

PSA PEUGEOT CITROËN



# 2009 ANNUAL REPORT



PSA Peugeot Citroën has decided to print a scaled-down annual report for 2009 summarising the year's results and highlights.

The printed report features 2D\* codes that smartphone users may scan to view video content on the Internet.

\* Example opposite



2009-2010 launches

In another new step this year, a dedicated website has been created for the annual report at <http://ar2009.psa-peugeot-citroen.com>. Visitors will be able to delve deeper into the Group via text, animation and video posted on the PSA Peugeot Citroën corporate website and the Peugeot and Citroën brand websites.

Lastly, PSA Peugeot Citroën organised an in-house photo contest called "Self Portraits" to go along with the 2009 annual report.

Team members sent in more than 500 photographs, many of which are featured on the cover of this report. We want to thank them once again for their contribution.

The annual report is available in French and English. The Sustainable Development Performance Indicators supplement is included on the CD-ROM at the back of the report.

### TO VIEW VIDEO CONTENT USING THE 2D CODES:

- 1** : Download Mobiletag® free of charge from your applications store or from [m.mobiletag.com](http://m.mobiletag.com) (available on iPhone, BlackBerry, Android, Windows phone and Nokia)
- 2** : Install and launch the application
- 3** : Scan the 2D code and view the video content on your smartphone



### CONTACTS:

Send your questions about PSA Peugeot Citroën to [wm@psa.fr](mailto:wm@psa.fr)  
Send your questions about our sustainable development approach to [contact.sustainability@mpsa.com](mailto:contact.sustainability@mpsa.com)

The automobile industry is at a turning point, where environmental challenges, changing lifestyles and sales growth driven by emerging markets are impelling us to reinvent our business. PSA Peugeot Citroën is well equipped to meet all of these challenges.

Already the leader in unit sales of low-carbon vehicles, we will soon be introducing even cleaner technologies, such as hybrids, plug-in hybrids and electric vehicles. In terms of design, we are going to further strengthen the Peugeot and Citroën brand identities and offer vehicles closely aligned with customer expectations in our various markets worldwide. In 2010, we are also launching new mobility and telematics services resonant with the changing lifestyles and increasing urbanization of the world's population.

By being a step ahead in environmental performance, design and services, we will be ready to take on the world's top-ranked automakers.

To get there, we intend to expand in the fast-growing markets of Asia and Latin America, so we can be a more global player. We also plan to improve our operating efficiency, thanks in particular to the €3.3 billion performance plan announced in late 2009 for 2010-2012.



IN 2009

**186,220**

EMPLOYEES WORLDWIDE

**3,188,000**

VEHICLES SOLD

**€48.4** BILLION

SALES AND REVENUE

**€689** MILLION

RECURRING OPERATING LOSS

**€1,161** MILLION

NET LOSS

ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT

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# MESSAGE FROM THIERRY PEUGEOT

Message from  
the Chairman of the  
Supervisory Board

**In 2009, the automobile industry was particularly hard hit by the global economic crisis. PSA Peugeot Citroën had to confront several major challenges, which were met with courage and determination by the Group and its executives. Impelled by the Supervisory Board, the Group embarked on a new improvement dynamic led by the Managing Board.**

In early 2009, the Supervisory Board approved the operating and financial measures that the Managing Board decided to implement in response to the crisis, with a priority focus on preserving the Group's cash. As part of this process, the Board also approved the €3 billion loan from the French government, which it was pleased to accept.

On 17 June 2009, the Supervisory Board appointed a new Managing Board, chaired by Philippe Varin and comprising four other members. It has been tasked with making PSA Peugeot Citroën a more global enterprise and one of the world's leading automobile manufacturers, while preserving its independence.

In July, Mr Varin presented his new strategic vision for the Group for the next ten years. This vision, which

has been embraced by everyone in the Group, has the Supervisory Board's full support.

**The 2009 financial results reflect the impact of the economic crisis.**

In a global market down 3.1%, worldwide sales declined by 2.2% to 3,188,000 units. Revenue fell 10.9% to €48,417 million, and the Group ended the year with a recurring operating loss of €689 million. Thanks to the upturn in demand in the second half and the product dynamic, the Group was nevertheless able to drive new market share gains and return to recurring operating income.

Due to the uncertainties weighing on several of our markets, 2010 will be another difficult year. The Supervisory Board is confident, however, in Peugeot and Citroën's ability to increase their market share in Europe and other regions thanks to both the renewed line-ups, integrating low-carbon models, and the services offensive.

In the same way, the Supervisory Board is confident in the Managing Board's ability to meet its profitability and growth objectives, in particular with the deployment of the PSA Excellence System in every aspect of its business.

Backed by its 200-year heritage of manufacturing and a corporate culture shared by all of its employees, PSA Peugeot Citroën is well equipped to position itself as one of the world's leading automobile companies.

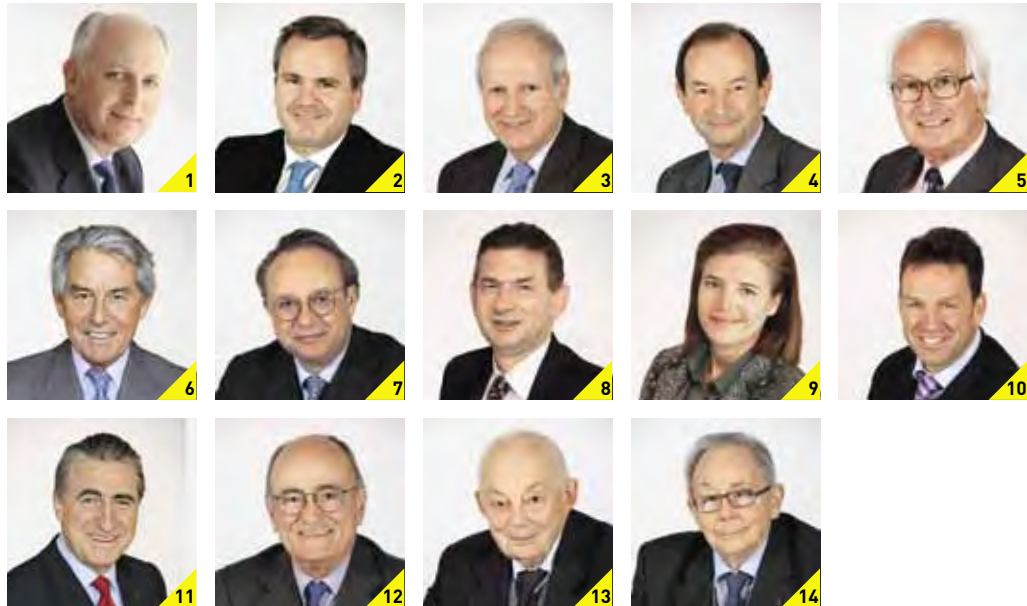
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# SUPERVISORY BOARD

Since 1972, Peugeot S.A. has had a two-tier management structure comprising a Managing Board, responsible for strategic and operational management, and a Supervisory Board, responsible for oversight and control.

- 1 Thierry Peugeot, **Chairman**
- 2 Jean-Philippe Peugeot, **Vice-Chairman**
- 3 Jean-Louis Silvant, **Vice-Chairman**
- 4 Marc Friedel
- 5 Jean-Louis Masurel
- 6 Jean-Paul Parayre
- 7 Robert Peugeot
- 8 Henri-Philippe Reichstul
- 9 Marie-Hélène Roncoroni
- 10 Geoffroy Roux de Bézieux
- 11 Ernest-Antoine Seillière
- 12 Joseph F. Toot Jr.
- 13 François Michelin, **Non-Voting Advisor**
- 14 Roland Peugeot, **Non-Voting Advisor**



The Supervisory Board, which has twelve members plus two non-voting advisors (*censeurs*), ensures that the strategy implemented by the Managing Board is consistent with the Group's long-term vision, as defined by the Supervisory Board. The Supervisory Board appoints members of the Managing Board and can remove them from office. It is responsible for overseeing the Managing Board's management of the business.

The Supervisory Board meets at least once every quarter; the agenda of each meeting is prepared by the Chairman. In 2009, it was assisted by three dedicated committees, who researched and prepared a number of issues for discussion and decision.

## FINANCE AND AUDIT COMMITTEE

- **Mission:** Oversee issues concerning the preparation and control of accounting and financial data.
- **Members:** Jean-Paul Parayre, Chairman; Marc Friedel; Jean-Louis Masurel; Robert Peugeot and Marie-Hélène Roncoroni.
- The Finance and Audit Committee met seven times in 2009.

## STRATEGY COMMITTEE

- **Mission:** Consider the Group's long-term future and strategy; analyse for the Supervisory Board the strategic plan and major projects proposed by the Managing Board.
- **Members:** Jean-Philippe Peugeot, Chairman; Jean-Paul Parayre; Robert Peugeot; Thierry Peugeot; Henri-Philippe Reichstul; Ernest-Antoine Seillière and Jean-Louis Silvant.
- The Strategy Committee met five times in 2009.

## COMPENSATION AND APPOINTMENTS COMMITTEE

- **Mission:** Prepare Supervisory Board decisions regarding compensation for members of the Managing Board, the Supervisory Board and the Board committees, as well as appointments of new members.
- **Members:** Thierry Peugeot, Chairman; Jean-Philippe Peugeot; Ernest-Antoine Seillière and Jean-Louis Silvant.
- The Compensation and Appointments Committee met eight times in 2009.

At its meeting on 15 December 2009, the Supervisory Board decided to replace the Compensation and Appointments Committee with two separate committees, an Appointments and Governance Committee and a Compensation Committee.

- **Appointments and Governance Committee members:** Jean-Philippe Peugeot, Chairman; Thierry Peugeot; Robert Peugeot; Ernest-Antoine Seillière; Jean-Louis Silvant and Geoffroy Roux de Bézieux.
- **Compensation Committee members:** Thierry Peugeot, Chairman; Jean-Philippe Peugeot; Ernest-Antoine Seillière; Jean-Louis Silvant and Geoffroy Roux de Bézieux.

# INTERVIEW WITH PHILIPPE VARIN

Interview with the Chairman  
of the Managing Board

**You were appointed Chairman of the Managing Board in June 2009. How would you describe your first year on the job?**

In a year of major crisis for the automobile industry, I discovered a Group that was sharply focused on maintaining the vibrancy of its brands, preparing new model launches and carefully managing its production resources. I applaud the collective efforts that allowed PSA Peugeot Citroën to gain market share, handle employment issues in a socially responsible manner and help suppliers weather the crisis.

Financially speaking, our results reflected the recession's severity, with a consolidated loss of €1,274 million for 2009. That said, performance improved significantly in the second half of what was a very mixed year. We were able to substantially pare down debt thanks to disciplined cash management and effective reductions in inventory.

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**You presented a performance plan in November. Can you tell us how it is aligned with the vision you have defined for the Group?**

The goal of the plan for 2010-2012 is to return to profitable growth and gradually eliminate the profitability gap between PSA Peugeot Citroën and its top rivals. The €3.3 billion plan focuses on enhancing our sales momentum and reducing our costs.

Our vision sets the course for the next ten years, through 2020, and structures all of the company's projects and operations. The performance plan is a shorter-term application of this vision with quantified targets and four key ambitions that all our team members have embraced.

**Could you summarise the highlights of this vision for us?**

Our first ambition is to stay a step ahead in automobile products and services. We want to be ahead of the pack in low-carbon vehicles, design and automobile services.

In environmental performance, we are still Europe's leading manufacturer of low-carbon vehicles, based on unit sales. In 2009, we sold more than 750,000 vehicles emitting less than 120g/km of CO<sub>2</sub>. For 2012, our goal is to sell one million. The multiple technologies in our line-up will strengthen this position. We will be the first, for example, to sell electric passenger cars in 2010.

We will also maintain our advance in design, an area where our talent is widely recognised. Peugeot and Citroën now have a clearly defined and differentiated positioning. What's more, 2009 was shaped by new model launches that greatly exceeded registration forecasts, notably for the Citroën C3 Picasso and the Peugeot 3008 in Europe.

Our third focus is mobility services. Automobile usage patterns are fundamentally changing, particularly in cities, where most of the world's population lives. We're therefore working on new services, such as Mu by Peugeot, or new monthly fee concepts for our EVs.

**You also want to become a more global and more efficient Group.**

It's true that we have to become a more global player and that's our second ambition. In the next ten years, most of the global market's growth will come from Asia. This means that we need to substantially increase our unit sales outside Europe, which currently account for a third of total sales. To achieve critical mass in market share in China, as well as Latin America, we are working faster to align our

models to local customer needs. It's critical that we lift our brand awareness and global image to the same level as our top competitors if we want to play in the same league. For all these reasons, we will be ramping up our local teams.

Our vision's third ambition is to achieve operating excellence across our skills sets, which is crucial to our competitiveness and profitability. The deployment of the PSA Excellence System will help us become a benchmark in operating efficiency. This will allow us to meet our goal of ranking among the top five for product and service quality. This ambition is also informing our approach to suppliers, with whom we want to nurture relationships based on shared values.

Lastly, our entire vision is built on the concept of responsible development. Among other things, this means promoting our employees' career development and ensuring their well-being, with an emphasis on workplace health and safety. The new Workplace Health and Safety Management System rolled out since end-2009 should allow us to meet our target of reducing work accident frequency by a factor of three by 2012. I also want to encourage more diversity in our teams, for more effective and rewarding collaboration.

**“OUR STRATEGIC VISION FOR THE NEXT TEN YEARS IS DRIVING VALUE CREATION”**

**How do you see 2010?**

The Group has entered 2010 in a better situation than in 2009, although automotive markets remain uncertain, with outlook varying by region. The incentive schemes that helped support demand in Europe are gradually being phased out. As a result, we expect the European market to shrink in 2010, and foresee the second half being tougher than the first. We intend to cushion this trend by harnessing our brands' strong sales momentum to gain market share. The Group anticipates a positive result at the recurring operating income level in the first half.

# THE EXECUTIVE COMMITTEE LOOKS BACK AT 2009

## Members of the Managing Board

In June 2009, the Supervisory Board of PSA Peugeot Citroën appointed a new five-member Managing Board for a period of four years. Chaired by Philippe Varin, the Managing Board leads the Group and oversees its day-to-day management. The Managing Board is supported by the Executive Committee, which comprises the five members of the Managing Board plus three senior executives who report to the Chairman of the Managing Board.



**Jean-Marc Gales,**  
Executive Vice-President, Brands

“The Brand Department was created in 2009 to strengthen the **synergy** between Peugeot and Citroën, coordinate sales strategy more effectively and help keep down costs. With their powerful, rejuvenated **brand identities**, extended product coverage thanks to recent launches and service-oriented dealership networks, Peugeot and Citroën are ready to shift into higher gear in the global marketplace.”



**Guillaume Faury,**  
Executive Vice-President, Manufacturing  
and Components

“In 2009, PSA Peugeot Citroën had to adapt its output in response to wide swings in market demand. We were able to make the necessary adjustments responsibly thanks to our **flexible production resources** and strong mutual support among our sites. At the same time, we continued to deploy our PSA Excellence System to improve the Group’s performance and meet our ambition of setting the industry benchmark for operating efficiency.”



**Jean-Claude Hanus,**  
Corporate Secretary

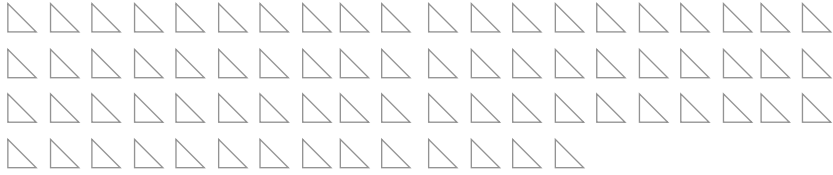
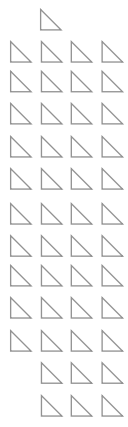
“In 2009, we carried out a **constructive dialogue with the French authorities** on all issues related to the recession in the automobile industry, notably with regard to the gradual phasing-out of incentive schemes. We also set up an internal control programme based on risk analysis and prevention system maturity that tightens our requirements for operating excellence.”



**Denis Martin,**  
Executive Vice-President, Human Resources  
and Excellence System

“All employees need to embrace our corporate vision so that their work has meaning. Understanding and participating in change means reaching for excellence in all our operations. At PSA Peugeot Citroën, we have a tradition of responsible growth that is reflected in our commitment to **social responsibility** based on respect, safety, well-being in the workplace and social cohesion. As concerns training, we have created a corporate university that will help our teams acquire the knowledge they need to raise our capabilities to the highest level.”





**Grégoire Olivier,**  
Executive Vice-President, Automobile  
Programmes and Strategy

PSA Peugeot Citroën pursued an ambitious product plan in 2009 with **seven major launches, all of which were very popular** with customers. We will continue on this path in 2010, with new low-consumption vehicles based on micro-hybrid, hybrid diesel and electric technologies. We have developed a sustained product plan in Europe, China and Latin America in response to growing urbanisation and environmental concerns. We are also constantly improving the quality of our products and services. ■■



**Frédéric Saint-Geours,**  
Executive Vice-President, Finance and Strategic  
Development

In an uncertain environment for the automobile industry, our objective has been to preserve our financing capacity and reduce our debt by successfully executing our **performance plan**. Growth will also be driven by expanded cooperation and, when appropriate, acquisitions, in full respect for the Group's independence. ■■



**Jean-Christophe Quémard,**  
Executive Vice-President, Purchasing

PSA Peugeot Citroën participated actively in the automobile industry platform that grew out of discussions among carmakers, suppliers, trade organisations and the French government in **response to the economic and financial crisis**. We are constantly strengthening our ties with suppliers to make supplier relations an even greater source of efficiency and competitiveness. In particular, we are developing a more open and demanding relationship with our 14 key strategic suppliers, to help the Group meet its strategic ambitions. ■■

The Executive Committee oversees PSA Peugeot Citroën's executive management. In addition to the Executive Committee, four Senior Vice-Presidents report to the Chairman of the Managing Board:

■ **Caroline Mille-Langlois,**  
**Senior Vice-President, Corporate Communications**  
*On 1 April 2010, Ms. Mille-Langlois replaced Liliane Lacourt, who retired on 31 March 2010.*

■ **Claude Vajsman, Senior Vice-President, China**

■ **Carlos Gomes,**  
**Senior Vice-President, Latin America**  
*Effective 1 July 2010, Mr. Gomes will replace Vincent Rambaud, who was appointed Managing Director of Peugeot on 2 April.*

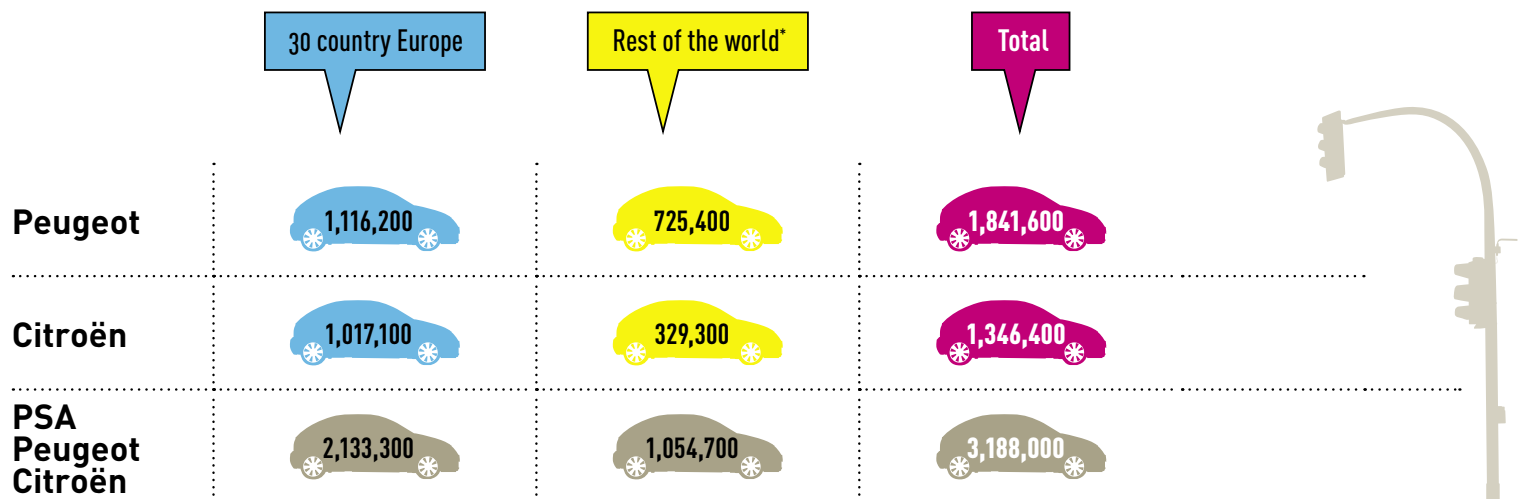
■ **Bernd Schantz, Senior Vice-President, Executive Development and Organization**

# 2009, A MIXED YEAR

PSA Peugeot Citroën's financial results for 2009 reflect the severity of the recession in the automobile industry, but also show a significant improvement in performance in the second half. After a difficult period early in the year, Group sales rose on the back of scrapping incentives in several countries and a good product dynamic. Disciplined cash management and effective inventory drawdowns helped significantly reduce debt, strengthen the balance sheet and generate substantial cash.

The €3.3 billion performance plan for 2010-2012, launched in November 2009, is designed to close the Group's profitability gap with its best rivals. An assertive worldwide marketing strategy will account for 45% of the improvement in the Group's performance, with cost reductions representing the other 55%.

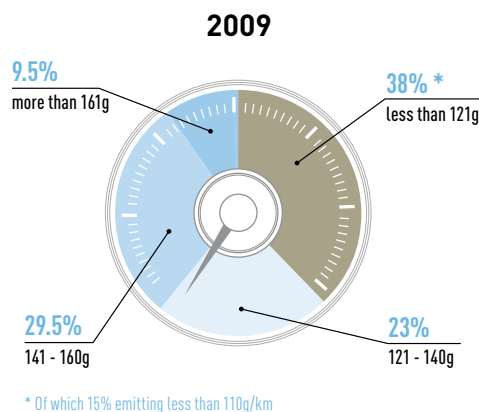
## 2009 UNIT SALES IN EUROPE AND THE REST OF THE WORLD



\* Including China, Latin America, Russia and other regions

## REGISTRATIONS BY CO<sub>2</sub> EMISSIONS LEVEL

### Passenger cars, 14 country\*\* Europe



\*\* 14 country Europe: France, Italy, Netherlands, United Kingdom, Sweden, Finland, Spain, Portugal, Austria, Luxembourg, Belgium, Germany, Ireland, Denmark



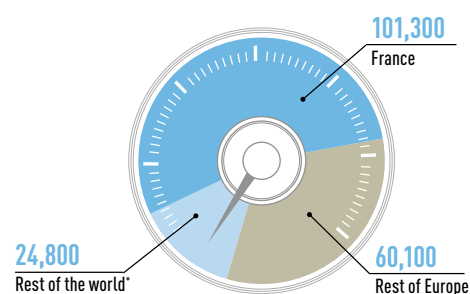
For more information, open the CD-ROM at the end of the report or go to: <http://ar2009.psa-peugeot-citroen.com>

## GROUP WORKFORCE

### Number of employees by business (as of 31 December)

	2008	2009
Automotive Division	129,890	121,365
Banque PSA Finance	2,390	2,470
Gefco	10,060	9,335
Faurecia	58,140	52,065
Other Businesses	1,220	985
<b>TOTAL</b>	<b>201,700</b>	<b>186,220</b>

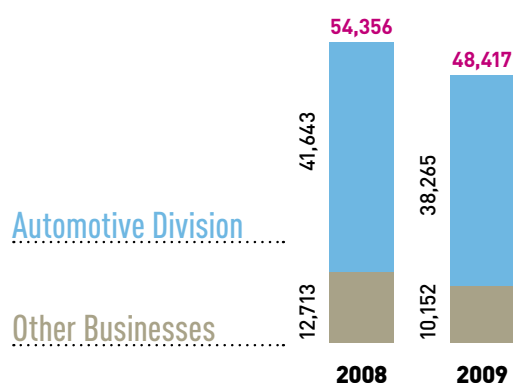
### Number of employees by region (as of 31 December 2009)



\* Primarily Brazil and Argentina

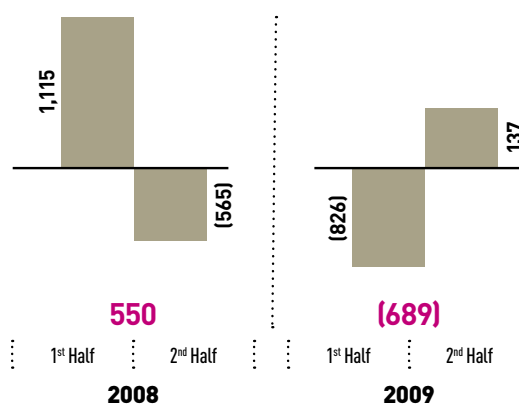
## SALES AND REVENUE

(in € millions)



## RECURRING OPERATING INCOME/(LOSS)

(in € millions)



## INCOME/(LOSS) ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT

(in € millions)

	2008	2009
Sales and revenue	54,356	48,417
Recurring operating income (loss)	550	(689)
Non-recurring operating income and expense	(944)	(727)
Finance costs	(286)	(520)
Income taxes	103	589
Share in net earnings of companies at equity	57	73
<b>INCOME/(LOSS) ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT</b>	<b>(363)</b>	<b>(1,161)</b>

## FREE CASH FLOW

(in € millions)

Year	2008	2009
Free cash flow	(3,764)	809

## BALANCE SHEET STRUCTURE

(in € millions)

	2008	2009
Net debt**	2,906	1,993
Total equity	13,259	12,447
<b>GEARING</b>	<b>21.9%</b>	<b>16.0%</b>

\*\* Manufacturing and sales companies

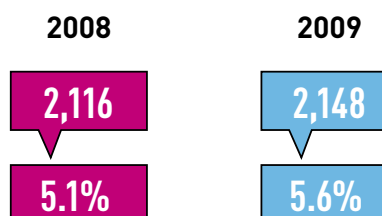
## AUTOMOTIVE R&D EXPENDITURE

(in € millions)

### Automotive Division research and development expenditure\*\*\*

in € millions

As a % of Automotive Division revenue



\*\*\* Excluding capitalised development costs and amortisation



→ Jan Borghuis, co-founder of Greenwheels\*, a car-sharing company

Rotterdam, The Netherlands

"Worldwide, cities are becoming increasingly crowded and congested. They can no longer accommodate as many cars as people. That's why we will see solutions like car-sharing become an individualised option for public transport."

\* Greenwheels has offered Peugeot vehicles since it was founded.



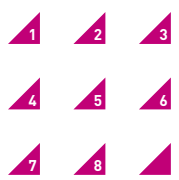
The Group is committed to meeting the growing need for mobility worldwide while reducing its vehicles' environmental footprint.

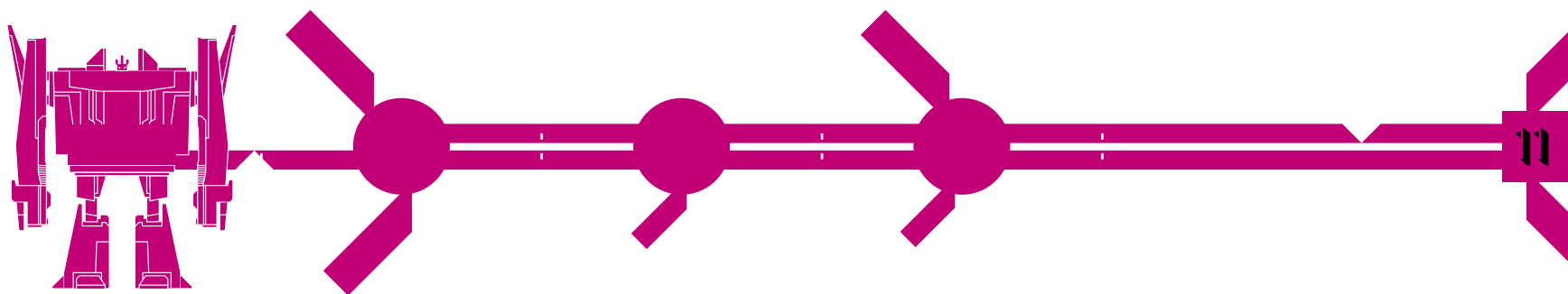
When buying a car, motorists look for the right performance and features at the right price. They are increasingly attentive to environmental concerns as quality of life becomes a top-of-mind issue. In 2009, more than 750,000 customers in Europe bought a Peugeot or Citroën with CO<sub>2</sub> emissions of less than 120g/km.

Aside from the fact that conventional energy sources are becoming scarcer and more expensive, PSA Peugeot Citroën fully understands that the transportation industry has a responsibility to reduce its CO<sub>2</sub> emissions as part of the fight against climate change. Despite the difficult business environment in 2009, the Group maintained its commitment to innovation, devoting more than €2.1 billion to R&D. It is also involved in forward-looking thinking on mobility through the City on the Move Institute (IVM).

# A STEP AHEAD IN SERVICES AND PRODUCTS

When it comes to vehicles and automobile services, PSA Peugeot Citroën is focusing on three priority areas: reducing CO<sub>2</sub> emissions, pushing the design envelope and developing innovative mobility services.

- 
- 1 Mu by Peugeot app available on the Apple iPhone
  - 2 Peugeot iOn recharging
  - 3 Interior details of HYbrid4 vehicles
  - 4 Victim removal instructions developed by the Group facilitate rescue operations
  - 5
  - 6 A Peugeot power-assisted bicycle
  - 7 Peugeot BB1 concept car
  - 8 Citroën Revolte concept car



Making each new generation of products and services better than the last.

Peugeot and Citroën both reconsidered their positioning and brand territories in 2009. **Backed by their renewed identities**, the brands will continue down the path of innovative design and move into new segments, for example with the Peugeot RCZ and Citroën DS3. At the end of 2010, they will be **the first to offer pure electric vehicles in France, with the Peugeot iOn and Citroën C-Zero**. Looking to the future of mobility, PSA Peugeot Citroën is extending its scope beyond the sale of automobiles and related services. Its goal is to develop **tailored mobility services** for customers—and notably city dwellers—regardless of whether they own a car. This is the idea behind the new Mu by Peugeot service launched in early 2010. Customers can also count on the solid expertise of **Banque PSA Finance**, which financed more than 860,000 new car purchases in 2009.

## 7 MAJOR VEHICLE LAUNCHES IN 2009



Mu by Peugeot



# PEUGEOT

## MOTION & EMOTION

In early 2010, Peugeot unveiled its new brand project featuring a re-styled Lion and the new "Motion & Emotion" signature. The brand intends to set the benchmark for style and become a leader in mobility services.

By broadening its line-up, Peugeot won over new customers during the year. The **3008**, Peugeot's first crossover, exceeded its initial 2009 sales target by 30%, and the pioneering **5008** compact MPV got off to a very good start. Other success stories include the 206+/207, leaders in their category in Europe, and the 308 CC, which strengthened the brand's domination of the coupe-cabriolet segment. Peugeot also offers bicycles and scooters, and will bring out an electric scooter in 2010.

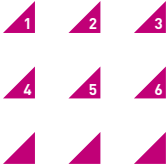
Producing vehicles that meet exacting standards and create lasting emotion is what Peugeot is all about. This spirit is embodied in the **RCZ**, the first exclusive vehicle in the Peugeot range.



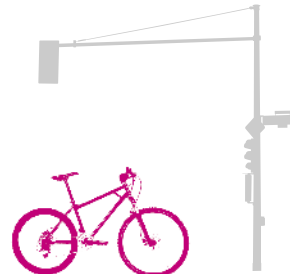
With 40% of its sales made outside Europe, Peugeot became France's leading automobile brand in the global marketplace in 2009.

 **1,842,000**  
VEHICLES SOLD IN 2009

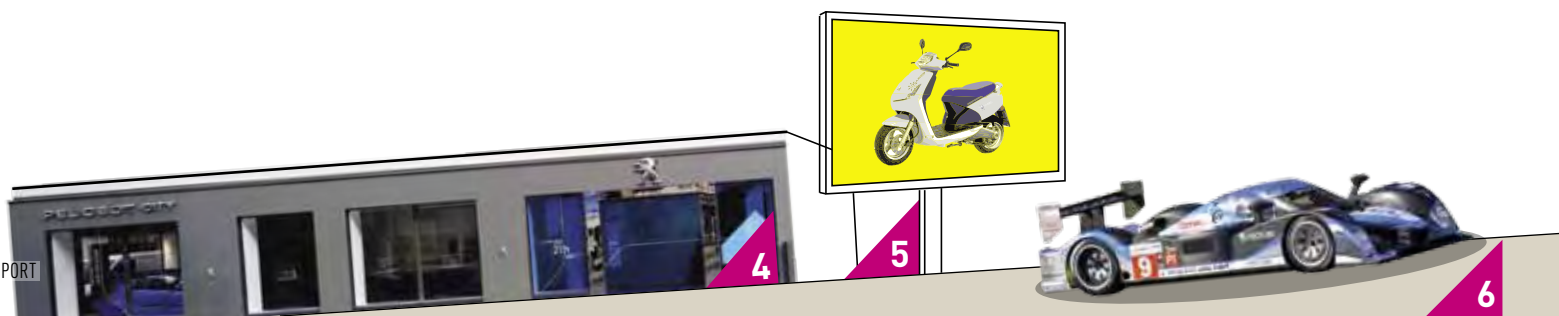
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- 1 Peugeot HYbrid3 Evolution hybrid concept scooter
- 2 Peugeot SR1 concept car illustrating the brand's new styling
- 3 Peugeot RCZ, voted "The Most Beautiful Car of 2009" at the 25<sup>th</sup> International Automobile Festival
- 4 Peugeot City, a new dealership concept based on proximity and city-centre service
- 5 Peugeot E-Vivacity electric scooter launched in 2010
- 6 Peugeot 908 HDi FAP, Le Mans endurance race winner in June 2009



Peugeot RCZ



# CITROËN

## CRÉATIVE TECHNOLOGIE

In February 2009, Citroën presented its new identity and "Créative Technologie" signature. More than ever, the brand is leveraging the spirit of technological innovation that has always been its hallmark. Citroën's creativity is also expressed in its innovative, non-conformist design.

During the year, Citroën confirmed its leadership in the compact MPV segment in Europe with the C4 Picasso and Xsara Picasso. The **C3 Picasso**, launched in 2009, sold more than 86,000 units worldwide in just nine months on the market.

The brand demonstrated good resilience as demand plummeted in Europe. Citroën also had a record year in China, which has become its second largest market, thanks notably to the successful launch of the C-Quatre. Since its beginnings 90 years ago, the brand has consistently demonstrated its ability to combine creativity and technological innovation. The latest example is the **DS3**, the first model from the DS distinctive line, which has won over the car-buying public with its surprising design and refinement.



7



Citroën DS3



**1,346,000**  
VEHICLES SOLD IN 2009

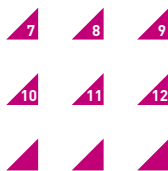


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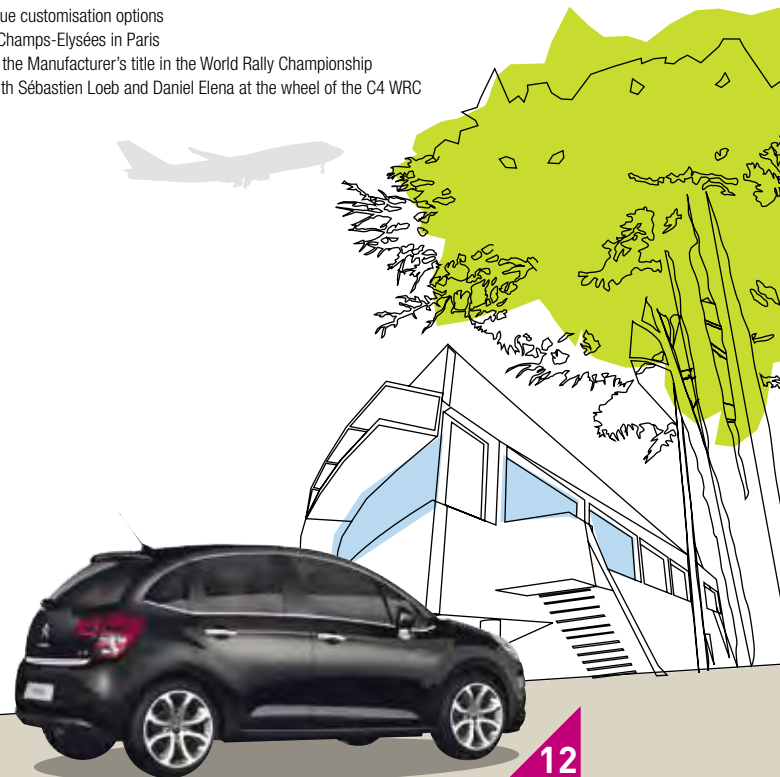
- 7** Citroën C3 Picasso
- 8** Citroën C3 Visiodrive, with its panoramic windscreen
- 12**
- 9** The Citroën DS3 offers unique customisation options
- 10** The C42 showroom on the Champs-Élysées in Paris
- 11** In 2009, Citroën took home the Manufacturer's title in the World Rally Championship for the fifth year in a row, with Sébastien Loeb and Daniel Elena at the wheel of the C4 WRC



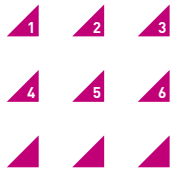
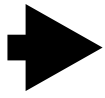
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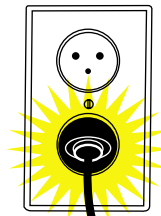
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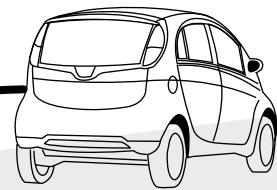
12



- 1 Peugeot BB1 concept car: creativity to support freedom of movement
- 2 Citroën C-Zero, the future pure electric city car
- 3 Examples of green materials: natural fibres mixed with polypropylene to make automotive components
- 4
- 5
- 6 e-Touch telematics system in the Citroën C5



Peugeot iOn and Citroën C-Zero



## CO<sub>2</sub>, ECO-DESIGN AND MOBILITY SERVICES

As of 2012, the Group wants to sell a million vehicles emitting less than **120g/km** of CO<sub>2</sub> in Europe each year.

► PSA Peugeot Citroën is developing a range of technologies to meet differing customer needs in terms of use and price, while driving emission reductions across its entire line-up. In particular, it is focusing on improving the fuel efficiency of internal combustion engines as well as the overall fuel efficiency of its vehicles, in particular by optimising vehicle architecture and equipment (gearboxes, tyres, etc.).

To drive powerful breakthroughs in reducing CO<sub>2</sub> emissions, the Group will bring two electric vehicles to market in 2010: the Peugeot iOn and Citroën C-Zero. It is also actively preparing the deployment of the second generation Stop & Start system in second half 2010, diesel hybrids in 2011 (Peugeot 3008 and Citroën DS5 HYbrid4) and plug-in hybrids in 2012.

The Group's sustained commitment to R&D resulted in 1,265 patent filings in 2009, making PSA Peugeot Citroën France' leading patent filer for the third year in a row.





► **Eco-design means carefully choosing materials and making recycling easy.**

The Group intends to raise the percentage of recycled plastics, natural and bio-sourced materials in the total polymers used in a vehicle to 20% in 2011. This will help reduce the use of fossil plastics and foster the development of plastics recycling processes by increasing demand. Metals and fluids, which are already widely recycled, make up 80% of a vehicle's total mass.

In designing for recycling, PSA Peugeot Citroën is making it easier to disassemble and decontaminate end-of-life vehicles (ELV). The Group's models are 95% recyclable, 85% through resource recovery and 10% through waste-to-energy.



**NEARLY 1,000,000 PEUGEOT AND CITROËN SOLD IN 2009**

**EMITTING**  

**≤ 130g of CO<sub>2</sub> / km**



► **Telematics are driving improvements in safety and mobility services.**

To prevent accidents, Group vehicles offer superior road handling and feature efficient driver assistance systems such as anti-lock braking systems (ABS) and electronic stability programmes (ESP). In the event of a collision, the passenger compartment is designed to act as a survival cell. In 2009, seven Group vehicles obtained the maximum 5-star overall rating under Euro NCAP's stricter new protocol.

Thanks to its head start in telematics, PSA Peugeot Citroën is the European leader in post-accident or tertiary safety, which helps to attenuate the effects of an accident by facilitating emergency rescue. At the end of 2009, 750,000 Peugeot and Citroën vehicles equipped with the Group's location-aware emergency call system were on the road in Europe.

The Group is leveraging its experience in telematics to bring onboard connected services to even more customers. This is the goal of the Peugeot Connect and Citroën e-Touch autonomous telematics boxes, which will offer emergency call, assistance and repair services, along with optimised fleet management, starting in 2010.



Peugeot 308 safety features



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## → Christoph Nettesheim, Managing Director of The Boston Consulting Group\*, China

Beijing, China

"In recent years, the BRIC\*\* countries have seen the emergence of a middle class, which is increasingly buying automobiles and wants them to meet its expectations. These countries, except Russia, were spared the worst of the recession. Combined with government carbuying incentives, these factors are helping to drive strong growth in these markets."

\* PSA Peugeot Citroën works regularly with The Boston Consulting Group, an international management consulting firm.

\*\* BRIC: Brazil, Russia, India and China.



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The automobile industry's global landscape is currently going through profound change. In 2009, China moved ahead of North America as the world's largest automobile market.

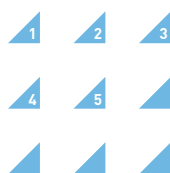
Most of the market's growth is now located in the emerging economies. From its historic base in Western Europe, PSA Peugeot Citroën has deployed its production capabilities and products in Latin America since the early 1980s and in China since 1992. Today, the Group's three priority growth regions are China, Latin America and Russia.

Being a more global player means achieving critical mass in market share in these regions, notably by offering vehicles and sub-assemblies that are aligned with the specific needs and energy resources of the local market (for example, automatic or manual gearboxes, notchbacks or hatchbacks, diesel, gasoline or flex-fuel engines).

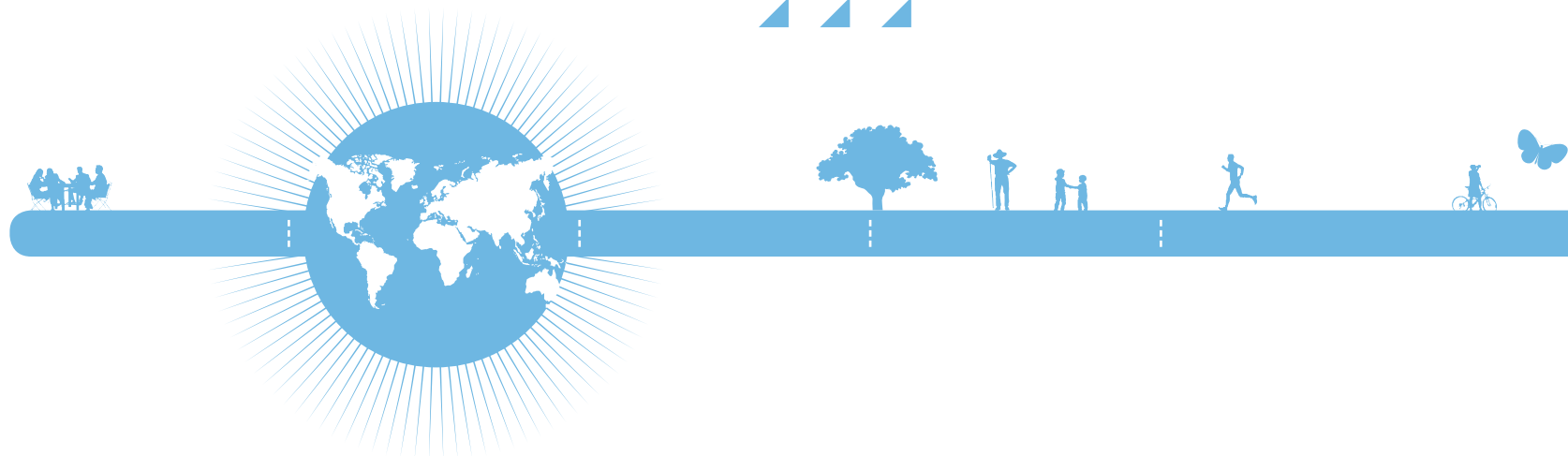
It also means developing and promoting cultural and team member diversity within the company, notably among management.

# A GLOBAL PLAYER

To support its growth and profitability, PSA Peugeot Citroën must speed its international development and become a more global player.



- 1** Production of the new Citroën C5 in Wuhan, China
- 2** Peugeot 207 Escapade in Brazil
- 3** Kaluga Russia plant inaugurated in April 2010
- 4** Peugeot Hoggar pick-up launched in 2010 in Brazil
- 5** Citroën C-Quatre notchback at the Shanghai Motor Show in China



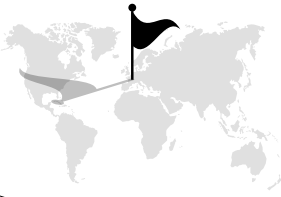
In 2009, Group sales outside Europe rose to **1,055,000 vehicles**, or one third of total sales.

Supported by new product launches, both brands successfully pursued their international expansion in 2009 in a destabilized and highly contrasted market environment. International growth will get a further boost in 2010 with the inauguration of a plant in Kaluga, Russia and the introduction of new body styles, including the Peugeot 408 in China and the Peugeot Hoggar pick-up and Citroën C3 Aircross in Latin America.



2009-2010 launches

# A SOLID FOUNDATION FOR INTERNATIONAL GROWTH



Despite the economic and financial crisis and its more or less powerful impact depending on the market, PSA Peugeot Citroën carried out all of its scheduled product launches in 2009 in all host regions.

Europe and priority growth regions

**Europe**  
2,133,300

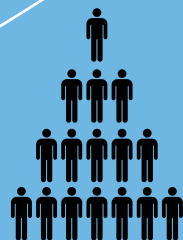
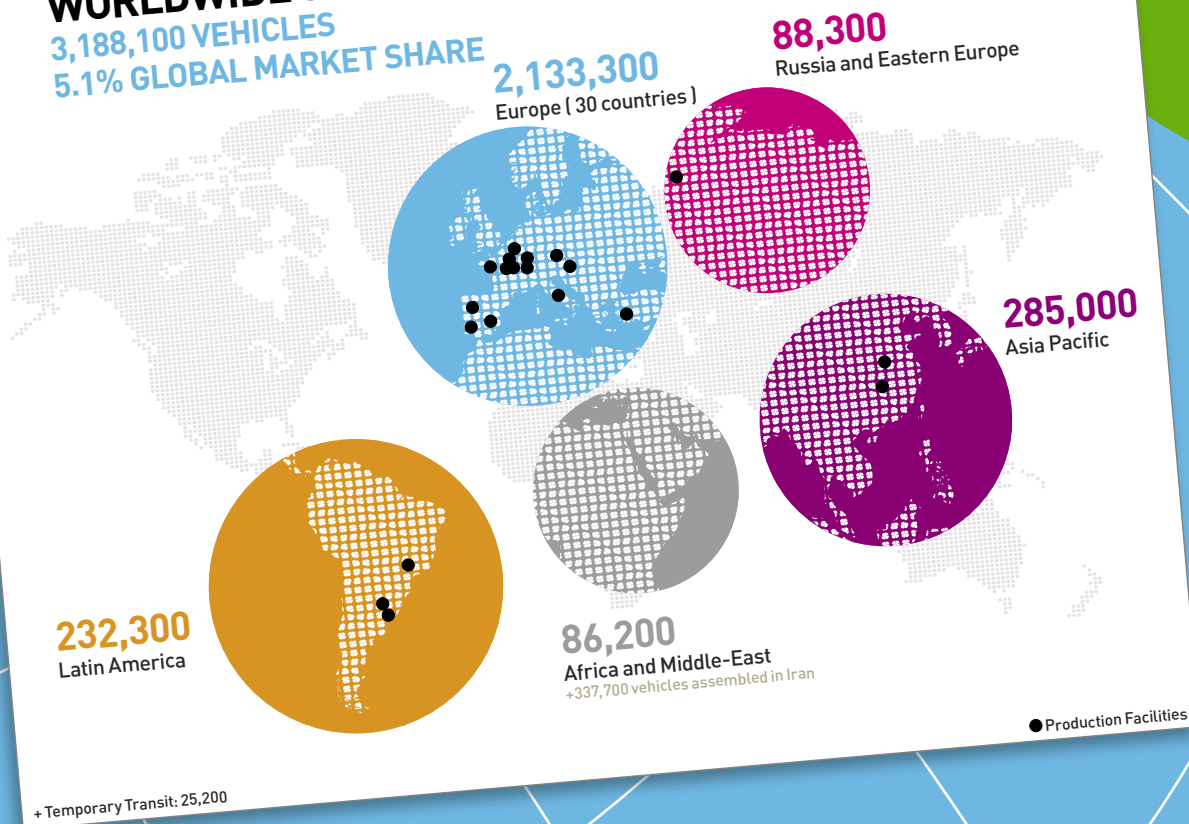
**China**  
272,000

**Latin America**  
232,300

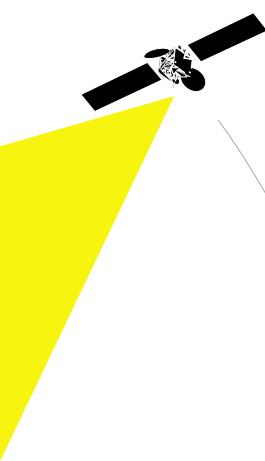
**Russia**  
41,000

## WORLDWIDE SALES IN 2009

3,188,100 VEHICLES  
5.1% GLOBAL MARKET SHARE



→ **85,000 EMPLOYEES,**  
or 46 % of the total workforce,  
are located outside France



## EUROPE

In 2009, the Group demonstrated good resilience as demand contracted in Europe, increasing its market share to 13.7%. PSA Peugeot Citroën also confirmed its leadership in light commercial vehicles, with 22.2% of the market. This performance reflects the sustained pace of new model launches, as well as the Group's broad line-up of low-carbon vehicles. Thanks to this line-up, PSA Peugeot Citroën is now ahead of the pack in vehicles emitting less than 120g of CO<sub>2</sub>/km.



## CHINA

PSA Peugeot Citroën had a record year in China, with sales up 52%. To support its growth in the world's largest automobile market, the Group inaugurated a second plant in Wuhan in 2009. New models, including the Citroën C5 and Peugeot 408, were rolled out at a steady pace. A local design and R&D centre in Shanghai, known as the China Tech Centre, allows the Group to develop vehicles tailored to Chinese tastes.



China Tech Centre

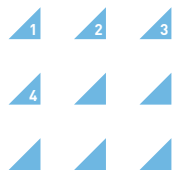
## LATIN AMERICA

Except for Brazil, all of the markets in Latin America plummeted during the year. The Group managed to maintain its market share at 5.2%, despite lower sales. In 2010, PSA Peugeot Citroën will continue to broaden its ranges to extend its market coverage in a region destined for further growth.



## RUSSIA

In a market down 50% in 2009, PSA Peugeot Citroën limited its sales decline to 31.6% and slightly increased its market share to 2.9%. In 2010, the Kaluga plant will assemble its first Peugeot 308s and Citroën C4s, thereby strengthening the Group's position in the local market.



- 1** PSA Peugeot Citroën was Europe's second largest car manufacturer in 2009
- 2** Peugeot 408 launched in China in early 2010
- 3** Citroën C4 Sedan in Latin America
- 4** PSA Peugeot Citroën is deepening its manufacturing and sales capabilities in Russia



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## → Gérard de Fleurieu, PSA Peugeot Citroën account manager at Michelin\*

Paris, France

"Our open and demanding strategic relationship with PSA Peugeot Citroën makes it easier for us to manage today's economic uncertainty and build our common future. By sharing a roadmap on technical issues, sales and innovation, we're able to anticipate constraints and create value for both partners."

\* Michelin is one of the Group's strategic suppliers.



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**The Group is focusing on operating efficiency across its skills sets to improve profitability.**

In the short term, this commitment is reflected in a €3.3 billion performance plan designed to drive gains by implementing an assertive worldwide marketing strategy and reducing costs, notably through improvements in industrial and development productivity.

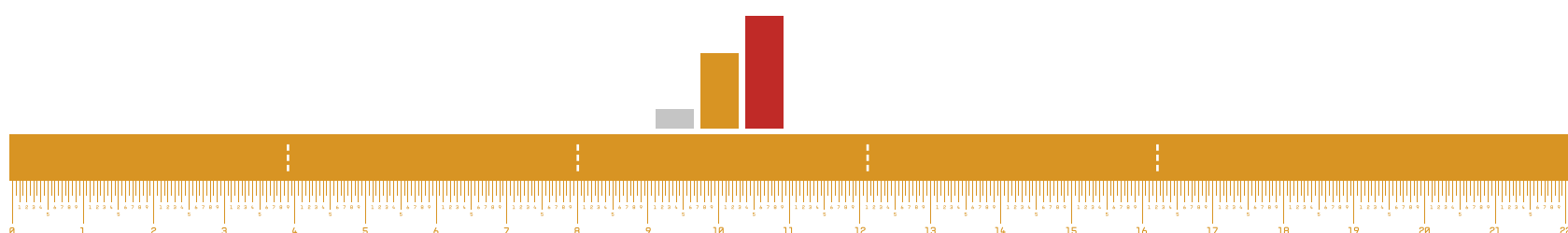
PSA Peugeot Citroën is also deploying the PSA Excellence System, which leverages the Group's manufacturing expertise. Backed by a commitment to continuous improvement, the PSA Excellence System aims to simplify processes and eliminate waste while achieving the best possible trade-off among four different goals: optimise costs, maintain production flexibility, promote well-being in the workplace and manage environmental impacts.

The PSA Excellence System applies not only to industrial facilities, but also to all corporate functions and relations with suppliers. It was extended to the dealership network in 2009, with simple standards to deploy best practices in all sales outlets worldwide.

# REACHING FOR OPERATING EXCELLENCE

Operating excellence is one of the Group's key strategic ambitions for 2020.

- 1 Model assembly line in Rennes
- 2 Quality control on the Citroën C3 in Poissy
- 3 Gefco, the Group's transportation and logistics subsidiary
- 4 Visual management, a key component of the PSA Excellence System
- 5 Peugeot City, a new dealership concept based on proximity and city-centre service
- 6



**Operating efficiency helps improve product and service quality.**

The process of building customer satisfaction starts at the drawing board and on through production, with quality products. It continues during and after the sale, with quality service that meets customers' expectations. The deployment of the PSA Excellence System is helping the Group manage and continuously improve performance during these successive stages.

Measures to enhance quality cover both products (perceived quality, features, etc.) and services, including after-sales care and maintenance. In particular, the Group wants to improve quality in use, which increases a vehicle's resale value.

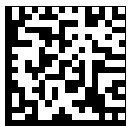
Quality improvements are starting to pay off. The frequency of warranty claims has been slashed by more than 58% and their cost by over 66% over the past six years in Europe. To keep this trend going, the Group hopes to lift Peugeot and Citroën to the top reaches of the JDPower Quality Ratings\* in the short term.

\* The JDPower Quality Ratings measure the satisfaction of thousands of drivers in four areas: quality/reliability, attractiveness, rolling costs and after-sales satisfaction.

**A €3.3 BILLION PERFORMANCE PLAN FOR 2010-2012**

**20,000 EMPLOYEES TRAINED IN THE PSA EXCELLENCE SYSTEM IN 2010**





Citroën DS3 and C3 production in Poissy

► **Flexible production resources.**

PSA Peugeot Citroën has some thirty mechanical component plants, foundries and production facilities. These facilities are organised into three platforms, each of which has the capabilities to produce such very different vehicles as the Peugeot 207 and Citroën DS3. The Group shares other platforms in cooperation agreements with other carmakers. By 2010, the deployment of a modular strategy designed to re-use even more components among vehicles will help reduce both costs and development and production lead times.



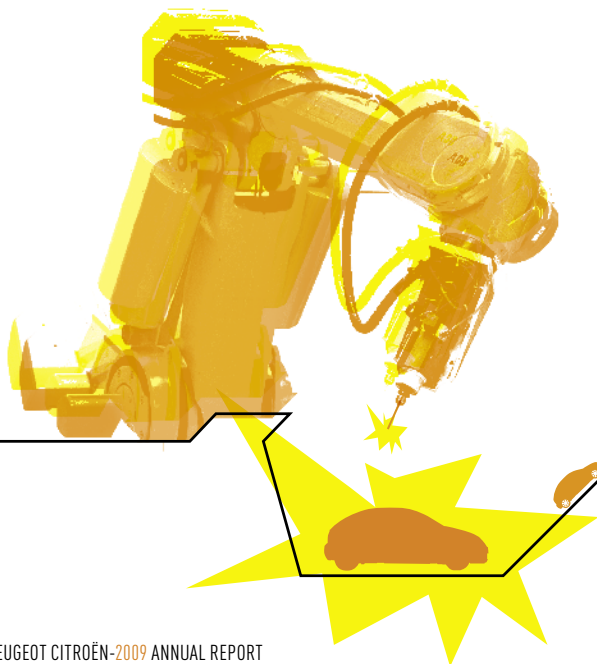
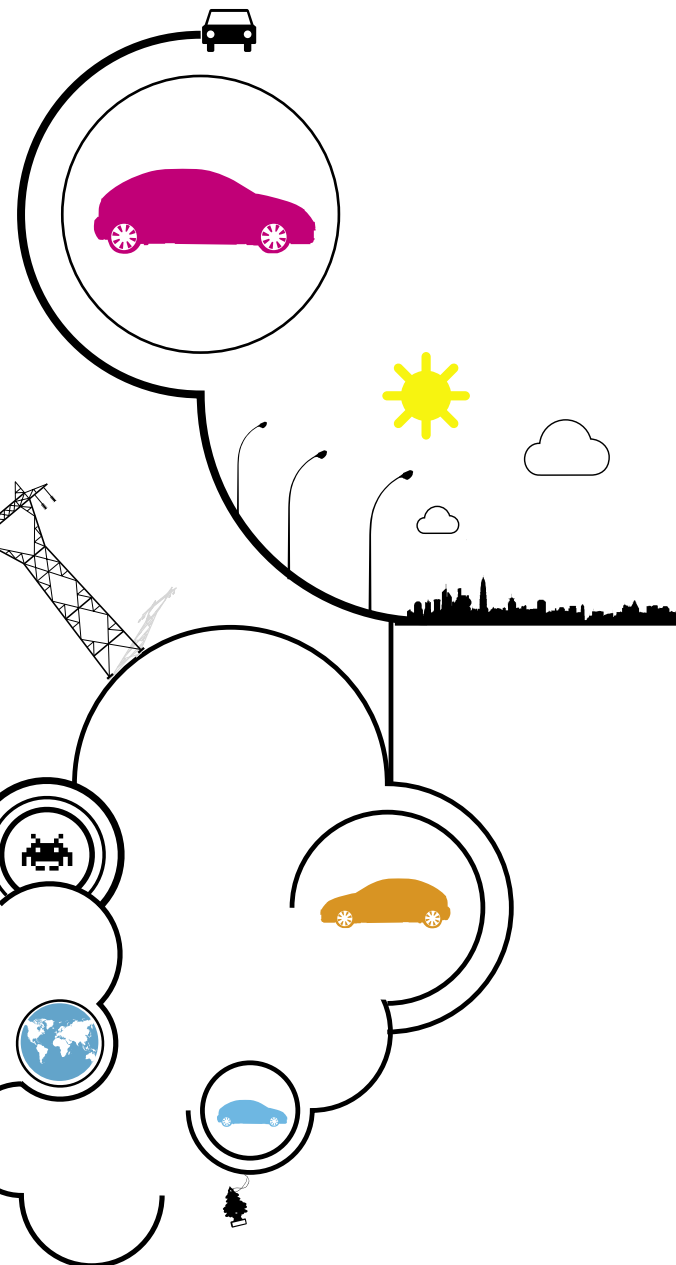
Peugeot 3008 production in Sochaux

Supply chain efficiency is another key factor in meeting production deadlines. The supply chain's organisation, which is based on production scheduling, aims to balance fluctuations in shipping loads with standardised transportation solutions. The Group works closely with its logistics subsidiary **Gefco**, which has 400 locations worldwide.

The Group is continuing to optimise production lines in all its plants, for example by reducing the floor space in use and eliminating all difficult or time-wasting movements.



**TARGET:**  
**REDUCE PRODUCTION HOURS PER VEHICLE BY 20% BY 2012**





► **Moving forward with suppliers.**

PSA Peugeot Citroën intends to make its supplier relationships a major competitive advantage.

Suppliers are deeply involved in the Group's efforts to reduce costs, improve quality and drive innovation. To maintain lasting, mutually-beneficial relations, the Group lent suppliers a helping hand during the recession. In 2009, PSA Peugeot Citroën injected more than €2 billion into the French automobile industry by paying invoices more quickly (representing €1.3 billion in assistance), investing €323 million in Faurecia's rights issue, providing €240 million in direct assistance and making a €200 million capital contribution to the FMEA fund set up to support automotive equipment suppliers.

As part of this win-win approach, the Group has built special relationships with a select group of strategic suppliers, who are involved further upstream in PSA Peugeot Citroën's strategic planning. The Group wants to make the most of each partner's expertise in its drive to reduce CO<sub>2</sub> emissions, offer new mobility services and continue to improve in all areas.

 **PSA PEUGEOT CITROËN'S WORLDWIDE PURCHASING EXPENDITURE IN 2009**  
**€23.2 BILLION**

► **Responsible supplier relationships.**

Work done by suppliers to fulfil Group orders contributes to the automobile industry's overall social and environmental impact. For PSA Peugeot Citroën, solid, long-term supplier relations cannot be solely based on quality, costs and deadlines. Suppliers must also comply with social and environmental standards that are aligned with the Group's and be committed to continuous improvement in this area. In 2009, PSA Peugeot Citroën sourced 67% of its purchases from suppliers who have committed to its social and environmental requirements.



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- 1 Citroën DS3 production at Poissy  
 2  
 3  
 4  
 5 Finishing line quality control for the Peugeot 5008 and 3008 at Sochaux  
 6 Citroën DS3 dashboard made by Faurecia, a 57%-owned PSA Peugeot Citroën subsidiary  
 7 Sixth "Suppliers Awards" organised by the Purchasing Department in March 2010





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→ Alice Audouin,  
Sustainable Development Officer,  
Havas Media\*

Paris, France

“Social responsibility has finally been recognised as the second key aspect of sustainable development, alongside the environment. The third key aspect—corporate governance and ethics—will also become a top-of-mind concern for consumers.”

\* Peugeot and Citroën are Havas clients.



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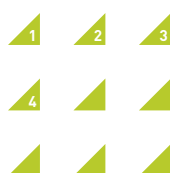
PSA Peugeot Citroën bases its growth on ethical principles of conduct that are an integral part of its corporate culture.

These principles have been formally stated in a Code of Ethics, which provides a frame of reference for the company's operations, as well as its relations with external stakeholders. The Code of Ethics was first drafted in 2003 and updated in 2010 to align its contents with the new challenges facing the Group.

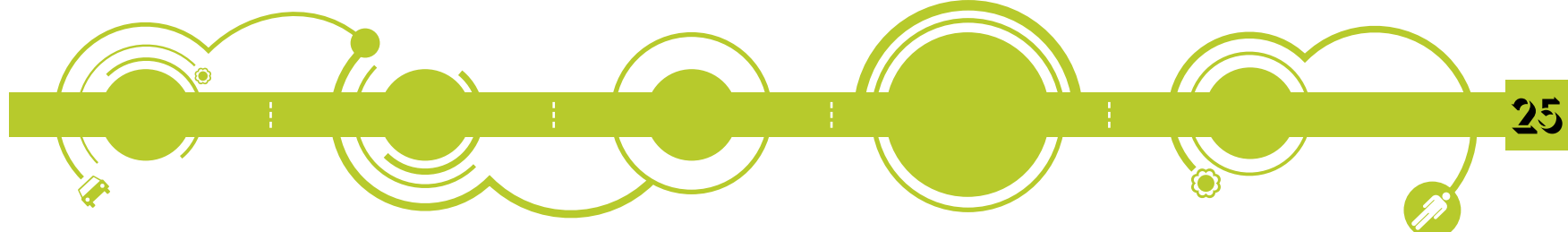
PSA Peugeot Citroën's first objective is to provide employees with a safe, healthy workplace in which their talent can flourish. The Group is also committed to developing and recognising employee capabilities so that each team member can contribute more fully and autonomously to the company's performance. Employee relations policy focuses on respect for fundamental human rights worldwide. Practically speaking, PSA Peugeot Citroën takes tangible measures to promote all types of diversity, ensure equal opportunity and prevent discrimination.

# RESPONSIBLE DEVELOPMENT

For PSA Peugeot Citroën, responsible development means designing and producing safe, environmentally friendly cars using good labour practices, while continuously deepening its commitment to the community.



- 1 Work safety, PSA Peugeot Citroën's number one priority
- 2 European Works Council meeting in Paris, 24 June 2009
- 3 PSA Peugeot Citroën promotes the hiring of women in all skills sets, including production
- 4 The travelling road safety show in China raises children's awareness about road risks



## Embracing our responsibility towards all stakeholders.

Stakeholders expect PSA Peugeot Citroën to adhere to increasingly higher standards of conduct. The Group pays close attention to the quality of customer and supplier relations and is committed to continuous improvement in this area.

In 2009, PSA Peugeot Citroën again provided an additional contribution to civil society in response to environmental and social issues. One example was a programme on climate change, urban mobility and clean technologies launched during the year by PSA Peugeot Citroën's **City on the Move Institute (IVM)**, in which a host panel of European experts exchanged ideas with their visiting North American counterparts.

 **2,460** WORK-STUDY CONTRACTS  
IN 2009 AND **7,300** IN 2010



## EMPLOYEE RELATIONS COMMITMENT

PSA Peugeot Citroën's 186,220 employees worldwide are covered by an employee relations policy deployed in all host countries.

### ► Workplace health and safety: the number one priority.

This priority concerns everyone working at Group sites, including employees, temporary staff and suppliers. The lost-time incident frequency rate stood at 3.43 in 2009. PSA Peugeot Citroën's goal is to reduce this rate by a factor of three in the next three years.

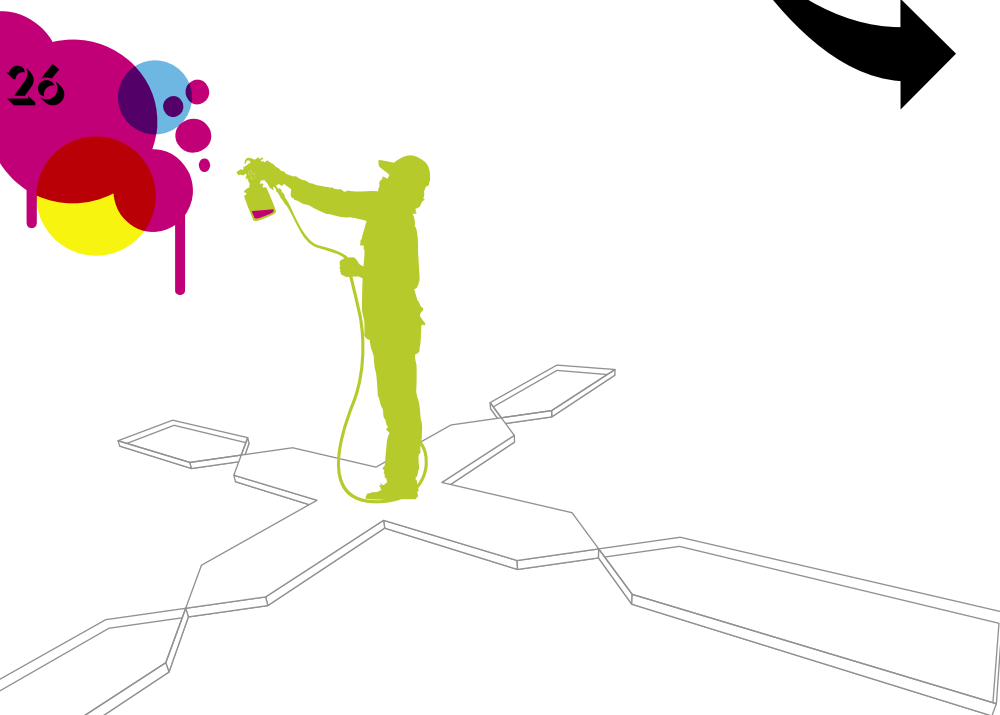


Promoting workplace health and safety means taking measures to prevent musculoskeletal disorders (MSDs), manage chemical risks and **avert road risks**—a topic with special resonance for a carmaker like PSA Peugeot Citroën.

It also means paying close attention to employee well-being and the quality of the work environment and working conditions. In 2007, the Group launched a study on workplace stress, followed by a specific action plan. In October 2009, it signed an agreement on assessing and preventing psychosocial risks. Resources have been deployed to help identify and **attenuate job-related stress factors** and individualised counselling and support systems have been put in place.

PSA Peugeot Citroën's safety and security requirements apply to all units and subsidiaries in all host countries. It uses a **Workplace Health and Safety Management System** to measure results against targets and to implement best practices. Cross-functional training helps managers acquire the knowledge they need to deploy preventive measures within the framework of the Workplace Health and Safety Management System.

**Health and safety audits** are also carried out to ensure that the principles are effectively applied. More than 40 audits were performed in 2009 by corporate teams in addition to local audits in all subsidiaries.





**31 HOST COUNTRIES, 4 CONTINENTS,  
110 SUBSIDIARIES:**  
PSA PEUGEOT CITROËN'S GLOBAL FRAMEWORK  
AGREEMENT ON SOCIAL RESPONSIBILITY IS APPLIED  
IN ALL OF ITS HOST COUNTRIES AROUND THE WORLD.

► **Responding to recession.**

Even in a tough economy, PSA Peugeot Citroën remains committed to good labour relations. One example of this is the oversight committees set up to discuss future trends in jobs, capabilities and skills with employee representatives. During periods of short-time working, employees were given the opportunity to attend courses in Lean Management methods and other topics while receiving 100% of their compensation. What's more, the organisation of working hours on a pluri-annual basis allowed the Group to save the equivalent of 3,500 jobs. When workforce reductions could not be avoided, they were carried out through voluntary separations wherever possible. Around 6,200 people left the Group as part of the 2009-2010 separation plan.



**NEARLY 22%:**



**PERCENTAGE OF WOMEN IN THE TOTAL WORK-FORCE IN 2009, COMPARED WITH 17.6% IN 2002**

► **Ethics and social responsibility.**

A review of the Global Framework Agreement on Social Responsibility performed in 2009 with employee representatives showed that the agreement is being fully applied in 87% of the Group's subsidiaries. The agreement, signed in 2006 with nearly 85 labour unions, calls for this type of regular tracking. It sets the framework for extending best human resources practices worldwide, notably as concerns the Group's policy on equal opportunity and diversity of talent. The agreement will be updated in 2010 with a chapter on environmental protection.

► **Preparing for tomorrow's jobs and capabilities.**

At PSA Peugeot Citroën, capabilities are at the centre of career development and training. The Group prefers to fill positions through internal promotion and helps employees envision their professional future with personalised planning. Employees received an average of 23 hours of training in 2009.

In 2010, the Group revamped its training line-up within a new corporate university, based in France. The university's mission is to organise and centralise the worldwide development of the skills the Group needs to achieve operating excellence. Two extension campuses are planned in Latin America and China.



1 The Group employs more than 6,000 disabled people worldwide





## CORPORATE CITIZENSHIP

### ► A deep commitment to customers.

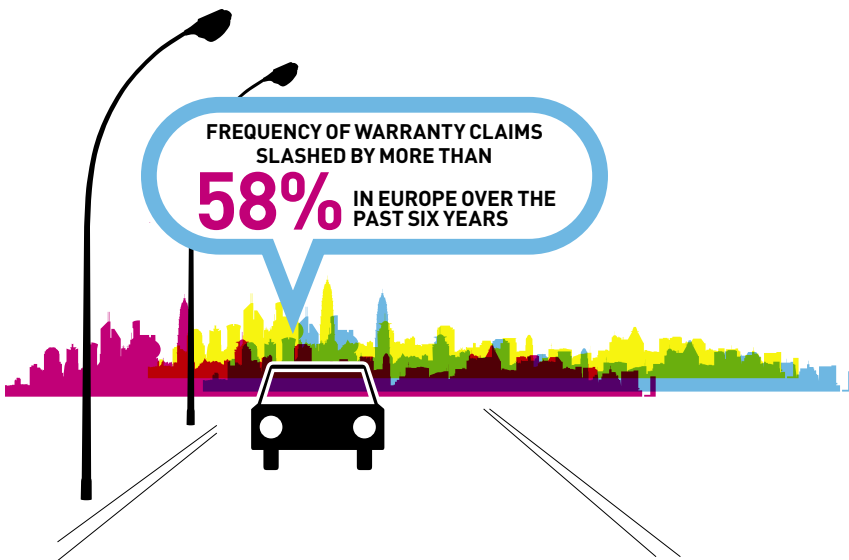
PSA Peugeot Citroën constantly enhances vehicle features and quality, as well as related services.

As a big-ticket item, cars have to live up to high customer expectations for ongoing improvements in comfort, safety, environmental performance and other features, as well as affordability.

Peugeot and Citroën work hard to satisfy their customers from the moment they enter the showroom and as long as they use their cars. In 2009, both brands continued to improve their service quality during purchase/delivery and maintenance/repair. The frequency of warranty claims has been slashed by more than 58% and their cost by over 66% over the past six years in Europe.

Because of the outlay involved, customers have a legitimate demand for clear, useful product information. An internal responsible communications charter helps the Group and its two brands respond to this demand ever more effectively.

28



### ► Production sites and the environment.

For the Group's plants, respecting the environment means optimising the use of natural resources and energy and reducing the impact on surrounding ecosystems and neighbouring communities. The plants carefully track indicators on reducing noise, waste, atmospheric emissions, effluent and on protecting biodiversity. In 2009, the amount of waste per vehicle produced declined from 18kg to 14kg.

To drive continuous improvement, all sites have an ISO 14001-based environmental management system and have deployed technologies with the best cost/environmental benefits ratio.

 ALL PRODUCTION PLANTS HAVE EARNED **ISO 14001** CERTIFICATION



**1** Inaugurated in 2009, the Porto Real engine-machining unit in Brazil applies the Group's best environmental practices.





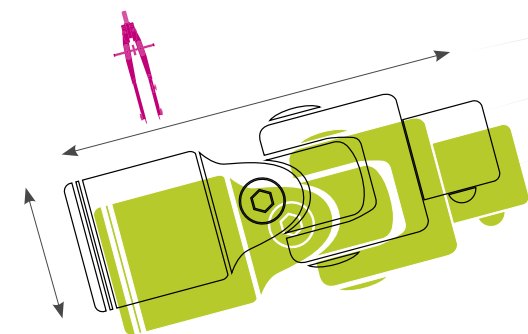
► **A wide-ranging commitment to the community.**

At PSA Peugeot Citroën, corporate social responsibility also means a daily focus on sponsoring and outreach, at both the corporate and local levels.

This community commitment touches on a wide range of topics—from safety and environmental protection to sustainable mobility and mutual support—and covers all host countries.

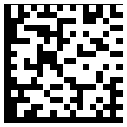
In 2009, PSA Peugeot Citroën pursued its efforts to raise awareness about road safety, with campaigns targeted to children, employees and the general public in Europe, Latin America and China, where a public service announcement was broadcast on China National Radio. In these regions, PSA Peugeot Citroën's City on the Move Institute (IVM) is studying how urban mobility is changing and conducting trials to make mobility sustainable and accessible to all.

At the local level, Group facilities carry out numerous awareness programmes among employees and their families, neighbouring communities, schools and associations.



# 200 YEARS OF HISTORY

## PSA PEUGEOT CITROËN: 200 YEARS OF MANUFACTURING HISTORY



200 years of History

PSA Peugeot Citroën is celebrating its 200<sup>th</sup> anniversary as a manufacturer in 2010. During the past two centuries, the Group has nurtured a corporate culture based on respect and responsibility that has given it a lasting presence in the global marketplace.

Shaped by a passion for cars and a commitment to innovation—uniquely embodied in the Peugeot and Citroën brands—the Group's history is filled with manufacturing breakthroughs, market conquests and shared accomplishments.

1920



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1970



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# 1810



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# 1980

# 2010



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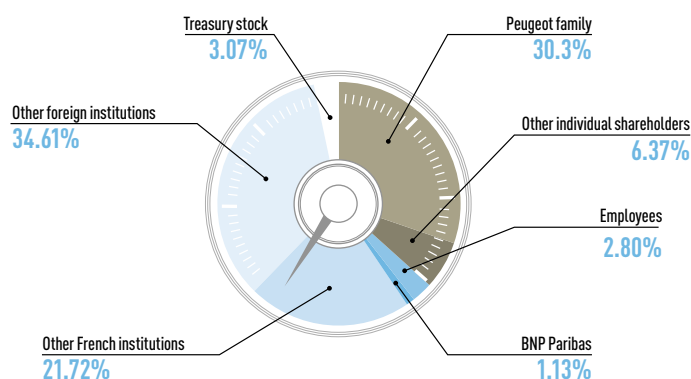
22



- 1 Peugeot coffee grinder, 1840
- 2 The "Grand-Bi" penny-farthing, an ancestor of the modern bicycle, 1882
- 3 Military bicycle, 1891
- 4 Armand Peugeot in a Peugeot Type 15, 1897
- 5 Eiffel Tower illuminated by André Citroën, 1925
- 6 Citroën production line in England, 1920s
- 7 Peugeot 302, 1938
- 8 Peugeot 203 sedan, 1948
- 9 Citroën exhibit at the Paris Motor Show, 1953
- 10 Citroën Traction avant 11 Normale in place de la Concorde, Paris, 1955
- 11 Citroën DS display at the Champs-Élysées showroom in Paris, 1959
- 12 Peugeot 404 Coupé, 1961
- 13 Citroën 2CV Azam, 1963
- 14 Peugeot 204 cabriolet, 1966
- 15 Peugeot 504, 1970
- 16 Production of the Citroën Type H at the Javel plant, 1974
- 17 Peugeot 504 cabriolet, 1976
- 18 Peugeot 205 Turbo 16 200 series, 1984
- 19 90 years of Citroën at the C42 showroom on the Champs-Élysées in Paris, 2009
- 20 Peugeot's new identity for its 200th anniversary
- 21 Citroën DS High Rider concept car, 2010
- 22 Peugeot 5 by Peugeot concept car, 2010

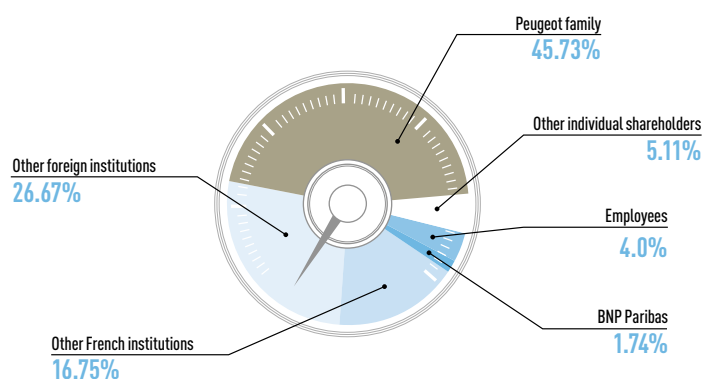


## Shareholder Base (at 31 December 2009)



Source: Euroclear France and Phœnix Investor Relations

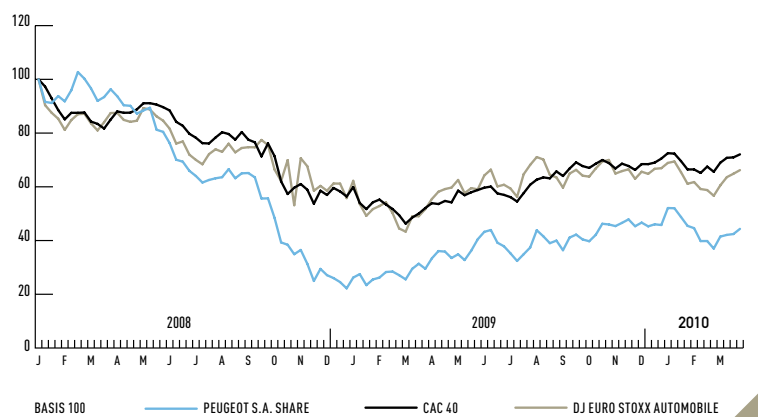
## Exercisable Voting Rights, by Shareholder (at 31 December 2009)



Source: Euroclear France and Phœnix Investor Relations

## Performance of the Peugeot S.A. Share Versus the CAC 40 Index and the DJ Euro Stoxx Auto Index

1 January 2008 - 31 March 2010



## Dividend Per Share (in euros)

	2007	2008	2009
Net Dividend	1.50	0	0

In light of 2009's results and the priority need to allocate financial resources to supporting the product plan and driving business development, shareholders at the Annual Meeting on 2 June 2010 were asked to waive the payment of a dividend with respect to 2009.

## 2010 Investor Calendar

2009 annual results (Before Market Open)	10 February 2010
First-quarter 2010 sales and revenue (Before Market Open)	21 April 2010
Annual Shareholders' Meeting	2 June 2010
First-half 2010 results (Before Market Open)	28 July 2010
Nine-Month sales and revenue (Before Market Open)	20 October 2010

## Shareholders' Club

PSA Peugeot Citroën created a Shareholders' Club in 2010 to nurture an active, steady dialogue with individual shareholders and meet their expectations even more effectively. This discussion forum is designed to give shareholders a better view of the Group and its operations. By becoming club members, shareholders benefit from exclusive advantages such as site tours and invitations to events or conferences organised to strengthen ties with the Group.



## Contact information PEUGEOT S.A.

Investor Relations  
75, avenue de la Grande-Armée  
75116 Paris - France



E-mail: [communication.financierewwpsa.fr](mailto:communication.financierewwpsa.fr)



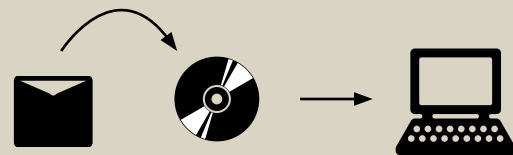
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**N° Vert 0 800 424 091**

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## Available on CD-ROM:



- ▶ The 2009 Sustainable Development Performance Indicators supplement
- ▶ The 2009 Registration Document filed with the Autorité des Marchés Financiers on 22 April 2010  
The Registration Document is also available on request from:  
Investor Relations - 75, avenue de la Grande-Armée 75116 Paris, France  
Phone: +33 (0)1 800 424 091 (toll-free for calls originating from a landline in France)  
communication.financiere@psa.fr
- ▶ Notice of Meeting for the Annual Shareholders' Meeting



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**PSA PEUGEOT CITROËN**

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