



BACK
IN THE RACE



**FULL YEAR
RESULTS
2015**

February, 24th 2016

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

More comprehensive information about PSA PEUGEOT CITROËN may be obtained on group website (www.psa-peugeot-citroen.com), under Regulated Information.



PSA PEUGEOT CITROËN 

BACK
IN THE RACE



Carlos Tavares
Chairman of the Managing Board

c. **€6bn**

2014 + 2015
Operational free cash flow

c. **€5bn**

Net cash end 2015

5%

2015 recurring operating margin
for the Automotive division



We're back!



PSA PEUGEOT CITROËN

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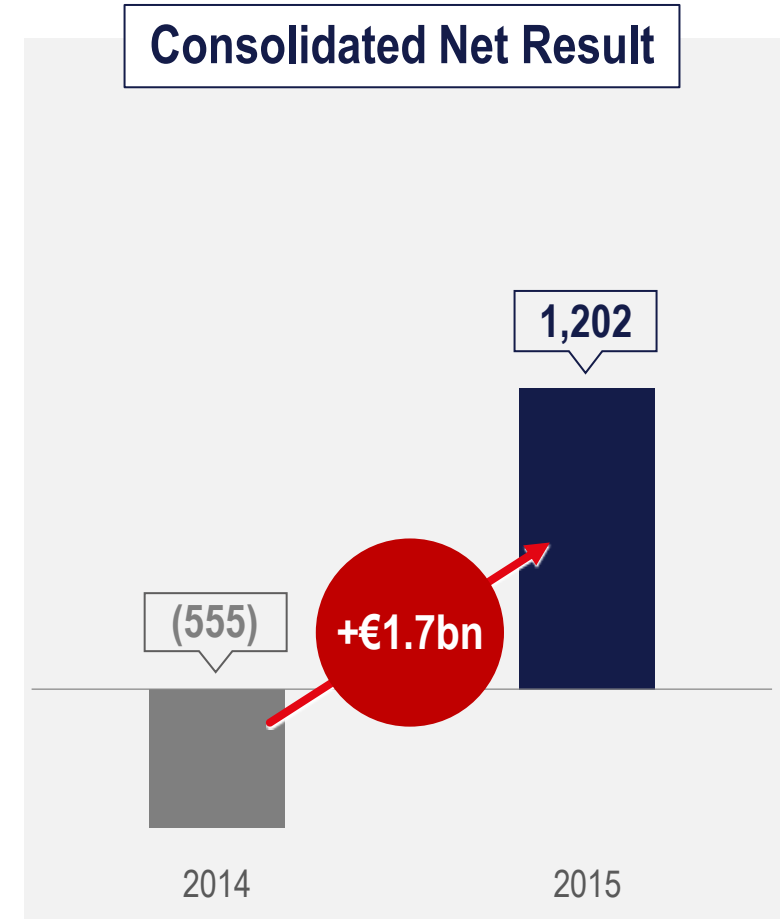
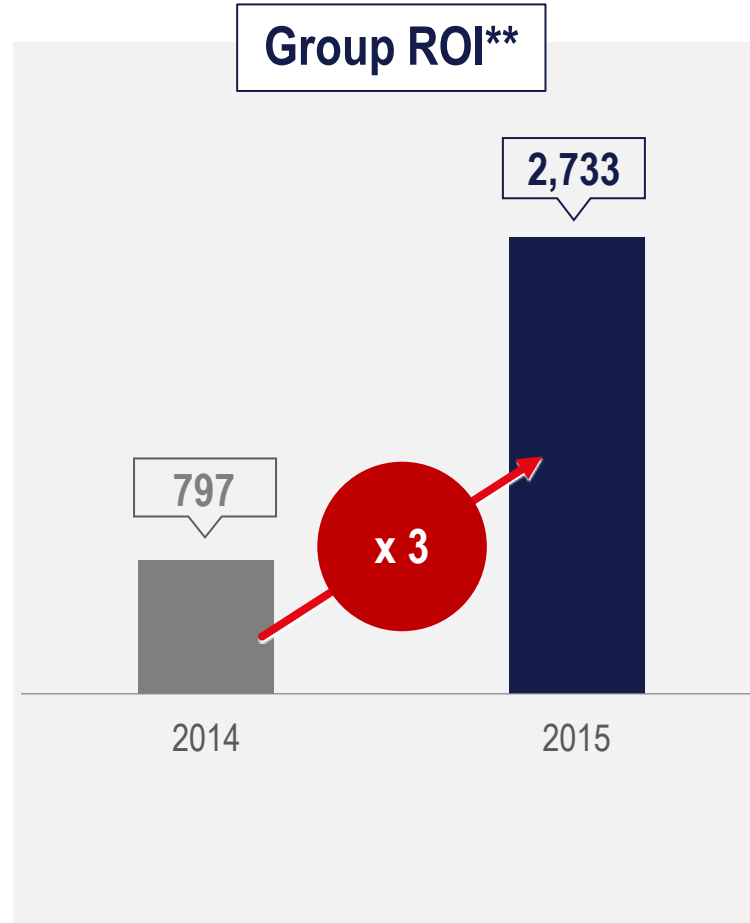
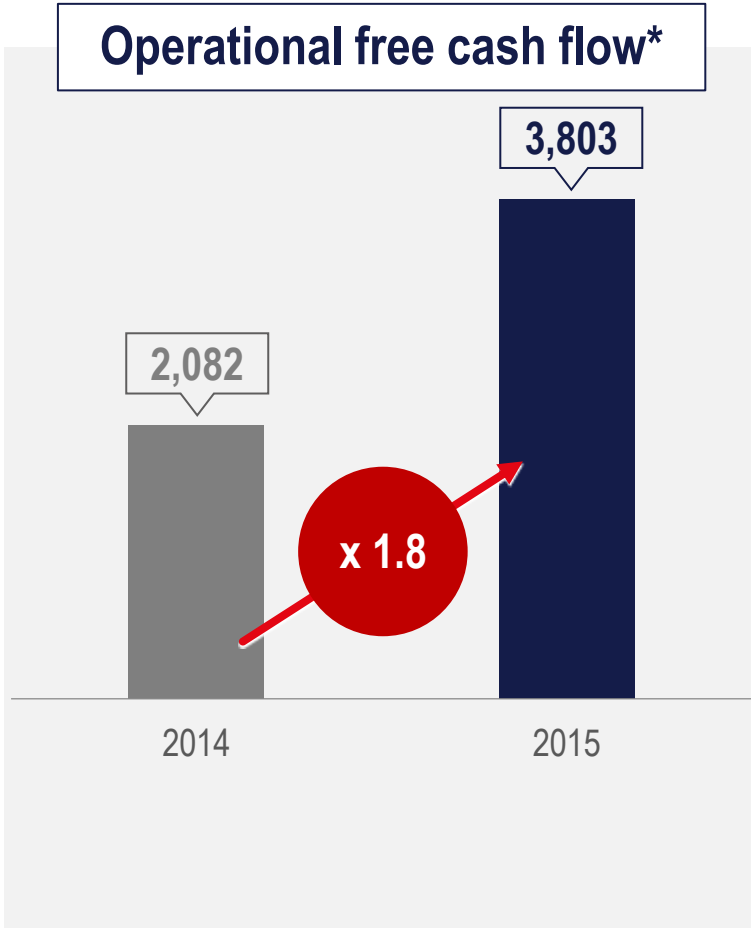
**FINANCIAL
RESULTS**

**Jean-Baptiste
de Chatillon**

CFO and Member
of the Managing Board

Sharp improvement

— In million euros



* Manufacturing and sales companies

** Recurring Operating Income

Faurecia Automotive Exteriors divestment*

<i>In million euros</i>	FY 2015 Pro forma**	Faurecia Automotive Exteriors IFRS5 impacts	FY 2015 IFRS5
Group revenue	56,328	(1,652)	54,676
Group Recurring Operating Income	2,816	(83)	2,733
Consolidated net income / (loss)	1,202	-	1,202
Free cash flow***	3,722	(64)	3,658
Operating free cash flow***	3,868	(65)	3,803

* Comparative Information in Appendices

** Including Faurecia Automotive Exteriors business

*** Manufacturing and sales companies

€1.2bn Net income

<i>In million euros</i>	FY 2014*	FY 2015	Change
Revenue	51,592	54,676	3,084
Recurring Operating Income	797	2,733	1,936
% of revenue	1.5%	5.0%	
Non-recurring operating income and (expenses)	(673)	(757)	(84)
Operating income	124	1,976	1,852
Net financial income (expenses)**	(539)	(352)	187
Other net financial income (expenses)	(216)	(290)	(74)
Income taxes	(306)	(706)	(400)
Share in net earnings of companies at equity**	286	437	151
Net result from operations held for sale or to be continued in partnership**	96	137	41
Consolidated net income / (loss)	(555)	1,202	1,757
Net income, Group Share	(706)	899	1,605

* Restated according to IFRS5

** Detailed in Appendices

6% Growth

In million euros	FY 2014*	FY 2015	Change
Automotive	36,085	37,514	1,429
<i>Chinese JVs revenue**</i>	4,610	5,181	571
<i>Pro forma Automotive revenue including Chinese JVs**</i>	40,695	42,695	2,000
Faurecia	16,877	18,770	1,893
Other businesses and eliminations***	(1,370)	(1,608)	(238)
Group revenue	51,592	54,676	3,084
<i>o/w Automotive new car revenue, including China**</i>	29,238	31,584	2,346

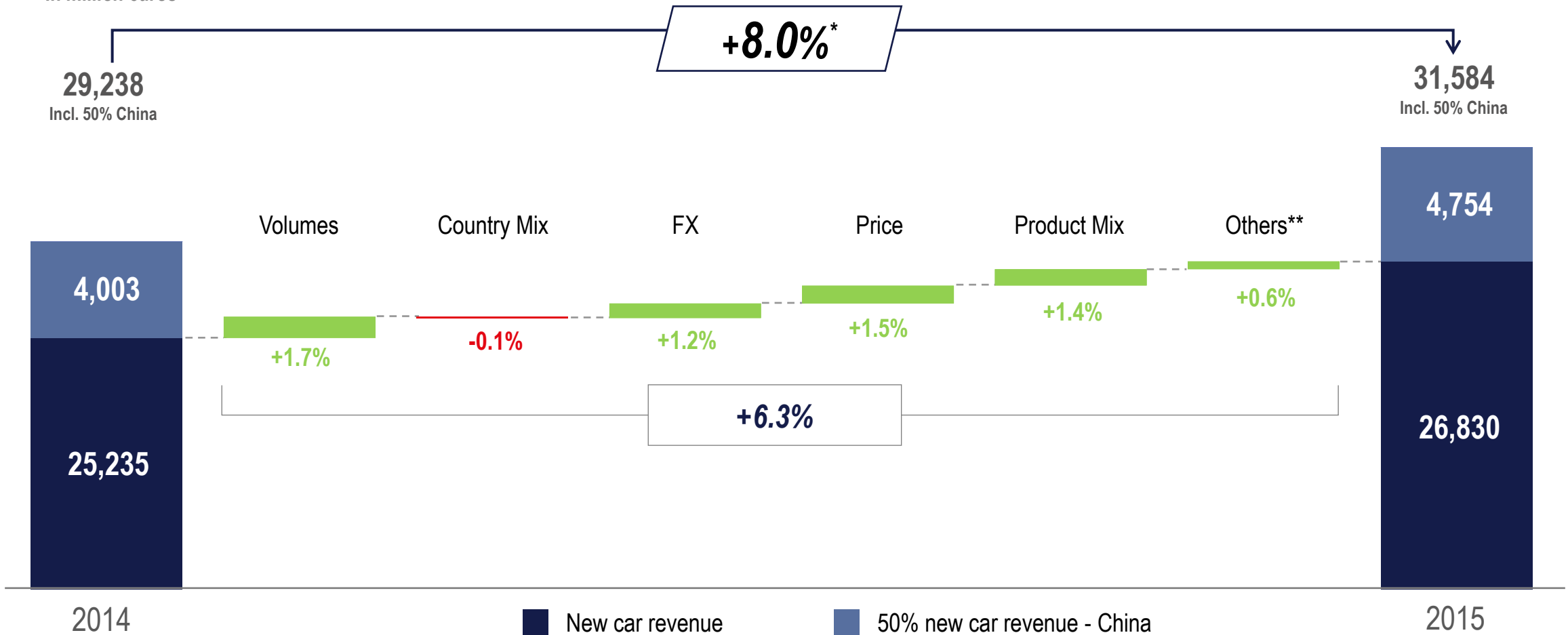
* Restated according to IFRS5

** 50% revenue of Dongfeng and Changan partnerships

*** Including remaining activities of Banque PSA Finance

Growth +8% (including China)

— In million euros



* Including 50% new car revenue of Dongfeng and Changan partnerships

** CKD, accounting treatment of buy back commitment, short term rental

Recurring Operating Income (ROI) by Division

5% Automotive recurring operating margin

<i>In million euros</i>	FY 2014*	FY 2015	Change
Automotive	63	1,871	1,808
<i>Chinese JVs Recurring Operating Income**</i>	303	377	74
<i>Pro forma Automotive Recurring Operating Income incl.Chinese JVs**</i>	366	2,248	1,882
Faurecia	595	830	235
Other businesses and eliminations***	139	32	(107)
Group Recurring Operating Income	797	2,733	1,936

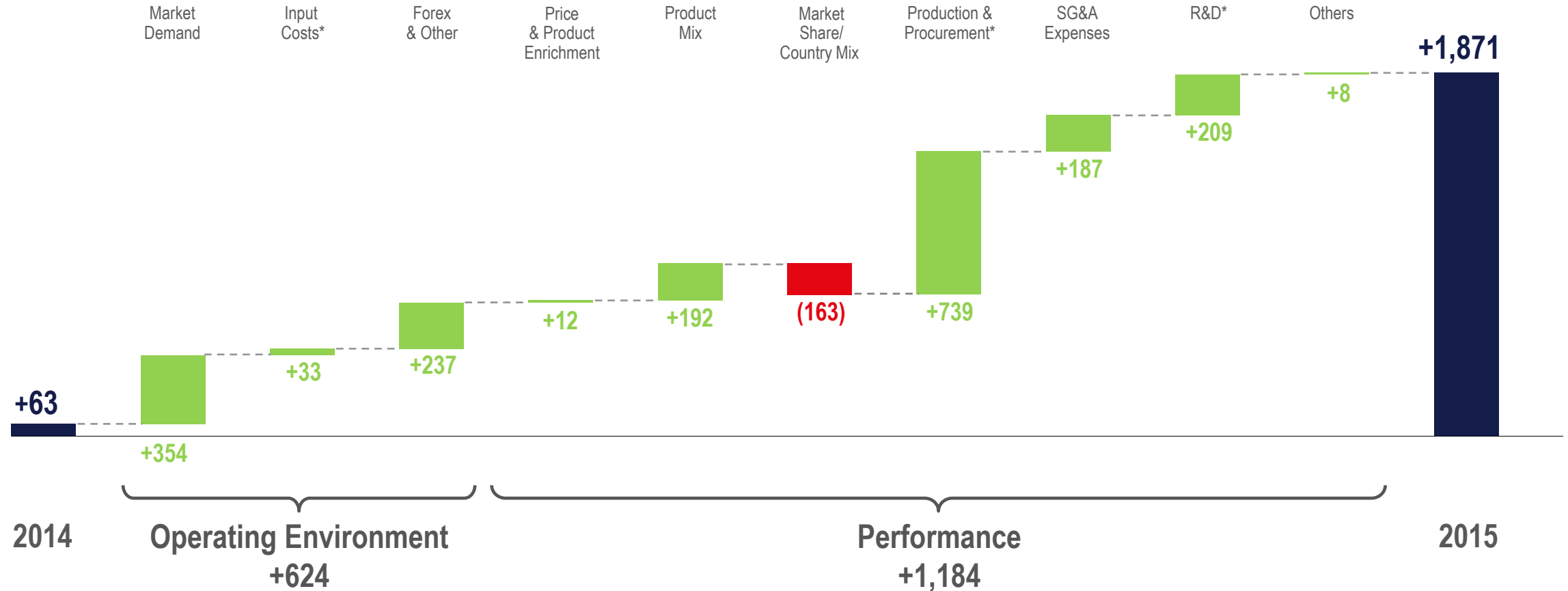
* Restated according to IFRS5

** 50% Recurring Operating Income of Dongfeng and Changan partnerships

*** Including remaining activities of Banque PSA Finance

Solid performance in a positive context

— In million euros



Successful partnership rolling out

<i>In million euros</i>	FY 2014*	FY 2015*	Change
Revenue	1,703	1,601	(102)
Net banking revenue	851	1,065	214
Cost of risk (in % of average loans)	0.55%	0.33%	-0.22 pt
Recurring Operating Income	337	514	177
Penetration rate	28.7%	29.9%	+1.2 pt
Number of new contracts (lease and financing)	700,855	731,701	30,846

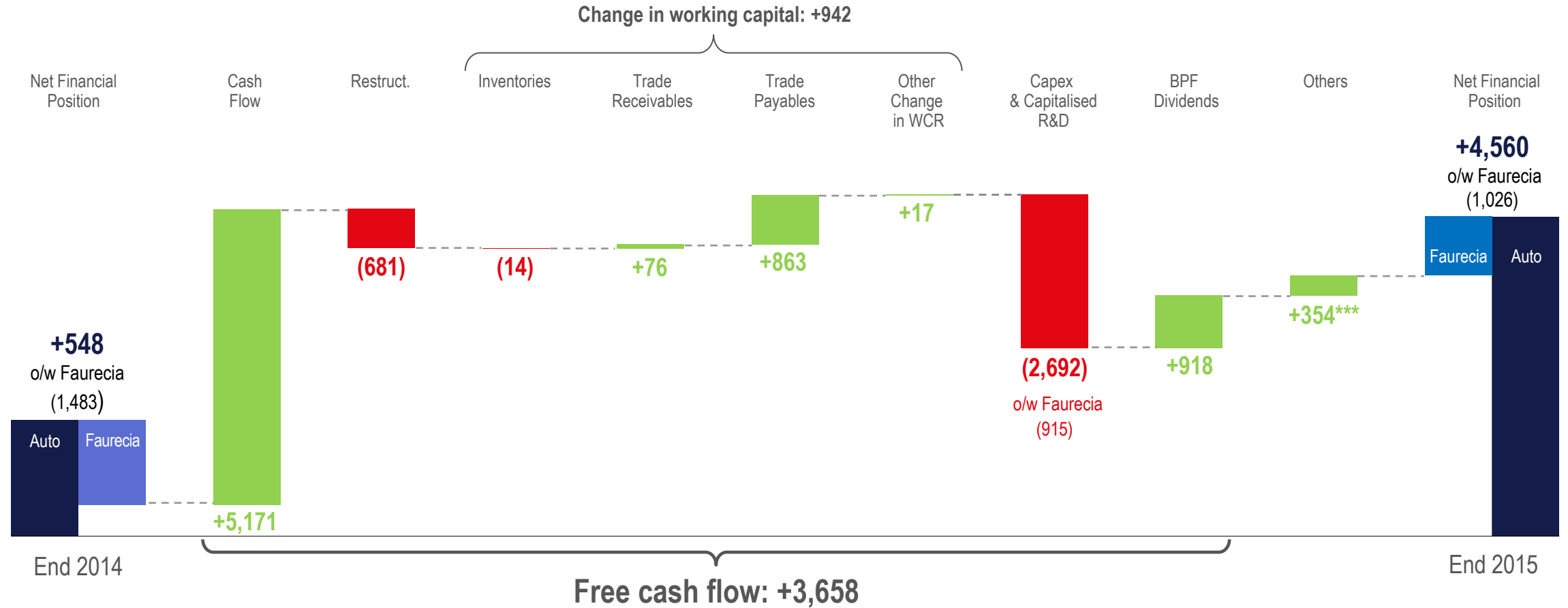
Significant improvement in profitability

<i>In million euros</i>	FY 2014*	FY 2015	Change
Revenue	16,877	18,770	1,893
Recurring Operating Income	595	830	235
% of revenue	3.5%	4.4%	
Non-recurring operating income and (expenses)	(80)	(65)	15
Operating income	515	765	250
Net financial income (expenses)	(239)	(150)	89
Consolidated net income	229	503	274
% of revenue	1.4%	2.7%	
Free cash flow	91	191	100
Net debt	(1,483)	(1,026)	457

Strong cash generation from operations

— In million euros

Operational free cash flow** +€3,803M

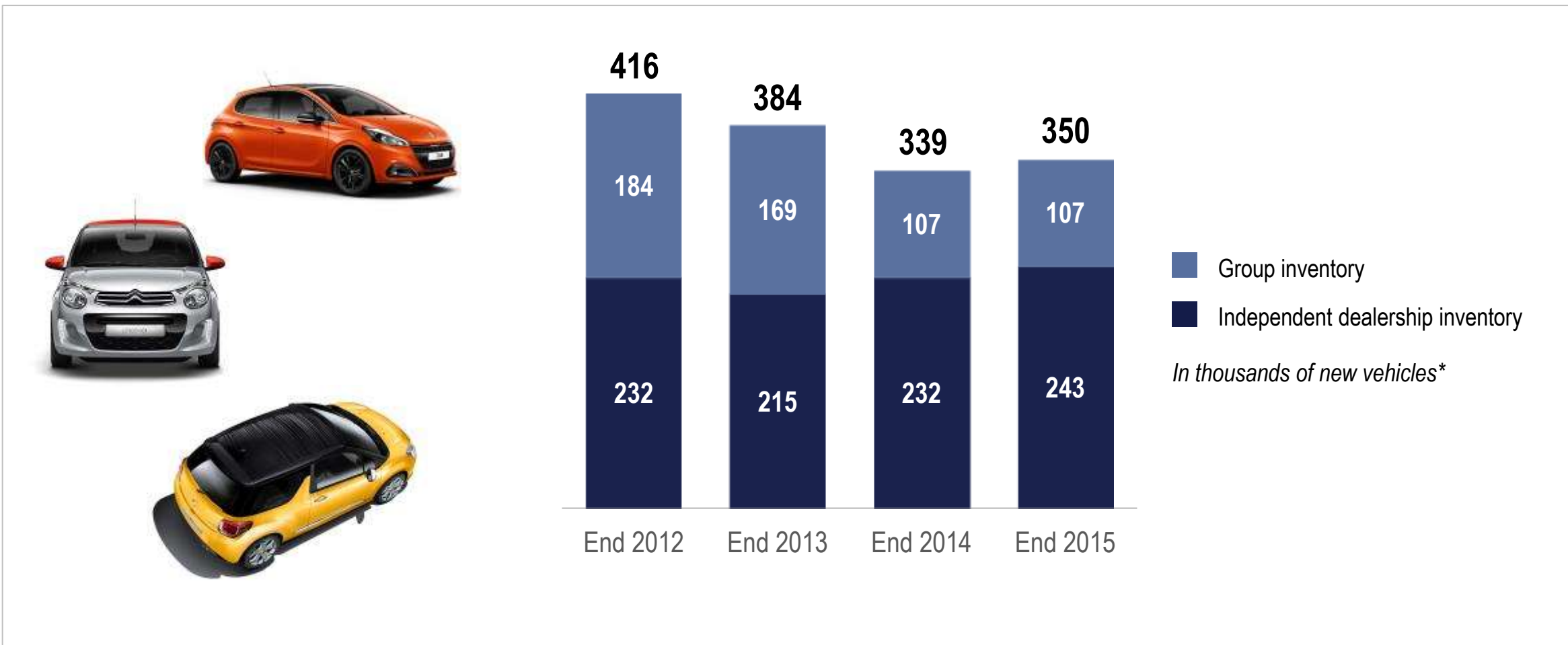


* Manufacturing and sales companies

** Excluding restructuring, net assets disposal and €533M exceptional dividends received from Finance Companies

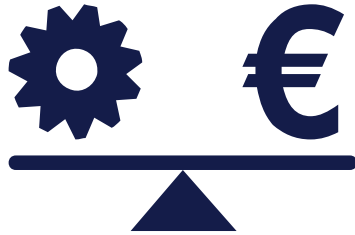
*** Including warrants: €142M

Right-sized inventories



PSA needs are fully covered

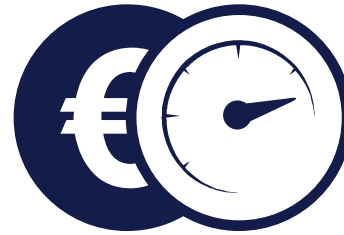
Right level
of R&D and Capex
expenses



In line with
“Back in the Race” target

&

Higher efficiency
of
each € invested



All Brands’ needs
are fully covered

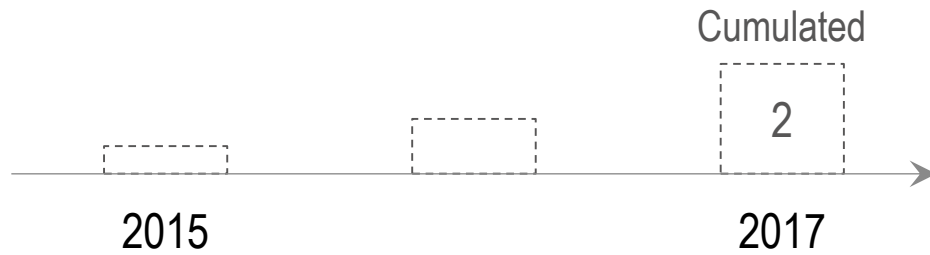


Investing in plant
modernisation

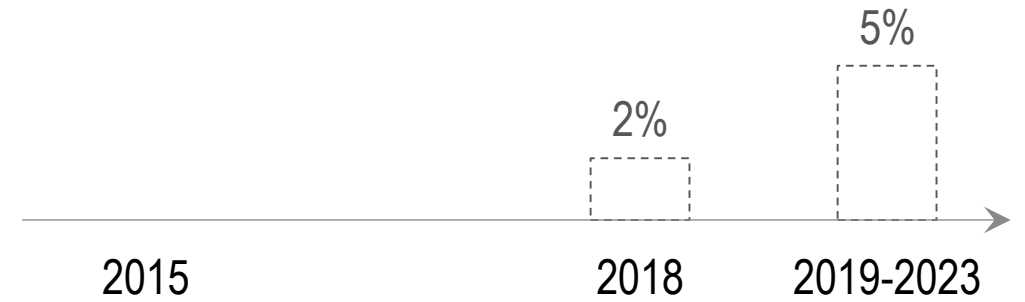


Outlook

€2bn cumulated Group operational free cash flow* over 2015-2017

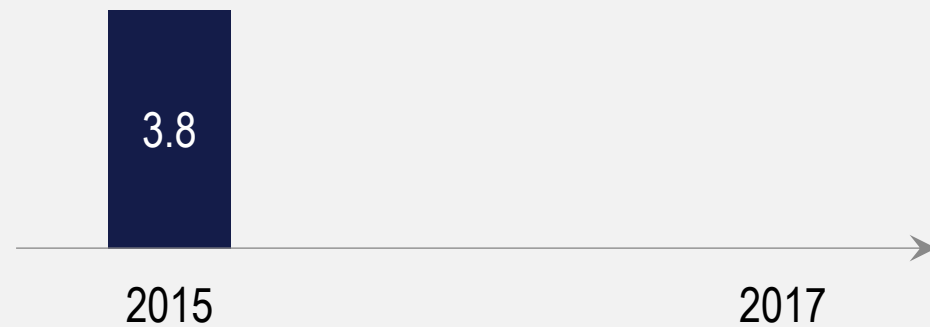


Reach **2%** operating margin** in **2018** for the automotive business, targeting **5%** within the timing of the next mid-term plan **2019-2023**

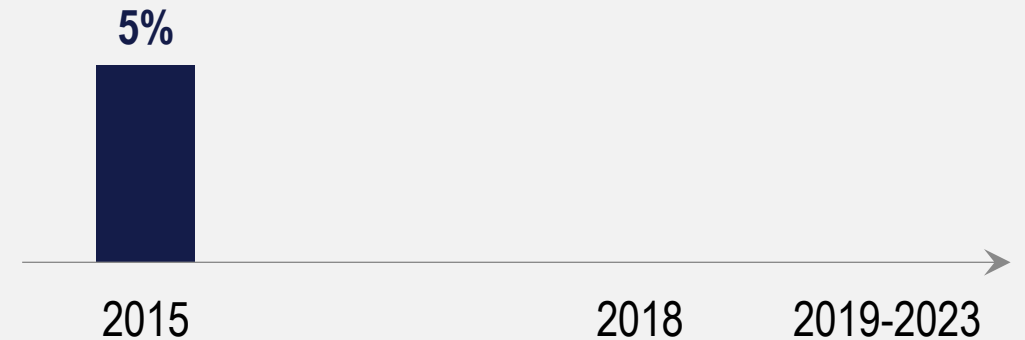


Achievements

€3.8bn in 2015



5% in 2015



* Free cash flow without restructuring and exceptional items

** ROI relating to revenue

2016 Market Outlook

EUROPE

+2%

CHINA

+5%

LATIN AMERICA

-10%

RUSSIA

-15%

Unstable environment

- Unstable markets: China, Latin America, Eurasia
- Forex volatility
- Commodities
- Emissions regulations
- Petrol/Diesel mix evolution



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Carlos Tavares
Chairman of the Managing Board

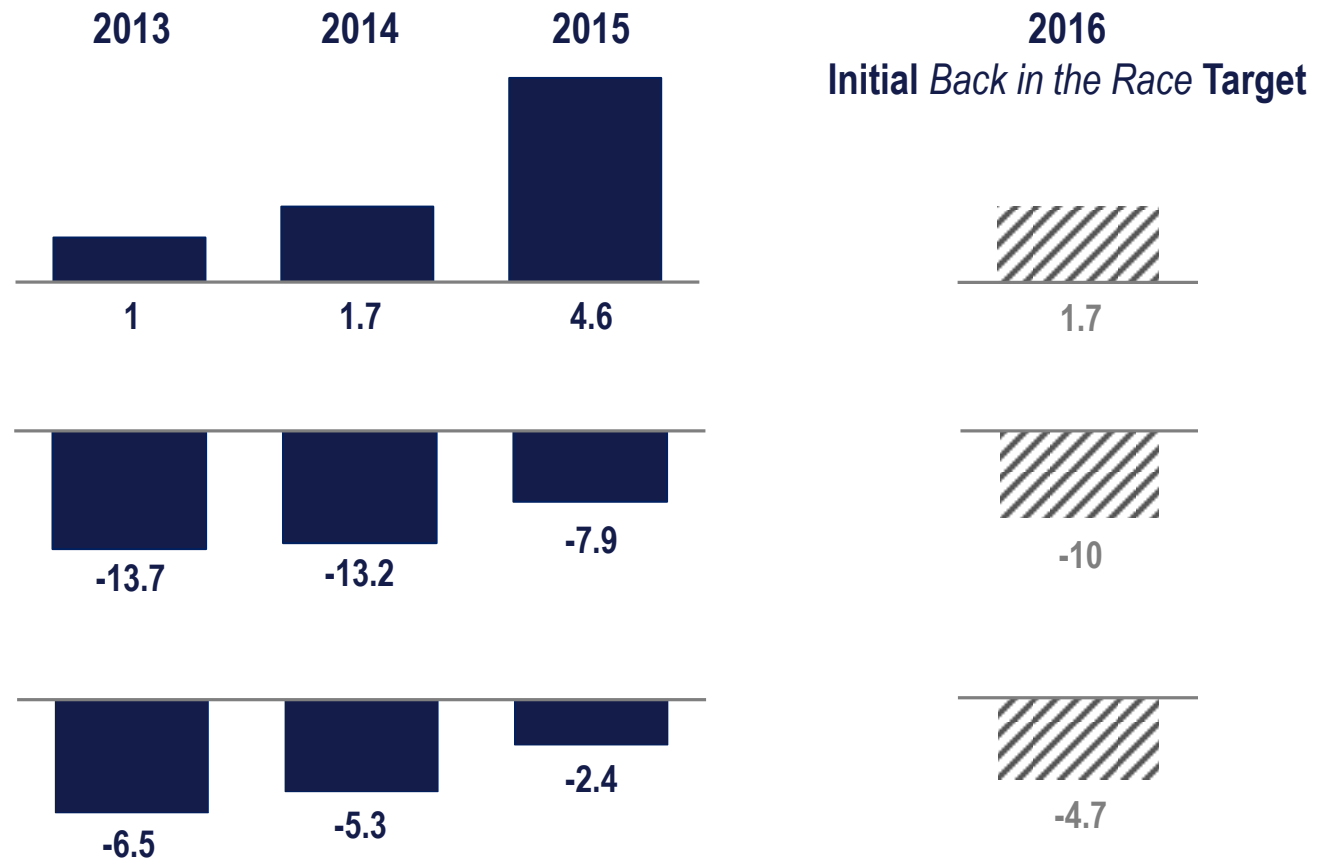
4 Business Objectives

- Differentiate Brands and improve net pricing
- Implement a global core model strategy
- Ensure profitable growth worldwide
- Enhance core competitiveness

Move Group culture to a fully performance-oriented global mindset

Pricing targets exceeded versus plan

Pricing power en Europe*




Differentiate customer experiences




PEUGEOT EMPOWER PEOPLE



700,000
CONNECTED CUSTOMERS



Be Different
Feel Good!



People Minded Brand
Citroën Advisor
35,000 posts in 2015



DS ALWAYS BY MY SIDE



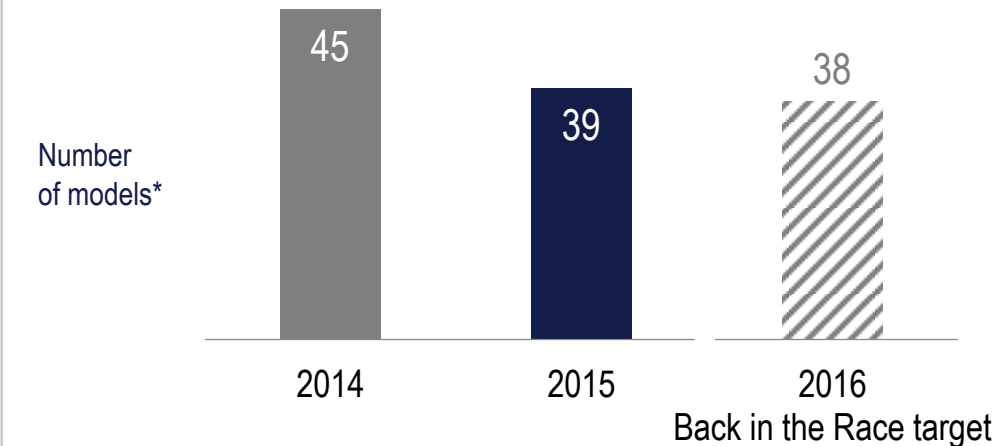
CLUB DS PRIVILEGE
36,000 members

Think global and enhance efficiency of each € invested

Global strategy

- Global core model strategy
- Targeting relevant technologies

Focusing on core models at iso market coverage (60%^{**})



Higher efficiency

- Increase productivity
- Improve carry-across and carry-over
- Share investments & resources

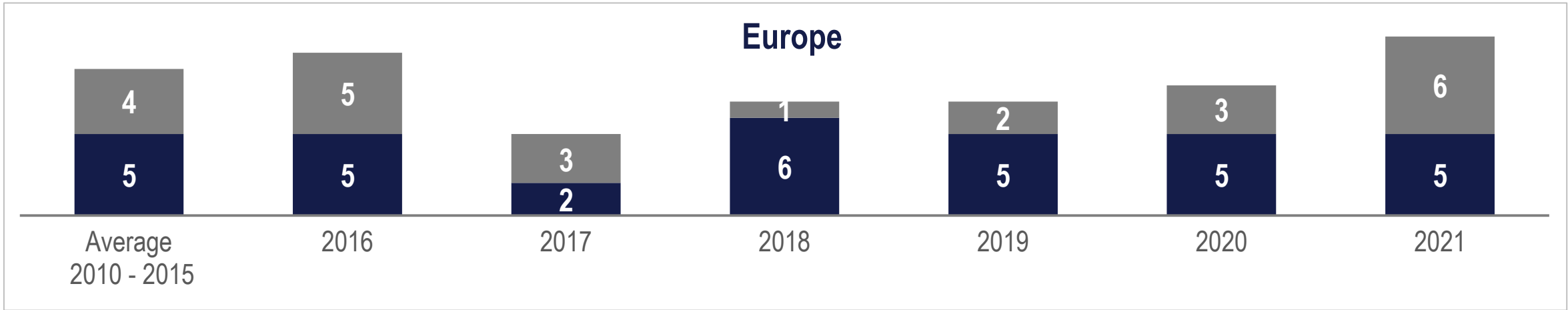
e.g. C-SUV worldwide program: 1 platform, 5 vehicles



* Passenger Cars (PC) offers (excluding LCV). Excluding non-PSA platforms and Fengshen

** At iso market mix

Dynamic and levelized product momentum



New car launches
 Other major product events

Technology push!



In the street



In hand

POWERTRAIN

CO₂ Leader: 104.4 g/km*



3-Cylinder Petrol Engine



Blue-HDI SCR



Next generation of ICE/Gearboxes



PHEV



BEV

ADAS

Autonomous test drive on open roads



70% of models with driving assistance in Europe by 2020



CONNECTIVITY

1st Group in Europe with 1.1M cars connected with ATB**

↳ Geolocalised emergency & breakdown call

Fast rolling out



Mirroring

Connected Navigation



Remote services

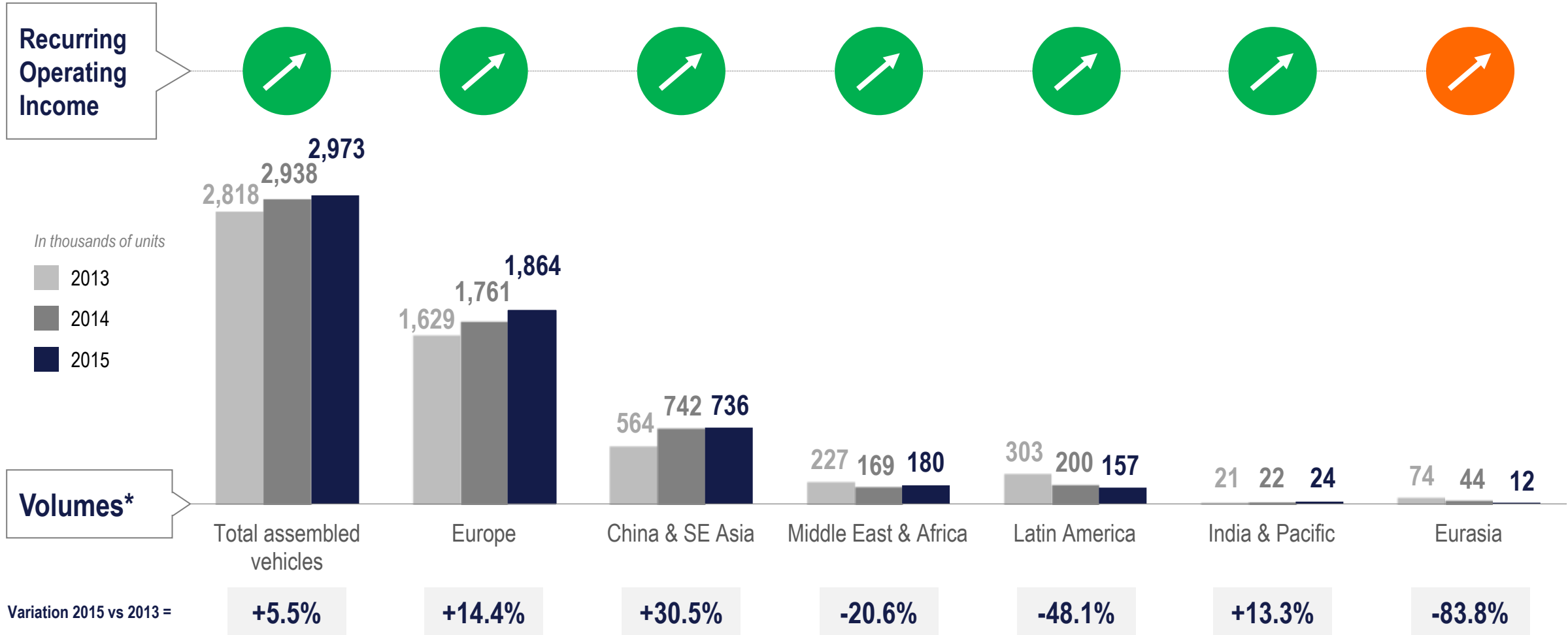


Predictive Navigation

* 2015 average in Europe

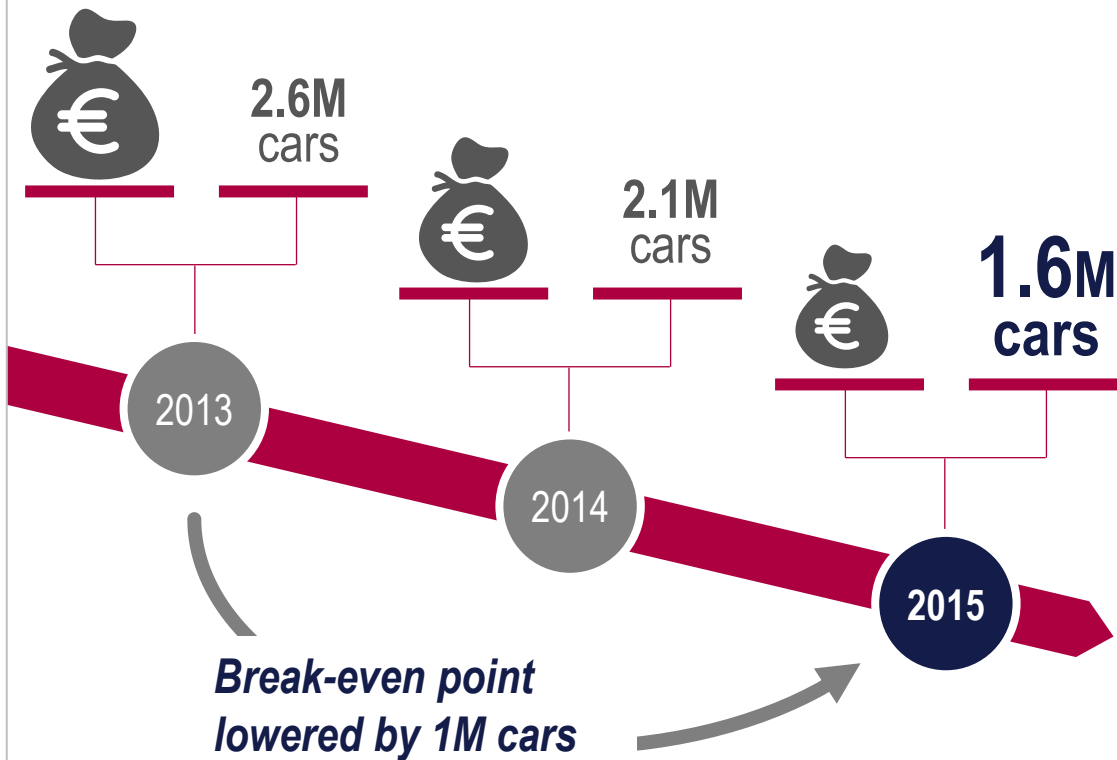
** ATB: Autonomous Telematic Box

Profit improvement in all regions



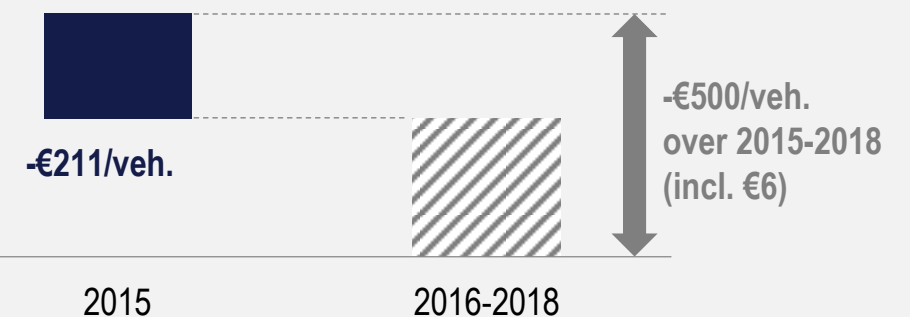
More agile!

2.0M car break-even target* outperformed



Ahead of target on each lever!

- Brands Pricing Power
- Fixed cost reduction
Ratio wages related to revenue = 12%** in 2015
- Production cost savings



* Automotive division, based on Recurring Operating Income and excluding China

** Automotive division excluding own network



***We're
Back in the Race!***



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APPENDICES

Worldwide unit sales

Units*		2014	2015	Change
Europe**	Peugeot	965,090	1,056,103	+9.4%
	Citroën	709,710	731,141	+3.0%
	DS	86,044	76,733	-10.8%
	Total PSA	1,760,844	1,863,977	+5.9%
China & South East Asia	Peugeot	393,508	412,063	+4.7%
	Citroën	321,602	302,198	-6.0%
	DS	26,978	21,479	-20.4%
	Total PSA	742,088	735,740	-0.9%
Latin America	Peugeot	120,857	99,261	-17.9%
	Citroën	77,827	56,613	-27.3%
	DS	1,185	1,204	+1.6%
	Total PSA	199,869	157,078	-21.4%
Eurasia	Peugeot	23,765	6,538	-72.5%
	Citroën	19,198	5,374	-72.0%
	DS	0,867	0,088	-89.9%
	Total PSA	43,830	12,000	-72.6%
India-Pacific	Peugeot	16,933	18,457	+9.0%
	Citroën	3,961	4,143	+4.6%
	DS	1,456	1,189	-18.3%
	Total PSA	22,350	23,789	+6.4%
Middle East & Africa	Peugeot	114,513	117,093	+2.3%
	Citroën	52,936	61,472	+16.1%
	DS	1,942	1,642	-15.4%
	Total PSA	169,391	180,207	+6.4%
Total Assembled vehicles	Peugeot	1,634,666	1,709,515	+4.6%
	Citroën	1,185,234	1,160,941	-2.0%
	DS	118,472	102,335	-13.6%
	Total PSA	2,938,372	2,972,791	+1.2%

* Assembled vehicles, excluding CKD's

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

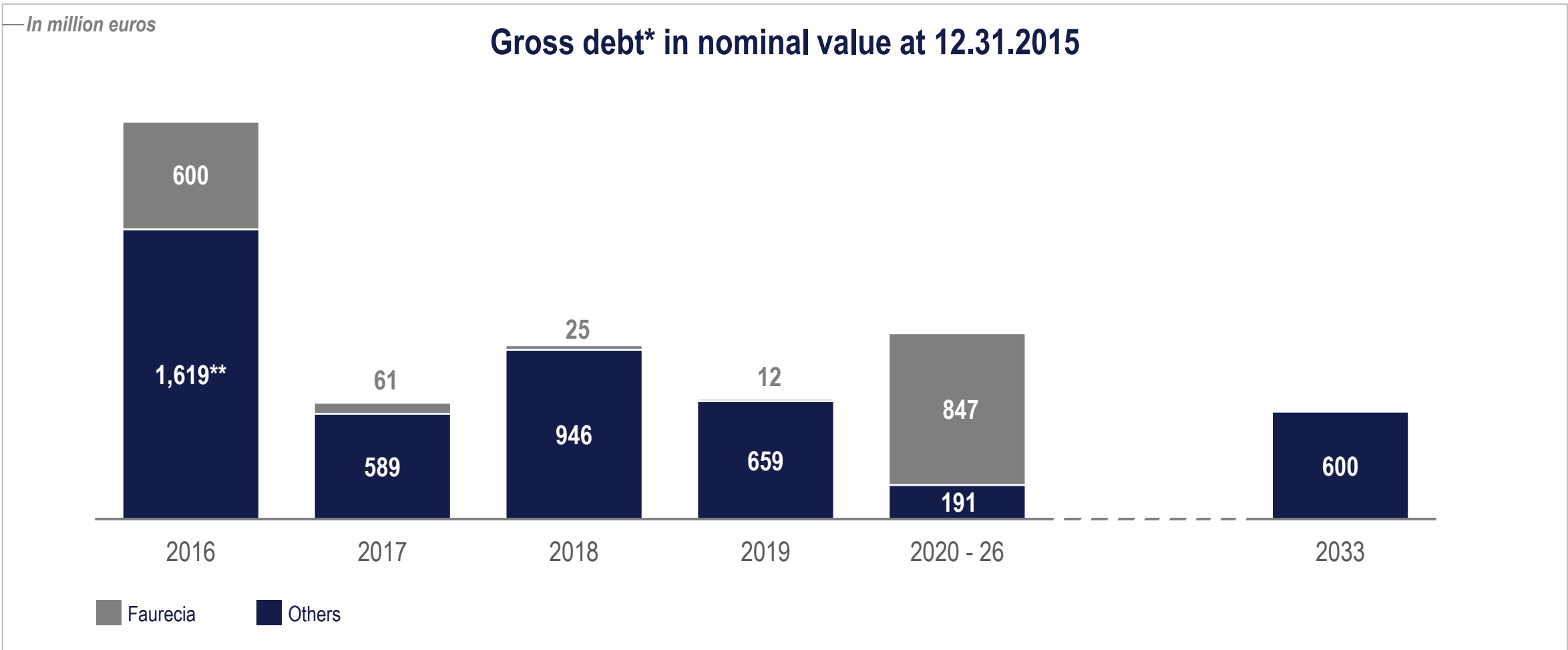
Faurecia Automotive Exteriors IFRS5 impacts

<i>In million euros</i>	FY 2014 Pro forma *	Faurecia Automotive Exterior IFRS5 impacts	FY 2014 Published in February 2016
Group Revenue	53,301	(1,709)	51,592
Group Recurring Operating Income pro forma	875	(78)	797
Consolidated net income / (loss)	(555)	-	(555)
Free Cash Flow **	1,792	(95)	1,697
Operating Free Cash Flow **	2,182	(100)	2,082

* Including Faurecia Automotive Exteriors business

** Manufacturing and sales companies

Priority to reduce financing costs



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

** Including €535M Convertible Bonds reimbursed in January 2016

Automotive division net financing costs

Divided by 2 over 2013-2015

In million euros	2013	2015	Change 2013-2015
Interest income	138	187	49
Of which Automotive Division	128*	182	54
Finance costs incurred	(758)	(635)	123
Of which Automotive Division (incurred costs excluding capitalised costs)	(544)	(449)**	95
Capitalised costs	135	96	(39)
Net Financial Income (Expenses)	(485)	(352)	133
Automotive division net financial cost excluding One-Offs (*) & (**)	(505)	(210)	295

* Of which €89M of gain on disposal of BNP Paribas shares

** Of which (57)€M one-off charges related to debt prepaid

Partnerships P&L contribution

<i>In million euros</i>	2014	2015	Change
Share in net earnings of companies at equity	286	437	151
50% Automotive Chinese JVs	263	300	37
50% Chinese Financial JV	11	11	-
50% Banque PSA Finance JVs	-	112	112
Other	12	14	2
Net result from operations held for sale or to be continued in partnership	96	137	41
100% Banque PSA Finance businesses to be continued in partnership	87	65	(22)
Faurecia Automotive Exteriors	9	72	63