

PUSH ^{TO} **PASS**

APRIL 5TH 2016

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

FIXED COSTS REDUCTION ON TRACK

PRICING POWER AT WORK

VARIABLE COST REDUCTION IN ACTION

**PUSH
TO PASS**

PUSH^{TO} ***PASS***

ORGANIC PROFITABLE GROWTH

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

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

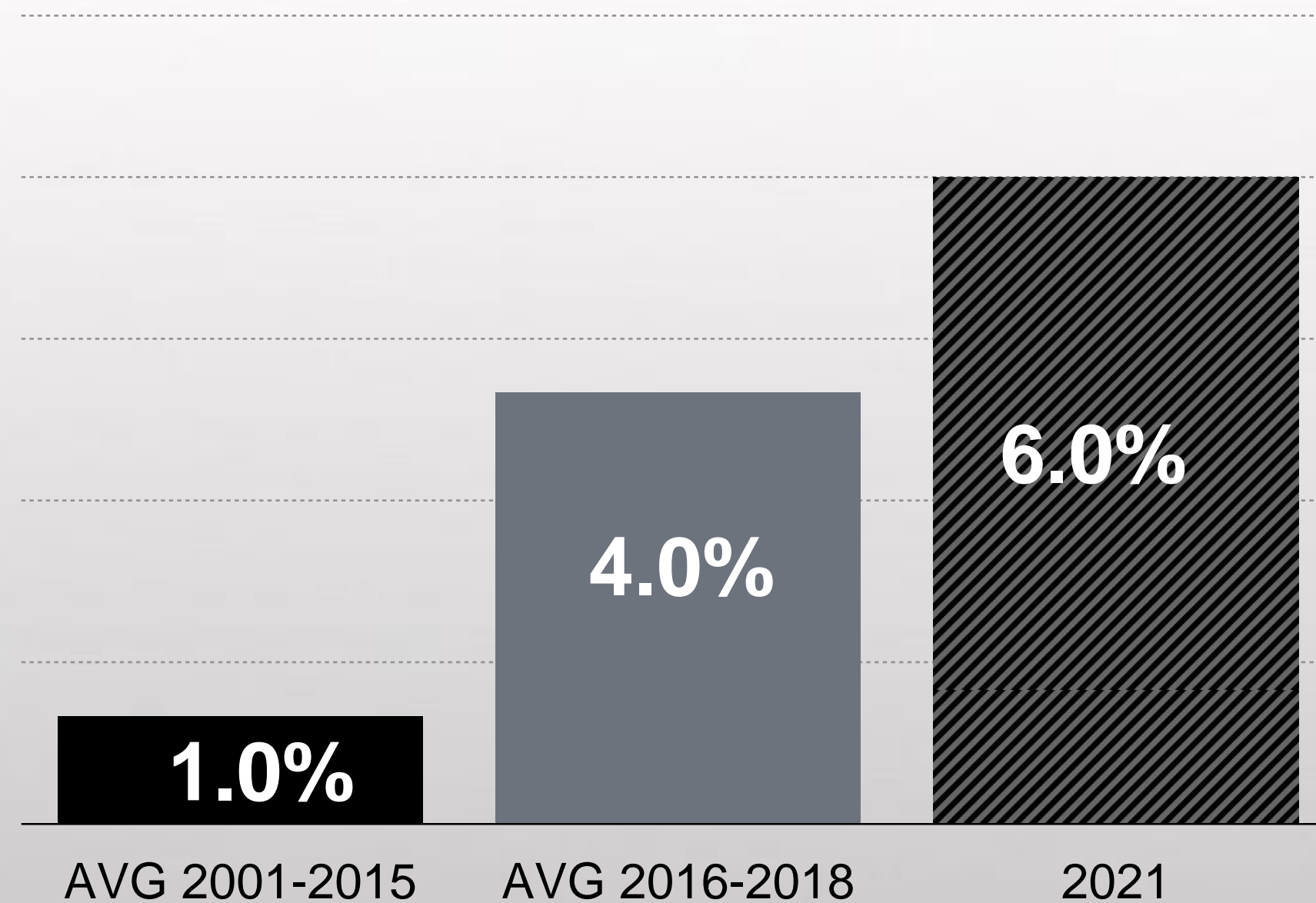
STEPPING UP SUSTAINABLE PERFORMANCE

UNLEASH THE FULL POTENTIAL OF THE COMPANY

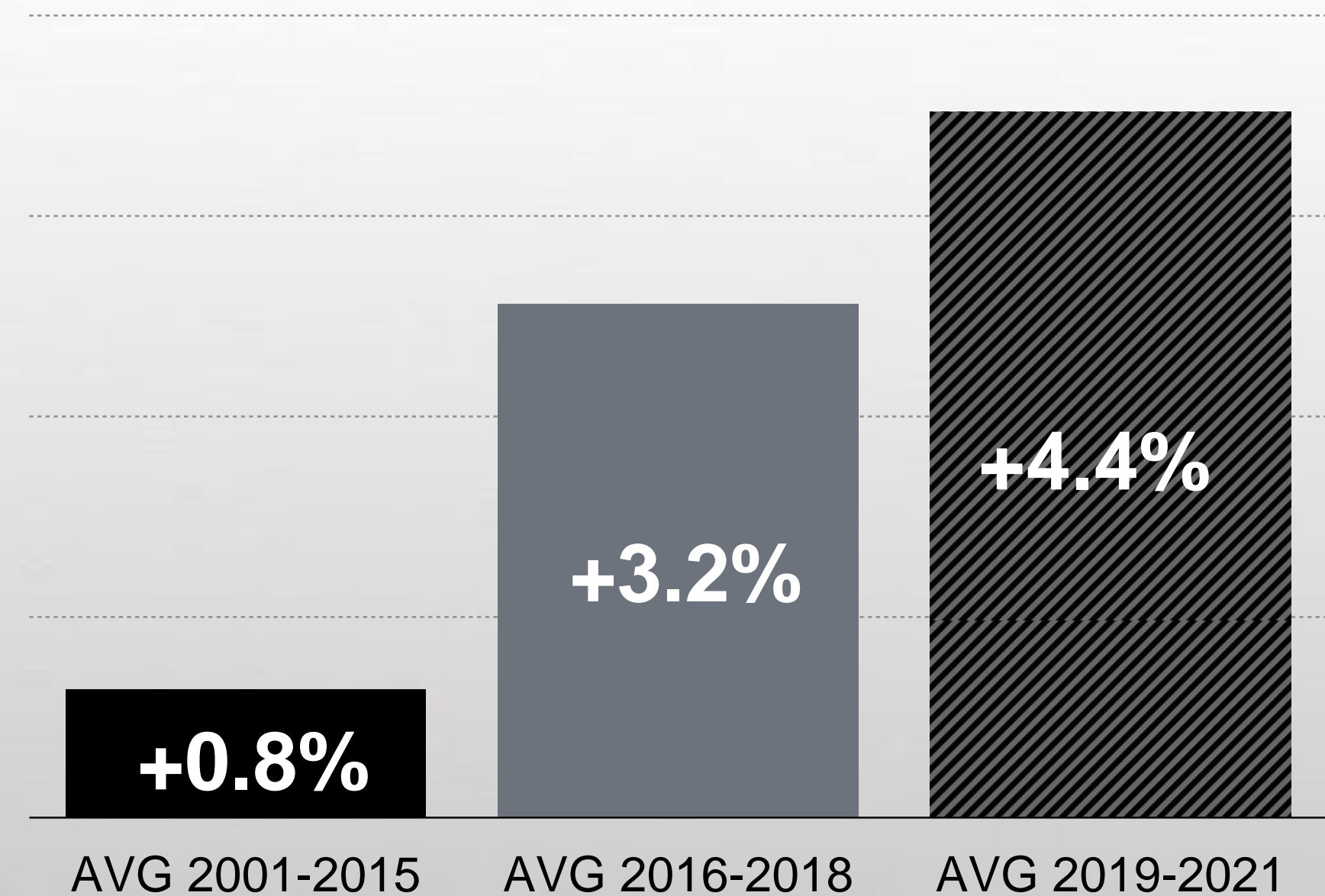
REACH AN AVERAGE 4%
AUTOMOTIVE RECURRING
OPERATING MARGIN IN 2016-2018,
AND TARGET 6% BY 2021

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

AUTOMOTIVE RECURRING OPERATING MARGIN



GROUP REVENUE GROWTH PER YEAR



*at constant (2015) exchange rates

PUSH
TO PASS

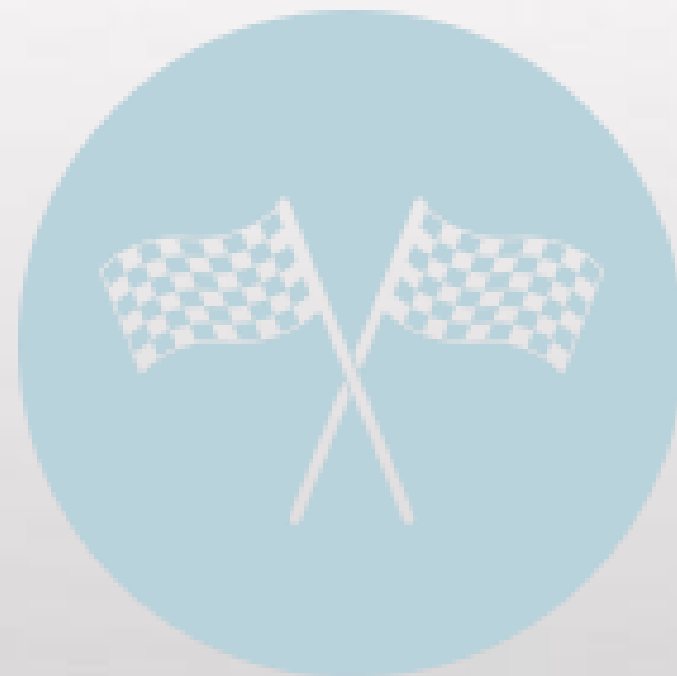
ENABLERS OF BUSINESS PERFORMANCE



A DIGITAL TRANSFORMATION

EFFICIENCY
BOOSTER

CUSTOMER
CONNECTED
COMPANY



COMPETITIVE TEAMS TO CHALLENGE BENCHMARKS

EXPRESS
INDIVIDUAL &
COLLECTIVE
TALENTS

BUSINESS
SENSE

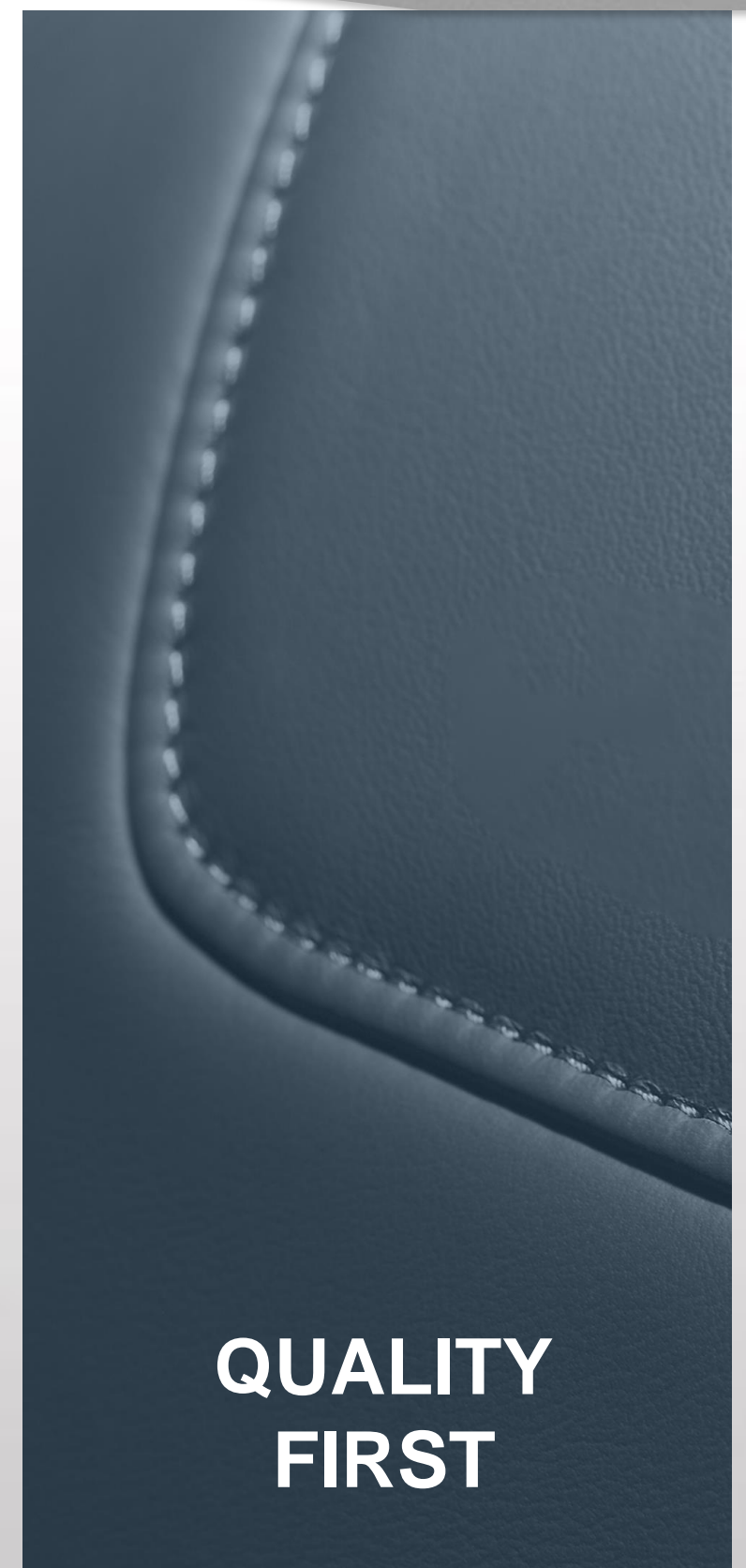
COMPETITIVE
MINDSET

TALENT
MANAGEMENT
PROGRAM

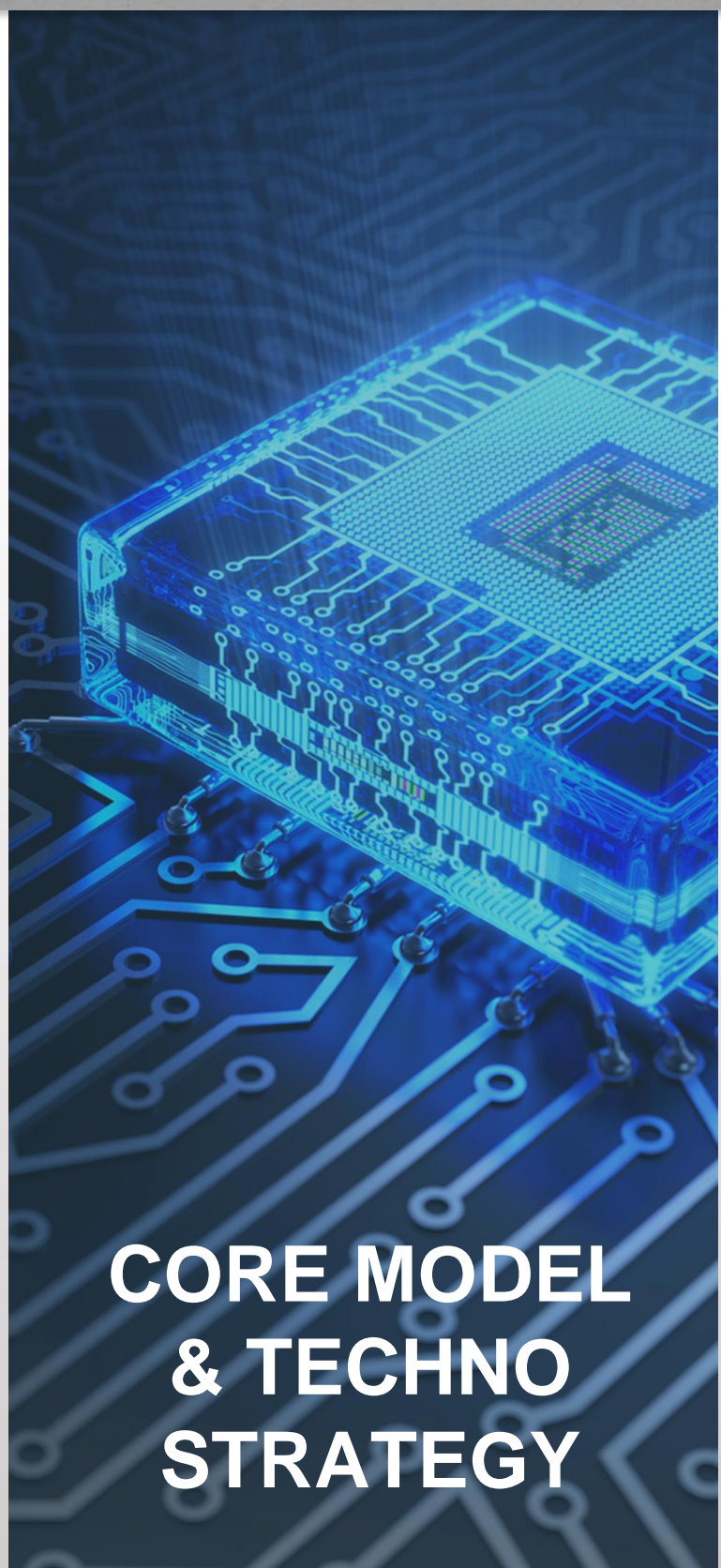
PUSH
TO PASS

A GREAT CAR MAKER

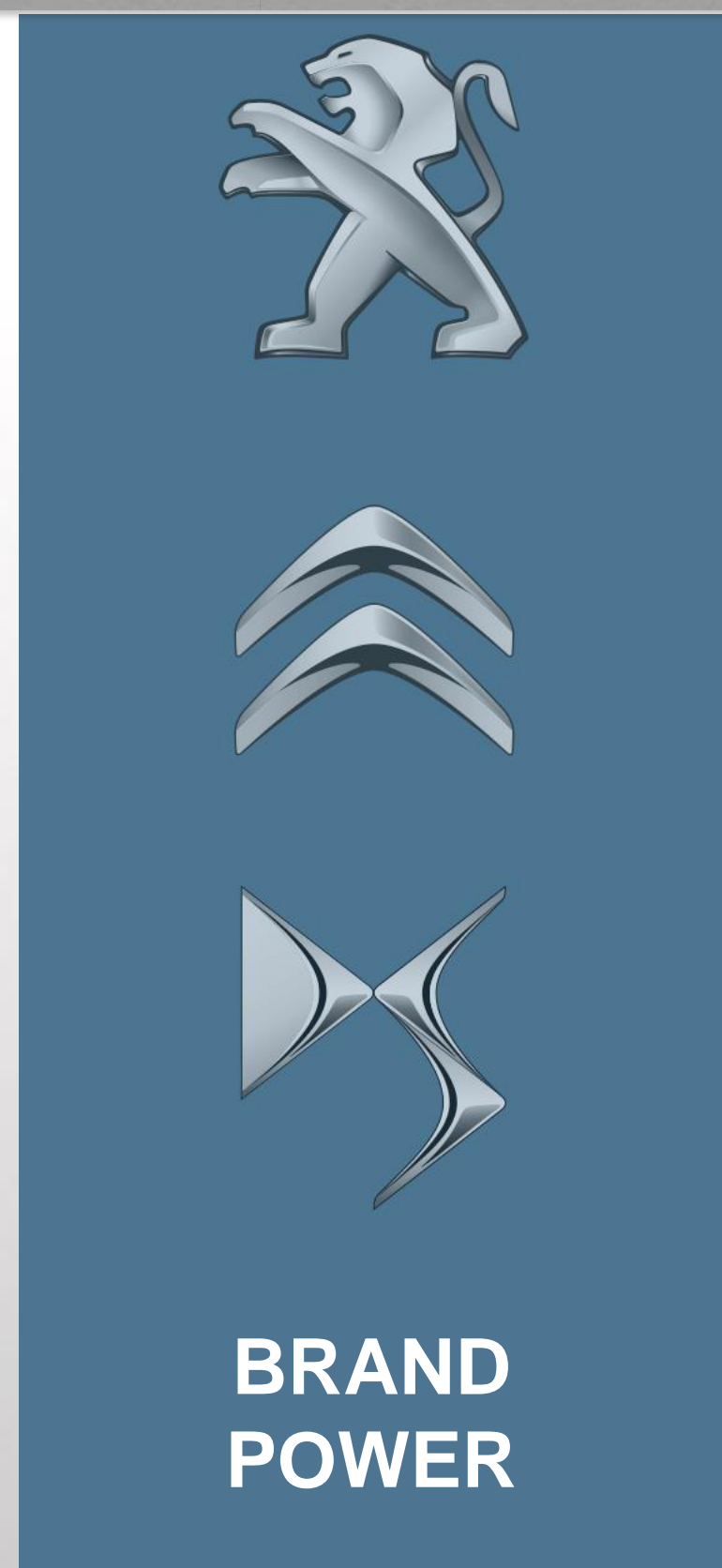
CUTTING EDGE EFFICIENCY



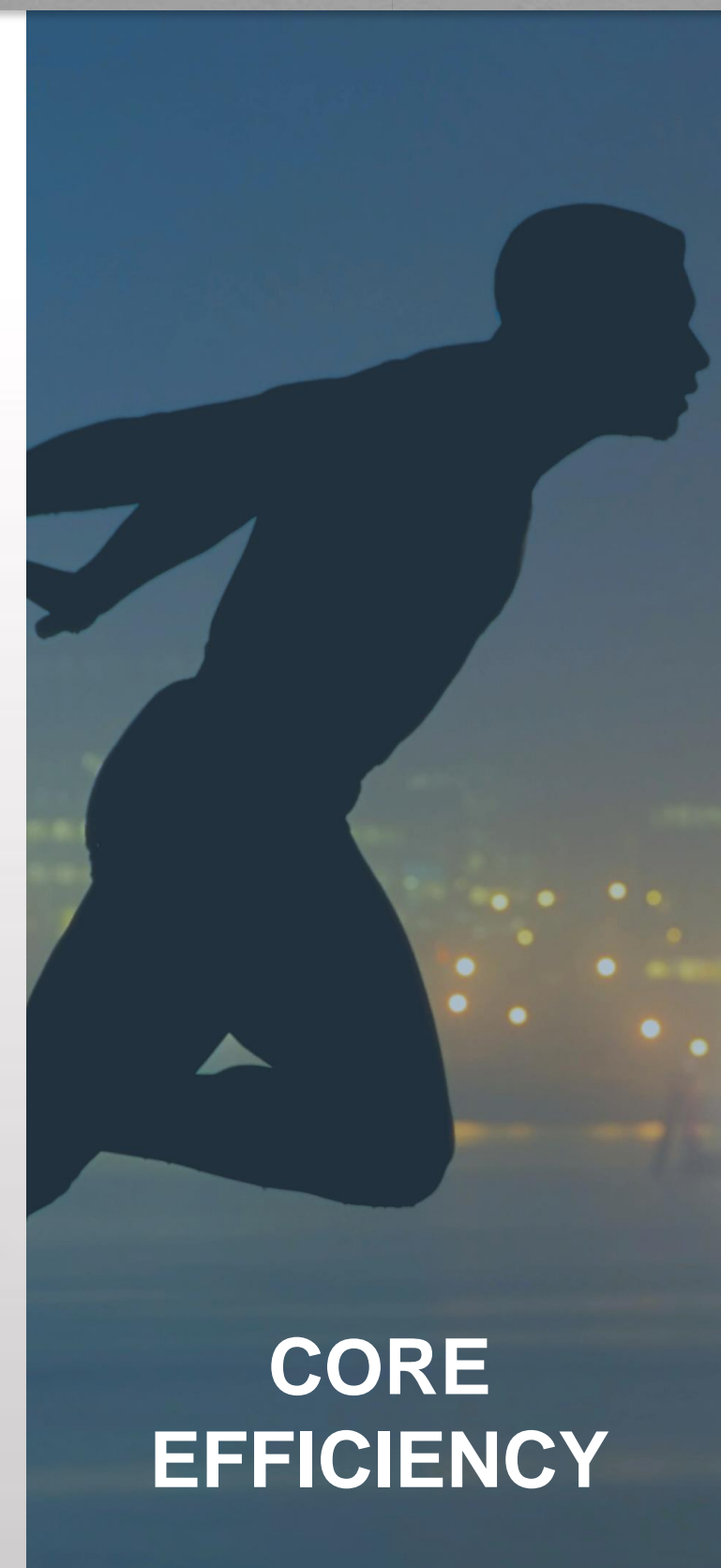
**QUALITY
FIRST**



**CORE MODEL
& TECHNO
STRATEGY**



**BRAND
POWER**



**CORE
EFFICIENCY**



NEW FRONTIERS

**PUSH
TO PASS**

02.13 02.14 02.15 02.16
 二月廿五 二月廿六 二月廿七 今日 15点
 禮拜五 禮拜六 禮拜日 今日 12点
 05:13 04:50 05:12 05:19

QUALITY FIRST ALWAYS, TARGET N° 1

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



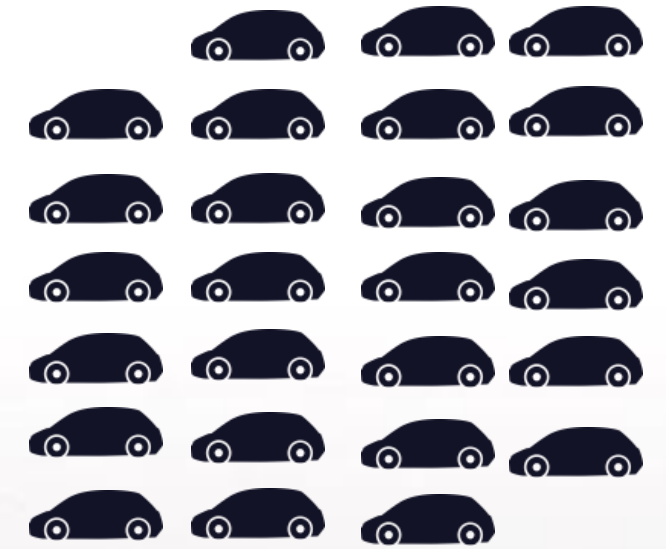
TARGETING NUMBER ONE PERFORMANCE BY 2021

RIGOROUS GLOBAL PLANNING TO DRIVE PROFITABLE GROWTH

A GREAT CAR MAKER

CORE MODEL & TECHNO STRATEGY

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 RICH AND SHARP CORE TECHNO STRATEGY

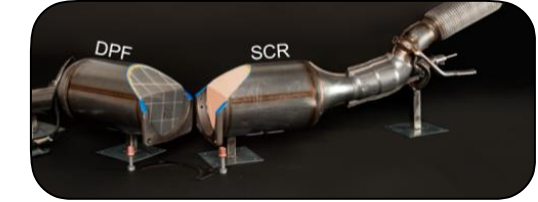
A GREAT
CAR
MAKER

CORE MODEL
& 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



PEUGEOT TO BECOME THE BEST HIGH END GENERALIST BRAND

A GREAT
CAR
MAKER
BRAND POWER



REINFORCE BRAND PROMISE

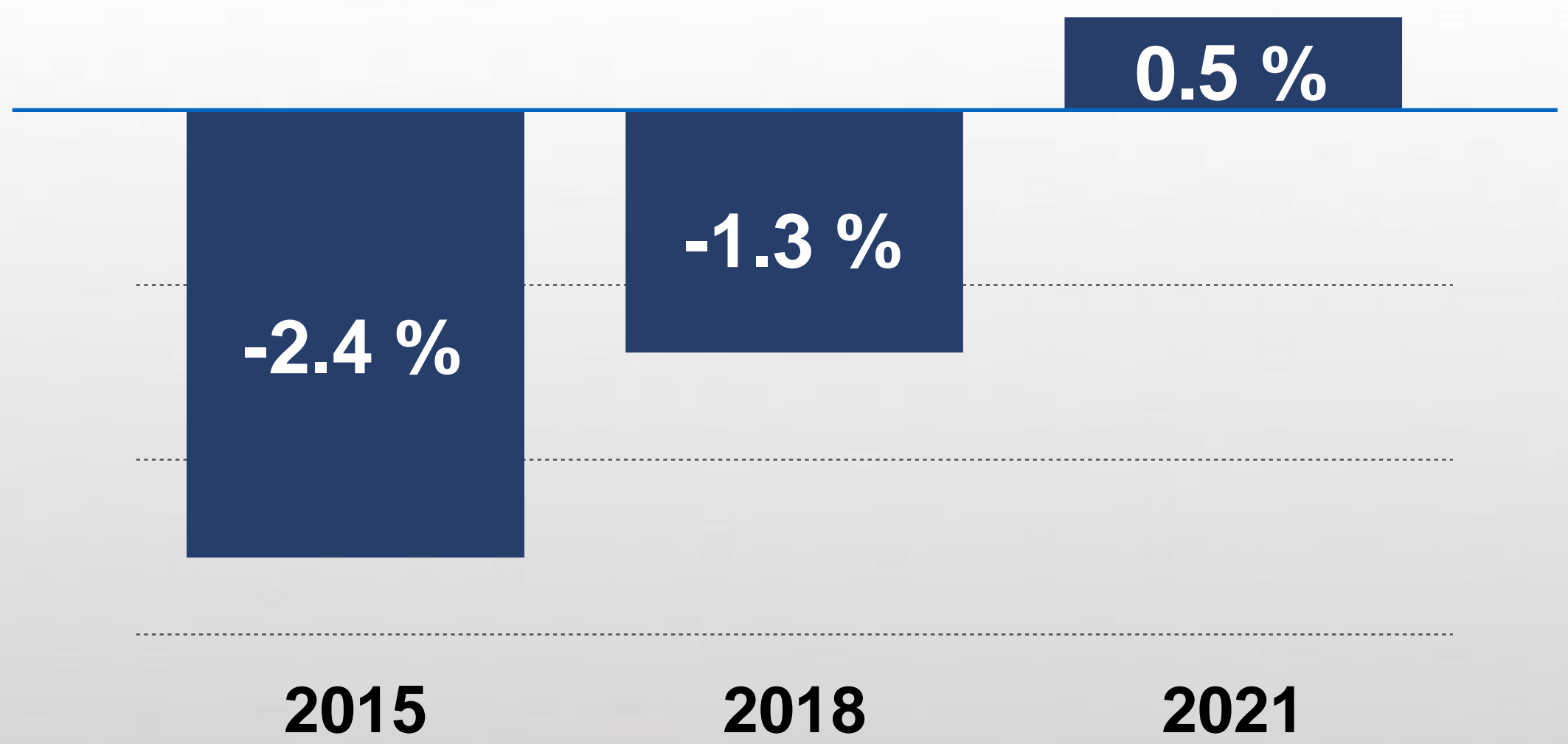
ROLL OUT UP MARKET STRATEGY

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

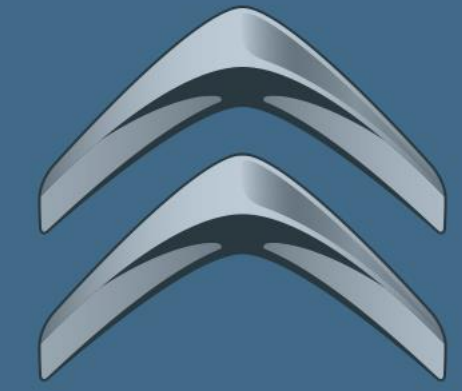
CITROËN TO BECOME THE PEOPLE MINDED BRAND

« BE DIFFERENT, FEEL GOOD »

Citroën Advanced Comfort
12 global Models by 2021, of which 7 by 2018
30% volume growth by 2021

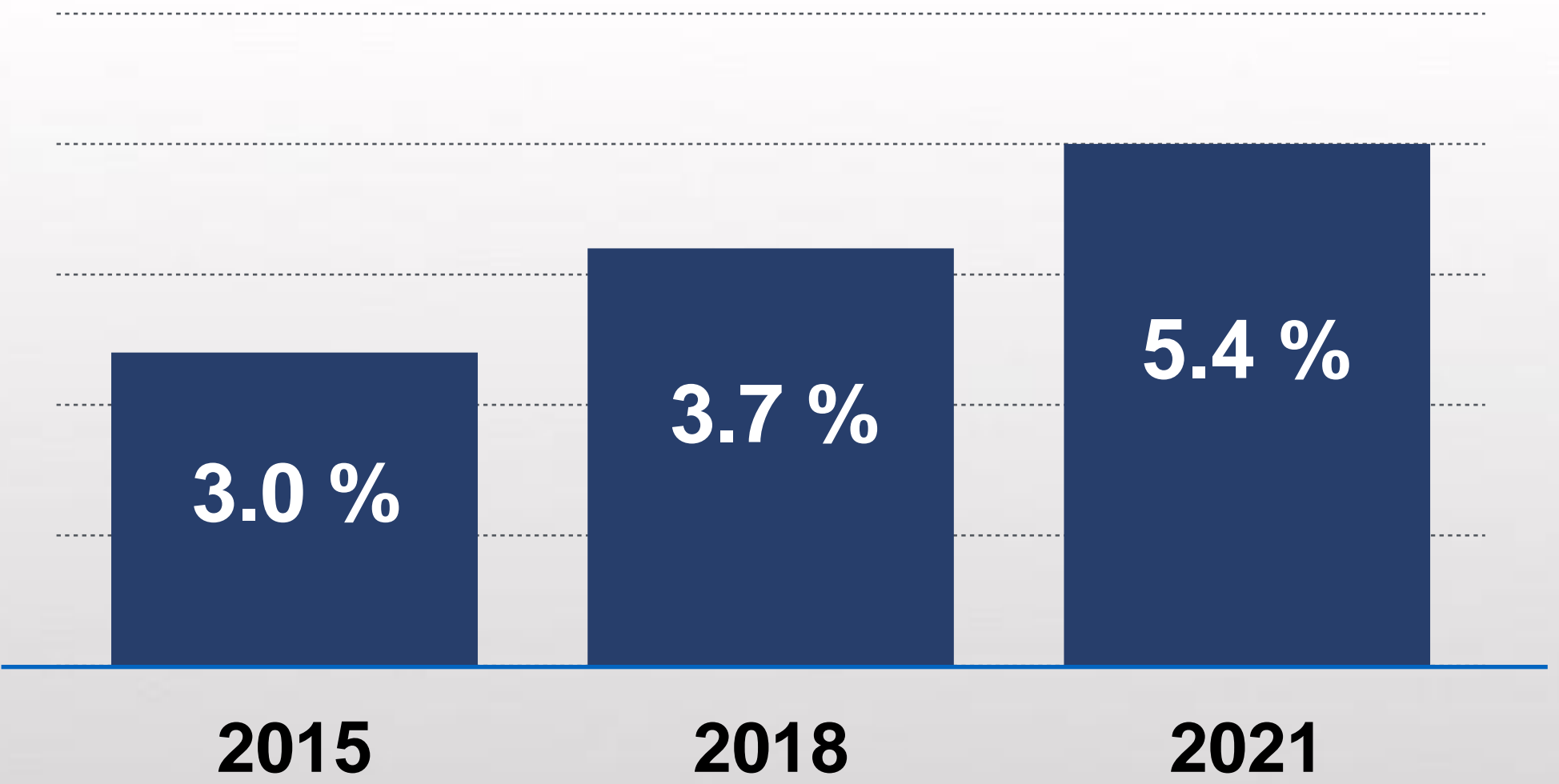
« CITROËN & YOU »

« My Citroën » app
Citroën advisor 360°
Fair pricing, hassle free relationship



ONE OF THE 3 MOST RECOMMENDED BRANDS BY 2021

IMPROVE PRICING POWER



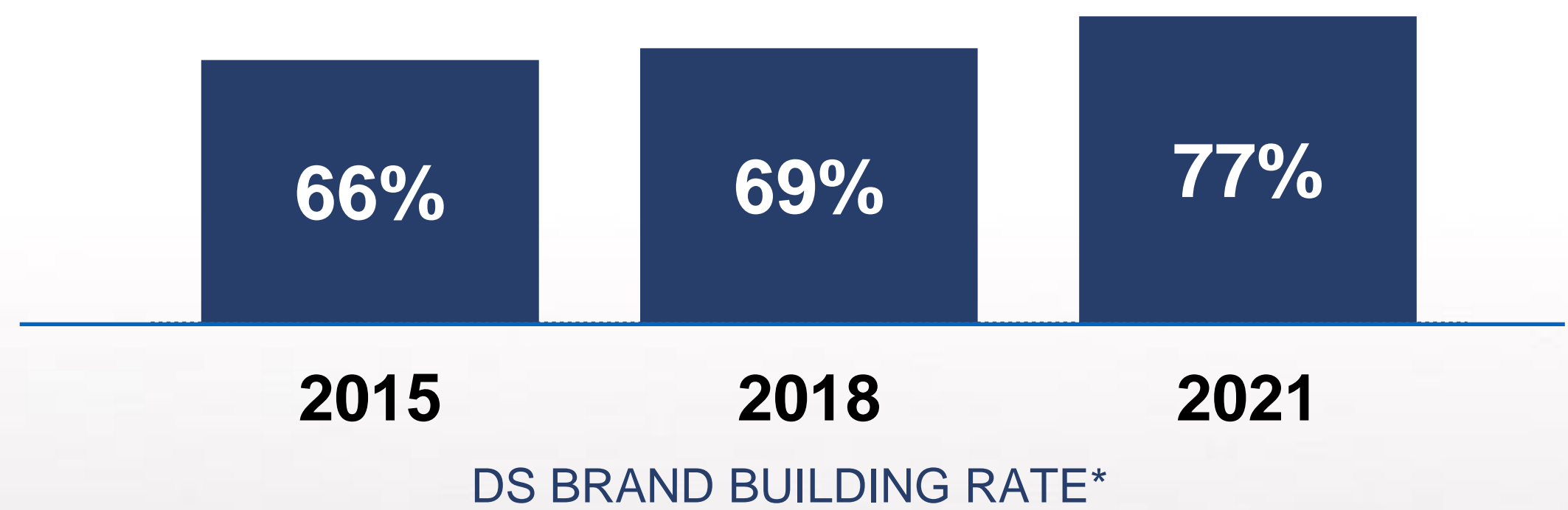
EUROPE PRICING POWER VS BENCHMARK

A GREAT
CAR
MAKER
BRAND POWER

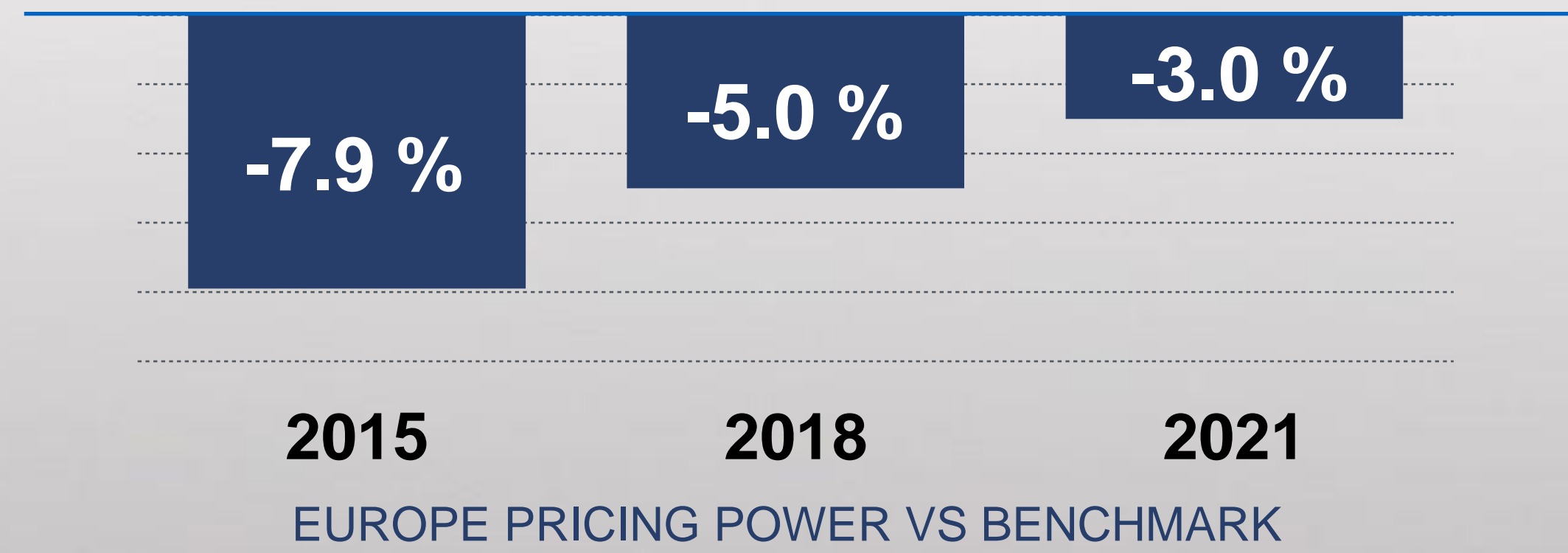
DS OFFER FRENCH AVANT-GARDE LUXURY EXPERIENCE

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

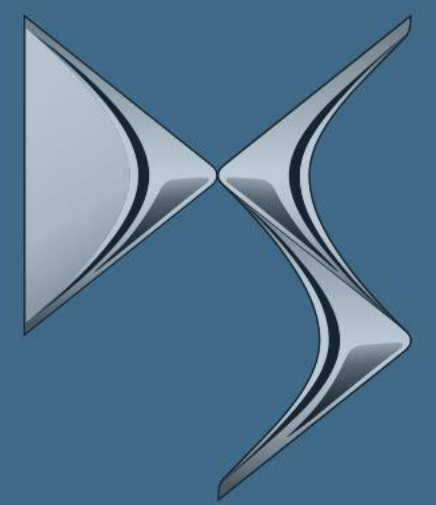
CONTINUE BRAND CONSTRUCTION



IMPROVE PRICING POWER



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



CORE EFFICIENCY IS OUR DNA

A GREAT
CAR
MAKER

CORE
EFFICIENCY

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

EURASIA DELIVER BREAKEVEN IN 2017 AT THE LATEST AND PLAN FOR REBOUND

A GREAT
CAR
MAKER
NEW FRONTIERS

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

MIDDLE EAST AND AFRICA

ROLLING START FOR SUSTAINABLE GROWTH IN AFRICA AND IRAN

A GREAT
CAR
MAKER
NEW FRONTIERS

70%

LOCAL PRODUCTION BY 2021

23

PRODUCT
LAUNCHES

700,000 SALES BY 2021



NEW INDUSTRIAL
FOOTPRINT
IRAN
ALGERIA
MOROCCO

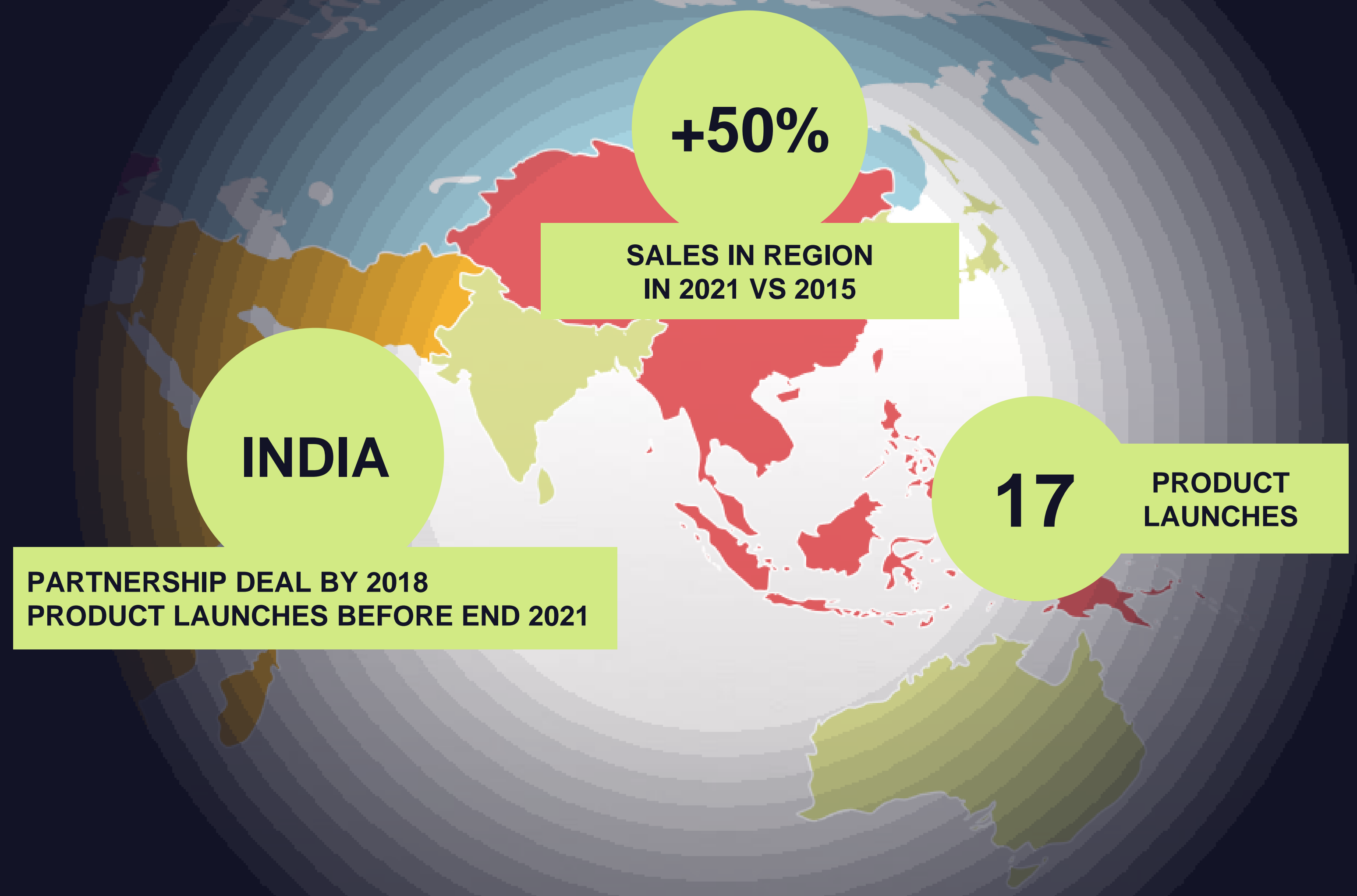
X4

PROFIT
IN 2021 VS 2015

INDIA PACIFIC

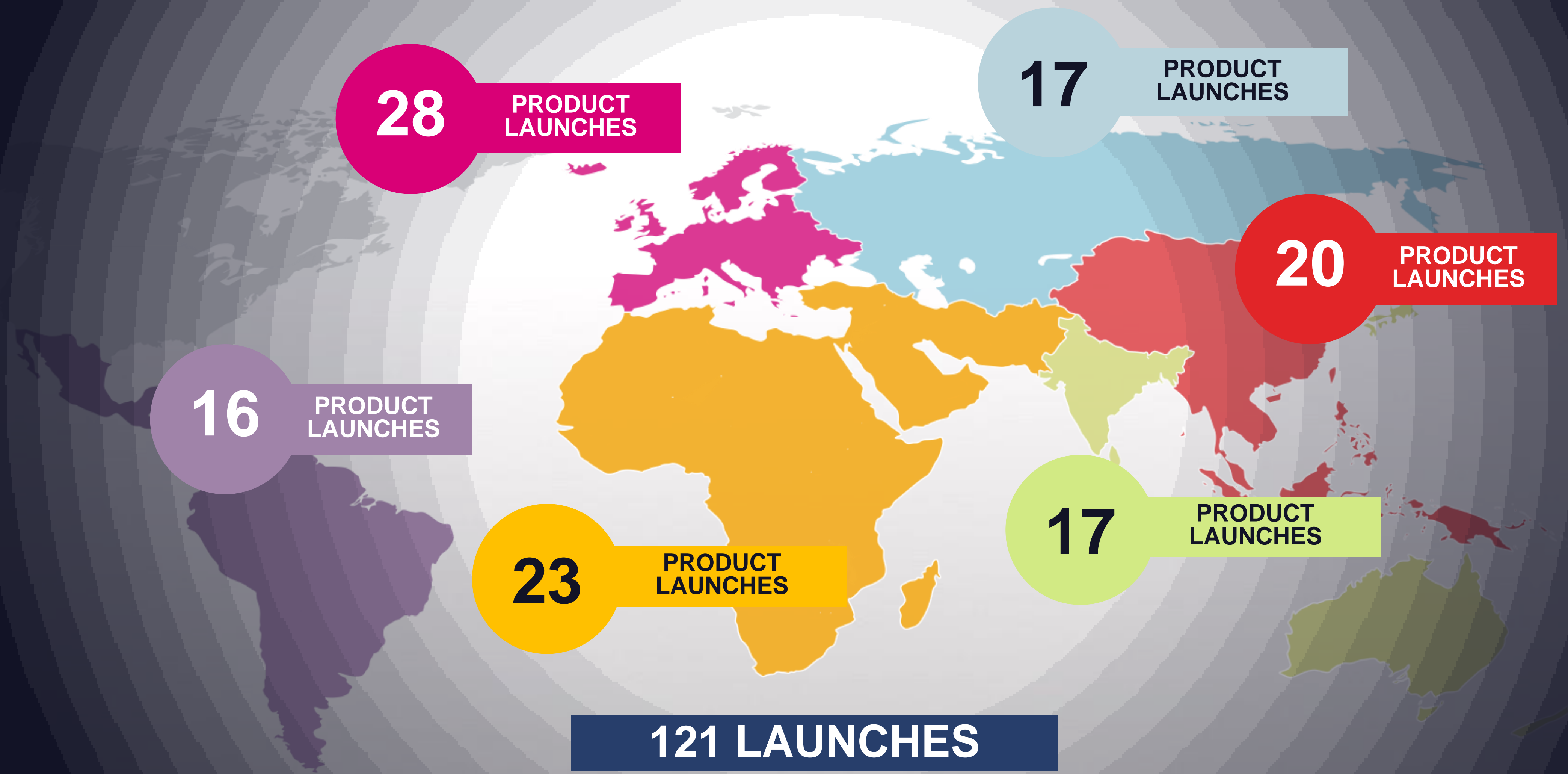
GROW IN PACIFIC AND ESTABLISH A MEANINGFUL PRESENCE IN INDIA

A GREAT
CAR
MAKER
NEW FRONTIERS



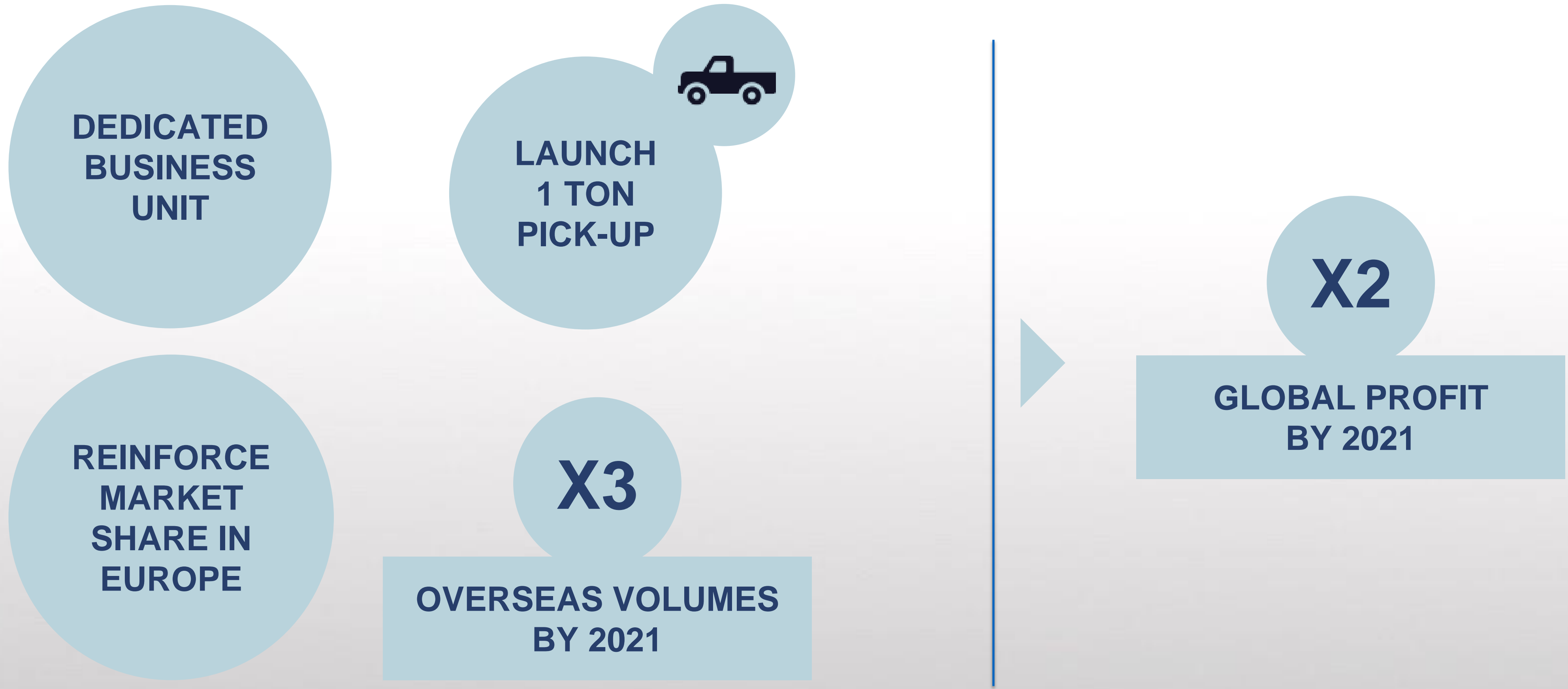
PRODUCT LAUNCHES TO SUPPORT REGIONS GROWTH

A GREAT CAR MAKER
NEW FRONTIERS



BETTER LCV FARMING IN EUROPE AND OVERSEAS GROWTH

A GREAT CAR MAKER
NEW FRONTIERS

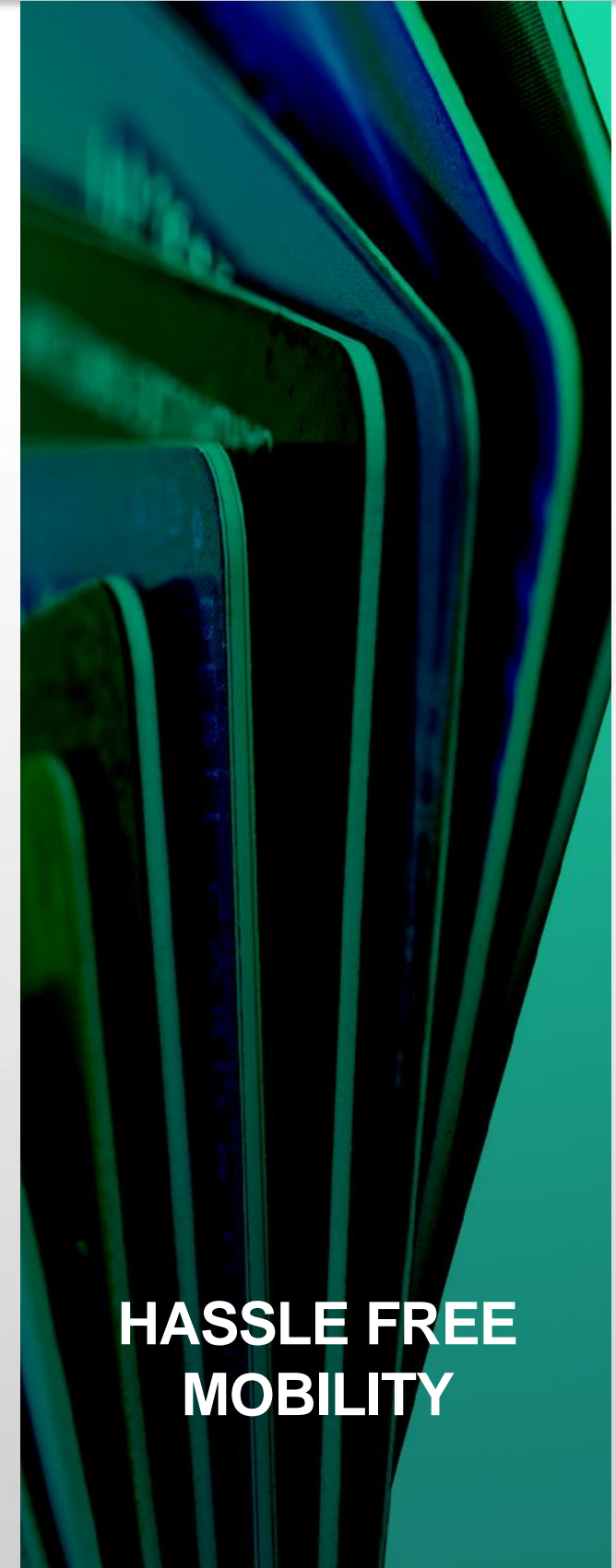


A MOBILITY PROVIDER

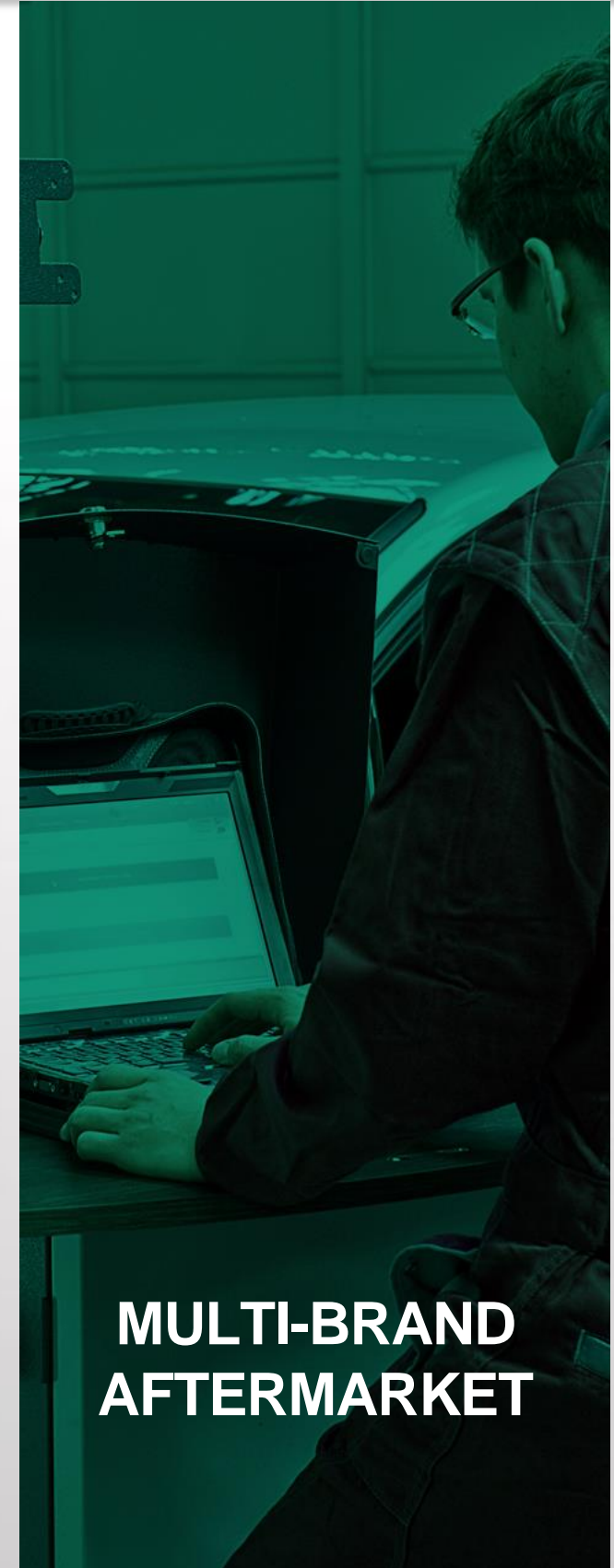
FOR A LIFETIME CUSTOMER RELATIONSHIP



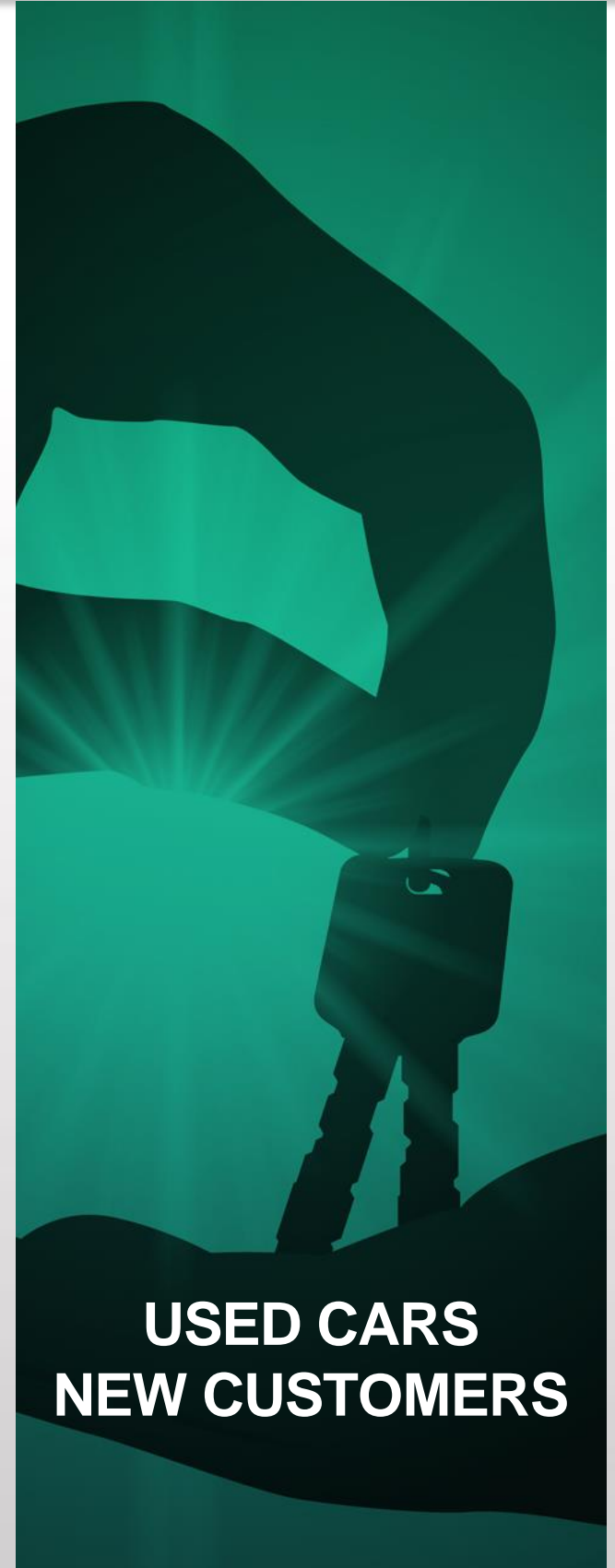
**CUSTOMER
INSIDE**



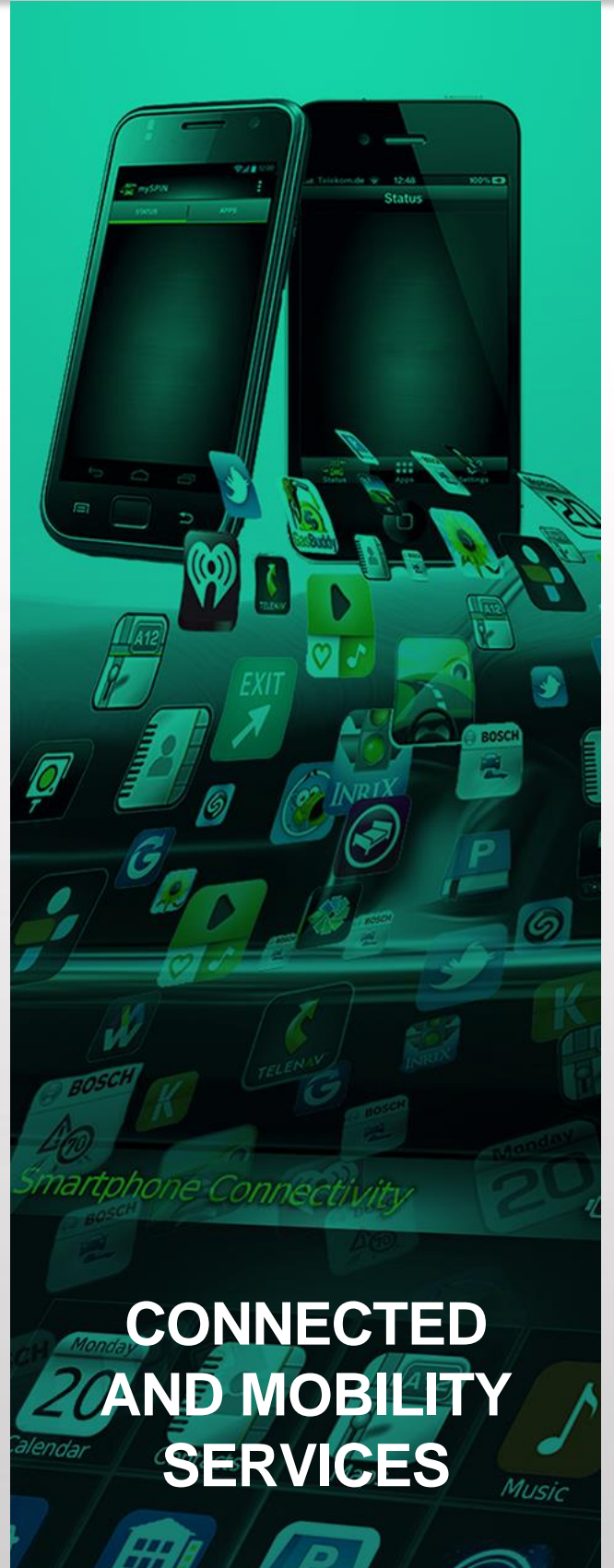
**HASSLE FREE
MOBILITY**



**MULTI-BRAND
AFTERMARKET**



**USED CARS
NEW CUSTOMERS**



**CONNECTED
AND MOBILITY
SERVICES**



**NORTH AMERICA
10 YEAR PROJECT**

**PUSH
TO PASS**

ENLARGE OUR CUSTOMER BASE

CUSTOMER INSIDE

A MOBILITY
PROVIDER

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

BECOME A MULTI-BRAND AFTERMARKET PLAYER

A MOBILITY PROVIDER

MULTI-BRAND AFTERMARKET

3 MAJOR CUSTOMER SEGMENTS



AFTERMARKET SALES

+10% BY 2018
+25% BY 2021

USED CARS, NEW CUSTOMERS

A MOBILITY PROVIDER

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**

SCALE UP CONNECTED AND MOBILITY SOLUTIONS

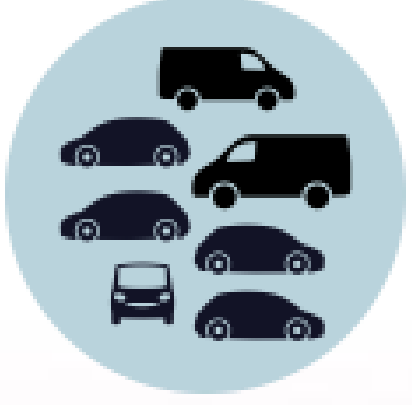
A MOBILITY PROVIDER

CONNECTED AND MOBILITY SERVICES

4 PILLARS FOR BUSINESS DEVELOPMENT



SHARE YOUR FLEET



B2C CARSHARING

B2B CARSHARING & FLEET MANAGEMENT

CONNECTED AFTERSALES & LEAD BUSINESS

BIG DATA



**€300M REVENUES
BY 2021**

+

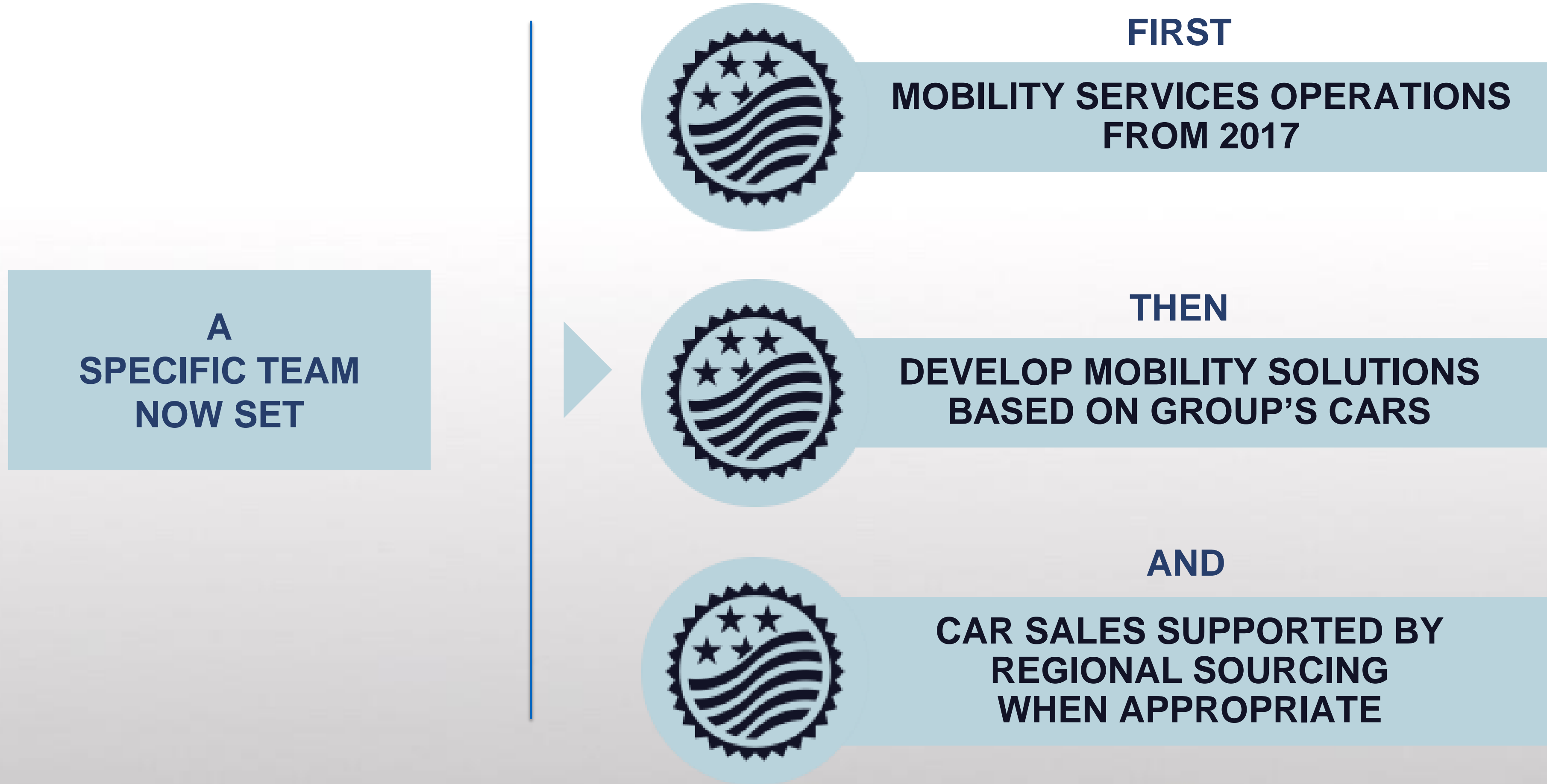
VENTURE CAPITAL UP TO €100M FUNDING



A 10 YEAR PROJECT FOR A PROGRESSIVE NORTH AMERICA ENTRY

**A MOBILITY
PROVIDER**

**NORTH AMERICA
10 YEAR PROJECT**

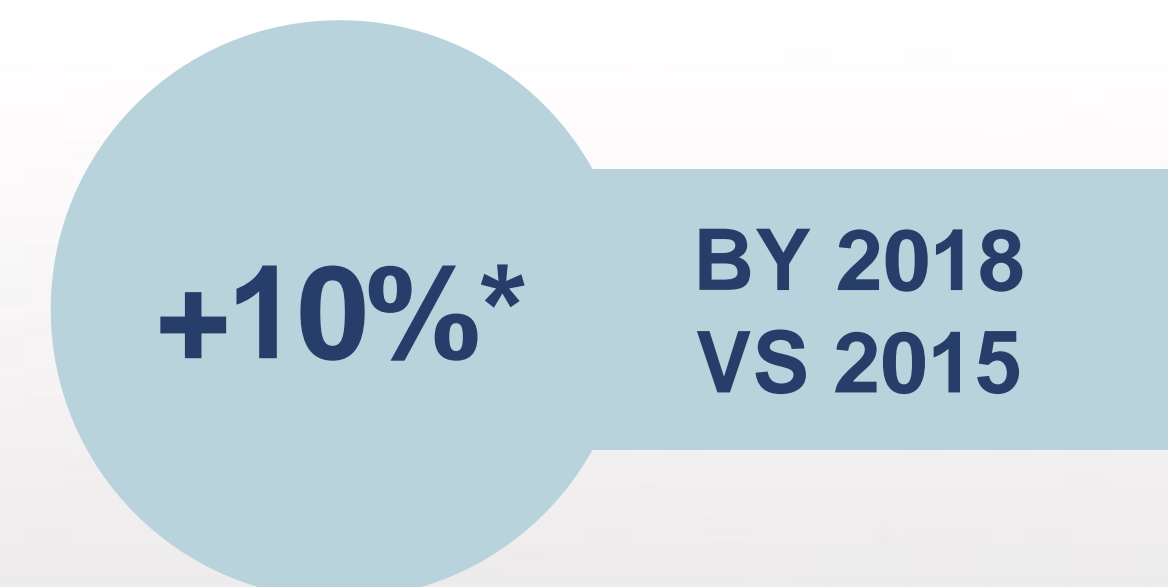


PUSH TO PASS GUIDANCE

AUTOMOTIVE RECURRING OPERATING MARGIN



GROUP REVENUE GROWTH



*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^{TO}
PASS



« GROUPE PSA »
IS ALL ABOUT FREEDOM TO MOVE!