

# 2020 H1 RESULTS

28 July 2020



New ë-C4



New Mokka e



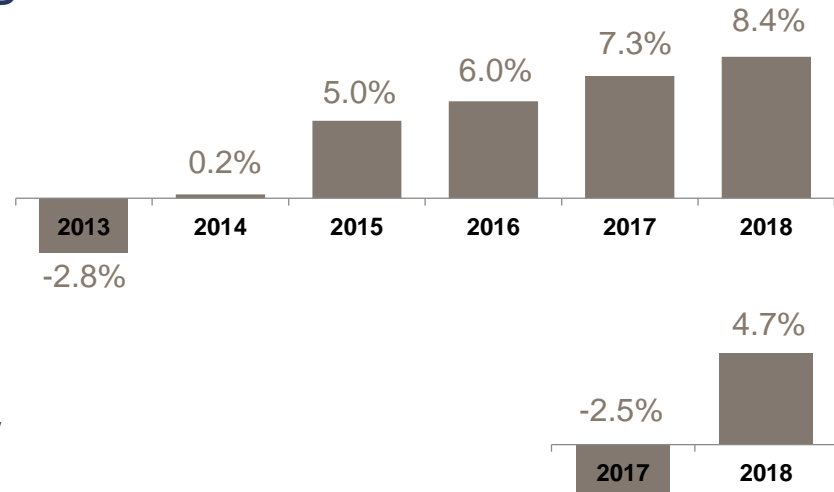
This presentation does not constitute an offer to sell, or a solicitation of an offer to buy, PEUGEOT SA (“Company”) shares.

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.

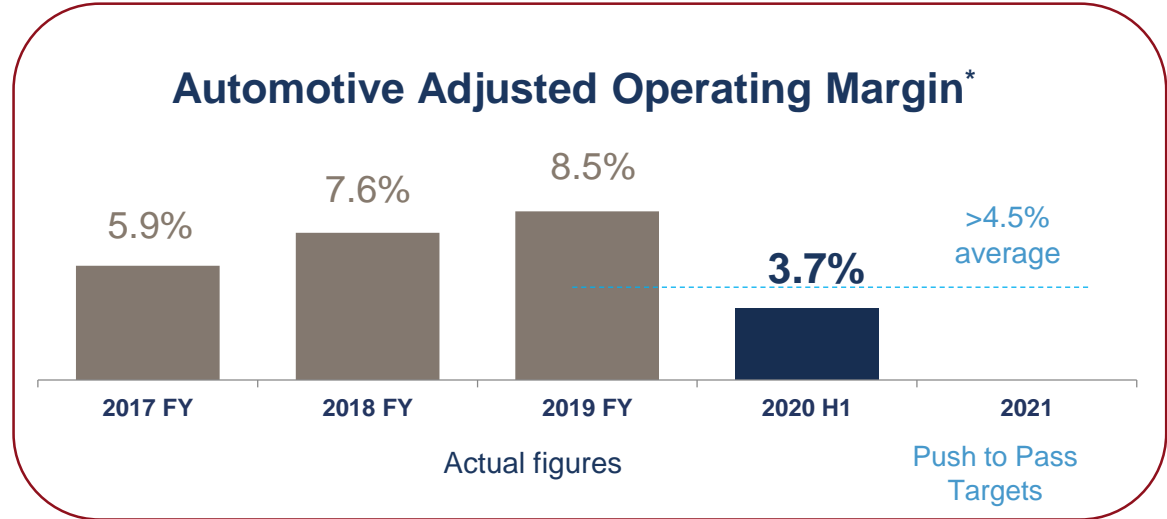
The Company does not undertake to provide updates of these statements.

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

## PCD



## OV



\* Adjusted Operating Income related to revenue, including OV since August 1st 2017



## Full online journey with live chat

1. Configuration
2. Trade-in of the used car
3. Financing
4. Order validation
5. Delivery



2020 H1

- Committed to offer a clean, safe and affordable mobility
- Ami – 100% electric: disruptive mobility object with innovative ways of distribution, 100% online
- Selling cars on line: digital stores already available in France & the UK and to follow in Europe
- 100% of sales to employees in France made on line since June





## Remote work internal survey result <sup>(1)</sup>

**23 countries and 68 sites (40,000 people)**

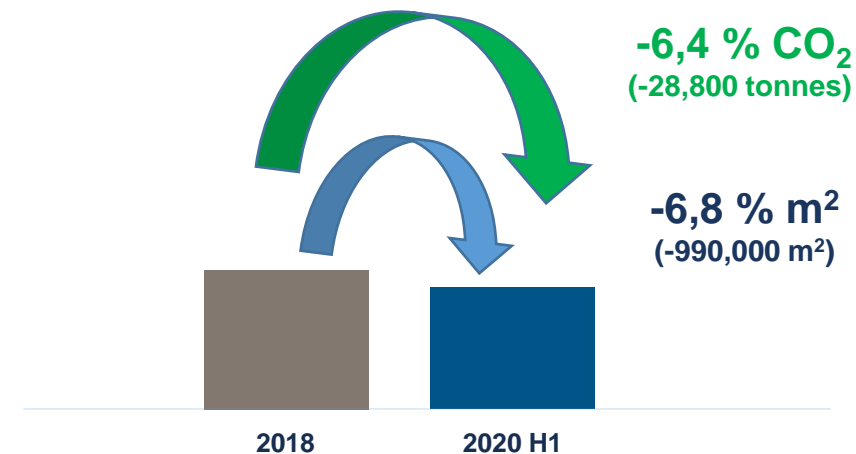
**Response rate: 50%**

**20,000 answers**

**79% in favor of teleworking**

**76% consider their job compatible**

## Real Estate <sup>(2)</sup> carbon footprint <sup>(3)</sup>



**2020 H1**

- Post-crisis paradigm shift with a need to find a better balance in the use of resources
- Reinforce remote working for employees whose activity is not linked to a physical installation
- Employees will now be able to work 1/3 of time on site and 2/3 on remote
- Implementation under co-construction with social partners: gradual ramp-up from September

*(1) Analysis as of 12 June 2020*

*(2) Built square meters of all sites of Groupe PSA perimeter*

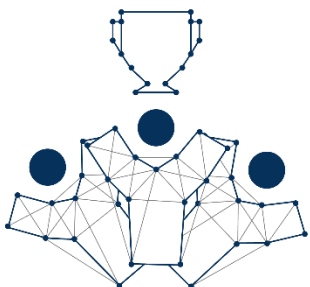
*(3) COVID-19 impact non included*



POWER IS INSIDE

# VALUES: A CORE ASSET TO BUILD A NEW FUTURE

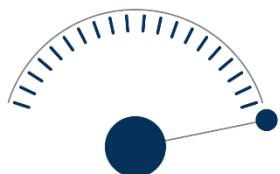
**PUSH**<sup>TO</sup>  
**PASS**



**Win together**



**Agility**



**Efficiency**



Smiths-Medical (UK)



Respirators Workshop Poissy (France)

***FINANCIAL***  
  
***RESULTS***

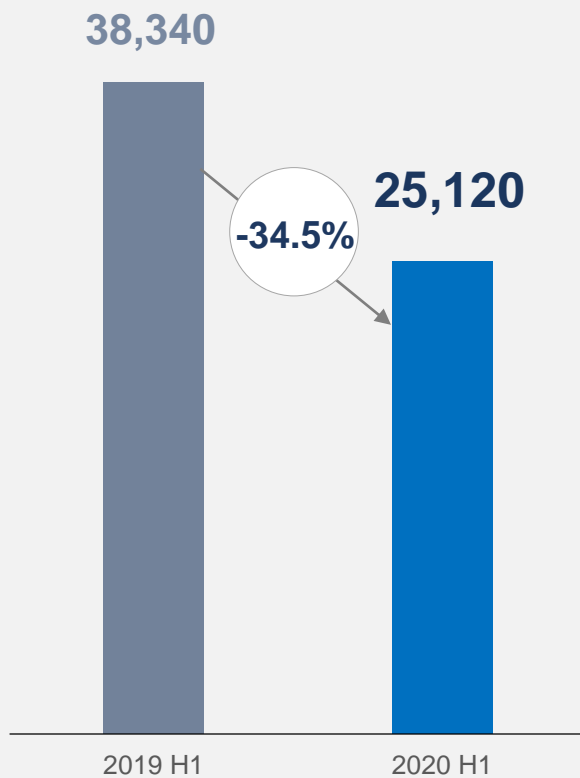
In million Euros

|   | 2019 H1      | 2020 H1    | Change         |
|---|--------------|------------|----------------|
| Revenue                                       | 38,340       | 25,120     | (13,220)       |
| <b>Adjusted Operating Income</b>              | <b>3,338</b> | <b>517</b> | <b>(2,821)</b> |
| % of revenue                                  | 8.7%         | 2.1%       |                |
| Restructuring costs                           | (656)        | (132)      | 524            |
| Other operating income & expenses             | (191)        | 97         | 288            |
| <b>Operating income</b>                       | <b>2,491</b> | <b>482</b> | <b>(2,009)</b> |
| Net financial income (expenses)               | (166)        | 52         | 218            |
| Income taxes                                  | (325)        | (222)      | 103            |
| Share in net earnings of companies at equity* | 48           | 64         | 16             |
| Consolidated net income                       | 2,048        | 376        | (1,672)        |
| <b>Net income, Group Share</b>                | <b>1,832</b> | <b>595</b> | <b>(1,237)</b> |

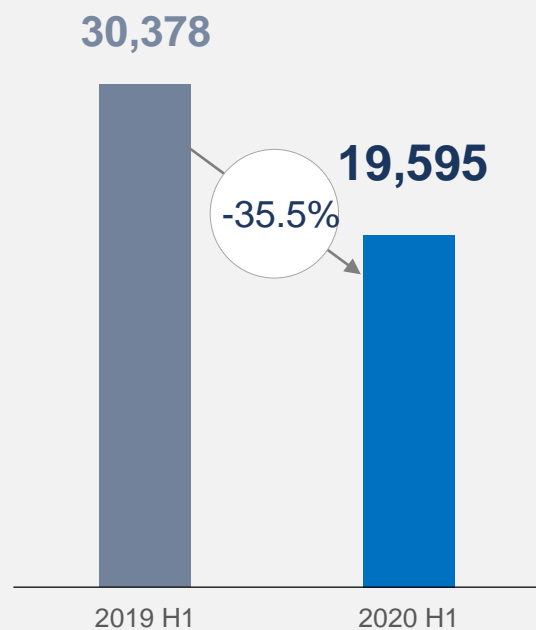
\* See detail in attachments

*In million Euros*

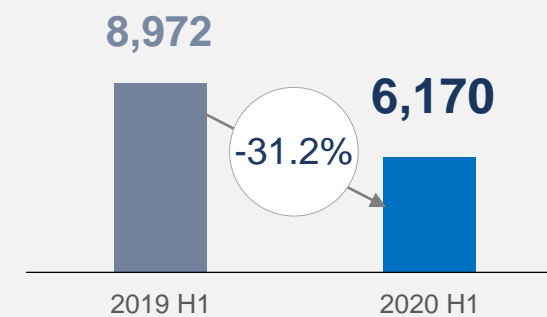
## Group



## Automotive division

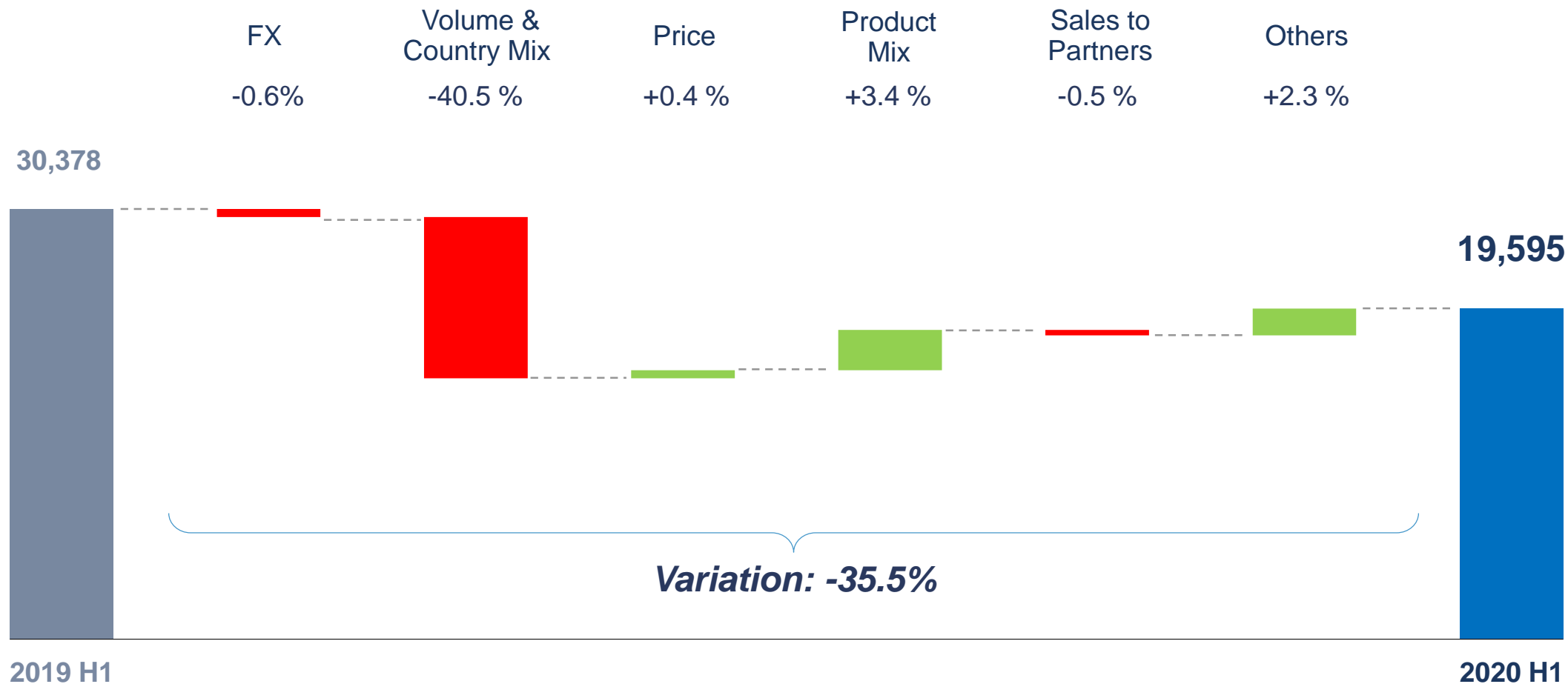


## Faurecia



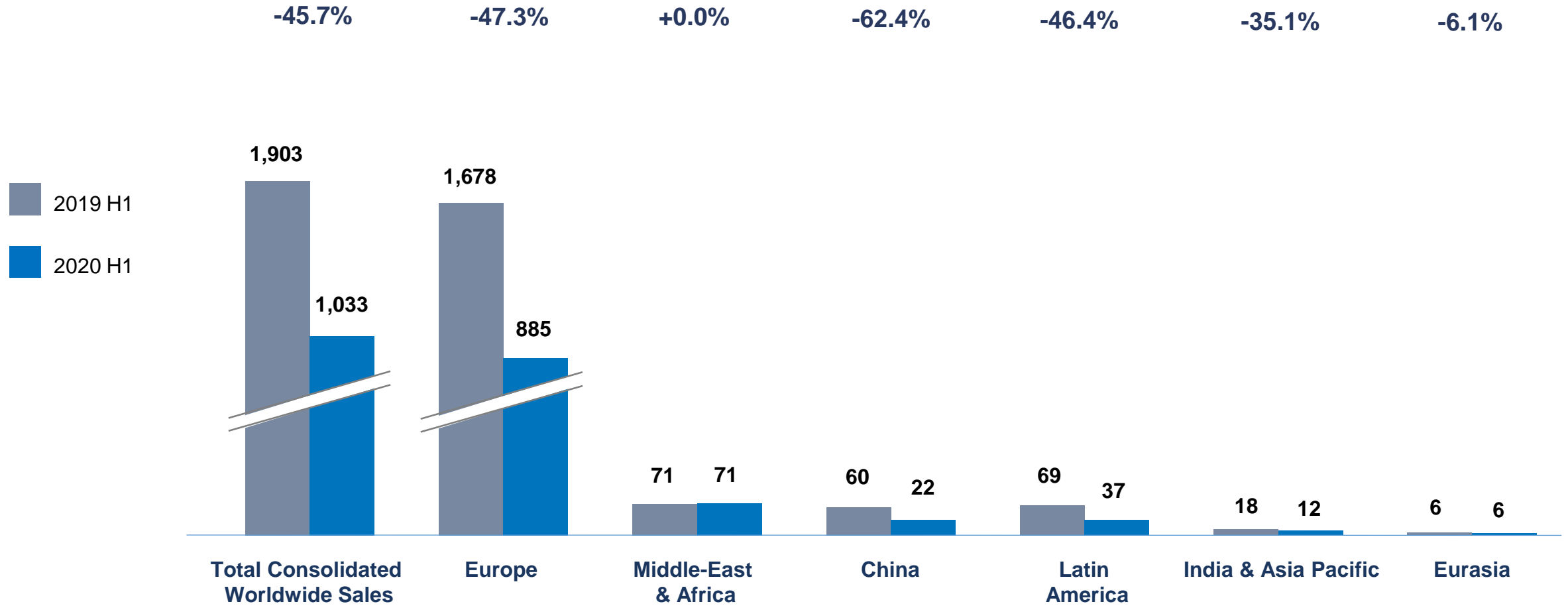
# SHARP VOLUME DROP DUE TO COVID-19

In million Euros



# CONSOLIDATED WORLDWIDE SALES (\*) GROUPE PSA SALES AT 1 M UNITS

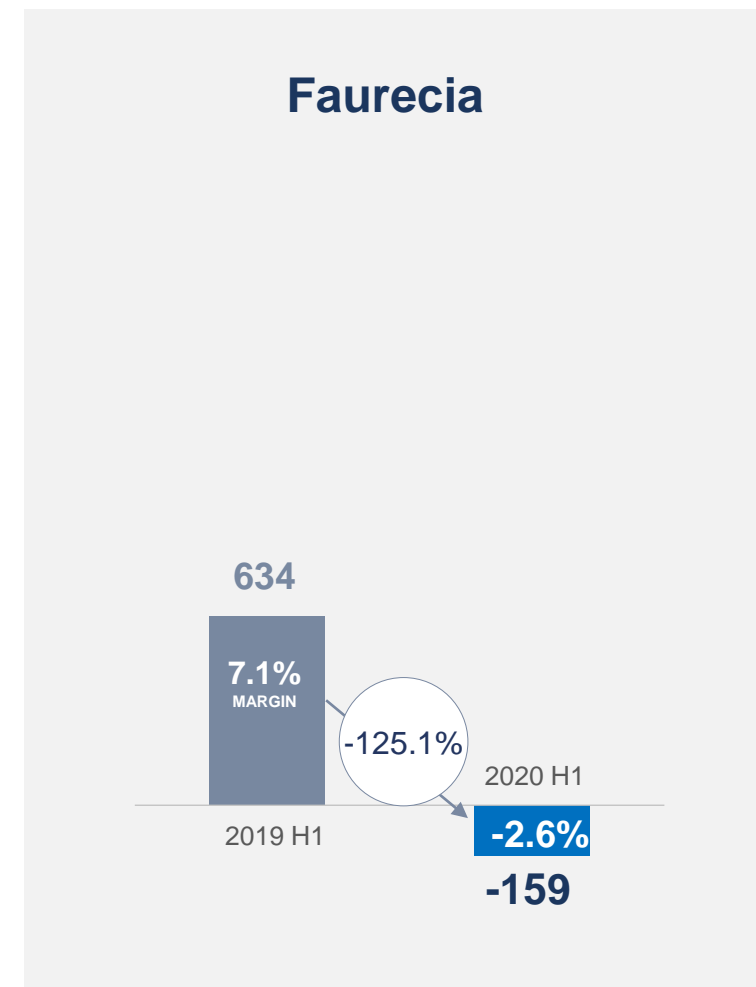
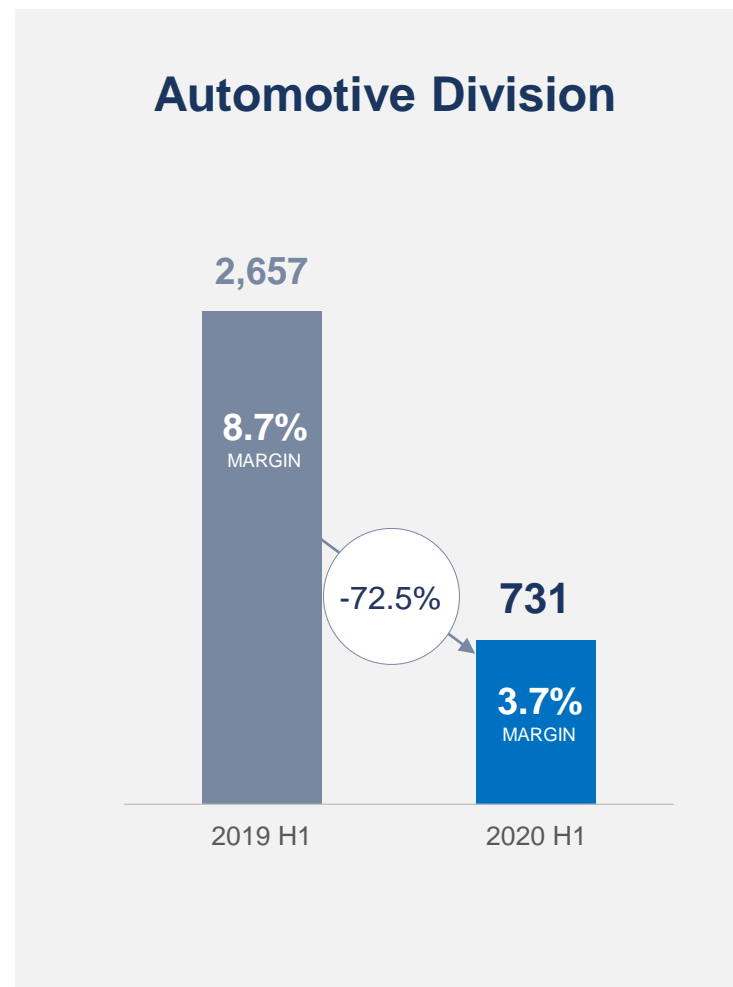
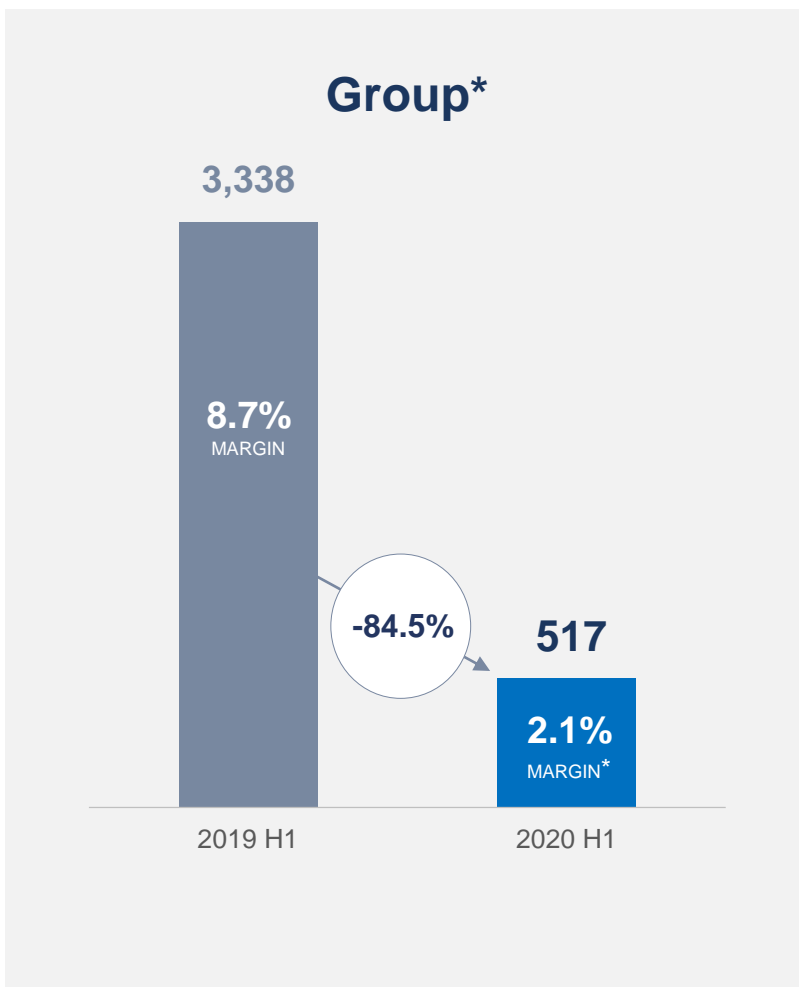
In thousands units



(\*) Assembled Vehicles and CKDs

# 3.7%: AUTO ADJUSTED OPERATING MARGIN

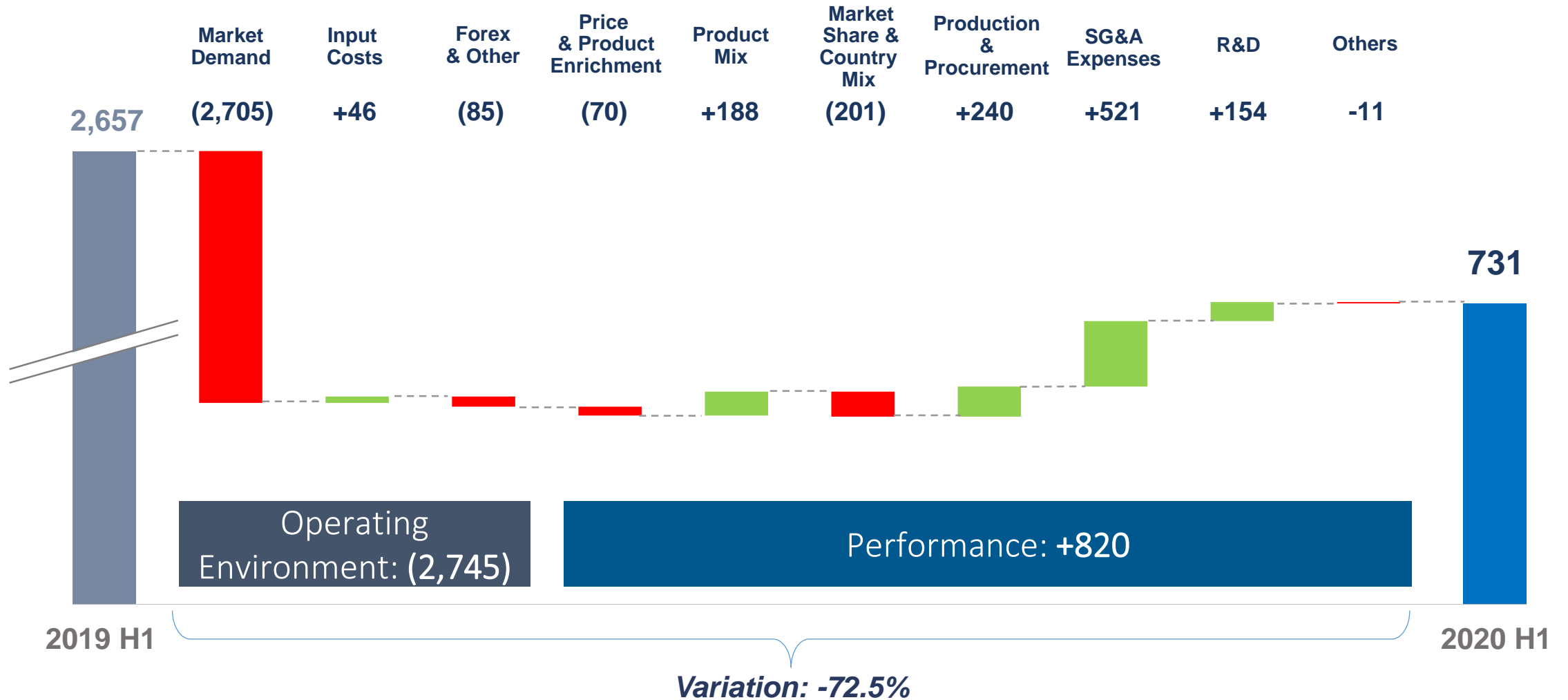
In million Euros and as % of revenue



\* Breakdown in attachment

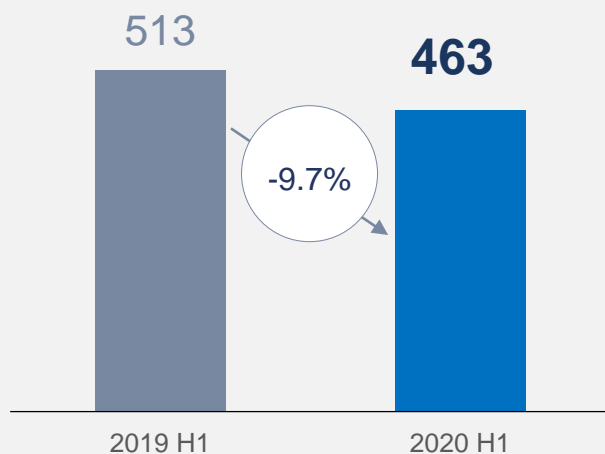
# RESILIENT THROUGH THE CRISIS

In million Euros

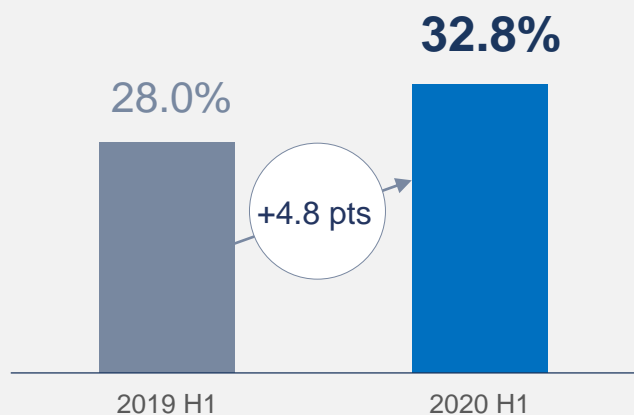


*In million Euros*

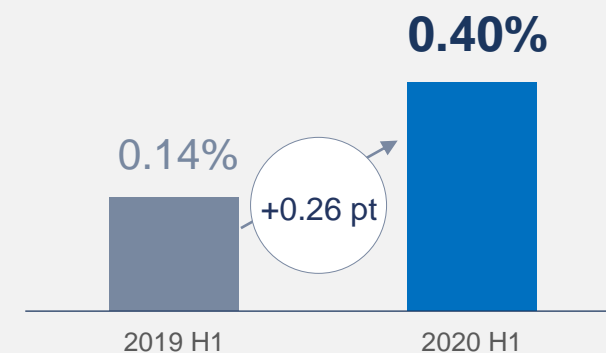
## Adjusted Operating Income 100% basis



## Penetration Rate



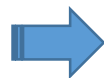
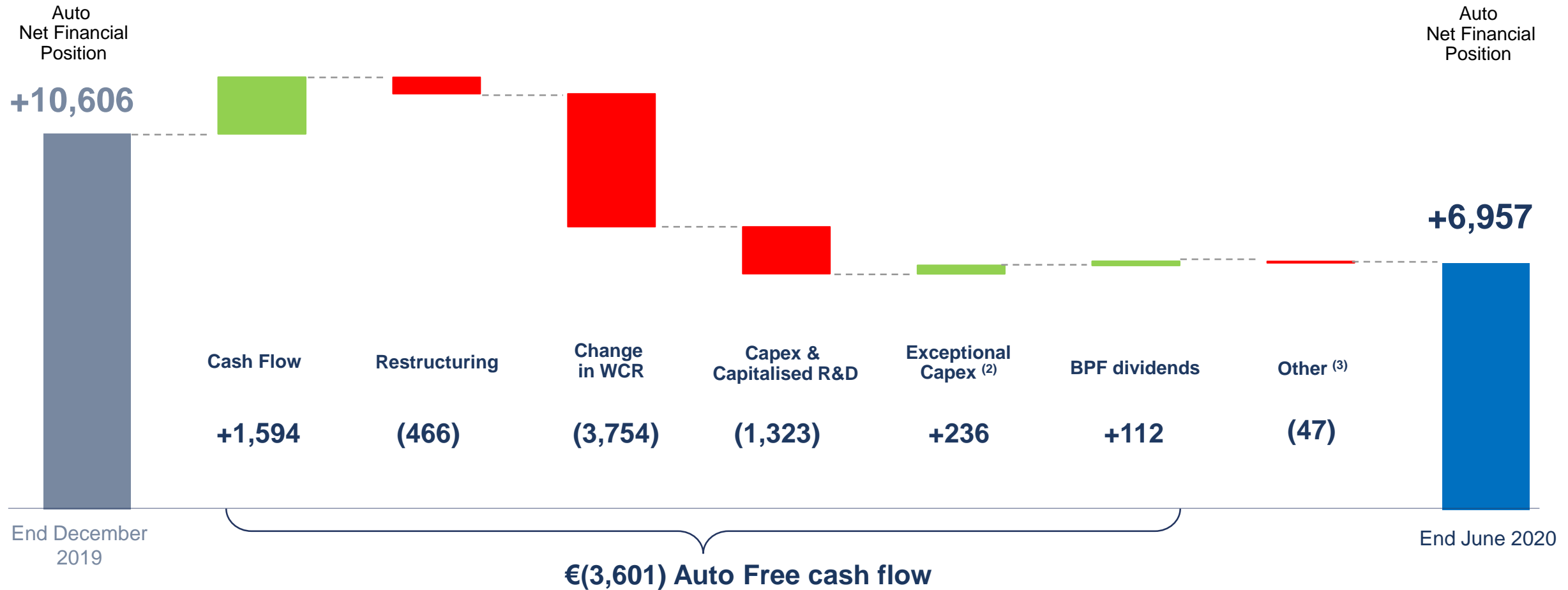
## Cost of Risk\*



\* In % average loans

# POSITIVE AUTO FCF WITHOUT WORKING CAPITAL

In million Euros



**Auto Free cash flow excluding working capital = €153 M**

(1) Auto: PCDOV + Holding

(2) Including sales of securities in CAPSA (+€197M)

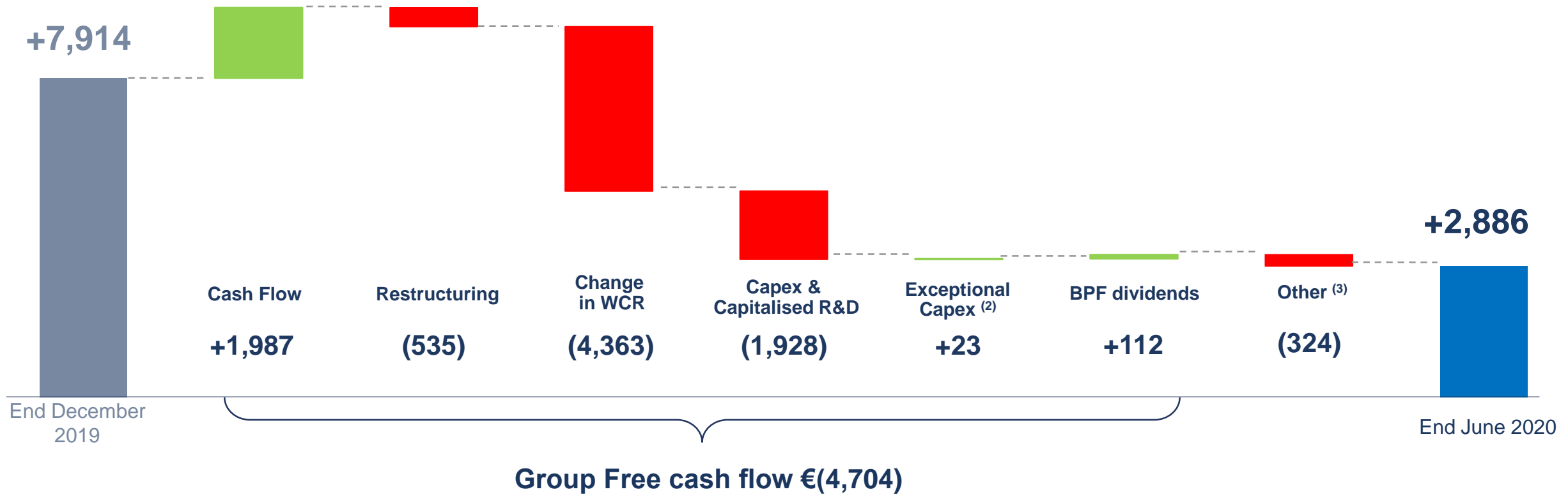
(3) Including revaluation of DFG share repurchase debt (+€216M), new leasing debt under IFRS 16 (-€172M) and unfavorable effects of changes in exchange rates (-€124M)

# +€2,886M GROUP NET FINANCIAL POSITION

In million Euros

Group  
Net Financial  
Position

Group  
Net Financial  
Position



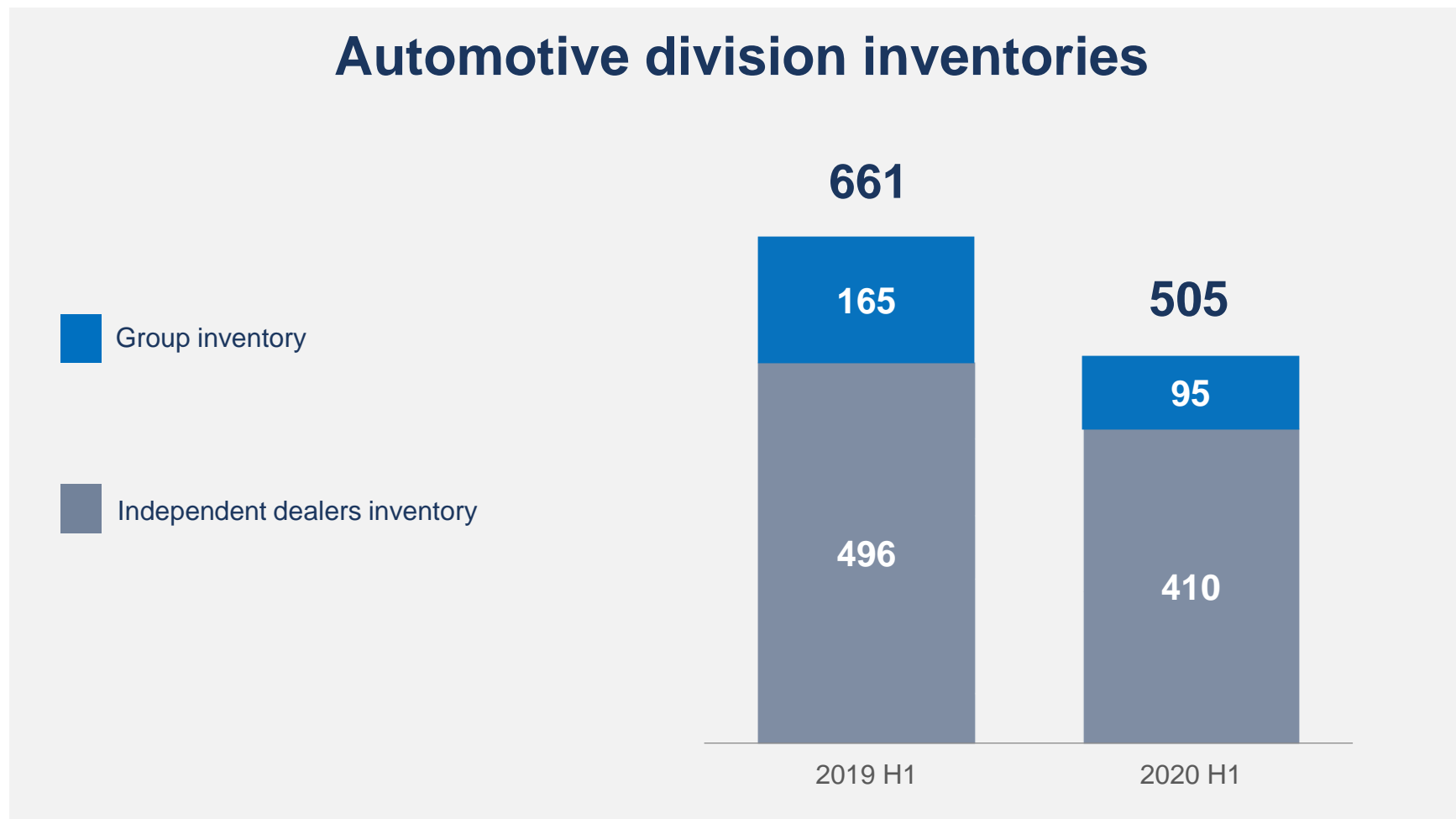
(1) Manufacturing and Sales Companies

(2) Including sales of securities in CAPSA (+€197M) and acquisition of SAS by Faurecia (-€211M)

(3) Including revaluation of DFG share repurchase debt (+€216M), new leasing debt under IFRS 16 (-€268M), new Faurecia debt consolidation of SAS (-€93M) and unfavorable effects of changes in exchange rates (-€165M)

# -24%: INVENTORIES STRONG REDUCTION

*In thousands of new vehicles (\*)*



*(\*) World figures excluding JV*

## 2020 Market Outlook <sup>(1)</sup>

EUROPE

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**-25%**

CHINA

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**-10%**

LATIN AMERICA

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**-30%**

RUSSIA

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**-30%**

## Operational Outlook

Deliver over **4.5% Automotive Adjusted Operating Margin** <sup>(2)</sup> on average in 2019-2021

(1) Market forecasts based on internal sources (PC+LCV) ; for China, passenger cars only and excluding imports ; Latin America = Argentina + Brazil + Chile + Mexico

(2) Automotive division Adjusted Operating Income related to Revenue

# 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 GREAT CAR MAKER

## CUTTING EDGE EFFICIENCY

QUALITY  
FIRST

CORE MODEL  
& TECHNO  
STRATEGY



BRAND  
POWER

CORE  
EFFICIENCY

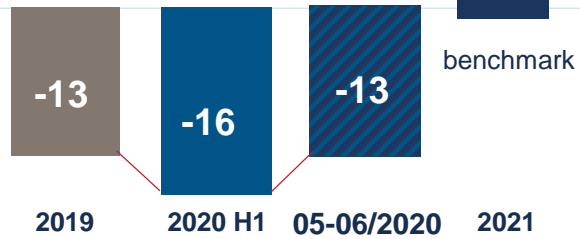
NEW  
FRONTIERS

|        |        |        |        |
|--------|--------|--------|--------|
| 02.13  | 02.14  | 02.15  | 02.16  |
| 02月05日 | 02月06日 | 02月07日 | 02月15日 |
| 05.13  | 05.14  | 05.15  | 05.16  |

# ON THE WAY TO N° 1 IN CUSTOMER SATISFACTION

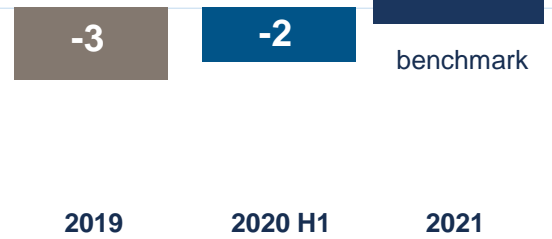


## Product manufacturing



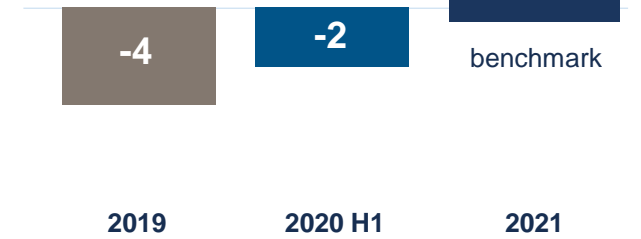
Gap Industrial Direct run ratio vs benchmark

## Sales customer satisfaction



Gap Sales customer recommendation vs benchmark

## Aftersales customer satisfaction



Gap Aftersales customer recommendation vs benchmark

2020 H1

- Strong quality improvement in post lockdown ramp up
- Successful launches of new LEV products
- Worldwide: Top 3 for Sales customer satisfaction, Top 5 in Aftersales satisfaction\*
- Overall Satisfaction: 16 models Top 1 in their segment in the 11 countries covered by surveys

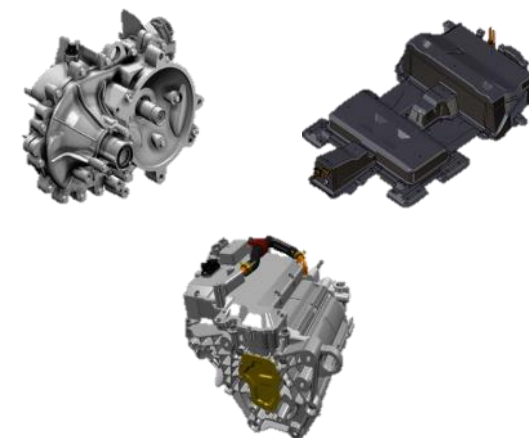
\* Source: rankings based on internal benchmarking monitoring



## CO<sub>2</sub> 2020 Compliance <sup>(1)</sup>

- ✓ Compliance from Day 1
- ✓ Best product offering to meet customer demand
- ✓ LEV mix H1: 6%
- ✓ DS: leading premium multi-energy brand with < 80g
- ✓ State of the art ICE emissions

## Electric Components



2020 H1

- Make CO<sub>2</sub> a competitive edge now and for the new challenges to come
- Headroom to carefully manage full year compliance
- On track to a 100% electrified range <sup>(2)</sup> in 2025: ë-C4, Mokka-e, and e-K0 with dual autonomy

(1) Registrations on Europe CO<sub>2</sub> regulation perimeter (30 countries) as per internal data

(2) PC + LCV

## eVMP\* PLATFORM: DESIGNED FOR BEV PERFORMANCES - EFFICIENCY WITHOUT COMPROMISE

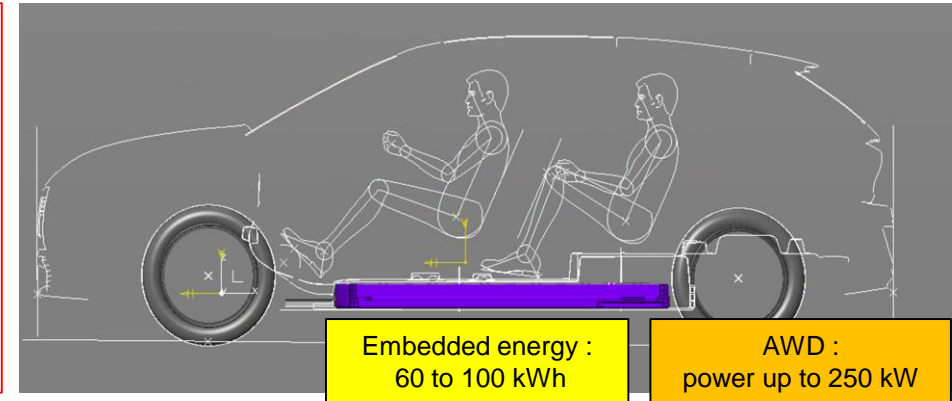
Electric range (WLTP): from 400 km to 650 km

High Architecture efficiency : 50 kWh/m between wheels

Performances : FWD and AWD / up to 250 kW

Battery with standard modules for cost efficiency

Flexible with Hybrid derivatives



2020 H1

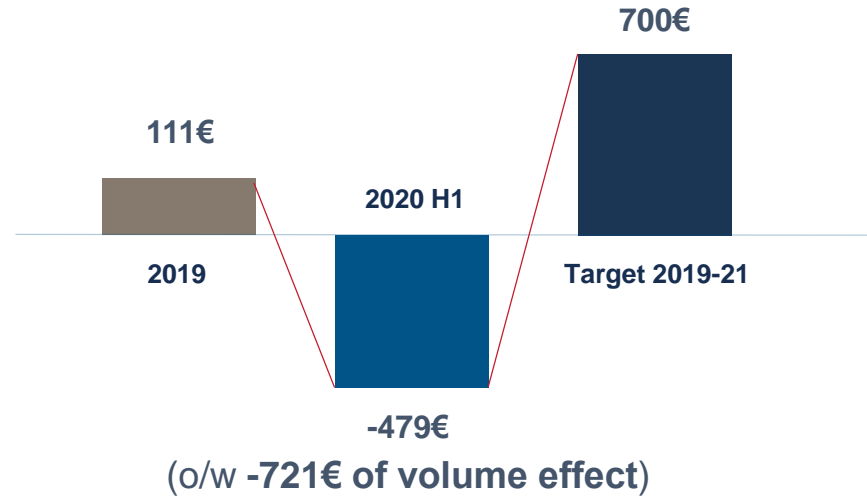
- Worldwide platform suitable for existing plants and industrial process & long production series
- Limited R&D-CAPEX spending with extended carry-over from EMP2 platform
- Benchmark manufacturing costs to address the affordability & profitability challenge
- Starting from 2023 with a C-SUV

\* Electric Vehicle Modular Platform



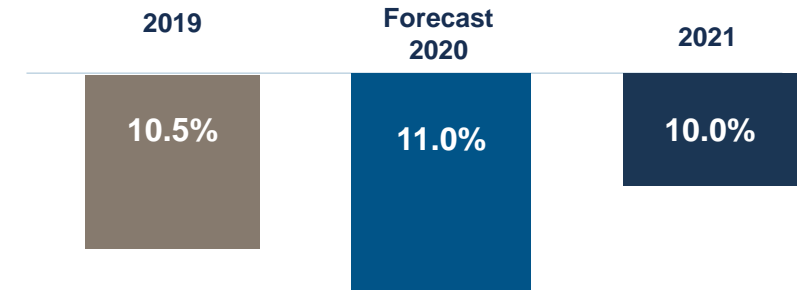
## Production cost savings in Europe

€/veh. over 2019 - 2021, including Euro 6, raw mat & inbound logistics



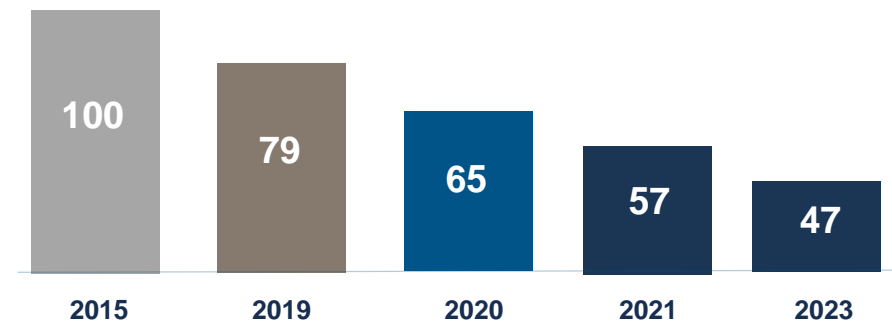
## Wages to revenue ratio

(Auto division excluding own dealer network)



## Streamlining PC technical complexity & diversity

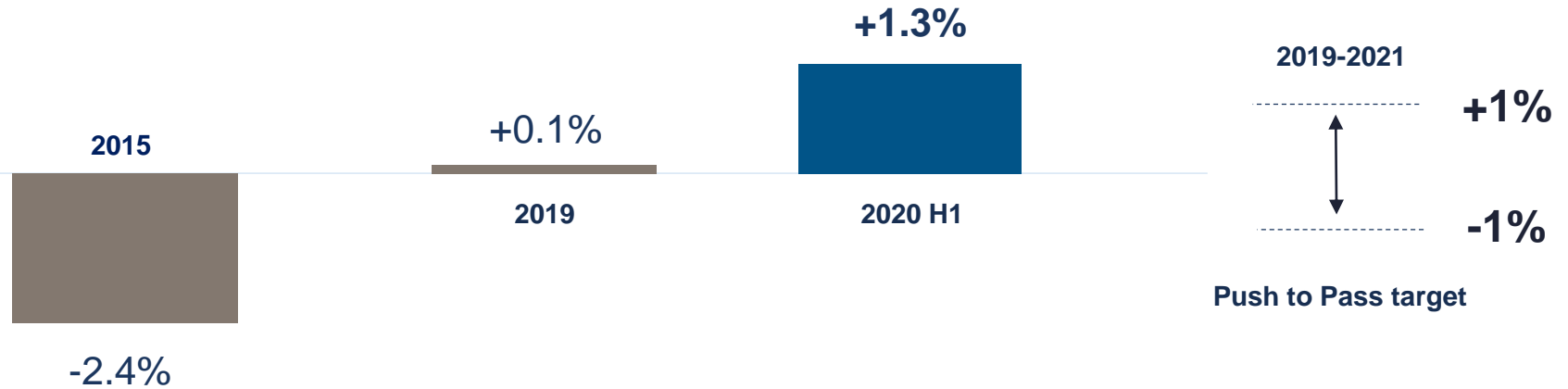
(number of references per car line – base 100)





Peugeot 208

### Pricing Power vs benchmark



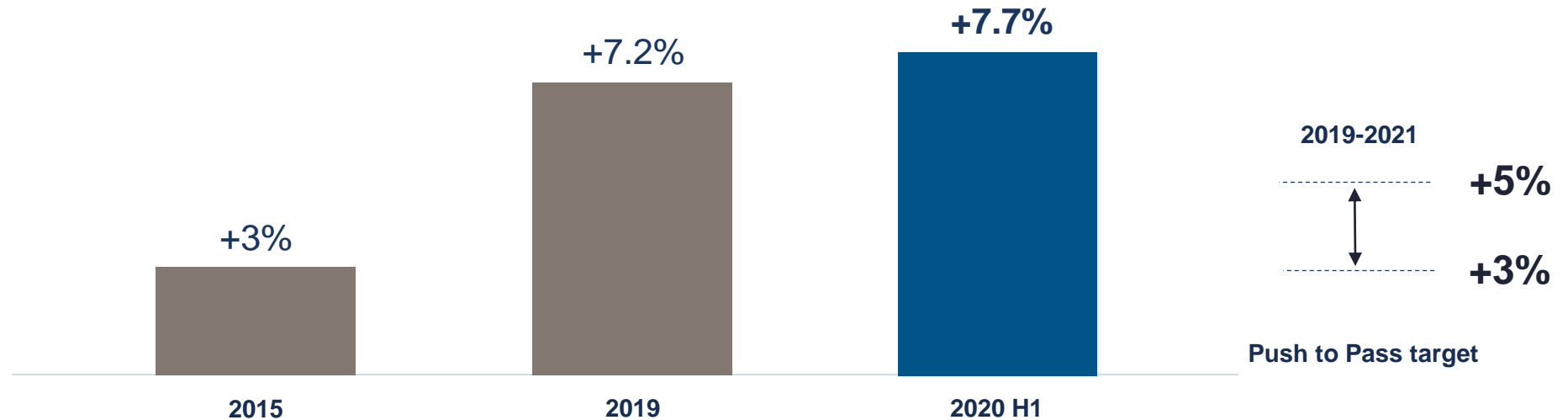
**2020 H1**

- Pricing power in Europe on track: no trade-off between price and volume
- 2 successful launches: 208 (Car of The Year 2020) & 2008
- e-208: 17% of 208 order book in June <sup>(1)</sup>
- Customer order book <sup>(2)</sup>: +42%

(1) Europe 10  
 (2) Europe 10, end H1 2020 vs end H1 2019



## Pricing Power vs benchmark



2020 H1

- Ami: a disruptive 100% ëlectric mobility object and a breakthrough solution to urban mobility
- New C4 & ë-C4 - 100% ëlectric: unveiled June 30<sup>th</sup> - a new compact re-defining segment rules
- New C5 Aircross SUV Hybrid: production started & first deliveries in September
- Customer order book <sup>(1)</sup>: +10%

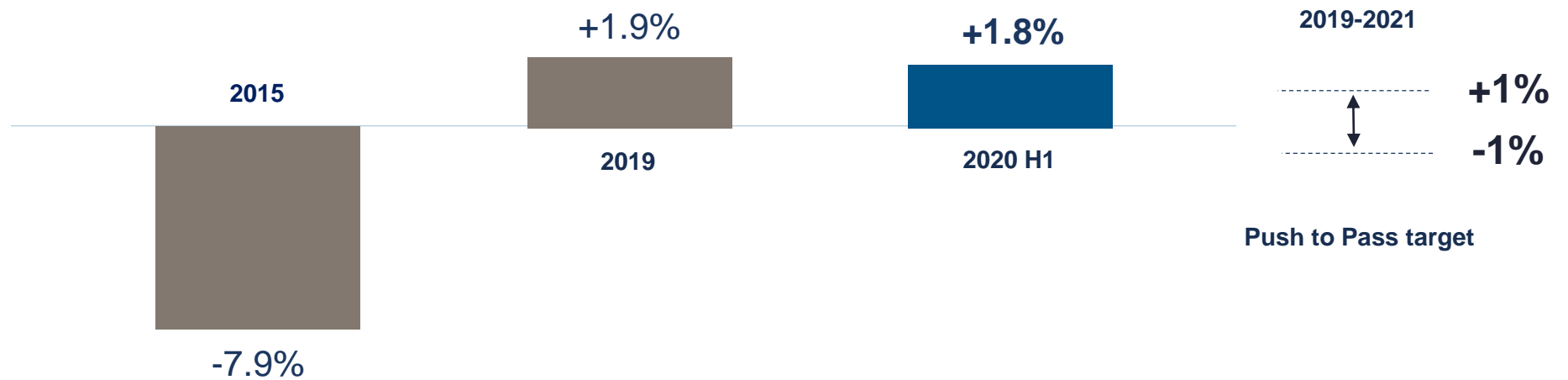
Citroën ë-C4 – 100% ëlectric

(1) Europe 10, end H1 2020 vs end H1 2019



DS 9

## Pricing Power vs benchmark



2020 H1

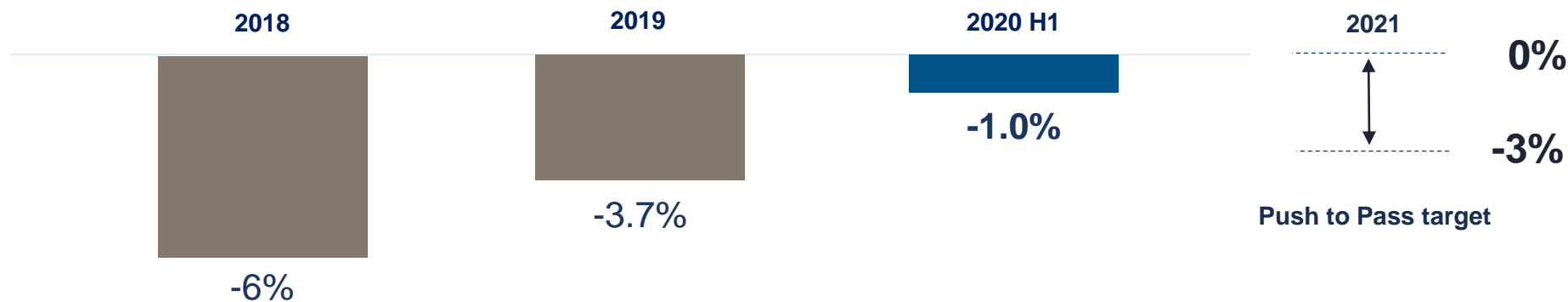
- DS growing market share in Europe +30%\* supported by new electrified models (33% of sales)
- Leader of all multi-energy brands in Europe with the lowest average of CO<sub>2</sub> emissions (<80g/km)
- DS 3 CROSSBACK & DS 7 CROSSBACK n°2 and n°3 best-selling premium models in France
- New business model for DS in China

\* market share evolution calculated on total premium market in Europe 30, H1 2020 versus H1 2019



New Opel Mokka-e

## Pricing Power vs benchmark



2020 H1

- 2% adjusted operating margin in H1 despite coronavirus crisis
- Launch of Corsa (order book +44%\*) contributing to significant CO<sub>2</sub> emissions reduction
- International offensive continues: sales up 45% in Middle East (o/w Turkey)
- New Mokka on the road early 2021 to be followed by 1 major model launch p.a. in coming years

\* End H1 2020 versus end H1 2019

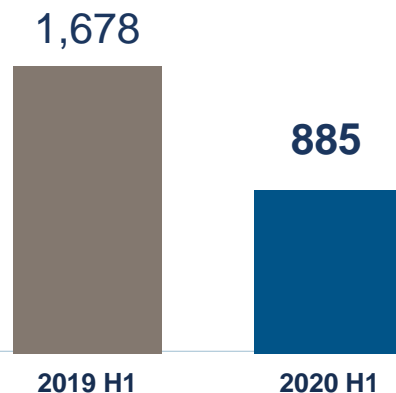
# EUROPE FAST POST-COVID REBOUND

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

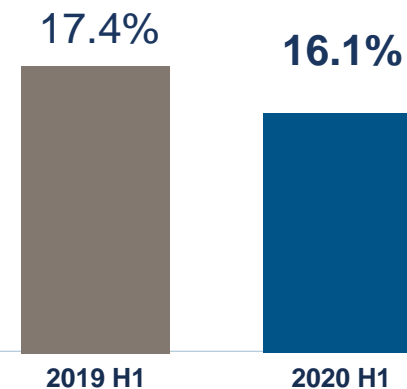


**FREE2  
MOVE**

### Consolidated sales ('000)



### Market share <sup>(1)</sup>



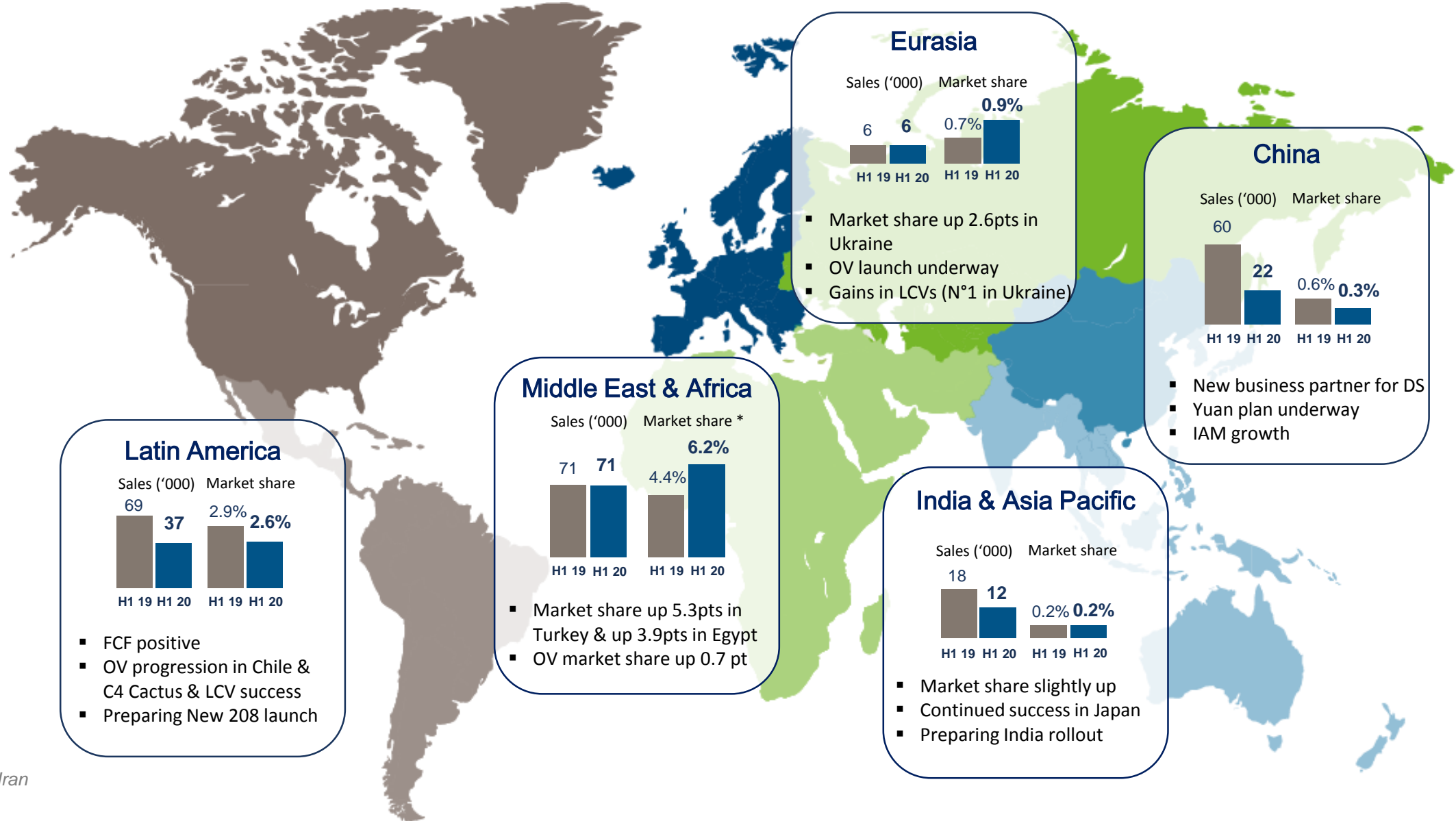
2020 H1

- Priority given to sound business to foster Push to Pass fundamentals
- CO<sub>2</sub> compliance from Day 1 with best in class execution
- DS: outstanding CO<sub>2</sub> results (<80g), growing market share & high contribution to profitability
- B2B & B2C order book <sup>(2)</sup>: +17%

(1) Europe 30 (PC + LCV)

(2) Europe 10, end H1 2020 vs end H1 2019

# OVERSEAS: PRESERVED PROFITABILITY



### Latin America

Sales ('000) Market share

|       |       |       |       |
|-------|-------|-------|-------|
| H1 19 | H1 20 | H1 19 | H1 20 |
| 69    | 37    | 2.9%  | 2.6%  |

- FCF positive
- OV progression in Chile & C4 Cactus & LCV success
- Preparing New 208 launch

### Middle East & Africa

Sales ('000) Market share \*

|       |       |       |       |
|-------|-------|-------|-------|
| H1 19 | H1 20 | H1 19 | H1 20 |
| 71    | 71    | 4.4%  | 6.2%  |

- Market share up 5.3pts in Turkey & up 3.9pts in Egypt
- OV market share up 0.7 pt

### Eurasia

Sales ('000) Market share

|       |       |       |       |
|-------|-------|-------|-------|
| H1 19 | H1 20 | H1 19 | H1 20 |
| 6     | 6     | 0.7%  | 0.9%  |

- Market share up 2.6pts in Ukraine
- OV launch underway
- Gains in LCVs (N°1 in Ukraine)

### India & Asia Pacific

Sales ('000) Market share

|       |       |       |       |
|-------|-------|-------|-------|
| H1 19 | H1 20 | H1 19 | H1 20 |
| 18    | 12    | 0.2%  | 0.2%  |

- Market share slightly up
- Continued success in Japan
- Preparing India rollout

### China

Sales ('000) Market share

|       |       |       |       |
|-------|-------|-------|-------|
| H1 19 | H1 20 | H1 19 | H1 20 |
| 60    | 22    | 0.6%  | 0.3%  |

- New business partner for DS
- Yuan plan underway
- IAM growth

\* Excluding Iran

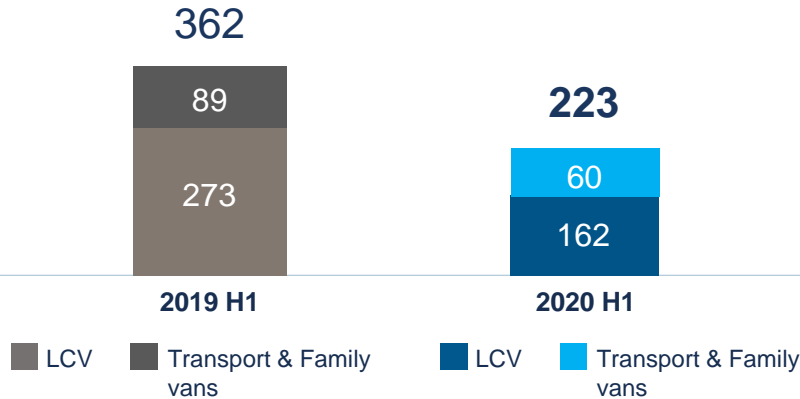


New Opel Vivaro-e

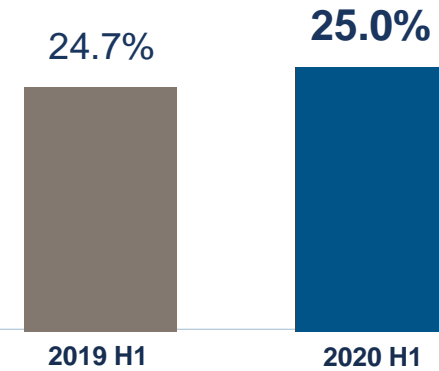


New Peugeot Landtrek

## Consolidated sales in Europe\* ('000)



## LCV market share in Europe\*



2020 H1

- Entire range electrified for LCVs and PCs by 2021 with no trade-off on performances
- New e-LCV range starting in 2020 with Peugeot Expert, Citroën Jumpy and Opel Vauxhall Vivaro
- Peugeot Landtrek new pick-up for overseas: first sales end of 2020

\* Europe 30

# A MOBILITY PROVIDER

FOR A LIFETIME CUSTOMER RELATIONSHIP

CUSTOMER  
INSIDE

MULTI-BRAND  
AFTERMARKET

USED CARS  
NEW  
CUSTOMERS

CONNECTED  
AND MOBILITY  
SERVICES

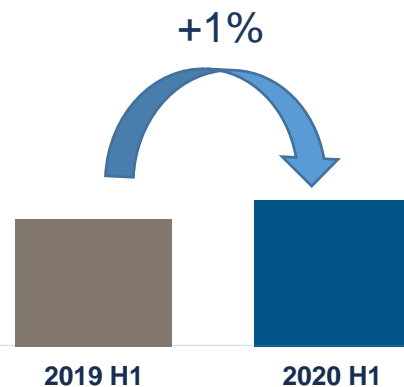
HASSLE FREE  
MOBILITY

NORTH  
AMERICA  
10 YEAR  
PROJECT

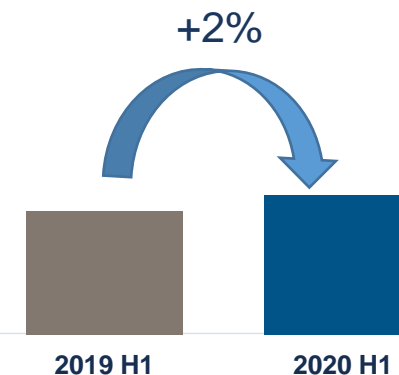
← ENLARGE OUR CUSTOMER BASE →



IAM spare parts revenue growth <sup>(1)</sup>



IAM spare parts revenue growth outside of Europe <sup>(1)</sup>



2020 H1

- Business protected thanks to supply chain continuously up and running
- IAM growth in particular outside of Europe: sales in China +6%
- 5,042 Eurorepar Car Service garages in 26 countries: +13% <sup>(2)</sup>
- Circular economy offer enlarged in reman but also in repair

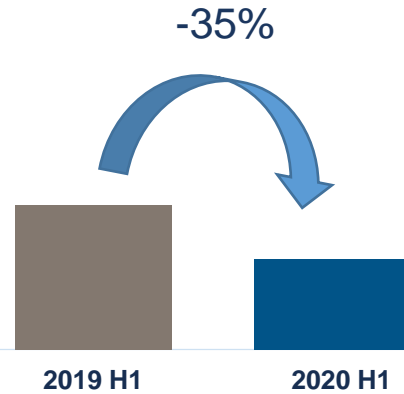
<sup>(1)</sup> All parts excluding Groupe PSA original parts

<sup>(2)</sup> Versus 2019 H1

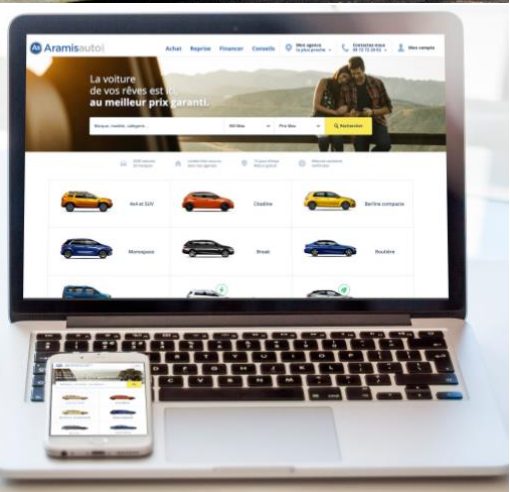
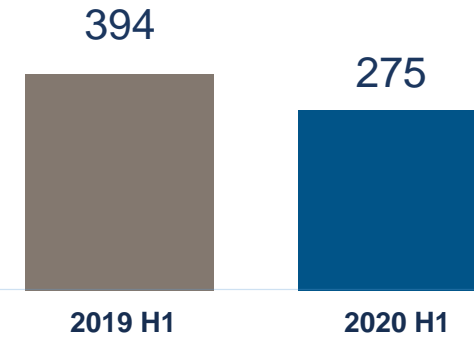
# USED CARS, NEW CUSTOMERS RESILIENT BUSINESS MODEL



### Used Car Revenue



### Used Car Sales & Transactions ('000)



**2020 H1**

- Strong recovery May / June: PSA Used Car Brand web visitors +73% YoY
- ARAMIS Group online strategy strength: May / June YoY Retail Deliveries +32%
- Autoavaliar transactions (Brazil): May / June +50% growth versus April
- Spoticar multibrand label deployment on track

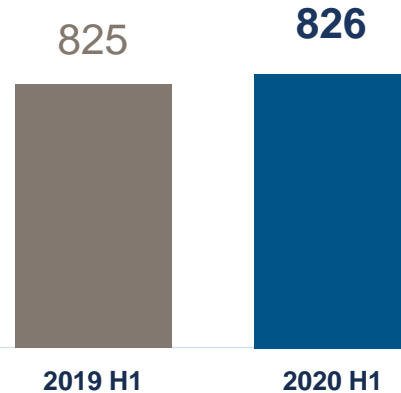
# ROBUST PERFORMANCE



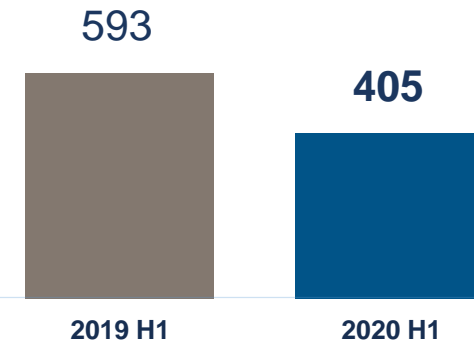
BANQUE PSA FINANCE



**Net Banking Revenue  
(in million euros) <sup>(1)</sup>**



**Number of cars financed  
(‘000)**



**2020 H1**

- Stable Net Banking Revenue <sup>(1)</sup>
- Sharp recovery in June with high level of new contracts acceptance
- Strong penetration increase (+5 pts) <sup>(2)</sup> partially mitigating new cars sales drop
- Opel Vauxhall Finance commercial catch up mostly achieved : penetration rate +9 pts <sup>(2)</sup>

<sup>(1)</sup> Excluding PPA effect, versus 2019 H1

<sup>(2)</sup> Versus 2019 H1


## A galaxy of services

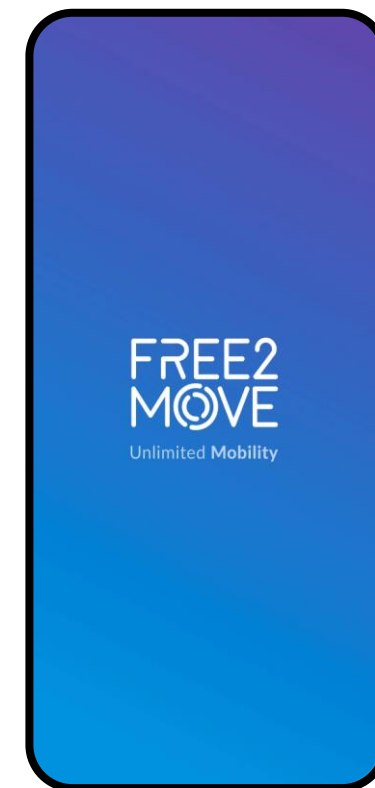
|                  |                            |
|------------------|----------------------------|
| CARSHARING       | 2 400 VEHICLES             |
| RIDE             | 200 PARTNERS               |
| RENT             | 25 000 VEHICLES            |
| CAR ON DEMAND    | NEW<br>2 000 VEHICLES      |
| CHARGE MY CAR    | 195 000<br>CHARGING POINTS |
| PARK             | 500 000 PARKINGS           |
| FLEET MANAGEMENT | 500 000 CONTRACTS          |

## ...To Make your Mobility SIMPLE

An autonomous, unified and agile entity

Of 150 design, software, data, ecommerce and sales people

- developing a state of the art software platform
- offering a full range of services through one unique App 
- to more than 1.2 million active B2C & B2B customers
- available in 170 countries around the world



2020 H1

- Growth: +23% of revenue vs H1 2019
- Customer centric: +25% of active customers vs H1 2019

# PREPARING TO TAKE ON A NEW DIMENSION



# STELLANTIS



**Q & A**



***ATTACHMENTS***



# CONSOLIDATED WORLDWIDE SALES

| <i>Units</i> <sup>(1)</sup> |                  | 2019 H1          | 2020 H1        | Change        |
|-----------------------------|------------------|------------------|----------------|---------------|
| Europe <sup>(2)</sup>       | Peugeot          | 639,385          | 367,593        | -42.5%        |
|                             | Citroën          | 455,855          | 252,692        | -44.6%        |
|                             | DS               | 28,801           | 17,388         | -39.6%        |
|                             | Opel Vauxhall    | 554,085          | 246,851        | -55.4%        |
|                             | <b>Total PSA</b> | <b>1,678,126</b> | <b>884,524</b> | <b>-47.3%</b> |
| Middle East & Africa        | Peugeot          | 39,930           | 32,048         | -19.7%        |
|                             | Citroën          | 17,921           | 20,276         | +13.1%        |
|                             | DS               | 769              | 580            | -24.6%        |
|                             | Opel Vauxhall    | 12,663           | 18,381         | +45.2%        |
|                             | <b>Total PSA</b> | <b>71,283</b>    | <b>71,285</b>  | <b>+0.0%</b>  |
| China                       | Peugeot          | 29,057           | 10,462         | -64.0%        |
|                             | Citroën          | 28,757           | 11,387         | -58.8%        |
|                             | DS               | 1,720            | 113            | -93.4%        |
|                             | <b>Total PSA</b> | <b>59,534</b>    | <b>22,412</b>  | <b>-62.4%</b> |
|                             | Latin America    | Peugeot          | 41,518         | 23,162        |
| Citroën                     |                  | 26,970           | 13,413         | -50.3%        |
| DS                          |                  | 343              | 226            | -34.1%        |
| Opel Vauxhall               |                  | 505              | 353            | -30.1%        |
| <b>Total PSA</b>            |                  | <b>69,336</b>    | <b>37,154</b>  | <b>-46.4%</b> |
| India & Asia Pacific        | Peugeot          | 13,474           | 8,740          | -35.1%        |
|                             | Citroën          | 4,009            | 2,586          | -35.5%        |
|                             | DS               | 575              | 472            | -17.9%        |
|                             | Opel Vauxhall    | 221              | 66             | -70.1%        |
|                             | <b>Total PSA</b> | <b>18,279</b>    | <b>11,864</b>  | <b>-35.1%</b> |
| Eurasia                     | Peugeot          | 3,698            | 3,216          | -13.0%        |
|                             | Citroën          | 2,522            | 2,297          | -8.9%         |
|                             | DS               | 9                | 34             | +277.8%       |
|                             | Opel Vauxhall    | 175              | 467            | +166.9%       |
|                             | <b>Total PSA</b> | <b>6,404</b>     | <b>6,014</b>   | <b>-6.1%</b>  |

## Total consolidated worldwide sales (AV+CKD):

|                  | 2019 H1          | 2020 H1          | Change        |
|------------------|------------------|------------------|---------------|
| Peugeot          | 767,062          | 445,221          | -42.0%        |
| Citroën          | 536,034          | 303,101          | -43.5%        |
| DS               | 32,217           | 18,813           | -41.6%        |
| Opel Vauxhall    | 567,649          | 266,118          | -53.1%        |
| <b>Total PSA</b> | <b>1,902,962</b> | <b>1,033,253</b> | <b>-45.7%</b> |

(1) Assembled Vehicles, CKDs and vehicles under license

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

# GROUP REVENUE BY DIVISION

|                                   | 2019 H1       | 2020 H1       | Change          |
|-----------------------------------|---------------|---------------|-----------------|
| Automotive                        | 30,378        | 19,595        | (10,783)        |
| Faurecia                          | 8,972         | 6,170         | (2,802)         |
| Other businesses and eliminations | (1,010)       | (645)         | 365             |
| <b>Group Revenue</b>              | <b>38,340</b> | <b>25,120</b> | <b>(13,220)</b> |

# GROUP ADJUSTED OPERATING INCOME BY DIVISION

|  | 2019 H1      | 2020 H1    | Change         |
|--|--------------|------------|----------------|
| Automotive                             | 2,657        | 731        | (1,926)        |
| Faurecia                               | 634          | (159)      | (793)          |
| Other businesses and eliminations      | 47           | (55)       | (102)          |
| <b>Group Adjusted Operating Income</b> | <b>3,338</b> | <b>517</b> | <b>(2,821)</b> |

|   | 2019 H1    | 2020 H1    | Change      |
|---|------------|------------|-------------|
| Revenue                                       | 1,071      | 1,059      | (12)        |
| Cost of risk (in % of average loans)          | 0.14%      | 0.40%      | +0.26 pts   |
| <b>Adjusted operating Income</b>              | <b>513</b> | <b>463</b> | <b>(50)</b> |
| Penetration rate                              | 28.0%      | 32.8%      | +4.8 pts    |
| Number of new contracts (lease and financing) | 593,255    | 405,050    | (188,205)   |

|                                  | 2019 H1 | 2020 H1 | Change  |
|----------------------------------|---------|---------|---------|
| Revenue                          | 8,972   | 6,170   | (2,802) |
| <b>Adjusted Operating Income</b> | 634     | (159)   | (793)   |
| % of revenue                     | 7.1%    | -2.6%   |         |
| <b>Consolidated net income</b>   | 378     | (420)   | (798)   |
| Free Cash Flow                   | (688)   | (1,103) | (415)   |
| Net Financial Position           | (2,551) | (4,071) | (1,520) |

## PARTNERSHIPS CONTRIBUTION TO NET RESULT

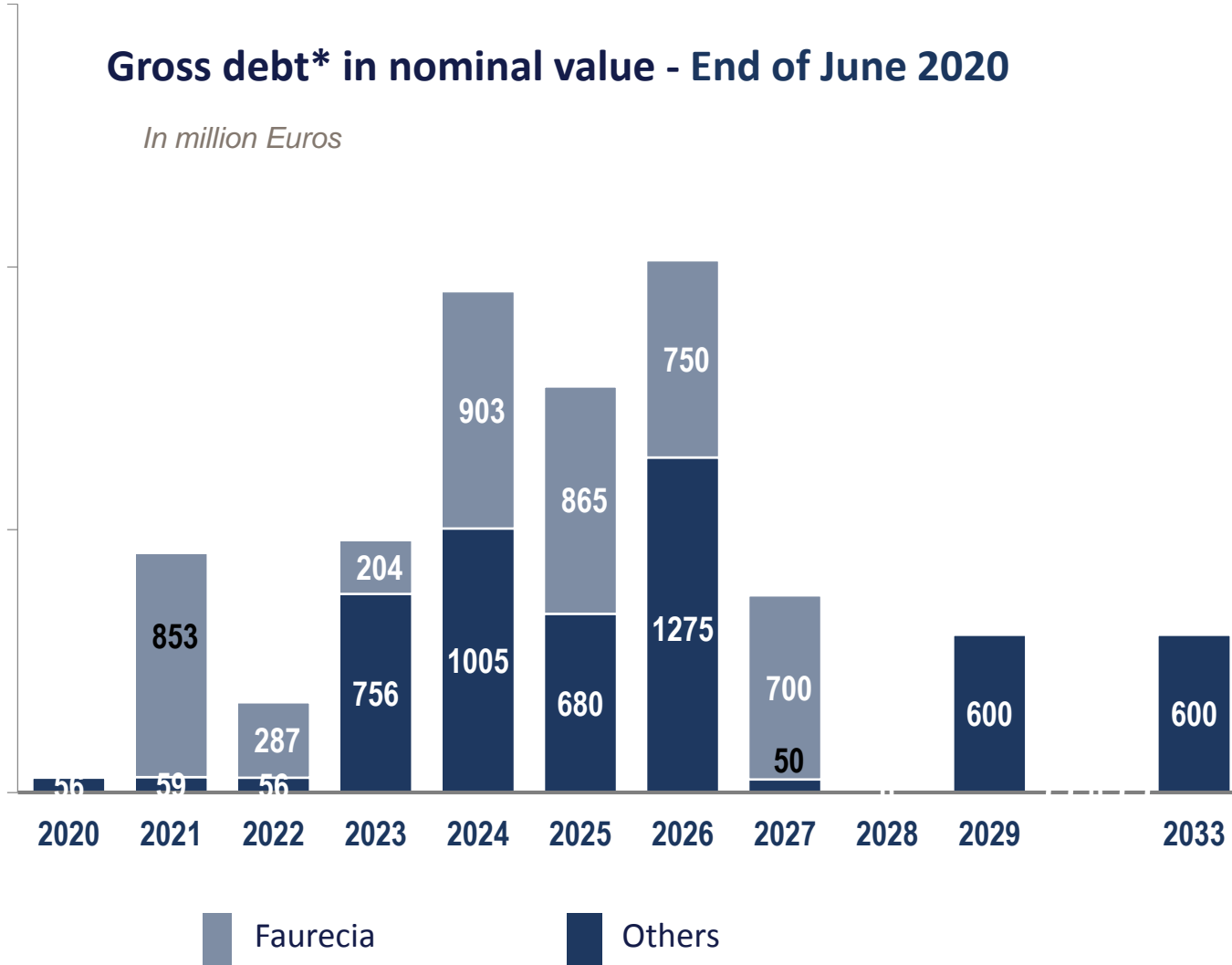
|   | 2019 H1   | 2020 H1   | Change    |
|---|-----------|-----------|-----------|
| 50% Dong Feng Motor company Partnership             | (163)     | (83)      | 80        |
| 50% Changan Partnership                             | -         | (9)       | (9)       |
| 25% Chinese Financial JV                            | 10        | 6         | (4)       |
| 50% Banque PSA Finance JVs with Santander           | 132       | 138       | 6         |
| 50% Banque PSA Finance JV with BNP Paribas          | 43        | 25        | (18)      |
| Others  | 26        | (13)      | (39)      |
| <b>Share in net earnings of companies at equity</b> | <b>48</b> | <b>64</b> | <b>16</b> |

|  | <b>31 December<br/>2019</b> | <b>30 June<br/>2020</b> | Change         |
|--|-----------------------------|-------------------------|----------------|
| Cash and Cash Equivalents                      | 17,379                      | 15,283                  | (2,096)        |
| Current & non current financial assets         | 1,826                       | 1,311                   | (515)          |
| <b>TOTAL Cash &amp; Financial assets</b>       | <b>19,205</b>               | <b>16,594</b>           | <b>(2,611)</b> |
| Lines of Credit (undrawn) – excluding Faurecia | 3,000                       | 6,000                   | 3,000          |
| Lines of Credit (undrawn) – Faurecia           | 1,200                       | 600                     | (600)          |
| <b>TOTAL Financial Security</b>                | <b>23,405</b>               | <b>23,194</b>           | <b>(211)</b>   |

# DEBT MATURITY PROFILE

## Gross debt\* in nominal value - End of June 2020

*In million Euros*



**PSA :**

- €1 000m 6 years 2,750% bond, priced on May 2020

**Faurecia :**

- €800m Term Loan with 18 Months maturity, drawn in April 2020
- €600m drawn in March 2020 out of the €1200m Syndicated Credit Line with maturity 2024
- ¥20 000m (€165m) drawn in February 2020 out of the ¥30 000m Credit Facility with maturity 2025

- S&P: BBB- negative (since 09/04/2020)
- Fitch: BBB- stable (since 13/11/2018)
- Moody's: Baa3 negative (since 28/05/2020)

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