

DATES



CITROËN

## editor

Is it possible to consider the present - or look to the future - without considering the past? Put differently, could Xantia's Hydractive II suspension have come into being without the Traction, DS, SM and XM that went before it?

Citroën has what we could call company logic, an invisible thread linking thousands of people who build on the achievements of the past to generate the innovations of the future. We hope that this issue of "Dates" will help you to rediscover the corporate culture of Citroën: a company that has always stimulated keen interest. By turning the spotlight on Citroën's achievements, we hope to help you understand why our expectations are so high in terms of corporate innovation. And why we are constantly seeking to break new ground. Not just through our products but also through our technology and through our methods of competition and communication. Citroën's very identity revolves around the creation of meaningful products that go on to enter the collective memory. "Dates" seeks both to pinpoint historical events and to describe the pattern set for the future. Updated regularly, the book covers the milestones that have marked Citroën's history since 1919.



**Bernard GUERREAU**  
Director of Communications

## 1919

### THE ENVIRONMENT

Raymond Poincaré - elected in 1913 - is President of the French Republic. A new law is introduced on collective bargaining and the working day is set at eight hours. The Paris Peace Conference founds the League of Nations. The Treaty of Versailles is signed. The Weimar Republic is founded in Germany. Civil war rages in Russia. The Third International is established. Prohibition is introduced in the USA. The first tentative steps are taken towards linking continents by road and by air. Proust publishes *Seascape with a Frieze of Girls*. Somerset Maugham publishes *The Moon and Sixpence*. Abel Gance directs a film version of *J'accuse*. The beginnings of the cinema of the fantastic are seen in Robert Wiene's *Cabinet of Doctor Caligari*. The Bauhaus is established in Weimar under the direction of Walter Gropius.

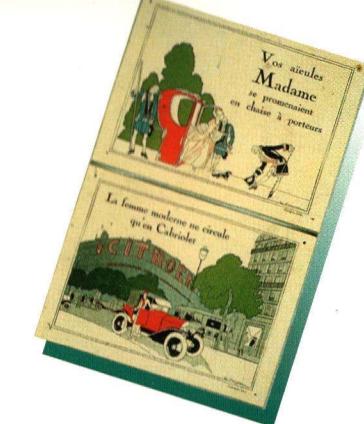
### THE MODELS

The Type A, Citroën's first production car, appears in June. It is the first European car to be mass-produced, and the first low-cost car to be sold fully equipped, with an electric starter and lighting, hood, spare wheel and tyre, etc. It is the first French left-hand drive and the first car to be aimed specifically at the mass market. The launch price of FF 7,950 is exceptionally low by the standards of the time.

The Type A is powered by an extremely economical 1,327 cm<sup>3</sup>, 4-cylinder engine consuming just 7.5 litres of petrol per 100 km. Developing 18 bhp at 2,100 rpm, it is equipped with a 3-speed gearbox and is rated 8 bhp, easily managing 65 km/h on the level.

The vehicle is built as a 3-door, 3/4 seat open tourer, a 3-door, 3/4 seat saloon and a town coupé.

Between May 1919 and December 1931, 24,093 examples of the Type A are made. At the end of the year, the first light commercial vehicle appears: a flatbed truck with a 300 kg payload built on the Type A chassis.



## 1921

### THE ENVIRONMENT

In Russia, the economic system of War Communism collapses and the New Economic Policy (NEP) is adopted. A sailors' revolt breaks out in the Russian port of Kronstadt. The first electric refrigerator goes into production in the USA. Best and Banting discover insulin at the University of Toronto. Einstein receives the



## 1920

### THE ENVIRONMENT

Alexandre Millerand first makes his mark on the automotive industry in 1913, twelve years after graduating from the Ecole Polytechnique. He sets up a gear-making company on the Quai de Grenelle: la Société des Engrenages Citroën. Equipped with chevron-shaped teeth, the gears work smoothly, quietly and efficiently.

In a stylized form, the double chevron becomes the emblem of the marque and remains so to this day. The first regular daily radio broadcasts are aired in Great Britain. Charlie Chaplin makes *The Kid*.

### THE COMPANY

Citroën wins the grand prix for fuel economy at Le Mans, and its fame spreads rapidly. Production is ramped up as a result. By the end of the year, 15,000 Citroëns are on the road. • Annual production: 12,244 vehicles.

### THE MODELS

In June, the B2 replaces the Type A. Like its predecessor, it is sold fully equipped. The B2 offers a more powerful engine of 1,452 cm<sup>3</sup> developing

20 bhp at 2,100 rpm. Rated 9 bhp, it is fitted with a 3-speed gearbox, travels at 72 km/h and consumes 8 litres/100 km. Thanks to its robust design and economy, the B2 quickly becomes a success. Between May 1921 and July 1926, 89,841 examples are built.

The Type A Sport, a de luxe open tourer produced in small series, makes its first appearance in April 1920. The elegant, low-slung 4-seat tourer is fitted with a 1,452 cm<sup>3</sup> engine with light alloy pistons, developing 22 bhp at 2,100 rpm and a 3-speed gearbox. Rated 9 bhp, it travels at 75 km/h and consumes 8.5 litres/100 km. Between April 1920 and December 1921, 671 examples of the Type A Sport are built. The half-tracks, developed from the standard production cars Type A and B2, are equipped with Citroën-Kégresse-Hinstin drive units. They are fitted with 1,452 cm<sup>3</sup> engines developing 20 bhp at 2,100 rpm, 3-speed gearboxes and twin rear drive tracks. Three different models are available: "snow", a highly successful model, "cross-country" and "long-distance". A total 1,134 examples are built, powered by the B2 engine. The first vehicles to cross the Sahara, the half-tracks are also used in the Croisière Noire.



### THE COMPANY

Citroën leases a factory from Clément Bayard in the Paris suburb of Levallois at the end of 1921. In 1922, Citroën begins to produce the famous Trèfle, a 5 bhp open tourer, as well as the half-tracks for the Croisière Noire and Croisière Jaune. The Levallois plant also produces spare parts, body accessories and ball-bearings.

The marque develops credit sales, offering easy payment terms over 12 or 18 months. The new system appeals to consumers and helps to popularize the motor car in France. Citroën gives the French authorities a stock of 150,000 panels bearing the company name, for use in overhauling and improving signposting throughout the country. On the opening day of the 7th Paris Motor Show, an aircraft flies over Paris, writing Citroën's name in letters 5 km long.

- Annual production: 21,025 vehicles.

### THE MODELS

October sees the arrival of the Caddy: the first sports car developed from a standard production model. A lighter, more powerful version of the B2, the Caddy is powered by a 1,452 cm<sup>3</sup> engine with light alloy pistons, developing 22 bhp at 2,100 rpm. Rated 9 bhp, it achieves a speed of 90 km/h thanks to its increased power and redesigned bodywork. Some 226 Caddies are built between July 1922 and October 1925.

Citroën also builds two light utility vehicles based on the chassis and mechanical components of the B2: the Boulangère (fixed top) and the Normande (open top). Both are equipped with a rear compartment 1.40 m long and 1.20 m high, as well as a rear door running the width of the compartment. A total 10,856 examples are built between November 1922 and December 1925.

The 5CV Type C is presented at the Paris Motor Show. The model is painted yellow, hence its nickname of "petite citron". Its 856 cm<sup>3</sup> engine develops 11 bhp at 2,100 rpm. The 5CV has a fiscal rating of 5 bhp and a 3-speed gearbox. It travels at 60 km/h and consumes 5 litres/100 km. This highly economical vehicle marks the beginning of the "democratization" of the motor car. It is so easy to drive and look after that it becomes the first "ladies' car". No fewer than 80,759 examples are built between March 1922 and December 1926.

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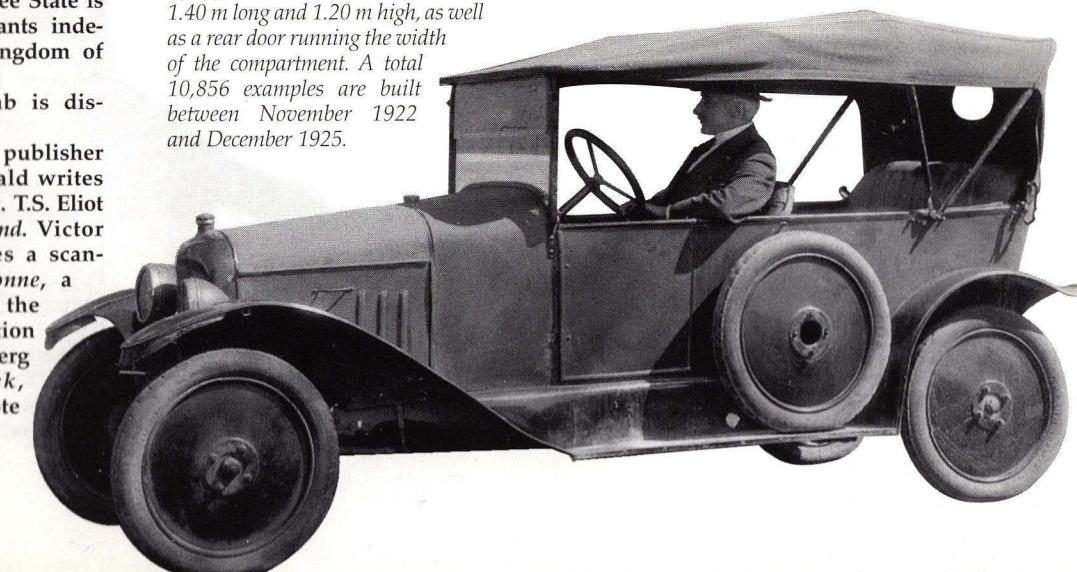
## 1923

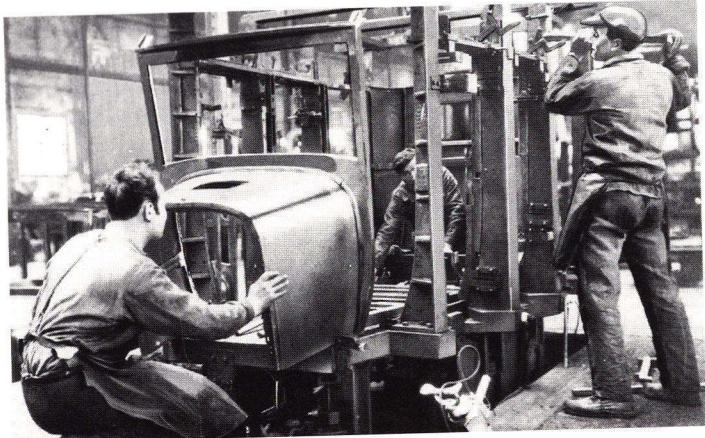
### THE ENVIRONMENT

French and Belgian troops occupy the Ruhr. The Munich Putsch is put down and Hitler is sentenced to five years in prison. He remains there for less than a year, during which time he writes *Mein Kampf*. In Spain, Primo de Rivera stages a coup and establishes a dictatorship. The last Turkish sultan is deposed by Mustafa Kemal "Atatürk", who becomes the first President of the Turkish Republic. A massive earthquake in Japan kills three million. The first Le Mans 24-hours race is held. The first traffic lights are installed in Paris, at the Strasbourg-Saint Denis crossroads. Colette publishes *Blé en Herbe*, while Raymond Radiguet publishes *The Devil in the Flesh* at the age of 17. Monet finishes painting *The Water-Lilies* and Picasso paints *Harlequin*.



1919  
TYPE A  
THE FIRST  
PRODUCTION  
CAR





#### THE COMPANY

The Saint-Charles factory in the 15th district of Paris comes into operation to manufacture and assemble gearboxes for the 5CV.

The first conveyor belt is installed in the Quai de Javel plant. Measuring 49 metres in length, it is used to produce 100 cars a day.

Production reaches 3,500 vehicles a month, while the workforce swells to 11,000.

A British subsidiary, Citroën Cars Ltd., is formed in London.

The half-tracks become the first vehicles to cross the Sahara between December 1922 and February 1923. The expedition led by Haardt and Audouin-Dubreuil completes the journey from Algiers to Timbuktu.

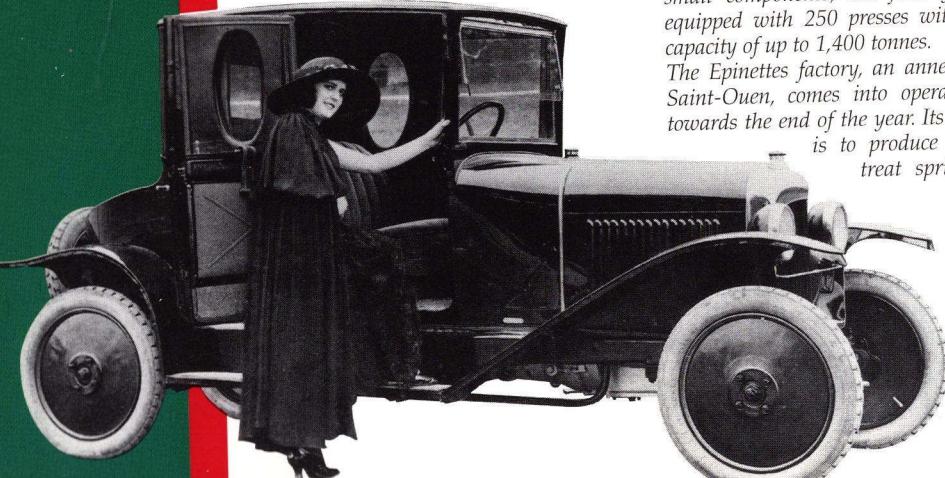
Citroën publishes a list of repair prices.

- Annual production: 32,678 vehicles.

#### THE MODELS

André Citroën begins to manufacture toy cars, faithful miniatures of "the one Daddy drives".

The first model is of the 10 HP B2 open tourer. Between 1923 and 1933, 2,033,369 models are sold.



#### THE COMPANY

The Saint-Ouen plant outside Paris comes on line when Citroën begins production of the B12, a car with an "all-steel" body. Specializing in the cold-stamping of large batches of small components, the factory is equipped with 250 presses with a capacity of up to 1,400 tonnes.

The Epinettes factory, an annex of Saint-Ouen, comes into operation towards the end of the year. Its role is to produce and treat springs.

Convinced of the worldwide appeal of the motor car, André Citroën lays down the basis for an international network of subsidiaries in Brussels, Amsterdam, Cologne, Milan, Geneva and Copenhagen. A full 17,000 vehicles are exported in 1924. Citroën renews the taxi fleet in Paris, and sets up a company to run high-speed inter-city bus services. The Société Anonyme Automobiles Citroën is founded with a capital of FF 100 million. Its declared role is to manufacture motor vehicles. Daily production rises to 300 vehicles.

- Annual production: 55,387 vehicles.

#### 1924

#### THE ENVIRONMENT

Gaston Doumergue becomes President of the French Republic (1924-1931).

Lenin dies. Britain, Italy and France officially recognize the USSR.

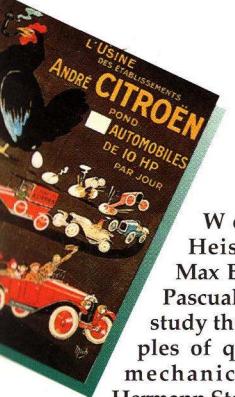
Louis de Broglie formulates the principles of wave mechanics. The world's first motorway is opened between Milan and Varese in Italy.

André Breton publishes *Premier Manifeste du Surréalisme*, Thomas Mann *The Magic Mountain*, P.G. Wodehouse *The Inimitable Jeeves* and A.A. Milne *When We Were Very Young*. Gershwin composes *Rhapsody in Blue*, and Ravel *Le Tzigane*. Cecil B. de Mille directs *The Ten Commandments*.

The Disney Studio is founded in Hollywood.

#### THE MODELS

In October Citroën presents the B10. The new car has the same basic chassis and mechanical components as the B2 but its body is all-steel, replacing the conventional mixed wood-and-steel construction. The B10's body is made of cold-pressed panels welded together and offering far higher resistance to impact. The saloon ends the supremacy of the open tourer, which had accounted for 80% of production since 1919. All the new Citroëns arriving after the B10 have all-metal bodies. The B10 is equipped with a 1,452 cm<sup>3</sup> engine developing 20 bhp at 2,100 rpm. Rated 9 bhp, the car is fitted with a 3-speed gearbox, travels at 75 km/h and consumes 8.5 litres/100 km. The B10 offers a major innovation: four-wheel brakes. The first dual-purpose vehicle, the B12 Commercial is an open tourer with a 1,000 kg payload, four doors and a rear hatch. From October 1925 to January 1927, 38,381 B12s are built (including Commercials). In October, the 5CV gains a third central seat at the back to become the "Trèfle", or cloverleaf. Equipped with an 856 cm<sup>3</sup> engine developing 11 bhp at 2,100 rpm, the car has a fiscal rating of 5 bhp and a 3-speed gearbox. It travels at 60 km/h and consumes 7 litres/100 km.



Werner Heisenberg, Max Born and Pascual Jordan study the principles of quantum mechanics. Hermann Staudinger establishes the basis of macromolecular chemistry. The first international exhibition of Decorative Arts is held in Paris. Diaghilev's ballets are a great success. Ravel composes

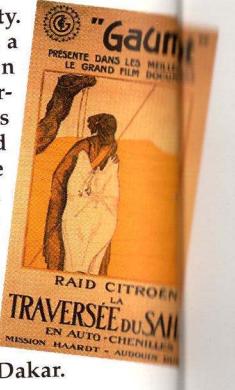


#### 1925

#### THE ENVIRONMENT

France evacuates the Ruhr. Hindenburg becomes President of the German Republic. Hitler rebuilds his party.

Mussolini sets up a dictatorship in Italy. The first airmail service is established between Rio de Janeiro and Buenos Aires. The Latécoère company runs similar services between Toulouse-Alicante-Alger and Casablanca-Dakar.



- Annual production: 61,487 vehicles.

of cinema, Fritz Lang's *Metropolis* pioneers the science fiction genre.

#### THE COMPANY

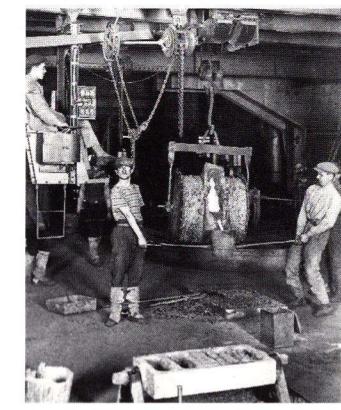
To meet the needs of steadily increasing production, Citroën adopts Taylor's method of specializing each plant in a particular activity. The Grenelle factory comes on line in the 15th district of Paris. Its job is to make front axles and final drive assemblies for the new B14. A factory and research laboratory are placed at the disposal of the technical studies and quality control office. Citroën publishes its first standard service and repair manual for dealers, together with a list of spare parts. The marque also develops a replacement policy for standard mechanical parts. An animated model invented for children proves to be just as interesting to adults.

#### 1926

#### THE ENVIRONMENT

Germany joins the League of Nations. A military dictatorship is established in Portugal. Hirohito becomes Emperor of Japan.

The Americans Richard Byrd and Floyd Bennett reach the North Pole by air. The first liquid-fuel rocket is tested in the USA. The first sound film is made in an American studio, Alan Crosland's *Don Juan*. Mistinguett is a smash hit; Josephine Baker enjoys great success with the *Revue Negre*. Inspired by the sounds of New Orleans, Louis Armstrong founds the Hot Five jazz group. Georges Bernanos publishes *Under the Sun of Satan* and Henry de Montherlant *The Bullfighters*. A.A. Milne writes *Winnie the Pooh*. In the world



1924  
CITROËN SETS UP  
ITS FIRST  
EUROPEAN  
BASES

#### THE MODELS

The B14 is launched at the Paris Motor Show in October, with a 1,539 cm<sup>3</sup> engine developing 22 bhp at 2,300 rpm. Rated 9 bhp, the B14 is equipped with a 3-speed gearbox. It travels at 80 km/h and consumes 8.5 litres/100 km. A mass-market car with luxury equipment (such as a modern

## 1930

### THE ENVIRONMENT

In Spain, Primo de Rivera is forced to resign following extensive public demonstrations. Germany has 4.5 million jobless. Haile Selassie is crowned Emperor of Ethiopia. The planet Pluto is discovered. The American biologist Thomas Hunt Morgan proves the basis of the laws of heredity. Costes and Bellonte make the first non-stop flight from Paris to New York in their *Point d'Interrogation*, 6,200 km in 37 hours 17 minutes. Electricity arrives in the French countryside. The loudspeaker radio receiver makes its appearance. The BBC attempts television broadcasts.

Cocteau produces his first film *The Blood of a Poet*. Buñuel and Dali collaborate in *L'Age d'Or*; Chaplin makes *City lights*, and Sternberg *The Blue Angel*. Walt Disney creates Mickey Mouse. Somerset Maugham writes *Cakes and Ale*.

### THE COMPANY

A foundry section is established alongside the forging plant at Clichy. A subsidiary company, Norsk Citroën A/S, is founded in Oslo, Norway.

- Annual production: 77,788 vehicles.

### THE MODELS

The C4 utility vehicle is launched: 500 kg payload, a 1,628 cm<sup>3</sup> engine developing 30 bhp at 3,000 rpm and 9 bhp rating. It has a maximum speed of 90 km/h and consumes 8.8 litres/100 km. Based on the C4 family vehicle, the utility model is equipped with removable back seats and a two-section rear door.

At the Paris Motor Show the C4F replaces the C4. The bodywork is the same, but shorter by 7 cm. The 1,628 cm<sup>3</sup> engine - mounted on four rubber blocks - develops 30 bhp at 3,000 rpm and has a 9 bhp rating. The carburettor, clutch and 3-speed gearbox are new. The C4F travels at 90 km/h and consumes 9 litres/100 km. Saloon and family versions are built on a wider chassis. Between September 1930 and July 1931, some 47,576 examples are built. The payload of the C61 truck is increased to 2,000 kg and the total weight to 4,000 kg.

## 1931

### THE ENVIRONMENT

Paul Doumer is President of the French Republic (1931-1932). The British Commonwealth is established. In Spain, King Alfonso XIII goes into exile and a republic is proclaimed. The Japanese invade Manchuria. A Colonial Exhibition is organized in Paris. The French aviators Le Brix and Mesmin attempt a non-stop flight from Paris to Tokyo but are killed when their aircraft - the *Trait d'Union* - crashes in the Urals. Michelin adapts tyres to the railway.

### THE COMPANY

The Société Anonyme des Transports Citroën is founded.

- Annual production: 71,932 vehicles.



Collective farming is enforced in the USSR. France broadcasts its first television programmes. The first vaccine is found for whooping-cough. The first radio telescope comes into operation in the USA. James Chadwick, Irene and Frederick Joliot-Curie discover the neutron. Ernest Lawrence and Milton Livingstone build the first cyclotron. Céline writes *Le Voyage au Bout de la Nuit* and Aldous Huxley introduces his *Brave New World*.

### THE COMPANY

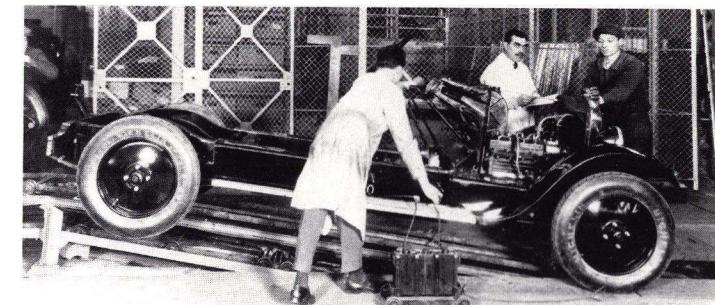
Between April 1931 and February 1932, Haardt and Audouin-Dubreuil undertake their third major expedition: the *Croisière Jaune*. Forty men and 14 half-tracks cover a distance of 12,000 kilometres from Beirut to Peking via the Himalayas, the Gobi desert, and China, which is in the throes of revolution.

- Annual production: 48,027 vehicles.

### THE MODELS

April sees the arrival of the C4G and C6G, the first vehicles with soft engine mountings to eliminate vibration. This development is symbolized by a swan flying between the double chevrons of the Citroën badge. The Paris Motor Show unveils an elegant 8 bhp vehicle with a "single-piece" body that is even stronger than the all-steel model. Able to support the weight of a bus and its 22 passengers, the model is set to go down in history under the name "Rosalie". It has a floating power engine of 1,452 cm<sup>3</sup> developing 32 bhp at 3,200 rpm, an 8 bhp rating and 3-speed gearbox with synchronesh on second and third gears. The car travels at 90 km/h and consumes 9 litres/100 km. Available as an open tourer, saloon, and 2 or 4-seat convertible or hard-top, Rosalie is built in 38,835 examples between October 1932 and January 1933.

The 10 replaces the C4. The more robust engine, which is equipped with side valves, has a capacity of 1,707 cm<sup>3</sup> and develops 36 bhp at 3,200 rpm. Rated 10 bhp, it has a 3-speed gearbox, travels at 100 km/h and consumes 9 litres/100 km. The Citroën 10 is built as a saloon, convertible or hard-top, with 2 or 4 seats and a dickey seat or boot, or as a hard-top or convertible "coach". Between October 1932 and January 1933, 49,249 examples are produced.



### THE COMPANY

The worldwide economic crisis has a serious effect on the French motor industry and production falls. But André Citroën sticks to his principles - raise production to cut costs - and sets his sights on the future. Projects include a production rate of 1,000 vehicles a day and the launch of a new front-wheel drive ("traction avant") model developed by André Lefebvre and his team in the design department. The Quai de Javel plant has to be demolished and rebuilt in the space of five months. While work is in progress, the factory continues to produce 360 vehicles a day.

- Annual production: 71,472 vehicles.

## 1933

### THE ENVIRONMENT

In France, the Stavisky corruption affair causes a ministerial crisis.

In the USA, Roosevelt is elected to the presidency and introduces the New Deal to combat the ravages of the Great Depression. Hitler becomes Chancellor of Germany. The Nazis burn the Reichstag. Germany walks out of the League of Nations. The great purges begin in the USSR. Radio sets are taxed in France. Prohibition ends in the USA. The Boeing 247, the first plane designed to carry passengers, makes its first commercial flight. André Malraux publishes *Man's Fate*, Federico García Lorca writes *Blood Wedding* and Jean Giraudoux brings out *Intermezzo*.





## 1934

### THE ENVIRONMENT

Violent right-wing demonstrations take place in Paris. Maurice Thorez calls for a Popular Front. In Germany, Hitler becomes Führer. King Albert I of Belgium is killed in a mountaineering accident. He is succeeded by Leopold III. The Austrian Chancellor Dollfuss is assassinated by the Nazis. Mao Tse-Tung leads the Chinese communists on the Long March. Irene and Frederick Joliot-Curie discover artificial radio-activity. Tadeus Reichstein succeeds in synthesizing vitamin C. Jean Cocteau publishes *The Infernal Machine*, Robert Graves *I, Claudius* and Henry Miller *Tropic of Cancer*.

### THE MODELS

The 8, 10 and 15 models of the Rosalie series are modernized, gaining a more aerodynamic bodywork under the designation NH (Nouvel Habillage or new trim).

The 7A is launched in April. It is the first in a line of Traction Avant models that will remain in production until 1957. It astonishes the automotive world with its daring specification: aerodynamic bodywork, single-piece steel body with no running-board, all-independent suspension with torsion bars at front and rear, front wheels powered as well as steered for remarkable road-holding, and hydraulic brakes. The floating-power, 4-cylinder overhead-valve engine, equipped with rockers and wet cylinder liners, has a capacity of 1,303 cm<sup>3</sup> and develops 32 bhp at 3,200 rpm. Rated 7 bhp, it has a 3-speed gearbox, travels at 95 km/h and consumes 9 litres/100 km. It is available only as a saloon.

May sees the arrival of the 7S, the high-performance version of the 7, boasting a floating-power 1,911 cm<sup>3</sup> engine. The 7B is launched in June with a 1,529 cm<sup>3</sup> engine.

In August, the 7C takes over from the 7B.

## 1935

### THE ENVIRONMENT

Hitler denounces the Treaty of Versailles and begins to re-arm Germany.

### THE COMPANY

The launch of the Traction Avant is not sufficient to remedy Citroën's serious financial problems, and the company is unable to meet its commitments. The French government asks Michelin - the main creditor - to take financial control and put the business back on its feet. Citroën continues to sell its cars, but 8,000 workers are made redundant.

• Annual production: 56,123 vehicles.



Between April 1934 and June 1941, some 88,066 examples of the 7 are built. Total production of the Traction Avant series amounts to 759,123 examples between April 1934 and July 1957. The Paris Motor Show unveils the 22 CV, a vehicle with a V8 3,822 cm<sup>3</sup> engine developing 100 bhp. Equipped with a 3-speed gearbox, it travels at 140 km/h and consumes 16 litres/100 km. Heralded as the fastest and safest production car in the world, it actually remained a prototype. Another new model seen at the Show is the 11: basically the same body as the 7 but 14 cm wider and 40 cm longer. The 11 is built in six versions, and production runs to 620,455 examples between September 1934 and July 1954.

In the field of utility vehicles, the Type 32 replaces the 29. The bodywork is identical on the 32 but it has a floating-power overhead-valve 4-cylinder 3,053 cm<sup>3</sup> engine developing 56 bhp. The payload is 3,200 kg and the total laden weight 5,200 kg. In January, a Type 45S takes part in the Monte Carlo rally with all 29 passenger seats occupied. The 45B replaces the 45S.

André Citroën dies on 3 July after a serious illness. The Italian assembly plant closes down. The new customs regulations of 1934 make it too complicated to assemble vehicles in Italy. The subsidiary continues to operate.

• Annual production: 30,759 vehicles.

### THE MODELS

### THE COMPANY



movement hostile to the republican government. In Britain, King Edward VIII abdicates in favour of George VI.

Edward Calvin Kendall discovers cortisone. Synthetic rubber goes into production. General Motors becomes the first carmaker to automate vehicle production lines. Breguet builds the first helicopter capable of sustained flight.

Aragon publishes *Les Beaux Quartiers*, Céline *Death on the Installment Plan*, and André Gide *Return from the USSR*. Charlie Chaplin makes *Modern Times*.

### THE COMPANY

Citroën finds a subsidiary in Saigon (Vietnam), the "Société Automobile d'Extrême-Orient".

• Annual production: 41,587 vehicles.

The range is stabilized after the economic catastrophes of 1934. The Type 23 van is launched in September. Rated 11 bhp, it is fitted with the 4-cylinder 1,911 cm<sup>3</sup> engine of the Traction Avant developing 12 bhp. The payload is 1,500 kg and the total laden weight 3,500 kg. Coachbuilders outside the company design the Type 32B bus, which remains in production until 1948.

The Front Populaire is formed in France, under the leadership of Léon Blum. The country is hit by a wave of strikes and sit-ins. The railways are nationalized and the Bank of France is taken under government control. The "Accords de Matignon" inaugurate the 40-hour working week, and two weeks' paid holiday a year. Germany occupies the Rhineland. The Berlin-Rome Axis is set up. Civil war breaks out in Spain. General Franco leads a military

1934  
THE 7A:  
FIRST  
TRACTION AVANT  
MODEL

## 1937

### THE ENVIRONMENT

In France, the Blum Government falls. King Leopold III



## 1936

### THE ENVIRONMENT

The Front Populaire is formed in France, under the leadership of Léon Blum. The country is hit by a wave of strikes and sit-ins. The railways are nationalized and the Bank of France is taken under government control. The "Accords de Matignon" inaugurate the 40-hour working week, and two weeks' paid holiday a year. Germany occupies the Rhineland. The Berlin-Rome Axis is set up. Civil war breaks out in Spain. General Franco leads a military

of Belgium withdraws his country from its strategic alliance with France. In Spain, a German bombing raid destroys the town of Guernica. This tragedy inspires Picasso's celebrated picture. The first colour films are developed by Kodak and Agfa. The Golden Gate Bridge is completed in San Francisco. Walt Disney makes *Snow White and the Seven Dwarfs*, his first full-length cartoon.

### THE COMPANY

- Annual production: 68,109 vehicles.

### THE MODELS

In February, the 11 is renamed the 11B, and the 11 Légère the 11BL. At the Paris Motor Show, the 11CV van is premiered with a view to its launch in 1938. The show also launches diesel versions of the Type 32 truck (4-cylinder engine, 3,053 cm<sup>3</sup>, 55 bhp) and the Type 45 (6-cylinder engine, 4,580 cm<sup>3</sup>, 76 bhp). The 6-cylinder engine is used in the company's heavy vehicle range until 1971.

### 1938

#### THE ENVIRONMENT

In France, the Front Populaire collapses. The franc is devalued. Austria is annexed by Germany. Germany, Italy, France and Britain



sign the Munich Pact. European powers agree to German seizure of Sudetenland. The laboratories of Du Pont de Nemours discover nylon and perlon. In Hungary, Georg Biro makes the first practical ball-point pen. Graham Greene writes *Brighton Rock* and Cecil Day Lewis *Overtures to Death*.

### THE COMPANY

- Annual production: 61,136 vehicles.

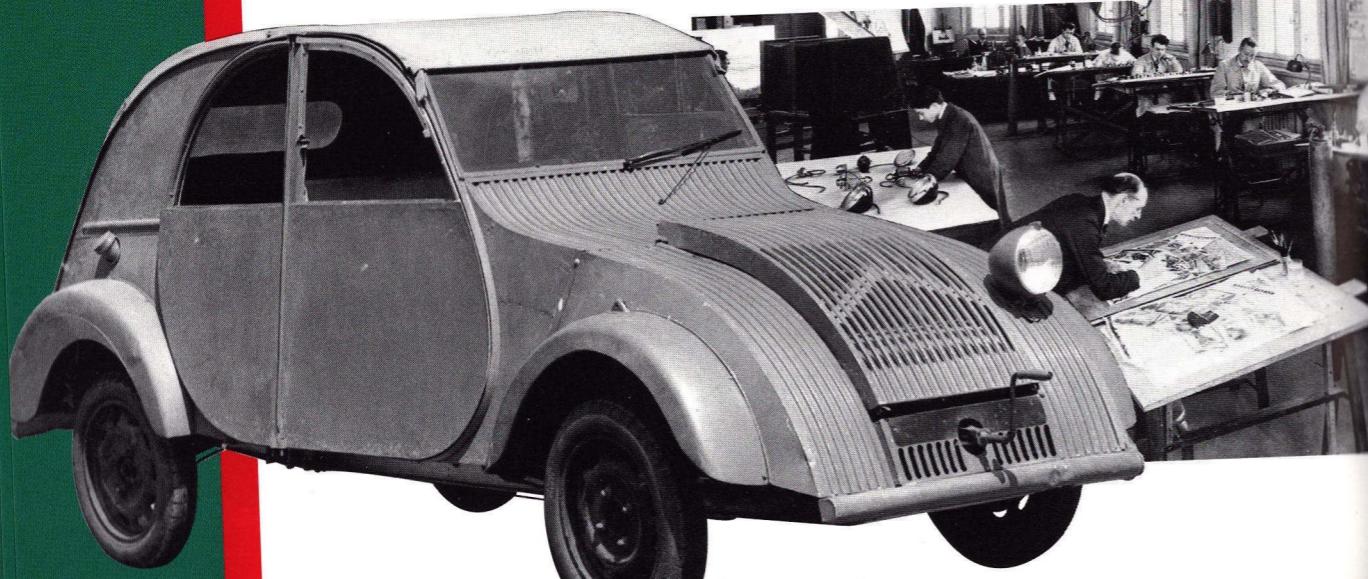
### THE MODELS

The Paris Motor Show previews the 15-Six, a Traction Avant with a 6-cylinder engine. Its 2,867 cm<sup>3</sup> engine develops 77 bhp at 3,800 rpm. Rated 16 bhp, the vehicle is equipped with a 3-speed gearbox and consumes 13 litres/100 km. Spacious, comfortable, fast (135 km/h) and easy to drive, the remarkable roadholding properties of the 15 earn it the name of "Queen of the Road". Built as a saloon and family vehicle, the 15-Six is produced in 50,602 examples between September 1939 and July 1956. Of this total, just 2,000 are pre-war. The Traction Avant is the most popular production car of its time.

### 1939

#### THE ENVIRONMENT

The surrender of Madrid marks the end of the Spanish



### THE TRACTION AVANT

Citroën's Traction Avant, a revolution in vehicle design, creates a major sensation when it is launched.

The team headed by André Lefèbvre, recruited by André Citroën in 1933, works day and night on an ambitious project to develop a front-wheel drive car. Citroën's tenacity pays off: on 18 April 1934, the "7A" front-wheel drive car is presented to the press, which writes: "It is new, so audacious, so full of original ideas, so different from what has gone before that it deserves to be qualified as sensational".

Indeed, since Cugnot developed the very first true automobile with its steam engine at the front, several manufacturers have tried to produce a front-wheel drive vehicle.

In this type of car, the engine/gearbox unit rests on the front wheels, which are used both to drive and steer the vehicle. It improves roadholding and ensures that the vehicle remains stable at all times.

However, the new mechanical architecture is not the only innovative feature. Everything is new: the car has Europe's first all-steel one-piece body, a carefully designed aerodynamic



Civil War and the start of the Franco dictatorship. Germany and Italy formally set up the Berlin-Rome Axis (the "Pact of Steel"). Germany invades Poland, starting World War II. France and Britain declare war on Germany. Russia and Germany sign a pact of non-aggression, dividing Poland between them. The jet aeroplane makes its first flight. Margaret Mitchell's *Gone with the Wind* is adapted for the screen. John Ford makes *Stagecoach*. John Steinbeck publishes *The Grapes of Wrath*.

### THE COMPANY

- Annual production: 88,878 vehicles.

### THE MODELS

February sees the arrival of the 7C, a vehicle consuming 10% less fuel than the 7C. The 11 Perfo, with

### THE CROISIÈRE JAUNE

In April 1931, Citroën embarks on a fabulous adventure, the *Croisière Jaune*, an extraordinary voyage organized by André Citroën and Georges-Marie Haardt.

Two teams, one starting out from Beirut, the other from Peking, are to meet up at Aksu in Xinjiang province.

A variety of seemingly impossible challenges confront them on their journey: the Himalayan peaks, the Gobi desert and, above all, the political situation in China at that time.

A total of forty-three people from many different backgrounds, including the geologist Teilhard de Chardin and the historian Le Fèvre, take part in this journey, led by Georges-Marie Haardt for the Beirut team and by Victor Point for the Peking team.

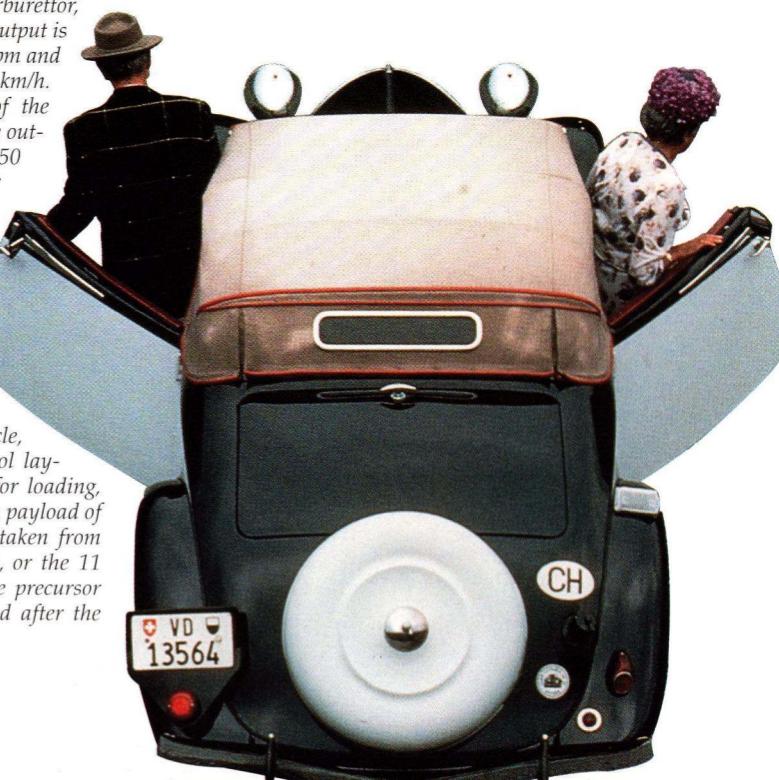
Haardt's team successfully crosses the Himalayan mountains, where the ground slips away under their half-tracks and where the paths are so narrow that the vehicles have to be dismantled and carried in 30 kg loads over a distance of several kilometres.

On the Chinese side, Point and his team face the problem of Chinese hostility, with the Peking authorities trying to prevent them from leaving. They finally get

away, only to come up against serious difficulties in Hami where the war and Chinese machinations almost bring the expedition to a halt. At Torfu, they are forced to take a detour via Urumqi where they are detained by Marshal King. Using diplomacy and guile, Point manages to convince his captors to allow part of the team to meet up with Haardt.

On 23 October 1931, in the Tuksu gorges, Point and Haardt are overjoyed to meet up at last, after seven months of terrible hardship.

It takes them four more months to get back to Peking, finally arriving on 12 February 1932. Their vehicles have clocked up 12,115 kilometres!





1940

## THE ENVIRONMENT

Germany invades Denmark, Norway, Belgium, Holland and France. France surrenders. Marshal Pétain is named French Head of State at Vichy. General de Gaulle, leader of the Free French in London, makes a radio appeal on 18 June. France signs an armistice with Germans at Rethondes, transferring the government to Pétain at Vichy and abolishing the constitution of 1875 (the Second Republic). Across the channel, the RAF wins the Battle of Britain and Germany is forced to shelve its planned invasion of Britain indefinitely. Graham Greene writes *The Power and the Glory* and Ernest Hemingway *For Whom the Bells Toll*.



## THE COMPANY

The Quai de Javel plant is bombed. Citroën's Belgian plant is partially destroyed. Production gradually falls, owing to circumstances and the opposition of the management to the demands of the occupying power.

- Annual production:  
1940, 32,284 vehicles;  
1941, 13,871 vehicles;  
1942, 9,319 vehicles;  
1943, 4,494 vehicles;  
1944, 2,318 vehicles;  
1945, 9,324 vehicles.

## THE MODELS

Among the saloon cars, only the Traction is produced up to 1941. To alleviate the shortage of petrol, many industrial vehicles are converted to run on gas. Citroën offers a gas-fuelled Type 45G, with a 6 cylinder 5,138 cm<sup>3</sup> engine developing 60 bhp, and a payload of 3,500 kg.

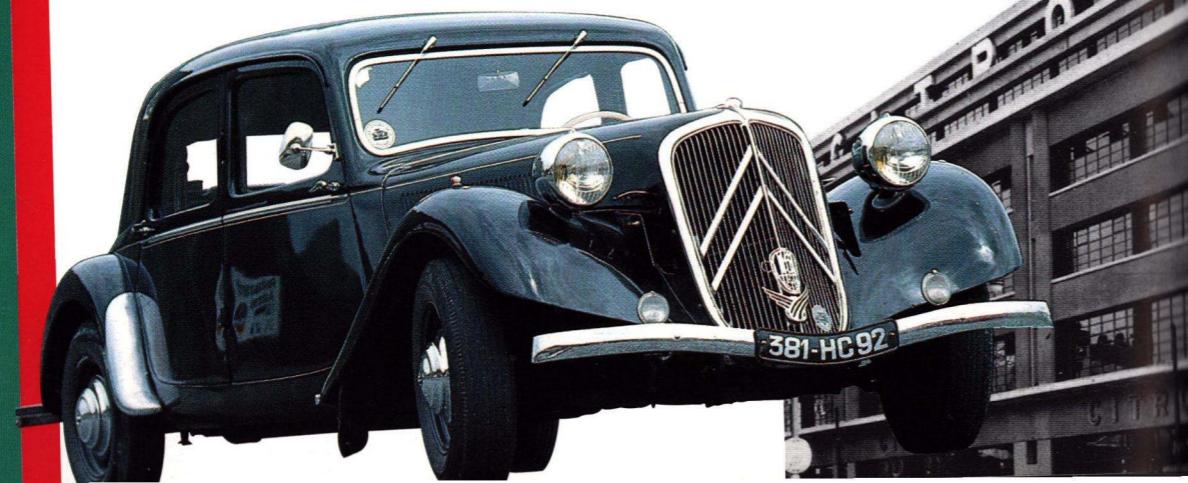
1946

## THE ENVIRONMENT

The Fourth Republic is inaugurated in France. The preamble to the constitution guarantees the right to strike. War breaks out in Indo-China. Social security is extended to all workers. Personnel representatives are appointed. The French Government nationalizes gas and electricity, coal mines and insurance companies. Renault is nationalized in January 1945. The United Nations is officially inaugurated, replacing the League of Nations. Nazi war criminals go on trial in Nuremberg. The first computer is built in the USA. France opens its first motorway, a 22 km stretch between St. Cloud and Orgeval. Sartre, Aragon and Merleau-Ponty found the review *Les Temps Modernes*. Jean Cocteau makes *Beauty and the Beast*. The Cannes Film Festival is born.

## THE COMPANY

Production builds up slowly, rising from 9,324 vehicles in 1945 to 24,443 in 1946.



## THE MODELS

The Paris Motor Show in October sees the reappearance of the 11B, now called the 11 Normale, the 11BL or 11 Légère, and the 15-6G.

## THE MODELS

In May, the 15-Six D is launched with a new gearbox carburettor and cylinder head.

1947

## THE ENVIRONMENT

Vincent Auriol becomes the first President of the IVth Republic (1947-1954). The French Government introduces a guaranteed minimum wage (SMIG). The National Liberation Front (FLN) is born in Algeria. India, Ceylon, Pakistan and Burma gain their independence. The USA announces the Marshall Plan. Norbert Wiener states the basics of cybernetics. John Bardeen, Walter Brattain and William Shockley invent the transistor. The first supersonic flight takes place in the USA. The first offshore oil exploration programme is organized near New Orleans. Camus writes *The Plague* and Tennessee Williams *A Streetcar Named Desire*. Dior revolutionizes fashion with the New Look.

## THE COMPANY

Citroën founds an Argentinean subsidiary - Sivara - in Buenos Aires. In 1951 it becomes "Automobiles Citroën SRL". Another subsidiary is founded in Stockholm (Sweden), Automobiles Citroën Aktiebolag. Early experiments in job enhancement are organized at the Levallois plant, with the introduction of individual workstations for engine assembly.

- Annual production:  
28,977 vehicles.



1948

## THE ENVIRONMENT

The Organization for European Economic Co-operation (OEEC) is created in Paris.

The People's Democracy ascends to power in Czechoslovakia. The USSR blockades Berlin and the allies supply the city by airlift. Israel declares independence, and war breaks out between the new Jewish state and the countries of the Arab League. Gandhi is assassinated. Great Britain leaves India. Queen Juliana of the Netherlands succeeds Queen Wilhelmina.

The British physicist Dennis Gabor discovers the principle of holography. The first French nuclear reactor goes into operation at Fort de Châtillon.

Vittorio de Sica makes *Bicycle Thieves*. J.H. Chase writes *No Orchids for Miss Blandish* and Hervé Bazin *Vipère au Poing*.

## THE COMPANY

A cutting-shop comes into operation outside Paris at a plant in Asnières, purchased from Automobiles Laffly. The Levallois plant bought by Citroën in 1929 becomes the home of the 2CV. It is the only Citroën facility to contain both a body shop and a large mechanical assembly area.

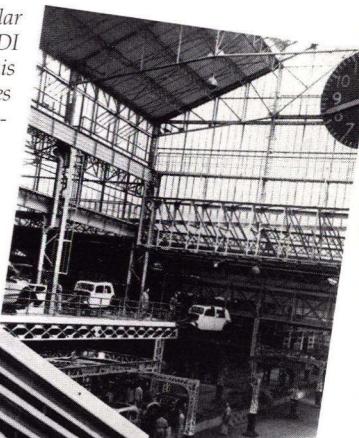
- Annual production:  
42,776 vehicles.

## THE MODELS

At the Paris Motor Show in October, the 2CV astonishes visitors with its novel looks, ingenious design, economy and potential for varied applica-

tions. The 2CV expresses a new philosophy of individual transport. The newly designed 375 cm<sup>3</sup> engine is an air-cooled flat-twin developing 9 bhp SAE at 3,500 rpm. For the first time, Citroën fits a 4-speed gearbox as standard. The 2CV travels at 65 km/h and consumes 4.5 litres/100 km. Between October 1949 and 27 July 1990, 3,872,583 examples of the 2CV and its light utility versions are built. June sees the launch of the H, a utility vehicle with a payload of 1,200 kg. The H offers a new structural concept, a platform chassis with a superstructure of corrugated steel. The 1,911 cm<sup>3</sup> engine develops 50 bhp at 3,800 rpm. Rated 11 bhp, the H travels at 78 km/h and consumes 13 litres/100 km. Between June 1948 and December 1981, over 490,000 examples of the H are built.

One of Citroën's most popular utility vehicles - the 45 UADI bus - is also launched at this time. Eight hundred examples are built with a 6-cylinder diesel engine.



1946  
THREE NEW  
MODELS AT THE  
OCTOBER MOTOR  
SHOW: 11 B,  
11 BL AND  
15-SIX G

## 1950

## THE ENVIRONMENT

In France, Antoine Pinay creates the sliding-scale minimum wage (SMIG). The Schuman plan proposes a European federation based on economic cooperation. War breaks out in Korea. Belgium votes in favour of the return of King Leopold. Billy Wilder makes *Sunset Boulevard*. Eugène Ionesco writes *The Bald Prima Donna*.

## THE COMPANY

The SCEMM (Société de Construction d'Équipements, de Mécanisations et de Machines) begins operations at St. Etienne. This Citroën subsidiary is devoted to the manufacture of production equipment, particularly special machinery. In the German city of Cologne, Citroën Automobile AG recommences operations after the interruption of the war, but purely as a sales organization.

- Annual production: 81,941 vehicles (1949: 63,852).

## THE MODELS

At the Paris Motor Show, the 2CV van is premiered prior to the start of production in March 1951. It offers a 250 kg payload and a 375 cm<sup>3</sup> engine developing 9 bhp SAE at 3,500 rpm. The van travels at 60 km/h and consumes 5 litres/100 km.



Between February 1951 and March 1978, 1,246,306 examples are made. Demand is so great that there is a six-year waiting list for delivery.

## 1952

## THE ENVIRONMENT

The Treaty of Paris creates the European Defense Community. Queen Elizabeth II of Great Britain succeeds to the throne on the death of her father George VI. King Farouk of Egypt is deposed.

America explodes the first hydrogen bomb. The French CNRS (Centre National des Recherches Scientifiques) invents the solar furnace.

Ernest Hemingway publishes *The Old Man and the Sea*. Beckett writes *Waiting for Godot*. René Clément makes *Jeux Interdits* and Stanley Donen *Singing in the Rain*. Pollock shows his painting *Blue Poles*.

## THE COMPANY

The 2CV and the H go into assembly in Belgium. The sales company, Citroën Cars Corporation, is founded in New York, USA.

The sales company Citroën Maroc begins operations in Morocco.

- Annual production: 117,521 vehicles (1951: 101,126).

## THE MODELS

In June, all Traction models gain a rear boot extension that doubles the luggage space.

## 1953

## THE ENVIRONMENT

Dwight Eisenhower is President of the USA. An armistice is signed in Korea and the country is split into two. In Russia, Stalin dies. Khruschev becomes First Secretary of the Party Central Committee. Marshal Tito is elected President of Yugoslavia. Egypt is proclaimed a republic.

The first nuclear power station comes on line in the USA. The Russians test their first hydrogen bomb. The Britons J.D. Watson and F.H.C. Crick describe the structure of DNA. France broadcasts its first live television programmes. In Britain, Queen Elizabeth II is crowned.

Ian Fleming publishes his first James Bond book and Françoise Sagan writes *Hello Sadness*. Jacques Tati makes *Mr Hulot's Holiday*.

## THE COMPANY

A new Citroën plant comes on line at Rennes-la Barre Thomas in Brittany. Citroën starts to decentralize production, which has hitherto been based in Paris around the Quai de Javel plant. However it is only at the end of the 1970s that a balance is finally struck between the Paris region and the provinces. The new facility in Brittany specializes in the manufacture of ball-bearings and parts made from thermoplastic elastomer (rubber or plastic).

Citroën and Panhard reach agreement on the partial merger of their sales networks.

- Annual production: 137,459 vehicles.

## THE MODELS

The Type 55 commercial vehicle replaces the Type 45. Offering a petrol or diesel engine and with a total laden weight of 9,300 kg, the type 55 develops 76 bhp and offers a payload of 5,000 kg. There is also a 15 HACI bus with a 6-cylinder diesel engine and a rounded rear design. Big enough to seat 29 people, the bus is built from 1953 to 1958.

## 1954

## THE ENVIRONMENT

In France, René Coty becomes the last President of the Fourth Republic (1953-58). After the fall of Dien Bien Phu, the Geneva Accords put an end to the war in Indo-China. Vietnam is split into two states (north and south of the 17th parallel) while Laos and Cambodia become independent. The Algerian War begins with a revolt in the Aures mountains. Nasser takes power in Egypt.

The European Nuclear Research Centre, CERN, is founded in Geneva. The first international television links (Eurovision) are made. The first jet aircraft go into commercial service. Fellini's *La Strada* reaches the screen. Pierre Boulez composes *The Hammer Without a Master* and becomes the foremost composer of serial music. Akira Kurosawa makes *Seven Samurai*. William Golding writes *Lord of the Flies* and Dylan Thomas *Under Milk Wood*.

## THE COMPANY

The Asnières plant begins operation of its hydraulics manufacturing plant, built in preparation for the DS. The Asnières "hydraulics" section is henceforth responsible for all the hydraulic parts used in Citroën cars.

- Annual production: 154,054 vehicles.

## THE MODELS

In May, the 15-Six gains a constant-height hydropneumatic rear suspension - a technical breakthrough pioneered by Citroën's design and development department. The hydropneumatic system combines a gas and a liquid to achieve unequalled standards of comfort and roadholding.

At the Paris Motor Show, the 2 CV gains a 425 cm<sup>3</sup> engine developing 12 bhp at 3,500 rpm, and a centrifugal clutch.

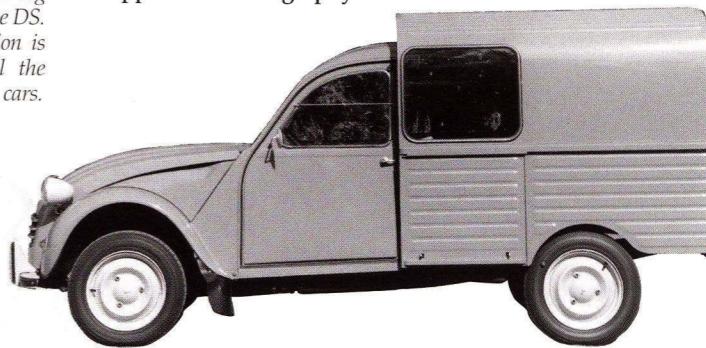
1955  
THE DS IS  
A RUNAWAY  
SUCCESS:  
1,456,115 UNITS  
IN 20 YEARS

## 1955

## THE ENVIRONMENT

In France, the Renault Agreements institute three weeks paid holiday a year. The Allied occupation of West Germany comes to an end. The Warsaw Pact brings all Eastern European military forces under Soviet control. In Britain, Churchill resigns and is replaced by Anthony Eden.

The Caravelle makes its first flight. The British scientist Kapany invents optical fibre. The antipolio vaccine and the contraceptive pill enter production in the USA. Ultrasonics are applied to cardiography.



James Dean makes his debut in Elia Kazan's *East of Eden*. Chuck Berry introduces the world to Rock and Roll.

## THE COMPANY

- Annual production: 181,774 vehicles.

## THE MODELS

The DS19 Traction Avant is launched at the Paris Motor Show. Rated 11 bhp, it has a 1,911 cm<sup>3</sup> engine developing 70.5 bhp at 4,500 rpm and a 4-speed gearbox. It travels at 140 km/h and consumes 10 litres/100 km. It has an integrated body with removable panels and a completely smooth nose with no front grille. The DS19 is the talk of the town, a car that heralds a new era in the history of the motor car. The new vehicle is revolutionary not only for its aerodynamic silhouette but also for its innovative technical features such as the hydropneumatic suspension with automatic height adjustment. All the major systems - gear, clutch, steering, brakes - are power-driven and the car also has two independent braking circuits and an automatic proportioning device to adjust brake power to vehicle load. A world first on a production car, the brakes are equipped with discs at the front. The car is a hit: 749 orders are taken in 45 minutes and 12,000 are on the books by the end of the day. The DS continues to be built for almost 20 years. A total 1,456,115 examples are built between October 1955 and April 1975.



Khruschev denounces "the personality cult" and crimes of Stalin. The Russian army invades Budapest to put down the Hungarian uprising. The Suez Canal is nationalized. The occupation of the canal zone by a Franco-British expeditionary force gives rise to a serious international crisis. Albert Camus publishes *The Fall* and John Osborne *Look Back in Anger*. London holds an exhibition of Pop Art.

## THE COMPANY

The DS goes into assembly in Belgium.

- Annual production: 190,901 vehicles.

## THE MODELS

The first 4-wheel drive Citroën truck - the 46 CDU - goes on sale, equipped with a 5,181 cm<sup>3</sup> 6-cylinder diesel engine developing 95 bhp. It has a payload of 5,000 kg and a total laden weight of 9,300 kg. At the end of the year, the Type 46 DP UADI is launched. The bodywork is identical to the Type 55. It has a diesel engine, with the cylinders bored out from 94 to 100 mm, and a 5-speed gearbox.

## 1956

### THE ENVIRONMENT

France sets up a National Insurance Fund and introduces road tax. The first nuclear power plants come into operation in Britain and France.

## 1957

### THE ENVIRONMENT

The Treaty of Rome brings the European Economic Community (EEC) into being and sets up the Atomic Energy Commission (Euratom). Ghana becomes the first black state to achieve independence. The Suez Canal is reopened. *Sputnik 1*, the world's first satellite, is placed in orbit.



An international motorway network is defined by the Conference of European Transport Ministers in Geneva. The "blue zone" parking control system is adopted by many towns in France and other countries. Ingmar Bergman makes *Wild Strawberries*. Camus receives the Nobel Prize for literature.

## THE COMPANY

An assembly line turning out 2 CV vans comes into operation in Phnom Penh (Cambodia).

Citroën and the Société Alsacienne de Constructions Mécaniques sign an agreement whereby a plant in Mulhouse is turned over to the manufacture of drive joints. Citroën installs its first computer in the Spare Parts department.

- Annual production: 206,136 vehicles.

## THE MODELS

The ID19 goes on sale on May, following its premiere (bonnet sealed) at the 1956 Paris Motor Show. It is available in two versions: Standard (63 bhp SAE at 4,000 rpm, 130 km/h) and Luxury (66 bhp SAE at 4,500 rpm, 135 km/h). Between March 1957 and September 1969, 491,434 examples are built.

Following the launch of the ID19, the Traction is withdrawn from production in July after a brilliant 23-year career without any major modifications. A total 759,123 examples have been built. At the Paris Motor Show the 2CV gains a cover on the boot.

## 1958

### THE ENVIRONMENT

In France, General de Gaulle is elected first President of the Fifth Republic (1958-69). The Committee of Public Safety

is formed in Algeria. General Massu is named Prefect of Algiers. The introduction of unemployment benefit rounds out the social security structure in France. The new "heavy" Franc (= 100 old Francs) comes into being.

The NASA is founded. The first American satellite, *Explorer 1*, is placed in orbit. The Americans Arthur L. Schawlow and Charles H. Townes establish the theoretical basis of laser development. Leonard Bernstein composes *West Side Story*.

## THE COMPANY

Citroën Hispania opens a plant in the Spanish port of Vigo and starts to produce 2CV vans for the Spanish market and for export. By manufacturing vehicles inside Spain, Citroën gains access to a market where strict quotas are placed on imports.

On 9 October, Quai de Javel is officially renamed "Quai André Citroën".

- Annual production: 246,305 vehicles.

## THE MODELS

The Paris Motor Show presents the ID19 Estate, a car combining the technical features of the ID19 Luxury version with the body styles of an Estate, family car or utility vehicle. The DS19 Prestige is launched at the same time. Aimed at businessmen, it has a glass partition between the front and back seats. March sees the launch of the 2CV Sahara, a four-wheel drive vehicle with two 425 cm<sup>3</sup> engines developing total output of 24 bhp SAE at 3,500 rpm and rated 5 bhp. The amazing off-road capabilities of the 2CV 4 x 4 are especially appreciated by oil exploration and mining teams in desert areas. The car is capable of climbing a sandy 40% slope fully laden. The Sahara finally goes into production in December 1958 and 694 examples are produced in the following six years.

## 1959

### THE ENVIRONMENT

General de Gaulle declares that Algeria has the right to self-determination. The school-leaving age is raised to

16. French government passes the Debré Law on private education. The European Parliament meets for the first time in Strasbourg. In Cuba, Fidel Castro becomes Prime Minister and Head of Government. He nationalizes the American-owned sugar plantations. The American J.S. Kilby takes out the first patent on integrated circuits. The "nouvelle vague" of French cinema is born with films such as François Truffaut's *The 400 Blows*, Alain Resnais' *Hiroshima mon Amour* and Claude Chabrol's *Handsome Serge*. Gunter Grass writes *The Tin Drum* and Robert Bolt *A Man for All Seasons*.

sales. Scientific data processing takes its first steps. Citroën is invited to show the DS at the Milan Triennale, the international exhibition of art and design chaired by the architect Gio Ponti. An ID19 driven by Coltelloni, Alexandre and Desrosiers wins the Monte Carlo Rally. As a result, Citroën decides to take part in road races and signs an agreement with René Cotton, director of the Paris Ile-de-France Stable. Coltelloni is European Rally Champion in 1959.

- Annual production: 286,892 vehicles.

## THE MODELS

The cab of the Type 47 DIP bus is moved forward to increase interior space. A total 36 passengers can be seated, compared with 29 on the previous version. The model remains in production until 1963.



## THE DS, 20 YEARS OF GLORY...

The design and construction of the DS remain a fiercely guarded secret until the day the car is launched. When the Paris Motor Show opens on 7 October 1955, the DS leaves everybody gaping. Visitors jostle to get a closer look, but few manage to catch a glimpse of the new star. At the end of the day, 12,000 orders have already been taken.

"Speed, comfort and safety" are the three key aspects incorporated into the DS by its designer Flaminio Bertoni. The car features a host of innovations. The Citroën team has created a stiff sub-structure to support the body of the DS, and used new materials such as aluminium alloys and plastics. The team also paid particular attention to aerodynamics.

But the main ground-breaking feature of the DS is the high-pressure hydraulic power unit controlling such vital functions as the flexible hydropneumatic suspension with attitude corrector, maintaining the vehicle at a constant height above the ground,

whatever the load. Based on the interaction between a gas and a liquid, this new concept replaces the metal springs used in standard suspension systems. The hydraulic power unit is also used for power steering, to enhance vehicle response. The clutch pedal is replaced by a semi-automatic transmission system. The dual-circuit braking control system is also hydraulic, distributing load evenly between the front and back according to the vehicle load. For the first time, disk brakes are fitted as standard.

When an attempt is made on General de Gaulle's life at Petit Clamart in 1962, the presidential DS - riddled with bullets and with its tyres in ribbons - is able to keep going and take the General out of danger.

On 14 April 1975, the 1,330,755th DS leaves the production line, the last of its dynasty. The CX has already taken its place at the new Aulnay-sous-Bois plant. To this day, the DS remains a reference for car comfort and safety.

## 1960

## THE ENVIRONMENT

Eighteen European countries, the United States and Canada sign the convention establishing the OECD (Organization for Economic Cooperation and Development). John F. Kennedy is elected President of the USA. The USA sends more non-combat military personnel into Vietnam after the North Vietnamese unify the South Vietnamese communist insurgents.

Brasilia, the new capital of Brazil, is inaugurated. The five main oil exporting countries meet in Baghdad and form the OPEC.

Computer-aided design takes its first steps, primarily for military projects. The first SECAM colour television transmissions take place between Paris and London. The textile world is revolutionized by synthetic fibres. The USA launches its first meteorological satellite. Fellini makes *La Dolce Vita* and Jean-Luc Godard *Breathless*.

## THE COMPANY

As part of an industrial cooperation agreement between France and Yugoslavia, Citroën and Tomos, a Yugoslavian company, agree to assemble the 2CV in the Tomos plant at Koper.

The Catila factory in Argentina begins to assemble the 2CV and the Ami.

• Annual production: 316,218 vehicles.

## THE MODELS

The Paris Motor show unveils the DS19 Cabriolet, with bodywork designed by Chapron. The car has a 4-speed gearbox (including three syncromesh) and a centrifugal clutch. The Cabriolet offers 76 colour combinations, 13 body colours and 11 interior trim shades. The DS19 Cabriolet is produced in 1,325 examples between September 1960 and 1974.



## 1961

## THE ENVIRONMENT

The Generals' Revolt breaks out in Algeria. South Africa becomes independent and leaves the Commonwealth. The Berlin Wall is built. American attempts to enter Cuba meet disaster at the Bay of Pigs. The first conference of non-aligned countries takes place in Belgrade.

Yuri Gagarin becomes the first man in space. John Glenn makes the first orbital space flight. Marshal W. Niremberg successfully synthesizes a protein molecule and triggers the development of molecular biology. The year's films include François Truffaut's *Jules and Jim*, Alain Resnais' *Last Year at Marienbad*, Robert Wise's *West Side Story* and Joseph Losey's *The Damned*. Harold Pinter writes *The Caretaker* and Harper Lee To Kill a Mockingbird.

The Catila factory in Argentina begins to assemble the 2CV and the Ami.

• Annual production: 316,218 vehicles.

## THE COMPANY

In Brittany, the Rennes-la Janais plant starts producing the Ami 6. Designed from the outset to turn out 1,200 cars a day in the long term, Rennes-la Janais is a perfect example of a modern automated facility. It is the first Citroën plant to combine body panel stamping, body construction and final assembly. At Nanterre outside Paris, a plant formerly used by Simca comes into operation to relieve the load on existing plants in the Paris area, since they are nearing saturation and cannot be expanded. Nanterre stamps and assembles wings, bonnets and doors for the 2CV. It also houses an aluminium pressure die-casting plant and an engine assembly facility.

The Ami 6 goes into production in Belgium.

• Annual production: 337,312 vehicles.

## THE MODELS

In April, the Ami 6 joins the Citroën range. The strong lines of the vehicle are accentuated by the reverse-raked rear window; its mechanical parts are based on those of the 2CV. The engine is a 602 cm³ air-cooled flat-twin developing 20 bhp at 4,500 rpm. Rated 3 bhp, the Ami has a 4-speed gearbox, travels at 105 km/h and consumes 6 litres/100 km. A 4-door, 4-seat saloon, the Ami is built in 1,039,384 examples between April 1961 and July 1971.



## 1962

## THE ENVIRONMENT

General de Gaulle survives an assassination attempt at Petit-Clamart outside Paris. The tyres of the President's Citroën DS are punctured by bullets but the car stays on the road. A national referendum is held on the election of the President of the French Republic by universal suffrage. Renault signs an agreement instituting four weeks of paid holiday.

At Nanterre outside Paris, a plant formerly used by Simca comes into operation to relieve the load on existing plants in the Paris area, since they are nearing saturation and cannot be expanded. Nanterre stamps and assembles wings, bonnets and doors for the 2CV. It also houses an aluminium pressure die-casting plant and an engine assembly facility.

The Beatles and the Rolling Stones release their first records. Anthony Burgess publishes *A Clockwork Orange*.

## THE COMPANY

The sales company, Citroën Canada Ltd, is established in Montreal, Canada.

The sales company, Citroën Österreich GmbH is established in Vienna, Austria.

• Annual production: 391,783 vehicles.

## THE MODELS

In October, the Paris Motor Show is held at the Porte de Versailles for the first time. Citroën unveils a restyled version of the DS19 with a new nose and redesigned bumpers. The aim is to improve aerodynamics and increase the maximum speed to 110 km/h.

## 1963

## THE ENVIRONMENT

A National Employment Fund is set up in France. France blocks Britain's entry to the EEC.

In the USA, the Kennedy Campaign combats racial discrimination. John F. Kennedy is assassinated in Dallas. Lyndon B. Johnson becomes President of the USA.

Pope John XXIII dies and Paul VI is elected.

The Organization of African Unity is set up. Valentina Tereshkova becomes the first woman in space, spending 22 days in orbit.

Visconti's *The Leopard* triumphs at the Cannes Film Festival. Elizabeth Taylor and Richard Burton star in *Cleopatra*.



The type H utility vehicle goes into assembly in Holland, in response to growing demand for Citroën vehicles on the Benelux market. Some 80 carmakers are locked in battle for a share of this attractive market.

The Citroën Competitions Department is set up under the management of René Cotton.

- Annual production: 437,799 vehicles.

## THE MODELS

In February, the 2CV AZA gains a more powerful engine developing

1964  
THE SEATBELT MAKES ITS DEBUT

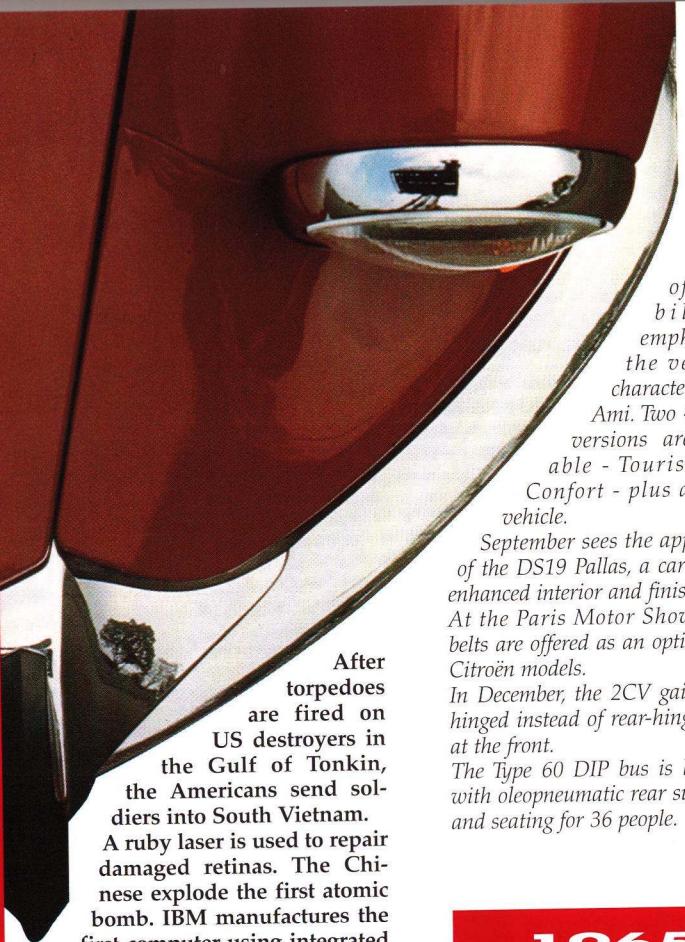
## 1964

## THE ENVIRONMENT

In France, the CFTC trade union breaks up and the CFDT comes into being.

In Russia, Khruschev is ousted. Brezhnev and Kosygin are the new leaders of the Kremlin. France recognizes Communist China. The Greek and Turkish communities clash violently in Cyprus.





## THE COMPANY

The Mangualde factory in Portugal comes into operation to manufacture the 2CV. As in Spain, this operation is made necessary by the severe restrictions placed on imports of fully assembled cars.

Citroën signs an agreement with the German company NSU Motorenwerke for the development of a rotary-piston engine through a Geneva-based joint subsidiary, Comobil. The activities of the Nanterre plant outside Paris are further extended with the opening of a workshop making mechanical parts for the DS.

In Yugoslavia, the Cimos factory comes into operation under the terms of an agreement signed in 1960. The new plant assembles the Dyane and manufactures a range of parts.

- Annual production: 464,955 vehicles.

## THE MODELS

The Ami 6 Estate is presented at the Paris Motor Show. Based on the saloon and with broadly similar technical features, it offers a range

of possibilities, emphasizing the versatile character of the Ami. Two 4/5 seat-versions are available - Tourisme and Confort - plus a utility vehicle.

September sees the appearance of the DS19 Pallas, a car with an enhanced interior and finish.

At the Paris Motor Show, safety belts are offered as an option on all Citroën models.

In December, the 2CV gains front-hinged instead of rear-hinged doors at the front.

The Type 60 DIP bus is launched, with oleopneumatic rear suspension and seating for 36 people.

## 1965

### THE ENVIRONMENT

In France, an agreement is signed to bring the fourth week of paid holiday into general application.

Sir Winston Churchill dies. The death penalty is abolished in Britain. In Belgium, the quarrel on linguistic differences gathers momentum. The Moroccan trade union leader Ben Barka is kidnapped in Paris.

In the USA, Ralph Nader writes a book criticizing the defects of General Motors' Corvair and launches the consumer protection movement.

The architects Baudouin and Lopez design the Maine-Montparnasse quarter in Paris.

Godard makes *Pierrot le Fou*. Courrèges creates the mini-skirt.

## THE COMPANY

Citroën's Research and Development Centre comes into operation at Vélizy outside Paris. It thereby brings together and expands three vital departments formerly scattered around the 15th district of Paris.

- Annual production: 464,955 vehicles.

## THE MODELS

The Ami 6 Estate is presented at the Paris Motor Show. Based on the saloon and with broadly similar technical features, it offers a range

(the Design and Research Departments, and the Laboratories). The Panhard factory at Reims (Champagne region), a plant specializing in the manufacture of mechanical components for utility vehicles, becomes part of the Citroën organization. Following on from the partial integration of the sales networks in 1953, this move increases the production of the oldest of French carmakers and uses its facilities more efficiently.

The DS line in South Africa closes down after producing 1,232 examples.

An exhibition of Citroën advertising material is held in the Marsan Pavilion in Paris. It is an international success.

- Annual production: 485,496 vehicles.

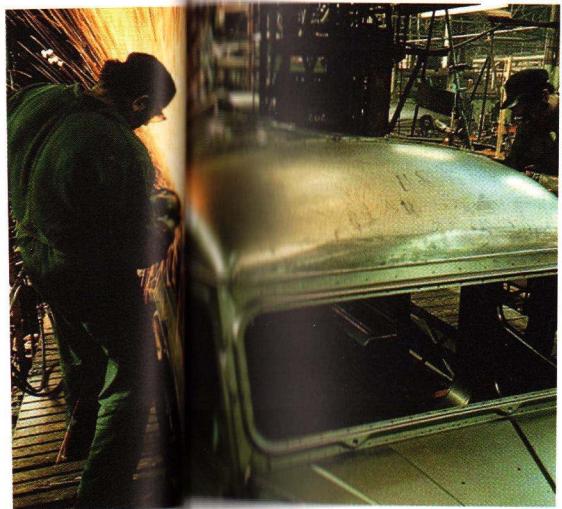
## THE MODELS

September sees the launch of a new, more powerful DS, the DS21. The new version is equipped with a completely new 2,175 cm<sup>3</sup> 5-bearing engine developing 109 bhp SAE at 5,500 rpm. Rated 12 bhp, it travels at 175 km/h and consumes 9.8 litres/100 km. All drive-joints are of the constant-velocity type. The DS21 is equipped with a headlamp leveling system to offset dynamic variations in attitude. It is available with Saloon, Pallas, Prestige and Cabriolet styling. The DS21 is built in 207,313 examples between September 1965 and October 1972.

December sees the launch of two new types of truck, the 350 and

the 600. Both are available in petrol and diesel versions.

The new trucks use a DS-type hydraulic system for brake opera-



tion, with the green LHM fluid.

60 Type N: 2,176 cm<sup>3</sup> 4-cylinder petrol engine developing 82 bhp, total laden weight 5,990 kg.

60 Type ND Series P: 3,860 cm<sup>3</sup> 4-cylinder Perkins diesel engine developing 80 bhp, total laden weight 6,990 kg.

60 Type ND Series M: 4,690 cm<sup>3</sup> 4-cylinder MAN Diesel engine developing 76 bhp, total laden weight 6,250 kg.

60 P: 5,183 cm<sup>3</sup> 6-cylinder petrol engine developing 118 bhp, total laden weight 10,300 kg.

60 PD: 5,600 cm<sup>3</sup> 6-cylinder diesel engine developing 103 bhp, total laden weight 10,300 kg.

## 1966

### THE ENVIRONMENT

In France, the Banque Nationale de Paris is founded. France pulls out of NATO.

## THE COMPANY

Indira Gandhi becomes Prime Minister of India. The cultural Revolution starts in China. The French Electricity Board (EDF) commissions its first tidal power station in the Rance estuary (Brittany). The first soft-landing of a moon probe takes place. Roland Barthes devotes a chapter of his book *Mythologies* to the DS phenomenon. Claude Lelouch's *A Man and a Woman* is acclaimed at the Cannes Film Festival; François Truffaut makes *Fahrenheit 451*.

## THE COMPANY

In Britain, the Slough plant closes down after making a total of 28,800 Traction Avants, DS, 2CVs and utility vehicles.

- Annual production: 531,133 vehicles.

## THE MODELS

LHM, a special mineral oil, replaces LHS2 in the hydraulic circuits of all ID and DS models. A high-quality product, LHM ensures long service life for all circuit components.

From October, the 600P and PD trucks are renamed 700 Series PY and PYD. The total laden weight is increased to 10,990 kg thanks to the more powerful engines: 134 bhp for the petrol, 108 bhp for the diesel.

## 1967

### THE ENVIRONMENT

General de Gaulle visits Canada and expresses support for a "Free Quebec". In France, the national Employment Agency is founded.

A military coup in Greece brings in the colonel's regime. The "Six Day" war opposes Israel and the Arab countries. The tanker *Torrey Canyon* sinks, causing the first major oil spill

in British waters. The first telex tests are carried out. In South Africa, Professor Bamard carries out the first heart transplant. The first colour television programmes are broadcast in France. Francis Chichester sails around the world in *Gipsy Moth IV*. García Marquez writes *One Hundred Years of Solitude* and Milan Kundera *The Joke* (French translation). Buñuel's *Belle de Jour* is on the cinema screens.

## THE COMPANY

The Dyane goes into assembly in Belgium.

Citroën signs an industrial cooperation agreement with Berliet, the EEC's largest utility vehicle maker, to produce common models. Under the terms of the agreement, Citroën takes a majority shareholding in Berliet. The Comotor subsidiary is set up in Luxembourg to build car engines. One of its products is the rotary-piston unit that equips the M35 prototype in 1969.

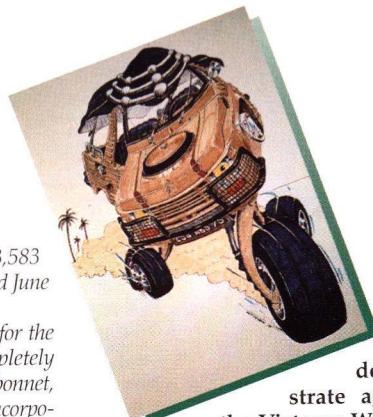
- Annual production: 498,574 vehicles.

## THE MODELS

July sees the launch of the Dyane, slotting in between the 2CV and the



Ami 6. It is equipped with the proven mechanical parts of the 2CV - 425 cm<sup>3</sup> flat-twin engine developing 21 bhp SAE at 5,500 rpm, 2 bhp rating, 4-speed gearbox, maximum speed 100 km/h, consumption 4.9 litres/100 km - but its body is completely new. It is a saloon that offers all the advantages of an estate, with its rear hatch and fold-down back seat.



The Dyane is built in 1,443,583 examples between July 1967 and June 1983.

September sees new bodywork for the ID and DS series: a completely redesigned front end (wings, bonnet, bumpers, lower streamlining) incorporating four headlamps, two of which swivel with the steering.

In February, a utility derivative of the 600 PD is launched: the 800 PYD Series R. The new vehicle is a tanker with a total laden weight of 11,900 kg. The total laden weight of the Type 350 is raised to 6,990 kg and the models are renamed 450 Club and 450 Confort.

A tractor model is added to the 700 range, which is equipped with an air compressor to supply the trailer braking system.

The 60 DIP bus is given a new interior or layout which increases its seating capacity from 36 to 42.

demonstrate against the Vietnam War and support the civil rights movement in the southern states. Senator Robert Kennedy and the civil rights leader, Martin Luther King, are assassinated. Riots in Londonderry signal the start of the troubles in Northern Ireland.

The most powerful solar furnace in the world is built at Font Romeu in the Eastern Pyrenees. The British engineer Cockerell builds the first hovercraft. C.D. Lewis becomes Poet Laureate. Stanley Kubrick makes *2001: A Space Odyssey*.

## 1968

### THE COMPANY

The group is reorganized: a holding company, Citroën SA, oversees the activities of Citroën, Berliet and Panhard. The structure comprises more than 20 subsidiaries, including the Société Anonyme Automobiles Citroën (production) and the Société Commerciale Citroën (sales).

Citroën signs a technical and commercial agreement with Maserati, the prestigious Italian sports car manufacturer.

Citroën and Total reach an agreement on the optimization of fuels and lubricants, reflecting the requirements created by new technical developments.



May 1968 and December 1987. In September, the DS19 is replaced by the sportier DS20: 1,985 cm³ developing 103 bhp SAE at 6,000 rpm, 165 km/h, 10.39 litres/100 km. At the same time, the ID20 replaces the ID19.

In March, assembly of Citroën's heavy utility vehicles is transferred to the Vénissieux works of Automobiles Marius Berliet.



## 1969

### THE ENVIRONMENT

Citroën signs an agreement with Fiat, setting up a holding company (PARDEV) with the bulk of Citroën shares. Fiat holds a 49% stake and Michelin 51%. Fiat and Citroën agree to undertake joint commercial and industrial studies.

The Mulhouse plant of the Société Alsacienne de Constructions Mécaniques becomes part of the Citroën group.

- Annual production: 460,712 vehicles.

### THE MODELS

January sees the launch of the Dyane 6 with the more powerful Ami 6 engine (602 cm³ developing 28.5 bhp SAE at 5,400 rpm, 3 bhp, 110 km/h, 6.1 litres/100 km).

May heralds the launch of the Méhari, a completely new multi-purpose, all-terrain 4-seat pick-up joining Citroën's family of light flat-twin vehicles. Rated 3 bhp, the Méhari has a 602 cm³ engine developing 28.5 bhp SAE at 5,400 rpm. It travels at 105 km/h. The plastic body prevents corrosion problems and resists impact. The Méhari 4x4 is built in 144,953 examples between

General de Gaulle retires after failing to win a referendum on decentralization. Georges Pompidou becomes President of the Republic (1969-1974). An embargo is placed on arms supplies to Israel. At the SALT talks in Helsinki, the USA and the USSR agree to stop the nuclear arms race. Negotiations start in Paris to end the Vietnam War.

The British Government sends troops into Northern Ireland. Gaddafi takes power in Libya. The American Astronauts Neil Armstrong and Edwin Aldrin walk on the moon.

The first major pop festival is organized at Woodstock (USA); 400,000 people and forty groups and musicians come together for "three days of music and peace".

Visconti makes *The Damned*, and Costa Gavras Z. Samuel Beckett wins the Nobel Prize for Literature.

### THE COMPANY

The Metz-Borny plant (Lorraine region) comes into operation, taking over the work of the Saint-Charles plant in Paris. Built with the GS in mind, Metz supplies all the car's gearboxes.

Gruau joins forces with the Gruau group to develop a 6-cylinder engine for a future prestige car bearing the Citroën badge.

A plant in Tehran (Iran) begins assembling the 2CV van, Dyane and Hélyette, in accordance with an industrial and commercial cooperation agreement signed in

the terms of the agreement. Fiat Autobianchi models are sold through Citroën dealerships in Belgium, Switzerland and Italy, while Citroëns are sold through Autobianchi dealerships in

France. The Société des Transports Citroën is created, an international car distribution organization.

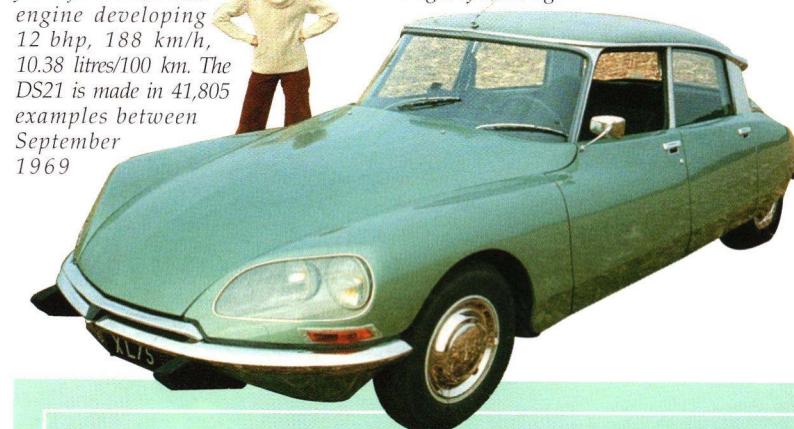
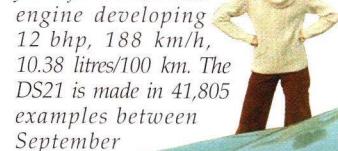
The group's data-processing activities are brought together in a newly created data-processing department.

Production

### THE MODELS

In March, the Ami 6 is replaced by the Ami 8. The redesigned, simplified and smoother bodywork offers improved visibility. The new car is equipped with a 602 cm³ engine developing 2 bhp DIN at 5,750 rpm. Rated 2 bhp, it travels at 123 km/h and consumes 5.5 litres/100 km. Built as 4-seat saloon or estate, the Ami 8 is produced in 800,775 examples between March 1969 and June 1979, when production is stopped.

September sees the launch of the DS21, the first French production car with electronic fuel injection: 2,175 cm³ engine developing 12 bhp, 188 km/h, 10.38 litres/100 km. The DS21 is made in 41,805 examples between September 1969



## THE RENNES PRODUCTION CENTRE: LA JANAISS AND LA BARRE-THOMAS

With 12,800 employees, an output of several million vehicles and 600 sub-contractors supplying parts and sub-assemblies, the Rennes la Janais production plant is Brittany's leading employer.

In 1953, Citroën decides to decentralize its production and move to Brittany, a region enjoying fast economic growth at that time. The la Barre Thomas plant, located 3 km from the centre of Rennes, is built to supply rubber and elastomer parts for the PSA Peugeot Citroën Group.

Eight years later, Citroën sets up the Rennes Production Centre with the construction of the la Janais final assembly plant on a site covering 241 hectares.

The plant comprises five major production areas: stamping, body assembly, wiring, final assembly and an autonomous mechanical construction unit. The stamping shop, which consumes eleven hundred tonnes of sheet metal every day, is divided into two parts for cutting and reworking.

The body assembly shop is equipped with 245 robots and 228 PLCs. The paintshop is consid-



ered to be the most advanced in Europe. A whole range of treatment processes are performed in its dust-free environment.

Fundamental structural and methodological reforms are put in place at the Rennes production centre. The number of ranks in the hierarchy are reduced, favouring communication and individual motivation.

Plan Mercurie - launched in 1984 - has a precise objective: to achieve total customer satisfaction through short delivery times, high quality and attractive pricing. The application of this plan calls for "just-in-time" and "pulled flow" production methods involving a reduction in stocks, a total commitment to quality and new production facilities.

Working conditions and safety are optimized in each shop in 1985, with the "Plan Qualité Totale Citroën" being applied first to the Rennes unit and then to the entire company.

For the launch of the new Xantia model, a special training programme is set up: the Armor plan. Its aim is to provide general product information for personnel working on the vehicle, and also to ensure advanced technical training.



720

THE SEVENTIES



1970

#### THE ENVIRONMENT

**G**eneral de Gaulle dies. The French government signs agreements on vocational training for adults and introduces a new minimum wage: the SMIC. In Portugal, Salazar dies. His dictatorship had been in existence since 1936. Salvador Allende is elected President of the Republic of Chile. French and British technicians carry out the first videotex trials. The first submarine-launched missile is tested in the USA. Pop festivals are organized at Woodstock and on the Isle of Wight. Conceptual art is born in the USA. Robert Altman makes *MASH*.

#### THE COMPANY

The Dalat factory comes into operation in Saigon (South Vietnam), assembling a vehicle derived from the Babybrousse, itself developed from the Méhari. A facility for the assembly of the Babybrousse comes into operation in Abidjan (Ivory Coast). A new department opens in the Nanterre factory (Paris region) to assemble engines for the GS. In the Moroccan Rally, five DS21s are among only seven cars to reach the finish. In the Citroën tradition of great automotive explorations, the company organizes a Paris-Kabul-Paris long-distance rally. The 1,300 participants, are all less than 30 years old, and all are driving 2 CVs, Dyane or Méharis. • Annual production: 535,660 vehicles.

#### THE MODELS

In January, Citroën intrigues technical enthusiasts with the M35 prototype, powered by a rotary piston engine, the result of studies carried out with Comobil. The 995 cm<sup>3</sup> single-rotor engine develops 49 bhp at 5,500 rpm. Rated 6 bhp, the M35 has a 4-speed gearbox, travels at 144 km/h and consumes 9.7 litres/100 km. A laboratory on wheels, the M35 has a body resembling the Ami 8 but is equipped with hydropneumatic suspension, the first time the system is adopted for a model of this size. Citroën supplies examples to specially chosen high-mileage customers in order to gain feedback. Built as a 2-door, 4-seat coupé in a limited series only, the M35 is produced in 267 examples in 1970.

March sees the launch of the SM, a luxury coupé born of the 1968 agreement with Maserati. The Maserati 2,670 cm<sup>3</sup> engine develops 179 bhp DIN at 5,500 rpm. Rated 15 bhp, the SM consumes 12.5 litres/100 km. It has a 5-speed gearbox, hydropneumatic suspension with automatic height correction and 4 power-operated disc brakes with independent front and rear circuits. Brake power is adjusted automatically according to vehicle load and distribution, while the power steering works on an entirely new principle: automatic centering of wheels - even when parking - and power proportional to speed. The six headlamps offer automatic levelling. The SM is a production car combining speed (200 km/h) with safety. Between March 1970 and September 1972, 7,808 examples are produced.

The Paris Motor Show unveils the GS: 1,015 cm<sup>3</sup> air-cooled flat-4 cylinder engine developing 55.5 bhp at 6,500 rpm, 6 bhp, 149 km/h, 9.68 litres/100 km. The GS is equipped with a 4-speed gearbox, four power-



operated disc brakes with double circuits, and an all-independent hydropneumatic suspension system. Built as 5-seat 4-door saloon or 5-door estate, the GS is produced in 1,896,742 examples between September 1970 and July 1981.

The DS 21 receives a 5-speed gearbox with a mechanical linkage. A tractor version of the 350 range, the N08, is launched. The total laden weight of the Type 450 goes up to 7,990 kg for the petrol version - now the 530 Club - and 8,000 kg for the diesel, now known as the C530 K.

#### 1971

#### THE ENVIRONMENT

**T**he Algerian government nationalizes 51% of the assets of French oil companies. Britain adopts decimal coinage. China is admitted to the United Nations and to the Security Council. At the end of a civil war, East Pakistan gains independence and becomes the new state of Bangladesh.

#### THE MODELS

The DS21 is voted the "Car of the Year".

1972

#### THE ENVIRONMENT

**T**he French Socialist and Communist parties agree on a common policy for government. Great Britain, Denmark and Ireland join the EEC. At the Olympic Games in Munich, eleven Israeli athletes are assassinated by a commando from the Palestinian "Black September" organization.

The American company, Texas Instruments, makes the first electronic pocket calculator. The USA launches its first satellite for surveying natural resources. The first tests are carried out for the development of the TGV high-speed train.

Bertolucci makes *Last Tango in Paris*, and Claude Sautet *César et Rosalie*. Picasso paints his last self-portrait.

#### THE COMPANY

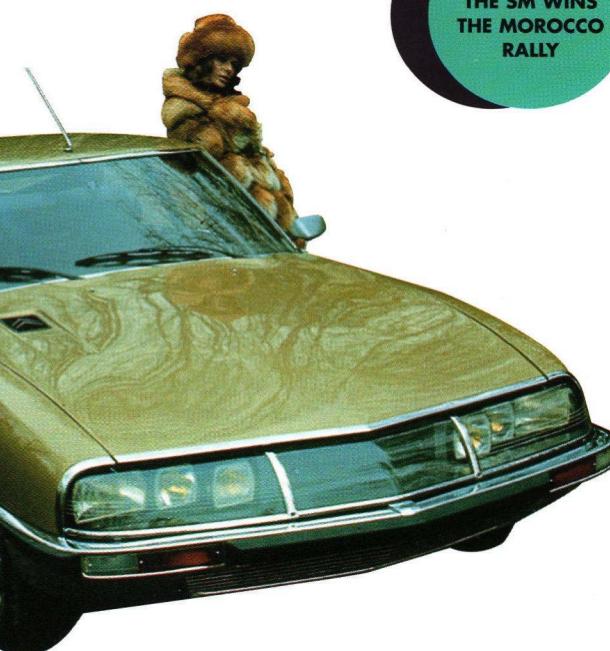
Citroën signs agreements with Inda A of Paraguay, Quinatar SA of Uruguay, and Aviles Alfaró in Ecuador, for the assembly of 2CV and 3CV models. The SOGAMM (Société d'Outillage Général Appliqué aux Moulés et Modèles) is set up at Stains, near Paris, as a subsidiary. It is specialized in the making of prototype body and mechanical components, quality control standards and associated equipment, and also master references for forging. This department was previously housed in the Clichy

In the Moroccan Rally, the SM takes part in a competition for the first time and wins: first place for Jean-Pierre Plassard, third for Jean-Michel Motte and fourth for Jean-Louis Terramont.

After the success of the Paris-Kabul-Paris rally, Citroën organizes another long-distance rally: Paris-Persepolis. One hundred 2CVs travel from Paris to Tehran via the Taurus mountains. Production: 10,016 vehicles.

• Annual production: 730,840 vehicles.

In September, the DS21 is replaced by the DS23. The new car is fitted with either a carburettor (124 bhp SAE at 5,250 rpm) or electronic fuel injection (130 bhp SAE at 5,250 rpm). The 2,347 cm<sup>3</sup> engine develops 13 bhp. The DS23 travels at 188 km/h and consumes 12 litres/100 km. A total 48,464 examples are made between September 1972 and April 1975. The electronic injection SM replaces the version with a carburettor:



1971  
THE SM WINS  
THE MOROCCO RALLY





Andrei Sakharov wins the Nobel Peace Prize. Emil Ajar publishes *La Vie Devant Soi*. Stanley Kubrick films *Barry Lyndon*. Milos Forman's *One Flew Over the Cuckoo's Nest* triumphs at the Hollywood Oscars.

#### THE COMPANY

The Charleville-Mézières foundry in the Ardennes comes into operation to complement the facilities in the Paris area. Managed entirely by computer, the new facility is one of the most modern foundries in Europe. It casts both ferrous metals and aluminium (gravity and pressure techniques). As the Charleville plant develops, the Clichy foundry gradually becomes an experimental centre for new foundry techniques, such as robotized mould-making and lost foam casting. When production of the SM is stopped as a result of the energy crisis, Citroën and Maserati part company. The Saint-Charles factory, in Paris' 15th district, closes. Its duties are taken over by the new factory of Metz-Borny.

- Citroën stages a recovery: despite the impact of the energy crisis, production rises to 693,915 vehicles. To a great extent, this result can be attributed to an increase in exports, which now account for 55% of the total volume.



#### THE MODELS

The CX 2200 is launched in January: 2,175 cm<sup>3</sup> engine developing 112 bhp DIN at 5,500 rpm, 12 bhp, 179 km/h, 10.2 litres/100 km. The CX 2200 Diesel arrives in December: 2,175 cm<sup>3</sup> engine developing 66 bhp DIN at 4,500 rpm, 9 bhp, 146 km/h, 6.3 litres/100 km. The C-matic torque converter is offered as an option on the CX 2200 option. A semi-automatic transmission system comprising an automatic clutch, torque converter and manual 3-speed all-synchromesh gearbox, the system does away with the conventional clutch pedal. The CX receives the "Car of the Year" award as well as the "Safety Prize" and the "Car Styling Award".

#### 1976

#### THE ENVIRONMENT

The Jamaica Agreement creates a new international monetary structure based on floating exchange rates. Chou En-Lai and Mao Tse-Tung die. Civil war breaks out in the Lebanon.

France and other European countries adopt summer time, putting the clocks forward by one hour between 1 April and 1 October. The move cuts electricity consumption by 1%, saving 300,000 tonnes of oil. Concorde, the first supersonic airliner, goes into service with Air France and British Airways. Andrzej Wajda makes *Man of Marble*.



#### THE COMPANY

The Peugeot Group takes an 89.95% stake in Citroën, and sets up the PSA holding company as part of the Citroën SA/Peugeot SA merger. Citroën signs an industrial and commercial agreement with Romania, whereby Romania will produce a new Citroën model to be sold by Citroën dealers in Western Europe and by a Romanian organization in COMECON countries.

- Annual production: 741,363 vehicles.



#### THE MODELS

January sees the launch of the CX Estate; with a choice of CX 2000 or CX 2200 diesel engines. The CX Prestige is launched in February, gaining an extra 27 cm in length. The 2CV Spot is launched in April, in a limited edition of 1,800 cars.

The Paris Motor Show unveils the LN: 602 cm<sup>3</sup> air-cooled, flat-twin engine developing 32 bhp at 5,750 rpm, 3 bhp, 4-speed gearbox, 120 km/h, 5.9 litres/90 km. The smallest engine in the smallest body, the 3-door, 4-seat LN combines Citroën mechanical components with the body of the Peugeot 104 Coupé. The homogeneous design reflects the harmony of approach between the two carmakers; 127,932 LNs are built between September 1976 and October 1978.

Also at the Paris Show, the CX 2400 replaces the CX 2200: new 2,400 cm<sup>3</sup> engine, 115 bhp DIN at 5,500 rpm, 13 bhp, 181 km/h, 8.3 litres/100 km.

into operation at Fessenheim in Alsace. The largest infra-red telescope in the world is installed on the summit of Mauna Kea in Hawaii.

The Georges Pompidou - or Beaubourg - centre is inaugurated in Paris. Charlie Chaplin and Maria Callas die.

#### THE COMPANY

The LN goes into assembly at the Forest factory in Brussels, Belgium. Citroën signs an industrial agreement with Guinea-Bissau, covering the manufacture of 500 vehicles a year.

Citroën puts in place the PIEC (Plan Individuel d'Epargne Congé), a plan introducing flexible working arrangements.

CX 2400s take the first five places in the Tour Automobile de Sénégal.

- Annual production: 803,858 vehicles.

#### THE MODELS

April sees the launch of the Dyane Caban, a limited edition of 1,500 vehicles.

The CX 2400 GTI with electronic fuel injection is launched in May: 2,347 cm<sup>3</sup> engine producing 128 bhp DIN at 4,800 rpm, 13 bhp, 189 km/h, 8.1 litres/100 km. The GTI is equipped as standard with speed-sensitive power steering and a 5-speed gearbox for reduced fuel consumption and quieter cruising.

The CX wins the "Gute Form 76/77" Prize in Germany.

**1977**  
THE PIEC  
FOR FLEXIBLE  
WORKING  
HOURS

## 1978

## THE ENVIRONMENT

Egypt and Israel sign the Camp David Agreement. Anwar Sadat and Menachem Begin share the Nobel Peace Prize. The former Italian President Aldo Moro is kidnapped and assassinated. Karol Wojtyla is elected Pope John-Paul II.

The first "test-tube baby" is born in England. The North Sea Frigg gas field comes on stream.

The cinemas are showing Michael Cimino's *The Deerhunter*, Steven Spielberg's *Close Encounters of the Third Kind* and Ingmar Bergman's *Autumn Sonata*.

## THE COMPANY

In Spain, the Orense plant comes on line, making mechanical components for the Vigo plant. In France, the SMAE (Société Mécanique Automobile de l'Est) is founded in Metz (Lorraine region) as a subsidiary of Citroën and Peugeot. SMAE comprises the two factories of Metz-Borny (gearboxes) and Metz-Tremery (engines, started up in 1979) and also supplies mechanical assemblies to the PSA companies

and to other customers. A computerized spare parts centre is opened outside Paris in Melun-Sénart to supply the Citroën service organization worldwide. Citroën signs a turnkey contract with East Germany to build a complete plant for the manufacture of constant-velocity joints, a Citroën speciality since the days of the Traction Avant. The Visa goes into production in Belgium.

Fiat, Peugeot and Citroën sign an agreement on the joint development of a new light utility vehicle. The Rennes-La Barre Thomas plant stops turning out ball-bearings.

- Annual production: 807,504 vehicles.

## THE MODELS

In February, the CX 2200 Diesel is replaced by the CX 2500 Diesel: 2,500 cm<sup>3</sup> engine, 75 bhp DIN at 4,250 rpm, 10 bhp. Equipped with a 5-speed gearbox, the CX 2500 Diesel is the fastest non-turbocharged diesel saloon in the world (156 km/h).

March sees the launch of the GS Basalte, a limited edition of 1,800 vehicles. March also heralds the arrival of the Acadiane, a new light utility vehicle based on the Dyane and replacing the van version of the 2CV. The Acadiane offers a 602 cm<sup>3</sup> engine developing 31 bhp at 5,750 rpm, a 3 bhp rating and a maximum speed of 100 km/h.

The Paris Motor Show unveils the 5-door, 5-seat Visa with a choice of two engines. The Special and Club have a



## 1979

## THE ENVIRONMENT

The nine member states of the EEC hold elections for the European Parliament. The FAF (Facile à Fabriquer, Facile à Financer or "Easy to Manufacture, Easy to Finance") is launched at the Dakar Fair in November. Based on the structure and mechanical parts of the 2CV, the FAF has a body built from folded steel sheet which can be made without heavy machinery. Developed specially to meet the needs of developing countries, the FAF becomes the subject of several assembly agreements with African countries.

Francis Ford Coppola's *Apocalypse Now* is on the screen as is Joseph Losey's *Don Giovanni* and Volker Schlöndorff's *Tin Drum*. Robert Benton's *Kramer vs Kramer* wins four Oscars.

## AULNAY

Located 16 km from Paris, the Aulnay-sous-Bois production unit is inaugurated in 1973. Originally, the plant manufactured the legendary DS. Today, it is one of Citroën's four final assembly plants. Adapting to the latest technologies and to customer needs, Aulnay satisfies three key requirements: quality, costs and deadlines.

The Aulnay plant has always boasted some of the most advanced installations and organizational methods in Europe. In 1986, for the launch of the new AX model, the facility brings in a new hierarchical structure and new working methods focusing on training and personnel motivation. The information technology system is also upgraded and a mini production line, separate from the main production flow, installed for training purposes.

In 1991, the plant pioneers the construction of the fourth vehicle in the range, the ZX. To this end, the shop architecture is modified and a "herringbone" structure set up, in which "ready-to-assemble" parts are manufactured in "preparation zones" before being transferred to the main production line. Quality circles become a key feature of the assembly process.

In 1995, the workshops are prepared for the arrival of the brand new Saxo model, and production of the ZX is gradually transferred to Rennes. The Aulnay plant covers an area of almost 200 hectares and comprises three main areas: a green pedestrian area with the work and rest areas, the workshop area and the railway/road area (17 km of tracks and 11 km of interior roads).

The production unit operates on a pulled-flow basis with suppliers and the network. With a total capacity of 1,200 cars/day, output reaches almost 900 cars per day in 1995. Vehicle manufacture involves stamping, body assembly, painting and final assembly, each stage being computer-assisted and controlled. A central production control system coordinates the delivery of parts to the various assembly positions. It also identifies vehicles at every stage of production and enables characteristics to be modified if necessary.

The unit employs 5,700 people, including 4,000 shopfloor workers. With the impetus provided by the Antares project launched in 1995, the Aulnay plant should become one of the world's top three plants in its category by 1998. The entire staff of Citroën has been mobilized to achieve this objective.



Argentina opens its markets to imports and production stops in the Catila factory. An agreement is reached concerning production of the CX and GSA in Thailand.

- Annual production: 815,173 vehicles.

## THE MODELS

May sees the launch of the Méhari 4x4: gearbox with 7 forward gears (4 normal forward, plus 3 reduced through a transfer box) and one reverse, reduction gear with drive shaft transmitting power to rear wheels, differential locking: 602 cm<sup>3</sup> engine, 29 bhp DIN at 5,750 rpm, 3 bhp, 100 km/h. A total 1,213 examples of the Méhari 4x4 are built between May 1979 and July 1982.

In July, the CX 2000 is replaced by the CX Reflex and Athena, complementing the CX 2400 and CX 2500 Diesel. The Société Française de Mécanique builds a new 4-cylinder light-alloy, overhead-camshaft, 1,995 cm<sup>3</sup> engine developing 106 bhp DIN at 5,500 rpm. December sees the launch of the CX Limousine and the armoured-plated CX Prestige Haute Protection. In September, the GS Club, Pallas and X3 are replaced by the GSA Club, Pallas and X3: 1,300 cm<sup>3</sup> engine, 65 bhp at 5,500 rpm, with a choice of gearboxes, new 5-door styling and new interior trim.

1978  
THE FAF IS  
LAUNCHED AT  
THE DAKAR  
FAIR

## 1980

## THE ENVIRONMENT

In France, Marguerite Yourcenar becomes the first woman to be elected to the Académie Française.

War breaks out between Iran and Iraq. In Poland, the first strikes take place in the Gdansk shipyards. Lech Wałęsa and the Solidarność trade union are in open opposition to the Polish government. In Peking, Mao Tse-Tung's widow and the "Gang of Four" go on trial. The USA boycotts the Moscow Olympics.

Ronald Reagan is elected President of the USA. Marshal Tito and the Shah of Iran die. Queen Beatrix of the Netherlands succeeds her mother Queen Juliana.

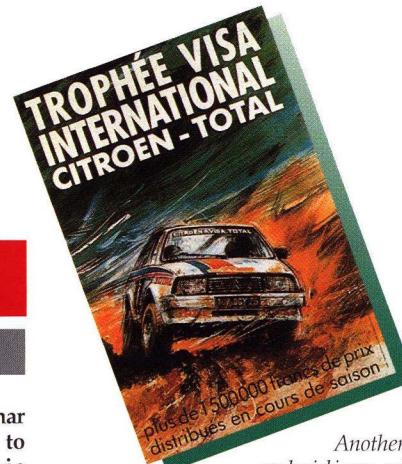
Akira Kurosawa directs *Kagemusha*, Federico Fellini *The City of Women* and David Lynch *Elephant Man*.

## THE COMPANY

A mechanical assembly plant comes into operation at Meudon, near Paris, for the manufacture of machine tools, tools and prototype components.

The first Quality Circles are formed at the Rennes-La Janais factory: each consists of five to ten volunteers working in the same service or area. The idea is to continually apply quality control techniques to solve problems as and when they arise.

The SMAN (Société Mécanique Automobile du Nord) plant begins operations at Valenciennes in northern France.



Another subsidiary of Automobiles Peugeot and Automobiles Citroën, it supplies the three companies of the group with gearboxes for their mid-range vehicles.

The Acadiane replaces the 2CV Van in the STIA assembly plant in Tunisia, which is assembling 600 vehicles a year.

In Belgium, the Forest factory in Brussels closes down. Between 1926 and 1980, it built over 100,000 vehicles: 5CV, B12, B14, Traction Avant, DS, 2CV, Dyane, LNA and Méhari. Like most of the world's carmakers, Citroën feels the impact of the second energy crisis and annual production falls to 651,374 vehicles.

## THE MODELS

March sees the launch of the Visa Sextant, a limited series in 2,000 examples.

In May, Citroën launches a version of the Acadiane with a 602 cm³ engine running on LPG. For the same performance as a petrol vehicle, the van consumes between 7 and 9 litres of gas/100 km.

In July, the Visa Super is replaced by the Visa Super E economy version and the Visa Super X. Super E: 1,124 cm³ engine, 57 bhp at 6,250 rpm, 5 bhp, 142 km/h, 5.5 litres/100 km. Super X: 1,219 cm³ engine, 64 bhp at 6,000 rpm, 7 bhp, 155 km/h, 6.7 litres/100 km.

In July, automatic transmission is offered as an option on the CX 2400 Pallas and Prestige Injection.

The Paris Motor Show unveils the limited edition 2CV Charleston, with a two-tone paint scheme and round headlamps.

Citroën originally planned to make just 8,000 examples of the 2CV-based Charleston, but in 1981 it becomes a standard model.

## 1981

## THE ENVIRONMENT

François Mitterrand is elected President of the French Republic. France abolishes the death penalty. The standard working week is reduced to 39 hours with five weeks of paid holiday.

Greece joins the EEC. Pope John-Paul II and Ronald Reagan are wounded in assassination attempts. Egypt's President Sadat is assassinated. Martial Law is declared in Poland, followed by a programme of "normalization".

In France, the TGV sets a world rail speed record of 380 km/h (236 mph) and goes into service between Paris and Lyon.

The American Space Shuttle, Columbia, makes its first flight. Andrzej Wajda directs *Man of Steel*. *Chariots of Fire* wins the best picture award at the Oscars.

## THE COMPANY

Citroën introduces a corporate publicity campaign using "the little gentleman and the chevrons" drawn by Savignac.

In association with Total, Citroën sets up the "Visa for Competition" Trophy, a promotional formula designed to demonstrate the qualities of the Visa. The two winners are nominated works drivers for the 1982 season.

- Annual production: 618,818 vehicles.

## THE MODELS

In March the Visa is replaced by the Visa II, a car with redesigned bodywork and a more economical engine. The Visa II comes in four versions: Special, Club, Super E and Super X. Visa II Special and Club: 652 cm³, 35 bhp at 5,250 rpm, 4 bhp, 124 km/h, 5.8 litres/100 km. Visa II Super E: 1,124 cm³, 50 bhp at 5,500 rpm, 5 bhp, 140 km/h, 5.1 litres/100 km. Visa II Super X: 1,219 cm³, 64 bhp at 6,000 rpm, 7 bhp, 155 km/h, 6.7 litres/100 km. May sees the launch of the new C25 utility vehicle, a vehicle produced and sold by Citroën (gearbox and diesel engine), Peugeot (petrol engine) and Fiat. Three different versions are available: C25 petrol with 1,070 kg payload, 1,796 cm³, 69 bhp at 4,800 rpm, 10 bhp, 120 km/h; C25 petrol with 1,405 kg payload, 1,971 cm³, 78 bhp at 5,000 rpm, 11 bhp, 124 km/h and C25 Diesel with 1,070 or 1,405 kg payload, 2,500 cm³, 75 bhp at 4,100 rpm, 10 bhp, 122 km/h. July sees the launch of the GSA Special with a 1,300 cm³ economy-tuned engine. October heralds the arrival of the LNA Club, with improved trim.



## 1982

## THE ENVIRONMENT

In France, the Socialist government nationalizes financial institutions and key industrial enterprises.

Argentina invades the Falkland Islands; a British task force takes them back. In France, the Minitel electronic telephone directory comes into experimental use.

Steven Lisberger explores the possibilities of computer-generated animation in his film *Tron*.

## Citroën: l'année champion.



En avant Citroën!



Garcia Marquez writes *Chronicle of a Death Foretold*.

## THE MODELS

April sees the launch of the Visa West End and GSA Tuner, limited editions produced in 1,000 and 1,500 examples respectively.

In July the CX 20 and 20 TRE replace the CX Reflex and Athena. Also in July, the GSA XI replaces the GSA Club. Still in July, the Visa II Super X is replaced by the Visa GT: 1,360 cm³ engine, 80 bhp DIN at 5,800 rpm, 168 km/h, 5.6 litres/100 km, 5-speed gearbox. Still in July, the LNA 11 E and 11 RE, with a 1,124 cm³ 4-cylinder engine, join the LNA range. The Paris Motor Show unveils the BX, a car offering a choice of three engines: 1,360 cm³, 62 bhp DIN at 5,500 rpm, 4-speed gearbox, 155 km/h, 5.6 litres/100 km; 1,360 cm³, 72 bhp DIN at 5,700 rpm, 5-speed gearbox, 163 km/h, 5.5 litres/100 km; and 1,580 cm³, 90 bhp DIN at 6,000 rpm, 5-speed gearbox, 176 km/h, 5.5 litres/100 km. Aimed at a wide market and intended to make "conquest" sales, the two-box, 5-door, 5 seat BX takes its place in the range between the CX and the GSA.



1980  
FIRST QUALITY  
CIRCLES AT  
RENNES-  
LA JANAI



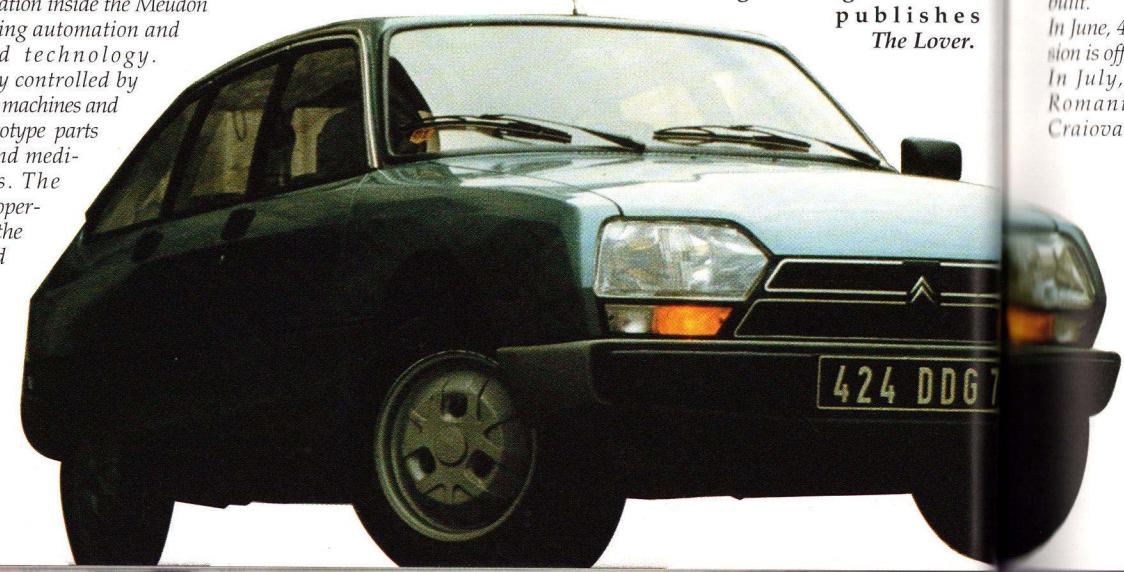
## 1983

### THE ENVIRONMENT

**L**ech Walesa, leader of the Polish Solidarity trade union, becomes the first workman to receive the Nobel Peace Prize. The Pernod factory near Lyons becomes the first European industrial complex to use solar power. Spacelab, the orbiting laboratory built in Europe, makes its first flight. New techniques are developed for recording sound and information (laser disc). Olivier Messiaen's *Saint Francis of Assisi* is on at the Paris Opera. Gabriel García Márquez receives the Nobel Prize for Literature.

### THE COMPANY

A flexible manufacturing workshop begins operation inside the Meudon factory, using automation and advanced technology. Completely controlled by computer, it machines and checks prototype parts in small and medium series. The workshop operates round the clock and requires no manual assistance.



The Mulhouse factory closes down. The old-fashioned layout of its workshops and its position in an urban area prevent it from adapting to modern requirements. The production of transmission joints is transferred to the Citroën factory at Caen and the Peugeot factory at La Rochelle. In accordance with the 1978 contract, a Citroën-designed factory at Zwickau-Mosel in East Germany comes into operation to manufacture constant-velocity joints. Of its production capacity of 800,000 joints a year, a third is to be used by Citroën. A new computerized production management system is adopted to manage customer orders, the aim being to cut vehicle delivery times.

Citroën and Peugeot merge their Swedish sales networks.

- Annual production: 605,045 vehicles.

### THE MODELS

January sees the launch of the LNA Cannelle, based on the LNA 11E. The LNA Cannelle is a limited edition made in 2,000 examples.

In February, the Visa Super E (1,124 cm<sup>3</sup> engine) provides the basis for the Visa Convertible. The hood with its rear window can be folded back in full or in part.

April heralds the arrival of the CX 25 RD Turbo and CX 25 TRD Turbo saloon and estate, powered by a new Citroën turbo-diesel engine: 4-cylinder in-line, 2,500 cm<sup>3</sup>, 95 bhp DIN at 3,700 rpm, 7 bhp, 5-speed gearbox, 174 km/h, 5.7 litres/100 km.



With these versions, Citroën enters the European market for top-class long-distance touring cars.

April also sees the launch of the limited edition 2CV "France 3", of which 2,000 are built. Citroën also launches the Méhari Azur, a limited edition in 700 examples. As from July, all new Citroën cars are equipped with a laminated windscreen.

In September, the BX 19 D and 19 TRD gain a high performance XUD diesel engine, 1,905 cm<sup>3</sup>, 65 bhp DIN at 4,600 rpm, 6 bhp, 157 km/h, 4.7 litres/100 km.

Citroën launches three limited editions - Visa Tonic, Visa Platine and GSA Cottage - each one in 2,000 examples. The 200 Visa "1000 Pistes" four-wheel drive gains homologation for Group B: 1,360 cm<sup>3</sup>, 112 bhp DIN at 6,800 rpm, torque 13 mkg DIN at 4,500 rpm, weight 850 kg.

## 1984

### THE ENVIRONMENT

**T**he independence movement in New Caledonia starts to make its voice heard. The first discussions take place on flexibility of employment. The EEC discusses the introduction of unleaded petrol and the adoption of new exhaust emission regulations. Indira Gandhi is assassinated. Her son Rajiv Gandhi succeeds her. An exhibition in the Grand Palais in Paris commemorates 100 years of French motoring. The USSR boycotts the Olympic Games in Los Angeles. Marguerite Duras publishes *The Lover*.

### THE COMPANY

In Romania, the Oltcit factory in Craiova comes on line, in accordance with the Franco-Romanian agreement of 1976. This modern industrial complex has a production capacity of 130,000 vehicles a year.

In April, the machining and assembly of GSA engines is transferred from Nanterre to the more modern workshops of the Vigo and Orense factories in Spain. Nanterre's pressure die-casting operation is also transferred to the provinces.

In July, the 2CV door production line is transferred to Levallois.

At the Clichy factory, production-scale experiments are carried out using the "lost foam" casting process. More than 200 Quality Circles are in operation at the different Citroën plants.

In collaboration with Total and Michelin, Citroën runs the "Trophée Féminin": 6,000 entrants take a selection test and 11 are chosen to run in six events. Sylvie Seignobœuf and Christine Driano become "works drivers" for the 1985 season.

Citroën launches a new corporate identity campaign featuring a herd of thoroughbred horses running wild.

- Annual production: 551,691 vehicles.

### THE MODELS

March sees the launch of the Visa Diesel with the modern high-performance XUD engine: 1,769 cm<sup>3</sup>, 4 cylinders in-line, 60 bhp DIN at 4,600 rpm, 5 bhp, 152 km/h, 4.3 litres/100 km at 90 km. Performance rivals the petrol versions.

March also heralds the arrival of the Visa "Olympique", a limited edition based on the Visa 11 RE. A total 3,000 examples are built.

April sees the launch of the CX Leader, a limited edition based on the CX 20. A total 700 examples are built.

In June, 4-speed automatic transmission is offered as an option on the BX.

In July, the Axel arrives from Romania, where it is built in Craiova. It offers a choice of two



## 1985

### THE ENVIRONMENT

**T**he sabotage of the Greenpeace ship *Rainbow Warrior* in Auckland, New Zealand, causes political uproar.

France authorizes independent television stations.

Spain and Portugal sign agreements leading to their admission to the EEC.

The environment ministers of the ten EEC member-countries sign an agreement on the introduction of catalytic converters for cars. The agreement states that unleaded fuel must be available throughout the EEC from the beginning of 1989.

Eighteen European countries agree to take part in the Eureka project to encourage technological development in Europe. The La Villette exhibition centre outside Paris inaugurates the Geode, a cinema auditorium with a hemispherical screen 85 feet in diameter. A new eight-digit telephone numbering system is introduced throughout France. Claude Simon becomes the twelfth French winner of the Nobel Prize for literature. Chagall and Orson Welles die.



1984  
THE WOMEN'S  
VISA TROPHY



## THE COMPANY

March sees the introduction of a new corporate image programme for the dealer network. The colour scheme of blue and yellow is replaced by red and white. In July, the CX undergoes major changes in design, engine range (new 2,165 cm<sup>3</sup> unit for the CX 22 TRS), equipment and suspension. September brings the BX Digit, a special edition of 4,000 examples making extensive use of electronics. Three limited editions - Visa Leader, BX Leader and CX Leader - are produced in series of 5,000, 5,000 and 3,000 examples respectively. November sees the launch of the BX 4 TC, a special limited series of 200 examples homologated for competition in Group B. Twenty examples of "Evolution" undergo preparations for the 1986 World Rally Championship.

- Annual production: 597 582 vehicles.

## THE MODELS

The Visa GTI unveiled at the 1984 Paris Motor Show, goes on sale: 1,580 cm<sup>3</sup>, fuel-injected engine, 105 bhp DIN at 6,250 rpm, 8 bhp, 5-speed gearbox, 188 km/h. Its performance and behaviour make it a true GTI. It is also appreciated for the practical 5-door layout. January brings the BX Leader, a limited edition in 2,500 examples. March brings three more limited editions: the Visa Challenger, 3,500 examples; the 2CV Dolly, 3,000 examples; and the BX Sport, 2,500 examples. This last model proves so popular that it is added to the main BX range in July. The CX 25 GTI Turbo becomes the first French car to offer optional ABS brakes. July sees the launch of the BX Estate, offering three engines (1,580 cm<sup>3</sup>, 7 bhp, 1,905 cm<sup>3</sup>, 9 bhp, and 1,905 cm<sup>3</sup> diesel, 7 bhp) and two levels of trim.

The hydropneumatic suspension maintains constant ride height regardless of load, setting new standards in safety and roadholding excellence.

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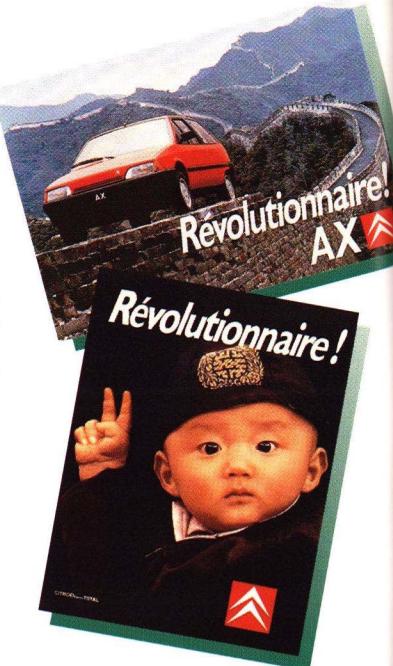
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November sees the launch of the BX 4 TC, a special limited series of 200 examples homologated for competition in Group B. Twenty examples of "Evolution" undergo preparations for the 1986 World Rally Championship.

## 1986

## THE ENVIRONMENT

In France, President François Mitterrand appoints Jacques Chirac to lead a power-sharing government. Spain and Portugal officially join the European Community. In Haiti and the Philippines, the Duvalier and Marcos regimes collapse. Barcelona is selected to host the 1992 Olympic Games, while Albertville (France) is chosen for the Winter Olympics. The US space shuttle Challenger explodes in flight. A radioactive cloud escapes from the Chernobyl nuclear powerplant in the Soviet Union.



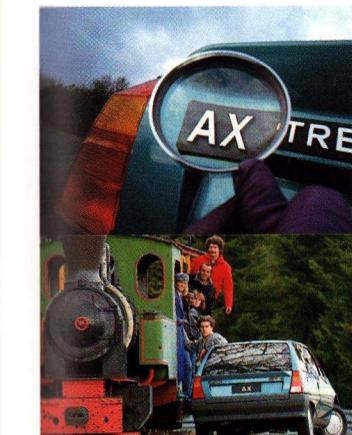
The European space probe Giotto sends back pictures of Halley's Comet.

In Britain, Bob Geldof is awarded an honorary knighthood for his charity work. The Phantom of the Opera opens in London's West End. At the Cannes film festival, British director Roland Joffé wins the Palme d'Or with *The Mission*.

## THE COMPANY

After six years of financial losses, Citroën moves back into the black. The carmaker achieves a major European breakthrough with a 10.8% increase in registrations outside France, while the overall market grows by 9%. Britain heads the sales league, with a 30.4% increase. Citroën introduces the Plan Mercure quality control programme into each of its production facilities in an effort to achieve the triple objective of "zero defects, zero breakdowns and zero stocks". Plan Mercure is based on the principle of total customer satisfaction at all levels, and achieves that target by restructuring the system of production. To meet customer expectations, the Plan introduces product diversification, cost cutting schemes and shorter delivery schedules.

New working methods - based on shorter chains of command and value-added job profiles - are also pioneered under Plan Mercure. The final assembly plant at Aulnay-sous-Bois, north of Paris, is modernized for the launch of the AX and is transformed into a fully-fledged pilot plant. Computerized production monitoring, automated assembly and flexible organization contribute to a 30% cut in production schedules. At the gearbox production plant at Metz-Borny, in the Moselle region, the launch of the AX is preceded by the introduction of the very latest and most advanced technologies.



Citroën organizes the Young Mechanics Trophy for pupils attending technical colleges. The prizewinning school, at Montbéliard, prepares a Visa "1000 Pistes" to compete in the 1987 Monte Carlo Rally and provides a full range of maintenance and technical assistance services.

For the launch of the "revolutionary" AX, the advertising agency RSCG recommends a single publicity strategy for all countries - and the car becomes instantly identified in the public mind with China and the Great Wall.

- Annual production: 626,057 vehicles.

## THE MODELS

February sees the launch of five new BX estate cars. The BX 14 estate features the 1,360 cm<sup>3</sup> engine of the BX 14 saloon (72 bhp at 5,750 rpm, torque of 11 mkg at 3,000 rpm, 5-speed gearbox). Four other new estate versions offer different levels of trim: the BX 19 D, the BX 14 E Enterprise, the BX 16 S Enterprise and the BX 19 D Enterprise.



The Visa 10 E - based on the 11 E - is launched in March bringing the total number of models in the Visa range to thirteen.

In July, the passenger compartments and the bodyshell of the entire BX range are modified, and 5 new versions are put onto the market.

The BX 19 GTI features a new 4-cylinder 1,905 cm<sup>3</sup> injection engine (125 bhp at 5,500 rpm, torque of 17.8 mkg at 4,500 rpm). Performance: 0 to 400 m: 16.4 secs; 0-1000 m: 30.5 secs; 0-100 km/h: 8.9 secs; top speed: 198 km/h. The BX D is based on the BX 19 RD, equipped with the new 1,769 cm<sup>3</sup> XUD7 engine. The BX 19 TRS replaces the BX 19 GT, while other models include the BX 16 TS and the BX 19 RD. The BX range offers 22 different versions.

The CX 25 GTI Turbo 2 is equipped with an air-air exchanger. The 105 bhp engine of the Visa GTI is replaced with a more powerful 115 bhp unit.

The AX is launched at the Paris Motor Show. The version on display - a three-door front-wheel drive model with a drag coefficient of 0.31 - is equipped with an all-new power unit and gearbox assembly. Three different versions of the 4-cylinder TU engine are marketed, offering different levels of capacity and power: 954 cm<sup>3</sup> and 45 bhp; 1,124 cm<sup>3</sup> and 55 bhp; 1,360 cm<sup>3</sup> and 65 bhp. These three engine options are supplemented by three different levels of trim, making a total of six versions.

In China, the XIIIth Congress of the communist party coincides with the arrival on the scene of a more reform-minded generation. In France, the government goes ahead with a denationalization programme, turning a number of companies, including the TF1 television channel, over to private ownership. VAT on cars is lowered from 33.3% to 28%. Monday October 26 passes into history as Black Monday, when the crash of the US stockmarket spreads to bourses throughout the world.



The Soviet newsagency TASS announces the rehabilitation of Boris Pasternak. The Orsay Museum opens in Paris.

## THE COMPANY

End-of-year figures show a tripling of 1986 profits.

In March, the design department acquires a Cray XMP/14 supercomputer. During the year, at least one-half of the workforce benefits from the company's training and education programme, which accounts for 3.5% of the total payroll.

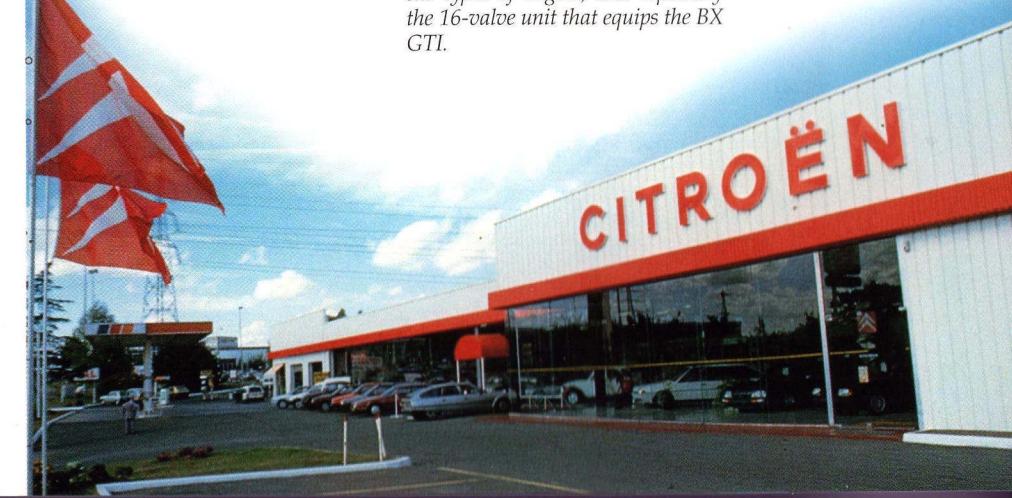
The marque introduces a 5-year anti-corrosion warranty.

At the Trémery plant in Lorraine, Citroën opens an assembly shop for the production of the XU2 petrol engine, thereby increasing flexibility in the plant by 70%. The shop is designed to assemble seventy different types of engine, and especially the 16-valve unit that equips the BX GTI.

## 1987

## THE ENVIRONMENT

In December, Ronald Reagan and Mikhail Gorbachev sign the first treaty covering the elimination of intermediate-range nuclear missiles in Europe. In Britain, Mrs Thatcher returns to Downing Street for a third term of office. The ferry *Herald of Free Enterprise* capsizes off Zeebrugge.



1986  
THE AULNAY FINAL ASSEMBLY PLANT IS COMPLETELY MODERNIZED

In conjunction with Total and Michelin, Citroën organizes the AX Sport Challenge Rally. The event is open to all comers, including company staffers. Out of the 18,500 entrants, three prizewinners are officially engaged to race the AX Sport in 5 events counting for the 1988 World Rally Championship.

- Annual production: 769,252 vehicles.

## THE MODELS

The BX 15 RE is launched in January, boosting the number of vehicles in the BX range to 23 (15 saloons and 8 estates). The BX 15 RE is powered by a 1,580 cm<sup>3</sup> XU unit (80 bhp at 5,600 rpm, torque of 13.5 mkg at 2,800 rpm). January also sees the launch of the AX 10 E Entreprise.

In March, the CX 25 Turbo diesel is fitted with an air/air exchanger, adding 26% more power (120 bhp at 3,900 rpm) and 18% more torque (26 mkg at 2,000 rpm) to the CX 25 Turbo Diesel 2, and earning the car the title of fastest diesel saloon in Europe.

The AX breaks into the small sportscar market with the introduction of the AX Sport.

The eighth member of the AX family is equipped with a 1,294 cm<sup>3</sup> engine derived from the TU1, with bore of 75 mm and stroke of 73.2 mm.

The unit, equipped with a dual-barrel carburettor and a 5-speed gearbox, develops 95 bhp at 6,800 rpm with torque of 11.5 mkg at 5,000 rpm.

In July, Citroën brings out the 16-Valve BX 19 GTI, equipped with the first French-designed multivalve engine (4 cylinders, 1,905 cm<sup>3</sup>, 160 bhp at 6,500 rpm, torque of 18.4 mkg at 5,000 rpm, top speed of 218 km/h).

The 16-Valve BX 19 GTI becomes the flagship of the BX range, and takes the number of versions available from 23 to 24.

September: launch of the 5-door AX (available in 6 versions, three engine options).

In October, the AX GT moves to the top of the AX range.

The lines of the AX GT are reminiscent of the AX Sport, and the car is equipped with a 4-cylinder 1,360 cm<sup>3</sup> power unit and a 5-speed gearbox.

The AX range offers 16 versions with five engine options (45 to 95 bhp).

## 1988

### THE ENVIRONMENT

François Mitterrand is re-elected President of the French Republic. Michel Rocard becomes Prime Minister. A full 80% of French voters say "yes" in a referendum on New Caledonia's right to choose its own independence in 1988. Abstentions total 63.1%.

In the United States, George Bush is elected to the White House.

Soviet troops begin to withdraw from Afghanistan.

Pakistan becomes the first Islamic republic with a woman head of State - Benazir Bhutto - thus ending years of military dictatorship.

Floods in Bangladesh and an earthquake in Armenia elicit generous assistance from the international community.



Despite opposition from the European Commission, the French government writes off 12 billion francs of Renault's debt. In Korea, the Seoul Olympics generates record participation: 161 countries.

SI VOUS AVEZ DE 18 A 30 ANS

**CITROËN**

VOUS PROPOSE DE PARTICIPER

A LA 1<sup>ere</sup> TRAVERSÉE  
DE LA CHINE EN AX

DU 14 JUILLET AU 11 AOÛT 1988

BULLETIN D'INSCRIPTION DISPONIBLE SUR SIMPLE DEMANDE ÉCRITE ADDRESSEÉE À  
OPERATION DRAGON AUTOMOBILES CITROËN 92208 NEUILLY-SEINE CEDEX

CLÔTURE DES INSCRIPTIONS : 8 AVRIL 1988

### THE MODELS

In July, two limited editions are launched: the AX Olympique, a version of the 3-door AX 10 E (2,500 units) and the BX Olympique, a 1,360 cm<sup>3</sup> TU-engined, 72 bhp, 167 km/h version of the BX 14 E (1,500 units).

In September, a new limited edition is launched: the AX Air France Madame (version of the 3-door AX 11 RE).

In October, the Activa prototype is presented at the Paris Motor Show. The Activa programme sees the development of various projects, including four-wheel steering and master-controlled suspension. Also at the Motor Show, Citroën announces the market debut of seven versions of the AX Diesel (two 3-door versions, three 5-door versions and two company versions), all powered by the TUD3 engine (4-cylinder, 1,360 cm<sup>3</sup>, 53 bhp at 5,000 rpm, torque of 8.6 mkg at 2,500 rpm) and six 4-wheel-drive versions of the C 25 1400.

40  
• • •  
41

1988  
SEVEN VICTORIES  
FOR THE AX



## 1989

## THE ENVIRONMENT

The winds of change blow through Eastern Europe: on November 10, the Berlin Wall comes down and thousands of East Germans take their first look at the west. In China, the government puts down a wave of student protests. Just before his death, Ayatollah Khomeini condemns British author Salman Rushdie to death for the book *The Satanic Verses*. Colombia declares war on the drug barons of the Medellin cartel and receives the financial and military support of the USA.

Increasingly conscious of the threat to the ozone layer, the EC spurs industry to find substitutes for harmful chlorofluorocarbons (CFCs). Europe also announces tighter pollution control measures for small cars as of 1992.

Italy and France ease import restrictions on Japanese cars partially assembled in Europe and agree to accept investments by Japanese carmakers.

France lowers VAT on cars from 28% to 25%. The Peugeot factories in western France are hit by strikes that halt production for several weeks.

Between March and May, eleven prestigious international orchestras are brought together at the Châtelet Theatre in Paris to play the symphonies and lieder of Gustav Mahler.

As part of the celebrations to mark the bicentenary of the French Revolution, Paris inaugurates three new monuments: the Grand Arch, the Louvre Pyramid and the Bastille opera house. The Nobel Peace Prize is awarded to the Dalai Lama, Tenzin Gyatso. In 1989, we said goodbye to Salvador Dali, Irving Berlin, Bette Davis, Graham Chapman and John Cassavetes.

## THE COMPANY

Citroën inaugurates state-of-the-art production facilities for the launch of the XM saloon and introduces a company-wide training programme. The significance of the XM is reflected in the size of the investments: FF7.5 billion, including FF1.2 billion

in R&D costs. The XM final assembly plant at Rennes-La Janais is totally refurbished.

A new facility is opened for offline assembly operations that improve reliability and productivity. The body-work assembly shop is fully automated and "clean rooms" are introduced into the paint shop to eliminate dust and ensure total quality of primers, paint and varnish. The national and international dealership networks are asked to adopt a new, modular concept of showroom design before the end of 1989. This basic standard layout offers virtually unlimited possibilities for reconfiguration and creates a uniform top-of-the-range image.



The exhibition XM'Art offers a selection of contemporary art works based on the theme of the motor car in general and the XM in particular. Opened in Paris in May, the show will travel throughout Europe.

Following Opération Dragon in China, Citroën organizes an exhibition at the Musée de l'Homme in Paris, between 19 February and 25 March. The marque displays a number of photos, objects and films brought back from the expedition.

At the Frankfurt Motor Show Citroën turns the spotlight on the XM, which is displayed on an avant-garde stand with a centrepiece representing movement into the future.



A joint Citroën-Mazda distribution network is launched in Japan. Known as Eunos, the network will distribute top-range Mazda and Citroën vehicles, adapted to meet Japanese standards before leaving France.

Guy Fréquelin is appointed to head Citroën Sport, formerly Citroën Compétitions. Christine Driano wins the 1989 French rally championship at the wheel of a Group A AX for the second year running. Maurice Chomat takes the French off-road rally championship.

• Annual production: 905,118 vehicles.

## THE MODELS

The BX 4x4 and the BX 4x4 Evasion are launched in February. The four-wheel drive model is fitted with three differentials: front, central with electronic locking, and a limited-slip differential at the rear.

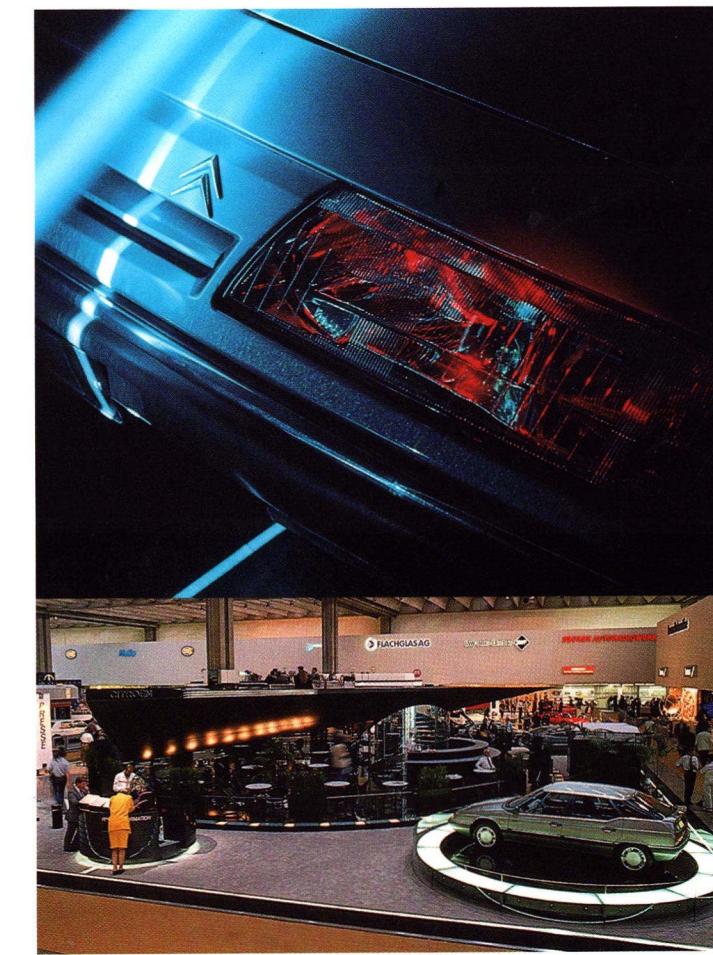
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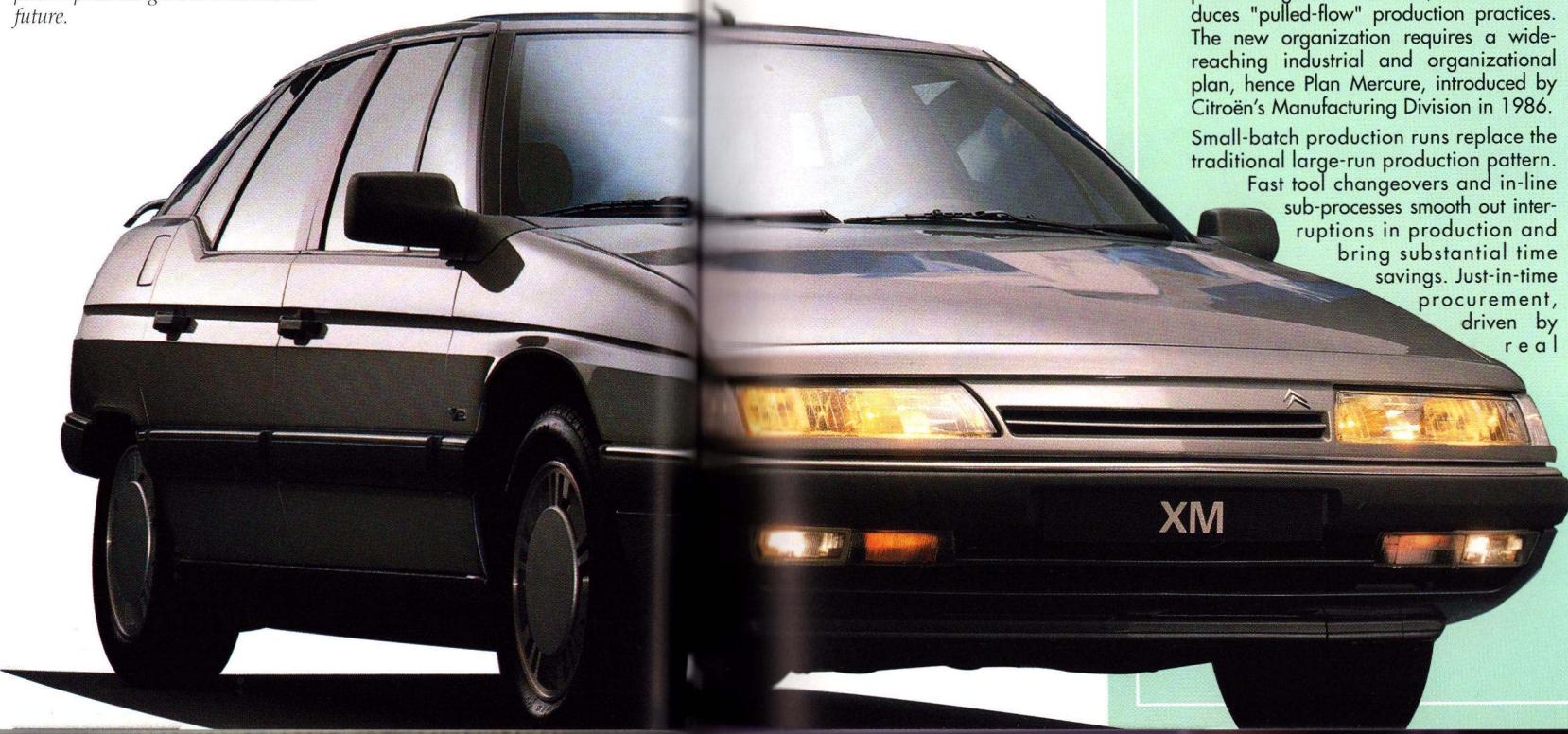
July. New makes way for old: the BX, BX 14 E, BX 14 RE, BX 15 RE and BX 16 RS are replaced by the BX 14 TE, BX 14 TGE, BX 15 TGE and the BX 16 TGS. The C15 is restyled. Production of CX saloons is discontinued and the CX estates (7 versions) are remodeled and christened CX Evasion.

In May, the new luxury saloon, the Citroën XM is launched. For the first time ever, a production car is fitted with hydroactive suspension - a system combining the intelligence of electronic sensing with the flexibility of hydraulic power. The XM opens a new chapter in the top-range story: a combination of driving pleasure and active safety. Launched in three versions and with a diesel engine in October - this Bertone-designed squareback saloon is currently available in eight versions, with three levels of equipment and five engine options. The range comprises 3 petrol versions (4-cylinder 2-litre carburettor, 115 bhp at 5,800 rpm - 193 km/h; 4-cylinder 2-litre injection, 130 bhp at 5,600 rpm - 205 km/h; 6-cylinder 3-litre injection, 170 bhp at 5,600 rpm - 222 km/h); and two 4-cylinder diesel engines with three valves per cylinder (normally aspirated 2.1 litres, 83 bhp at 4,600 rpm, 176 km/h; turbocharged 2.1 litres, 110 bhp at 4,300 rpm - 192 km/h).

The BX 19 TGS is launched in December (1,905 cm<sup>3</sup> engine, 9 or 7 bhp fiscal rating). The entire BX range is upgraded and renamed. Five special editions are introduced: the AX and BX Tonic, AX Air France Madame, and the AX and BX Image.



1989  
THE XM IS BORN



## PLAN MERCURE

To meet the needs of an increasingly varied customer base, and gain a decisive competitive edge over its rivals, Citroën introduces "pulled-flow" production practices. The new organization requires a wide-reaching industrial and organizational plan, hence Plan Mercure, introduced by Citroën's Manufacturing Division in 1986.

Small-batch production runs replace the traditional large-run production pattern. Fast tool changeovers and in-line sub-processes smooth out interruptions in production and bring substantial time savings. Just-in-time procurement, driven by real

needs, ensures that the right parts are always available in the right place at the right time. These are the objectives of Plan Mercure, which seeks "zero defects, zero breakdowns, and zero stocks".

To achieve these ambitious objectives, the plan includes a Supplier Quality Assurance standard to guarantee zero defects from all external and internal suppliers, and a programme to optimize each stage of the production process, weeding out unnecessary operations and actions. In addition, Plan Mercure requires operators to conduct systematic inspections of their own work, backed up by anti-error devices such as the Japanese Poka-Yoke.

In terms of organization and corporate culture, Plan Mercure seeks full involvement of all members of personnel. To this end, the plan cuts the number of ranks in the hierarchy and endeavours to enhance the work of operators. These changes are driven by Mercure "modules" (cross-functional working groups set up to improve workshop operation) and quality circles (small groups of five to ten people set up to elicit company-wide contribution to corporate progress).

## 1990

### THE ENVIRONMENT

The former Soviet Bloc countries move towards presidential democracy and open their doors to the market economy. The two Germanies become one nation again. The "Paris Charter" is signed signifying the death of Yalta and paving the way to a new Europe. Mikhail Gorbachev receives the Nobel Peace Prize. In Britain, Prime Minister Margaret Thatcher resigns after 11 years in power. Iraq invades and then annexes Kuwait: the "Gulf Crisis" has begun. The UN vote for a total commercial, financial, military and air blockade of the country. The United States launches operation "Desert Shield". The French military lends its full support to the multinational force. France fears a third oil shock, and the government reduces the speed limit in built-up areas to 50 km/h. VAT on cars is also reduced - from 25% to 22%. Rear seatbelts become compulsory. Renault signs a commercial and financial agreement with Volvo. Nelson Mandela is released after 27 years in captivity. The whole of Europe flocks to Amsterdam for the Van Gogh exhibition. Florence Arthaud steers her trimaran to victory in the Route du Rhum trans-atlantic race. In 1990, we said goodbye to Greta Garbo, Ava Gardner, Rex Harrison, Jim Henson and Raold Dahl.

### THE COMPANY

A network of 80 Citroën dealers is set up in Eastern Germany. Citroën associates with Peugeot in a huge coordinated logistics programme for spare parts over the whole of Europe.

In December Automobiles Citroën signs a joint-venture contract with the Chinese manufacturer SAW (Second Automobile Works), on the condition that the necessary government funding is forthcoming. The Aeolus Citroën Automobile Company is thus created to manufacture and market the Citroën ZX. Ten years after the first Citroën quality circle was set up, the 1,000th circle is created at the Rennes plant.

In the Archi-Citroën project, the company challenges 350 architecture students to design dealers' facilities for the year 2000.

The corporate campaign "Notre meilleur accélérateur c'est l'émotion" is awarded "Stratégies" magazine's first prize in the recruitment category.

In July the Citroën ZX Rallye Raid is officially unveiled, marking Citroën's return to international motor sports.

July 23 sees a double victory for Citroën in the 8th Baja Aragon cross-country race, when Ari Vatanen and Bruno Berglund take the honours in their ZX Rallye Raid, with the other ZX team Jacky Ickx and Christian Tarin crossing the line in second place.

Citroën's presence at the Paris Motor Show is a spacious three-dimensional display underlining the technical innovation of the three cars displayed: the Activa 2, the XM and the ZX Rallye Raid.

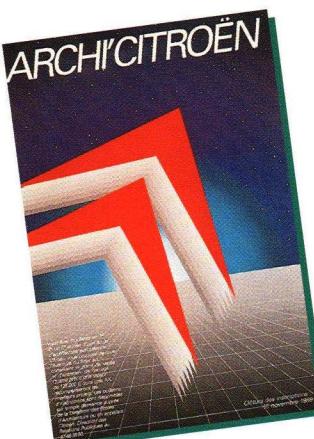
Christine Driano wins the 1990 French Rally Championships in the AX Sport, Group A for the third year running.

William Borel carries off the RORC and Yacht of the Year championships for the second consecutive year, on board his prototype craft the "One Tonner Citroën".

• Annual production: 812,373 vehicles.

### THE MODELS

The Citroën XM is voted "Car of the Year 1990", winning 14 national and international awards.



In February a special new BX Image series is launched in 4 versions: the BX 15 TGE, the BX 16 TGS, the BX 19 TGD and the BX TGD.

In July a new XM model comes to market, the XM V6.24, fitted with a new V6 at 90° powerplant with electronic injection, and able to generate 200 bhp at 6,000 rpm, with torque of 26.5 mkg at 3,600 rpm. The XM V6.24 comes with "exclusive" fittings: leather, African rosewood, integrated automatic cooling, radio, spoked light alloy wheel rims, and of course hydравtic suspension and ABS. A front seatbelt pretensioner ensures maximum protection for both driver and passenger.

The "customized" series has arrived, with Citroën offering models designed to fit the particular lifestyle of each customer (image, leisure, sport, etc.). The series subsequently become part of the volume production models, completing the BX range with the BX Millésime, the BX Image and the BX Calanque. The AX range is also "customized" with the AX Spot, the AX Thalassa, the AX Image, the AX Volcane and the AX K.Way - a previously limited range, but one which is now a production model. The last ever 2CV leaves the production line on July 27.

At the Paris Motor Show, Citroën unveils two new versions of the BX - the BX 4x4 Diesel, and the BX 4x4 Evasion Diesel with permanent integral transmission. The two models are powered by a 4-cylinder 1,905 cm³ diesel engine generating 71 bhp at 4,600 rpm with 12.5 mkg torque at 2,000 rpm.

The C25 range Series 2 has undergone large-scale modifications in style, fittings and engine specifications, the most notable change being the new XUD Diesel engine. Connected to a 5-speed gearbox, this engine is capable of producing 41 bhp DIN at 4,600 rpm with a 12.5 mkg torque at 2,000 rpm.



Two electric commercial vehicles, the C15 and the C25, are also unveiled at the show. The star, however, is the Activa 2, an operational prototype fitted with a 3-litre V6.24 engine capable of generating 200 bhp, and with an automatic 4-speed gear box, an active antiroll system and multi-function VDU.

market and do away with quotas in the year 2000.

Rajiv Gandhi, Prime Minister of India and President of the Congress Party is assassinated during his electoral campaign.

The World Health Organization estimates that five thousand people around the world are contaminated

by the AIDS virus each day.

After six hundred years of inactivity, the Pinatubo volcano in the Philippines erupts, killing 700 people and forcing over one million residents to flee their homes.

A cyclone and a tidal wave sweep

across Bangladesh, devastating a region with 10 million inhabitants.

In France, Prime Minister Michel Rocard is replaced by Edith Cresson, the first woman Prime Minister in French history.

Jean-Paul Rappeneau's film *Cyrano de Bergerac* carries off



10 French César awards and the Oscar award for best costumes. Frenchman Gérard d'Aboville completes the first successful single-handed crossing of the Pacific Ocean in a rowboat.

For the first time since 1932, the French tennis team wins the Davis Cup tennis tournament.

In 1991 we said goodbye to Margot Fonteyn, Martha Graham, Graham Greene, David Lean, Don Seigel, Frank Capra, Yves Montand and jazz musician Stan Getz.

1991  
CITROËN IS  
ELECTED  
CARMAKER  
OF THE  
CENTURY



## 1991

### THE ENVIRONMENT

The United Nations launch the American-led operation "Desert Shield". Saddam Hussein soon pulls out of Kuwait, defeated after just 42 days, but as a parting shot, orders dozens of oil wells to be set alight.

The presidents of three republics of the former Soviet Union (Russia, Ukraine and Belarus) state that "the Soviet Union no longer exists". They sign an accord near Minsk creating the Community of Independent States (CIS). Boris Yeltsin convinces Mikhail Gorbachev that the USSR has ceased to exist. Gorbachev resigns after six years in power. The Warsaw Pact, which had united Communist Europe since May 1955, is finally swept into the past. The industrialized countries set up the European Bank for Reconstruction and Development (the EBRD) to assist the former Eastern Bloc countries.

In South Africa, Frederik De Klerk abolishes the remaining laws that had underpinned apartheid since 1948.

The European Community approves a compromise on Japanese car imports. Tokyo accepts the proposals which progressively open the European

"We want to make a car that can carry four adults and a 50-kilo sack of potatoes at up to 60 km/h." These are the basic specifications for the 2CV, as expressed by Pierre Boulanger, Citroën's Chairman and Managing Director in 1936. This is when Citroën first comes up with the idea for a popular car with small engine capacity. The 2CV is originally scheduled for release in 1939, but these plans have to be shelved when war breaks out. Finally unveiled at the 1948 Paris Motor Show, the car is fitted with a 375 cm³ 9 bhp engine and a centrifugal clutch. At that time, nobody could have guessed what fabulous adventures lay in store for Citroën's little runabout. Despite early accusations of ugliness, the 2CV soon gains universal appeal as the archetypal easy-to-drive, cheap-to-run, fun car. And "fun" for the hardy little 2CV turns out to include all kinds of heroic missions and seemingly impossible exploits!

The adventure begins with individual initiatives. For example, Michel Bernier and his team-mate set off on a month-long expedition round the Mediterranean, while Jacques Cornet and Henri Lochon drive a 2CV from Quebec to Rio de Janeiro - a distance of 51,000 km - before travelling on to the

### THE 2CV

Sahara. Then, in the early seventies, Citroën's Director of Corporate Communications Jacques Wolgensinger began to organize collective expeditions from Paris to Kabul or Paris to Persepolis. Up to 1,300 young people at a time take part in these extraordinary outings across the desert sands, where drivers are sure to get a helpful push from their colleagues should their car get bogged down. Things get even tougher in 1973, with Raid Afrique, a long-distance rally involving fifty 2CVs, a hundred participants, and a support truck carrying spare parts, food and water.

Moreover, in its own unique way, the 2CV is no stranger to motor sport. Thousands of people flock to see the highly picturesque 2CV rallycross events, the first of which is held in 1972. And speaking of picturesque, let us not forget the unforgettable 2CV "regatas", featuring a host of 2CVs mounted on inflated tyre floats and braving the ocean waves.

Over forty years, Citroën manufactures nearly four million 2CVs, many of which inspire something like true passion in their owners. Even today, 2CV ownership stands unequivocally for youth, adventure, and a refusal to conform!

## THE COMPANY

On 17 January, a Citroën ZX Rallye-Raid driven by Ari Vatanen wins the 13th Paris-Tripoli-Dakar rally (9,186 km).

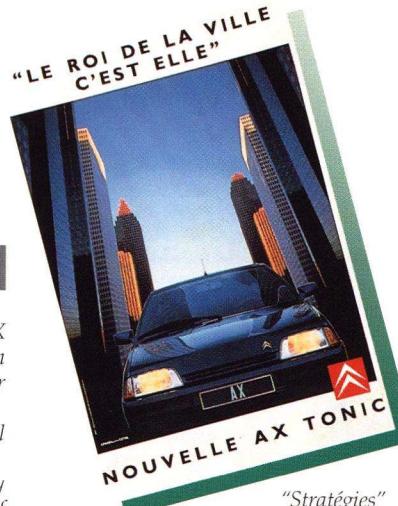
The Citroën ZX makes its official debut at the Geneva Motor Show. Every ZX that rolls off the Aulnay plant assembly line is the result of the very latest innovative concepts in product design and training, such as the MAPI (a life-size mock-up of the inside of the ZX), and a mini training assembly line (simulating assembly procedures in real time). The company even creates a game designed to increase personnel awareness of the Citroën ZX and its environment.

The company signs an agreement with trade unions on job classification. The new measures include a programme to increase workers' professional qualifications, changes to open up the company structure and facilitate access to supervisor status and, last, new conditions governing the access of administrative and technical staff and supervisors to executive status (ETAM).

An international jury of 100 journalists in association with the weekly "Auto-Moto" magazine votes Citroën carmaker of the century for its innovative designs.

A Cray Y-MP2E-232 arrives in the Citroën office to boost the calculation capacities of the design offices with its astronomical processing capabilities (600 MIPs). Citroën has used Cray technology since 1987.

The AX Tonic advertising campaign "Le roi de la ville, c'est elle" is declared best poster for 1990. The company also walks off with the



"Stratégies" prize in the category "technology, media use" for its distribution of free newspapers to mark the national launch of the Citroën ZX (3,200,000 special editions of 47 daily newspapers distributed in 360 towns).



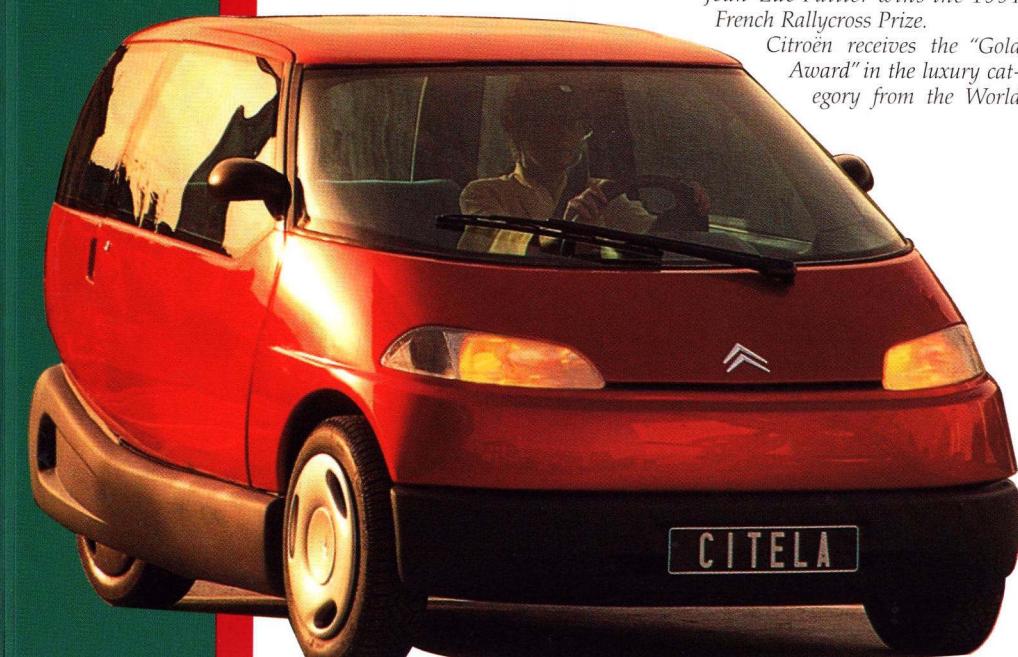
The French Automobile Press Association awards Citroën the technical innovation prize for Activa 2's roll-limitation system.

Three ZX Rallye Raids win the tenth cross-country Pharaos' Rally crossing the line first in ten stages out of eleven.

On 14 October, Jacques Calvet presents the Citela, an electric car that really works.

A Citroën BX 4x4 Turbo driven by Jean-Luc Pailler wins the 1991 French Rallycross Prize.

Citroën receives the "Gold Award" in the luxury category from the World



Association of Direct Marketing Agencies for the quality and originality of the Citroën XM mailing campaign "Les moments rares".

- Annual production: 811,892 vehicles.

## THE MODELS

In March the Citroën ZX arrives in the showroom as a "Collection" of 4 models, each with its own characteristics and identity. Reflex, Avantage, Aura and Volcane are aimed at four different types of customer. The collection comprises four 4-cylinder petrol engines (60 bhp at 5,800 rpm, 75 bhp at 5,800 rpm, 89 bhp at 6,400 rpm and 130 bhp at 6,000 rpm).

look dashboard), new engines and two new models, the GTI and the 4x4. The GTI's 4-cylinder 1,360 cm<sup>3</sup> engine (with a thin-wall cast-iron block) generates 100 bhp at 6,800 rpm while the 4x4's engine generates 75 bhp at 5,800 rpm.

The Frankfurt Motor Show unveils two world firsts: the Citroën ZX Diesel and the Citroën XM Estate. The ZX Diesel's engine is designed around the XUD engine to meet the requirements of increasingly demanding customers and to comply with the strict environmental legislation in different countries. The style of the XM Estate, coupled with its road-handling qualities and the sheer pleasure of getting behind the wheel, strengthens Citroën's position in the top-of-the-range market.

The German bi-monthly "Auto Motor und Sport" magazine gives the Citroën XM its top award for the most imported luxury car.

In its November issue, the French magazine "Auto Moto" calls Citroën the King of the Diesels following a comparative study of seven diesel models in direct competition with the AX, ZX and XM. The Citroën AX Caban Diesel came first in the super economic class. The Citroën ZX Diesel Avantage was named "Queen of Diesels" and the XM D12 estate Turbo won the "top-range estate" category.

## 1992

## THE ENVIRONMENT

The Foreign Affairs and Finance ministers of the member countries of the European Community sign the Maastricht Treaty on political, economic and monetary union.



The UN adopts Resolution 743, authorizing 14,000 peace-keeping troops to intervene in the civil war that is tearing apart the former Yugoslavia. Sarajevo is heavily bombed by Serbian forces. A triple commercial, oil and air embargo is imposed on Serbia and Montenegro by the UN Security Council.

August sees "Black Friday", with the dollar falling to FF 4.84, its lowest level in twelve years. The dive seriously affects European money markets.

In November, Democrat Bill Clinton is elected 47th president of the United States of America. He receives 43% of the vote compared with 38% for George Bush.

The XVIth Winter Olympic Games open in Albertville, France and run to 23 February. In April, French Prime Minister Edith Cresson resigns and is replaced by Pierre Bérégovoy. The new government comprises 26 ministers.

Louis Schweitzer replaces Raymond Levy as president of Renault.

1992  
THE CITROËN  
INSTITUTE :  
A 17,300 M<sup>2</sup>  
TRAINING AREA

## THE COMPANY

Citroën's film on the 24-valve XM, "Le soleil de minuit", wins the "Stimulation des forces de vente" (sales force stimulation) award at the export corporate film festival. Automobiles Citroën wins the Minerve award for its film "Citroën ZX Nouvelle Génération" at the 1992 advertising film festival.

On 1 February, Claude Satinet, former Director of European Exports takes over the European Sales Division, which includes the France Sales division and central sales departments as well as the European Exports division. The new division is attached to Citroën general management.

For the ninth consecutive year, Automobiles Citroën improves safety in its plants. The percentage of accidents entailing work stoppages falls from 12.76% in 1983 to 3.5% at the end of 1991. Serious accidents fall from 0.54% to 0.24% for the same period. Average figures for the automotive industry as a whole in 1990 were 9.07% and 0.38% respectively.

Driving a Citroën ZX Rallye Raid, Pierre Lartigue and Michel Pépin win the 1992 Tunisia Rally, beating two other Citroën ZX Rallye Raids. Citroën hits China! In December 1990, Mr. Chen Qingtai, Chairman of Dongfeng Company, formerly Second Automobile Works, and Jacques Calvet, Chairman of Automobiles Citroën, sign a contract to take effect as of 8 April 1992. The agreement concerns the assembly of Citroën ZXs in



Xianfeng from parts manufactured in France. On the basis of planned investments, production is to be increased progressively to 37,500 vehicles.

In early 1992, production starts at the 6,420 m<sup>2</sup> stamping unit constituting the fourth component at the Aulnay production plant. Equipped with two 400 and 1,400 tonne press lines manufacturing body parts for the Citroën ZX, the new workshop combines technical innovation with optimum working conditions.

The Citela, Citroën's electric prototype is a big hit at the French pavilion at the Universal Exposition in Seville. Quiet and non-polluting, the Citela has a range of 210 km and can reach speeds of up to 110 km/h. On 2 July, Jacques Calvet, Chairman of Automobiles Citroën, inaugurates the Citroën Institute. The vast 17,300 m<sup>2</sup> complex is now home to all of the company's training programmes. There are three constituent units: the Management and Technology Training Centre, the Citroën Private Technical School (ETPC), and the International Sales Training Centre. A full 19,000 trainees are welcomed in 1991.

Sixty years after the Croisière Jaune, Pierre Lartigue

and Michel Pépin win the first Paris-Moscow-Beijing rally - a fantastic but gruelling 16,000 km adventure. Citroën's victory illustrates the company's force of character, its ability to take risks and to overcome difficulties, as in the first Citroën Croisière Jaune.

In the finals of the 1992 French Rallycross championships, Jean-Luc Paillet is an easy winner at the wheel of a Citroën BX 4x4.

• Annual production: 790,249 vehicles.

## THE MODELS

In January, Citroën becomes the top car importer in the United Kingdom with 4.35% of the market - an unheard of feat. With sales progressing by 8% and 6,683 cars sold, Citroën starts the year on a high. The Citroën ZX receives two new international awards in February: the Gold Medal from the French Automobile Press Association and the Auto Europa award from the Italian Association of Automobile Journalists. The awards are presented in Milan to Bernard Roché, Associate Managing Director of Citroën Automobiles.

In March, four new Citroën ZX models arrive in the showroom. All have ZF 4-speed automatic gearboxes. Two are petrol models (the Citroën ZX Volcane, 1,905 cm<sup>3</sup> engine, 122 bhp and the Citroën ZX Aura, 1,580 cm<sup>3</sup> engine, 89 bhp) and two are diesel models (the Citroën ZX Aura and the Citroën ZX Avantage, 1,905 cm<sup>3</sup> engine, 71 bhp).



The Citroën ZX Collection now comprises fourteen models.

The Geneva Motor Show attracts record crowds in March. On its 1,800 m<sup>2</sup> stand, Citroën displays its basic range, the Citroën ZX Rallye Raid and the Citela.

To meet the requirements of customers who expect a 24 hours/day, 7 days/week breakdown service, Citroën launches a range of five service vehicles, the smallest being the C15 repair van and the biggest the C35 breakdown lorry. All the vehicles are equipped with portable phones.



On 25 June, Citroën launches the Citroën ZX Turbo Diesel. The model heralds a new concept in the M1 Diesel segment, the diesel for pleasure. The new 1,905 cm<sup>3</sup> compressed turbo engine developing 92 bhp at 400 rpm, offers driving flexibility and performance (up to 185 km/h). Reasonable fuel consumption (4.3 litres for 90 km/h) and an aerodynamic profile give the ZX Turbo Diesel considerable autonomy (1,300 km) at a cruising speed of 90 km/h.

In September, the Citroën ZX Coupé comes on the market. A top-range model, the Citroën ZX 16V represents a milestone in the development of the collection. Its presentation and position at the top-of-the-range rank it as an image maker. October 8-18, the Paris Motor Show: 250,000 m<sup>2</sup> with 1,500

exhibitors and over a million visitors expected. The Citroën stand places the emphasis on technology and top-of-the-range vehicles, competition and environmental protection.

The Citroën AX Diesel with "green" tyres is launched in October. Its main selling points are economy and environmental friendliness. It is equipped with new Michelin MXN

tyres. An improved 5-speed gearbox and 3.3 litres engine allow the new, quieter, AX Diesel to beat its own fuel economy record. The Citroën AX Diesel proves itself to be a master of economics.

On December 16, at a special press conference in Paris for 350 journalists from France and other countries, Jacques Calvet, Chairman of Automobiles Citroën

gives a special preview of the Xantia. The new 5-door saloon, to be marketed in March 1993, is the fruit of the partnership between Citroën and Bertone.

Two new versions of the Citroën ZX Coupé are launched: the Citroën ZX Coupé Aura Turbo Diesel and the Citroën ZX Coupé Aura 1.8i. The Aura is aimed at customers seeking the look and performance of a Coupe. The new 1993 models respect anti-pollution standards with the generalization of fuel-injection systems with catalytic converters to passenger cars. At the same time, Citroën launches a national advertising campaign based on an offer to quadruple State tax relief on cars fitted with catalytic converters.

## 1993

### THE ENVIRONMENT

The EC Single Market comes into effect and borders between member countries are abolished.

Goods, capital and services now circulate freely.

At the Kremlin, US President George Bush and CIS President Boris Yeltsin sign the Start Treaty for reducing strategic weapons, marking the end of the Cold War.

Protectionism is rampant: Washington threatens to restrict European access to its public markets while France balks at



the GATT agreement on European oilseed production. US airlines hit hard times. President Bill Clinton blames the European Airbus consortium for their problems.

Despite Western attempts to bring about reconciliation, war continues to rage in the former Yugoslavia and flares again in Somalia.

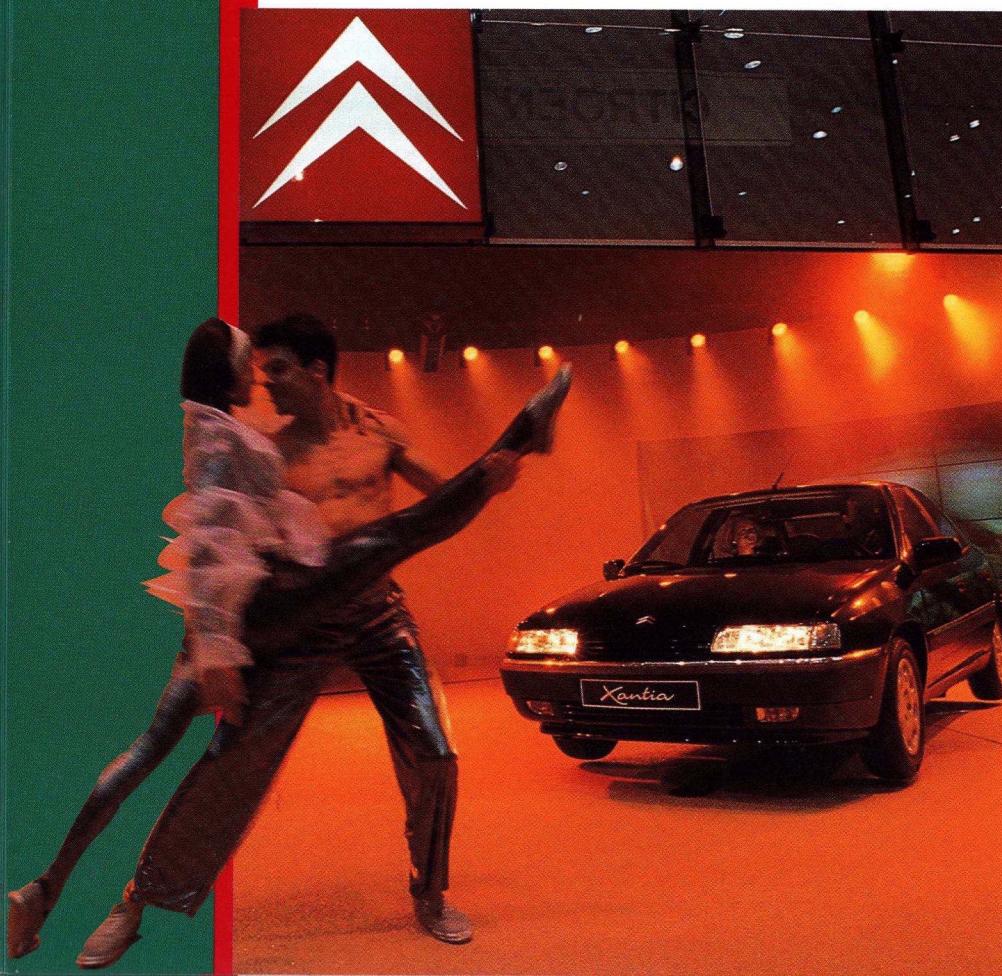
1993  
DISCOVER  
WHAT CITROËN  
CAN DO  
FOR YOU



Algeria is destabilized by a wave of terrorist attacks attributed to Islamic fundamentalists. In the United Kingdom, the House of Lords approves the ratification of the Maastricht Treaty in July by 141 votes to 20. The annual G7 conference is held in Tokyo. A preliminary commercial agreement is signed, allowing GATT negotiations to restart in Geneva. In October, demonstrations in Moscow fuelled by the self-styled "interim president" General Rutskoi force Boris Yeltsin to take action. The same month, Benazir Bhutto the leader of the Pakistani People's Party, is elected Prime Minister. Nelson Mandela and F. W. De Klerk win the Nobel Peace Prize for their struggle against apartheid in South Africa. The Maastricht Treaty comes into effect on 1 November, transforming the "European Community" into the "European Union". In France, the right enjoys a landslide victory in the March elections. President François Mitterrand appoints Edouard Balladur as Prime Minister and asks him to form the new government.



The French government issues "Balladur bonds" yielding 6% over 4 years. In August, Edouard Balladur launches his five-year employment plan. In November, President François Mitterrand inaugurates the Grand Louvre, which becomes one of the three largest museums in the world with the opening of the Richelieu wing. In December, the French Parliament approves a bill to build a sports stadium in Saint-Denis (Paris region) for the World Cup Championships in 1998. In 1993, we said goodbye to François Reichenbach, Joseph L. Mankiewicz, Eddie Constantine, Lilian Gish, Audrey Hepburn, Rudolf Nureyev, Stewart Granger, Frank Zappa, Federico Fellini, Boris Christoff. Former French Prime Minister Pierre Bérégovoy committed suicide.



## THE COMPANY

The company signs a new framework agreement with the AXA group concerning the approval and direct payment of workshops belonging to its subsidiaries and dealers. This agreement gives the marque a place in the network of repair shops approved by the insurance company and facilitates its penetration among insurance holders.

The 15th Paris-Dakar rally starts on January 1. The marque is dogged by bad luck but Citroën ZX Rallye Raids nevertheless take two of the top three positions in the overall classification.

The Xantia, manufactured at the Rennes production centre, makes its European debut at the 36th Geneva Motor Show in March. Jacques Calvet, Chairman of Automobiles Citroën holds a conference for the international press. In the meantime, Xantia's technical excellence and aesthetic charms are vaunted in a choreographed show complete with lasers and moving images.

On 17 March, Automobiles Citroën signs an agreement with the Egyptian company Power JAC for the assembly and distribution of Citroën vehicles in Egypt. Production will start at 2,000 to 3,000 vehicles per year, and should eventually reach 20,000.

Citroën centres all of its non-automobile sports activities on sailing and becomes a partner in the Marc Pajot-Canal+ team aiming to win the Americas Cup in 1995.

At the request of the Paris, Créteil and Versailles regional education authorities, Citroën Aulnay organizes "job fairs" to inform high school teachers and careers guidance counselors. Several of these events will be held in the course of the year.

In July, the Caen production unit starts its "qualification training" programme: 200 people will receive 96,000 hours of training over three years to qualify for promotion.

Citroën and the Panvest group set up a distribution company in Taiwan to sell Citroën cars.

Three weeks after winning the Portuguese Baja rally, Pierre Lartigue and Michel Périn come first in the Spanish Baja in their ZX Rallye Raid.



CITROËN

The yacht Saint-Quentin-en-Yvelines-Citroën, skippered by Thierry Peponnet from the Marc Pajot team, wins the sailing Tour de France.

At the Aulnay production plant, the two-million AX rolls off the production line.

• Annual production:  
691,504 vehicles.

In

September, the new Sevelnord plant celebrates its first anniversary on the Lieu-Saint-Amand site near Valenciennes. The plant will manufacture the marque's new people-carrier. In October, Citroën captures 14.1% of the French market, its best results in over ten years.

After an eventful race, Timo Salonen and Fred Gallagher win the 12th Pharaohs' Rally in their ZX Rallye Raid. Jean-Luc Paillet wins the European track racing championship in his BX 4x4 Turbo.

## THE MODELS

1993 starts with a bang.

February sees the addition of new versions to Citroën's passenger car offer: the Citroën ZX Volcane Turbo Diesel (1,905 cm<sup>3</sup>, 185 km/h track speed); the Citroën BX Evasion Cottage Diesel and Turbo Diesel and the Citroën XM Turbo CT BVA estate and saloon. The Citroën ZX Flash limited series further increases the excellent value of the Citroën ZX Coupé in terms of onboard equipment. Standard equipment includes rear wiper, tinted windows, sports steering wheel and side protection.

The young and attractive AX Audace goes on sale at the end of April with 8,500 vehicles arriving in the showrooms. Available in a range of bright and unusual colours, this modern and innovative product is excellent value for money with a 954 cm<sup>3</sup> engine, three or five doors, a 5-speed gearbox, tinted windows and wide tyres.

On 1 March, the Xantia arrives in the showrooms. The 4.40 m, 5-door saloon is the fruit of the partnership between the Citroën and Bertone styling centres. All of Citroën's technological culture went into the design of the Xantia, which combines sheer driving pleasure with a powerful active safety system called Hydractive 2.

Three different electric fuel injection systems are available: the Xantia 16V 1,998 cm<sup>3</sup> engine generating 155 bhp; the Xantia 1,998 cm<sup>3</sup> engine generating 123 bhp and the Xantia 1,761 cm<sup>3</sup> engine generating 103 bhp.

In terms of training, Citroën pursues its policy of forging close ties with technical schools. This policy reflects the carmaker's determination to adapt to new economic conditions and to play an active role.

The launch is accompanied by a full-scale advertising campaign using all the major media: TV, radio, national and local press, magazines and billboards.

Three million brochures are distributed and 300,000 video cassettes



given to customers owning cars manufactured by the competition. Both the national and international press hail the marque's new standard bearer.

April sees the presentation of two new ZF 4-speed automatic gearboxes: the Xantia 2.0i SX and the Xantia 2.0i VSX, 1,998 cm<sup>3</sup> generating 10 bhp.

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On 4 June, five new diesel models of the Xantia are launched: two normally aspirated versions (Xantia 1.9D, X and SX finish, 1,905 cm<sup>3</sup>, 71 bhp at 4,600 rpm) and three supercharged versions (Xantia Turbo D, X, SX and VSX finish,

1993  
1<sup>ST</sup> WORLD CUP  
FOR CROSS-COUNTRY RALLIES:  
VICTORY FOR  
CITROËN





All ZX models are equipped with tinted windows (except the Reflex). Also, the Aura 1.4i comes with power steering as standard. A new 1,580 cm³ multi-point injection engine (89 bhp at 6,000 rpm) is introduced for the Aura and the Avantage. The Aura 1.8i (103 bhp) goes on sale in 3- and 5-door versions with an automatic gearbox.



1,905 cm³, turbocharged, generating 92 bhp at 4,000 rpm). High performance and quiet operation are the hallmarks of these new models. The Heuliez group starts production of the 1994 BX range in January. The range incorporates the petrol-engined BX 1.6i Image, and the 1.9D and 1.7TD with diesel engines. Twelve versions (saloon and Evasion) are now available. The 1994 Model Year cars go on sale in July, with a number of major product developments to improve competitiveness. Citroën places special emphasis on features to improve comfort and driving pleasure as well as safety (the seatbelts on all passenger cars are equipped with grabbers). The emphasis is on security with the petrol versions of the XM, Xantia and ZX, all of which are fitted with coded engine immobilizers. Citroën launches the three-door AX Furio (1,360 cm³ fuel injected engine developing 75 bhp at 6,200 rpm). The Club, Caban and Allure versions are equipped with a 5-speed gearbox. The AX range now comprises 22 models.



## 1994

### THE ENVIRONMENT

On 12 January, the fourteen African states of the CFA zone decide to devalue their franc by 50% at their summit meeting in Dakar. The same day, a joint announcement ends a dispute regarding sales of French arms to Taiwan and normalizes relations between Paris and Beijing.

War continues to rage in the former Yugoslavia. Two American fighters shoot down four Serbian planes violating the UN no-fly zone in Bosnian airspace.

Norwegian athletes win the highest number of medals (26 including 10 gold) at the XVIIth Winter Olympics in Lillehammer, Norway. French athletes take home five medals, placing France eighteenth in the rankings.

Prime Minister Edouard Balladur visits China in April.

The trip is marred by a number of incidents and disagreements over human rights.

The Franco-British firm GEC-Alsthom beats its chief rival Siemens to win a twelve billion franc contract for the construction of a high-speed rail link between Seoul and Pusan in South Korea.

In the former Yugoslavia, Serbian forces bomb the Muslim enclave of Gorazde as part of their "ethnic cleansing" policy. American F16 fighter jets attack Serbian positions in application of resolution 836 of the UN Security Council.

In Rwanda, Tutsi rebels and the Hutu army fight for control of the capital city Kigali. Thousands are massacred.

In France, the priest Abbé Pierre makes a radio appeal, calling on all the mayors in France to help the homeless. Abbé Pierre first hit the headlines forty years when he broadcast his first appeal for the same cause.

For the first time in history, all the television stations in France transmit the same programme at the same time: "Tous contre le SIDA" (United against AIDS). Two hundred million francs in donations are collected.

On 6 May, Queen Elizabeth II and President François Mitterrand inaugurate the Channel Tunnel.

Louis Schweitzer is re-elected Chairman of the carmaker Renault.

Bill Clinton spends the first week of June in Europe to commemorate the fiftieth anniversary of the D-Day landings. Germany is not invited to the ceremonies but on 8 June, Helmut Kohl and François Mitterrand host a Franco-German youth festival in Heidelberg.

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later, Yitzhak Rabin, Shimon Peres and Yasir Arafat win the Nobel Peace Prize.

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In 1994, we said goodbye to Ayrton Senna, Kim Il-Sung, Erich Honecker, Richard Nixon, Eugene Ionesco, Robert Doisneau, Jean-Louis Barrault, Jacqueline Kennedy-Onassis, Cab Calloway, Joseph Cotten, Burt Lancaster and Vitas Gerulatis.

### THE COMPANY

The Antares project set up by the Manufacturing Division is adopted by Citroën's manufacturing facilities. The project aims to place each Citroën plant among the top three in its category worldwide by 1998.

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In February, Citroën opens two import and distribution subsidiaries in Poland and Hungary.

In February, the French government introduces a trade-in bonus on cars more than ten years old in order to boost sales of new vehicles. French carmakers add their own premiums to the government bonus. In the first two months of the year, Citroën registers a sales increase of 38.7% over the same period in 1993. The increase is higher than for any other carmaker.

In February, Xantia wins its twenty-third international award. Bernard Roché, Associate Managing Director of Automobiles

Citroën accepts the "Best-looking Car of the Year" prize.

Amsterdam, the birthplace of André Citroën, holds a six-week exhibition entitled "Citroën, 75 Years of Looking into the Future" from 12 March to 24 April. Almost 71,500 people visit the show.

The Citroën Evasion is born of the cooperation between Automobiles Citroën, Automobiles Peugeot and Fiat. The new people-carrier is presented for the first time at the Geneva Motor Show from 10 to 20 March.

Citroën takes a 14.1% share on the total French passenger car/utility vehicle market.

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On 18 April, the 250,000th Xantia leaves the Rennes-la Janais production unit. Every day, 1,020 Xantias are manufactured. The model has taken the French market by storm and leads the middle-upper segment with a market share of 23%.

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Claude Satinet becomes Associate Managing Director and Sales Manager on 1 July. A telecommunications engineer and graduate of the prestigious Ecole Polytechnique, he has occupied a number of management positions at Citroën since 1973.



1994  
CITROËN  
75<sup>th</sup>  
ANNIVERSARY



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1,905 cm³, turbocharged, generating 92 bhp at 4,000 rpm). High performance and quiet operation are the hallmarks of these new models, which place the emphasis on driving pleasure and low fuel consumption (6.2 l to 6.5 l).

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The ZX range now comprises 29 models.

The Heuliez group starts production of the 1994 BX range in January. The range incorporates the petrol-engined BX 1.6i Image, and the 1.9D and 1.7TD with diesel engines. Twelve versions (saloon and Evasion) are now available. Two new Xantia models arrive on the market in 1994: the 1.6i X (1,580 cm³ engine, developing 89 bhp at 6,000 rpm) and the 1.8i SX with an automatic gearbox. A wide-ratio gear box with a low fiscal rating is offered as a free option for the Xantia 2.0i SX and VSX. The Xantia range now comprises 14 models.

The Hydractive 2 suspension system is adopted on the Citroën XM. The new system switches automatically from one suspension mode to the other ("normal" to "sport"). The entire XM range is now fitted with one-touch driver's side automatic windows, perimetric and volumetric alarm systems and coded engine immobilizers. The XM range comprises 31 models.

In the range of utility vehicles, the C15 is equipped with radio pre-equipment (600 kg and 675 kg versions), front headrests (475 kg version) and a defrosting function on the two-panel rear doors (C15 RE and RD family versions). Tinted windows are optional on the family version. The 1,400 and 1,800 kg versions of the C25 receive power steering, while the 1,000 and 1,400 kg versions are fitted with a sliding side door as a standard feature.

Production of the BX ends in December. Prime Minister Edouard Balladur visits China in April.



## 1994

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Bernard Roché, Associate Managing Director retires after more than 41 years of dedicated service to Citroën. The Citroën ZX Rallye Raid Evolution wins again at the Baja Nicola in Portugal and the Baja Aragon in Spain. The 'Utility Vehicle of the Year' prize is awarded to the 'Sevel' range comprising the Citroën Jumper, the Fiat Ducato and the Peugeot Boxer. SMAE, a 50-50 subsidiary of Auto-mobles Citroën and Automobiles Peugeot celebrates two events on 22 July: the production of its ten-millionth engine and the twenty-fifth anniversary of its Metz-Borny plant. Gérard Longuet and Jacques Calvet join the festivities. From 6 to 16 October, Citroën presents 24 special 1995 models on its 2,200 m<sup>2</sup>



passenger car stand at the Paris Motor Show. All eyes are on the Xantia, the Activa, the Xanae (a concept car produced by Citroën's Creative Design Centre and Heuliez), and the ZX Rallye Raid. Citroën also has a 1,510 m<sup>2</sup> stand with 20 utility vehicles including nine built to specification. The marque has 81 vehicles available for test drives at its centre at the Paris Heliport. Twelve buses shuttle visitors between the Motor Show and the test centre. In November, Citroën takes part in the Paris Motor Show, where it presents a number of vehicles adapted to the needs of the disabled.

• Annual production:  
789,625 vehicles.

#### THE MODELS

At the Paris Motor Show, Citroën unveils the Prestige range of customized cars, based on the AX,

ZX, Xantia, XM and Evasion. All models are available in the colours Amazonie Green and Quartz Grey. The AX, ZX, Xantia and XM Prestige come with a choice of engines: petrol 954 cm<sup>3</sup> - 50 bhp, 1,360 cm<sup>3</sup> - 75 bhp, 1,761 cm<sup>3</sup> - 103 bhp, 1,998 cm<sup>3</sup> - 135 bhp respectively, diesel 1,527 cm<sup>3</sup> - 58 bhp and normally aspirated 1,905 cm<sup>3</sup> - 71 bhp and turbo 92 bhp, 1,905 cm<sup>3</sup> - 92 bhp, 2,088 cm<sup>3</sup> - 110 bhp respectively. The Evasion Prestige is available with a petrol engine of 1,988 cm<sup>3</sup> and 123 bhp.

The AX Eco beats the world fuel consumption record with 2.7 litres/100 km, marking a significant step forward for diesel vehicles. User-friendly and appealing, the AX Eco comes with Vitamin Pink bodywork. Its weight (672 kg), aerodynamic qualities and green tyres bring significant reductions in energy consumption. The AX Eco is fitted with a 1,360 cm<sup>3</sup> - 53 bhp engine. Between 14 and 23 February, Citroën presents the Jumper at the Geneva Utility Vehicles Show.

Born of an industrial cooperation agreement between Fiat, Automobiles Peugeot and Automobiles Citroën, the Jumper has a number of attractive features (good looks, new petrol and diesel powerplants, new gearboxes). The new vehicle, which falls into the medium and heavy van segment (2.7 t to 3.5 t), arrives in the showrooms on 17 February. The Citroën ZX Estate also goes on sale in February following its presentation at the Bologna Motor Show. The ZX's key features are looks, roominess and excellent handling. The new vehicle is available in two levels of trim: Flash and Fugue. The new model rounds off the range of ZX saloon cars of unanimously acknowledged qualities.

On 1 March, Citroën launches the AX Thalassa, a customized limited series of 4,000 cars. The new model was developed to increase the loyalty

of AX customers to the marque. The Thalassa has central locking, tinted windows and a metallic finish. Competitively priced at just FF 58,400, the car is significantly less expensive than its competitors.



The Citroën Evasion is presented at the Geneva Motor Show in March. The fruit of a detailed study of customer expectations, the new people-carrier offers all the qualities of a top-range saloon in terms of driving pleasure, comfort, roadholding and safety. The range comprises two petrol engines: 2.0i (1,998 cm<sup>3</sup> developing 123 bhp) and the 2.0i Turbo CT (1,998 cm<sup>3</sup> developing 150 bhp); and three levels of trim: X, SX and VSX. The presentation of the 1995 models in July marks the start of a strategy to build customer loyalty through major additions to the different segments of the range.

Three new engines are introduced: the 1,527 cm<sup>3</sup> TUD5 on the AX Diesel which offers improved performance for stable fuel consumption; two new high-performance engines for the XM: a two-litre, 16-valve 135 bhp, and a new 130 bhp 2.5 litres turbo Diesel. All XMs, Xantias and ZXs receive new grilles; a ribbed bonnet and more prominent chevrons that give them a feeling of solidity, while clearly identifying the personality of Citroën.

The AX Image 1.5D, a new AX limited series of 1,500 cars, goes on sale on 28 June. The launch satisfies the requirements of customers looking for a responsive and economical car with attractive styling ("Vega" green metallic paint, 5-speed gearbox, rear window wiper, tinted windows, etc.).

With the Evasion, Citroën offers customers a young and extensive range of passenger vehicles with the 1995 range of five models.

On 18 October, the PSA Peugeot Citroën Group presents a smart car: the Citroën XM Alto (Advanced Leading Technology On-board). A concept vehicle, the XM Alto addresses five areas of research through its onboard electronic technologies: night vision, lane stability, cooperative driving and vehicle diagnostics as well as autonomous guidance and interactive guidance systems.

November sees the launch of the ZX Aura 1.8 litre, a vehicle for disabled people developed by Citroën in association with the coachbuilder Okey Technologie.

A new customized series - the AX Spot - is launched in December. The new arrival offers a number of attractive features: bumpers colour-coordinated with the bodywork, wheel embellishers, original interior upholstery. Models are available in metallic Lac Pink and Polynésien Green with 3 or 5 doors, a petrol engine - 954 cm<sup>3</sup>, 50 bhp - and a 4-speed gearbox.

Citroën launches the Xantia Activa, the first car to take corners on the level thanks to its revolutionary SC.CAR roll limitation system. The Activa offers a number of features not found on the Xantia 16V: driver's airbag, electric rear window lift and broader back rests at the front.

## 1995

#### THE ENVIRONMENT

Edouard Balladur, the French Prime Minister, inaugurates the Normandy Bridge in northern France on 20 January. The installation, which spans the Seine, was built at a cost of FF 2.7 billion.



The World Summit for Social Development, organized by the United Nations in Copenhagen, focuses



on employment and efforts to reduce social exclusion.

On 26 March, the Schengen Agreement comes into force in seven of the fifteen EU member countries. The accord marks the first step towards an open Europe in which people can move around freely without border controls.

Many of Chagall's works go on show at the Museum of Modern Art in Paris.

War continues to rage in Chechnya. After 1 May, Chechen separatists intensify their attacks on regions controlled by Russian troops.

On 7 May, Jacques Chirac is elected President of the Republic. He wins 52.64% of the votes, compared with 47.36% for the Socialist Lionel Jospin.

Emir Kusturika's *Underground* wins the Palme d'Or at the 48th Cannes Film Festival in May.

On 30 June, more than 700,000 people flock to watch the Rolling Stones in concert at the Longchamp hippodrome outside Paris.

June marks the one hundredth manned flight by an American shuttle. *Atlantis* links up with the Russian space station *Mir*. The rendezvous marks the first step towards the creation of an international space station.

In July, the European Union in Brussels signs an interim agreement on partnership and cooperation with Russia.

For the fifth time running, Miguel Indurain wins the Tour de France cycle race, which runs from 1 to 23 July. Paris is hit by a wave of terrorist attacks between July and October.

1995  
"1994 COMPANY OF THE YEAR" IN SPAIN

In August, the United Nations Security Council decides to suspend the arms embargo on Rwanda for a period of one year. In September, the company Eurotunnel demands that its debt be rescheduled and suspends interest payments for eighteen months.



On 4 November, Yitzhak Rabin is assassinated by an Israeli extremist.

On 14 December in Paris, Presidents Milosevic, Tudjman and Izetbegovic ratify the Dayton Peace Agreement instituting a *de facto* partition of Bosnia.

At the EU summit held in Madrid on 15 and 16 December, member states baptize the future European single currency the Euro and set 1 January 1999 as its date of introduction.

In 1995, we said goodbye to Harold Wilson, Rose Fitzgerald Kennedy, Lana Turner, Ginger Rogers, Dean Martin, Stephen Spender and James Herriot.

#### THE COMPANY

In January, Citroën presents its international project - Magellan - to the workforce. The objective is to sell 100,000 vehicles outside Europe in 1997 and 200,000 in the year 2000.

In Greece, the ZX Estate wins the title of Best Estate of the Year 1994. Value for money was the main factor highlighted by the jury. In Spain, Citroën Hispania receives the Production Quality Prize and the Company of the Year 1994 Prize in January.

In February, the final assembly plant in Aulnay turns out the one millionth Citroën ZX. Sold in sixty countries, the ZX is still increasing output. Spain sold the most in January and February, with almost 6,000 new registrations.

The Xantia wins a cluster of prizes. The UK magazine "Fleet News" names it Best Car of 1995 ahead of the Ford Mondeo and the Peugeot 405. In Brazil, the Xantia is elected Car of the Year in front of the Opel Astra. The AFPA (French Motoring Press Association) gives the Xantia two awards: the Technical Innovation Prize and the Motoring Press Prize. "Car Magazine" awards the Xantia the "Best Technological Innovation Prize".

In March, the SCEMM beats several European companies to win a contract to manufacture stamping tools for the German carmaker VAG. In April, the SAME launches the ML gearbox to replace the ME gearbox on Group models in the M2, H and people-carrier segments. It also presents a 16 V 1.7 l petrol engine and a diesel engine in a compact version for the Xantia.

In May, the final assembly plant in Vigo, Spain, produces its four millionth vehicle: a ZX TD Volcane. In June, the plant starts producing the Citroën AXs hitherto manufactured at the Aulnay plant.

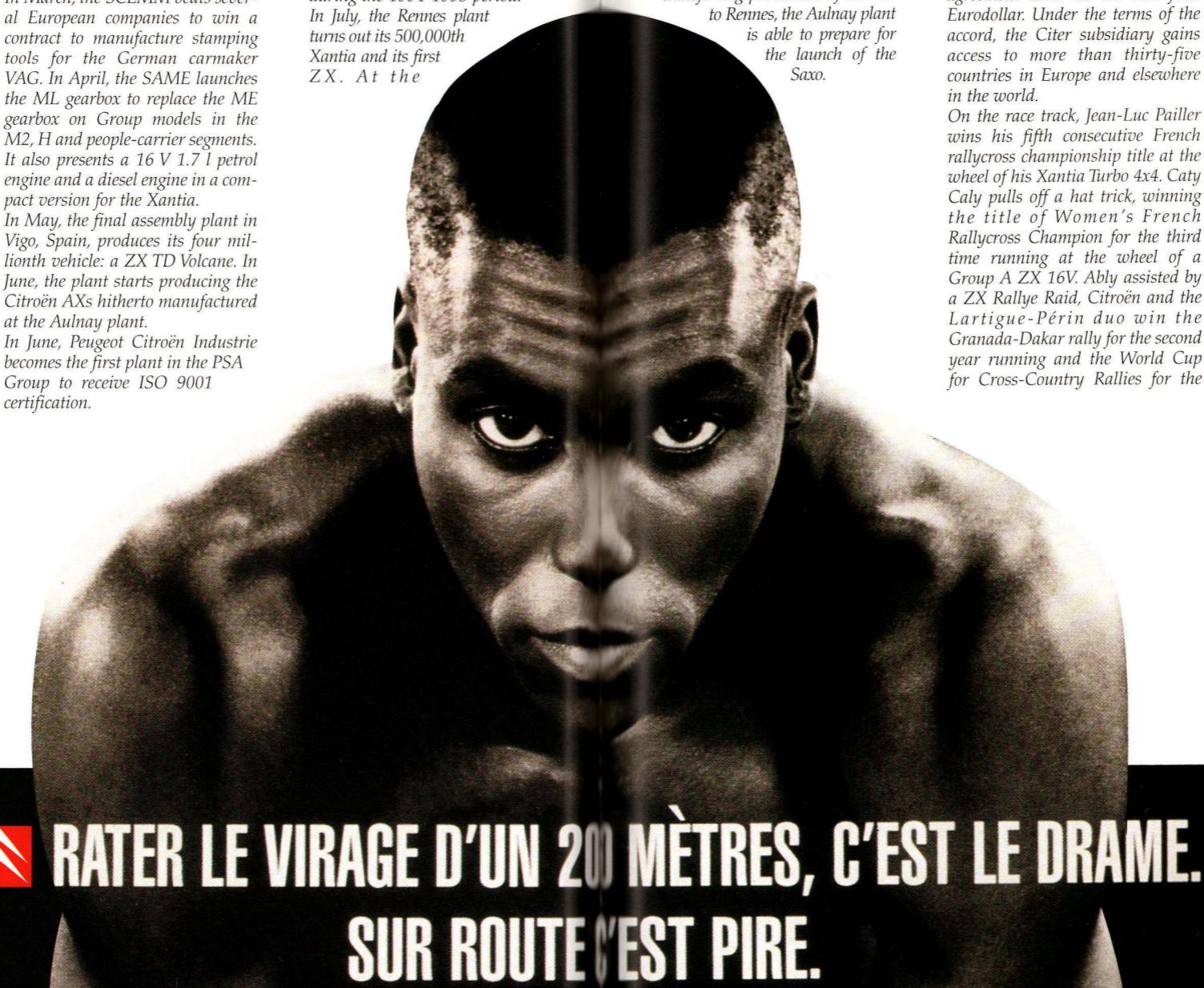
In June, Peugeot Citroën Industrie becomes the first plant in the PSA Group to receive ISO 9001 certification.



Citroën and the advertising agency Euro RSCG call upon the talented American athlete Carl Lewis to promote the new Xantia Activa. In June, the team wins a Grand Prix Spécial advertising prize from the magazine "Stratégies" for all the marque's advertising campaigns during the 1994-1995 period.

In July, the Rennes plant turns out its 500,000th Xantia and its first ZX. At the

International Motor Show in Shanghai (27 June - 2 July), Citroën invites top-ranking executives from French companies in China to view the range of Citroën models on sale in China: the AX, the Xantia, the XM Evasion and - of course - the ZX Fukang and a ZX Rallye Raid. By transferring production of the ZX to Rennes, the Aulnay plant is able to prepare for the launch of the Saxo.



RATER LE VIRAGE D'UN 20 MÈTRES, C'EST LE DRAME.  
SUR ROUTE C'EST PIRE.

To celebrate the 40th birthday of the DS, the International Citroën Car Club Rally (ICCCR) organizes a massive jamboree for "devotees of the double chevron". The event is held between 18 and 20 August at the Michelin test track in Clermont-Ferrand. Some 20,500 people flock to the show to gaze at the 4,350 vehicles on display. In November, the International Automobile Centre in Paris hosts an exhibition to mark the fortieth birthday of the DS.

Citroën is present in 77 countries with a network of almost 900 points of sale. In 1995, sales outside Europe totalled 54,243 vehicles, an increase of almost 9% over 1994.

On 12 September 1995, Citroën signs a major contract with the Malaysian carmaker Proton for the assembly and distribution of a vehicle based on the AX. The model, which enjoys the status of "national car", is sold under the marque Proton.

Also in September, Citroën signs an agreement with the car hire firm Eurodollar. Under the terms of the accord, the Citer subsidiary gains access to more than thirty-five countries in Europe and elsewhere in the world.

On the race track, Jean-Luc Pailler wins his fifth consecutive French rallycross championship title at the wheel of his Xantia Turbo 4x4. Caty Caly pulls off a hat trick, winning the title of Women's French Rallycross Champion for the third time running at the wheel of a Group A ZX 16V. Ably assisted by a ZX Rallye Raid, Citroën and the Lartigue-Périn duo win the Granada-Dakar rally for the second year running and the World Cup for Cross-Country Rallies for the

third year running. Kenneth Hansen becomes European Rallycross Vice-Champion in a Citroën ZX Turbo 4x4, while Jean-Luc Pailler takes third place at the wheel of a Citroën Xantia Turbo 4x4.

At the Equip'Auto Show in October, Citroën's Spare Parts Division sets up seven exhibition areas focusing on the theme of customer service.

In September, General Management presented Citroën's Corporate Mission to the different divisions. The project comprises ten aims,



which should enable Citroën to become one of the world's three most popular marques.

In October, Citroën signs a contract to deliver 3,000 Xantia 2.01 VSX units. In November, Jacques Calvet inaugurates the Wuhan plant, marking the production of the 1,000th ZX Fukang.

In November, the Sevelnord plant produces the 100,000th U60 peo-

1995  
"ONE OF THE  
THREE": CITROËN'S  
CORPORATE  
PROJECT





ple-carrier. The joint PSA Peugeot-Citroën-Fiat vehicle is number one in the European sales rankings this year with 28% of the market (of which 7% for the Evasion). In 1995, Automobiles Citroën gives 63 vehicles to car maintenance training departments. These vehicles are equipped with the most recent equipment so students are able to work on the models that they will be called upon to repair when they qualify.

• Annual production: 746,501 vehicles.

### THE MODELS

At the beginning of the year, Citroën launches two customized series: the Xantia Temptation and the ZX Flash. The Xantia Temptation - offering improved comfort and presentation - is available in three colours: Véga Green, Mauritius Blue and

Quartz Grey. The interior is fitted with velours upholstery and an electric pack comprising central locking, and phased extinction of ceiling lights. The ZX Flash - offering all the features that make the ZX a success - is launched in 3- and 5-door versions. The ZX Flash and the Xantia Temptation are available with two petrol engines - 1,124 cm<sup>3</sup>, 60 bhp and 1,360 cm<sup>3</sup>, 75 bhp; 1,580 cm<sup>3</sup>, 90 bhp and 1,761 cm<sup>3</sup>, 103 bhp - and the same diesel engine, 1,905 cm<sup>3</sup>, 71 bhp and 92 bhp for the Xantia Turbo. In March, Citroën sends out 400 multiplexed XMs. Multiplexing is a high-performance system that simplifies and optimizes electrical communications. Power and data are sent through a single cable (BUS). A central unit controls instrument operation, while a communications screen provides the driver with extensive information.

The customized series AX Tonic, ZX Tonic and ZX Estate Tonic arrive on the market. They are designed to meet



the requirements of young customers looking for a stylish vehicle with a lively image. The models are available in 3- and 5-door versions with a choice of engines: petrol 954 cm<sup>3</sup> - 50 bhp, 1,360 cm<sup>3</sup> - 75 bhp or diesel 1,527 cm<sup>3</sup> - 58 bhp, 1,905 cm<sup>3</sup> - 71 bhp and 92 bhp, 1,905 cm<sup>3</sup> - 71 bhp and 92 bhp respectively. The Tonic models come in four colours: Anatra Green, Buckingham Blue, Blason Red and Banquise White (March/April).

The spring season sees the arrival of the Citroën C15 Messenger, a flexible vehicle with a responsive engine (torque of 110 Nm at 2,000 rpm). A model offering high standards of performance for low fuel consumption (6.2 litres/100 km), the C15 Messenger is equipped with power steering for increased comfort. The 1,769 cm<sup>3</sup> diesel engine develops 60 bhp.

Unveiled at the Frankfurt Motor Show, the Xantia Estate arrives in the showrooms in June. The new vehicle offers a host of attractions with its flowing, aerodynamic lines and stylish interior, boot volume of 1,690 dm<sup>3</sup>, three real seats at the back, hydraulic or hydractive suspension and generous length (22 cm longer than the saloon version). The

Xantia Estate is available with a petrol or diesel engine (1.8i, 2.0i 16V, 2.0i Turbo CT and 1.9 Turbo D with X, SX and VSX trim). Moreover, the Xantia itself gains four new engines: a turbocharged diesel (2.1 Turbo D), two multi-valve petrol engines (1.8i 16V and 2.0i 16V) and a third supercharged engine (2.0i Turbo CT).

The customized series ZX Image arrives in the showrooms in August. Available in 3- and 5-door versions, it is fitted with colour-coordinated bumpers and fog lamps. The finish of the Image is enhanced by velours-upholstered seats and door panels, tinted win-



engines: 1.6i petrol, 1.9 diesel and 1.9 turbo diesel. At the same time, Citroën restructures the C15 range to offer two levels of trim: First and Club. The First is a 475 kg model offering side protection, cubbies and elbow rests on the driver's side. The Club brings the C15 a payload of 600 kg, a diesel engine, power steering and central locking. The C15 is equipped with one petrol engine, 1,124 cm<sup>3</sup>, 60 bhp and one diesel engine, 1,769 cm<sup>3</sup>, 60 bhp.

To prepare for the launch of the Citroën Saxo, unveiled to the press on 21 November prior to its launch in February 1996, the Rennes-la Janais plant announces in December that it will take over production of the ZX Estate. The move leaves the Aulnay plant free to focus on the new Saxo.

fabric, etc.), while the ZX Miami offers fog lamps and new upholstery (Flag and Fluni). The AX Miami is available with a petrol engine, 954 cm<sup>3</sup>, 50 bhp, or a diesel engine, 1,527 cm<sup>3</sup>, 58 bhp, while the ZX Miami comes with a choice of engines: two petrol, 1,124 cm<sup>3</sup>, 60 bhp and 1,360 cm<sup>3</sup>, 75 bhp and two diesel, 1,905 cm<sup>3</sup>, 71 bhp and 92 bhp turbo.

In September, Citroën and Microsoft sign an agreement to develop the concept of mobile offices, and conduct trials using two prototypes based on the Evasion. The vehicle interior is equipped with a table for seating three or four people, a Siemens S3 portable phone and a Siemens Nixdorf PC running under Windows 95.

At the Transport Show in September, Citroën fields one of the broadest ranges of utility vehicles in the world. The marque unveils the Jumpy, which is scheduled to arrive in showrooms in October. Born of an industrial cooperation agreement between Fiat Auto, Automobiles Peugeot and Automobiles Citroën, the Jumpy is compact, functional and versatile.

Offering a payload of 815 kg and a useful volume of 4 m<sup>3</sup>, the Jumpy is available in four versions: panel van, window van, combi and flatbed truck. All versions are available with three



October sees the launch of the Xantia Sensation (24,300 units of which 11,800 for France). The new vehicle is available in four colours, including the pearlescent Impulsion Red. Flexible and responsive, the Xantia Sensation offers an electric pack as standard. The car comes with a broad range of engines: two petrol (1,580 cm<sup>3</sup>, 90 bhp and 1,761 cm<sup>3</sup>, 112 bhp) and three diesel (1,905 cm<sup>3</sup>, 71 bhp and 92 bhp turbo and 2.1 turbo diesel, 110 bhp).

The Citroën AX Electric goes on sale in November. The launch follows an 18-month trial scheme launched in December 1993 in La Rochelle and involving private owners, professionals, companies and local government offices. Users are unanimous in their conclusions: driving pleasure, stress-free operation, economy, etc. The AX Electric offers maximum vehicle power of 20 kW, a maximum speed of 91 km/h and a range of 75 km in the city. It is available as a 3-door/4-seat saloon and a 2-seat fleet version.

In November, Citroën launches two customized series: the AX Miami and the ZX Miami (3 and 5 doors and an estate for the ZX). The cars are available in a new colour: Blason Red. The AX Miami is endowed with young, sporty looks (sports-type front seats, new Néo

1995  
THE AX  
ELECTRIC  
ARRIVES



1996

### THE ENVIRONMENT

In France, Jacques Chirac announces the end of national service and the organization of a professional army. In Paris, the curtain comes up on the newly renovated Opéra Garnier, which stages *Don Giovanni*.

In Italy, Mercedes gives Pope John-Paul II a new "popemobile". Based on the new Mercedes S 500, the Pope's car is built to withstand anti-tank missiles.

On 13 March, the world's leaders gather in Egypt's Red Sea resort of Sharm El-Sheikh, for a summit meeting on peace and terrorism.

On 29 May, the right-wing candidate Benyamin Netanyahu beats Shimon Peres in the Israeli elections and becomes Prime Minister.

In 1996, we said goodbye to François Mitterrand, Ella Fitzgerald, Claudette Colbert and René Lacoste.

#### THE COMPANY

Citroën mobilizes the entire workforce for the launch of the Saxo. Sixteen Citroën establishments throughout France receive 27,000 visitors in the space of just one weekend, while a sales convention brings together 10,000 salesmen from the Citroën network to test-drive the new vehicle. Moreover, 2,500,000 Saxo magnets are placed on cars in the car parks of 100 cities throughout France.

At European level, the new training system adopted for the Xantia is applied to the Saxo. A Saxo shell - designed to be taken apart and put together again as required - is used to train people from the sales network.



Citroën Spain receives a Gold Medal from the city of Vigo for the vital boost that the Vigo plant has given the local economy.

In April, the Hippo-Citroën restaurant on the Champs Elysées in Paris acquires a number of computers with Internet access and offers its customers an opportunity to go net-surfing.

In the sports arena, Citroën inaugurates the AX Ice-Driving Cup, a new promotional formula which is part of the 1995-1996 Andros Trophy. Pierre Lartigue and Michel Pépin win the 2,140 km Optic 2000 Tunisia Rally - held between 18 and 25 April - with their trusty Citroën ZX Rally Raid.

The Saxo Cup replaces the AX Cup. The races are organized between 4 May and 10 November. For the first time, the seven countries taking part - France and six European subsidiaries - apply harmonized technical regulations.

On 22 June in Portugal, the Lartigue-Périn and Vatanen-Picard teams pull off a double victory in the 9th Baja Telecel 100.

Jacques Calvet, Chairman of Automobiles Citroën, signs a framework agreement with François



Bayrou, Minister of Education and Research, to take effect from September 1996.

Citroën becomes the first carmaker in Europe to launch a private customer loyalty card - more than 200,000 Cartes Rouges are currently in circulation. In September, Citroën is able to widen the network of outlets accepting the card, following an agreement with American Express.



#### THE MODELS

In February, Citroën launches "Harmony", a new customized range comprising the AX, ZX, Xantia, XM and Evasion. A vehicle with a dynamic image aimed at young customers, the AX Harmony is available in 3- and 5-door models. Customers can choose between a petrol engine, 954 cm³, 50 bhp, or a diesel, 1,527 cm³, 58 bhp. The ZX and Xantia Harmony are equipped with a choice of two petrol engines (1,124 cm³ - 60 bhp, 1,360 cm³ - 75 bhp and 1,580 cm³ - 90 bhp, 2,088 cm³ - 110 bhp) and a choice of two or three diesel engines respectively (1,905 cm³ - 71 bhp, 1,905 cm³ - 92 bhp, 1,905 cm³ - 71 bhp and 92 bhp, 2,088 cm³ - 100 bhp). The XM Harmony comes

marques, Peugeot and Citroën. With its innovative styling and equipment, the Berlingo bears a close resemblance to a saloon or people-carrier: airbags,



with a petrol engine (1,998 cm³, 135 bhp) or a diesel engine (2,088 cm³, 110 bhp).

At the Geneva Motor Show between 7 and 17 March, Citroën takes a 853 m² display area to show the Saxo to the world. All seven Saxo models - VTS, SX, VSX, VTL and VTR - are on show, with a Saxo Cup in the middle. The cars are surrounded by the range's four engines: 1.1i, 1.4i, 1.6i and 120 bhp.

April sees the launch of the C15 Hit, a customized series of the marque's utility vehicle. Available in Banquise White, the Hit is equipped with a 1,769 cm³ diesel engine.

On 1 April, Citroën approves the Group A ZX Kit Car - 16V engine developing 265 bhp - in line with the technical definition laid down by the FIA.

In May, the Citroën Saxo arrives on the market in Diesel S, SX and VSX versions, equipped with the TUD5 1,527 cm³, 42 kW engine. A fleet version is launched at the same time. The Saxo Diesel combines comfort and driving pleasure with safety. The Saxo fleet versions are equipped with a choice of three engines: 1.0i and 1.1i petrol and 1.5 diesel.

Citroën designs and produces a new utility vehicle: the Berlingo. The utility version is launched in July, while a 5-seat version arrives in the showrooms in September. The car is sold by the PSA Group's two



seatbelts with pyrotechnic pretensioners, ABS, etc. Eminently robust and practical, the Berlingo is a front-wheel drive vehicle with four independent wheels. It is 4.11 m long, with a useful volume of 3 m³ and a payload of 800 kg. The Berlingo is available with two petrol engines (1,124 cm³, 60 bhp, 1,360 cm³, 75 bhp) and two diesel engines (1,769 cm³, 60.5 bhp, 1,905 cm³, 71 bhp). The Berlingo is produced at the Citroën plant in Vigo, Spain, which turns out more than 100,000 units annually.

1996  
THE SAXO AND  
THE BERLINGO  
ARRIVE

#### URBAN DRIVING: THE AX ELECTRIC AND THE CITELA

Citroën has always given priority to environmental protection and to the design of urban vehicles, tailored to the needs of their era. The marque's success in this field is illustrated by the AX Electric, launched in November 1995 and now becoming increasingly familiar to the public.

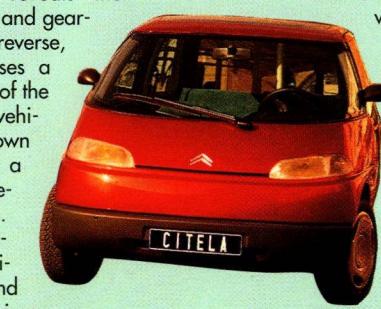
The AX Electric is available as a 3-door or fleet model, in a choice of colours. From the outside it looks just like a petrol-engined car, but a quick glance inside reveals the absence of clutch pedal and gearbox. To put the car into reverse, the driver simply presses a button! With the arrival of the AX Electric, the electric vehicle becomes a car in its own right. The new AX has a range of eighty kilometres, and is cheap to run.

It is also silent and pollution-free, making it environmentally friendly and pleasant to drive. The drivers of twenty-five pilot vehicles had an opportunity to discover its charms during an 18-month trial scheme at La Rochelle. And as you might expect from a car that points the way toward

a more ecology-conscious future, the AX Electric is totally recyclable.

Citroën has demonstrated its ability to anticipate and adopt a new trend, while pursuing R&D studies on vehicles for the future. An example of one such vehicle is the Citela (City Electric Automobile) prototype. A vehicle that is one-hundred-percent Citroën, the Citela offers a number of solutions that will doubtless be found in tomorrow's urban vehicles.

Powered by a 72-volt electric motor with a power output of 20 kW, the Citela has a range of 110 km in typical urban driving conditions. Silent and clean, it is made of ID-marked plastic parts that are easy to dismantle and fully recyclable. The Citela also features a highly original modular bodywork concept, converting effortlessly into a utility vehicle or a coupé in just a few minutes. And programmeable energy management lets the driver choose between one of three driving plans, tailored to the performance of the vehicle and the distance to be covered.



## C I T R OË N C H A I R M E N

1924

*Creation of Société Anonyme André Citroën*

*Chairman:*

**André Citroën**

1935

*Chairman and Managing Director:*

**Pierre Michelin**

1938

*Chairman and Managing Director:*

**Pierre Boulanger**

1950

*Chairman and Managing Director:*

**Robert Puisseux**

1958

*Chairman and Managing Director:*

**Pierre Bercot**

1968

*Citroën SA*

*Chairman and Managing Director:*

**Pierre Bercot**

*Société Anonyme Automobiles Citroën*

*Chairman and Managing Director:*

**Claude-Alain Sarre**

1971

*Citroën SA*

*Chairman and Managing Director:*

**François Rollier**

*Société Anonyme Automobiles Citroën*

*Chairman and Managing Director:*

**Raymond Ravenel**

1974

*Automobiles Citroën*

*Chairman of the Executive Board:*

**Georges Taylor**

1979

*Chairman of the Executive Board:*

**Jacques Lombard**

1982

*Chairman and Managing Director:*

**Jean Baratte**

1983

*Chairman:*

**Jacques Calvet**

1988

*Executive Vice-Chairman and Managing Director:*

**Xavier Karcher**

## G E N E R A L M A N A G E M E N T 1 9 9 6

*Chairman:* **Jacques Calvet**

*Executive Vice-Chairman and Managing Director:*

**Xavier Karcher**

*Associate Managing Director:*

**Paul-Marie Chavanne**

*Associate Managing Director:*

**Luc Epron**

*Associate Managing Director:*

**Claude Satinet**

## INDEX OF PASSENGER CARS

MODELS	LAUNCHED	STOPPED	PRODUCTION (END 1995)	UPGRADES
Ami 6	1961	1971	1,035,866	1964
Ami 8	1969	1979	773,344	1973
AX	1986		2,263,798	1986, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96
AX Electric	1995			
Axel	1984	1988	47,009	
B2	1921	1927	89,615	1922, 23
B2 Caddy	1922	1927	226	
B10	1924	1925	17,259	
B12	1925	1927	38,381	
B14	1926	1928	119,467	1927, 28
B18	1927	1928	5,707	
BX	1982	1994	2,315,739	1983, 84, 85, 86, 87, 88, 89, 90, 93
C4	1928	1934	243,068	1930, 31, 32
C6	1928	1933	61,273	1929, 31, 32
CX	1974	1989 (berlines)	1,041,560	1975, 76, 77, 78, 79, 80, 82, 83, 84, 85, 86, 87, 88, 89
DS/ID	1955	1975	1,456,115	1957, 58, 60, 62, 64, 65, 66, 67, 68, 69, 70, 72
Dyane	1967	1984	1,443,583	1968, 77
Evasion	1994		26,216	1994, 95, 96
GS	1970	1981	1,874,754	1972, 73, 74, 78
GSA	1979	1987	565,009	1981, 82, 83, 84
GSA Birotor	1974	1975	847	1973 (Motor show)
LN	1976	1979	116,931	
LNA	1978	1986	164,275	1981, 82, 83
M35	1970	1971	267	
Méhari	1968	1987	144,953	1979, 83
Saxo	1996		1,140	
SM	1970	1975	12,920	1972, 73
Traction Avant (7, 11, 15)	1934	1957	(7) 88,066 (11) 620,455 (15-Six) 50,602	1934, 36, 37, 38, 39, 46, 47, 52, 54
Type A	1919	1921	24,093	1921
Visa	1978	1988	1,222,608	1980, 81, 82, 83, 84, 85, 86
Xantia	1993		591,228	1993, 94, 95, 96
XM	1989		294,451	1990, 91, 93, 94, 95, 96
ZX	1991		1,199,856	1991, 92, 93, 94, 95, 96
2 CV	1948	1990	3,868,634	1936 (project), 39 (prototypes), 54, 57, 58, 60, 63, 64, 69, 76, 80, 83, 84, 85
5 CV (Petite Citron, Trèfle)	1922	1926	80,759	
8 CV (Petite Rosalie inclined)	1932	1935	38,835	1933, 34
10 CV	1932	1935	49,249	1932, 34
15 CV	1932	1935	7,228	1932, 33, 34

## INDEX OF UTILITY AND FLEET VEHICLES

MODELS	LAUNCHED	STOPPED	PRODUCTION (END 1995)	UPGRADES
Acadyane	1978	1987		1980
Ami 6	1961	1971	3,518	
Ami 8	1969	1979	27,431	
Half-tracks	1921	1937	5,795	1931
AX	1987		139,073	
Axel	1984	1988	13,175	
Berlingo	1996			
BX	1986	1994	21,277	
B2 : Boulangère and Normande	1922	1925	10,856	
B15	1926	1928	12,556	
CX	1974	1991	900	
C6 series G (truck)	1931	1932	1,600	
C6.1	1929	1933		
C15	1984		607,801	1990, 93, 95
C16 (truck)	1928	1933	1,246 (28)	1930
C25	1981	1994	247,342	1990, 93
C35	1974	1992	144,934	
Dalat	1970	1975		
FAF	1978	1982	2,295	
Flatbed truck	1919			
GS	1970	1981	21,988	
GSA	1979	1987	11,748	
H	1948	1982	490,165	
Jumper	1994		48,017	
Jumpy	1995		3,263	
LN	1976	1979	12,680	
LNA	1978	1986	59,497	
Saxo	1996		3	
TUB-TUC	1939	1942	1,749	
Type 23	1935	1969	121,902	1936
Type 29	1931	1934	12,531	1933 (bus)
Type 32	1935	1940	5,648	1934 (bus), 35 (bus), 37
Type 45	1933	1953	72,423	1934 (bus), 37, 40, 48 (bus)
Type 46	1956	1963		1956 (bus)
Type 47 DIP (bus)	1959	1963		
Type 55	1953	1963		1953 (bus)
Type 60	1963			1964 (bus), 67 (bus)
Type 350	1965			1970 (tractor N08)
Type 450	1967	1970		
Type 500 DI	1936	1938		
Type 530	1970			
Type 600	1965	1966		
Type 700	1966			1967
Type 800	1967			
Type 850 DI	1936	1938		
Visa	1978	1988	31,782	
ZX	1991		24,820	
2 CV van	1950	1978	1,246,306	
180 K	1969			

## SPECIAL AND CUSTOMIZED SERIES

MODELS	LAUNCHED	PRODUCTION
<b>AX</b>		
- Air France Madame	1988, 89	2,000, 3,500
- Audace	1993	8,500
- En Vogue	1987	
- Escapade	1992	1,000
- Harmonie	1996	
- Hit FM	1987	
- Image	1989, 90, 93	5,500, 10,000, 9,000
- Image 1. 5D	1994	1,500
- K.Way	1988, 90	6,500
- Miami	1995	5,000
- Mutine	1992	8,000
- Olympique	1988	2,500
- Prestige	1994	
- 4 x 4 Piste Rouge	1991	400
- Reflet	1992	7,500
- Saxo	1991	
- Saxo 2	1991	5,700
- Sport	1987	
- Spot	1990, 93, 94	6,000, 8,000
- Spot Diesel	1995	2,000
- Thalassa	1990, 93, 94	7,500, 4,000
- Tonic	1989, 90, 94, 95	7,500, 15,000, 5,000, 12,000
- Volcane	1990	
<b>BX</b>		
- Calanque	1990	
- Cottage	1993	800
- Digit	1985	4,000
- Image	1989, 90	3,200, 15,000
- Image Evasion	1990	
- Image Turbo Diesel	1991	
- Leader	1985, 86, 87	7,500, 5,000, 3,500
- Millésime	1990	
- Olympique	1988	1,500
- Sport	1985	2,500
- 4 TC	1985	
- Tonic	1989	3,000
<b>CX</b>		
- Leader	1984, 85, 86, 87, 88	700, 3,000, 2,000, 2,000, 2,000
<b>Dyane</b>		
- Caban	1977	1,500
<b>Evasion</b>		
- Harmonie	1996	
- Prestige	1994	
<b>GS/GSA</b>		
- Basalte (GS)	1978	1,800
- Chic	1984	1,200
- Cottage	1983	2,000
- Tuner	1982	1,500
<b>LNA</b>		
- Cannelle	1983	2,000
- Prisu	1983	600
<b>Méhari</b>		
- Azur	1983	700

## SPECIAL AND CUSTOMIZED SERIES

MODELS	LAUNCHED	PRODUCTION
<b>Visa</b>		
- Carte Noire	1979	2,500
- Challenger	1985	3,500
- Chrono	1981	1,000
- Leader	1985, 86, 87	5,000, 3,600, 3,200
- Mille Pistes	1983	
- Olympique	1984	3,000
- Platine	1983	2,000
- Sextant	1980	2,000
- Tonic	1983	2,000
- West End	1982	1,000
<b>Xantia</b>		
- Anniversaire	1994	6,000
- Harmonie	1996	
- Prestige	1994	
- Tentation	1995	20,800
<b>XM</b>		
- Harmonie	1996	
- Onyx	1993	2,000
- Pallas	1993	1,500
- Prestige	1994	
<b>ZX</b>		
- Flash	1993, 95	6,500, 9,600
- Flash Diesel	1993	8,000
- Fugue	1994	
- Harmonie	1996	
- Image	1995	8,000
- Miami	1995	10,000
- Prestige	1994	
- Rallye Raid	1992	500
- Tonic (+ Break Tonic)	1995	13,300
<b>2 CV</b>		
- Charleston	1980	8,000
- Cocorico	1986	1,000
- Dolly	1985, 86	3,000, 2,000
- France 3	1983, 84	2,000, 2,000
- James Bond	1981	700
- Sahara	1958	
- Spot	1976	1,800

## THE ESTATES

PC AND UV	LAUNCHED	STOPPED	PRODUCTION
Ami 6	1964	1971	551,880
Ami 8	1969	1979	405,804
BX	1985	1994	186,827
C15	1985	1995	281,735
CX	1976	1991	128,185
D/ID	1959	1975	94,044
GS	1971	1981	391,243
GSA	1979	1986	87,049
Xantia	1995		191,750
XM	1991		25,096
ZX	1993		121,623

## CITROËN PRODUCTION PLANTS

LOCATION	STARTUP	PRINCIPAL ACTIVITY
Aulnay	1973	Final assembly plant (ZX, Saxo)
Asnières	1948	Skiving, hydraulics
Caen	1963	Undercarriage
Charleville	1974	Iron and aluminium foundry
Meudon	1980	Mechanical construction
Rennes :		
- La Barre-Thomas	1953	Rubber and elastomer parts
- La Janais	1961	Final assembly (Xantia, XM, ZX, ZX Estate)
Saint-Ouen	1924	Drawing

## PRODUCTION SUBSIDIARIES

LOCATION	STARTUP	PRINCIPAL ACTIVITY
Cithispa (Spain)		
- Vigo	1958	Final assembly plant (AX, ZX, C15, Berlingo)
Citroën Lusitania (Portugal)		
- Mangualde	1964	Final assembly plant (AX, Saxo)
Scemm		
- Saint-Etienne	1971	Mechanical construction
Sevelnord*		
- Valenciennes	1994	Final assembly plant (Evasion, Jumpy)
Sevelsud* (Italy)	1981	Final assembly plant (Jumper since 1994)
SMAE	1978	
- Metz-Borny	1969	Gearboxes
- Trémery	1979	Engines
Sogamm		
- Stains	1971	Moulds and models

\* Joint production plant of PSA Peugeot Citroën and Fiat.

## FOREIGN SUBSIDIARIES

COUNTRY	LOCATION	ESTABLISHED
Austria	Vienna	1962
Belgium	Brussels	1924
Denmark	Copenhagen	1924
Germany	Cologne	1928
Hungria	Budapest	1994
Italy	Milan	1924
Netherlands	Amsterdam	1924
Norway	Oslo	1930
Poland	Warsawa	1994
Portugal	Lisbon	1927
Spain	Madrid	1925
Sweden	Stockholm	1946
Switzerland	Geneva	1924
United-Kingdom	Slough	1923

## ANNUAL WORLDWIDE PRODUCTION

PASSENGER CARS + COMMERCIAL VEHICLES					
1919	2,810	1939	69,575	1959	286,892
1920	12,244	1940	32,284	1960	316,218
1921	10,933	1941	13,871	1961	337,312
1922	21,025	1942	9,319	1962	391,783
1923	32,678	1943	4,494	1963	437,799
1924	55,387	1944	2,318	1964	464,955
1925	61,487	1945	9,324	1965	485,496
1926	50,404	1946	24,443	1966	531,133
1927	76,077	1947	28,977	1967	498,574
1928	72,356	1948	42,776	1968	460,712
1929	102,891	1949	63,852	1969	505,309
1930	77,788	1950	81,941	1970	535,660
1931	71,932	1951	101,126	1971	665,691
1932	48,027	1952	117,521	1972	730,840
1933	71,472	1953	137,459	1973	750,762
1934	56,123	1954	154,054	1974	688,806
1935	30,759	1955	181,774	1975	693,915
1936	41,587	1956	190,901	1976	741,363
1937	61,136	1957	206,136	1977	803,858
1938	68,109	1958	246,305	1978	807,504

## ANNUAL EXPORTS

PASSENGER CARS + COMMERCIAL VEHICLES					
1945	665	1958	45,155	1971	329,327
1946	10,992	1959	68,814	1972	349,353
1947	19,962	1960	82,996	1973	350,530
1948	26,109	1961	90,879	1974	351,966
1949	30,617	1962	93,080	1975	382,554
1950	33,448	1963	112,771	1976	305,046
1951	32,235	1964	109,889	1977	358,562
1952	27,234	1965	127,497	1978	366,463
1953	27,391	1966	132,950	1979	375,395
1954	29,242	1967	129,517	1980	285,744
1955	28,096	1968	153,376	1981	281,356
1956	30,960	1969	196,041	1982	285,412
1957	36,231	1970	285,558	1983	287,503

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