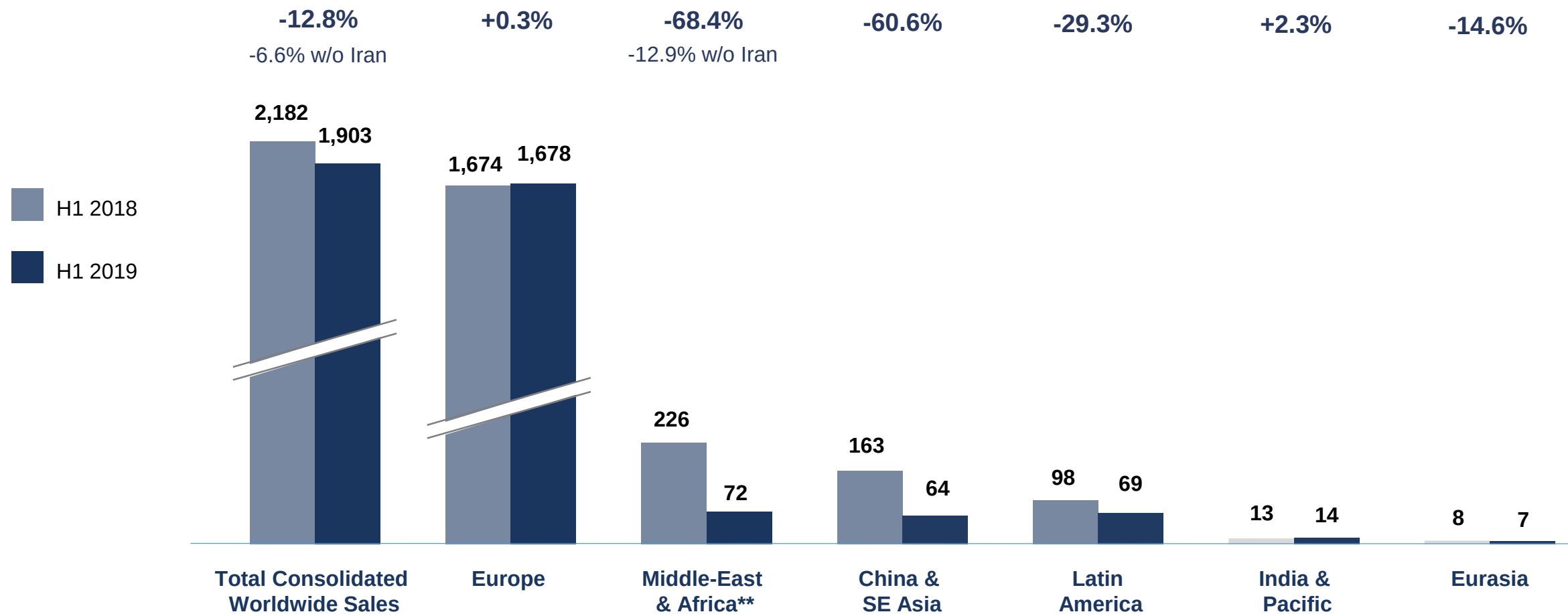
STRONG PRODUCT MIX

In million Euros



GROUPE PSA SALES AT 1.9 M UNITS

In thousands units*

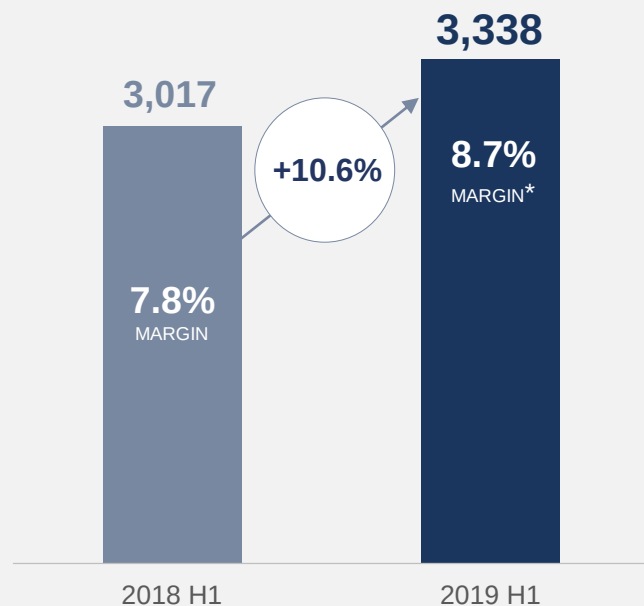


* Assembled Vehicles, CKDs and vehicles under license

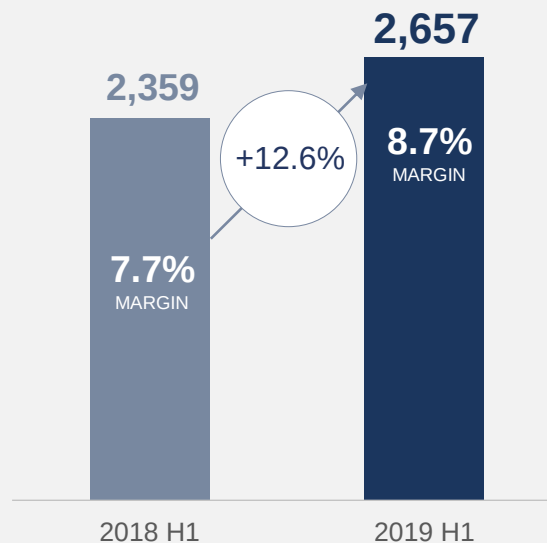
** Including 144 kunits sold in H1 2018 under Peugeot License by Iran Khodro

In million Euros and as % of revenue

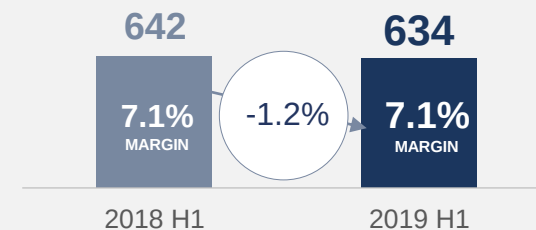
Group*



Automotive division



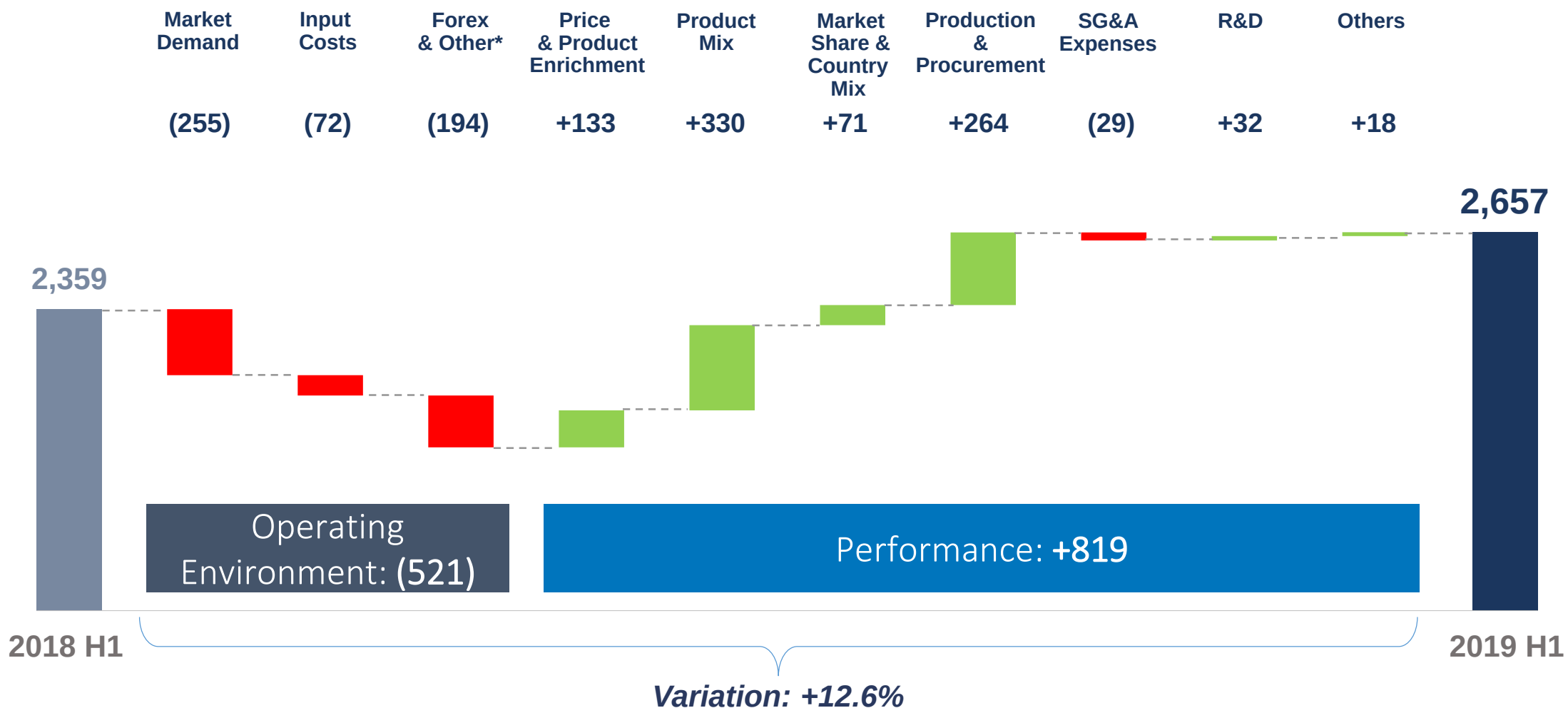
Faurecia



* Breakdown in attachment

+12.6%: AUTO ROI ROBUST GROWTH

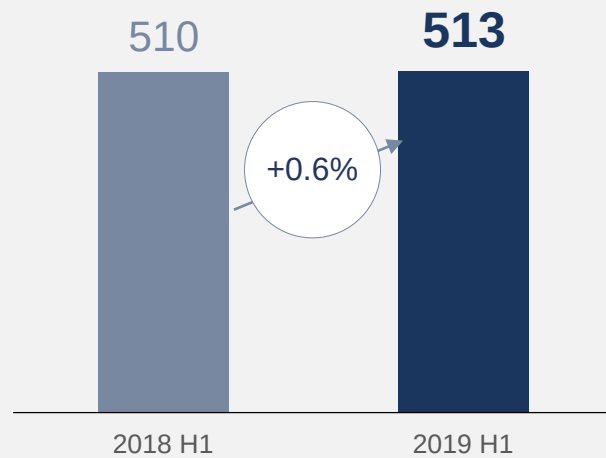
In million Euros



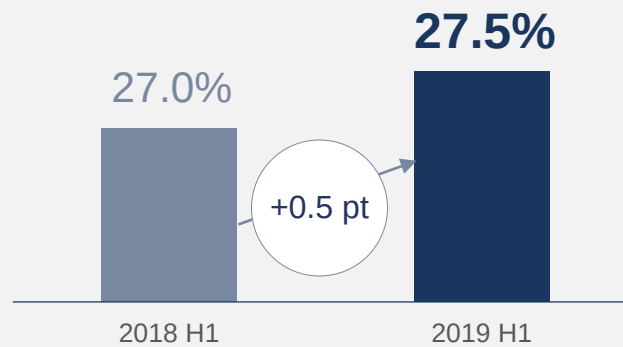
* Including IAS 29 effect amounting to -€30M (Argentina hyperinflation)

In million Euros

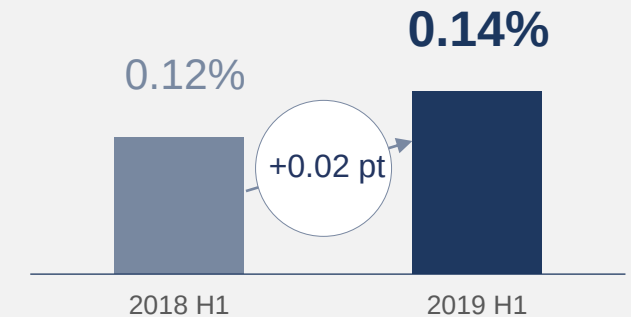
Recurring Operating Income 100% basis



Penetration Rate



Cost of Risk*

** In % average loans*

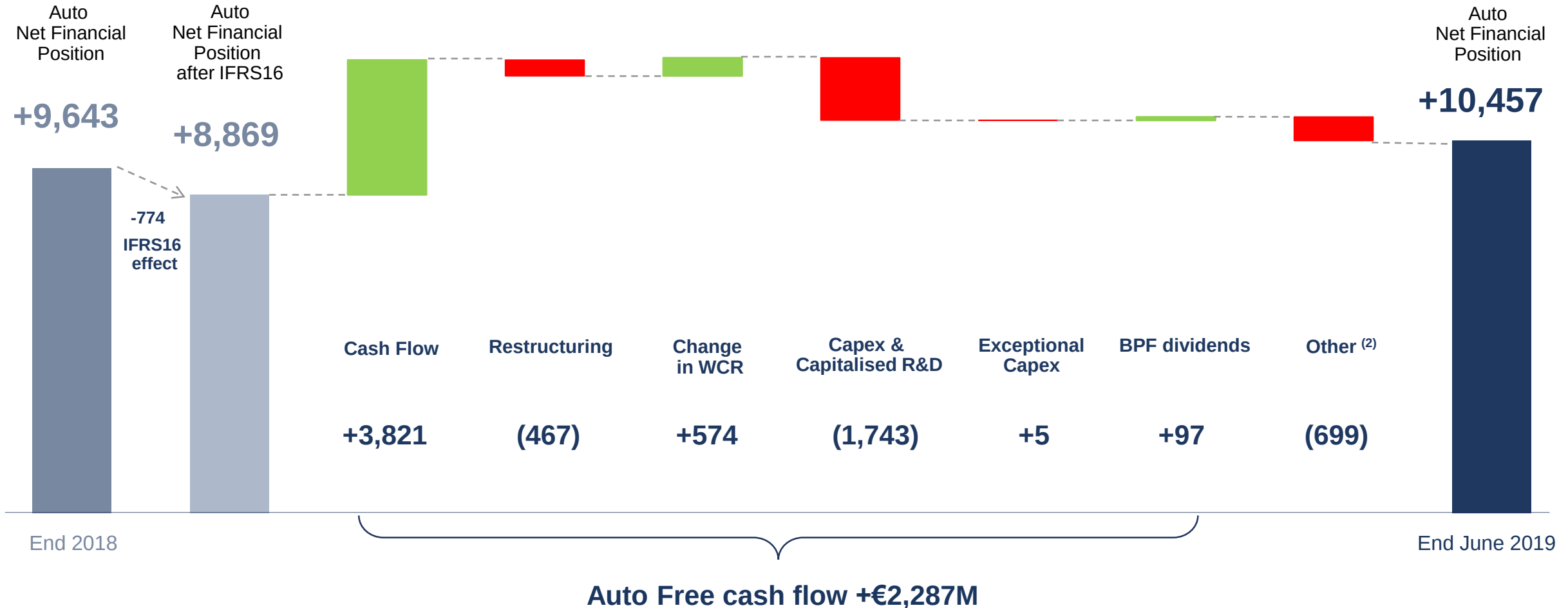
In million Euros and as % of revenue



* Including Clarion consolidated in H1 2019 for two months (April and May 2019)

+€2,287M: STRONG AUTO FREE CASH FLOW

In million Euros

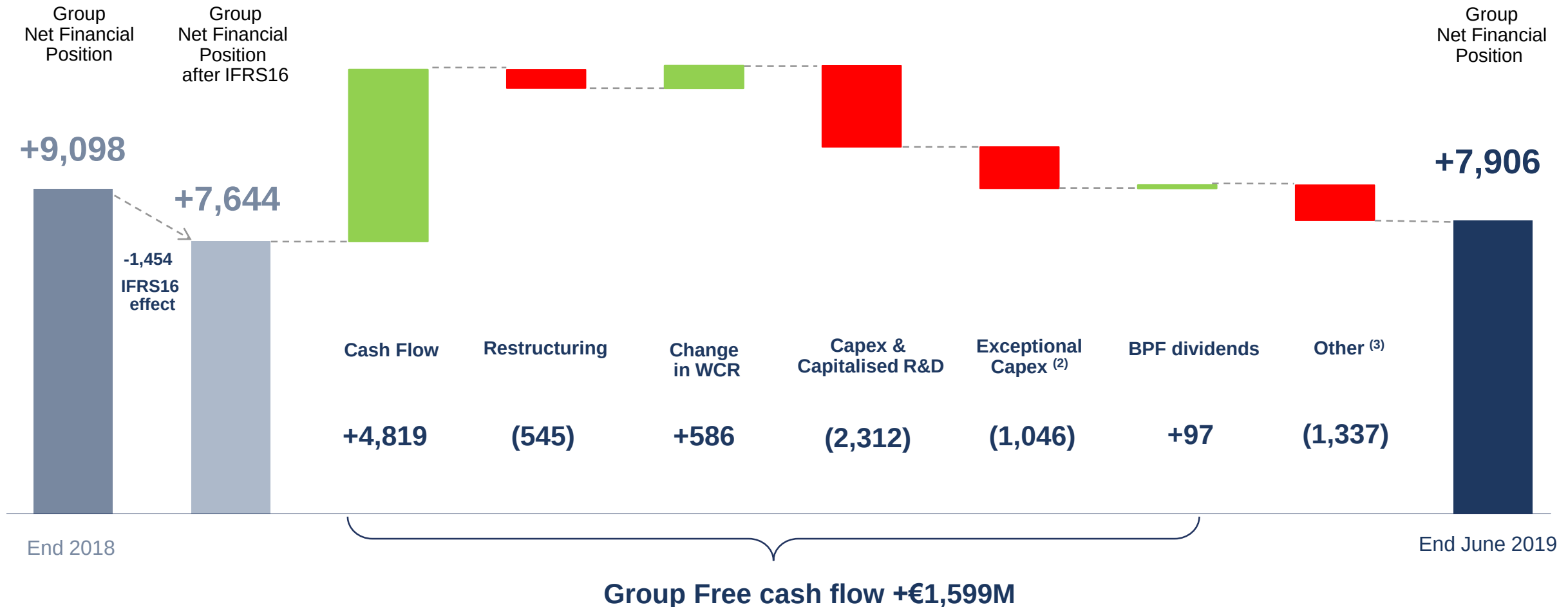


1. Auto: PCDOV + Holding

2. Including dividends to Group shareholders (-€697M)

IMPROVING NFP INCLUDING CLARION ACQUISITION

In million Euros

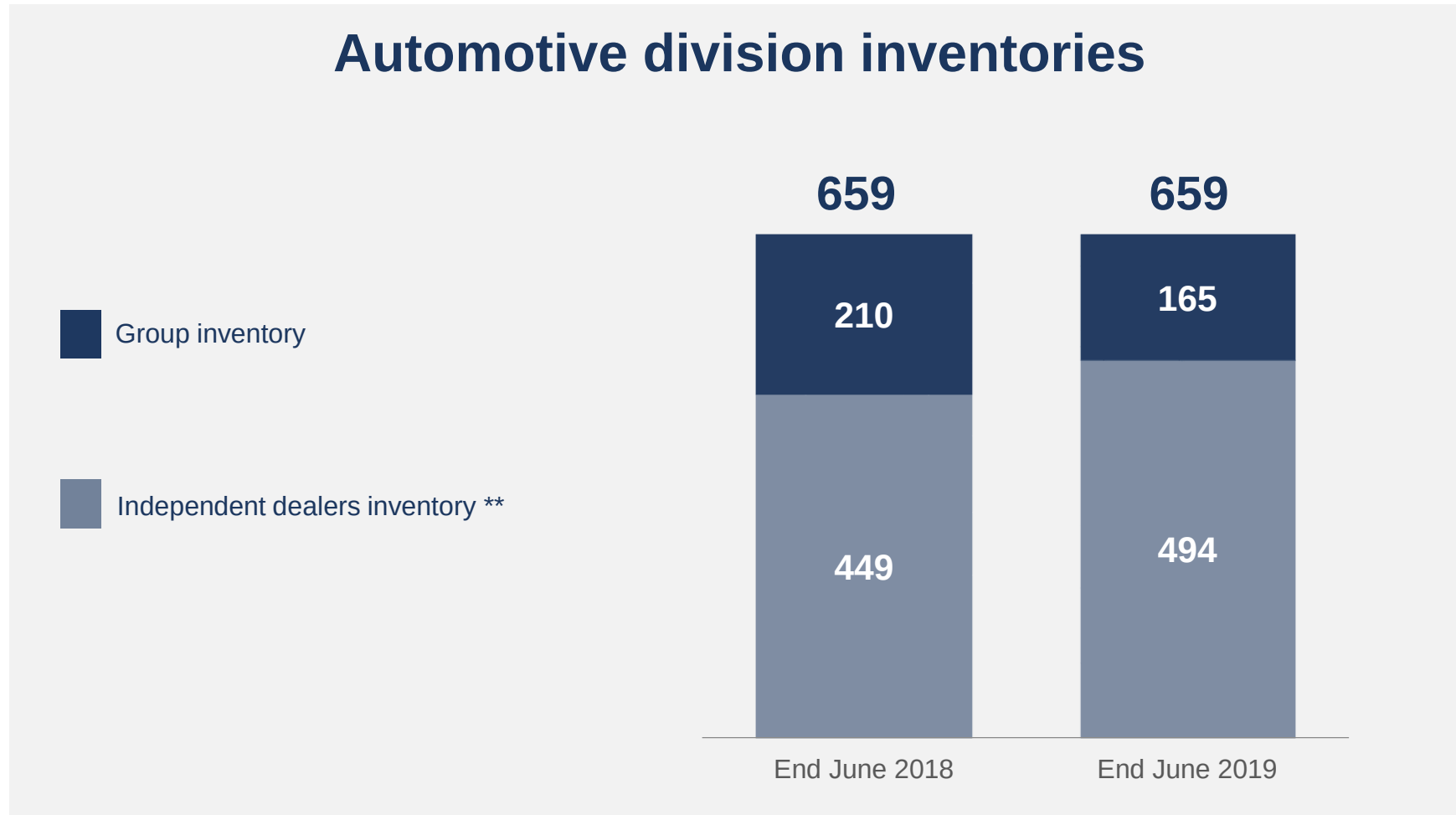


1. Manufacturing and Sales Companies

2. Including acquisition of Clarion (-€1,054M) by Faurecia

3. Including dividends to Group shareholders (-€697M), dividends to minority interests (-€111M), Clarion debt situation (-€240M) and new leasing debt under IFRS16 (-€146M)

In thousands of new vehicles*



* World figures excluding JV (China and Iran)

** Including Peugeot importers inventory outside Europe

2019 Market Outlook*

EUROPE

-1%

CHINA

-7%

LATIN AMERICA

-4%

RUSSIA

+3%

* Market forecasts based on internal sources (PC+LCV) ; for China, passenger cars only and excluding imports ; Latin America = Argentina + Brazil + Chile + Mexico

Operational Outlook

Deliver over 4.5% Automotive Recurring Operating Margin** on average in 2019-2021

** Automotive division Recurring Operating Income related to Revenue

PUSH TO PASS
HIGHLIGHTS

GROUPE PSA 2021

FROM TURNAROUND TO PROFITABLE SUSTAINABLE GROWTH
A CUSTOMER DRIVEN TRANSFORMATION



A GREAT CAR MAKER

With cutting edge efficiency



A MOBILITY PROVIDER

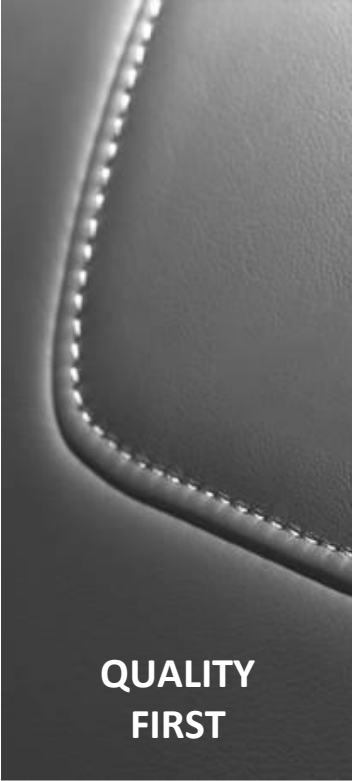
For a lifetime customer relationship

DIGITAL BOOSTER

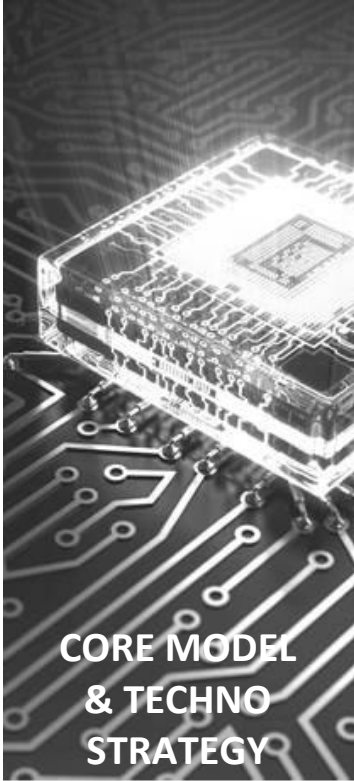
A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS

A GREAT CAR MAKER

CUTTING EDGE EFFICIENCY



QUALITY
FIRST



CORE MODEL
& TECHNO
STRATEGY



BRAND
POWER



CORE
EFFICIENCY

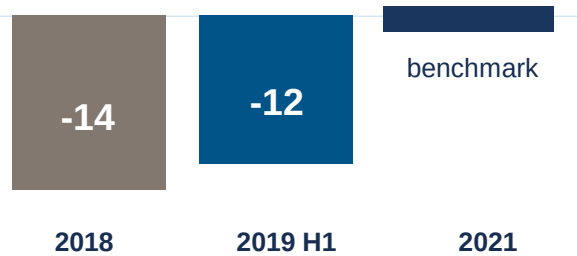


NEW
FRONTIERS

02.13 星期二	02.14 星期三	02.15 星期四	02.16 星期五
05.13 星期二	05.14 星期三	05.15 星期四	05.16 星期五

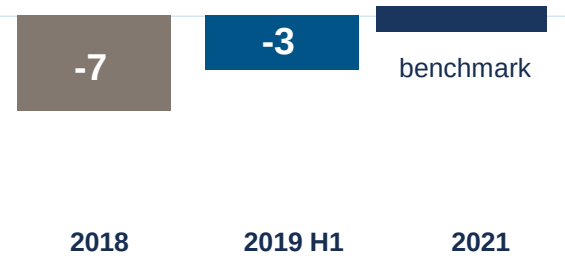


Product manufacturing



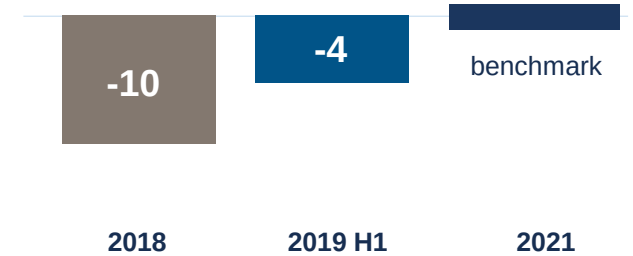
Gap Industrial Direct run ratio
vs benchmark

Sales customer satisfaction



Gap Sales customer recommendation
vs benchmark

Aftersales customer satisfaction



Gap Aftersales customer recommendation
vs benchmark

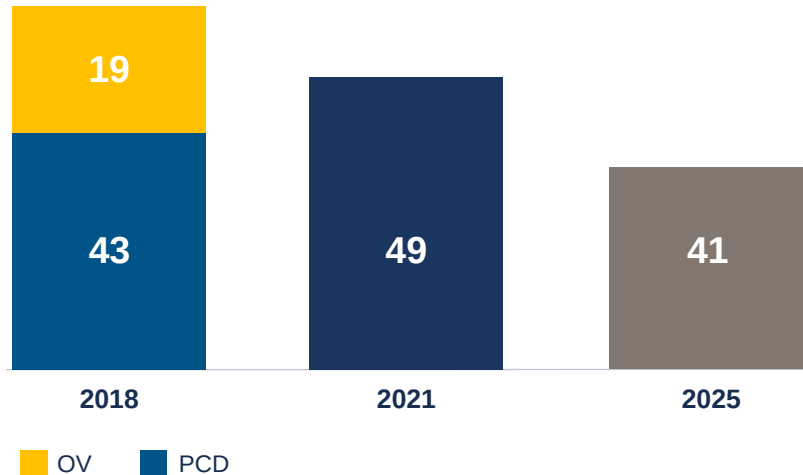
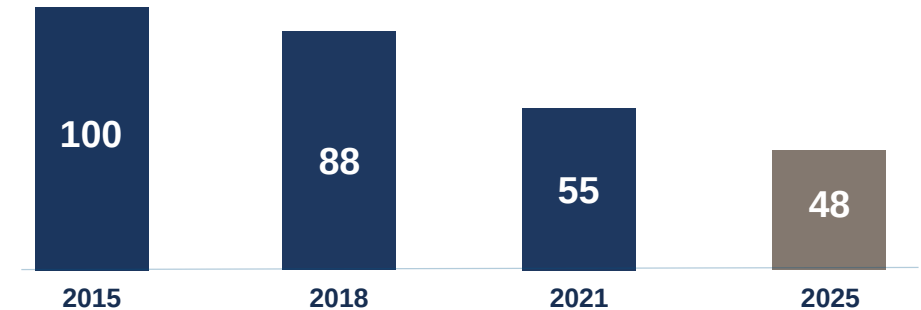
2019 H1

- In Europe: Top 4 for Sales customer satisfaction, Top 3 in Aftersales satisfaction*
- In Brazil: from bottom to Podium in 3 years in customer satisfaction (Sales & Aftersales)*
- JD Power: Opel Insignia N°1 in Germany and Peugeot ranked as UK's most reliable brand
- Product 'Overall Satisfaction' *: DS 7 Crossback & Peugeot 3008 N°1 in their segment

* Source: rankings based on internal benchmarking monitoring

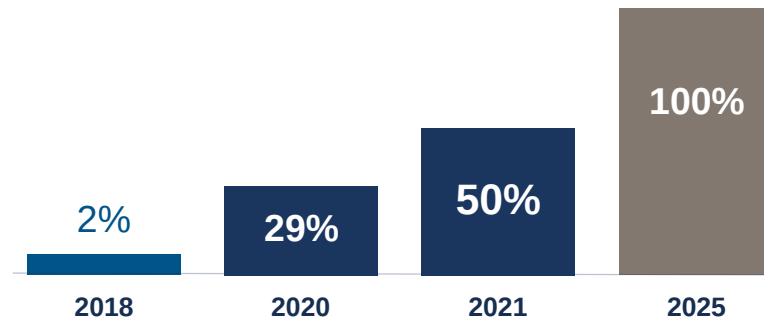


Number of core models (PC + LCV)

Streamlining PC technical complexity & diversity
(number of references per car line – base 100)

2019 H1

- 41 core models in 2025 while improving market and profit pool coverage
- Streamlining technical complexity contributing to quality improvement
- Smart diversity to preserve brand positioning, competitiveness & profitability
- Positive impact on quality, R&D + CAPEX, purchasing and manufacturing

Range electrified ⁽¹⁾

Industrial flexibility



LEV & ICE sharing the same manufacturing line and top hats

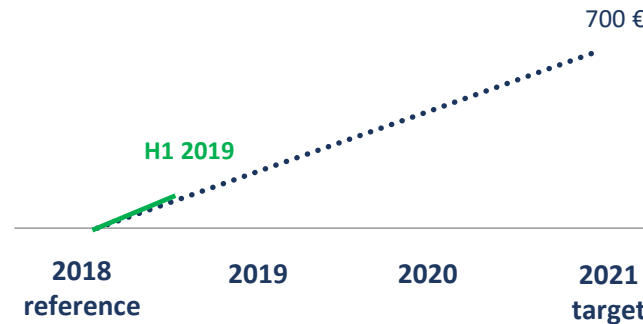
2019 H1

- 2 Multi energy flexible platforms to master the market ramp-up
- Electrification blitz with the launches of 7 BEV and 7 PHEV over 2019 & 2020 (o/w 11 PC & 3 LCV)
- CO₂ compliance on track for 2020 & 2021
- All technologies under development to meet 2025 objective

1. PC + LCV

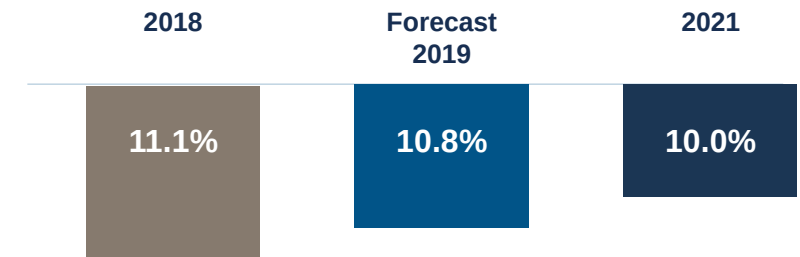
Production cost savings in Europe

€/veh. over 2018 - 2021, including Euro 6, raw mat and air freight



Wages to revenue ratio

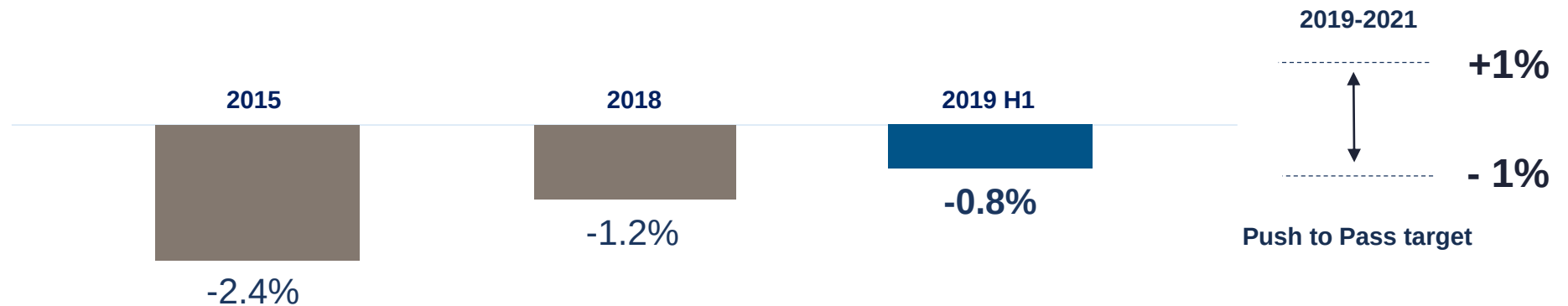
(Auto division excluding own dealer network)



2019 H1

- Lowering Groupe PSA break even point to protect profitability
- High level of flexibility to protect against any downturn
- Efficient R&D and Capex: 8 to 9% of Auto revenues
- New labour agreements to further boost industrial competitiveness in Germany

Pricing Power at the right level (vs benchmark)



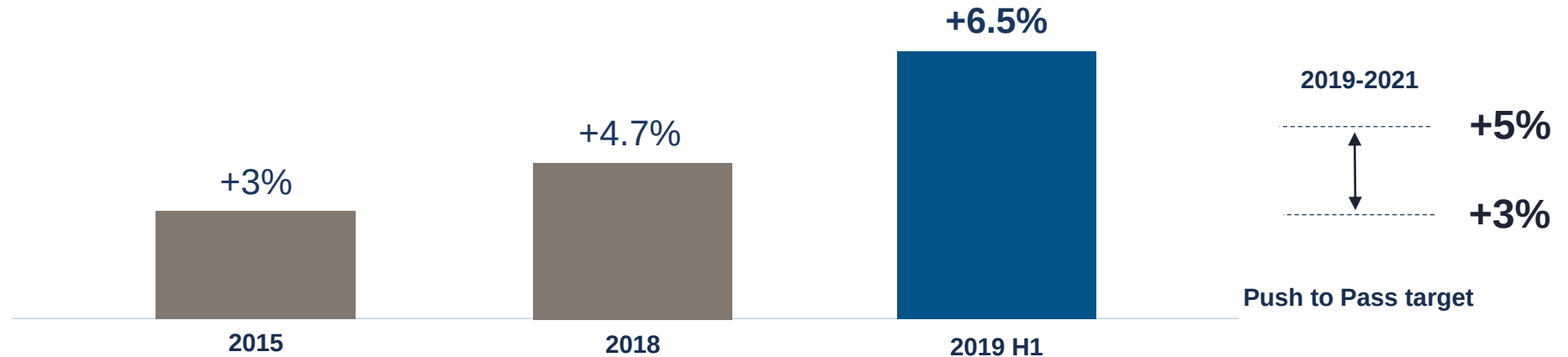
2019 H1

- Pricing power in Europe on track, even before 2019 launches
- Strong profitability
- 6 BEV & PHEV in 2019 & 2020
- 508 success: 40 kunits sold since launch, among best D segment market share increase ⁽¹⁾

Peugeot 2008

1. Europe 30, H1 2019 vs H1 2018

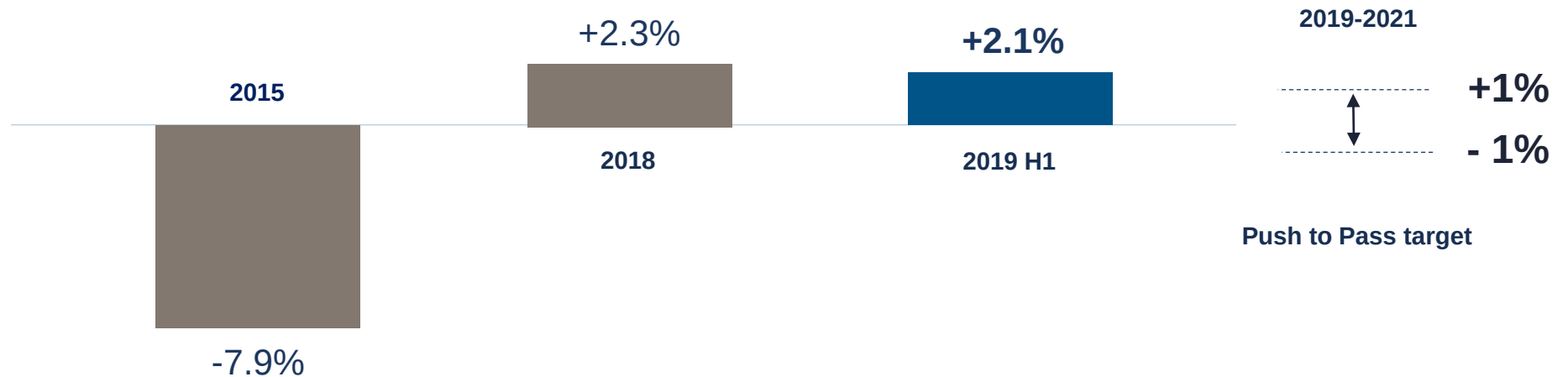
Pricing Power at the right level (vs benchmark)



2019 H1

- Strongest growth of the Top 12 brands in Europe with a market share from 4.5% to 4.8% ⁽¹⁾
- New C5 Aircross SUV: the best of Citroën Advanced Comfort®
- Now 2 SUV offers: 24% of European sales
- From 2021 in India with C-Cubed programme: new models with an international scope

Pricing Power at the right level (vs benchmark)



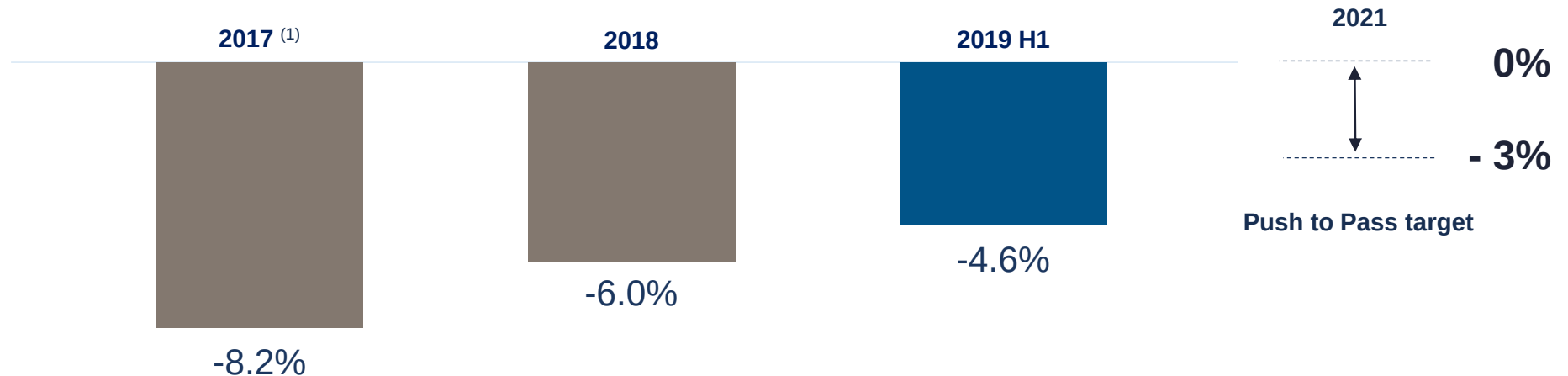
2019 H1

- All models electrified as of 2019
- Premium level profitability per unit
- Exclusive network construction: now 400 dealers in 35 countries
- Brand awareness strong progress thanks to DS 7 CROSSBACK and DS 3 CROSSBACK



DS 3 CROSSBACK E-TENSE

Pricing power gap (vs benchmark)



2019 H1

- H1 recurring operating income ~ €700 M
- LCVs sales +15% with market share from 4.1% to 4.6% ⁽²⁾ before new Vivaro launch in H2
- Export offensive started in Middle East & Africa and Latin America, to be followed by Russia
- Opel goes electric! with new Corsa-e and Grandland X PHEV

1. August until December
2. Europe 30, 2018 H1 vs 2019 H1



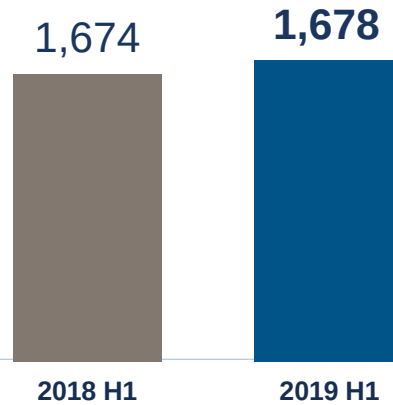
Opel Grandland X Hybrid4

EUROPE REWARDING PROFITABILITY

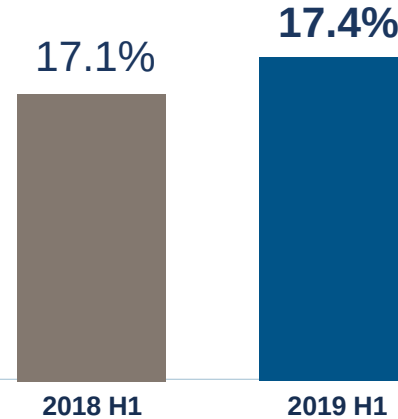
PUSH^{TO}
PASS



Consolidated sales ('000)



Market share ⁽¹⁾



ROI ⁽²⁾



2019 H1

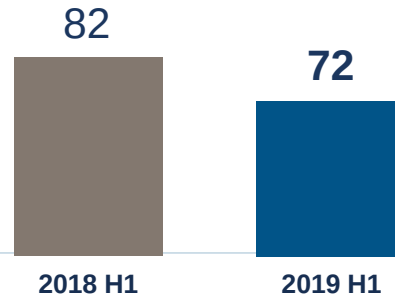
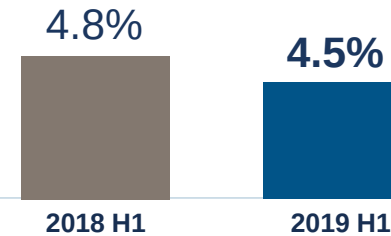
- Growing profitability for all brands
- Increased profitability per unit for all brands
- Group market share up in the 5 main European countries ⁽³⁾ with Citroën strong increase
- LCV leadership

1. Europe 30 (PC+LCV)

2. Versus 2018 H1

3. France, Germany, Italy, Spain and UK

KENITRA PLANT STARTS PRODUCTION

**Consolidated sales ('000) ⁽¹⁾****Market share ⁽¹⁾****ROI ⁽²⁾****2019 H1**

- Resilience despite difficult market conditions (Turkish market -45%)
- Market share up in Turkey (+0.5pt), Algeria (+2.7pts), Morocco (+4.6pts) & Egypt (+3.5pts)
- Product offensive on-going (SUV, LCV)
- Kenitra plant: ramp up of production based on the CMP platform

1. 59 countries, including: Algeria, Israel, Morocco, Tunisia, Turkey, South Africa and excluding Iran sales in 2018

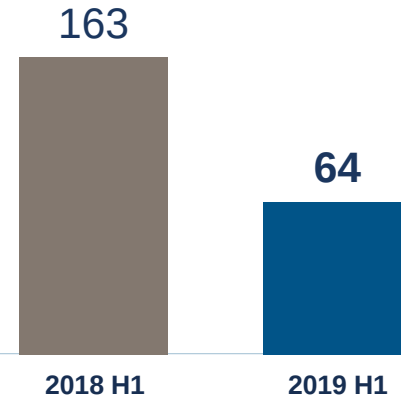
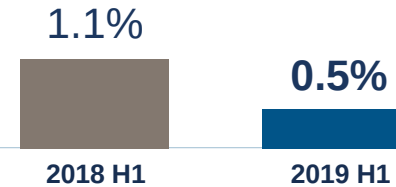
2. Versus 2018 H1

RESTRUCTURING THE BUSINESS IN CHINA



Peugeot 508 L

Consolidated sales ('000)

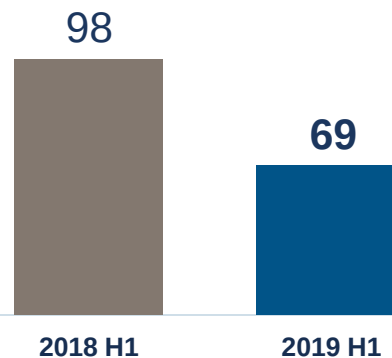
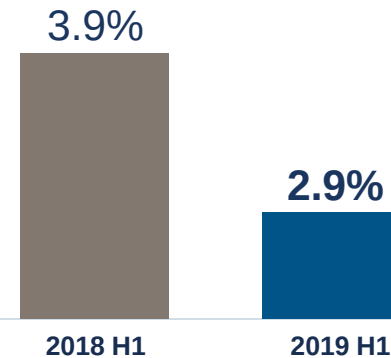
Market share ⁽¹⁾ROI ⁽²⁾

2019 H1

- Targeting breakeven in 2019 in the Region
- Downsizing and reducing fixed costs (eg -23% in DPCA)
- Electric offensive: Peugeot 4008 PHEV in H2 2019, Peugeot 508 PHEV, C5 Aircross PHEV and new BEV Peugeot 2008 and DS 3 CROSSBACK in 2020
- Exports from the Malaysian hub NAM now starting for Peugeot 3008 and 5008

1. China and South East Asia

2. Versus 2018 H1

Consolidated sales ('000)**Market share ⁽¹⁾****ROI ⁽²⁾**

incl. -€30M of IAS 29 effect
(Argentina hyperinflation)

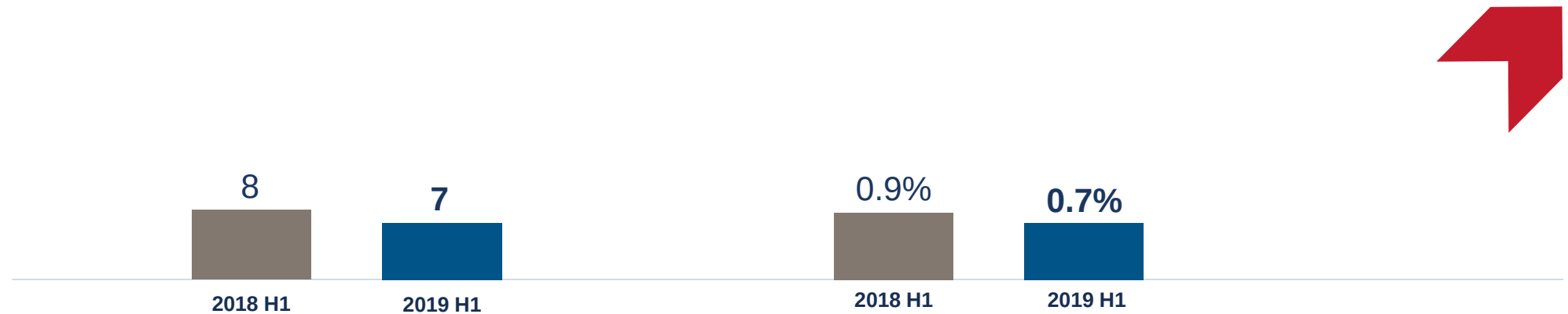
2019 H1

- Sales volumes -29% with a strong hit from Argentina
- Sales volumes +11% in Brazil thanks to the success of SUV C4 Cactus
- Preserving profitability is our top priority including fixed costs reduction
- Preparing the future with CMP platform launch in 2020

1. G4: Argentina, Brazil, Chile, Mexico

2. Versus 2018 H1

Consolidated sales ('000)

Market share ⁽¹⁾ROI ⁽²⁾

2019 H1

- Close to breakeven in H1 despite sales slowdown in Russia
- 'Special Investment Contract' signed with the Government of the Russian Federation
- Opel to be relaunched in Russia with Zafira Life & Grandland X in H2 and Vivaro in 2020
- Launch of DS Automobiles in Ukraine: first DS Store opened in July 2019



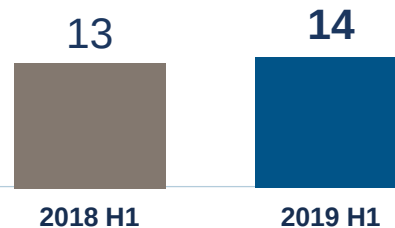
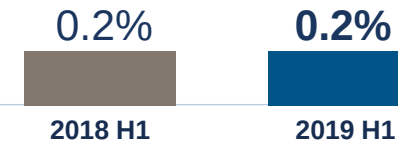
Opel Zafira Life

1. G4: Russia, Ukraine, Belarus, Kazakhstan

2. Versus 2018 H1



Consolidated sales ('000)

Market share ⁽¹⁾ROI ⁽²⁾

2019 H1

- Volumes up in H1 +2% ⁽²⁾
- Success in Japan: sales +16% ⁽²⁾
- Launch of new products in H2: C3 Aircross in Japan, Peugeot 508 SW and DS 3 CROSSBACK
- India: JV with Avtec (CK Birla Group) in production in Hosur plant (Phase 1: gearboxes)

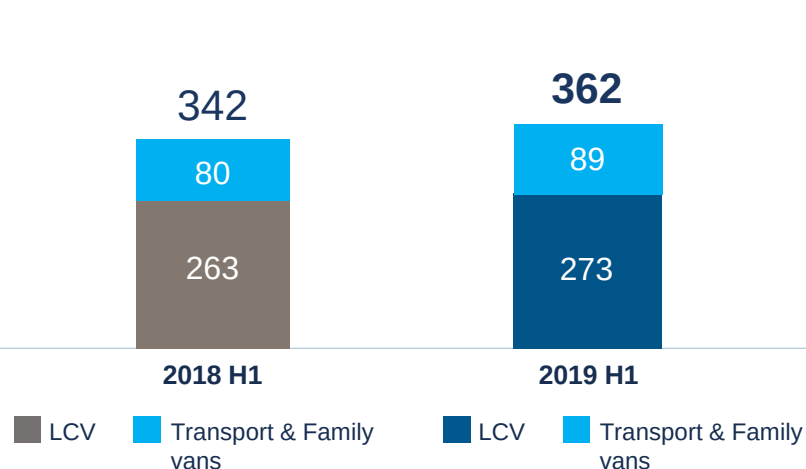
1. Including : Australia, India, Japan & South Korea

2. Versus 2018 H1

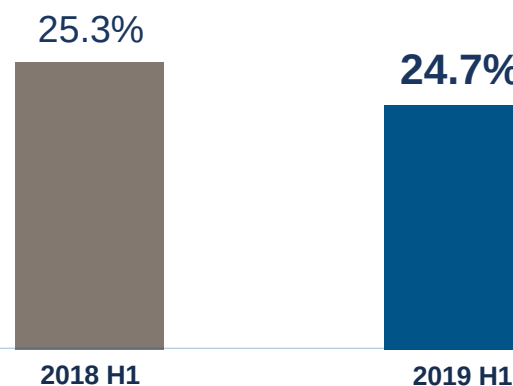
MAINTAINED LEADERSHIP IN EUROPE



Consolidated sales in Europe ⁽¹⁾ ('000)



LCV market share in Europe ⁽¹⁾



ROI ⁽²⁾



2019 H1

- Leadership in Europe 30 with 7.9 pts gap compared to #2 competitor
- Transport & Family vans sales +12% and registrations +39% ⁽³⁾ in Europe 30
- Overseas development: doubling market share in Brazil
- Electrification of the entire LCV range starting in 2020 with the medium van segment

1. Europe 30

2. Versus 2018 H1

3. YTD May 2019 vs YTD May 2018

A MOBILITY PROVIDER

FOR A LIFETIME CUSTOMER RELATIONSHIP

CUSTOMER
INSIDE

MULTI-BRAND
AFTERMARKET

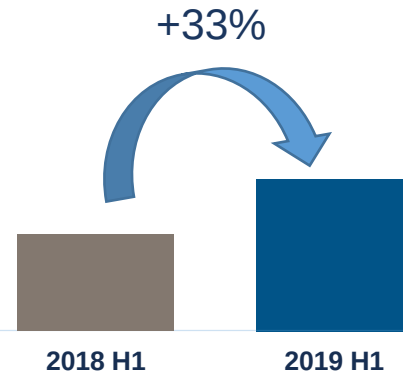
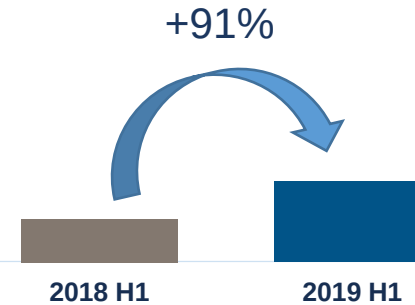
USED CARS
NEW
CUSTOMERS

CONNECTED
AND MOBILITY
SERVICES

HASSLE FREE
MOBILITY

NORTH
AMERICA
10 YEAR
PROJECT

← ENLARGE OUR CUSTOMER BASE →

IAM spare parts revenue growth ⁽¹⁾IAM spare parts revenue growth outside of Europe ⁽¹⁾ROI ⁽²⁾

2019 H1

- IAM revenue growth: 3 X faster outside Europe
- Strong ROI increase ⁽²⁾
- Significant cost reduction thanks to synergies in PCDOV shared supply chain
- 4,400 Eurorepar Car Service garages in 24 countries: +26% ⁽²⁾

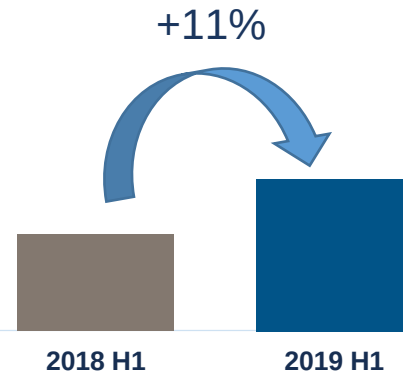
1. All parts excluding Groupe PSA original parts

2. Versus 2018 H1

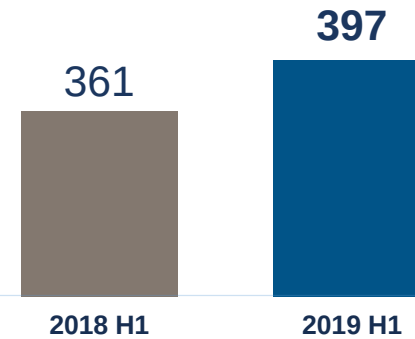
STRONG PROFITABLE GROWTH



Used cars revenue growth ⁽¹⁾



Used car sales and transactions ('000)



ROI ⁽¹⁾



2019 H1

- ROI strong increase
- Aramis Group +47% turnover ⁽¹⁾
- Stepping up international expansion: transactions in Latin America +50%, Investment in China (FengChe)
- Spoticar: launch of a unique multibrand label to simplify customer journey

1. Versus 2018 H1 including Cardoen integration since August 2018

GROUPE PSA PREPARING THE FUTURE

PUSH^{TO}
PASS

- Strong profitability & balance sheet
- Offering electrified technologies to our customers
- Aligned management team focused on execution
- Open to grasp opportunities creating shareholder value



ATTACHMENTS



CONSOLIDATED WORLDWIDE SALES

Units*		2018 H1	2019 H1	Change				
Europe**	Peugeot	650,104	639,385	-1,6%	Total consolidated worldwide sales (AV+CKD):			
	Citroën	444,295	455,855	+2,6%				
	DS	28,326	28,801	+1,7%				
	Opel Vauxhall	550,956	554,085	+0,6%				
	Total PSA	1,673,681	1,678,126	+0,3%				
Middle East & Africa***	Peugeot	185,691	39,930	-78,5%	Peugeot Citroën DS Opel Vauxhall Total PSA	2018 H1	2019 H1	Change
	Citroën	19,963	17,921	-10,2%		1,005,676	767,062	-23,7%
	DS	593	769	29,7%		572,561	536,034	-6,4%
	Opel Vauxhall	19,886	12,945	-34,9%		31,754	32,217	+1,5%
	Total PSA	226,133	71,565	-68,4%		571,832	568,057	-0,7%
China & South East Asia	Peugeot	91,077	33,068	-63,7%	Total PSA	2,181,823	1,903,370	-12,8%
	Citroën	69,333	29,123	-58,0%		Total consolidated worldwide sales excluding Iran:		
	DS	2,049	1,757	-14,3%				
	Opel Vauxhall	487	221	-54,6%				
	Total PSA	162,946	64,169	-60,6%				
Latin America	Peugeot	64,386	41,518	-35,5%	Peugeot Citroën DS Opel Vauxhall Total PSA	2018 H1	2019 H1	Change
	Citroën	32,776	26,970	-17,7%		861,559	767,062	-11,0%
	DS	474	343	-27,6%		572,561	536,034	-6,4%
	Opel Vauxhall	397	465	+17,1%		31,653	32,217	+1,8%
	Total PSA	98,033	69,296	-29,3%		571,832	568,057	-0,7%
India-Pacific	Peugeot	10,006	9,463	-5,4%	Total PSA	2 037,605	1,903,370	-6,6%
	Citroën	3,052	3,643	+19,4%				
	DS	283	538	+90,1%				
	Opel Vauxhall	-	-	NS				
	Total PSA	13,341	13,644	+2,3%				
Eurasia	Peugeot	4,412	3,698	-16,2%	Peugeot Citroën DS Opel Vauxhall Total PSA	2018 H1	2019 H1	Change
	Citroën	3,142	2,522	-19,7%		861,559	767,062	-11,0%
	DS	29	9	-69,0%		572,561	536,034	-6,4%
	Opel Vauxhall	106	341	+221,7%		31,653	32,217	+1,8%
	Total PSA	7,689	6,570	-14,6%		571,832	568,057	-0,7%

* Assembled Vehicles, CKDs and vehicles under license

** Europe = EU + EFTA + Albania + Croatia + Kosovo + Macedonia + Serbia

*** o/w 144 kunits sold under Peugeot license in 2018 until 31st April 2018.

GROUP REVENUE BY DIVISION

	2018 H1	2019 H1	Change
Automotive	30,712	30,378	(334)
Faurecia	8,991	8,972	(19)
Other businesses and eliminations	(1,108)	(1,010)	98
Group Revenue	38,595	38,340	(255)

GROUP RECURRING OPERATING INCOME BY DIVISION

	2018 H1	2019 H1	Change
Automotive	2,359	2,657	298
Faurecia	642	634	(8)
Other businesses and eliminations	16	47	31
Group Recurring Operating Income	3,017	3,338	321

	2018 H1	2019 H1	Change
Revenue	1,022	1,071	49
Cost of risk (in % of average loans)	0.12%	0.14%	+0.02 pt
Recurring operating Income	510	513	3
Penetration rate	27.0%	27.5%	+0.5 pts
Number of new contracts (lease and financing)	555,500	585,400	+29,900

	2018 H1	2019 H1	Change
Revenue	8,991	8,972	(19)
Recurring Operating Income	642	634	(8)
% of revenue	7.1%	7.1%	
Consolidated net income	391	378	(13)
Free Cash Flow**	165	(688)	(853)
Net Financial Position***	(545)	(2 551)	(2 006)

* Including Clarion consolidated in H1 2019 for two months (April and May 2019)

** Including the acquisition of Clarion in H1 2019

*** After IFRS 16 effect and including the acquisition of Clarion ; NFP is 30/06/2019 vs 31/12/2018

PARTNERSHIPS CONTRIBUTION TO NET RESULT

	2018 H1	2019 H1	Change
50% Dong Feng Motor company Partnership	12	(163)	(175)
50% Changan Partnership	(9)	-	9
25% Chinese Financial JV	7	10	3
50% Banque PSA Finance JVs with Santander	119	132	13
50% Banque PSA Finance JV with BNP Paribas	72	43	(29)
Others	(128)	26	154
Share in net earnings of companies at equity	73	48	(25)

IFRS 16 FIRST APPLICATION IMPACT

1) on consolidated income statement of H1 2019 :

	<i>(in million euros)</i>	30/06/2019
Recurring Operating Income (depreciation expenses instead of lease charges)		(147)
Net Financial income (expenses)		(30)

2) on consolidated balance sheet as of 1st January 2019:

	<i>(in million euros)</i>	01/01/2019
Intangible assets		1,546
Non current financial liabilities		1,276
Current financial liabilities		314

3) on consolidated statement of cash flows of H1 2019:

	<i>(in million euros)</i>	30/06/2019
Net cash from (used in) operating activities of continuing operations		173
Net cash from (used in) financing activities of continuing operations		(166)

4) on Group net financial position as of 1st January 2019:

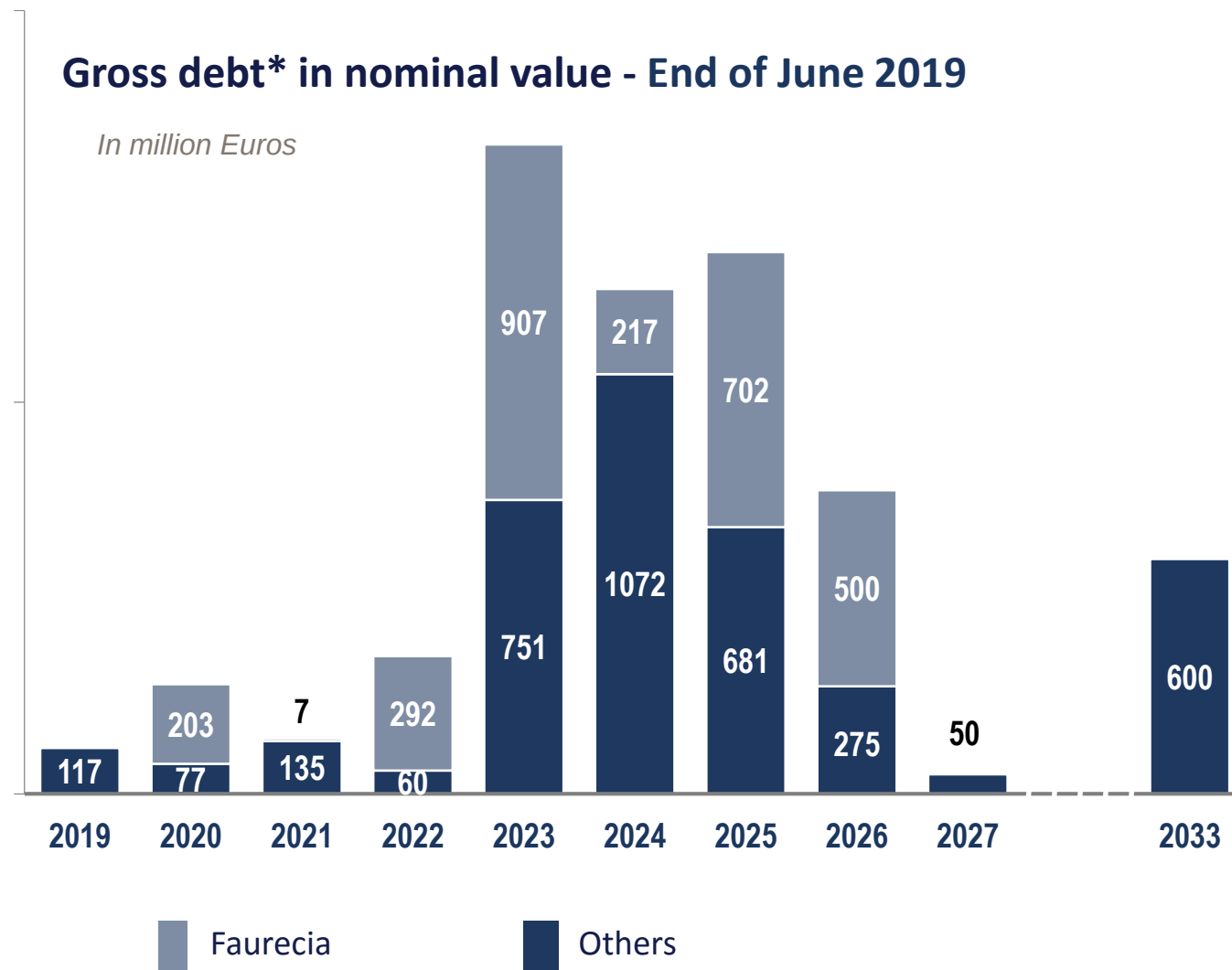
	<i>(in million euros)</i>	01/01/2019
Recognition, on 1 January 2019, of the debts on lease obligations		(1,454)

	31 December 2018	30 June 2019	Change
Cash and Cash Equivalents	14,961	16,116	1,155
Financial Investments	50	57	7
Current & non current financial assets	1,410	1,565	155
TOTAL Cash & Financial assets	16,421	17,738	1,317
Lines of Credit (undrawn) – excluding Faurecia	3,000	3,000	-
Lines of Credit (undrawn) – Faurecia	1,950	1,200	(750)
TOTAL Financial Security	21,371	21,938	567

DEBT MATURITY PROFILE

Gross debt* in nominal value - End of June 2019

In million Euros



- PSA: €522m Schuldscheindarlehen with 4.5, 7 and 8 years maturity, successfully priced on April 2019
- Faurecia: €500m 7 years 3.125% bond issue, successfully priced on March 2019

- S&P: BBB- stable (since 17/12/2018)
- Fitch: BBB- stable (since 29/11/2018)
- Moody's: Baa3 stable (since 28/03/2019)

* Excluding BPF, undrawn credit-line short term liabilities & other adjustments