

FY 2017 RESULTS

1st March 2018



DISCLAIMER

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

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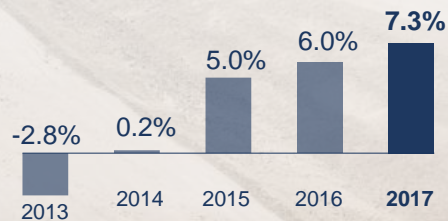
The Company does not undertake to provide updates of these statements.

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

OUTSTANDING RESULTS OF PUSH TO PASS IN 2017

7.3%

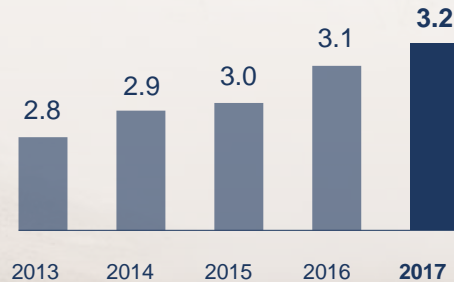
Recurring Operating Margin*
PCD Automotive Division



* Recurring operating income related to Revenue

3.23 m

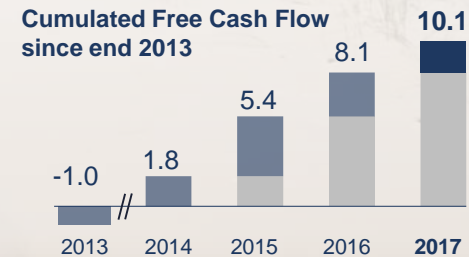
Worldwide Unit Sales**
PCD Automotive Division



** 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

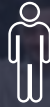


Results Oriented



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

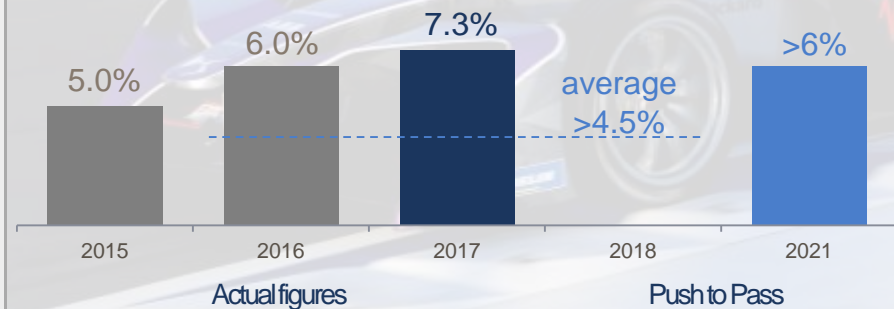
DIGITAL BOOSTER

A COMPETITIVE TEAM TO CHALLENGE BENCHMARKS

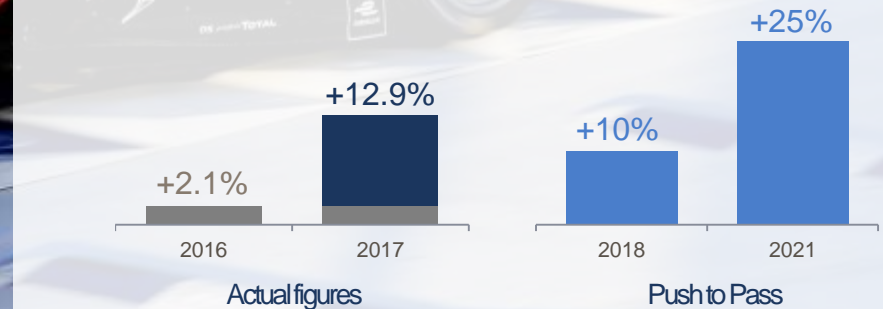
PUSH TO PASS TARGETS



AUTO PCD RECURRING OPERATING MARGIN



CUMULATED GROUP REVENUE GROWTH*



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

FINANCIAL ***RESULTS***

+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

GROUP REVENUE

+20.7% : REVENUE GROWTH

In million Euros

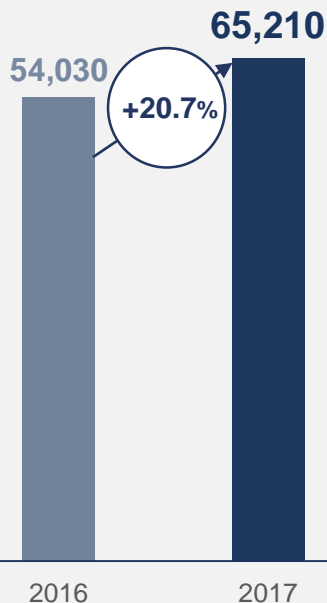
Group

GROUP REVENUE

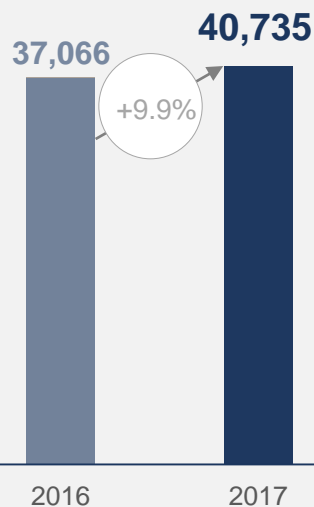


+12.9%

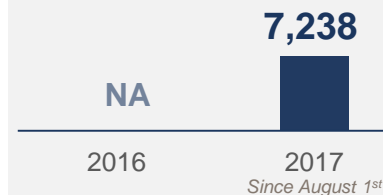
vs 2015
@ constant
exchange rates
and perimeter*



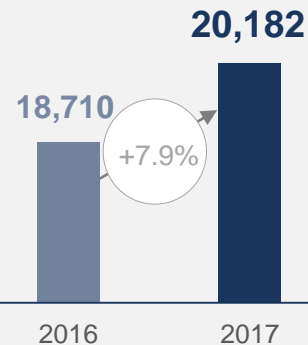
Automotive Division *Peugeot Citroën DS*



Automotive Division *Opel Vauxhall*

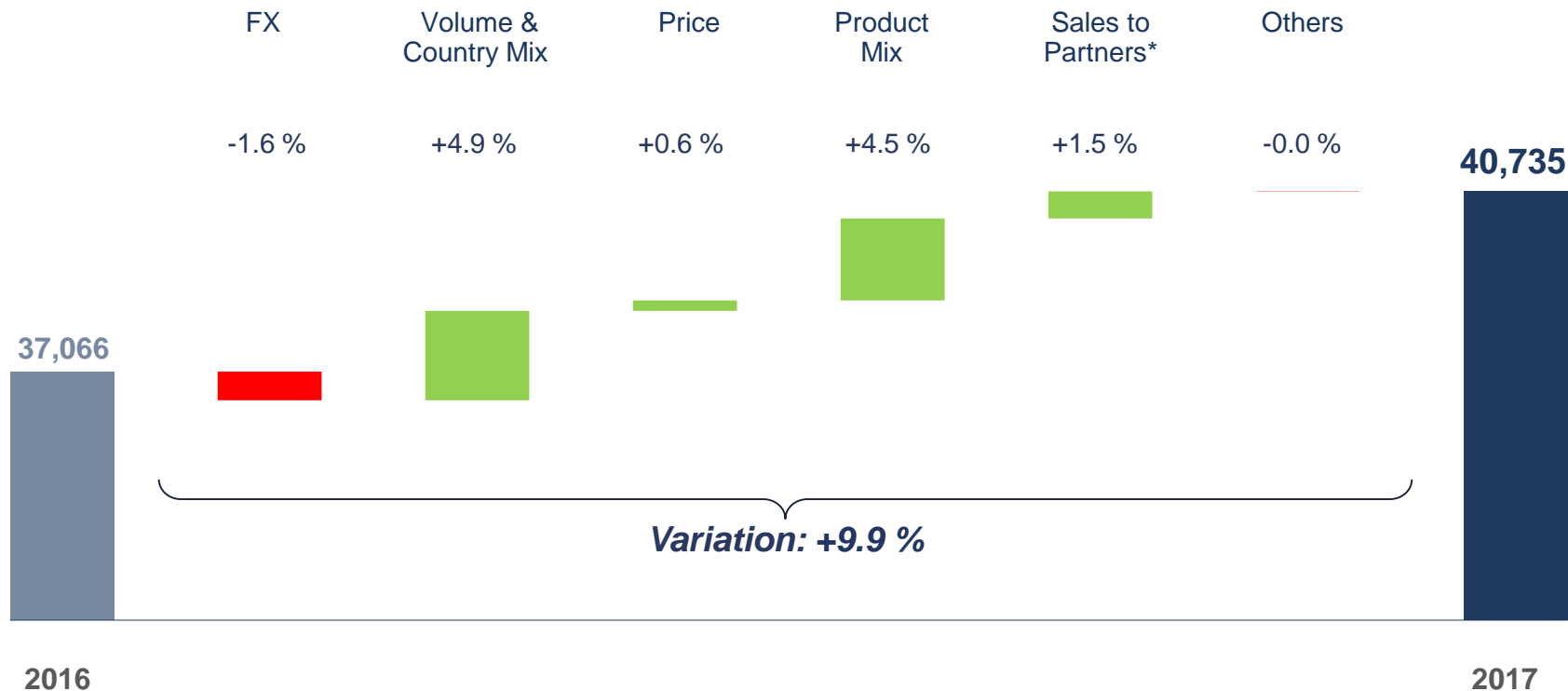


Faurecia



+9.9% : STRONG PCD AUTOMOTIVE REVENUE GROWTH

In million Euros

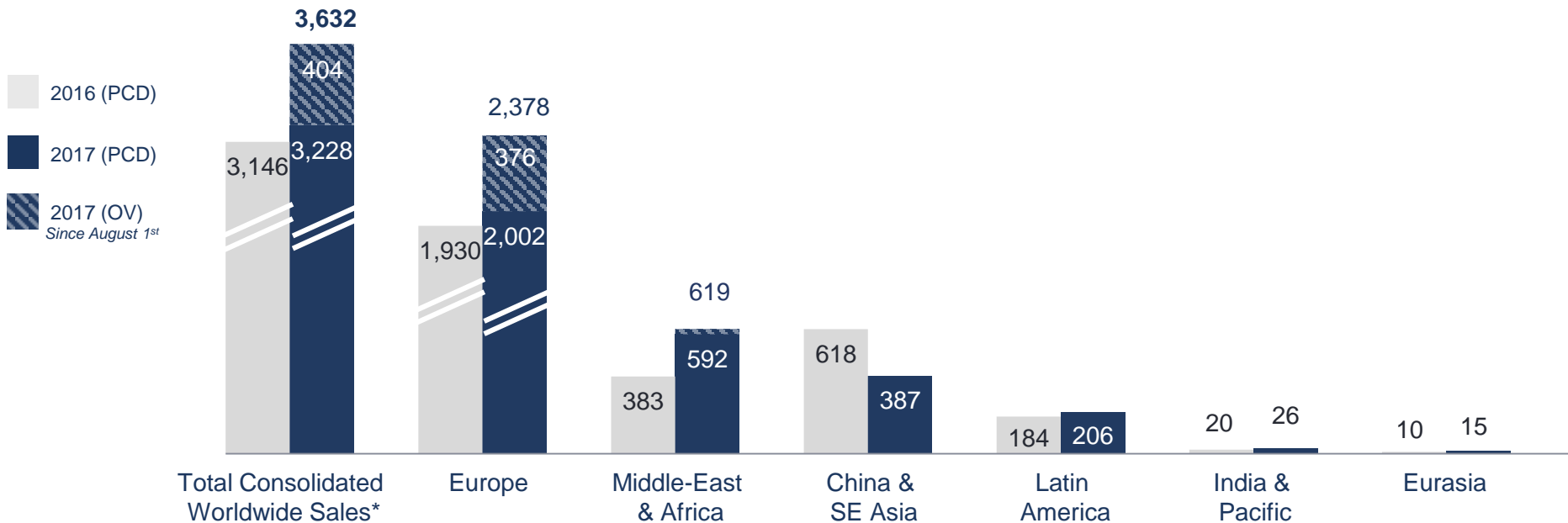


CONSOLIDATED WORLDWIDE SALES*

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

In thousands of units*

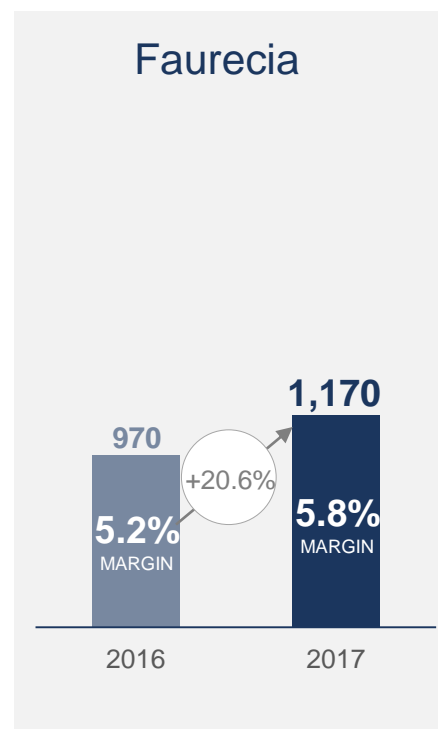
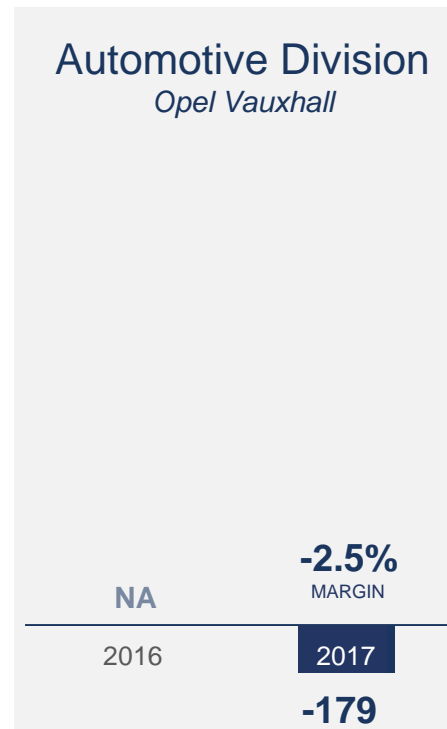
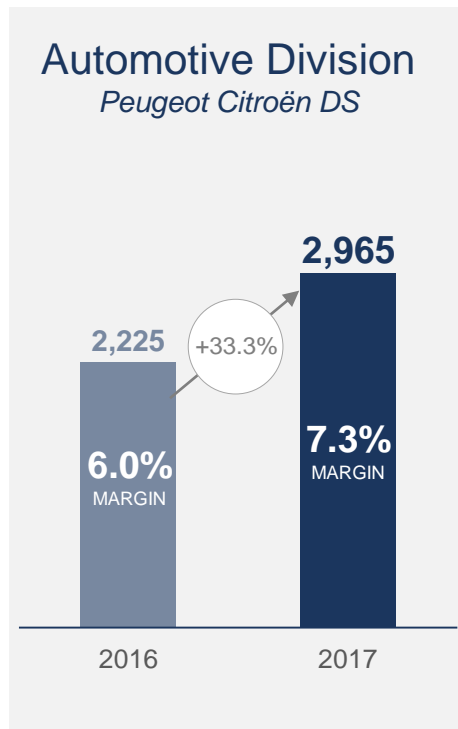
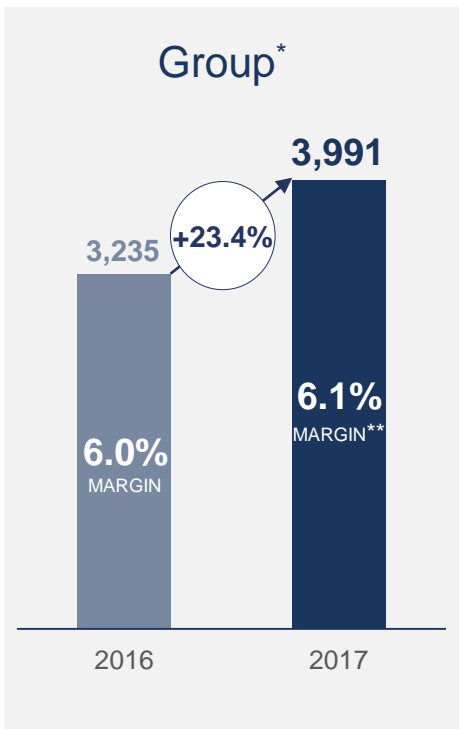
+2.6 % w/o OV	+3.7 % w/o OV	+54.4 % w/o OV	-37.4 %	+12.1 % w/o OV	+31.0 %	+42.1 % w/o OV
+15.4 % with OV	+23.2 % with OV	+61.4 % with OV		+12.2 % with OV		+45.0 % with OV



GROUP RECURRING OPERATING INCOME & MARGIN

+23.4% : GROUP ROI INCREASE

In million Euros and as % of revenue



PCD AUTOMOTIVE RECURRING OPERATING INCOME ANALYSIS

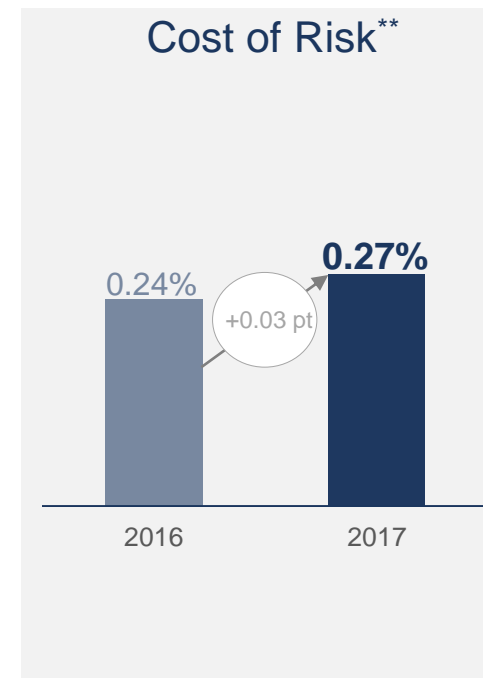
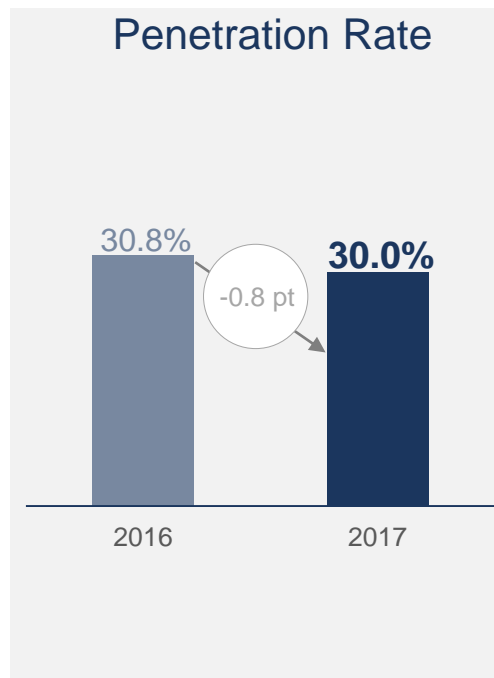
+33.3% : PCD ROI INCREASE

In million Euros



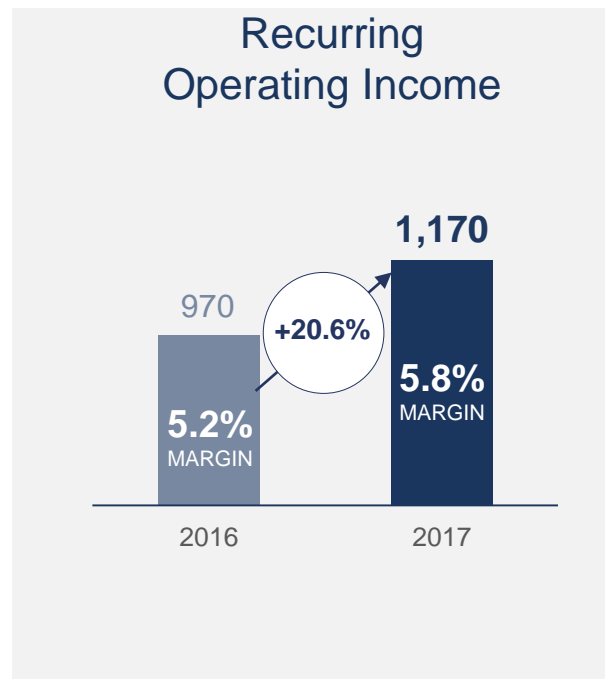
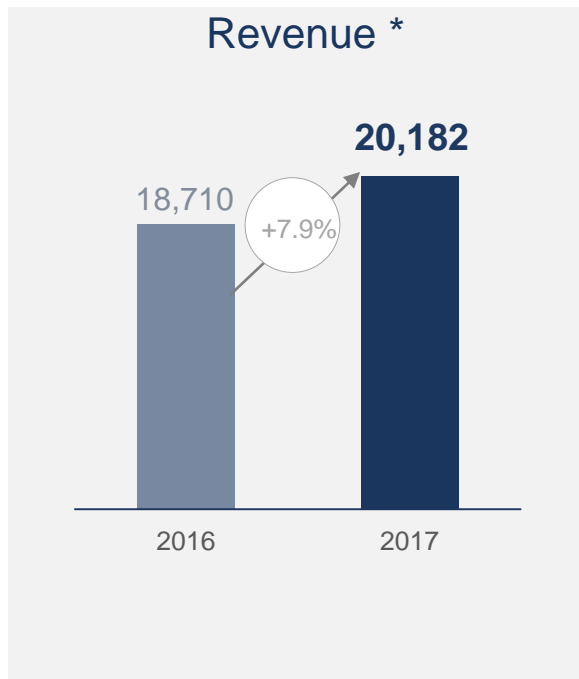
+10.7% : ROI INCREASE

In million Euros

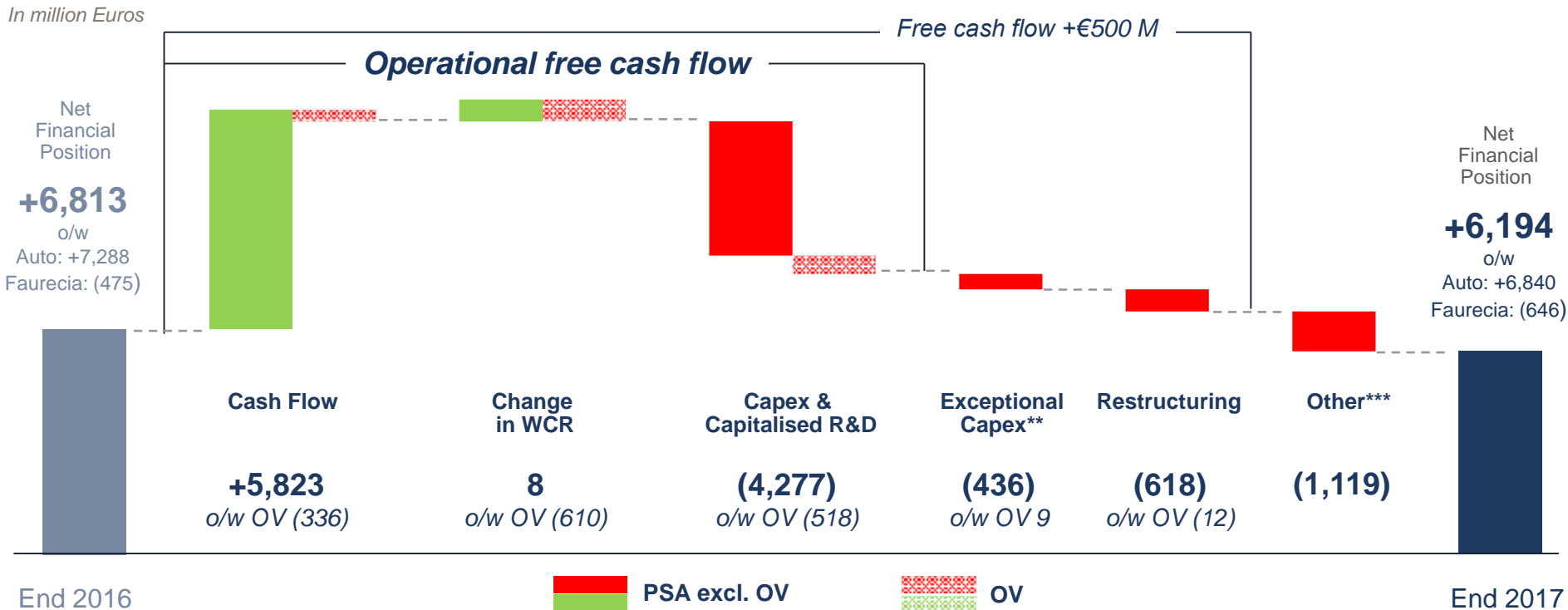


+20.6% : STRONG ROI PERFORMANCE

In million Euros and as % of Revenue



+€1 554 M : POSITIVE OPERATIONAL FREE CASH FLOW

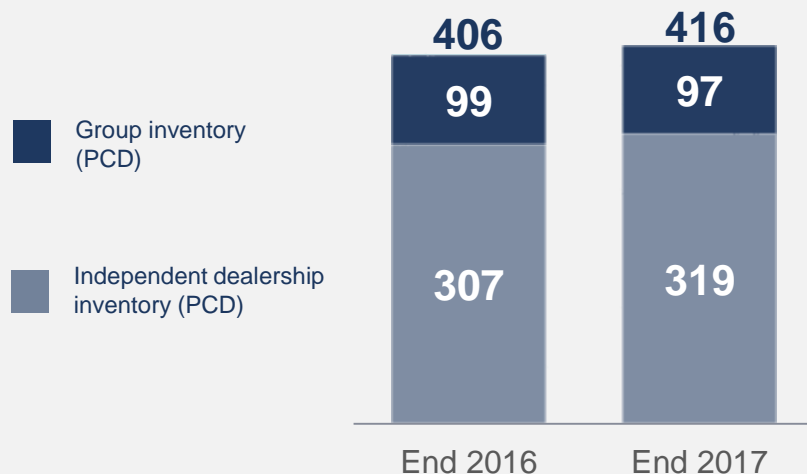


* Manufacturing and Sales Companies ** Including OV acquisition net cash out (-€26M), investments in India and Iran (-€176M), Faurecia acquisition of Jiangxi Coagent Electronics (-€192M), BPF capital increase (-€270M) *** Including dividends to Group shareholders (-€431M), dividends to minority interests (-€129M), OV debt consolidation (-€662M), warrants exercised (+€288M)

RIGHTSIZED PCD INVENTORIES

In thousands of new vehicles*

Peugeot Citroën DS inventories



Opel Vauxhall inventories



MARKET AND OPERATIONAL OUTLOOK

2018 Market Outlook

<p>EUROPE</p> <hr/> <p>stable</p>	<p>CHINA</p> <hr/> <p>+2%</p>
------------------------------------------	--------------------------------------

<p>LATIN AMERICA</p> <hr/> <p>+4%</p>	<p>RUSSIA</p> <hr/> <p>+10%</p>
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Operational Outlook

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

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 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



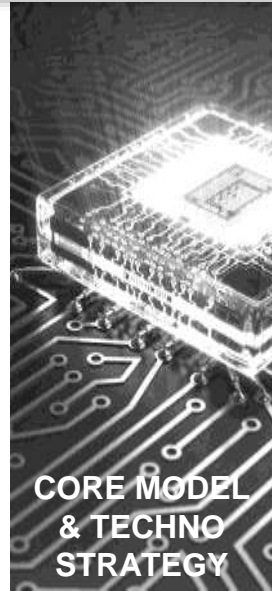
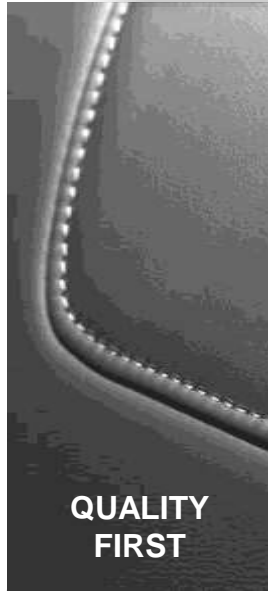
Efficient company



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

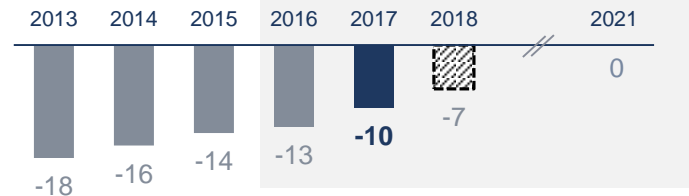


SERVICES



Zero compromise on customer satisfaction

Push-to-Pass roadmap



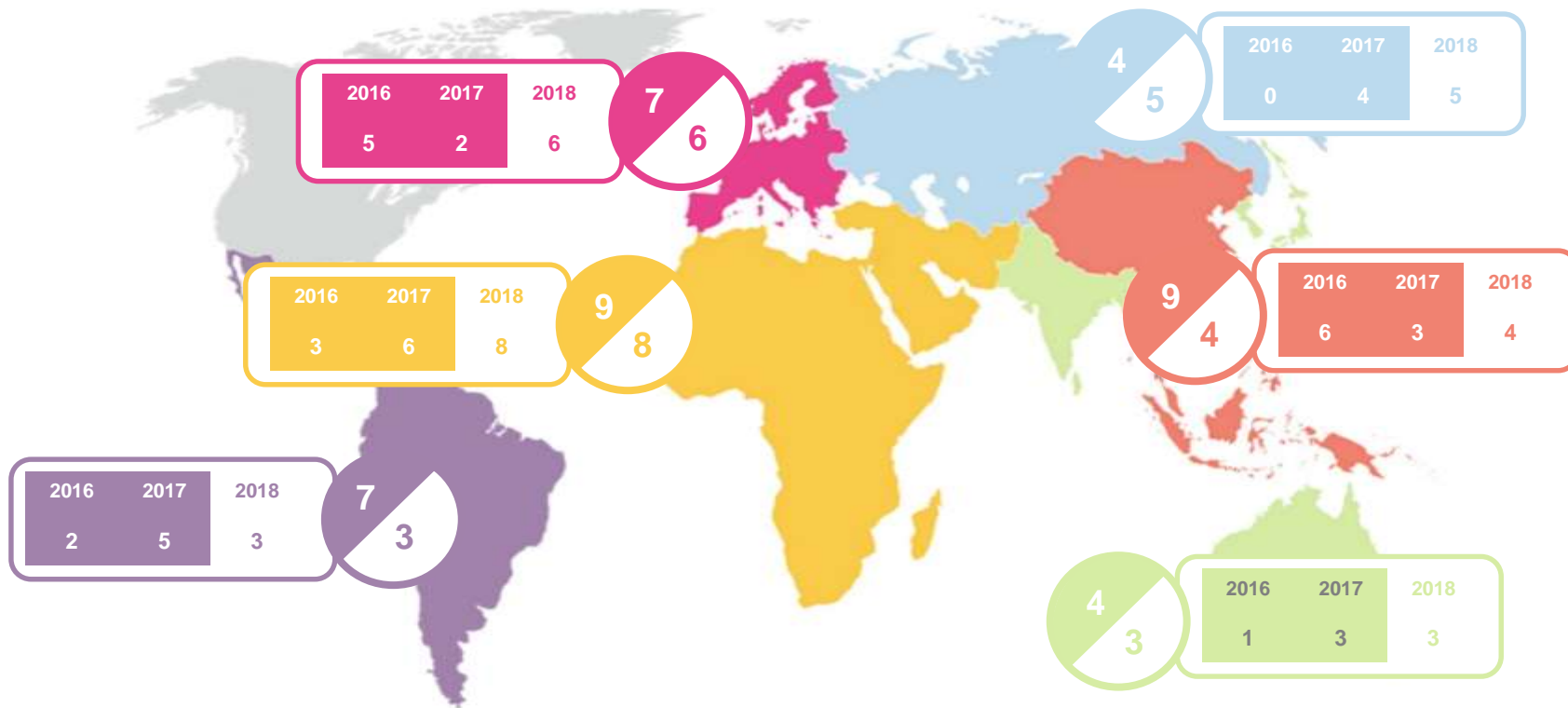
Aftersales customer recommendation⁽³⁾ vs benchmark

(1) Alignment is the reduction of non-quality dispersion by region, measured by the gap of ppm results between worst and best regions

(2) Source : internal worldwide average in points vs benchmark

(3) Source : internal customer feedback in points vs benchmark

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**

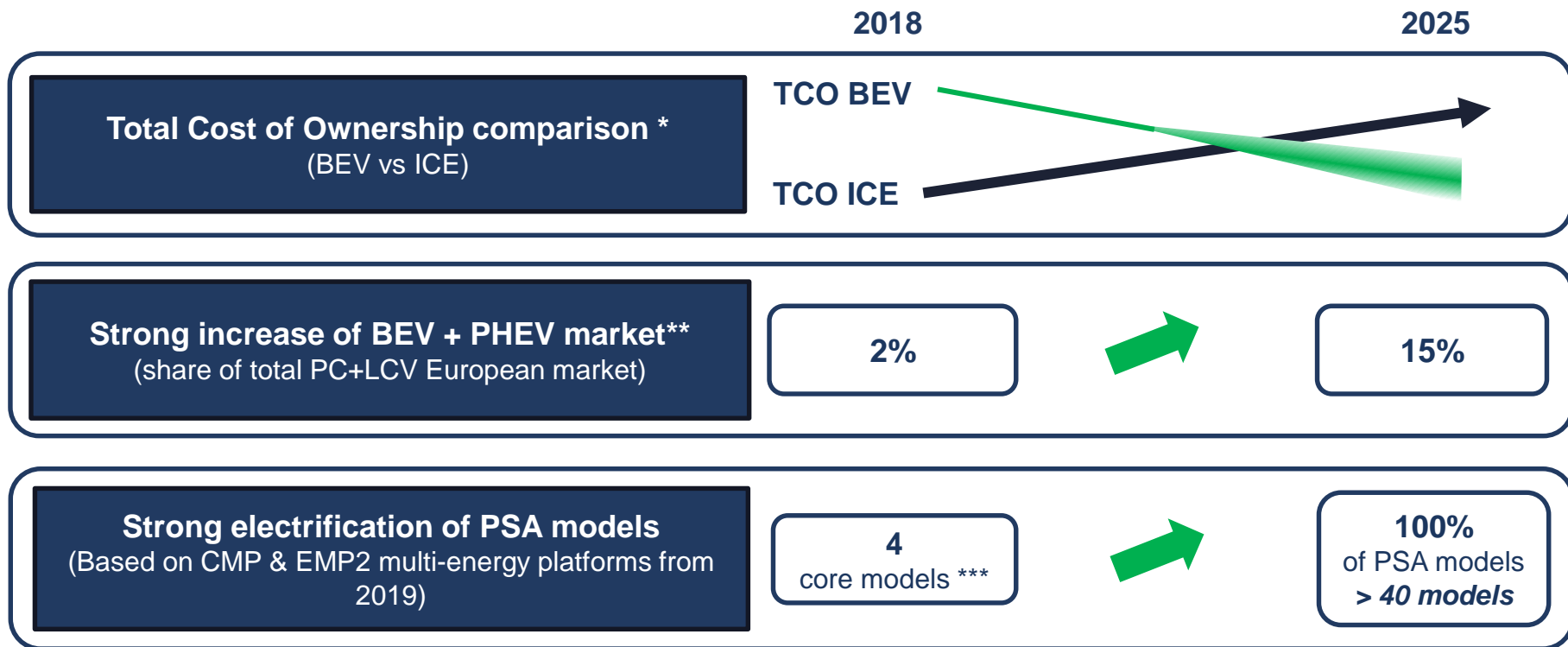


- Mirroring functions on all core models
- Over The Air capability roll-out started
- Full OTA through Huawei partnership



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

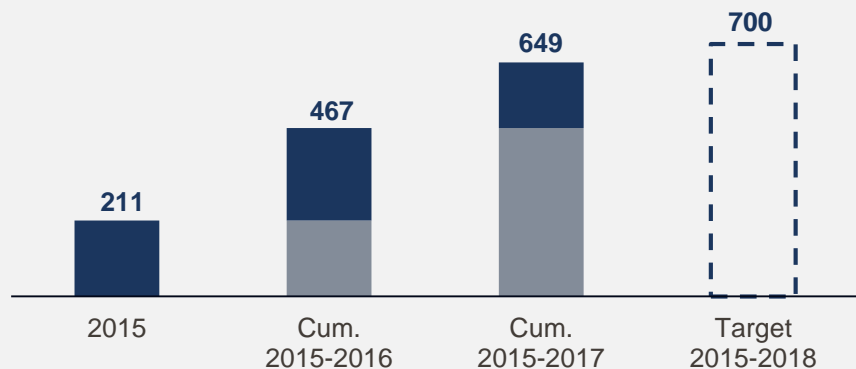
ELECTRIFICATION: RIGHT TIMING, RIGHT OFFER



ON TRACK TO REACH PUSH TO PASS TARGETS

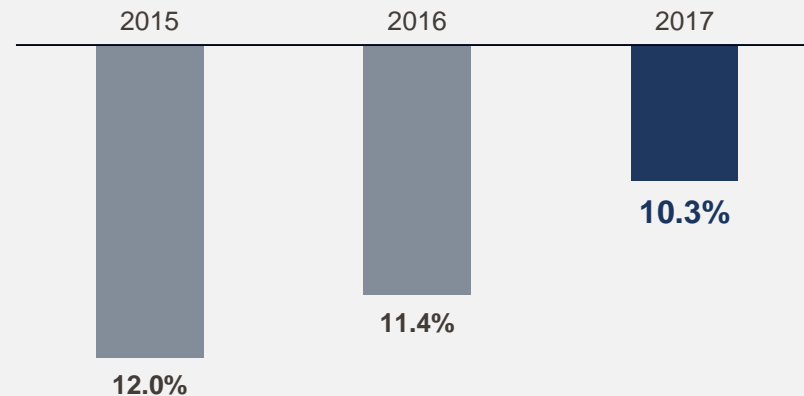
PCD Production cost savings in Europe

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



Wages to revenue ratio

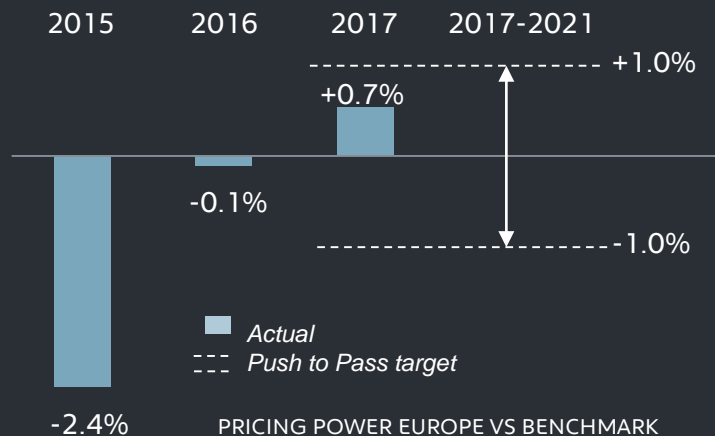
PCD Automotive Division*



PEUGEOT – THE BEST HIGH END GENERALIST BRAND

MOVE UP MARKET STRATEGY ON TRACK

PRICING POWER AT THE RIGHT LEVEL



CITROËN – THE PEOPLE MINDED BRAND PRODUCT OFFENSIVE LAUNCHED

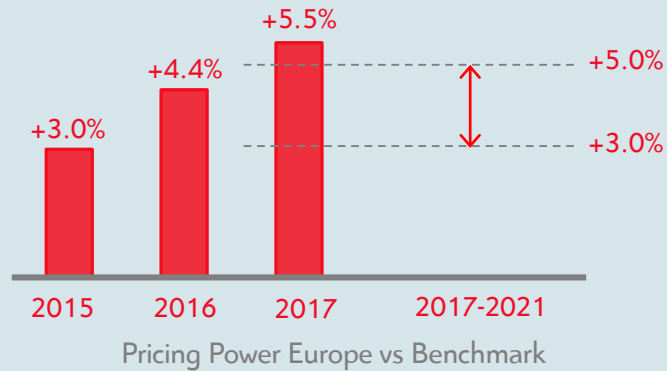


CITROËN C3 Aircross

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

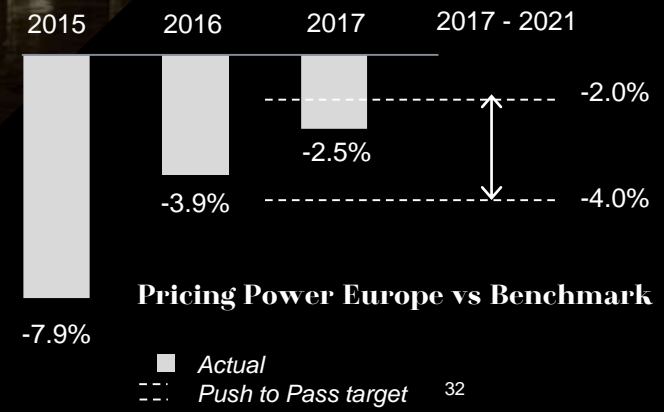


DS 7 CROSSBACK

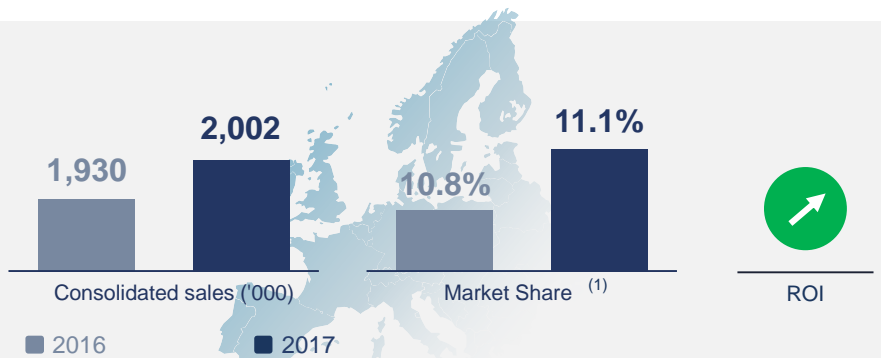
“ *Vorbild Louis Vuitton?
Das französische Premium-SUV setzt auf
Schönheit*
FOCUS.DE ”

“ *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

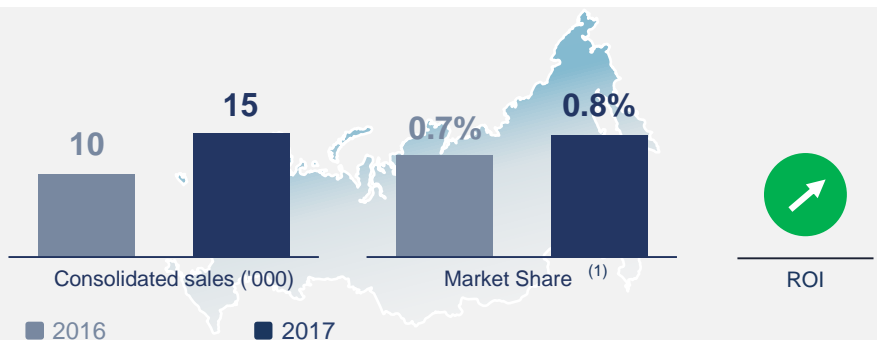
- ✓ Market share rebound: +0.3 pt. ⁽²⁾
- ✓ Success of all new models with a growing share of SUV
- ✓ LCV Market share +1.3 pt at 20.2% ⁽²⁾
- ✓ Volume growth on profitable channels
- ✓ Manufacturing efficiency on track despite an adverse environment



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

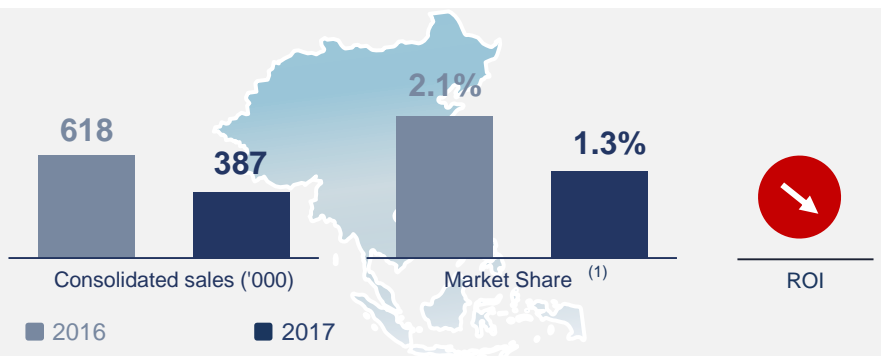
- ▶ Peugeot 5008 commercial launch in Russia & Ukraine
- ▶ Citroën C3 and C3 Aircross in Russia & Ukraine
- ▶ DS 7 CROSSBACK commercial launch in Russia



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

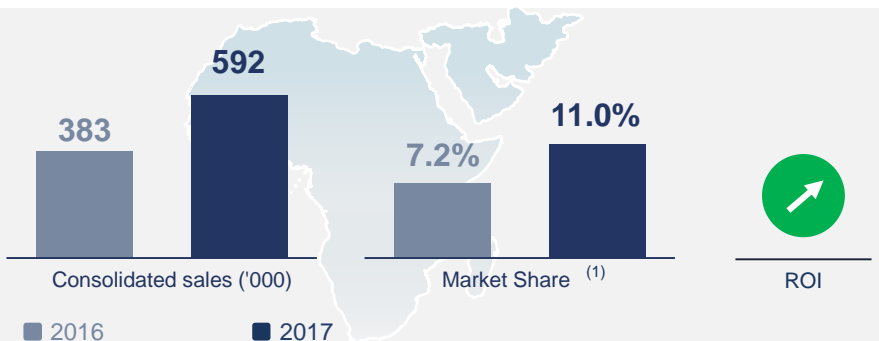
- ▶ SUV momentum ongoing in China in 2018 (DS 7 CROSSBACK, Citroën C3 Aircross)
- ▶ Acquisition of Jian Xin, leading spare parts distributor in China



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

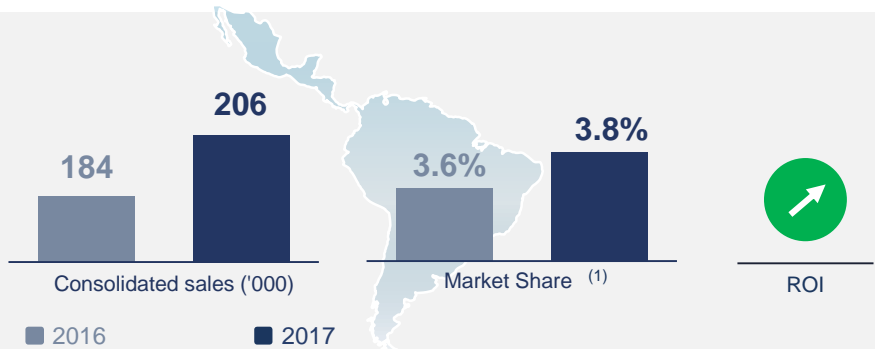
- ▶ Peugeot Pick-Up launched in 2017, local production in 2018
- ▶ Iran production started: 2008 ramp-up. Peugeot 301 & Citroën C3 launch in 2018



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

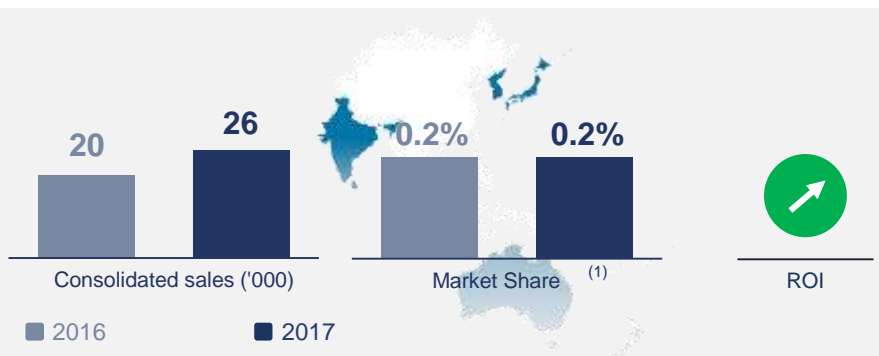
- ▶ Strong LCV offensive all over the region
- ▶ Peugeot 3008 and 5008 success



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

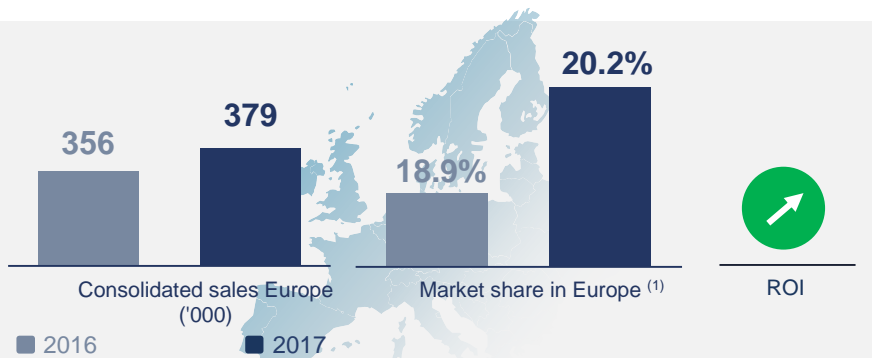
- ▶ Successful launch of Peugeot 3008 throughout the Pacific region and of Citroën C3 in Japan
- ▶ Sales x3 in Australia (2)



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



Performance plan / HR plant agreements already implemented in several countries

PACE!



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

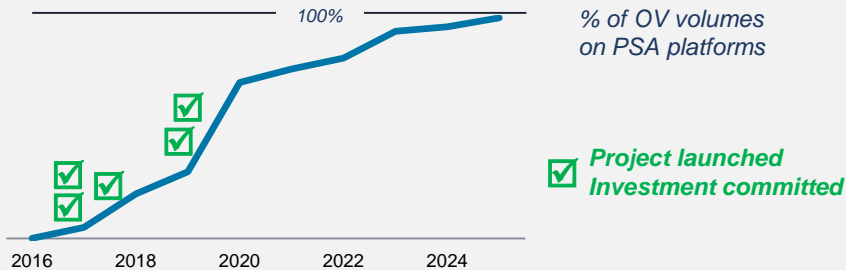
- ✓ Performance plans launched in several plants (*Industrial modernization, supply chain optimization, HR agreements with voluntary leaves, real estate ...*)
- ✓ Framework HR agreement in Germany with IG Metal & Works Council (*early retirement, senior leaves, ...*)

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

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 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

emov

Bolloré

koolicar

TRAVELCAR

Communauto

PEUGEOTRENT

DS RENT

DS RENT



+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

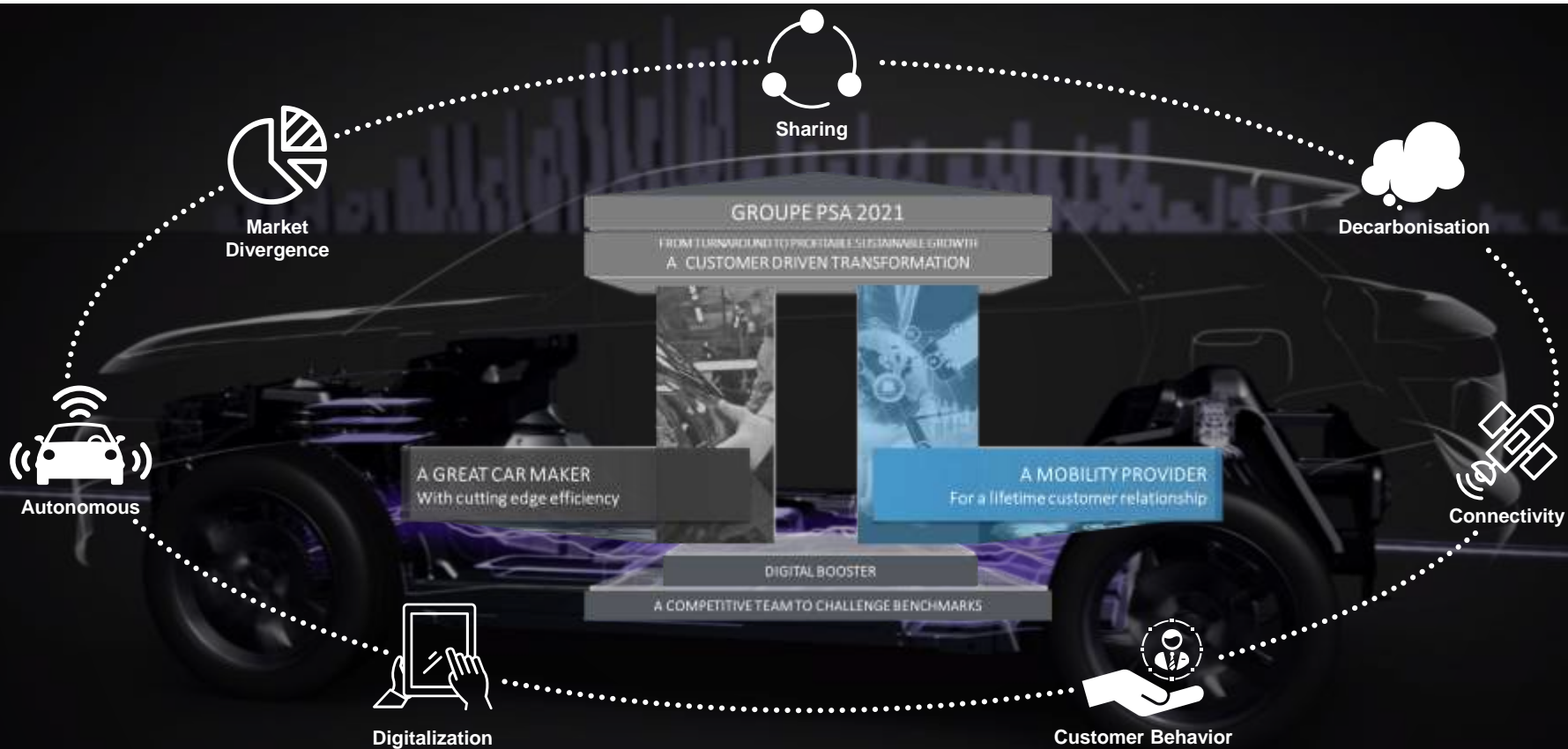
Digital carsharing
Free2Move Fleet Sharing
Launched in 2017



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



OUR CUSTOMER DRIVEN TRANSFORMATION



Q&A



ATTACHMENTS



OPENING BALANCE SHEET

In million Euros

Main PPA adjustments

Acquisition cost	1,018	
	Intangible assets	1,792
	Tangible assets*	1,577
Assets	Other non-current assets	517
	Current Assets	4,120
	Cash	301
	Provisions	(1,390)
Liabilities	Financial liabilities	(785)
	Trade payables	(3,171)
	Other current liabilities	(3,753)
Total assets acquired and liabilities assumed	(792)	
Goodwill	1,810	

OV brands valuation (+1,702)

"Fair value" assessment (-2,856)

Deferred tax assets impaired (-1,892)

Stocks assessed at market value (+100)

CONSOLIDATED WORLDWIDE SALES

Units*		2016	2017	Change
Europe**	Peugeot	1,102,230	1,173,465	+6.5%
	Citroën	762,576	785,662	+3.0%
	DS	65,452	43,135	-34.1%
	Opel Vauxhall	NA	376,380	NA
	Total PSA	1,930,258	2,378,642	+23.2%
Middle East & Africa***	Peugeot	323,084	533,170	+65.0%
	Citroën	58,662	57,273	-2.4%
	DS	1,743	1,575	-9.6%
	Opel Vauxhall	NA	26,809	NA
	Total PSA	383,489	618,827	+61.4%
China & South East Asia	Peugeot	351,904	249,223	-29.2%
	Citroën	250,297	131,821	-47.3%
	DS	16,151	5,963	-63.1%
	Opel Vauxhall	NA	295	NA
	Total PSA	618,352	387,302	-37.4%
Latin America	Peugeot	122,639	136,303	+11.1%
	Citroën	60,196	68,526	+13.8%
	DS	1,072	1,304	+21.6%
	Opel Vauxhall	NA	142	NA
	Total PSA	183,907	206,275	+12.2%
India-Pacific	Peugeot	13,977	19,205	+37.4%
	Citroën	4,452	6,049	+35.9%
	DS	1,457	799	-45.2%
	Opel Vauxhall	NA	-	NA
	Total PSA	19,886	26,053	+31.0%
Eurasia	Peugeot	5,626	8,479	+50.7%
	Citroën	4,758	6,345	+33.4%
	DS	106	84	-20.8%
	Opel Vauxhall	NA	307	NA
	Total PSA	10,490	15,215	+45.0%

Total consolidated worldwide sales (AV+CKD)

	2016	2017	Change
Peugeot	1,919,460	2,119,845	+10.4%
Citroën	1,140,941	1,055,676	-7.5%
DS	85,981	52,860	-38.5%
Opel Vauxhall	NA	403,933	NA
Total PSA	3,146,382	3,632,314	+15.4%

BANQUE PSA FINANCE*

<i>In million Euros</i>	2016	2017	Change
Revenue	1,405	1,476	71
Net banking revenue	1,026	1,145	119
Cost of risk (in % of average loans)	0.24%	0.27%	+0.03 pt
Recurring operating Income	571	632	61
Penetration rate	30.8%	30.0%	-0.08 pt
Number of new contracts (lease and financing)	767,848	845,755	77,907

FAURECIA

In million Euros

	2016	2017	Change
Revenue	18,710	20,182	1,472
Recurring Operating Income	970	1,170	200
% of revenue	5.2%	5,8%	
Consolidated net income	706	708	2
Free Cash Flow	1,011 *	129 **	(882)
Net Financial Position	(475)	(646)	(171)

PARTNERSHIPS CONTRIBUTION TO NET RESULT

In million Euros

	2016	2017	Change
50% Dong Feng Motor company Partnership	242	(30)	(272)
50% Changan Partnership	(292)	(24)	268
50% Chinese Financial JV	14	17	3
50% Banque PSA Finance JVs with Santander	181	201	20
50% Banque PSA Finance JV with BNP Paribas	-	8	8
Others	(17)	45	62
Recurring operating income	128	217	89
100% Banque PSA Finance businesses to be continued in partnership	21	-	(21)
Faurecia Automotive Exteriors	174	(7)	(181)
Net result from operations held for sale or to be continued in partnership	195	(7)	(202)

FINANCIAL SECURITY

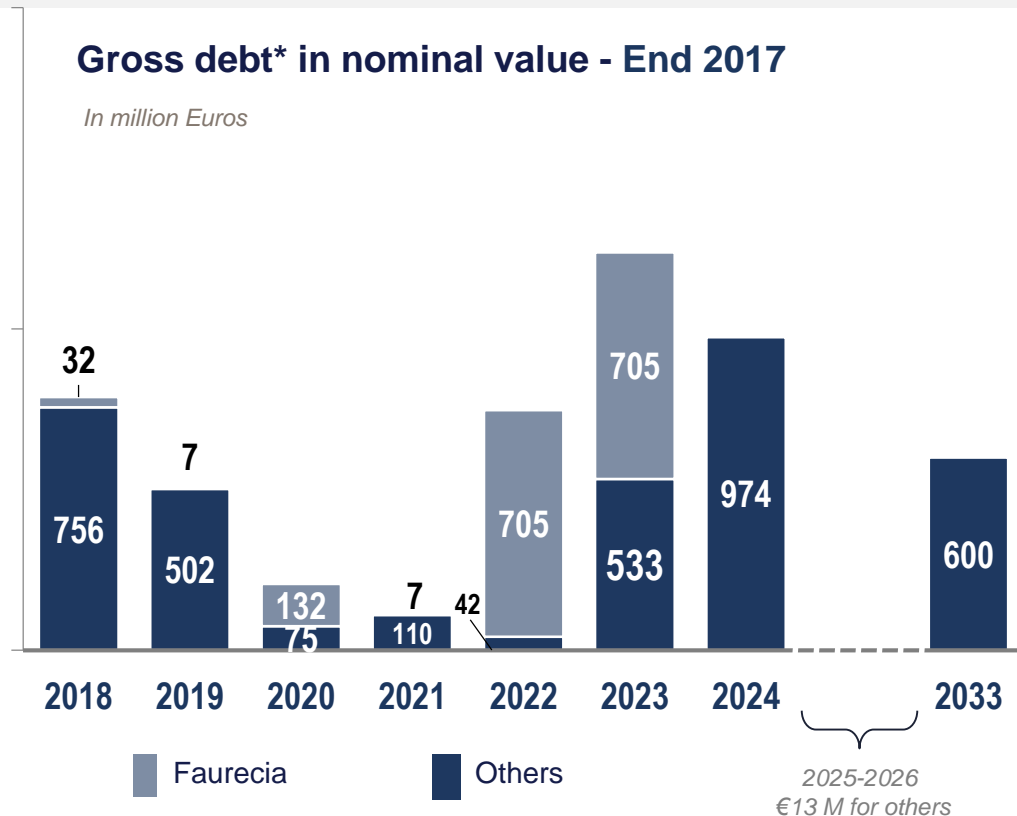
In million Euros

	31 December 2016	31 December 2017	Change
Cash and Cash Equivalents	11,576	11,582	6
Financial Investments	110	165	55
Current & non current financial assets	1,088	1,575	487
TOTAL Cash & Financial assets	12,774	13,322	548
Lines of Credit (undrawn) – excluding Faurecia	3,000	3,000	-
Lines of Credit (undrawn) – Faurecia	1,200	1,200	-
TOTAL Financial Security	16,974	17,522	548

DEBT MATURITY PROFILE

Gross debt* in nominal value - End 2017

In million Euros



PSA Group:

- €600 M 2% bond issue, successfully priced on March 14, 2017
- Tap of €100 M 2 % bond issue, successfully priced on May 22, 2017
- €250 M seven-year loan granted by European Investment Bank to PSA Automobiles SA