

Frédéric Saint-Geours
EVP Finance and Strategic Development
Investor Presentation
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INVESTOR RELATIONS

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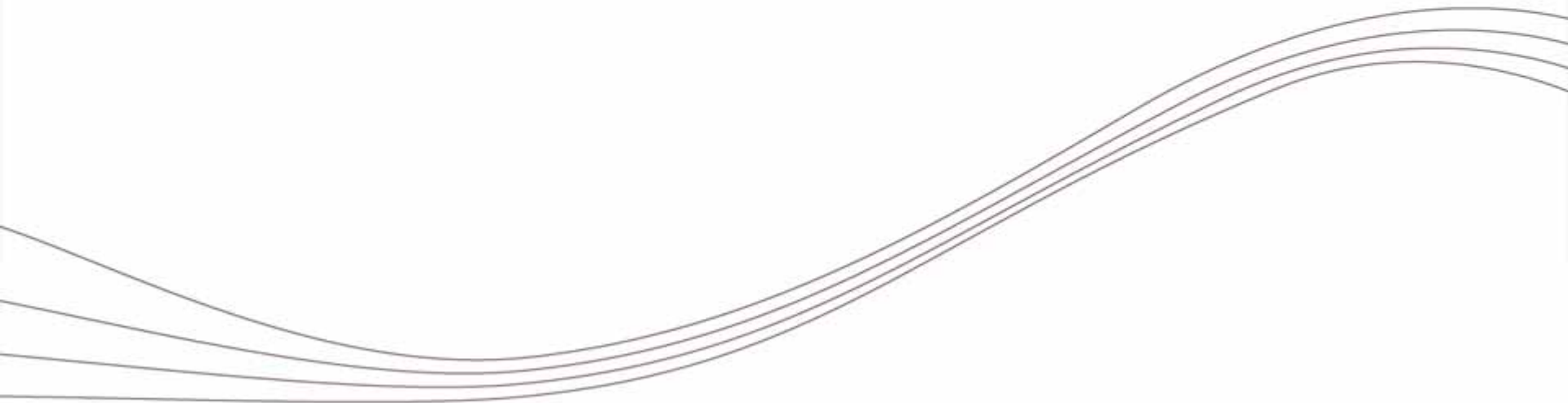
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More comprehensive information about PSA Peugeot Citroën may be obtained on its Internet website (www.psa-peugeot-citroen.com), under Regulated Information.



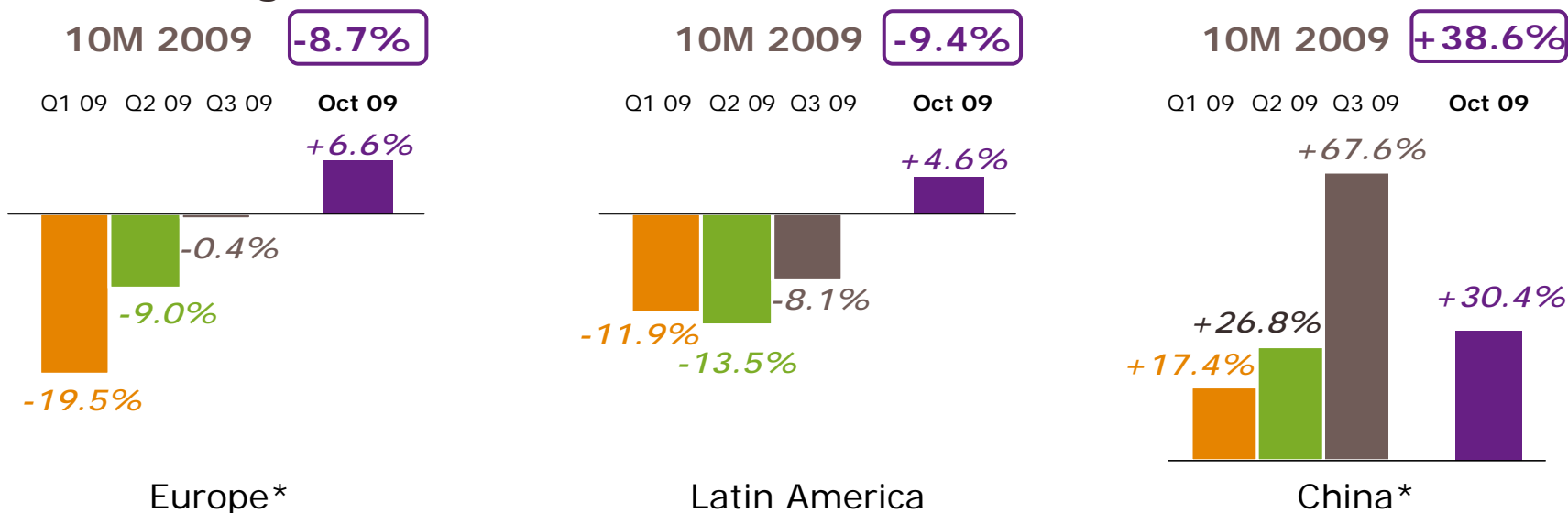
Market update



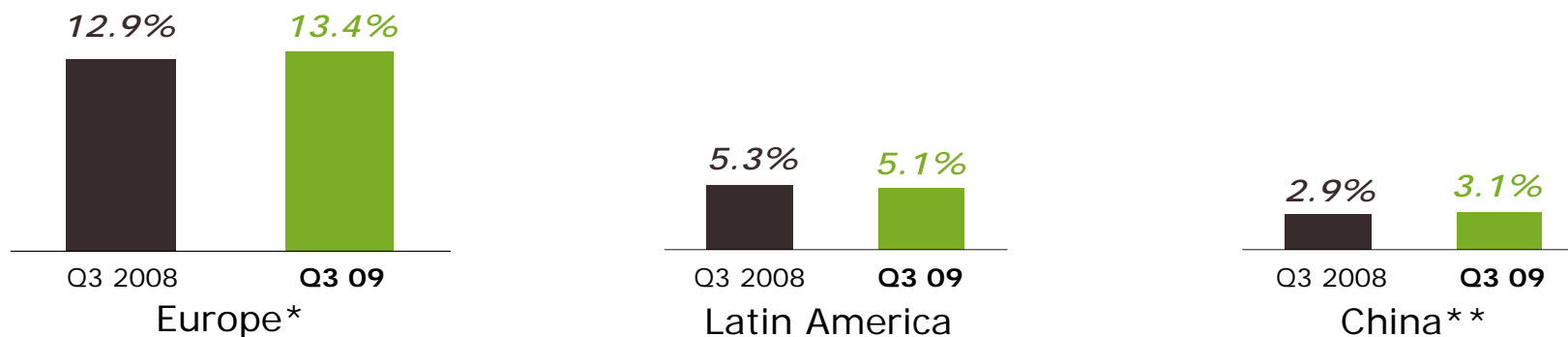
VISION FUTURE A STEP AHEAD

Market recovery and success of new models

Cars and light commercial vehicles – Market



Cars and light commercial vehicles – PSA Market Share



* Europe = EU + EFTA + Croatia ** Only cars

Outlook

Our market assumptions

- 2009: European market down 7%
- Good momentum in China and Brazil
- 2010: Recovery in H2

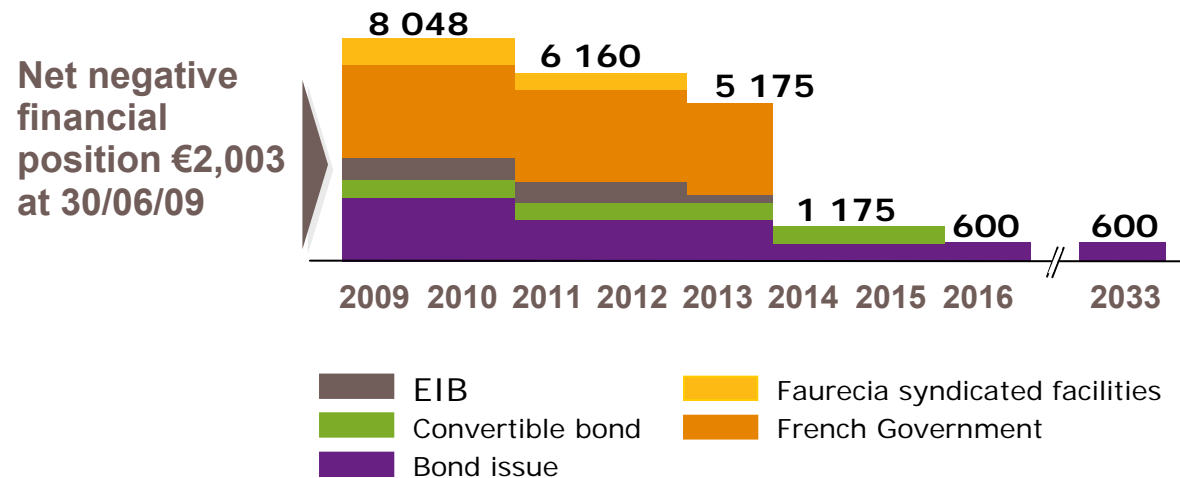
Our 2009 expectations

- Targeting European market share of 14% in H2, supported by new model launches
- Breakeven recurring operating profit expected in H2
- Positive Free Cash Flow in 2009

Solid financial structure

Maintain
liquidity
resources

Gross debt in million euros at 30/06/09

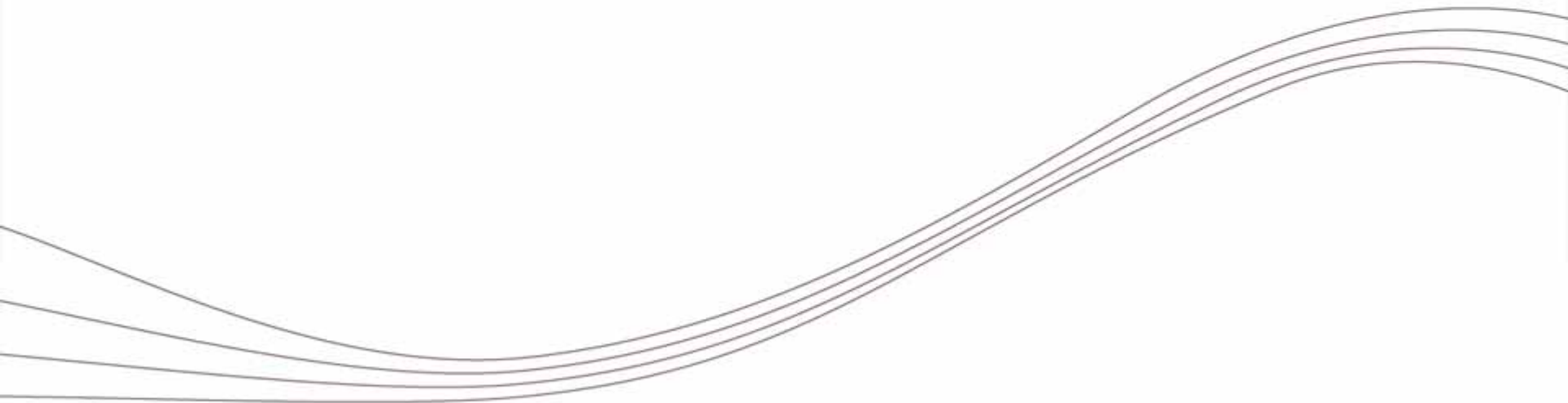


*Absolute debt amounts (ie not including accrued interest)

Return to financial ratios
of investment grade quality



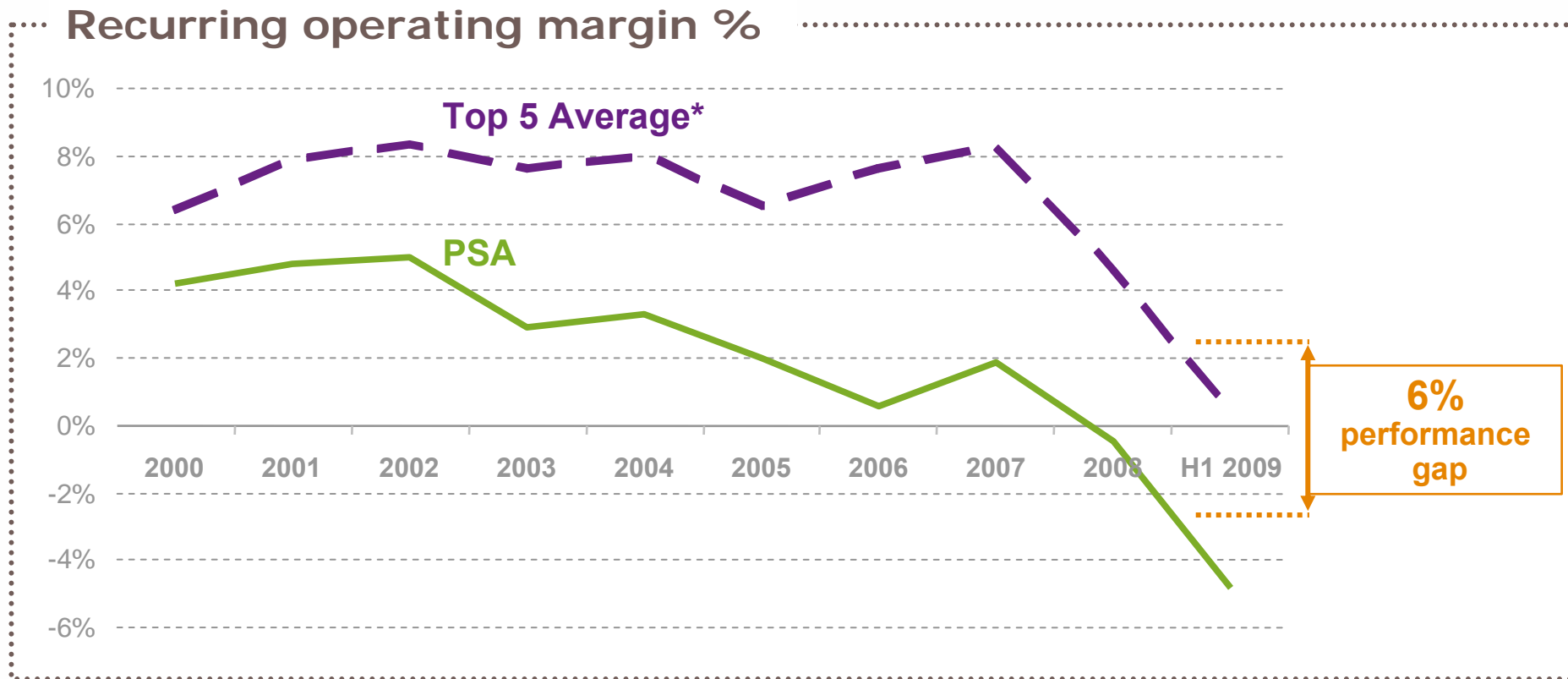
Performance plan



VISION FUTURE A STEP AHEAD

Profitability gap

> **€3.3bn** Performance plan to catch up with Top 5 peers



* Average Top 5 each year – 2008: VW, Honda, Hyundai, Daimler, Fiat

€3.3bn Performance plan 2010-2012

Our ambitions

- A step ahead in pioneering vehicles & services
- A global player
- An industry benchmark for operational efficiency

30% Sales & Marketing

15% High growth markets

55% Production, Development & SG&A

Solid financial structure

Responsible Development

€3.3bn Performance plan 2010-2012

30% Sales & Marketing

- Market share momentum in Europe
- Brand management
- Services

15% High growth markets

- China
- Latin America
- Russia

55% Production,
Development
& SG&A

- Capacity utilisation
- Manufacturing productivity
- Development productivity
- SG&A expenses

Market share momentum in Europe

Sales & Marketing
30%

**Average age
of the 2010-2012
model range:
3.1 years**

- Distinctive new models
- Mainstream
 - > Continuity
 - > New products
 - > Electric vehicles
- Entry level vehicles

206 + - B segment

1st Half 2009

2010

2011

2012



Peugeot 3008 - C Segment

1st Half 2009



Peugeot 5008 - C Segment

2nd Half 2009

2010

2011

2012



Citroën C3 - B Segment

2nd Half 2009



Citroën DS3 - B Segment

1st Half 2010

2010

2011

2012



Peugeot RCZ - C Segment

1st Half 2010



Market share momentum in Europe

Sales & Marketing
30%

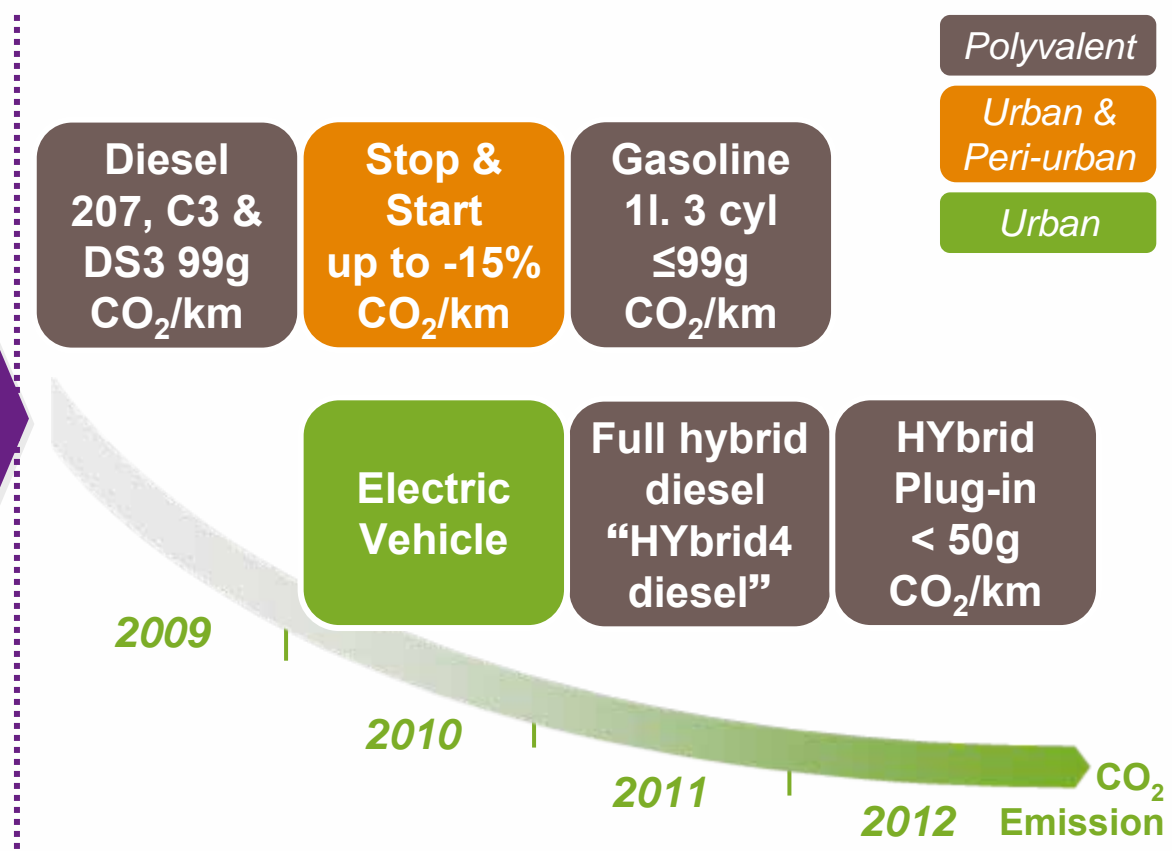
Grow B2B market share from 14% to 18% by 2012

- Broaden our offer with electric vehicles, LCVs, connectivity
- 400 new business centres
- Grow international corporate contracts from 30 to over 200

Market share momentum in Europe

Sales & Marketing
30%

1 million vehicles sold in Europe < 120g CO₂/km in 2012



Market share up to 20% for Electric and Hybrid Vehicles in 2020

Brand management

Sales & Marketing
30%

JD Power rating:
1st quartile for vehicles
built in 2012

- Already top level for new product quality
- Improve performance in customer services



CRÉATIVE TECHNOLOGIE



→ January 2010

- Clear and distinct brand identities

Leadership in customer services

Sales & Marketing
30%

Increase contracts sold in Europe from 300 000 to 500 000 in 2012

- Broaden maintenance contracts, insurance & financial services



- Develop Mu by Peugeot

High growth markets
15%

Increase market coverage from 30% to 40%

- Launch of new sedan models
- Opening of 2nd Wuhan plant
- Extend engine & automatic transmission offer

Latin America

High growth markets
15%

Increase market coverage from 40% to 57%

- Launch of new vehicles
- Argentina: focus on profitability
- Brazil: build market share

High growth markets
15%

Increase market coverage from 48% to 77%

- Start up of new JV production facility with MMC in Q1 2010
- Ramp up production of C Segment cars with full capacity of 125 000 vehicles in 2012

Capacity utilisation

Production, Development,
SG&A
55%

Increase capacity utilisation in Europe from 81% in 2008 to 105% by 2012*

- Half from downsizing (Aulnay, Rennes)
- Half from volume throughput

* Hourly capacity x 16 hours x 235 days

Manufacturing productivity

Production, Development,
SG&A
55%

**Reduce production
hours per vehicle
by 20%**

- 30% reduction in vehicle technical diversity
- Optimize plant occupation eg: Poissy, Mulhouse -20%
- Roll-out "PSA Excellence System" based on lean
- Volume contribution

Development productivity

Production, Development,
SG&A
55%

**Improve
development
productivity by 20%**

- Increase number of repeat components from 30% to 50%
- Develop platform load & modules
- Increase procurement of vehicle functions from our top strategic suppliers from 25% to 50%
- Extend co-operations

Production, Development,
SG&A
55%

**Reduce SG&A costs
by €400m by 2012**

- Own retail network
- G&A expenses
- Sales organisation efficiency

Solid foundation

**PSA excellence
system**

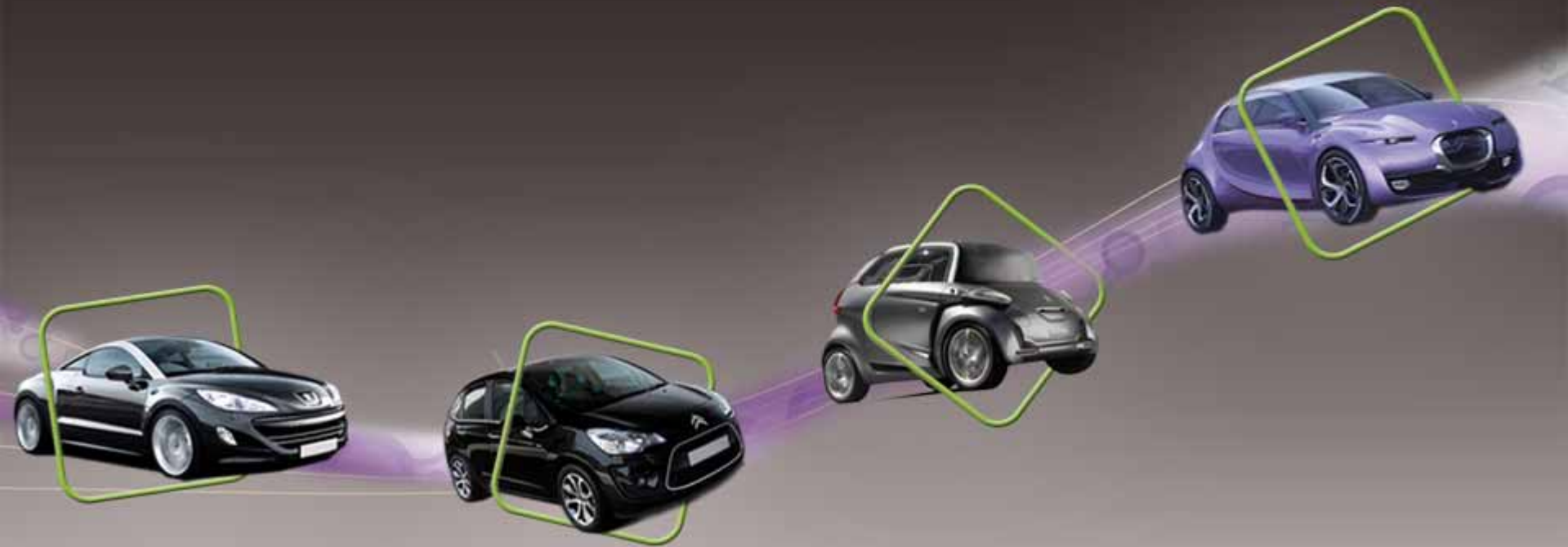
Responsible development

- > Skills
- > Labour relations
- > Working conditions
- > Ethics

Our roadmap to profitability and growth

- Clear ambitions
- Robust performance improvement
- Management team to deliver
- Solid financials

Appendix



VISION FUTURE A STEP AHEAD

Citroën C-Quatre Sedan China

C Segment

1st Half 2009



Citroën C5 Sedan China - D Segment

1st Half 2010

