

# ***PUSH*** <sup>TO</sup> ***PASS***

APRIL 5<sup>TH</sup> 2016

# WE ARE **BACK IN THE RACE** WITH BREAK-EVEN POINT REDUCED BY 1M VEH

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**FIXED COSTS REDUCTION ON TRACK**

**PRICING POWER AT WORK**

**VARIABLE COST REDUCTION IN ACTION**

**PUSH  
TO PASS**

***PUSH*<sup>TO</sup>  
*PASS***

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**ORGANIC PROFITABLE GROWTH**

***BACK*  
*IN THE RACE***

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**OPERATIONAL EXCELLENCE**

# A CUSTOMER DRIVEN REVOLUTION



FROM PRODUCT  
TO CUSTOMER



FROM OWNERSHIP  
TO EXPERIENCE



FROM CAR  
TO MOBILITY



FROM ONE BUSINESS  
TO A PORTFOLIO OF  
BUSINESSES



FROM LOCAL  
TO GLOBAL

**CUSTOMER  
AND  
TECHNOLOGY DISRUPTION**



**OPPORTUNITIES  
TO BE TACKLED WITH  
EFFICIENCY AND AGILITY**

**PUSH  
TO PASS**



**NOT ONLY SELLING GREAT CARS,  
BUT ALSO PROVIDING A FULL SET OF SERVICES**



**MULTI-BRAND  
AFTER SALES**



**MULTI-CHANNEL  
USED CAR**



**FINANCIAL  
LEASING**



**NEW MOBILITY  
SERVICES**



**ENLARGE  
OUR CUSTOMER BASE**



# OUR VISION

## PSA GROUP 2021

FROM TURNAROUND TO PROFITABLE SUSTAINABLE GROWTH :  
A CUSTOMER DRIVEN TRANSFORMATION

A GREAT  
CAR MAKER

A MOBILITY  
PROVIDER

DIGITAL BOOSTER

A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS

PUSH  
TO PASS

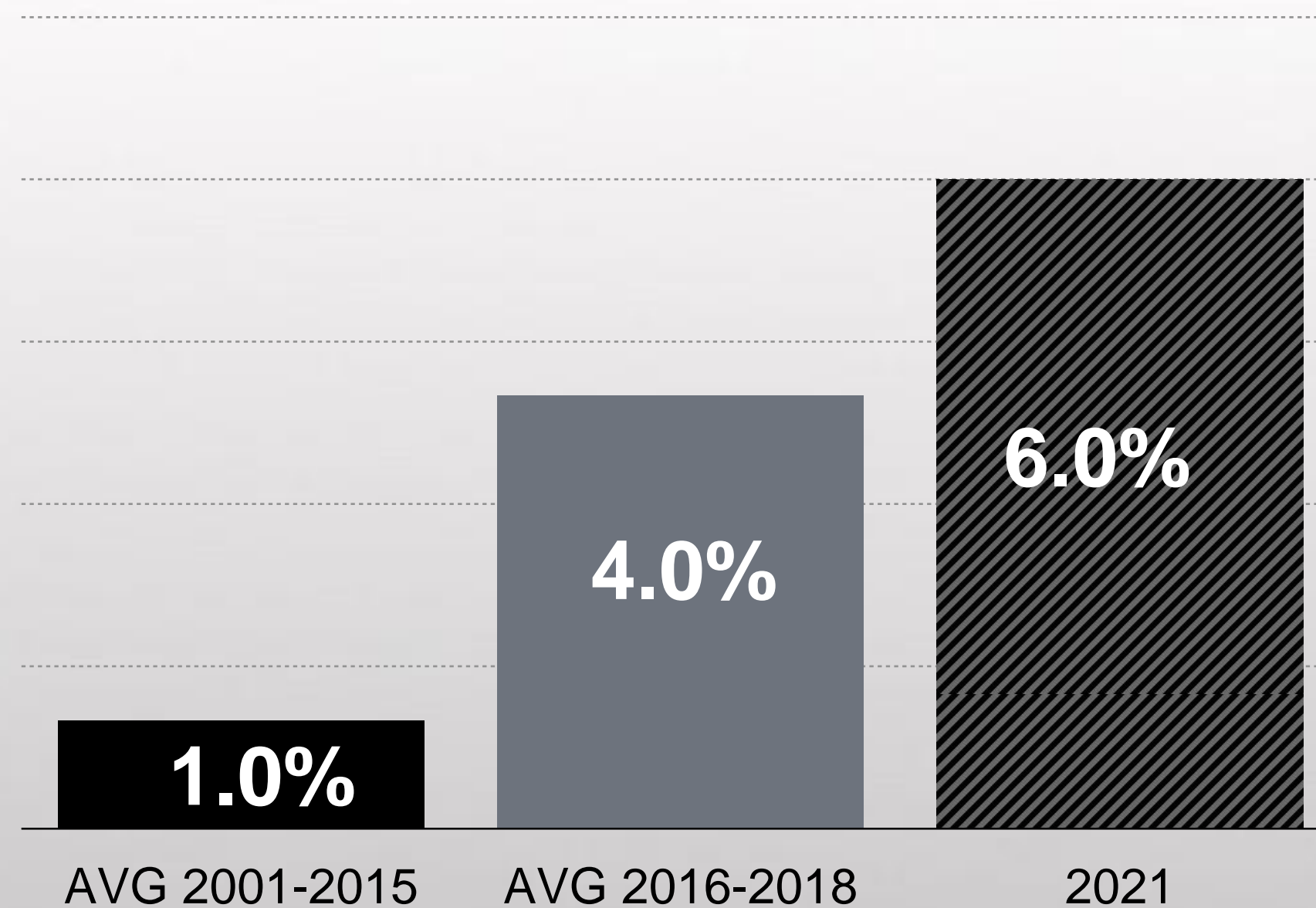


# STEPPING UP SUSTAINABLE PERFORMANCE

## UNLEASH THE FULL POTENTIAL OF THE COMPANY

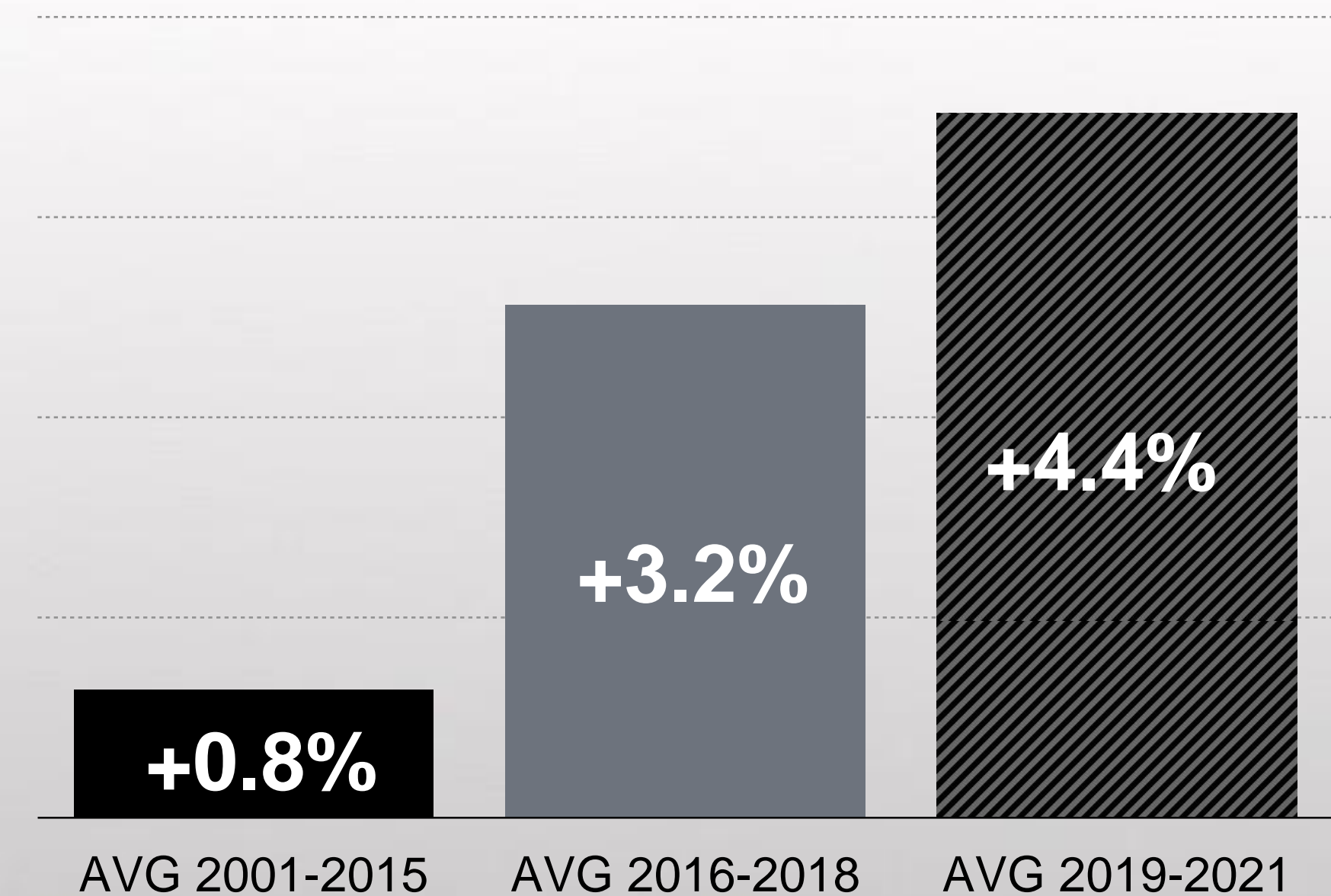
REACH AN AVERAGE 4%  
AUTOMOTIVE RECURRING  
OPERATING MARGIN IN 2016-2018,  
AND TARGET 6% BY 2021

AUTOMOTIVE RECURRING OPERATING MARGIN



DELIVER 10% GROUP REVENUE GROWTH  
BY 2018\* vs 2015,  
AND TARGET ADDITIONAL 15% BY 2021\*

GROUP REVENUE GROWTH PER YEAR



\*at constant (2015) exchange rates

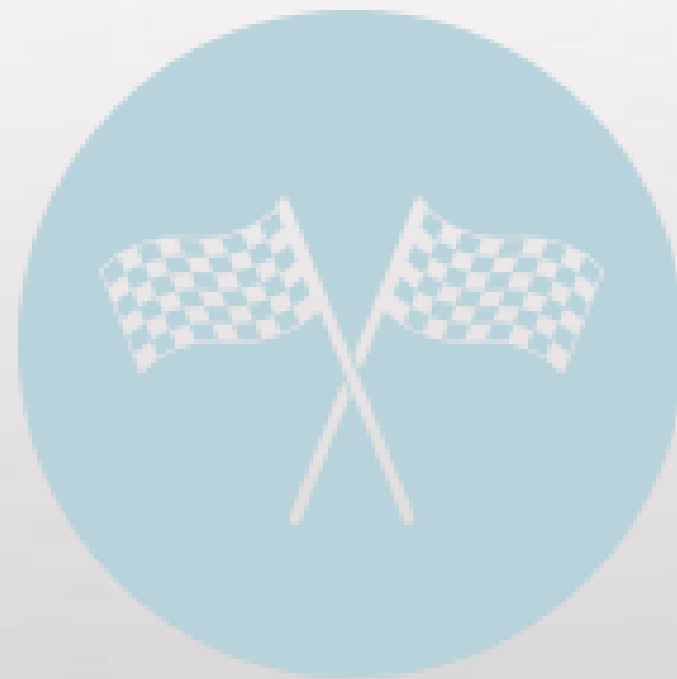
PUSH  
TO PASS



## A DIGITAL TRANSFORMATION

**EFFICIENCY  
BOOSTER**

**CUSTOMER  
CONNECTED  
COMPANY**



## COMPETITIVE TEAMS TO CHALLENGE BENCHMARKS

**EXPRESS  
INDIVIDUAL &  
COLLECTIVE  
TALENTS**

**BUSINESS  
SENSE**

**COMPETITIVE  
MINDSET**

**TALENT  
MANAGEMENT  
PROGRAM**



# A GREAT CAR MAKER

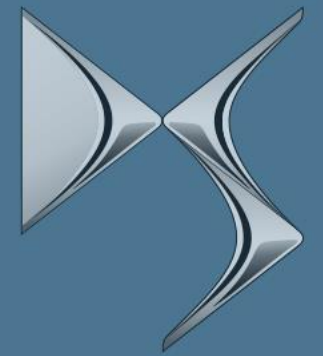
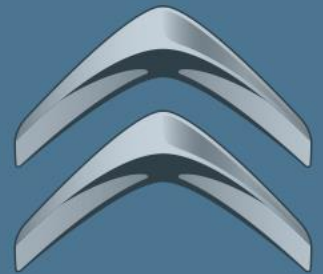
## CUTTING EDGE EFFICIENCY



QUALITY  
FIRST



CORE MODEL  
& TECHNO  
STRATEGY



BRAND  
POWER



CORE  
EFFICIENCY



NEW FRONTIERS

02.13 腊月廿五	02.14 腊月廿六	02.15 腊月廿七	02.16 今日 15点
05.13 六月廿五	05.14 六月廿六	05.15 六月廿七	05.16 今日 12点
05.13 六月廿五	05.14 六月廿六	05.15 六月廿七	05.16 今日 15点



PUSH  
TO PASS



# QUALITY FIRST ALWAYS, TARGET N° 1

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**BRAND PROGRAMS TO ENHANCE CUSTOMER EXPERIENCE**

**OUTSTANDING SERVICE FOR EACH CUSTOMER**

**BEST PRODUCT QUALITY**

Global models, local requirements

« New at 3 years » program

Halve warranty cost by 2021

**TOP 3 BY 2018**



**TARGETING NUMBER ONE PERFORMANCE BY 2021**

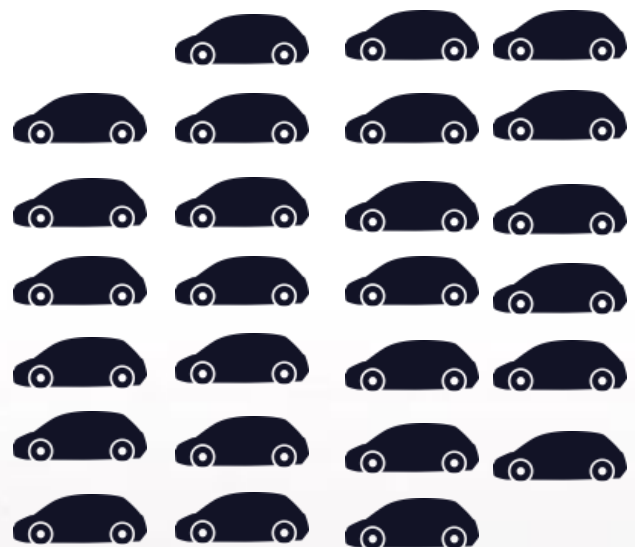


A GREAT  
CAR  
MAKER

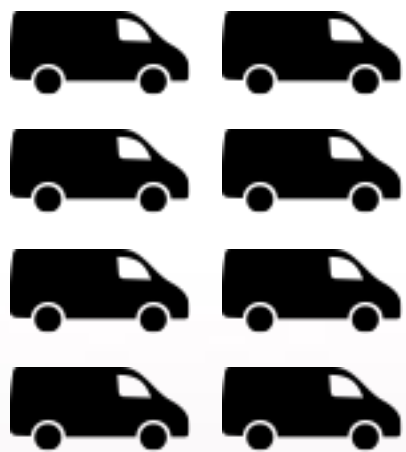
CORE MODEL  
& TECHNO  
STRATEGY

# RIGOROUS GLOBAL PLANNING TO DRIVE PROFITABLE GROWTH

## 34 NEW VEHICLES



**26**  
NEW  
PASSENGER  
CARS



**8**  
NEW LIGHT  
COMMERCIAL  
VEHICLES



INCLUDING  
NEW 1 TON  
PICK-UP OFFER

## 2 MULTI-ENERGY MODULAR PLATFORMS\*

ONE NEW CAR, PER REGION, PER BRAND AND PER YEAR

AVERAGE AGE 3.5 YEARS FROM 2018

\* FOR PASSENGER CARS



A GREAT  
CAR  
MAKER

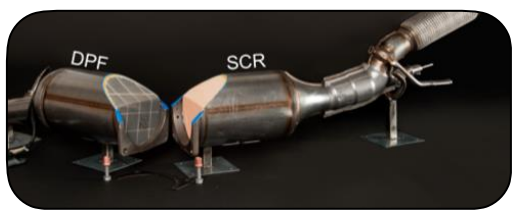
CORE MODEL  
& TECHNO  
STRATEGY

# A RICH AND SHARP CORE TECHNO STRATEGY

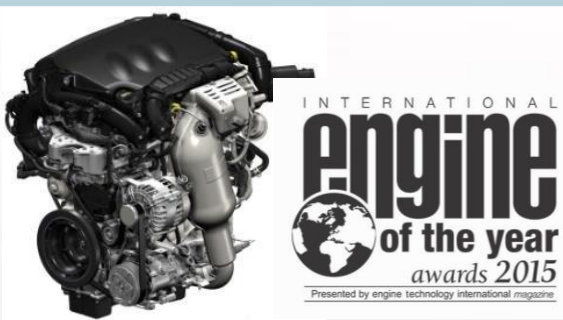
ICE RANGE FULLY  
OPTIMIZED WITH  
BEST IN CLASS  
EMISSION CONTROL



SCR TECHNOLOGY



PURE TECH GASOLINE ENGINE



AGILE FAST  
TECH  
DEVELOPMENT



FULL MIRRORING 2016

INFOTAINMENT OVER THE AIR 2018

FULL CAR OVER THE AIR 2020

ELECTRIFICATION  
PROGRAMS



7 PHEV BY 2021



4 NEW BEV BY 2021



A ROBUST ADAS  
ROADMAP READY  
FOR AUTONOMOUS  
DRIVING



TRAFFIC JAM ASSIST 2018

«HANDS OFF» 2020

«EYES OFF» 2021





A GREAT  
CAR  
MAKER

BRAND POWER



# PEUGEOT TO BECOME THE BEST HIGH END GENERALIST BRAND

REINFORCE BRAND PROMISE

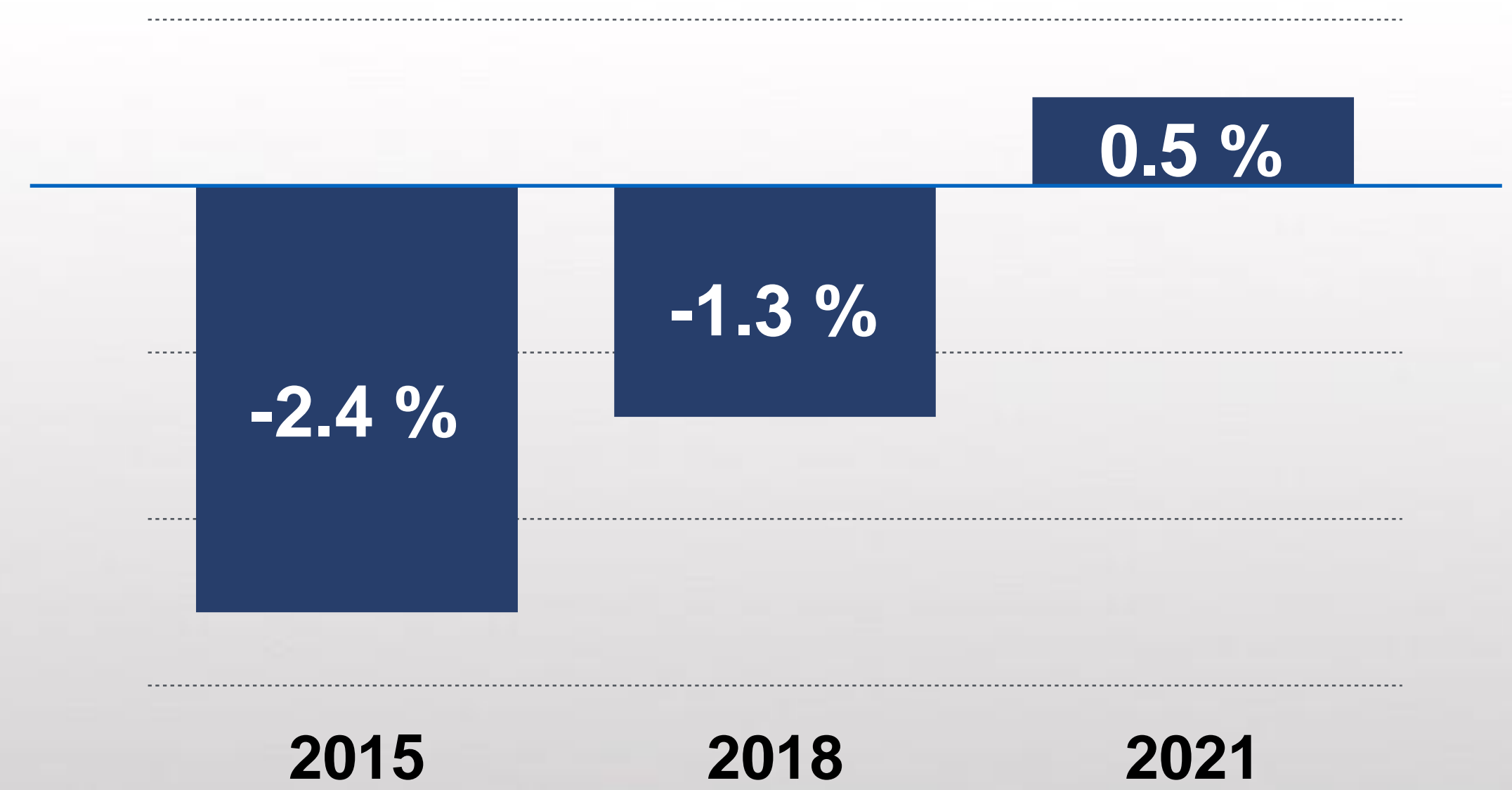
ROLL OUT UP MARKET STRATEGY

BUILD BEST IN CLASS CUSTOMER  
EXPERIENCE

Empower 700,000 connected customers  
Service Quality: From Q2 to Q1 by 2021

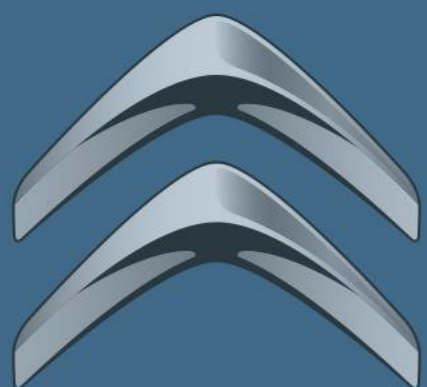
IMPROVE MARKETING EFFICIENCY  
BY 11% BY 2018

IMPROVE PRICING POWER



EUROPE PRICING POWER VS BENCHMARK





# CITROËN TO BECOME THE PEOPLE MINDED BRAND

## « BE DIFFERENT, FEEL GOOD »

Citröen Advanced Comfort

12 global Models by 2021, of which 7 by 2018

30% volume growth by 2021

## « CITROËN & YOU »

« My Citroën » app

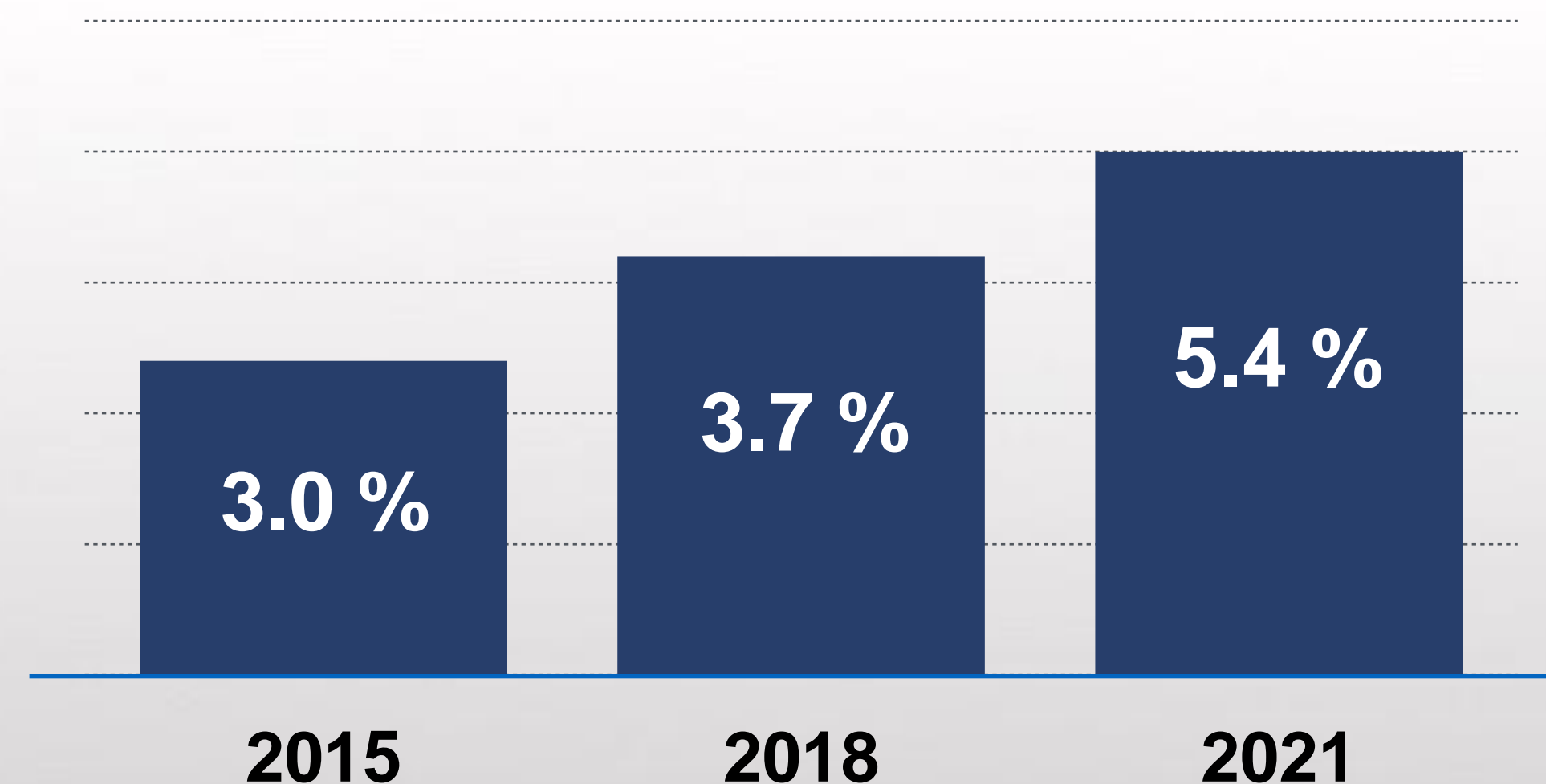
Citröen advisor 360°

Fair pricing, hassle free relationship



## ONE OF THE 3 MOST RECOMMENDED BRANDS BY 2021

## IMPROVE PRICING POWER

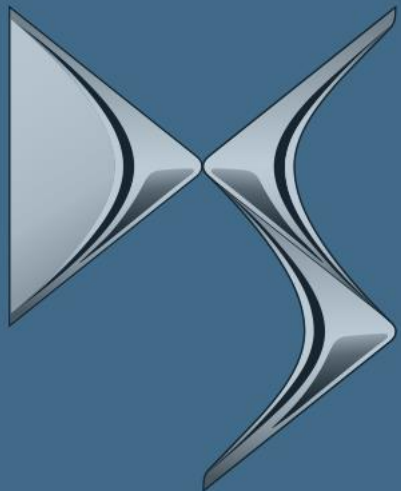


EUROPE PRICING POWER VS BENCHMARK

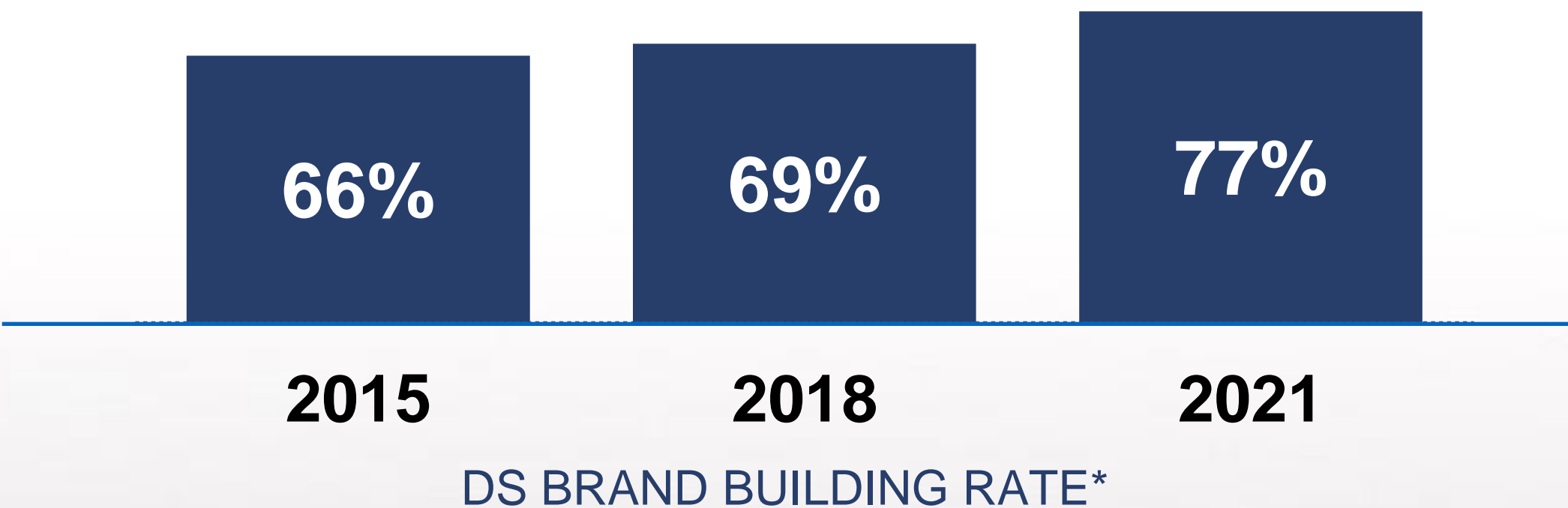


# DS OFFER FRENCH AVANT-GARDE LUXURY EXPERIENCE

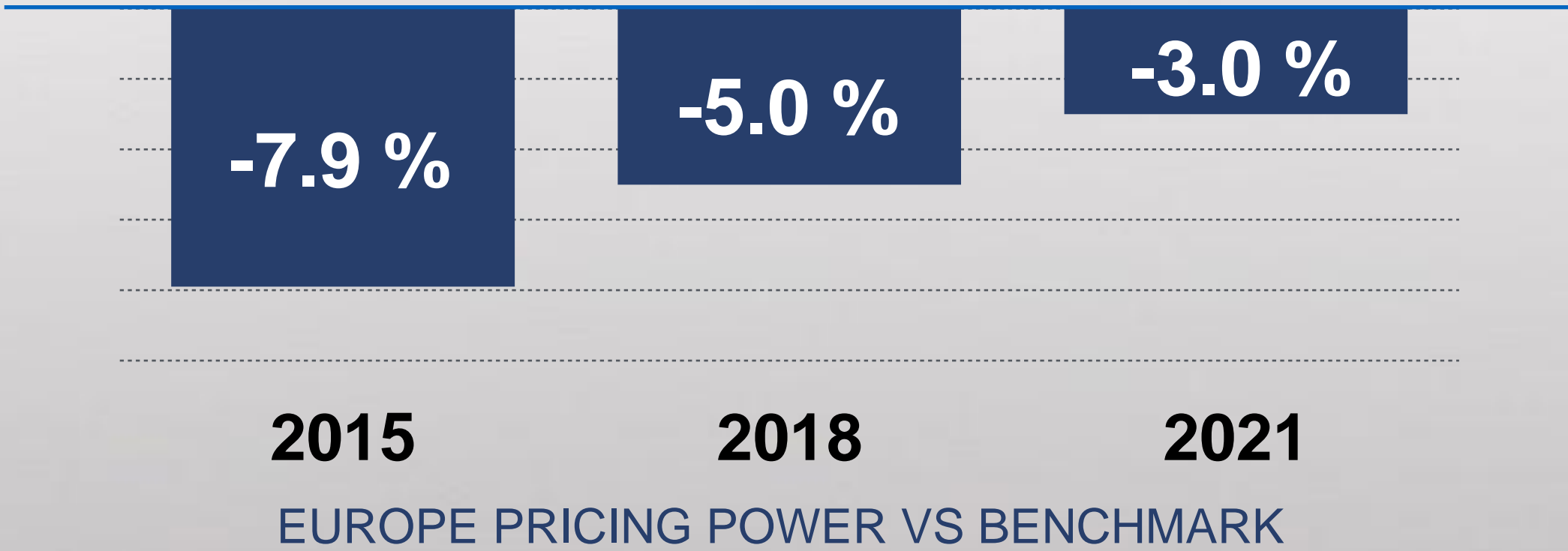
- 5 NEW GLOBAL MODELS BY 2021
- CUSTOMER EXPERIENCE  
« DS ALWAYS BY MY SIDE »
- FOCUSED MARKETING ON TARGET GROUP



## CONTINUE BRAND CONSTRUCTION



## IMPROVE PRICING POWER



\* % DS sales to loyal customers or non former PSA customers

# CORE EFFICIENCY IS OUR DNA

## R&D AND CAPEX EFFICIENCY AND COOPERATION SYNERGIES

**€1,500M**  
**«BACK IN THE RACE» SAVINGS CONFIRMED**  
**(2014-2018)**

**5%**  
**PRODUCTIVITY PER YEAR**  
**(2019-2021)**

## PRODUCTION COSTS REDUCTION

**-€700/veh**  
**FROM 2015 TO 2018 IN EUROPE (INCL.€6)**

**-20%**  
**IN 2018 VS 2015 IN CHINA**

## FIXED COSTS REDUCTION, TARGETING BENCHMARK

- BENCH WAGES / REVENUES RATIO
- G&A 1% REVENUES IN EVERY COMMERCIAL SUBSIDIARY
- FME\* / TURNOVER RATIO REDUCED BY 12% BY 2018
- LESS THAN 20% STRUCTURE RATIO PER FACTORY
- FOOTPRINT RIGHTSIZING AND MODERNIZATION
- REAL ESTATE SAVINGS: -€150M IN 2018 VS 2015

\*FME: FIXED MARKETING EXPENSES



A GREAT  
CAR  
MAKER  
  
NEW FRONTIERS

# EUROPE

## FIRST IN PROFIT MARGIN, SECOND IN GROUP MARKET SHARE



A GREAT  
CAR  
MAKER  
NEW FRONTIERS

# CHINA AND SOUTH-EAST ASIA CROSS THE 1 MILLION SALES LINE AND START PRODUCING CARS IN SOUTH -EAST ASIA

1  
MILLION  
SALES BY 2018

20  
PRODUCT  
LAUNCHES IN  
CHINA  
3 PHEV  
2 BEV

10%  
OPERATING MARGIN  
FOR DPCA & CAPSA  
BY 2021

KICK-OFF PLANT  
CONSTRUCTION IN ASEAN  
BY 2018



A GREAT  
CAR  
MAKER

NEW FRONTIERS

# LATIN AMERICA REBOUND WITH A SHARPER BUSINESS MODEL

85%

DEEP LOCAL  
INTEGRATION  
IN 2021

16

PRODUCT LAUNCHES  
IN MERCOSUR

X2

GLOBAL VOLUMES  
VOLUMES OUTSIDE MERCOSUR  
BY 2021

X3

PROFIT  
BY 2021

BUILD PROFITABLE GROWTH

A GREAT  
CAR  
MAKER  
NEW FRONTIERS

# EURASIA DELIVER BREAK-EVEN IN 2017 AT THE LATEST AND PLAN FOR REBOUND

75%

LOCAL INTEGRATION  
BY 2021

60%

LOCAL PRODUCTION  
BY 2021, INCLUDING LCVs

17

PRODUCT LAUNCHES

X4

SALES VOLUME  
IN 2018 VS 2015

PROFIT  
HIGH DOUBLE DIGIT  
BY 2021



A GREAT  
CAR  
MAKER  
NEW FRONTIERS

# MIDDLE EAST AND AFRICA

## ROLLING START FOR SUSTAINABLE GROWTH IN AFRICA AND IRAN

70%

LOCAL PRODUCTION BY 2021

23

PRODUCT  
LAUNCHES

700,000 SALES BY 2021



NEW INDUSTRIAL  
FOOTPRINT  
IRAN  
ALGERIA  
MOROCCO

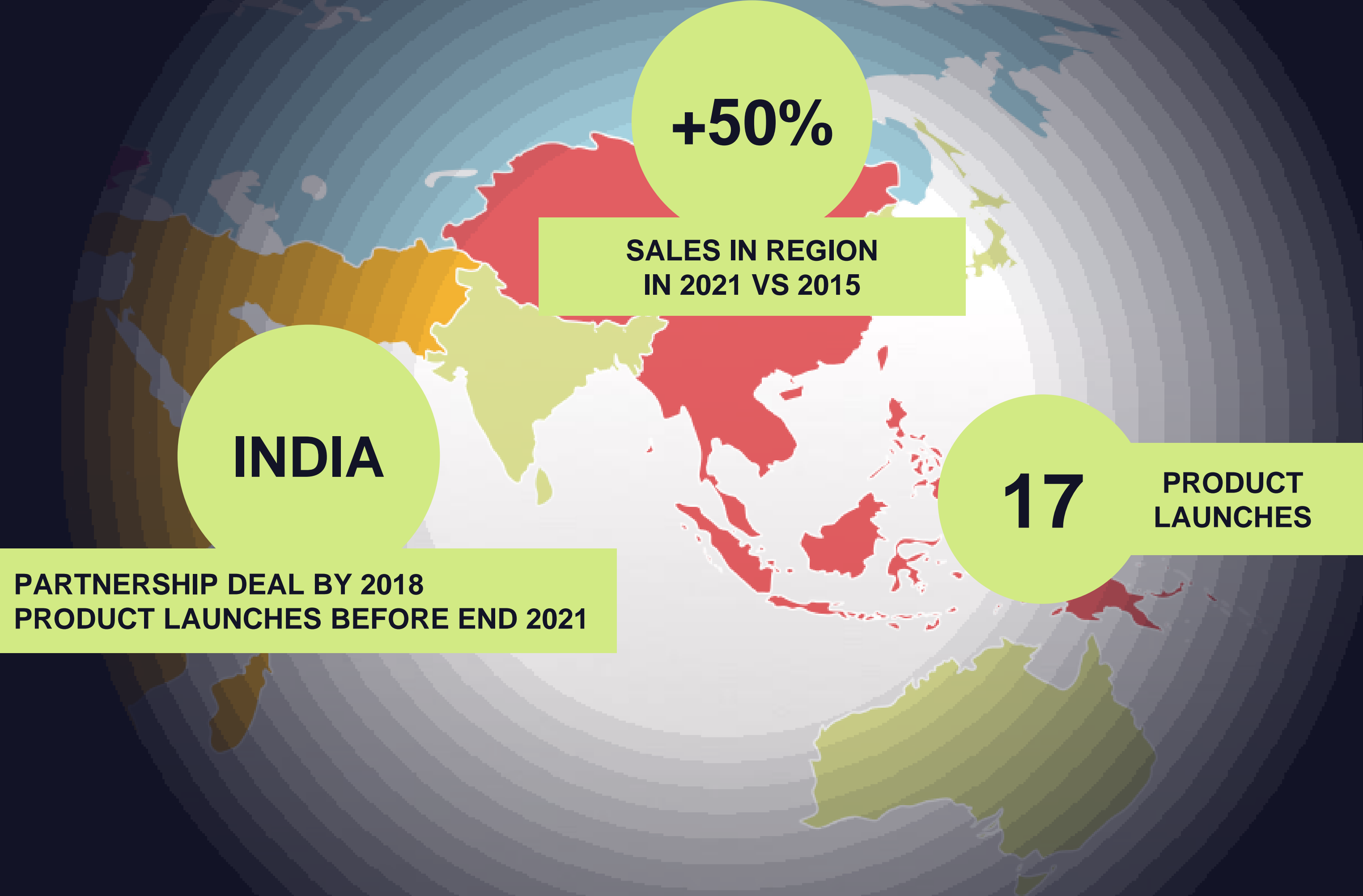
X4

PROFIT  
IN 2021 VS 2015

A GREAT  
CAR  
MAKER  
NEW FRONTIERS

# INDIA PACIFIC

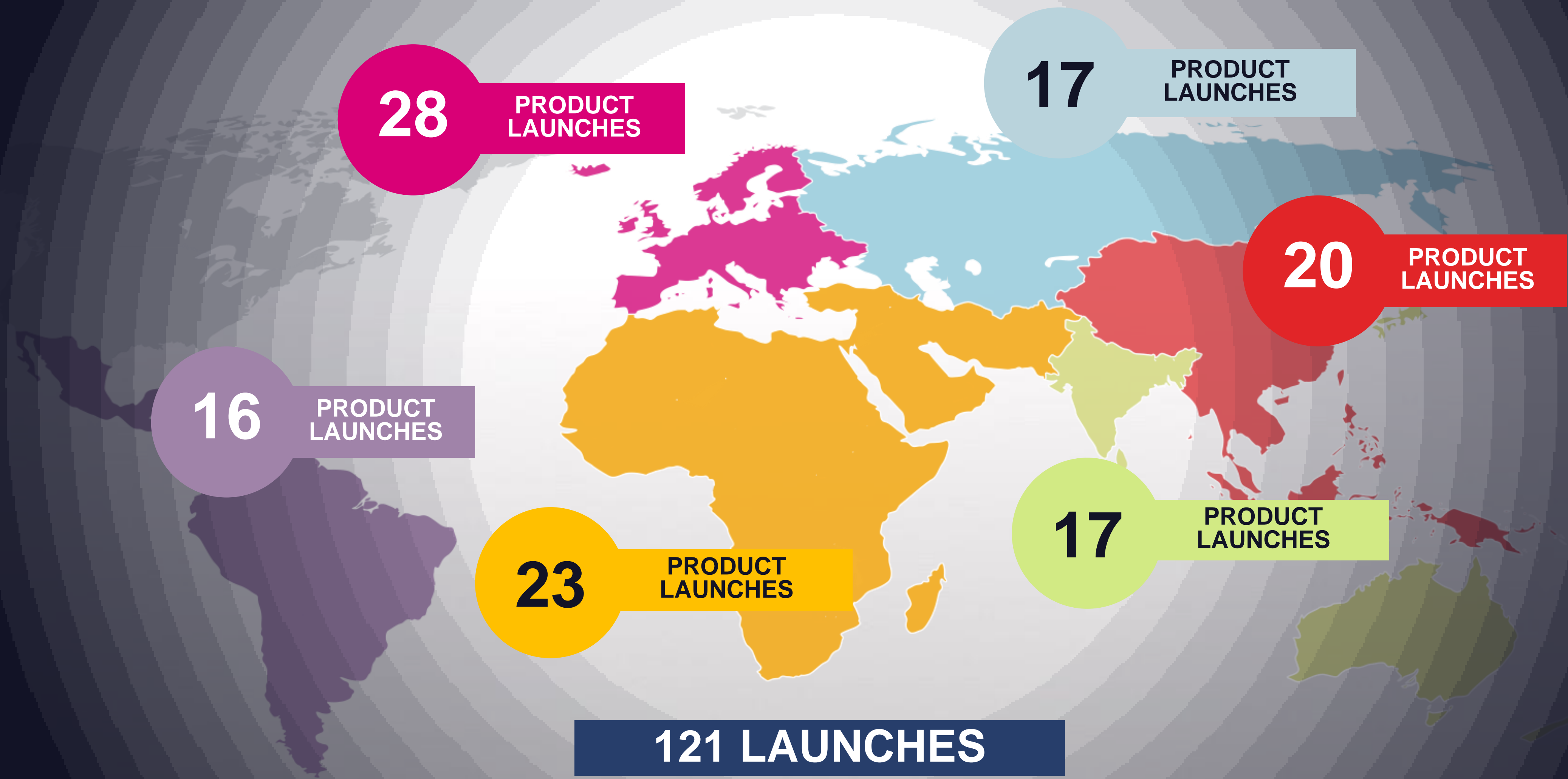
## GROW IN PACIFIC AND ESTABLISH A MEANINGFUL PRESENCE IN INDIA



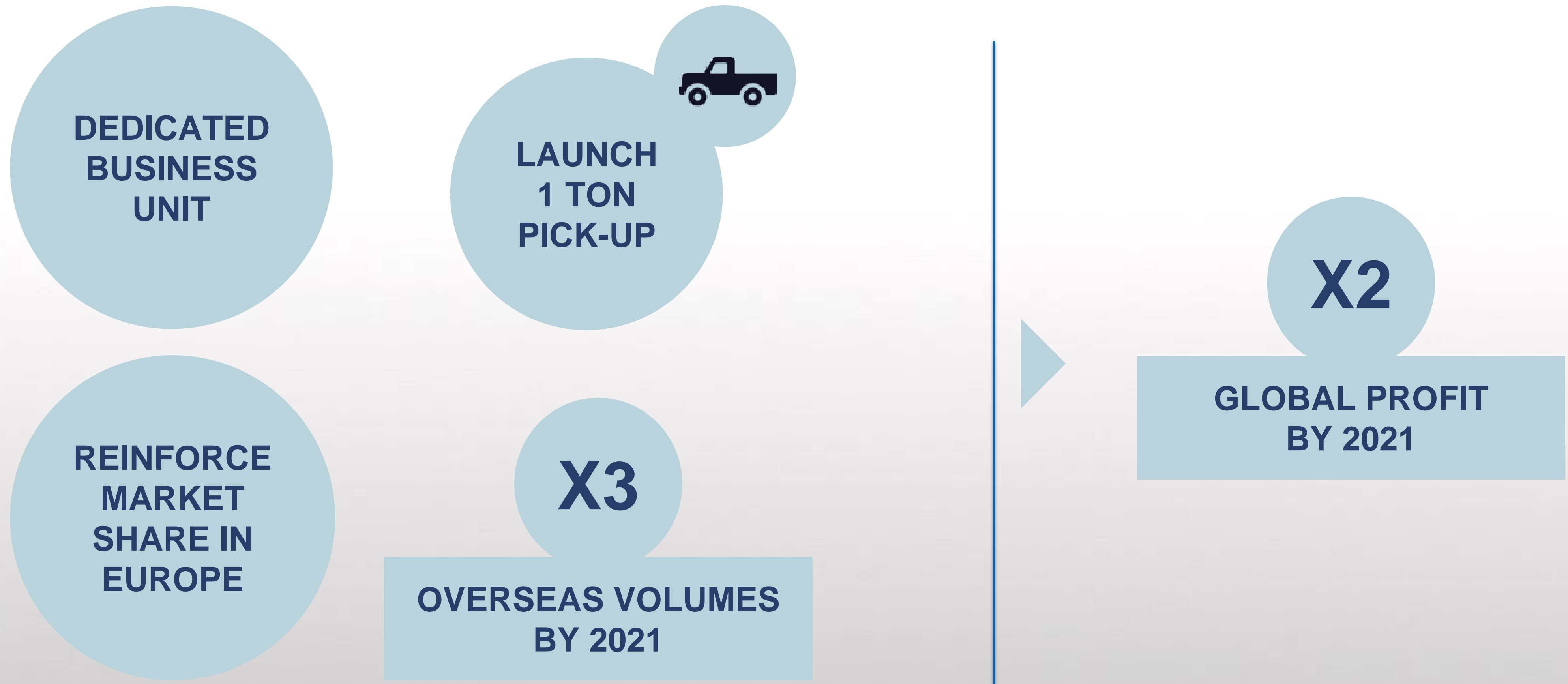


A GREAT  
CAR  
MAKER  
  
NEW FRONTIERS

# PRODUCT LAUNCHES TO SUPPORT REGIONS GROWTH



# BETTER LCV FARMING IN EUROPE AND OVERSEAS GROWTH





# A MOBILITY PROVIDER

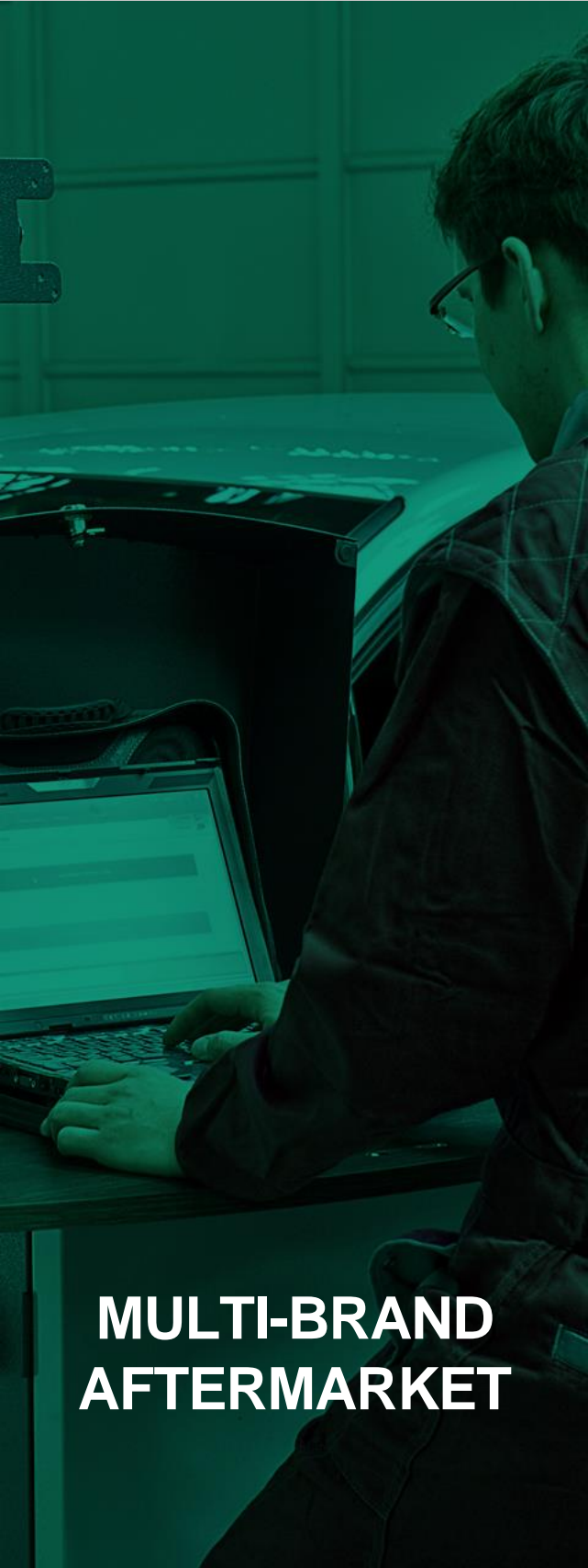
FOR A LIFETIME CUSTOMER RELATIONSHIP



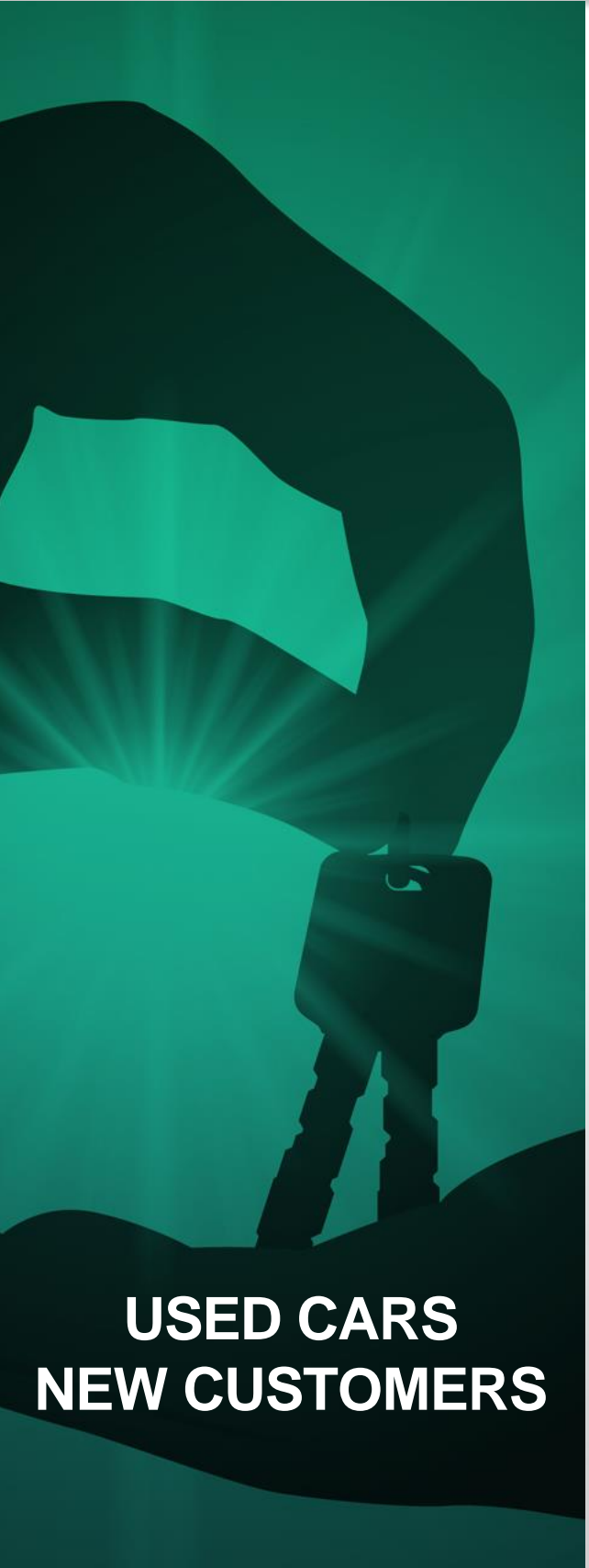
**CUSTOMER  
INSIDE**



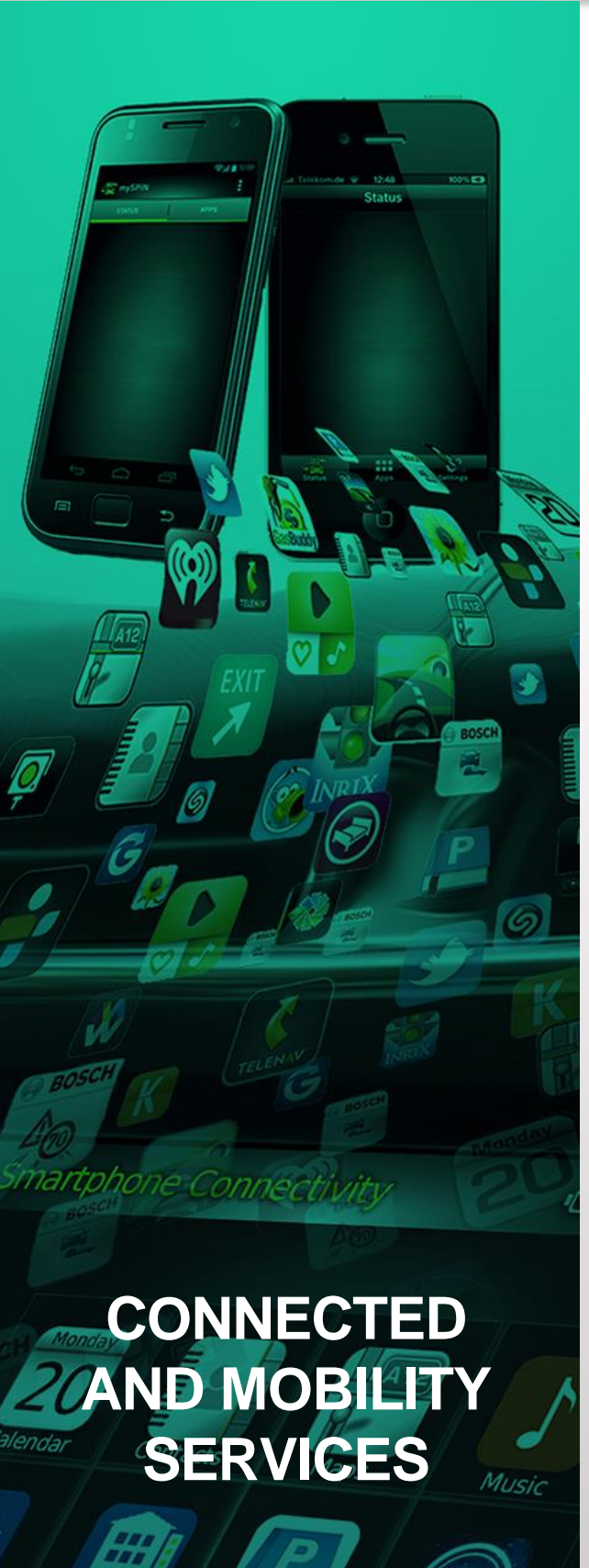
**HASSLE FREE  
MOBILITY**



**MULTI-BRAND  
AFTERMARKET**



**USED CARS  
NEW CUSTOMERS**



**CONNECTED  
AND MOBILITY  
SERVICES**



**NORTH AMERICA  
10 YEAR PROJECT**



**ENLARGE OUR CUSTOMER BASE**

**PUSH  
TO PASS**



A MOBILITY  
PROVIDER

CUSTOMER  
INSIDE

# CUSTOMER INSIDE

## CUSTOMER INSIDE OUR COMPANY



FROM A TRANSACTIONAL TO A PERSONALIZED RELATIONSHIP

FROM A ‘ONE TOUCH POINT’ TO A ‘ANY JOURNEY I WANT’ PROPOSAL

FROM AN OFFER TO A CO-CREATIVE PROCESS



**A MOBILITY  
PROVIDER**

# **HASSLE FREE, ALL INCLUDED MOBILITY PROPOSALS**

**HASSLE FREE  
MOBILITY**

## **MULTI-BRAND LEASER FOR B2B CUSTOMERS**



**BUSINESS UNIT IN 7 KEY  
EUROPEAN MARKETS**

**INCREASING SALES OF SERVICE CONTRACTS IN EUROPE  
PENETRATION RATE FROM 33% TO 60% BY 2021**

**INSURANCE OFFER:  
« PAY AS YOU DRIVE », « PAY HOW YOU DRIVE »**

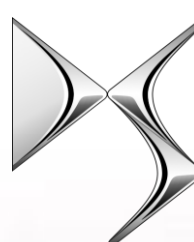
**PROFIT: +€100M BY 2021**

# A MOBILITY PROVIDER

MULTI-BRAND  
AFTERMARKET

# BECOME A MULTI-BRAND AFTERMARKET PLAYER

## 3 MAJOR CUSTOMER SEGMENTS



OEM'S ORIGINAL  
PARTS AND NETWORK  
QUALITY



EURO  
REPAR  
CAR SERVICE

SMART BUY OFFERS  
EURO REPAR CAR SERVICE  
EXPANSION



BEST COST OFFERS  
MISTER-AUTO  
REVENUE X5 BY 2021

## AFTERMARKET SALES

+10% BY 2018

+25% BY 2021



**A MOBILITY  
PROVIDER**

USED CARS  
NEW CUSTOMERS

# USED CARS, NEW CUSTOMERS

**ONLINE TRADING PLATFORM BY END 2016**



**TO BECOME A MULTI-BRAND OPERATOR IN  
B2B, B2C AND C2C (START OF OPERATIONS 2017)**

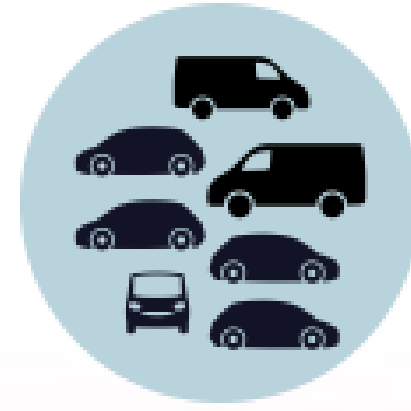
**800,000 SALES  
BY 2021**

**PROFIT X4  
BY 2021**

**A MOBILITY PROVIDER**CONNECTED AND  
MOBILITY  
SERVICES

# SCALE UP CONNECTED AND MOBILITY SOLUTIONS

## 4 PILLARS FOR BUSINESS DEVELOPMENT

**B2C CARSHARING**SHARE YOUR FLEET**B2B CARSHARING  
& FLEET  
MANAGEMENT****CONNECTED  
AFTERSALES &  
LEAD BUSINESS****BIG DATA**

▼

**€300M REVENUES  
BY 2021**

+

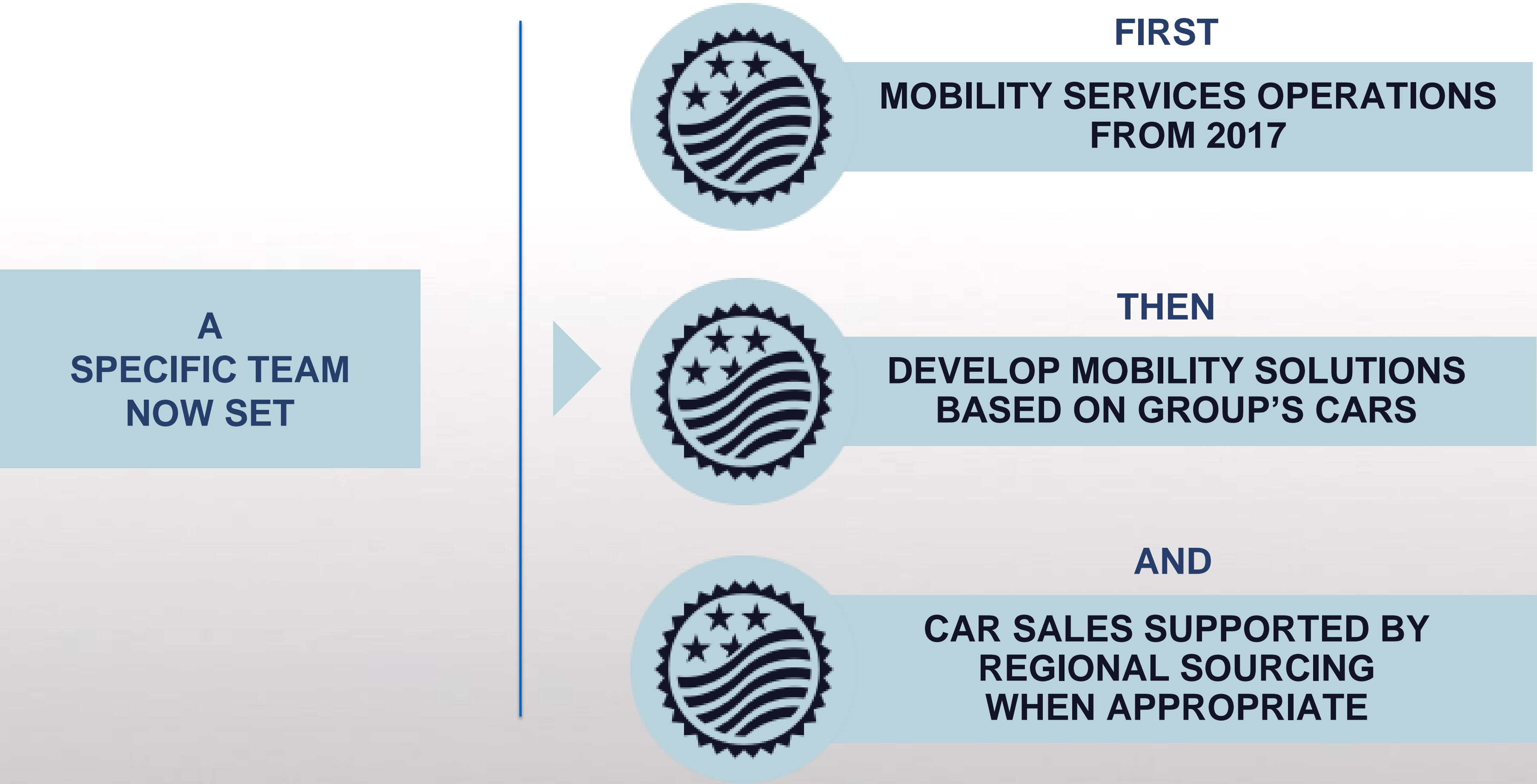
**VENTURE CAPITAL UP TO €100M FUNDING**



A MOBILITY  
PROVIDER

NORTH AMERICA  
10 YEAR PROJECT

# A 10 YEAR PROJECT FOR A PROGRESSIVE NORTH AMERICA ENTRY



## AUTOMOTIVE RECURRING OPERATING MARGIN

**4%** AVG 2016-2018

**6%** TARGET 2021

## GROUP REVENUE GROWTH

**+10%\*** BY 2018  
VS 2015

**+15%\*** BY 2021  
ADDITIONAL

\*AT CONSTANT (2015) EXCHANGE RATES



# PUSH TO PASS, TAKE AWAYS

**PERFORMANCE MATTERS MORE THAN SIZE**

**A GREAT GLOBAL CAR MAKER WITH CUTTING EDGE EFFICIENCY**

**CUSTOMERS NEED MOBILITY BEYOND OWNERSHIP**

**A MOBILITY PROVIDER FOR LIFETIME CUSTOMER RELATIONSHIP**

**GROWTH IS A REWARD FOR A WELL DONE JOB**

**FOCUS ON IMPLEMENTATION EXCELLENCE**

**READY TO GRASP NEW OPPORTUNITIES**

**FIT FOR THE RACE, DRIVING OUR FUTURE WITH AGILITY**

***PUSH***<sup>TO</sup>  
 ***PASS***

« GROUPE PSA »  
IS ALL ABOUT FREEDOM TO MOVE!