



2017 H1 RESULTS

26 July 2017



DISCLAIMER

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

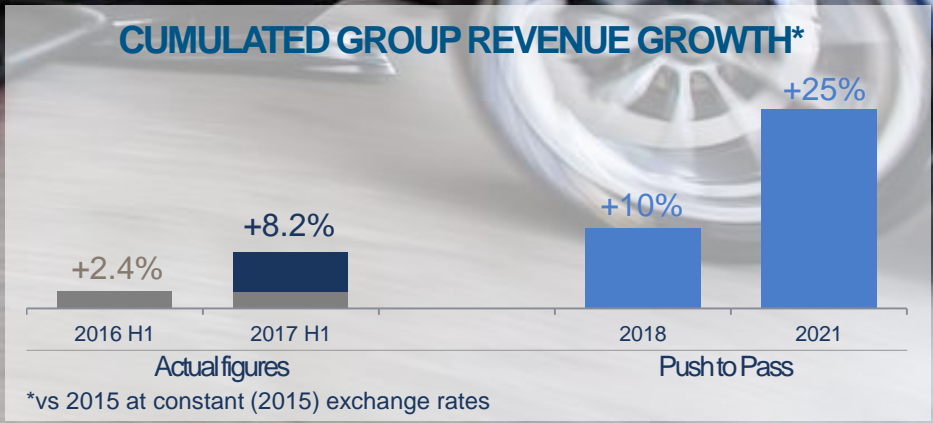
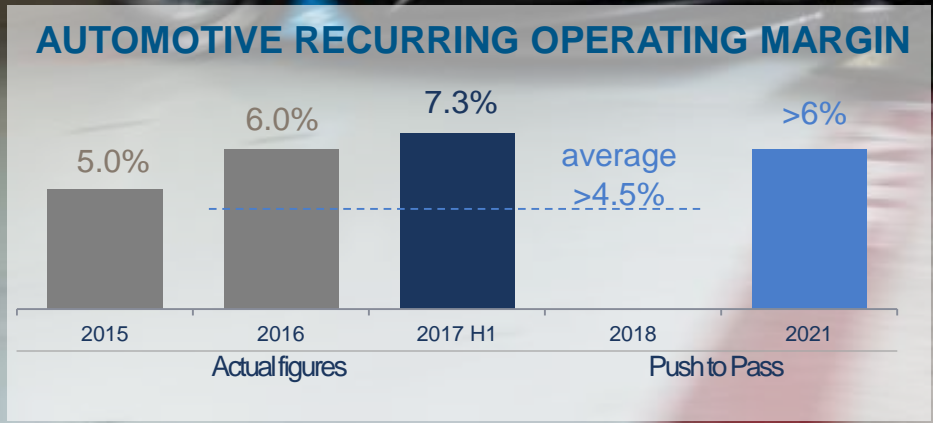
This presentation may contain forward-looking statements. Such forward-looking statements do not constitute forecasts regarding the Company’s results or any other performance indicator, but rather trends or targets, as the case may be. These statements are by their nature subject to risks and uncertainties 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.

HALFWAY THROUGH THE 1st PART OF

PUSH^{TO} PASS





DARE

New businesses

EURO REPAIR CAR SERVICE MISTER AUTO
Aramisauto autobutler
TRAVELCAR emov

DRIVE

Focus on execution

PUSH TO PASS

ORGANIC PROFITABLE GROWTH

BACK IN THE RACE

OPERATIONAL EXCELLENCE

RESPECT

A CSR reference

DEMAND

No compromise on quality

INTERNATIONAL engine of the year awards
CAR OF THE YEAR 2017
2015, 2016 & 2017

AGILITY

To face a chaotic world

PSA GROUPE
NEW MOMENTUM OF GROWTH

FINANCIAL ***RESULTS***

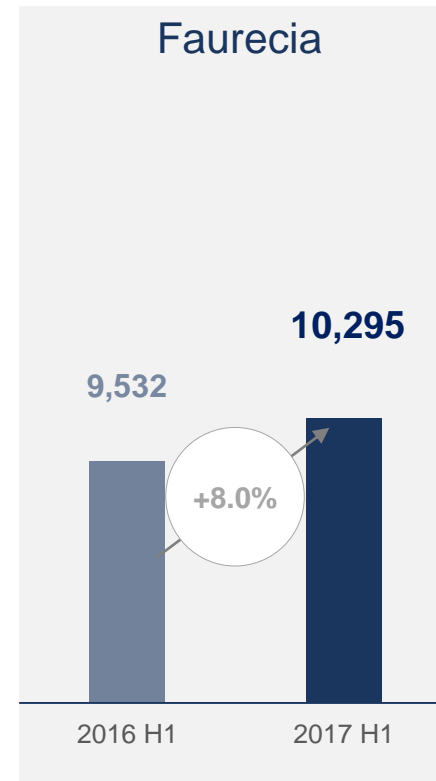
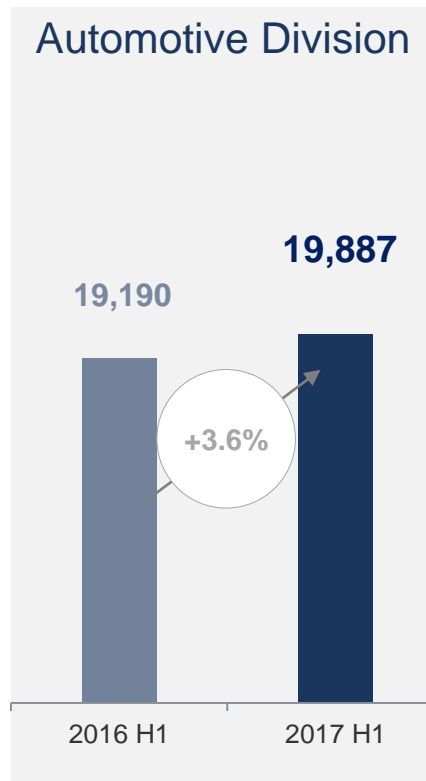
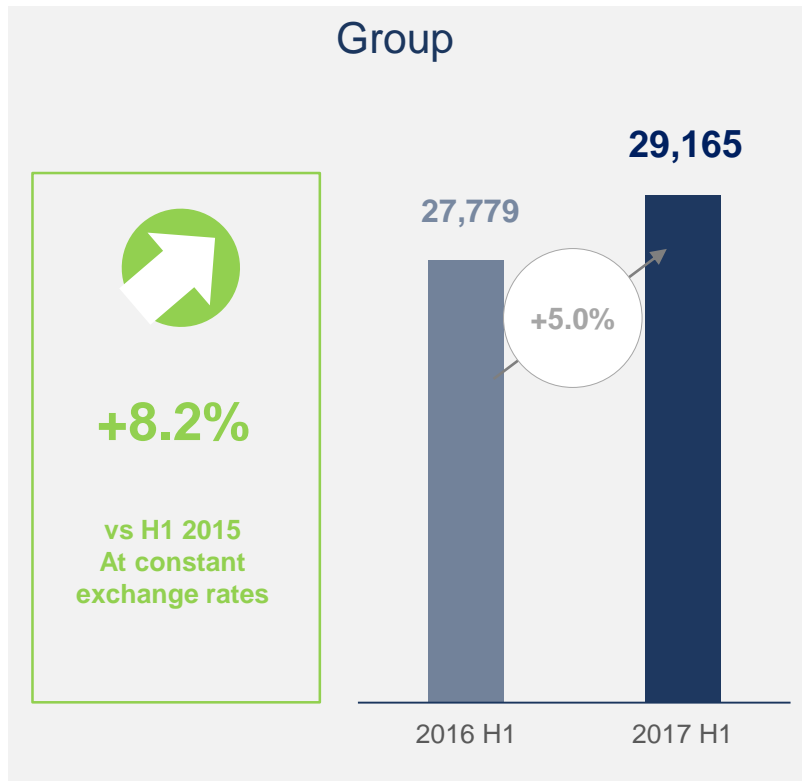
FINANCIAL RESULTS

In million Euros

	2016 H1	2017 H1	Change
Revenue	27,779	29,165	1,386
Recurring Operating Income	1,830	2,041	211
% of revenue	6.6%	7.0%	
Non-recurring operating income and (expenses)	(207)	(112)	95
Operating income	1,623	1,929	306
Net financial income (expenses)	(150)	(121)	29
Income taxes	(310)	(446)	(136)
Share in net earnings of companies at equity*	149	112	(37)
Net result from operations to be continued in partnership*	71	0	(71)
Consolidated net income / (loss)	1,383	1,474	91
Net income, Group Share	1,212	1,256	44

GROUP REVENUE ⁽¹⁾: +8.2 % CUMULATED GROWTH vs 2015 ⁽²⁾

In million Euros



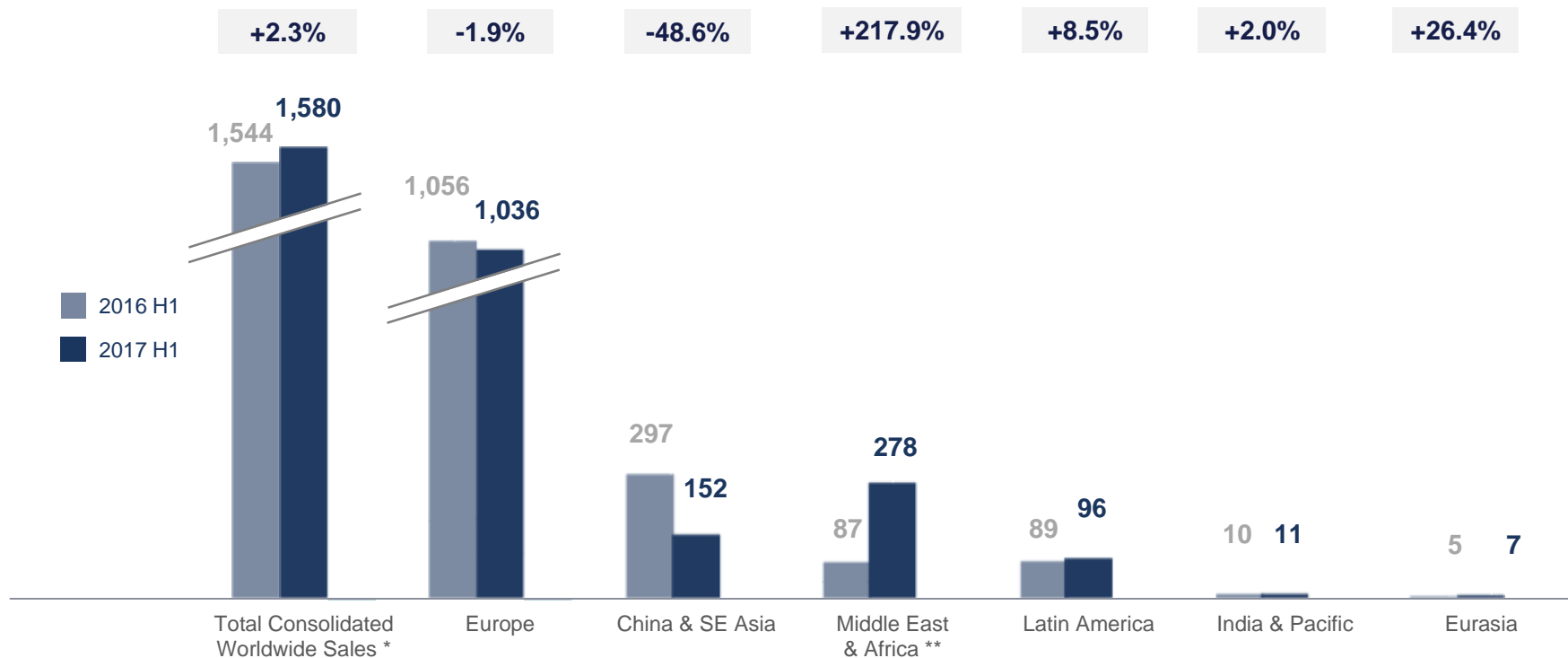
AUTOMOTIVE REVENUE ANALYSIS

In million Euros



CONSOLIDATED WORLDWIDE SALES *

In thousands of units



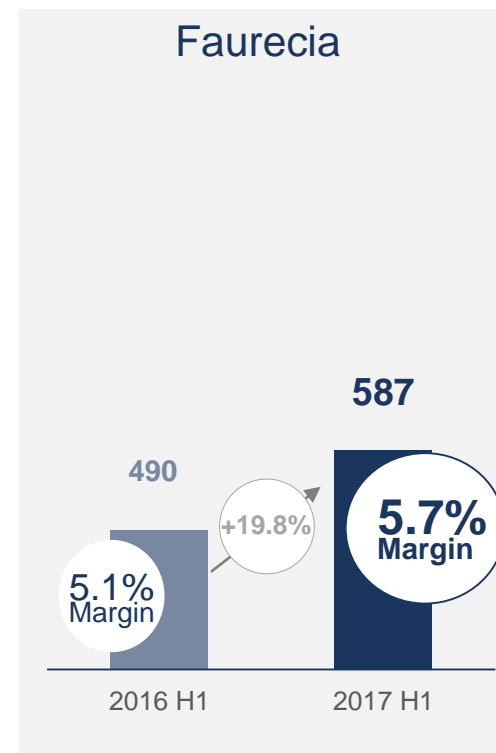
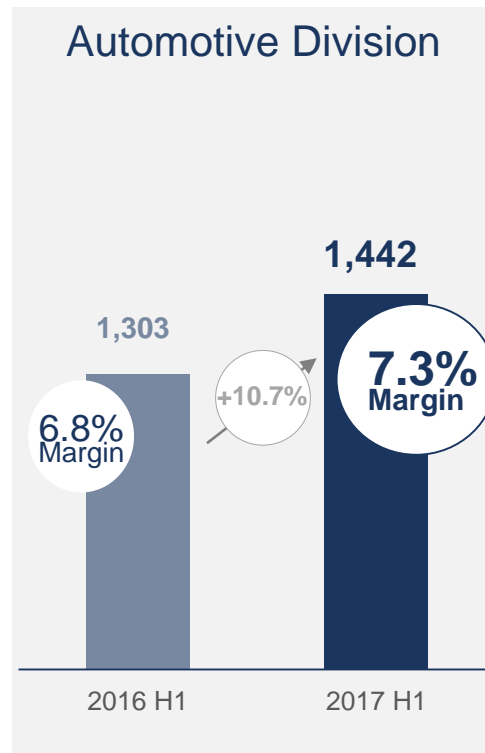
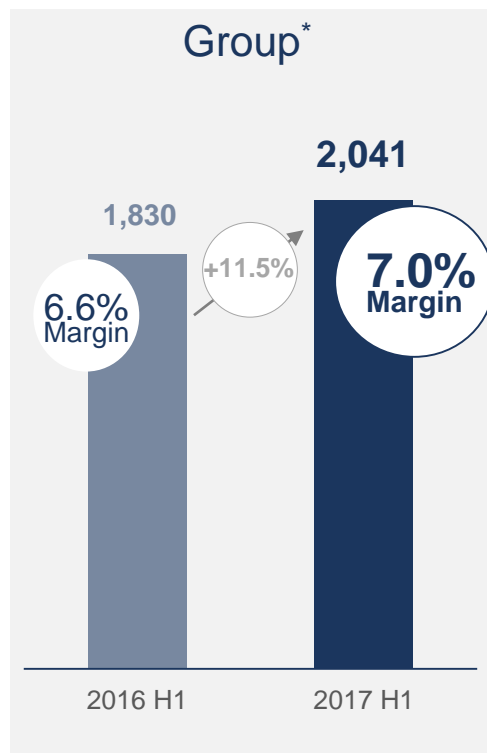
* Assembled vehicles, CKDs and vehicles under License

** o/w 208 k units sold under Peugeot license in H1 2017 following the final JV agreement signed with Iran Khodro on 21 June 2016



GROUP RECURRING OPERATING INCOME & MARGIN

In million Euros

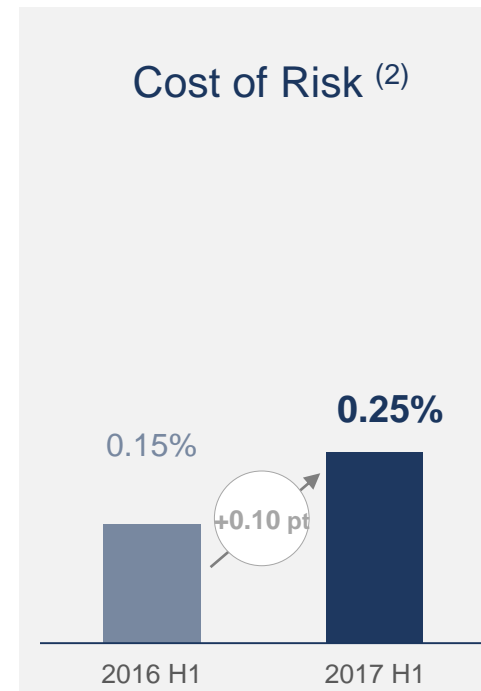
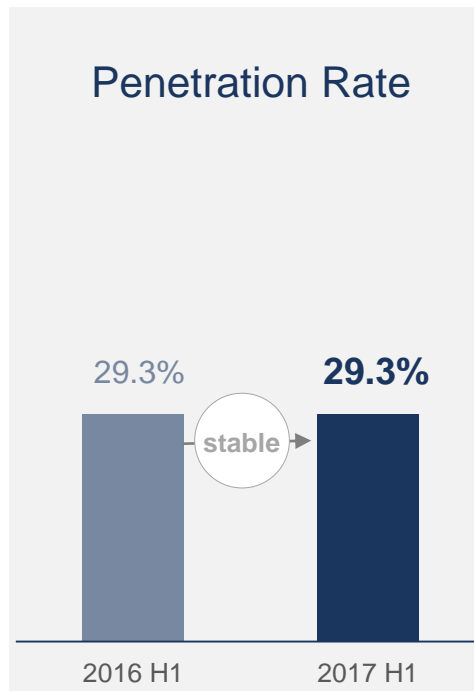
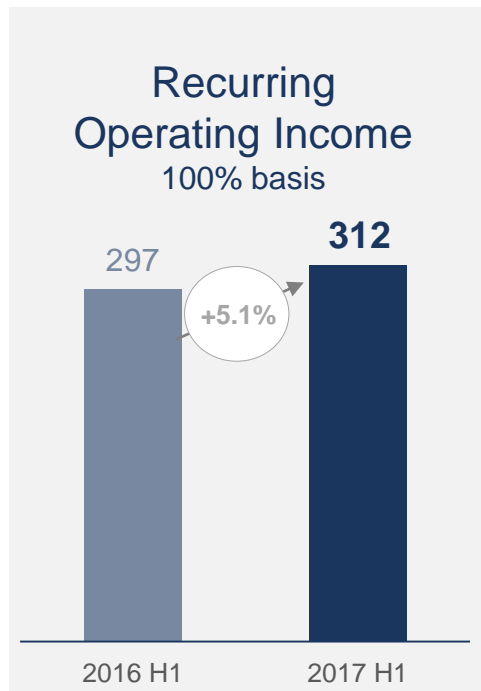


AUTOMOTIVE RECURRING OPERATING INCOME ANALYSIS

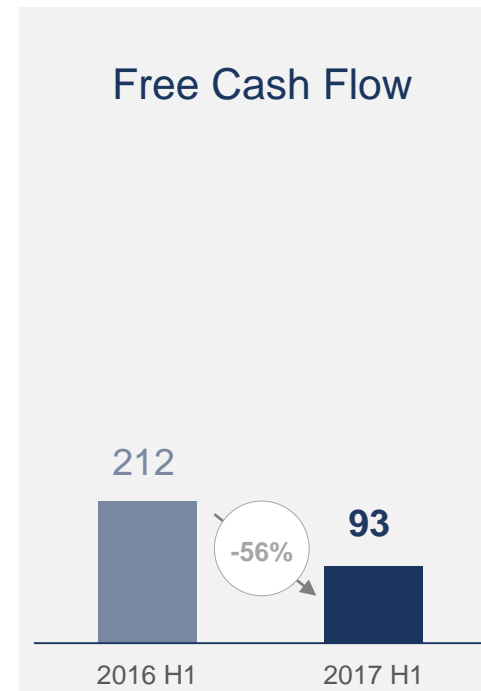
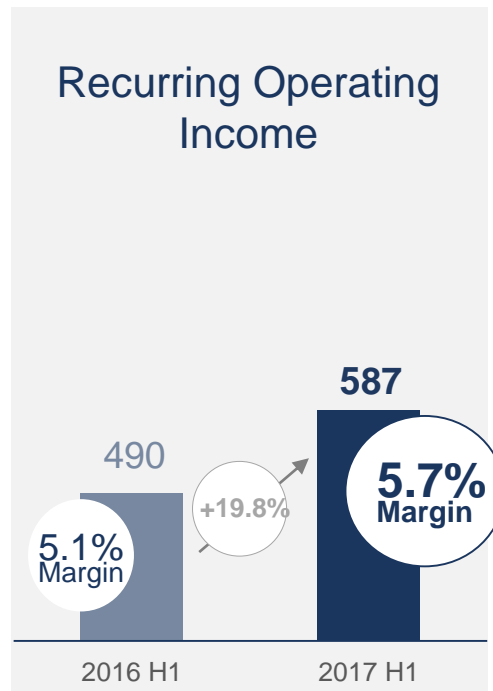
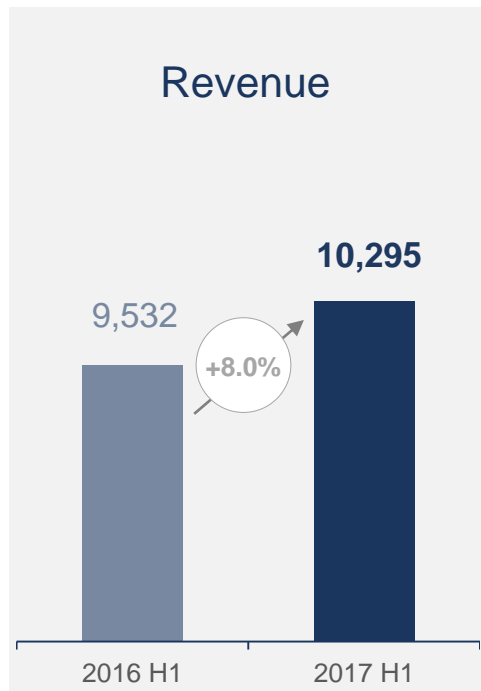
In million Euros



In million Euros



In million Euros



**Net Financial Position*:
(619) M€**

CASH FLOW ANALYSIS ⁽¹⁾

In million Euros

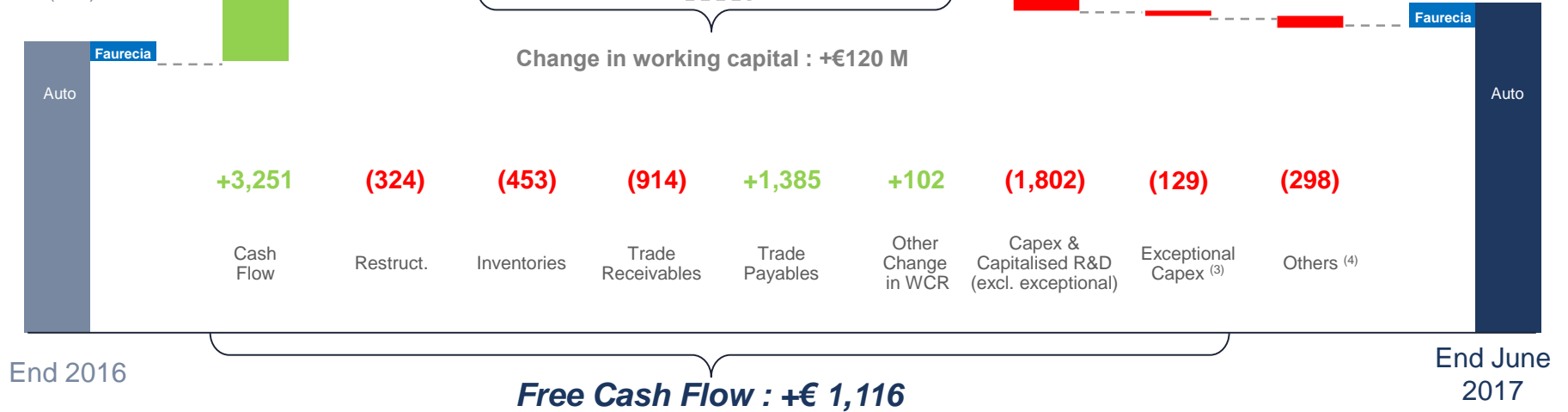
Net
Financial
Position

Operational free cash flow ⁽²⁾: +€1,569

Net
Financial
Position

+6,813
o/w Faurecia
(475)

+7,631
o/w Faurecia
(619)



(1) Manufacturing and Sales Companies

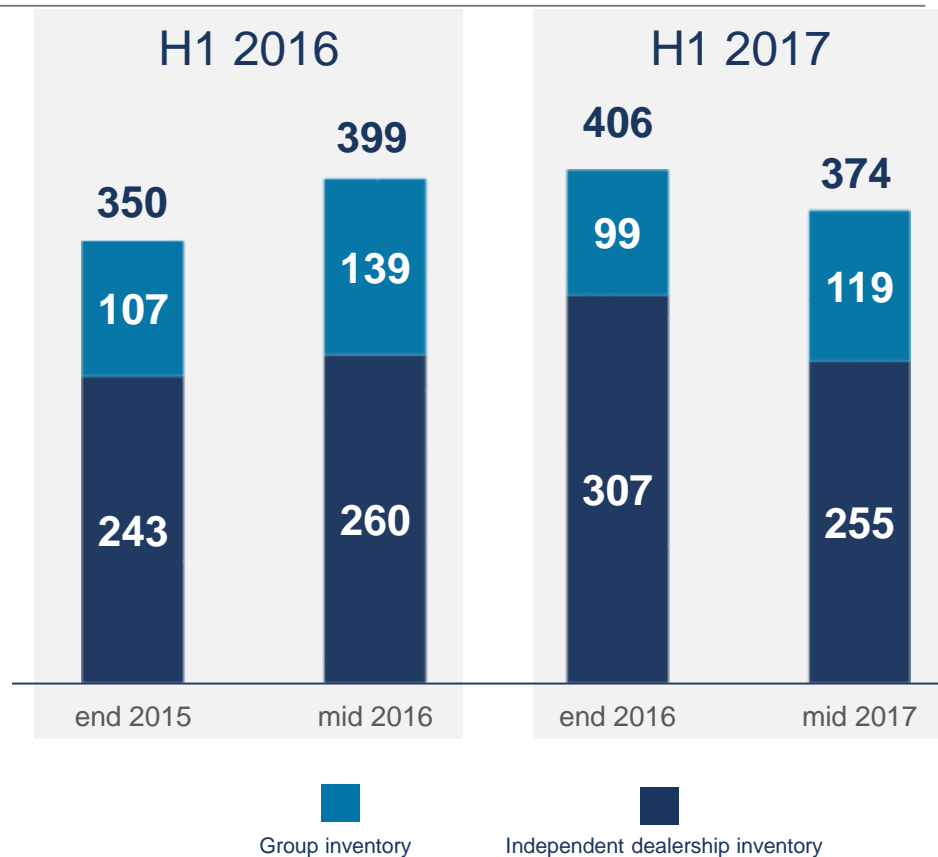
(2) excluding restructuring, exceptional investments and asset disposal

(3) Investments in companies and asset disposal o/w investments in Iran (-€158 M)

(4) Including dividends to Group shareholders (-€431 M), warrants exercised (+€288 M), dividends to Faurecia minority shareholders (-€86 M)

RIGHTSIZED INVENTORIES

In thousands of new vehicles*



2017 Market Outlook

EUROPE

+3%

CHINA

+5%

LATIN AMERICA

+5%

RUSSIA

+5%

Operational Outlook

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** ⁽²⁾ vs 2015, and target additional 15% by 2021 ⁽²⁾

PUSH TO PASS



HIGHLIGHTS

PSA GROUP 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 DEEP CHANGE IN MINDSET

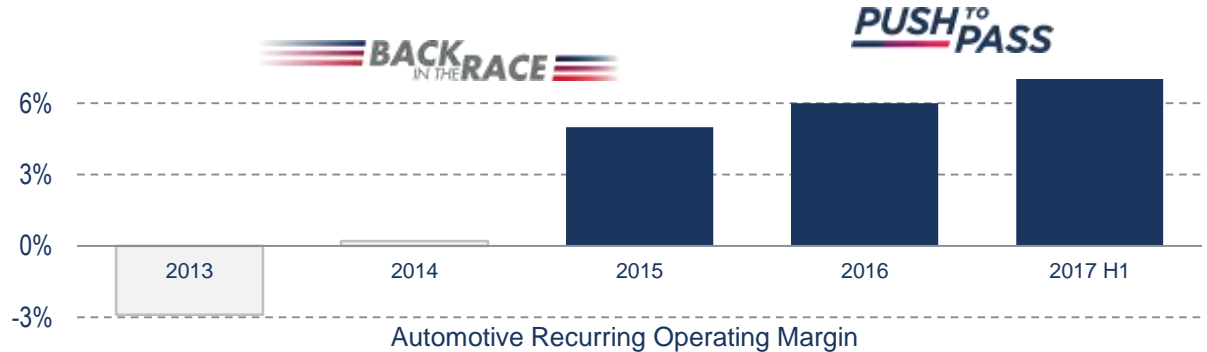
Promote a **COMPETITIVE & CROSS-FUNCTIONAL ATTITUDE**

People empowered to **EXPRESS INDIVIDUAL & COLLECTIVE TALENT**

BUSINESS SENSE in everything we do

TALENT MANAGEMENT based on merit

BUILDING SUSTAINABLE PERFORMANCE



ACCELERATE OUR DIGITAL TRANSFORMATION

Personalized relationship with clients

- ✓ My Peugeot, MyCitroen, MyDS launched in 18 countries with New Online Booking Service

Online car sales

- ✓ 1st European car maker with full online purchase
- ✓ DS7 Crossback La Première Online Reservation

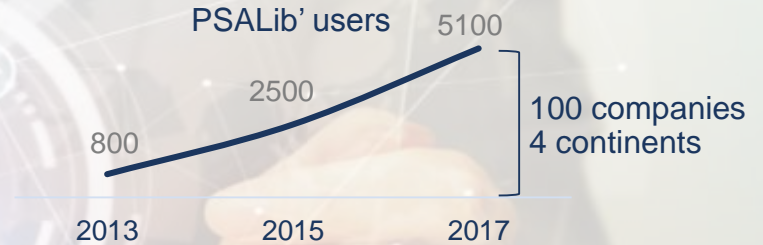
Connected Services sold on line and updated Over the Air

- ✓ New e-store launched in July

Efficient company

‘PSALib’: R&D data and app. in the Cloud

- ✓ Boost efficiency and flexibility
- ✓ Enable real time co-conception on a global scale



Digital employees

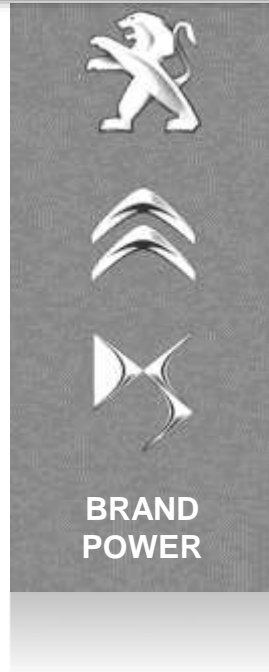
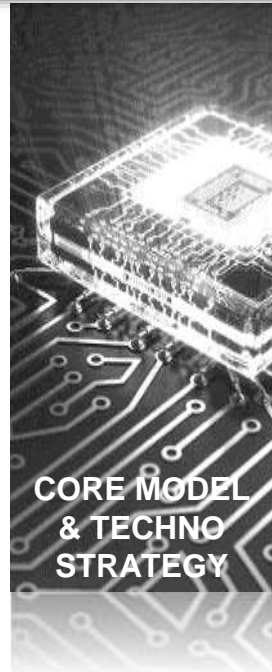
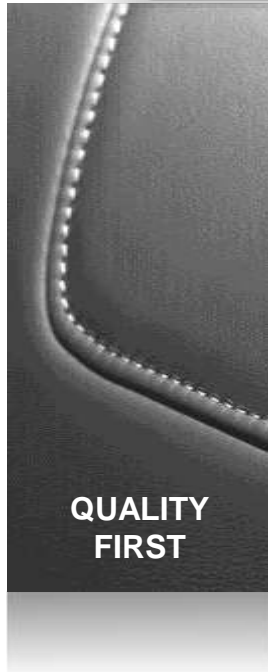
Using digital tools to enhance efficiency

- ✓ 30% of employees using Company Social Network
- ✓ e-learning as an accelerator:



A GREAT CAR MAKER

CUTTING EDGE EFFICIENCY



STRONG KNOW-HOW

➤ **Specialist rewards :**

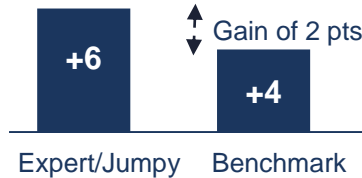


2015, 2016 & 2017
PureTech Petrol engine

➤ **Market rewards :**



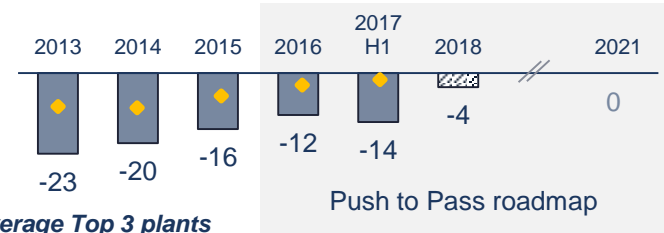
Mid-size van Residual Value gap vs previous generation (1) :



(1) Source : RV Influencers in G5 (France, Germany, UK, Spain, Italy)

HARSH DISCIPLINE & TARGETING BENCHMARK

**Industrial Right-First Time-Through (2)
vs benchmark**



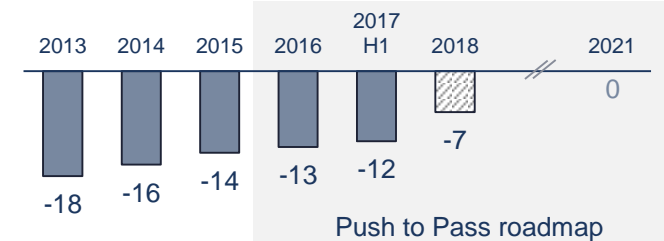
PRODUCTS

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

SERVICES

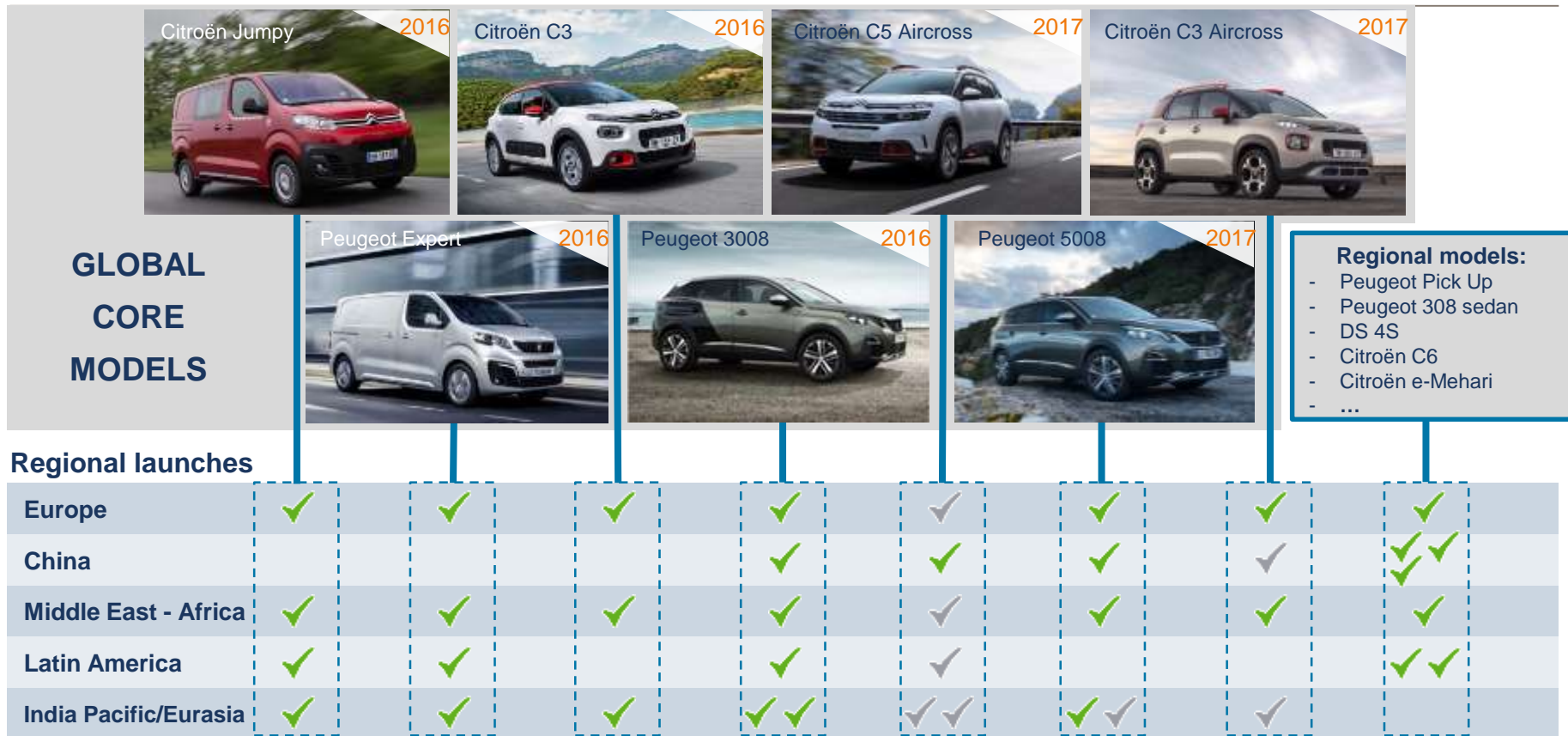
Targeting TOP 3 brands by 2018

**Aftersales customer recommendation (3)
vs benchmark**



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

CORE MODEL STRATEGY – 121 REGIONAL LAUNCHES* OVER THE PLAN - 31 IN 2016 & 2017



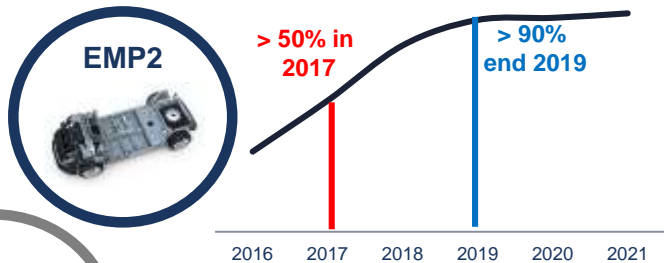
Regional launches over 2016/2017

 Regional launches from 2018

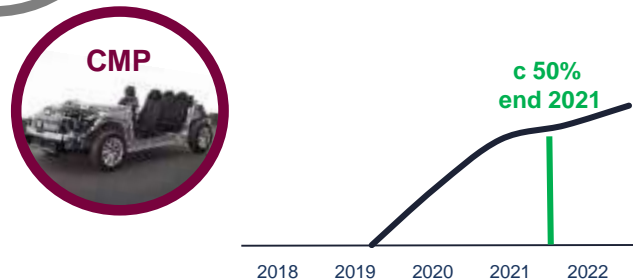
* Regional launches across our 6 regions

CONVERGING ON 2 PLATFORMS...

EMP2 rolling out ⁽¹⁾

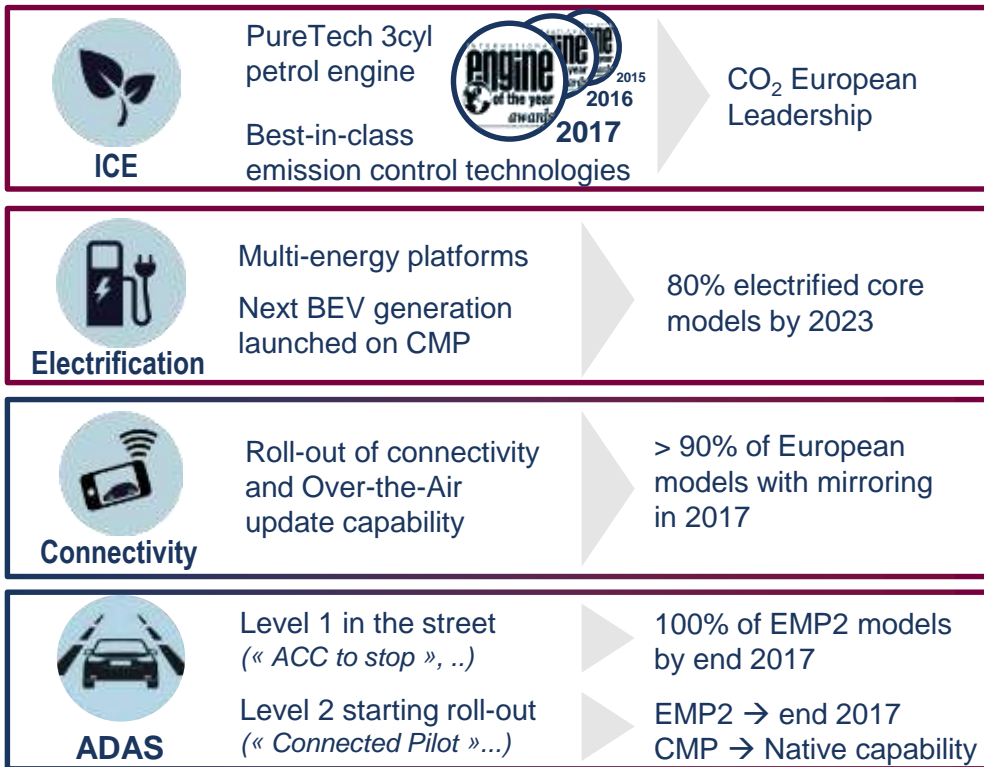


CMP rolling out ⁽²⁾



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CORE MODELS
PC & LCV

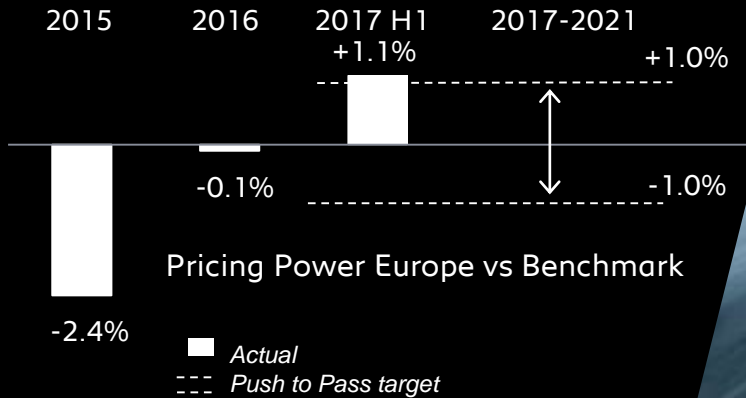
... EMBEDDING BEST IN CLASS TECHNOLOGIES



PEUGEOT – THE BEST HIGH END GENERALIST BRAND MOVE UP MARKET STRATEGY ON TRACK

New EAT8 8-speed automatic gearbox

PRICING POWER AT THE RIGHT LEVEL



CITROËN – THE PEOPLE MINDED BRAND PRODUCT OFFENSIVE LAUNCHED



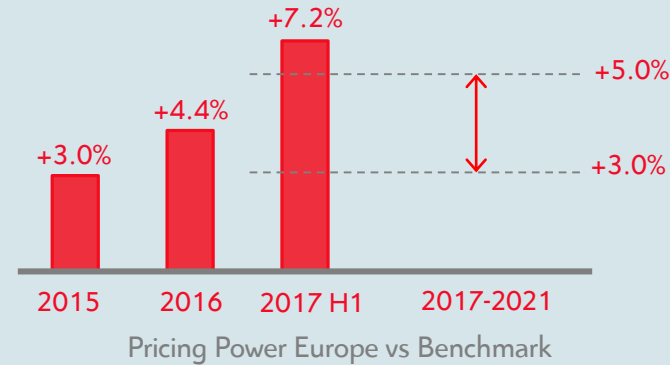
REBOUND



PROGRESSIVE
HYDRAULIC
CUSHIONS™



PRICING POWER AT THE RIGHT LEVEL
before competitor's new model launches



■ Actual
--- Push to Pass target

DS – FRENCH AVANT-GARDE EXCLUSIVE EXPERIENCE THE RISE OF THE SECOND GENERATION



DS 7 CROSSBACK

« *Französischer luxus* »
AUTO ZEITUNG

« *New premium SUV to challenge Audi Q5* »
AUTOCAR

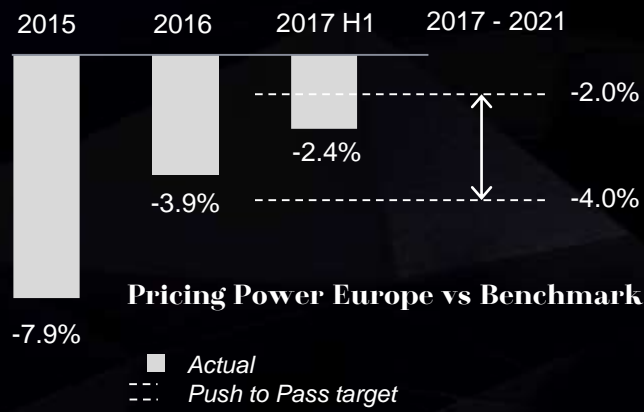
« *DS has a bespoke version to take on premium cars* »
AUTO EXPRESS

« *Le nouveau SUV de DS installe ses passagers dans une luxueuse atmosphère.* »
L'Automobile Magazine 27

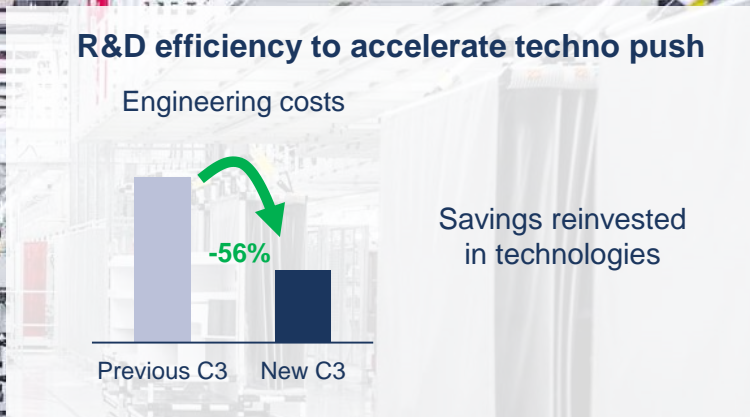
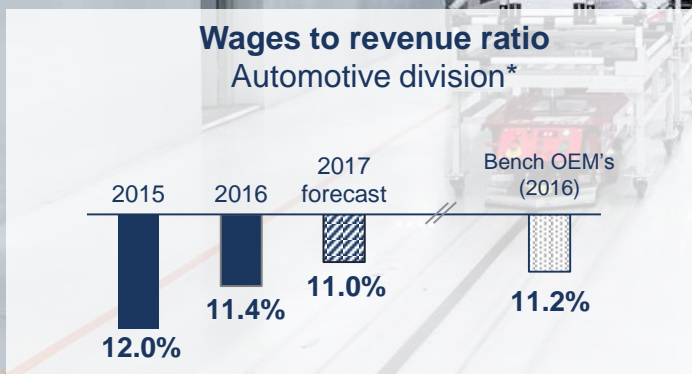
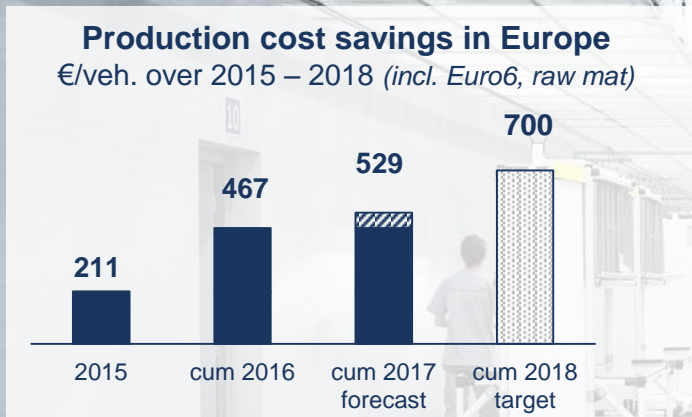


DS Presidential

PRICING POWER AT THE RIGHT LEVEL

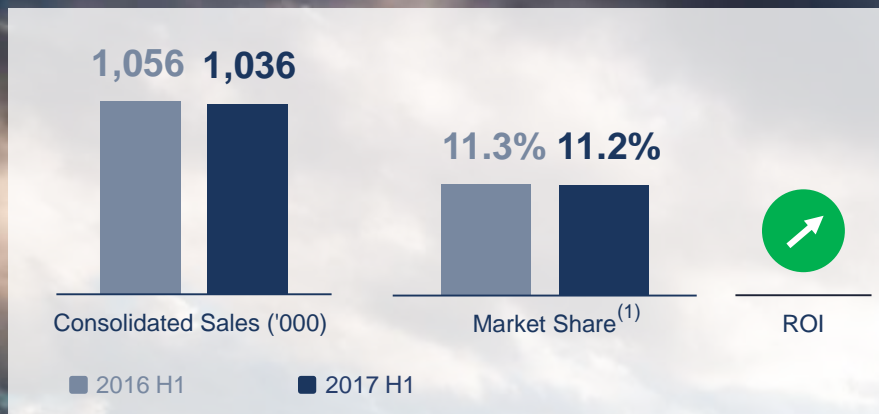


CORE EFFICIENCY – OUR DNA



ON TRACK TO REACH PUSH TO PASS TARGETS

EUROPE – 1st IN PROFIT MARGIN, 2nd IN MARKET SHARE



PRODUCT BLITZ ACCELERATION IN H2

- ▶ Peugeot 5008 ramp-up
- ▶ Peugeot 308 mid-life
- ▶ Citroën C3 Aircross launch
- ▶ DS 7 CROSSBACK “La Première” pre-orders

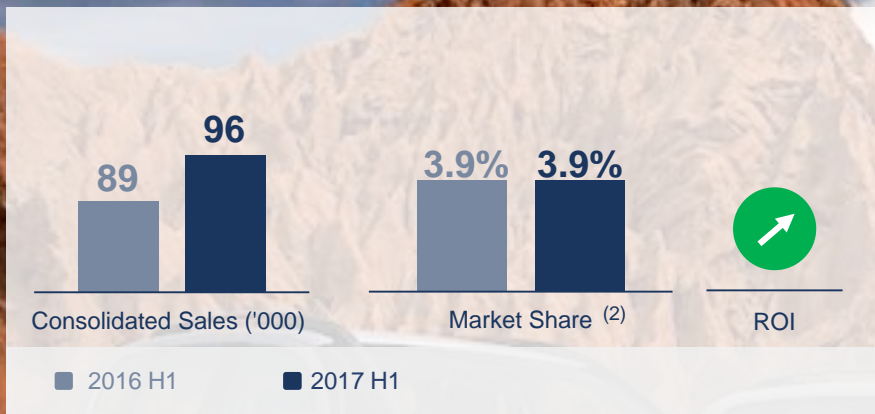
RECORD ROI

- ✓ Market share rebound in Q2 2017: +0.2 pt ⁽²⁾
- ✓ LCV leadership: capturing c. 50% of market growth
- ✓ Successful new products in H1:
 - Expert - Jumpy: 55 k units reg. - K1 podium
 - 2008 mid-life: 2nd in B-SUV
 - C3: 111 k units reg. (60% bi-tone)
 - 3008: 86 k units reg. (80% on highest levels) - C-SUV podium



Peugeot 5008

LATIN AMERICA – PROFITABLE GROWTH : VOLUMES x1.3 ⁽¹⁾, ON TRACK TOWARDS x2 ⁽¹⁾ BY 2021



PROFITABLE GROWTH

- ✓ Automotive ROI up ⁽³⁾
- ✓ Automotive Revenues up by +18% ⁽³⁾
- ✓ Volumes up by +9% ⁽³⁾
 - ✓ o/w outside Mercosur: +33% ⁽³⁾

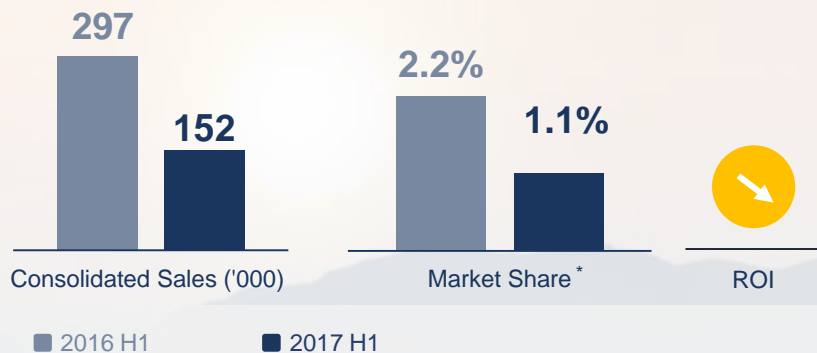
SHARPER BUSINESS MODEL

- ▶ Localized production for LCV offensive
 - Mid-size van in Uruguay from H2 2017
 - New compact van in Argentina from end 2017
- ▶ Preparing product convergence on CMP platform from 2019



New Aircross

CHINA & SE ASIA – BUSINESS MODEL TRANSFORMATION



PRODUCT OFFENSIVE TOWARDS SUVs

- ▶ Peugeot 4008 & 5008 ramp up
- ▶ Citroën C5 Aircross launch in H2
- ▶ SUV in 2018: C3 Aircross & DS 7 Crossback

ASEAN – Kick-off plant by 2018
– Partnership in Vietnam in 2017

CAPSA

- ✓ Extended partnership with Changan
- ✓ Recapitalization to fund next generation of car

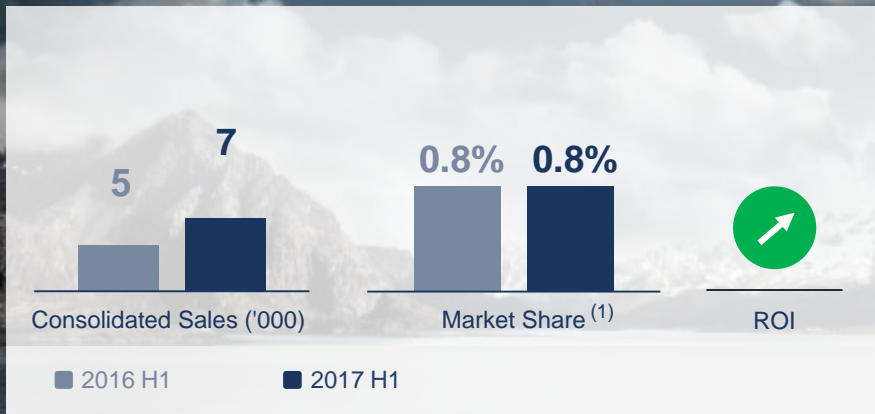
DPCA

- X Market Share & Profitability
- ✓ Sales & Marketing efficiency plan launched
- ✓ Network transformation launched
- ✓ Reinforced cost cutting plan



Citroën C5 Aircross – launch from H2 2017

EURASIA – SUCCESSFUL TURNAROUND : PROFITABLE GROWTH IN H1



PRODUCT OFFENSIVE IN H2

- ▶ 3008 commercial launch in Russia & Ukraine

TACKLING NEW FRONTIERS

LCV market:

- ▶ Mid-size van locally produced in Russia from 2018
- ▶ JV to produce LCVs in Uzbekistan from 2019

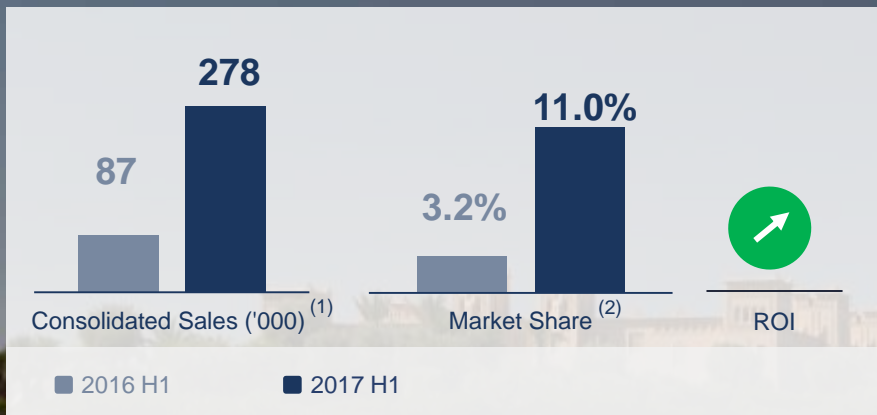
PROFITABLE GROWTH

- ✓ ROI up ⁽²⁾ and positive
- ✓ Revenues up +37% ⁽²⁾
- ✓ Sales volumes up +26% ⁽²⁾



Peugeot 3008 – launch from H2 2017

MIDDLE EAST & AFRICA – ON TRACK TOWARDS 700,000 SALES BY 2021



DEPLOYING A COMPETITIVE FOOTPRINT

- ▶ Iran: - Peugeot 2008: commercial launch in H2
- Citroën JV/SAIPA founded, C3 launch in H1 2018
- ▶ Kenitra plant: on track for manufacturing in 2019
- ▶ Industrial partnerships: Kenya (*started June 2017*)

PRODUCT OFFENSIVE

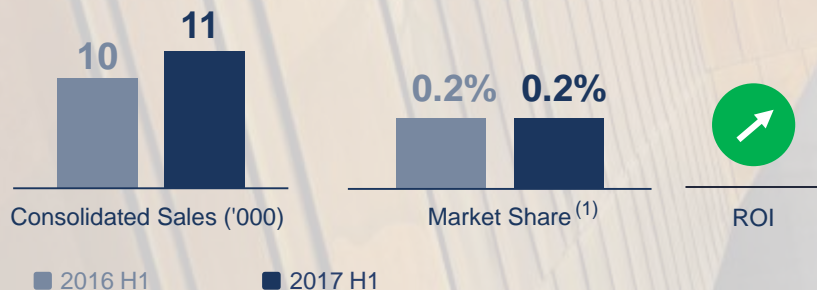
- ▶ New C3, 3008 roll-out in Maghreb / Turkey
- ▶ Peugeot Pick Up: Commercial launch in Q3

LEVERAGING STRENGTHS

- ✓ Automotive ROI up⁽³⁾
- ✓ Increased market share in Turkey (+1.1 pt)
- ✓ Facelift Peugeot 301 and Citroën C-Elysée
- ✓ 2008 pre-sales in Iran: 16 k units in 2 days



Peugeot 301



DEPLOYMENT IN INDIA PACIFIC

- ▶ Ongoing construction of the partnership in India with team localisation
- ▶ First DS Stores opened in Japan in H1 2017
- ▶ Sales of Peugeot in Bangladesh & Nepal from H2

TURNAROUND ACHIEVED

- ✓ Automotive ROI up ⁽²⁾
- ✓ Revenues up +14% ⁽²⁾
- ✓ Profitable growth in Japan - Sales up 11% ⁽²⁾
- ✓ Successful launch of 3008 in Japan and Korea



Citroën C3 – launch from H2 2017

LCV – SUCCESSFUL OFFENSIVE: GLOBAL PROFIT x1.4 vs 2015 TARGETING x2 by 2021

OVERALL LCV OUTPERFORMANCE

- ✓ Revenue up 20% ⁽¹⁾
- ✓ TOP 1 in Europe: market share +1.2 pt at 20.4% ⁽¹⁾
- ✓ TOP 1 small vans, TOP 3 mid-size vans & large vans

NEW MID SIZE VAN SUCCESS

Successful launch in Europe

- ✓ Volumes x 2 ⁽¹⁾
- ✓ From 6th position to 3rd on its segment ⁽¹⁾

1st global LCV

- ✓ Optimized cost structure through partnership
- ✓ Extended market coverage (short version + shuttle VIP)

Internationalization underway in 3 regions



Citroën Jumpy

PSA GROUP 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

Efficiency through digitalization



Scan your vehicle and discover documentation

CITROËN ADVISOR

SHARE YOUR OPINION

★★★★★ 4.7/5

140,000 client reviews



Immediately share a photo or video of your trip
Find where your car is parked



Access to your vehicle information
Your journey details
Organize maintenance
Contact your dealership

150,000 downloads
1.3 million connections / month

3.5 ★

3.8 ★

Customer connected company

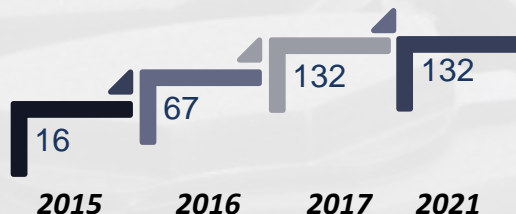
MULTI-BRAND AFTERMARKET – STRONG ENABLERS TO BUILD PROFITABLE GROWTH



ROI

Targeting 25% sales increase by 2021 *

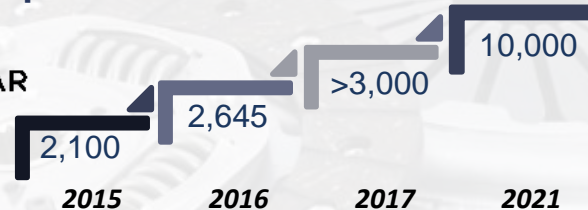
BEST IN CLASS DISTRIBUTION NETWORK



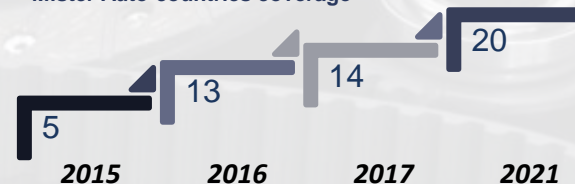
European hubs deployment

ENLARGE CUSTOMER BASE

- **Supplier Parts offer**
c. 80,000 references in catalog (x2 vs 2016)
2 countries in H1, 6 countries by end 2017
- **Multibrand repair network** – number of garages



- **e-commerce** – Mister Auto countries coverage



USED CAR, NEW CUSTOMERS – ON TRACK TOWARDS 800,000 TRANSACTIONS BY 2021

ENLARGE MARKET COVERAGE: Sales + 14% vs H1 2015, targeting +100% by 2021



CORE MOBILITY SERVICES STRATEGY – 1 BRAND, FULL SET OF MOBILITY SERVICES

END CUSTOMERS

Freedom of movement

A future huge customer base

A profitable vertical business



A mobility services platform
Free2Move App.
300,000 customers



Carsharing services
Free2Move Carsharing
1 million users

Improved driving experience

A smart experience as a strong feature for our brands



On/Off-board services
Free2Move Smart Services
Planned in 2018



CORPORATE CUSTOMERS

Easy vehicle leasing

A tool of conquest and deep customer relationship



Multi-make full service leasing
Free2Move Lease
400,000 vehicles on the road

Enhancing vehicle usage

A tool of conquest and deep customer relationship



Sharing cars between employees
Free2Move Fleet Sharing
Launched in 2017



Real-time fleet management
Free2Move Connect Fleet
400 customers / 60,000 cars

+37%

**Cumulated Revenue Growth vs H1 2015
targeting x10 by 2021**

Mobility Partner
300,000 USERS

FREE2MOVE

Launched in Feb. 2017
25 mobility providers
18 cities in 7 countries

★★★★☆ 4.2/5



Mobility Operator
1 MILLION USERS

PARTNERSHIPS & INTERNAL SERVICES

emov Madrid, 120 k users	Koolicar France, 250 k users	Bolloré Bordeaux & Lyon 7 k users
TRAVELCAR France & more, 500 k users	Communauto Canada & France, 50 k users	PEUGEOTRENT RENT A SMILE DS RENT

TESTING NEW BUSINESS MODELS

emov

- 120 k users in Madrid
- 1 k subscribers / day on 1st quarter
- Positive gross margin in less than 6 months

FOCUSED ON EXECUTION

OF **PUSH**^{TO}
PASS

THE PROFITABLE GROWTH
ROADMAP

OPEL/VAUXHALL
CLOSING ON TRACK



Q&A



ATTACHMENTS



CONSOLIDATED WORLDWIDE SALES

<i>Units</i> ⁽¹⁾		2016 H1	2017 H1	Change
Europe ⁽²⁾	Peugeot	601,313	599,846	-0.2%
	Citroën	413,620	413,595	-0.0%
	DS	40,942	22,649	-44.7%
	Total PSA	1,055,875	1,036,090	-1.9%
China & South East Asia	Peugeot	162,593	103,161	-36.6%
	Citroën	125,174	46,062	-62.2%
	DS	8,740	3,157	-63.9%
	Total PSA	296,507	152,380	-48.6%
Latin America	Peugeot	59,351	62,442	+5.2%
	Citroën	28,994	33,252	+14.7%
	DS	446	663	-48.7%
	Total PSA	88,791	96,357	+8.5%
Eurasia	Peugeot	2,713	3,828	+41.1%
	Citroën	2,390	2,640	+10.5%
	DS	50	43	-14.0%
	Total PSA	5,153	6,511	+26.4%
India-Pacific	Peugeot	7,983	7,632	-4.4%
	Citroën	1,670	2,551	+52.8%
	DS	805	482	-40.1%
	Total PSA	10,458	10,665	+2.0%
Middle East & Africa ⁽³⁾	Peugeot	57,382	248,398	+332.9%
	Citroën	29,115	28,661	-1.6%
	DS	923	872	-5.5%
	Total PSA	87,420	277,931	+217.9%
Total Assembled vehicles and CKD's	Peugeot	891,335	1,025,307	+15.0%
	Citroën	600,963	526,761	-12.4%
	DS	51,906	27,866	-46.3%
	Total PSA	1,544,204	1,579,934	+2.3%

(1) Assembled Vehicles, CKDs and vehicles under license

(2) Europe = EU + EFTA + Albania + Croatia + Kosovo + Macedonia + Serbia

(3) o/w 207,900 units sold under Peugeot license in 2017 H1

GROUP REVENUE BY DIVISION

<i>In million Euros</i>	2016 H1	2017 H1	Change
Automotive	19,190	19,887	697
Faurecia	9,532	10,295	763
Other businesses and eliminations*	(943)	(1,017)	(74)
Group Revenue	27,779	29,165	1,386

GROUP RECURRING OPERATING INCOME BY DIVISION

<i>In million Euros</i>	2016 H1	2017 H1	Change
Automotive	1,303	1,442	139
Faurecia	490	587	97
Other businesses and eliminations*	37	12	(25)
Group Recurring Operating Income	1,830	2,041	211

BANQUE PSA FINANCE*

<i>In million Euros</i>	2016 H1	2017 H1	Change
Revenue	737	710	(27)
Net banking revenue	537	543	6
Cost of risk (in % of average loans)	0.15%	0.25%	
Recurring Operating Income	297	312	15
Penetration rate	29.3%	29.3%	-
Number of new contracts (lease and financing)	400,338	419,500	19,162

<i>In million Euros</i>	2016 H1	2017 H1	Change
Revenue	9,532	10,295	763
Recurring Operating Income	490	587	97
% of revenue	5.1%	5.7%	
Consolidated net income	284	364	80
Free Cash Flow	212	93	(119)
Net Financial Position	(1,067)	(619)	448

COMPANIES AT EQUITY

<i>In million Euros</i>	2016 H1	2017 H1	Change
50% Dong Feng Motor companies Partnership	95	(25)	(120)
50% Changan Partnership	(7)	-	7
25% Chinese Financial JV	7	10	3
50% Banque PSA Finance JVs	80	103	23
Other	(26)	24	50
Share in net earnings of companies at equity	149	112	(37)

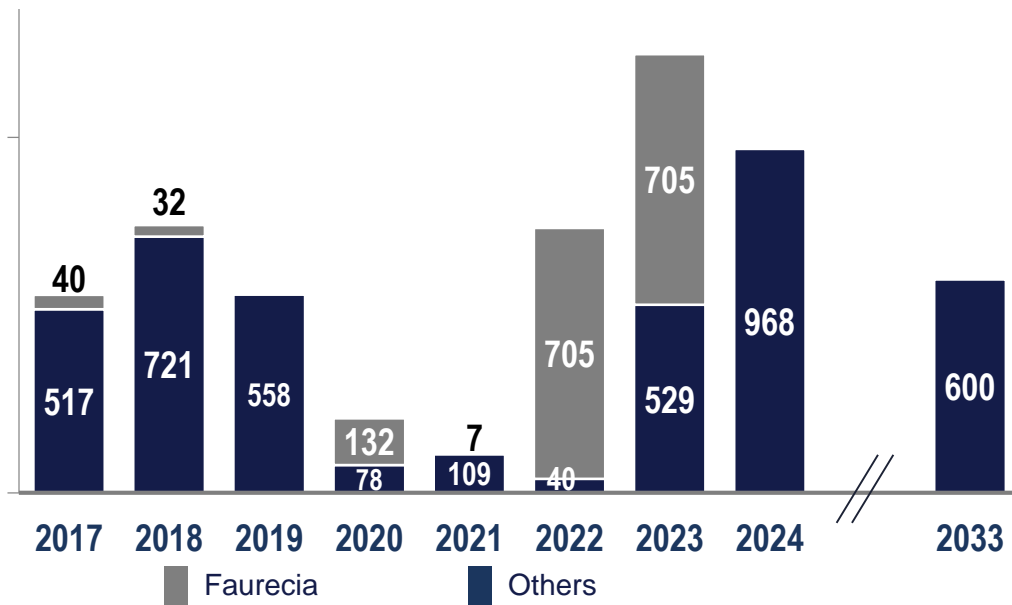
FINANCIAL SECURITY

<i>In million Euros</i>	31 December 2016	30 June 2017	Change
Cash and Cash Equivalents	11,576	13,253	1,677
Financial Investments	110	165	55
Current & non current financial assets	1,088	1,199	111
TOTAL Cash & Financial assets	12,774	14,617	1,843
Lines of Credit (undrawn) – excluding Faurecia	3,000	3,000	-
Lines of Credit (undrawn) – Faurecia	1,200	1,200	-
TOTAL Financial Security	16,974	18,817	1,843

DEBT MATURITY PROFILE – PRIORITY TO REDUCE FINANCING COSTS

Gross debt* in nominal value – End of June 2017

In million Euros



■ Groupe PSA:

- €600 M bond issue, 2.0%, 7 years maturity, successfully priced on March 14, 2017
- Tap of €100 M bond issue, 1.825%, 6.8 years maturity, successfully priced on May 22, 2017
- €250 M seven-year loan granted in Feb 2017 by the European Investment Bank to PSA Automobiles SA