

FULL YEAR 2010 RESULTS

February 9, 2011



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 Company's annual report available on its Internet website (www.psa-peugeot-citroen.com). 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 PSA PEUGEOT CITROËN may be obtained on its Internet website (www.psa-peugeot-citroen.com), under Regulated Information.





2010 Financial Results

Financial highlights

- Revenues up **15.8%** to **€56.1bn**
- Strong recovery: all entities contributing in Group recurring operating income: **€1 796m** versus loss of €689m in 2009
- Turnaround in automotive profitability: recurring operating income of **€621m** versus loss of €1 257m in 2009
- Net Income, Group share of **€1 134m** vs net loss €1 161m in 2009
- Solid generation of Free Cash Flow of **€1 110m**
- Net Debt reduction from €1 993m at the end on 2009 to **€1 236m** at the end of 2010



Group results

> **Strong recovery in 2010**

<i>In million euros</i>	2009	H1	H2	2010
Revenues	48 417	28 394	27 667	56 061
Recurring operating income	(689)	1 137	659	1 796
% of revenues	-1.4%	4.0%	2.4%	3.2%
Non-recurring operating income and (expenses)	(727)	(69)	9	(60)
Operating income	(1 416)	1 068	668	1 736
Net financial income (expenses)	(520)	(241)	(188)	(429)
Income taxes	589	(227)	(28)	(255)
Share in net income of equity affiliates	73	137	67	204
Consolidated Net Income/(loss)	(1 274)	737	519	1 256
Net Income, Group share	(1 161)	680	454	1 134
Earnings per share (in euros)	(5.12)	3.00	2.00	5.00



Results by division

> Significant increases in all divisions

<i>Recurring operating income</i> <i>In million euros</i>	2009	% margin	H1	H2	2010	% margin
Automotive	(1 257)	-3.3%	525	96	621	1.5%
Faurecia	(92)	-1.0%	217	239	456	3.3%
Gefco	102	3.5%	122	76	198	5.9%
Banque PSA Finance	498	-	269	238	507	-
Others businesses and eliminations	60	-	4	10	14	-
PSA Peugeot Citroën	(689)	-1.4%	1 137	659	1 796	3.2%



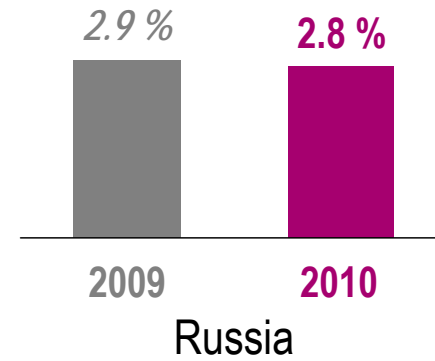
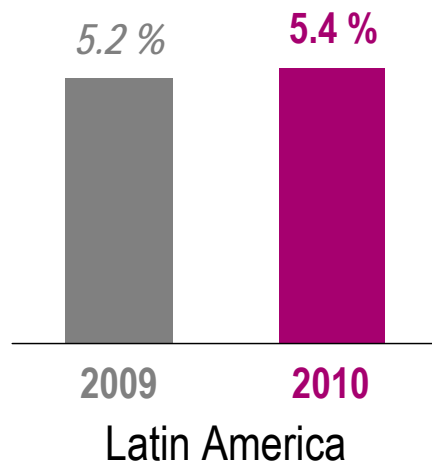
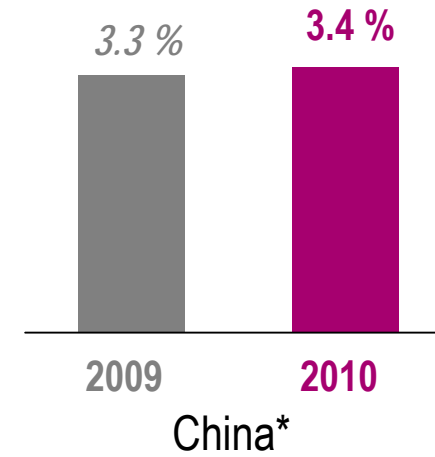
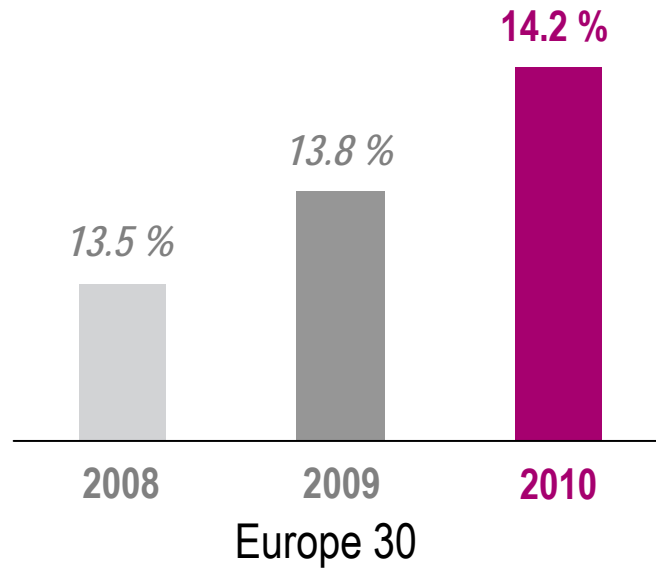
- > Record 3.6 million units sold in 2010
- > Turnaround in Automotive recurring operating income

<i>In thousands units</i>	2009	H1	H2	2010
Vehicles sold	3 188	1 856	1 746	3 602

<i>In million euros</i>	2009	H1	H2	2010
Revenues	38 265	21 174	20 231	41 405
Recurring operating income	(1 257)	525	96	621
% of revenues	-3.3%	2.5%	0.5%	1.5%
Non-recurring operating income and (expenses)	(563)	(66)	8	(58)
Operating income	(1 820)	459	104	563
% of revenues	-4.8%	2.2%	0.5%	1.4%



Worldwide market share

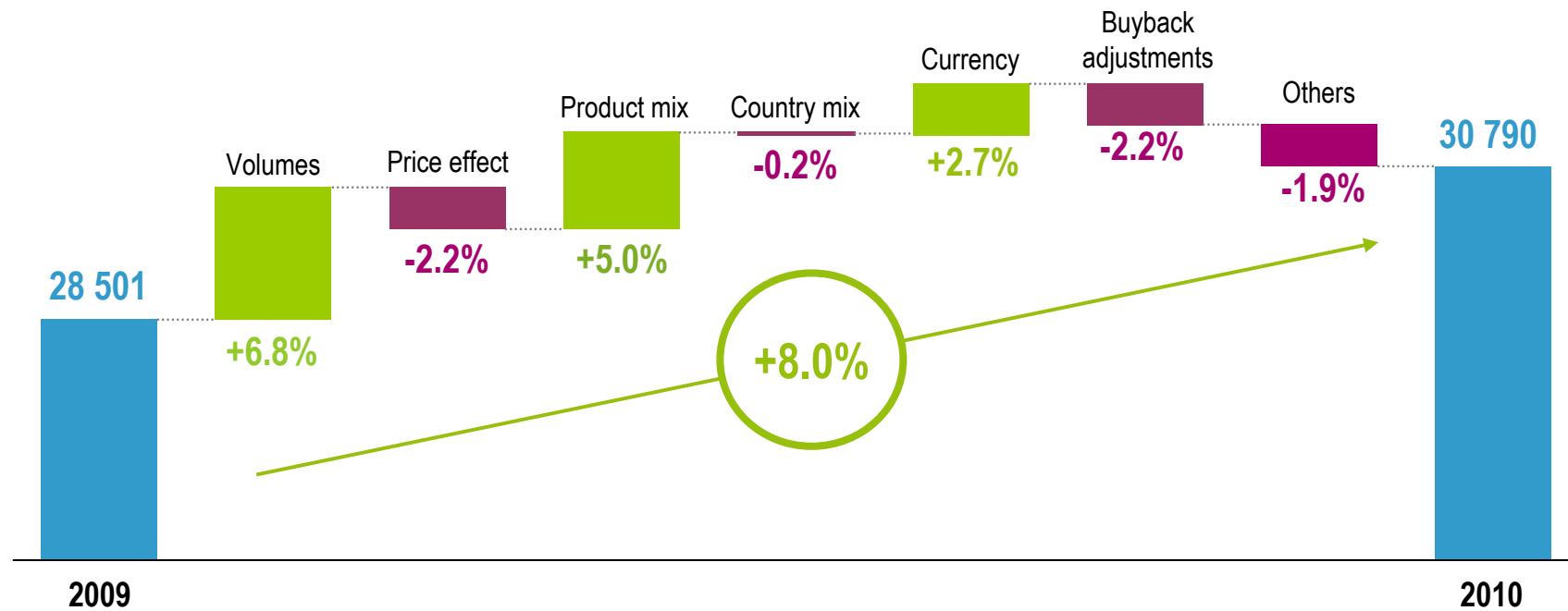


* Cars only



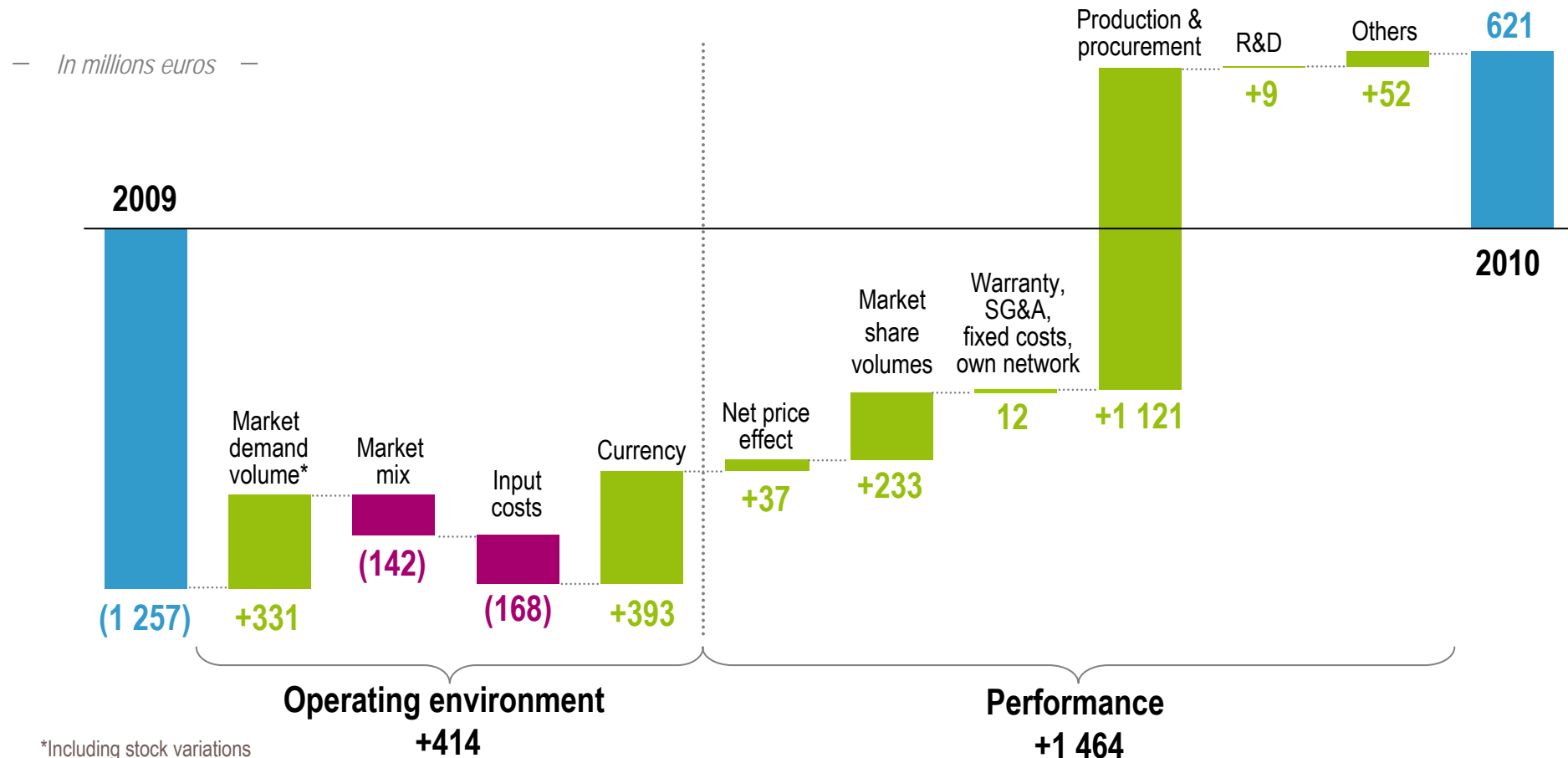
New car sales analysis

— In million euros —



Automotive recurring operating income

- > Performance Plan delivers €1.5bn ahead of €1.1bn target
- > Market share increase and positive net price effect



*Including stock variations



- > DPCA* record sales performance at +38%
- > Contribution to Group EPS of 70 cents

	2009	H1	H2	2010
Vehicles sold	272 200	176 500	199 200	375 700

	2009	H1	H2	2010
Share of net income <i>(in million euros)*</i>	57	97	62	159
Earnings per share	0.25			0.70

* Dongfeng Peugeot Citroën Automobiles (50/50 joint venture)



- > Turnaround confirmed with margin of 3.3% in 2010
- > Strategic development with Emcon & Plastal acquisitions

<i>In million euros</i>	2009	H1	H2	2010
Revenues	9 292	6 826	6 970	13 796
Recurring operating income	(92)	217	239	456
% of revenues	-1.0%	3.2%	3.4%	3.3%
Non-recurring operating income and (expenses)	(134)	(2)	(34)	(36)
Operating income	(226)	215	205	420
Net financial income (expenses)	(166)	(62)	(55)	(117)
Consolidated income for the period	(417)	112	120	232
% of revenues	-4.5%	1.6%	1.7%	1.7%
Free Cash Flow	(222)	257	86	343
Net financial position*	(1 401)	(1 363)	(1 197)	(1 197)

* End of period



- > **Strong pick-up in revenues : +16%**
- > **Solid margin of 5.9%**

<i>In million euros</i>	2009	H1	H2	2010
Revenues	2 888	1 716	1 635	3 351
PSA Peugeot Citroën	1 842	1 125	1 009	2 134
Third parties	1 046	591	626	1 217
Recurring operating income	102	122	76	198
% of revenues	3.5%	7.1%	4.6%	5.9%
Non-recurring operating income and (expenses)	(27)	1	11	12
Operating income	75	123	87	210



- > Net banking revenue +5.9% and rise in new contracts
- > 2010 cost of risk maintained at benchmark level
- > Additional risk provision for Spain taken in H2

<i>In million euros</i>	2009	H1	H2	2010
Net banking revenue	944	505	495	1 000
Cost of risk (in % of average loans)	0.50%	0.47%	0.65%	0.56%
Recurring operating income	498	269	238	507

Number of new contracts (lease and financing)	860 509	435 043	429 627	864 670
Total outstanding loans (31.12.2010)	22.4bn	23.4bn	23.4bn	23.4bn





Financial resources

Industrial & Commercial activities

Balance sheet management

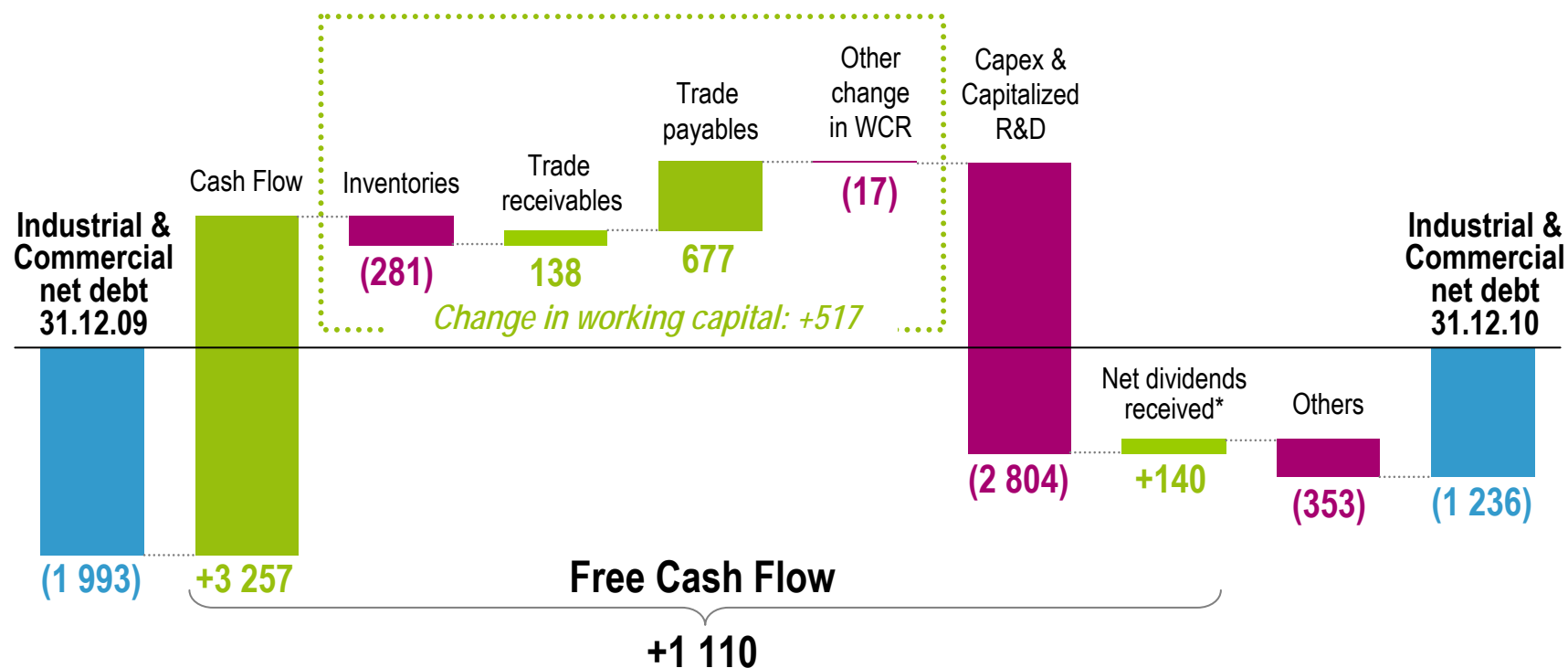
- Solid Free Cash Flow generation of €1 110m
- Net Debt reduction to €1.2bn vs €2bn at the end of 2009
- Full repayment of the French State loan in 2010 and H1 2011
- Optimised debt maturity profile



Cash Flow analysis

> **Solid Free Cash Flow of €1.1bn**

— In million euros —



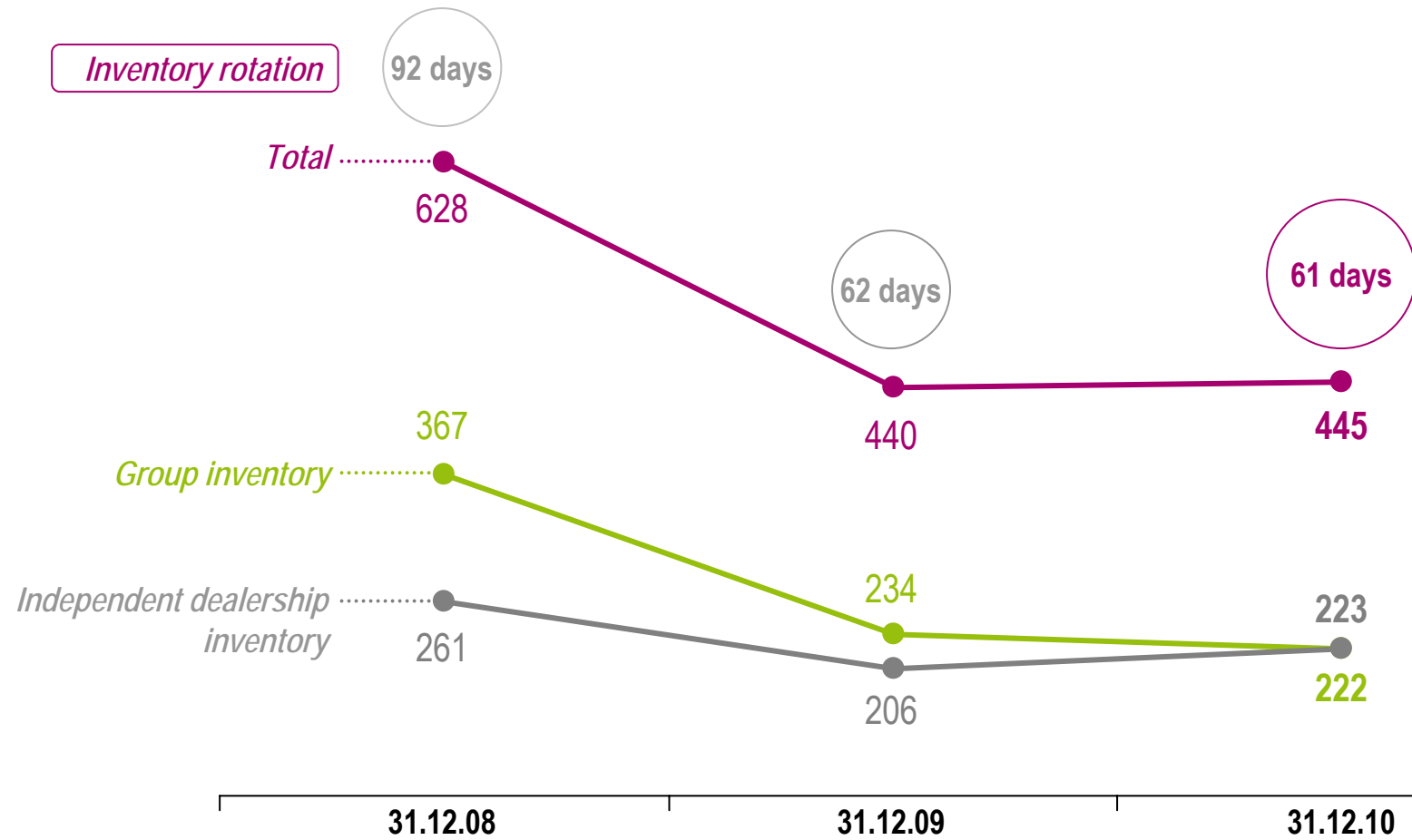
*From Group companies



Inventory

> Improved inventory rotation at 61 days

— In thousands of new vehicles —



Solid financial structure

> **Weighted average remaining maturity: 4.5 years**

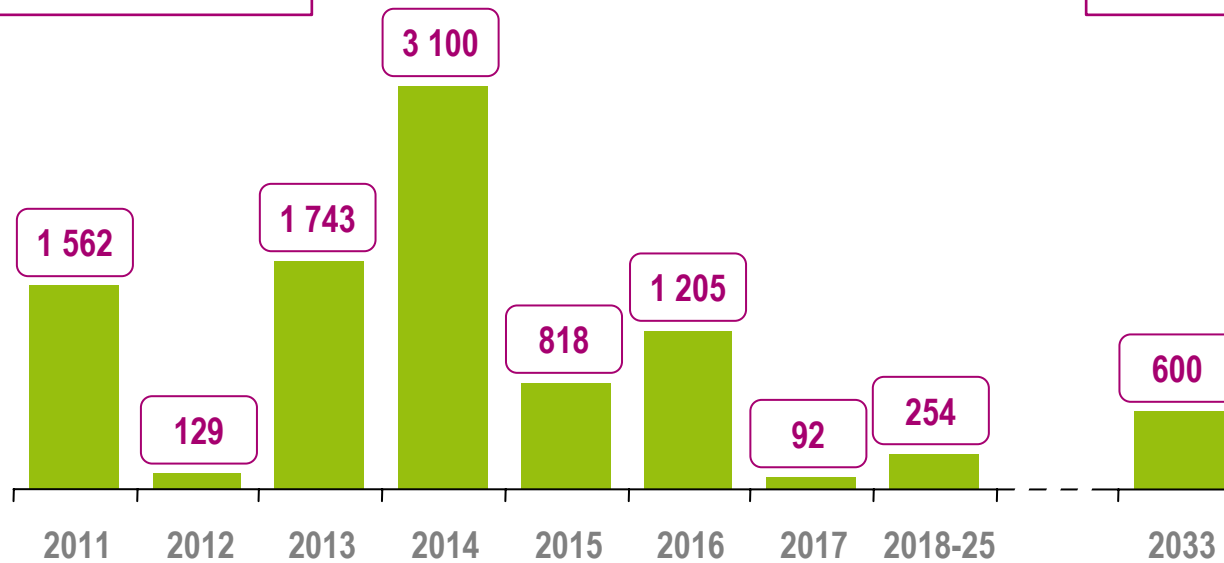
Gross debt in nominal value at end 31.12.10

excluding BPF, undrawn credit lines, short term liabilities & other adjustments

€1bn repayment of French State loan in September 2010

Renewed
€2.4bn undrawn credit lines maturing **July 2013**

— In million euros —



Solid financial structure

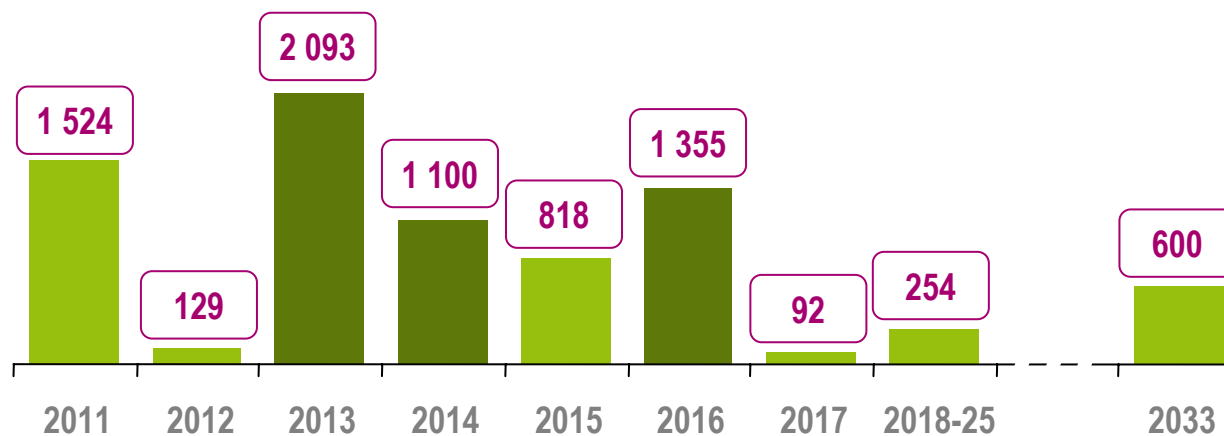
> **Weighted average remaining maturity: 4.5 years**

Pro forma gross debt in nominal value at end 30.04.11

excluding BPF, undrawn credit lines, short term liabilities & other adjustments

Full repayment of French State loan
in February and April 2011

— In million euros —



High level of financial security

- > Low gearing of 8.6%
- > No net debt excluding Faurecia

<i>In million euros</i>	End 2009	End 2010
Cash and cash equivalents	7 843	9 278
Current & non current financial assets	1 185	1 102
Total	9 028	10 380
Back-up facility (undrawn)	2 400	2 400
Total financial security	11 428	12 780
Net debt position	1 993	1 236
Total equity	12 447	14 303
Gearing	16.0%	8.6%





Progress on our ambitions

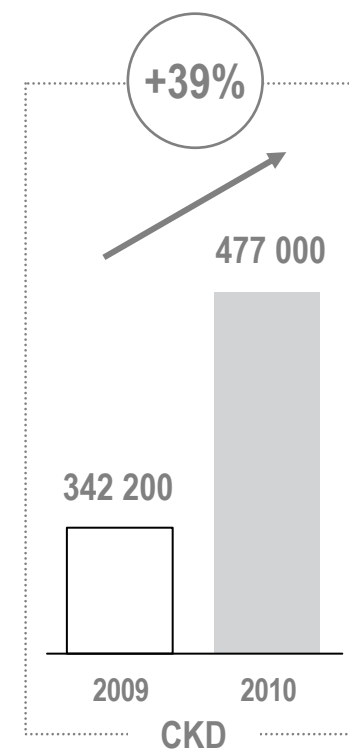
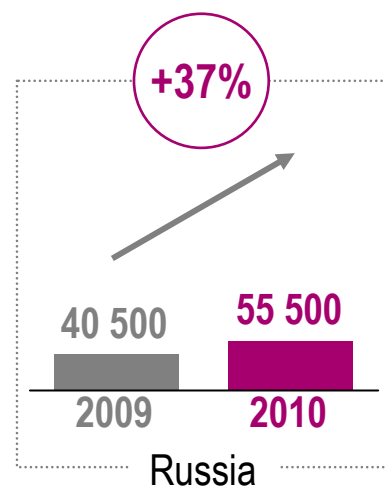
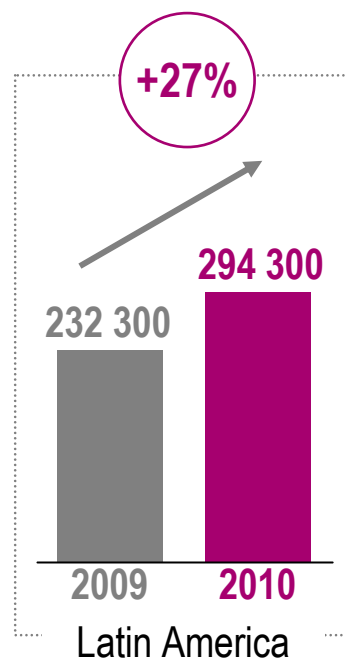
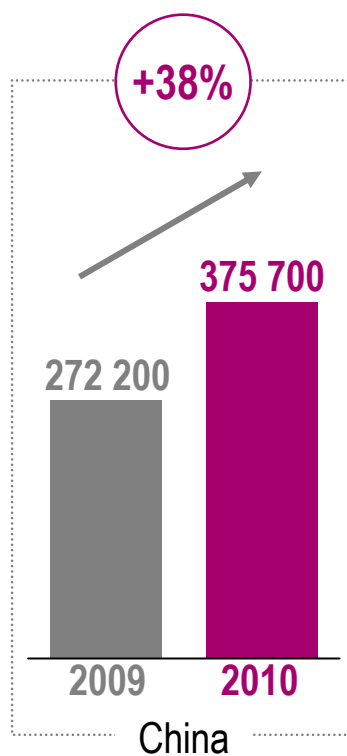
Progress on our ambitions

- **Globalization:** On track for 50% of sales volumes outside Europe by 2015
- **Step ahead:** Enhancing the PEUGEOT and CITROËN brand images and pricing power
- **Operational excellence:** Upgrading the automotive Performance Plan to €3.7bn (€3.3bn)



Globalization on track

> Sales volumes outside Europe grew from 32% to 39% on track to 50% by 2015







Globalization on track

China – DPCA

- > Record performance and first dividend payout
- > 5% market share in 2015

- €650m* of investment
- Vehicle sales up 38% to 375 700 in 2010
- PEUGEOT 508 launch coincides with Europe
- Third plant to come on stream in 2013 – Full capacity of 750 000 units

2010	PEUGEOT 408		CITROËN C5	
2011	PEUGEOT 508			

* 50% Group share of c.11bn RMB@8.5/euro

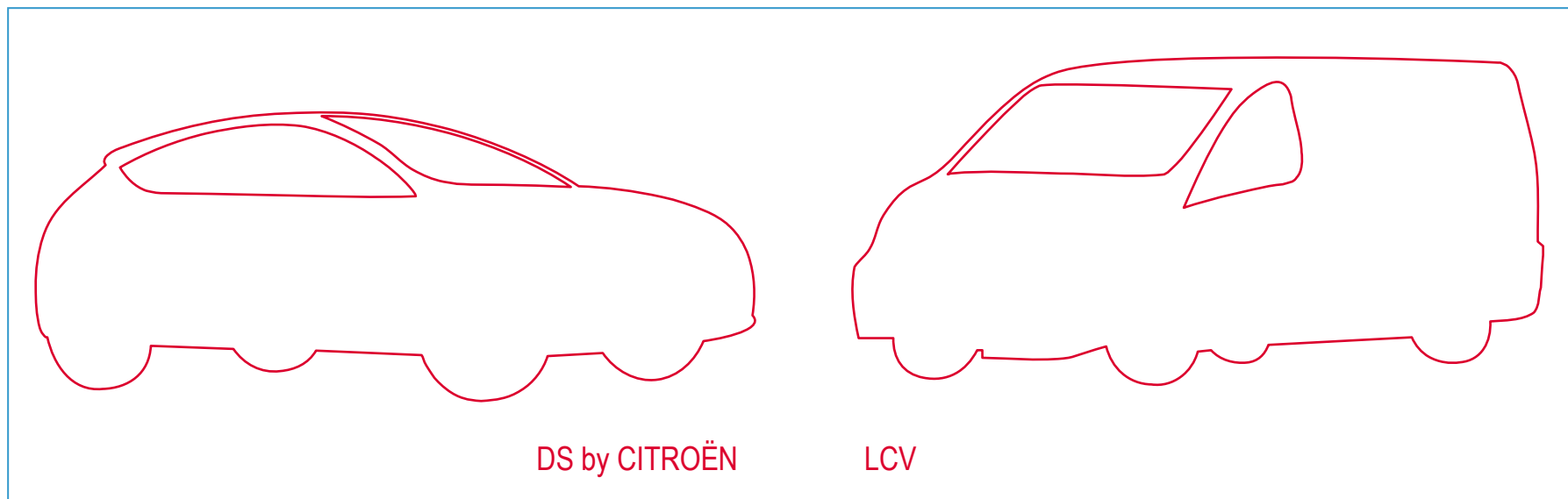


Globalization on track

China – Chang'an

- > Final approval expected shortly
- > 3% market share targeted

- €500m* of investment
- DS by CITROËN brand to be launched in 2012
- Development of LCVs
- Production capacity of 200k p.a. at Shenzhen



* 50% Group share of c.8.4bn RMB@8.5/euro



Globalization on track

Latin America

- > €700m* turnaround program launched
- > 7% market share targeted in 2015
- > Break-even expected in 2011

- 8 new vehicles over next 4 years
- Platforms rationalised from 4 to 2
- Threefold increase in volumes by model

2010	PEUGEOT HOGGAR			CITROËN C3 AIRCROSS
2011	PEUGEOT 408			CITROËN C3 PICASSO

*100% Group owned



Globalization on track

Russia

> All Group activities present with Brands, Banque PSA Finance & Gefco

- €330m* investment
- 2 production start ups in 2010: C segment cars in April, SUVs in September
- Full capacity of 125 000 at Kaluga in 2012

2010	PEUGEOT 308			CITROËN C4
2011	PEUGEOT 4007			CITROËN C-CROSSER

*70% Group share of €470m



Globalization on track

India

> **Entry to India now underway**

- PEUGEOT brand to be launched
- Mid-sized sedan to be produced locally
- Plant location under review
- Indian headquarters opened in Mumbai










PEUGEOT Mid-sized sedan



Globalization on track

Vehicles produced globally

	Developing markets		Global products				LCVs
	PEUGEOT 408 	MID-SIZED SEDAN 	PEUGEOT 508 	CITROËN C4 	CITROËN C5 	CITROËN DS LINE 	LCV range 
EUROPE		✓	✓	✓	✓	✓	✓
RUSSIA	✓			✓			
LATIN AMERICA	✓			✓			✓
CHINA	✓	✓	✓	✓	✓	✓	✓
INDIA		✓					



Enhancing brand image and pricing power

STEP AHEAD

Design

High quality distinctive products

CO₂ emissions

Services

Pricing power



2010



PEUGEOT RCZ



CITROËN DS3



PEUGEOT 3008



CITROËN C4



2011



PEUGEOT 508



CITROËN DS3 racing



PEUGEOT 508 SW






CITROËN DS4



Step Ahead

High quality distinctive products

> **Distinctive products represent 8% of mix in 2010**

	New customer conquests	Higher average price
<p>CITROËN DS3</p> 	40%	€19 000
<p>PEUGEOT RCZ</p> 	41%	€32 000
<p>PEUGEOT 3008</p> 	51%	€28 000

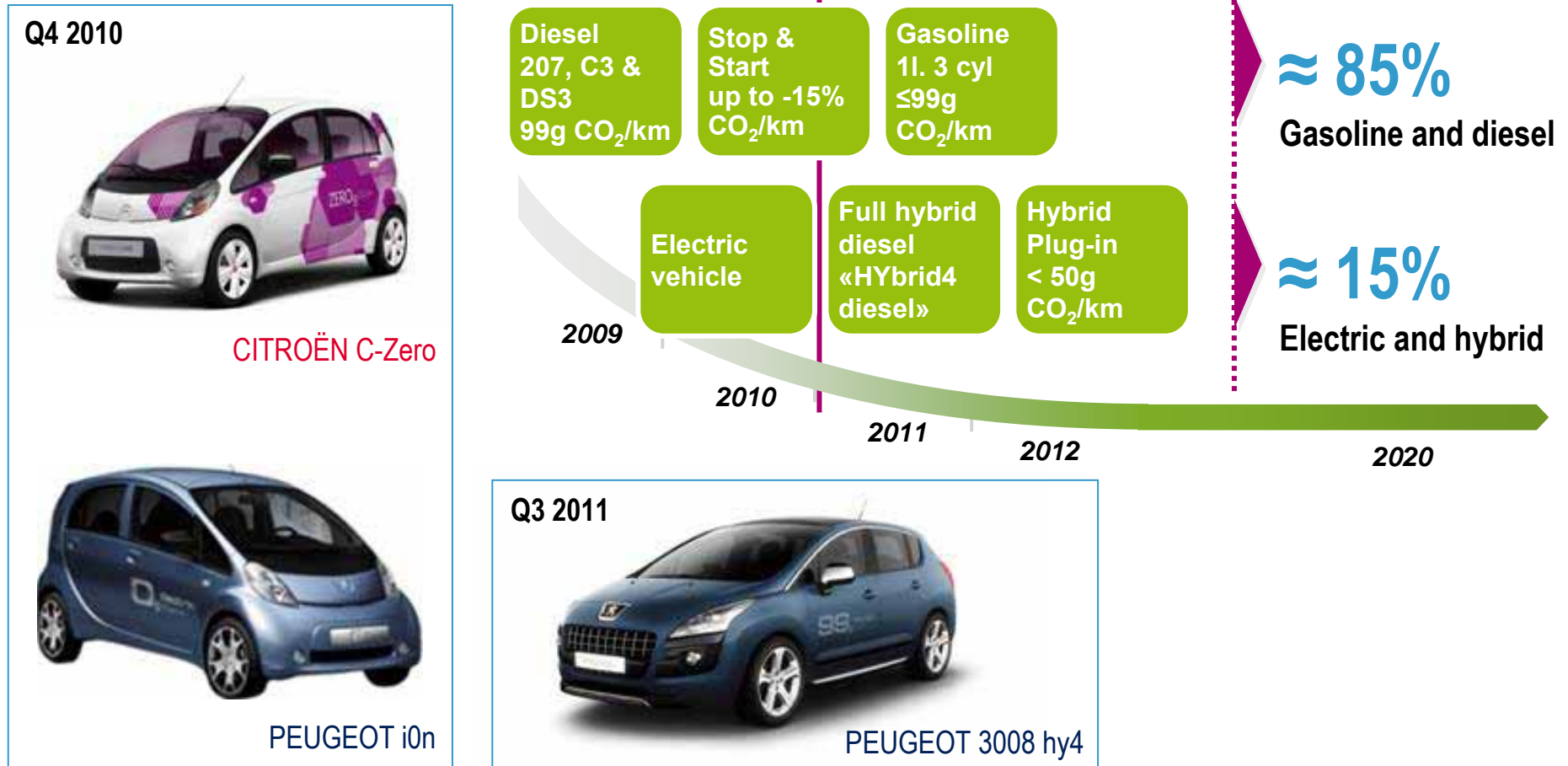
Source: French customer surveys on first sales



Step Ahead

CO₂ emissions

> 1 million vehicles $\leq 120\text{g CO}_2/\text{km}$ sold in 2012 vs 789 000 in 2010



Step Ahead

Hybrid technologies

> Joint venture to lead the way on new generation of hybrid components

- 50/50 joint venture

PSA PEUGEOT CITROËN 

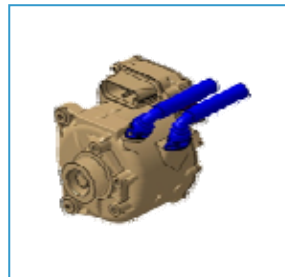


- 1st joint venture covering R&D, Procurement, Production for hybrid components
- Ramp up in Q2 2011

Battery Packs



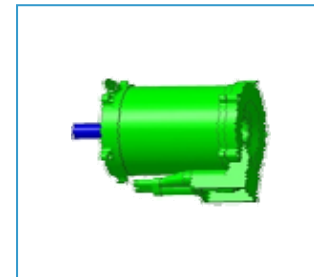
Generators



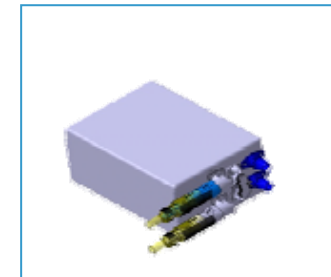
Power Electronics



Electric Machines



Chargers








Step Ahead

Pricing power

> Increased residual values for all new products building pricing power

Residual values 36 months, 90 000 km*

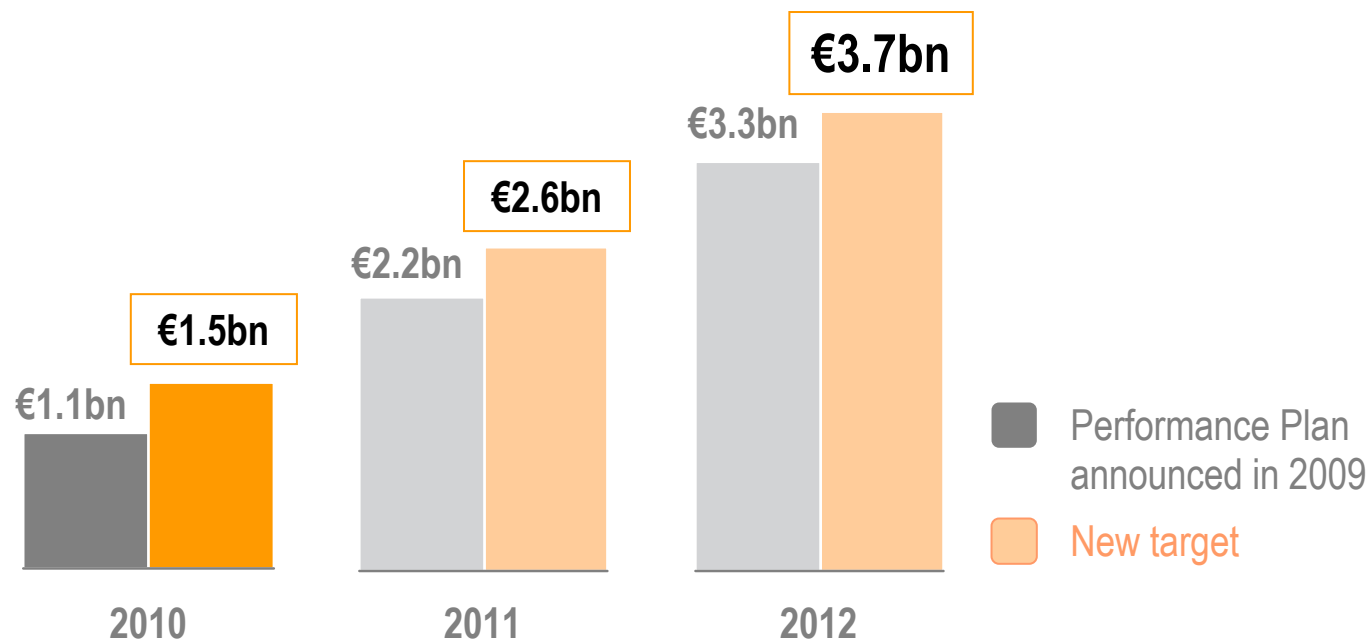
		Previous model	New model
PEUGEOT 3008			43%
CITROËN C4		34%	41%
PEUGEOT 508		35%	44%
CITROËN DS3			42%
PEUGEOT RCZ			45%

* Source: DAT (Germany)



Performance Plan delivery & upgrade

> 2010-2012 Performance Plan target raised to €3.7bn



> Main 2010 cost savings

	2009	2010	2012 Target
Capacity utilisation in Europe	80%	90%	105%
Development productivity (2009 base 100)	-	-11%	-20%
Repeat components	30%	38%	50%
Procurement by key suppliers	25%	35%	50%



2011 market outlook*

- Europe: Stable
- China: +c.10%
- Latin America: +c.4%
- Russia: +c.15%

* Passenger cars and LCVs (Light Commercial Vehicles)



Group outlook for 2011

- Automotive recurring operating income to be ahead in 2011 with the Performance Plan of €1.1bn which should offset significant raw material and input costs
- Faurecia, Gefco and Banque PSA Finance to deliver increased recurring operating income
- Free Cash Flow, after higher capitalised R&D and capital expenditure of €3 billion, is expected to be positive
- Progress with our globalization projects in China, Latin America, Russia and India





APPENDIX

Performance Plan delivery

> Sales & marketing (30%)

	2009	2010	2012 Target
Market share in Europe	13.8%	14.2%	-
B2B Market share in Europe	14.7%	15.0%	18%
CO ₂ /km: vehicles ≤ 120g/km	757 000	798 000	1 000 000
Service contracts (N°)	315 000	493 000	500 000
Mu by Peugeot (N° of outlets)	4 pilots	40	250



Performance Plan delivery

> High growth markets (15%)

	2009	2010	2012 Target
China market coverage	33%	34%	40%
Latin America market coverage	40%	55%	57%
Russia market coverage	46%	51%	77%



Performance Plan delivery

> Production, development & SG&A (55%)

	2009	2010	2012 Target
Capacity utilisation in Europe	80%	90%	105%
Hours per vehicle (2009 base 100)	-	-2%	-20%
Development productivity (2009 base 100)	-	-11%	-20%
Repeat components	30%	38%	50%
SG&A		€110m	€400m
Procurement by key suppliers	25%	35%	50%



Automotive: Worldwide unit sales

Assembled vehicles and CKD units

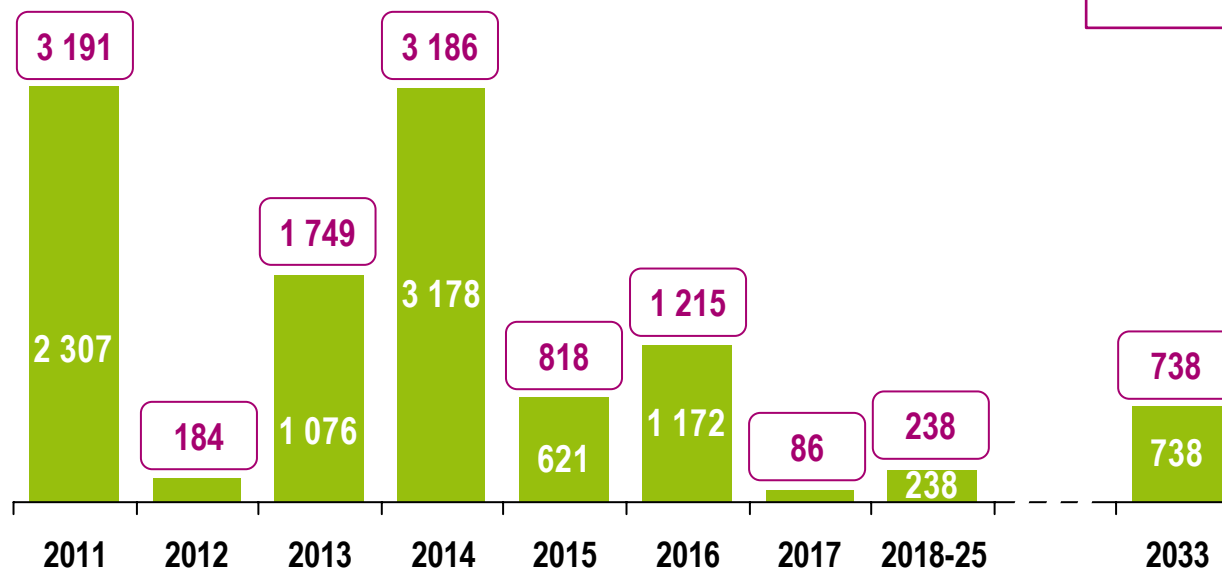
<i>In K units</i>	2009	2010	Variation
Europe	2 159	2 195	+1.7%
Russia	4	56	+37.0%
Latin America	232	294	+26.7%
Rest of the world	149	204	+43.7%
Assembled vehicles (excluding China)	2 574	2 749	+6.8%
China	272	376	+38.0%
Total assembled vehicles	2 846	3 125	+9.8%
Total CKD	342	477	+39.4%
Total assembled vehicles + CKD units	3 188	3 602	+13.0%



Solid financial structure

Gross debt pro forma in balance sheet value at end 31.12.10
excluding BPF, undrawn credit lines

— In million euros —



Renewed
€2.4bn undrawn credit
lines maturing **July 2013**

