

ENVIRONMENT

China on the move

SPOTLIGHT

UK: my kingdom  
for an MPV

SPORT

On a learning curve  
in 2002

# double chevron



AUTOMOBILES CITROËN INTERNATIONAL NEWS MAGAZINE • WINTER 2001 • NUMBER 36

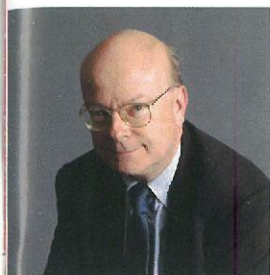


freeze frame



CITROËN WISHES YOU  
AN EXCELLENT 2002



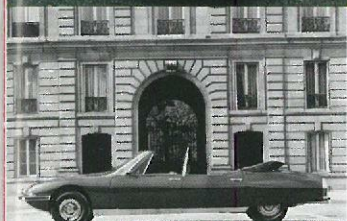


**8 environment** **China on the move** Interview with Xavier Fels, secretary general of the Institut pour la Ville en Mouvement (IVM) and head of external relations for PSA Peugeot Citroën. A close-up on the challenges facing the Middle Kingdom.

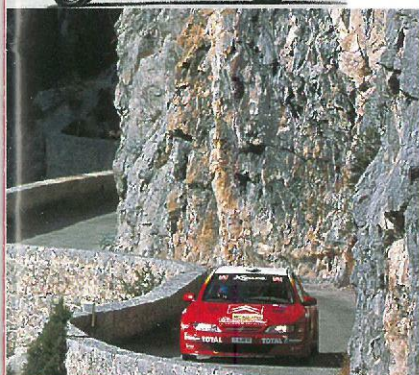


**spotlight** **Citroën UK: My kingdom for an MPV**

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**30 training** **Training goes global** Following the opening of the Beijing centre, Citroën inaugurated a second training centre in Sao Paulo on 11 October. By exporting its know-how, the Marque is consolidating its presence in the Mercosur countries.



**brief encounter** **World Fencing Championships: En garde!**

**33** Citroën sponsored the 2001 World Fencing Championships in Nîmes last November. Flashing steel and extreme agility: Citroën was ready for combat with the slogan "C5, technology as it should be... 100% useful".



**36 retrospective** **Citroën Conservatoire: tracing out the future** A carmaker whose history is closely interwoven with that of the 20th century, Citroën recently inaugurated Le Conservatoire and set up an architectural competition to renovate its premises on the Champs Élysées in Paris. A close-up on past, present and future.

## SLOVAKIA

# Citroën extends its dealership network



Autoservice Behr & Behr, Citroën's Slovakian subsidiary, has inaugurated its 25th dealership in Trnava, a city of 150,000 inhabitants in western Slovakia. The ceremony took place in the presence of the city's deputy mayor and of Ivan Segal, managing director of Citroën Slovakia and Henri Mahé, assistant manager for the CEEC region at Market Area, International. By the end of October 2001, Citroën Slovakia had delivered 2,587 new cars in the year, compared with 1,111 in 2000 (PC+LCV), an increase of 133%. With market share of 4.1%, Citroën ranks sixth on the Slovakian market.

## SUPER 1600

### Loeb-Elena and the Saxo: world champions

With five wins in five races, Sébastien Loeb, Daniel Elena and the Saxo Super 1600 tuned by PH Sport turned in a sensational performance at the Rally of Great Britain. They are the first Super 1600 FIA champions in rally history. Second place was taken by Niall McShea and Michael Orr, giving the British competitors and the Belgian LDT team a place on the championship podium.

## FUEL CELL

### A research platform at Belfort

The first stone of the "fuel cell systems, ground transport interfaces" platform of the CNRT (Centre National de Recherche Technologique - national technological research centre) was laid in September. By pooling resources, developing know-how, and generating new synergies, the CNRT is aiming to become an international reference for the use of fuel cells in the road transport sector. The INEVA association (Intégration de Nouvelles Energies dans les Véhicules Auto-propulsés - integration of new energies in self-propelled vehicles) will coordinate the work of the CNRT. It is chaired by Marcel Garnier, scientific director of PSA Peugeot Citroën, and comprises 18 founder members including eight industrial companies, eight universities and research institutes and three local municipalities.

## 100,000 trees for planting

As part of the "Citroën gives nature a helping hand" campaign, the Marque has given 100,000 trees to customers buying new vehicles, a gesture that reflects the importance attached by Citroën to the environment. With major innovations such as the Particulate Filter (PF) and the HDi engines, the Marque is clearly showing its determination to be a leader in environmental protection initiatives.

## RALLY

### Paris/Berlin

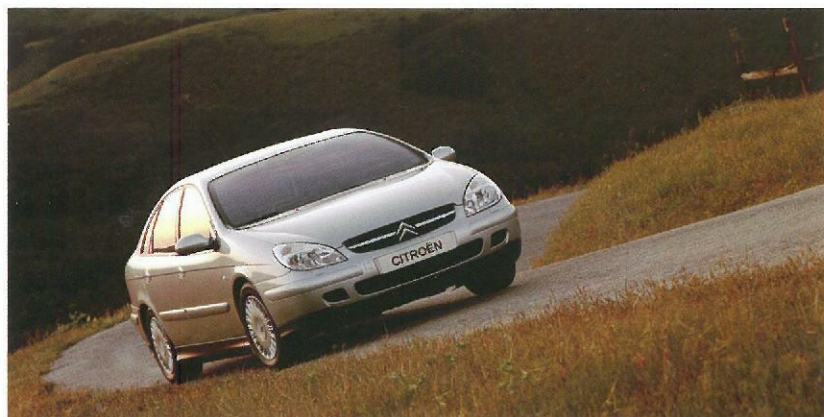


As part of initiatives to promote road safety, Citroën Germany loaned a Xsara HDi coupe 110 bhp VTS to a team competing in the 2001 Paris-Berlin rally organised by the

road safety authorities last autumn. The rally was launched in 2000 on the initiative of the German Automobile Club and the Franco-German office for young people. This year's event brought together around 50 French and German teams aged between 18 and 25. After the teams had completed the 2,800 km journey from Berlin to Paris, they were ranked not only on the basis of time and distance, navigation skills and regularity, but also on fair play, team spirit, care for the vehicle and sense of responsibility.

## ITALY

# Citroën C5 named European Car 2002



The "European Car 2002" award was organised by the UIGA (association of Italian motoring journalists). All the journalists tested vehicles presented by Fiat, Peugeot, Renault, BMW, Mercedes, Rover, Skoda, Audi and Chrysler. The Citroën C5 was

proclaimed the winner with 469 votes, while the Peugeot 307 took second place (446 votes) and the Fiat Stilo third place (364 votes). A triumph for PSA Peugeot Citroën. Note that Citroën also took the prize last year with the Xsara Picasso.

## INNOVATION

## Three demonstration vehicles

PSA Peugeot Citroën and Delphi Automotive Systems are presenting three demonstration vehicles featuring the new technologies developed jointly as part of the innovation plan signed by the two groups in September 1999. As part of this plan, the two companies are presenting six technologies: electric power steering, electromechanical brakes, the E-start function using a reversible alternator, pollution control using cold plasma, a variable capacity compressor and oil quality control. The Citroën Xsara Picasso features a combined braking system with conventional brakes at the front and electromechanical brakes at the rear. The Citroën Saxo petrol model is equipped with the E-Start function based on a reversible alternator.



## POLAND

## André Citroën street

On the initiative of Andrzej Drewnikowski, who has been linked to the Marque by contract since 1989, a road in the Polish town of Szczecin was recently named "André Citroën". A Citroën showroom has opened on the same street.

## CITROËN UK

## A prize for excellence

Last September, Citroën UK won "The Annual Intercultural Trophy for Business Excellence". The trophy, which was created by Cartier, is awarded by the French Chamber of Commerce in Great



Britain to a company that is deemed to have made a significant contribution to intercultural understanding between France and the UK.

## YOUNG PEOPLE

## Driving safely

On 30 November last, Citroën signed a partnership agreement with the Rennes regional education authority as part of a project to teach driving skills to pupils studying for vocational certificates at schools in Loudeac and Pontivy. The objectives are to develop a sense of responsibility and to use the learner driver course as an opportunity to consolidate basic skills and to favour the social integration and mobility of young people in central Brittany. As part of this partnership, Citroën has provided a Saxo Bic 1.4 l on loan for the 2001-2002 school year. It is also involved in the follow-up and appraisal of the project.

## JAPAN

# A new subsidiary



From 1 April 2002, Citroën will handle vehicle imports and distribution throughout Japan. This change takes place with the full agreement of New Seibu Motor Sales, the Marque's partner for the last 35 years.

Following the launches of the Xsara and the C5 (saloon and estate) in 2001, Citroën is pursuing a development strategy based on the marketing of high-specification models with an excellent image in terms of quality and technology. Its new models, including the C3 presented at the Tokyo Motor Show, will clearly contribute to this growth.

## CERTIFICATION

# Iso 9001 version 2000 renewed for Citroën...

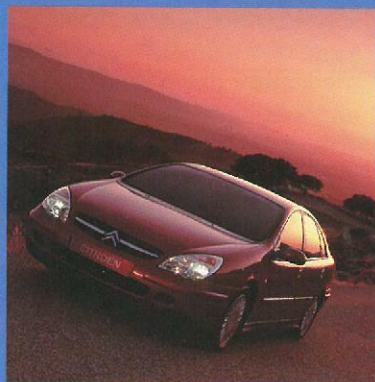
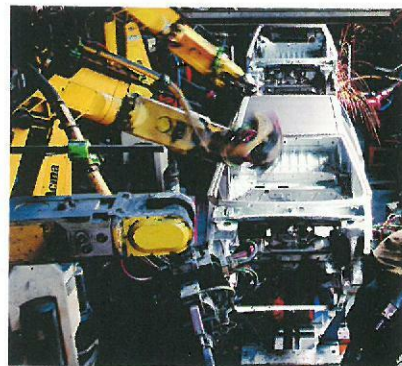
On 30 November last, the auditors of AFAQ and Claude Satinet, managing director of Automobiles Citroën, announced that the Marque had gained renewal of its Iso 9001 version 2000 certification.

## ... underway in Croatia...

Citroën Croatia began its certification programme on 23 April 2001. It was the first automotive firm in Croatia to undertake a programme of this type, and it was also the first to organise the certification audit just three months after the quality system was put in place, without first going through a dummy audit. More specifically, the quality system came into effect on 1 July and the certification audit took place on 3 and 4 October 2001. The audit was performed by the company Det Norske Veritas (DNV), which awarded Citroën Croatia 10 out of 10 on the objectives and strategy of its quality system. This was the first time DNV had given any company this high a mark. The Citroën Croatia subsidiary, which currently has 24 dealers, will celebrate five years of existence on 28 October next.

## ... and at the Aulnay plant

The PSA Peugeot Citroën plant at Aulnay has obtained Iso 14001 certification from the UTAC (French technical association for cars, motorbikes and bicycles) in accordance with an international reference framework. The plant's environmental policy, which is based on an environment manual, seeks to consolidate the initiatives put in place over a period of many years with respect to water treatment, the reduction of atmospheric emissions of VOC (volatile organic compounds), and the sorting/recycling of waste.



## CRASH TESTS

# 4 stars for the C5

Euro NCAP (European New Car Assessment Programme) an international not-for-profit organisation conducting twice-yearly independent assessments of vehicle safety, recently conducted a series of tests involving eight family cars and four miscellaneous vehicles. The Citroën C5 took first place in the rankings with four stars and a total of 30 points. If we compare these crash test results with those of last July, Citroën is positioned just after the Mercedes C-Class in the four-star group.

CITROËN BELUX

## Strong growth



In Belgium and the Grand Duchy of Luxembourg, Citroën reported a 15% increase in sales of passenger cars and light commercial vehicles over the first eight months of 2001, on a market that was down 5%. Citroën Belux holds market share of 9.9%. No. 1 on the light commercial vehicle segment for the past four years, Citroën has increased its penetration over the same period from 13.3% to 16%, an increase of 35% on a market that grew by 12%. The main factors behind this success are sales of the Xsara Picasso and the range of HDi engines. These figures make Citroën Belux the brand reporting the strongest growth on the market for the second year running.

## Sharing technical expertise

Citroën Belux maintains close ongoing relations with the world of technical automotive training by organising courses for teachers during the school holidays. Last November, in agreement with the management, the Citroën Belux after-sales training centre invited pupils in their final year to a presentation of the Marque and its specific technological expertise: multiplexing, Hydractive 3, the particulate filter and the new HPi and HDi engines.

SPECIAL SERIES

## Xsara Citroën Sport

Citroën is bringing out a special series entitled Xsara Citroën Sport. Available in 400 examples, the model is based on the Xsara VTS 2.0i 16V 167 bhp enhanced by a Citroën Sport pack with a number of specific features: special white Everest wheel embellishers, bodywork in the model-specific colour of Vallelunga Red, side moulding badges, spoiler and rearview mirror housings painted black and embroidered Citroën Sport headrests.

GERMANY

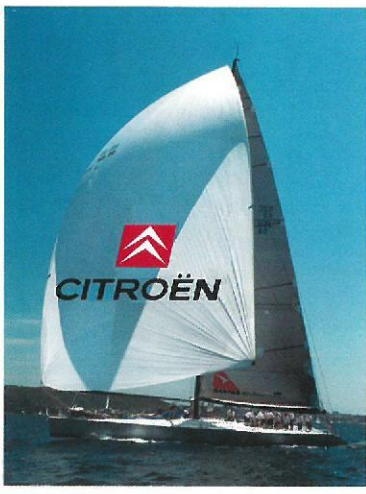
## Good luck with the chimney sweeps



The traditional profession of chimney sweep has a positive image in Germany, where sweeps are considered to bring good luck. In July 2000, Citroën Germany signed a special agreement with the chimney sweeps association through which 8,000 chimney sweeps are able to acquire a Citroën Berlingo van on special terms.

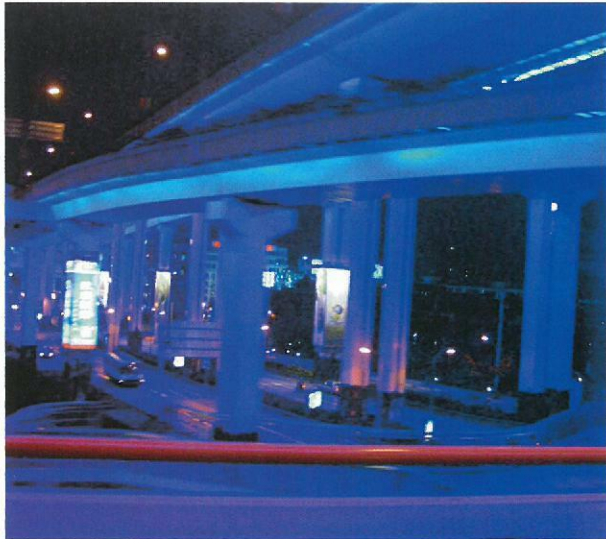
AUSTRALIA

## Sydney-Hobart Classic



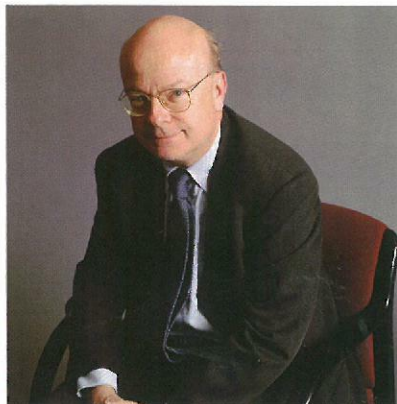
Ateco Properties Ltd, Citroën's representative in Australia, is a partner in the 2001 Sydney-Hobart Classic. This sailing race is the year's major sporting event in Australia and also the one with the highest media coverage. Ateco Properties Ltd put in place a large-scale promotional and marketing operation as part of which 82 yachts carried Citroën's colours.

# Mobility



## CHINA ON

A seminar on urban growth, transport means and intermodal transport was held at the end of October 2001 in Chengdu, China, under the auspices of the Institut pour la Ville en Mouvement (IVM). The Middle Kingdom is facing a major challenge, caused by galloping growth in urban development and in the numbers of cars on the road. A close-up on China with Xavier Fels, secretary general of the IVM and head of external relations at PSA Peugeot Citroën.



*Xavier Fels, secretary general of the IVM and head of external relations at PSA Peugeot Citroën*

### **How did the idea for the seminar come about?**

PSA Peugeot Citroën's Institut pour la Ville en Mouvement (institute for cities on the move) wanted to take a closer look at the urban challenges facing China and, at the same time, the France-China committee asked us to take part in one of four workshops (on the topics of water, urban renewal, agriculture and transport) organised as part of a Franco-Chinese seminar on the city. The event was organised in Chengdu, the capital of Sichuan province in

the heart of China, on 29 and 30 October 2001.

### **What exactly are the urban challenges you mentioned?**

China is facing extremely fast urban development. One-third of the total population of 1.3 billion people now live in the city, compared with just 20% twenty years ago. A survey conducted in 1999 identified almost 668 cities with more than 200,000 inhabitants and about forty with more than one million. Today, the key objective for China is to invent





# THE MOVE

and implement new approaches to urban mobility.

## What contribution can the Institut make in this respect?

Fresh input! We have seen that urban problems are universal but that solutions are local. There is common ground, however, with respect to research studies in such areas as intermodal transport and the use of new information and communication technologies (NICTs), as well as in forward-looking studies on the requirements of city dwellers for the future. The Chengdu seminar provided an opportunity to organise a number of round tables involving Chinese and European experts (transport specialists, architects, representatives of local government offices, municipalities or companies) who were able to pool their experience and to study precise examples of cities with their own specific characteristics.

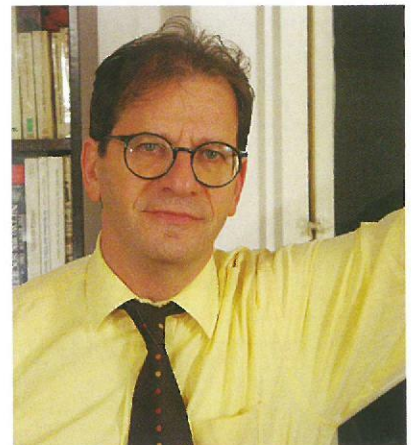
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## Viewpoint... *François Ascher*

Lecturer at the French institute of urban development and chairman of the IVM scientific and steering committee

"For a long time, China set itself apart from the modern age. Today it is facing a major upheaval that is forcing it to find original solutions to urban mobility. It could be that tomorrow we will see the emergence of a Chinese urban model. Whatever the case, Chinese cities are developing at such a pace - some are gaining an additional 500,000 inhabitants every year! - that local players do not always have the time necessary to stand back and develop real urban strategies.

The Institut pour la Ville en Mouvement is a forum for analysis and exchange and a channel for discussions. In this capacity, it was able to provide new input at the Chengdu seminar for all those working in the field. To this end, we described Western experience in the field and set out the lessons to be learned from the past while, at the same time, giving the Chinese authorities an opportunity to pool their own experience."





*One-third of the Chinese population now lives in the city, compared with just 20% twenty years ago.*

### **Which ones for example?**

Beijing, which has to harmonise its different modes of transport in order to be ready for the Olympic Games in 2008, Wuhan, which has to reconcile the car and the bicycle, and Chongqing, a city of sharp inclines and the country's fourth biggest urban centre, which has to absorb an influx of two million people moved following the construction of the Three Gorges Dam on the blue river (Yangtze).

### **What will be the follow-up to the seminar?**

We will be publishing the proceedings in the near future and we have decided to organise another meeting in a year. In the meantime, a number of workshops will be set up to look at a range of topics and a number of specific cases, bringing together Western and Chinese experts. In this respect, we are at the very heart of the institute's concerns: the concept of mobility and movement in the city. The next step is to study innovative solutions without ruling any possibilities out. 



## **The institute in brief**

PSA Peugeot Citroën set up the Institut pour la Ville en Mouvement in June 2000. It is a not-for-profit association, with a scientific and steering committee made up of around twenty members from associations, industry and the academic world. A forum for discussion, the institute seeks to make an active contribution to original initiatives and to experiments of a social, organisational, scientific, technical or cultural nature. A number of projects were put in place in 2001, including a workshop on urban mobility and the

self-sufficiency of blind and partially sighted people, the founding of an IVM university chair, a competition for students on making cities easier to live in, a survey on the urban travelling habits of 10 - 13 year olds, and the creation of an architectural prize for cities on the move.

*For more information:  
[www.ville-en-mouvement.com](http://www.ville-en-mouvement.com)  
 Sciences Humaines,  
 Supplement on urban mobility,  
 No. 117, June 2001*

Citroën UK

# My kingdom for an MPV

Citroën is enjoying strong growth in the UK, a mature automotive market. The key factors underlying the Marque's success are an expanding retail market, an increase in diesel sales and the popularity of the MPV.



*Alain Favey,  
managing director of Citroën UK*

**W**elcome to Slough, anti-nuclear city. The information provided by the signboard may seem a little surprising to passengers getting off the suburban train from London but the rest of what they see, however, is more conventional. We are in Slough, a city located some thirty kilometres from London, and the scenery is somewhat uninspiring. The avenue leading to the head office of Citroën UK is lined with modern buildings housing the head offices of national and international companies. Alain Favey became managing director of Citroën's UK subsidiary in April 2000. At the age of 34, he has already been manager of the Marque's Danish and Belgian subsidiaries. An exemplary career

for this expert in commerce, married and father of two boys, aged 8 and 6, who joined Citroën in 1989 on graduating from the HEC business school.

### **Loyal UK buyers**

"The UK automotive market is distinguished first and foremost by its maturity," he explains. "There is little variation over short periods. Traditionally, Ford is the leader on this market, although it has lost considerable ground over the past twenty years or so and now has market share of 16.5%. Vauxhall (GM - Opel) is in second place with 12.5%, while Peugeot, Renault and Volkswagen are battling it out for third place with market



*The retail market is seeing explosive growth. Sales of compact MPVs are booming.*

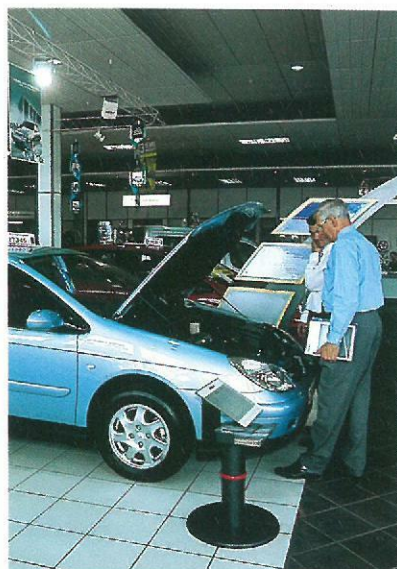
share of between 7% and 9%. And Citroën is coming up fast. Just behind the leaders, with market share of just over 5.3% (at end November), it stands alone, well ahead of Toyota, Fiat and Nissan."

UK buyers tend to remain loyal to their chosen brand, a fact that places Citroën's results over the past twenty four months in an even more spectacular light! "We've increased passenger car sales by 53% in a year! Among the leading carmakers, it is Citroën that has seen by far the fastest growth," notes Alain Favey with pride. "Nobody has ever seen anything like it in the history of the UK car industry." The market is buoyant but the overall figures should not be taken at face value since they are misleading. The market

has indeed expanded by more than 10%, but this increase can be attributed to the growth in the retail market, the renaissance of diesel vehicles and the success of the compact MPVs.

### An expanding retail market

The retail market is indeed experiencing explosive growth. But is this a victory for the carmakers or a victory for the consumer? In point of fact, it reflects a compromise based on the New Car Supply Order published by the UK government in August 2000 with a view to bringing car prices down by 10%. Ford was the first carmaker to take action. Not only did it cut prices by between 6% and 7%,



## A dynamic automotive industry

The UK now has just one national carmaker: MG-Rover. The brand has been through a period of strong turbulence in recent years, and is still struggling (down 8.5% in 2001 with respect to 2000, a year in which results already showed a sharp decrease).

The prestigious brands of yesteryear are now in the hands of carmakers from outside the UK: BMW (Rolls Royce and Mini), Volkswagen (Bentley) and Ford (Jaguar). The UK automotive industry is far from lifeless, however. Many carmakers have set up factories in the UK, which has become the European bridgehead for Japanese marques Nissan, Honda and Toyota. Peugeot produces the 406 Estate here and Renault the Trafic, on the lines of a plant that formerly belonged to GM Opel.



it also brought the 3-year warranty into general application. The other carmakers followed suit.

No longer does the tabloid press launch scathing attacks on carmakers, who were accused for many years of pushing prices up to excessive levels - between 30% and 40% more than in mainland Europe! - in order

to be able to offer huge discounts to fleet buyers and companies. The retail market has grown by 22% over the past twelve months... and Citroën by 66%. As a result, with 6.2% of the market, the Marque is virtually on level pegging with Renault, No. 5 on this market. "Our sales policy has been particularly aggressive but we

have never tried to sell our vehicles at cut-price rates," explains Alain Favey. "We sought to provide the best offering and this choice has brought results. Our success can also be attributed to the popularity of the HDi engines in the UK. Here too, diesels are becoming "acceptable". We can see the development of a strong trend,



## Living in the United Kingdom

We are in London, home to the City, Harrods, the Tate Modern and the British Museum, just three hours from Paris and only slightly less from Brussels with the Eurostar. But here the buses are double-deckers and the taxis rule supreme. The queen rides in a carriage and Rolls-Royce is part of the national heritage - even

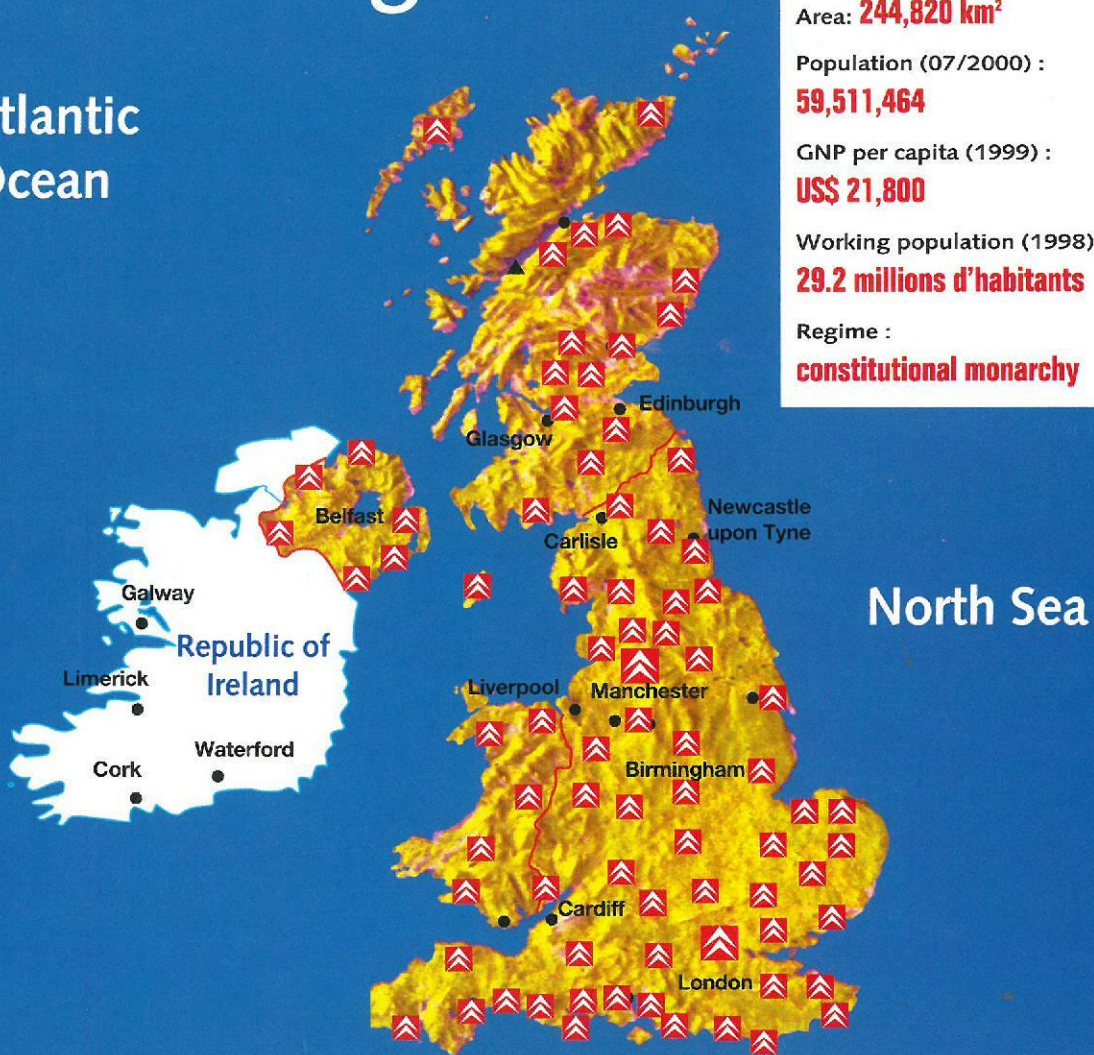
though it is owned by BMW! On this side of the channel, mainland Europe is struggling to make its presence felt. The UK is first and foremost an island. The taxi driver who wanted to know what we thought of the single currency ended our (short) exchange with the statement: "I think we'll adopt the euro when we have the

steering wheels on the left and drive on the right." The UK is also renowned for its dry British humour, which is widely appreciated. The UK could be proud in 2001: two British scientists, Timothy Hunt and Sir Paul Nurse, with the American Leland Hartwell, won the Nobel prize for physiology and medicine.

# United Kingdom

Atlantic Ocean

A FEW FIGURES  
Area: **244,820 km<sup>2</sup>**  
Population (07/2000) :  
**59,511,464**  
GNP per capita (1999) :  
**US\$ 21,800**  
Working population (1998) :  
**29.2 millions d'habitants**  
Regime :  
**constitutional monarchy**



## An image undergoing a transformation

Classic cars are extremely popular in the UK. It is not unusual, when wandering around Regent's Park or Notting Hill, to see a DS in mint conditions or even an SM, even though it was never made as a right-hand drive. People here also love the 2CV. The UK has always appreciated the comfort and advanced technology of Citroën cars. The Xantia sold well in the UK and the C5 has made a good start. But it is the Xsara Picasso that has completely revamped Citroën's image. Since the launch of its compact MPV, the Marque has built up considerable renown, notably with family customers. Also on this side of the Channel, the most popular hot hatch of the past five years is made by Citroën. For the under-20s, the Saxo VTS or VTR is the car to be seen in. The UK is the country with the highest percentage of young customers.

marked by the renaissance of diesels. In 1993, diesels accounted for 23% of the market but this figure decreased steadily from year to year to reach a historic low of 14% in 2000. In the space of one year, however, we have seen a record increase of 36% and, at the end of 2001, diesel vehicles will account for more than 17% of the market. Citroën is seeing sales explode with an increase of 109% year on year." The success of Citroën in the UK can also be attributed to a third reason, which has nothing to do with the economic climate. "It's absolutely crazy," says Alain Favey. "Sales of compact MPVs are booming. With almost 27% of the market and a






303% jump in sales, the Xsara Picasso is the undisputed leader on this segment. This leading position is a first for the Marque. And sales of the Berlingo Multispace have increased by 119%." The impetus behind this trend is provided not just by the fashionable status of compact MPVs but also by the acquisition of new customers. People are getting rid of their family saloons or swapping their compact saloons for a compact MPV. In the space of just a few months, this niche segment of the UK has expanded considerably. It now accounts for more than 7.2% of the market compared with 4.7% in 2000. A trend unique in Europe.

### Sales have doubled in two years

"2001 was a record-breaking year in all respects," continues Alain Favey. "We sold 102,500 vehicles (PC + CV) and we plan to do even better this year with more than 150,000 sales. Our 250 dealers have seen their sales double in the space of two years!

They had to adapt because, it has to be said, their businesses were slightly under-sized. And at head office, we have doubled the size of our customer department. The pressure is huge but Citroën is winning the battle. And that's a cause for celebration." 

## Long live diesels!

**For the past thirty years, the UK has had the largest fleet vehicle (company car) market in Europe: 55% of sales.**

**Although taxes have increased considerably over the past fifteen years, it was nevertheless still**

**advantageous for employees to negotiate a company car as part of their salary package.**

Now, however, times are changing. From 1 April 2002, company cars will be subject to new tax regulations that will replace the old flat-rate system. All observers agree that the reform should lead to a (slight) decline in the fleet market. Many company car users will have to choose between giving up their vehicle or paying high taxes. Moreover, many of those who drive luxury vehicles with petrol engines will also have a choice to make since the new law takes CO<sub>2</sub> emissions into consideration for calculating the amount of tax payable.

The very image of diesels is changing. Driving a diesel in the UK is now seen as an intelligent decision, even though the prices of petrol and diesel at the pumps are virtually the same. In reality, what the average UK motorist really appreciates is the performance of the new common rail engines and their driving pleasure, both of which are comparable to those offered by petrol engines.



# Seizing the irresistible

Moments in time, calculated extravagance, beauty immortalised...

(Re)discover a few of Citroën's great achievements.

*At play*



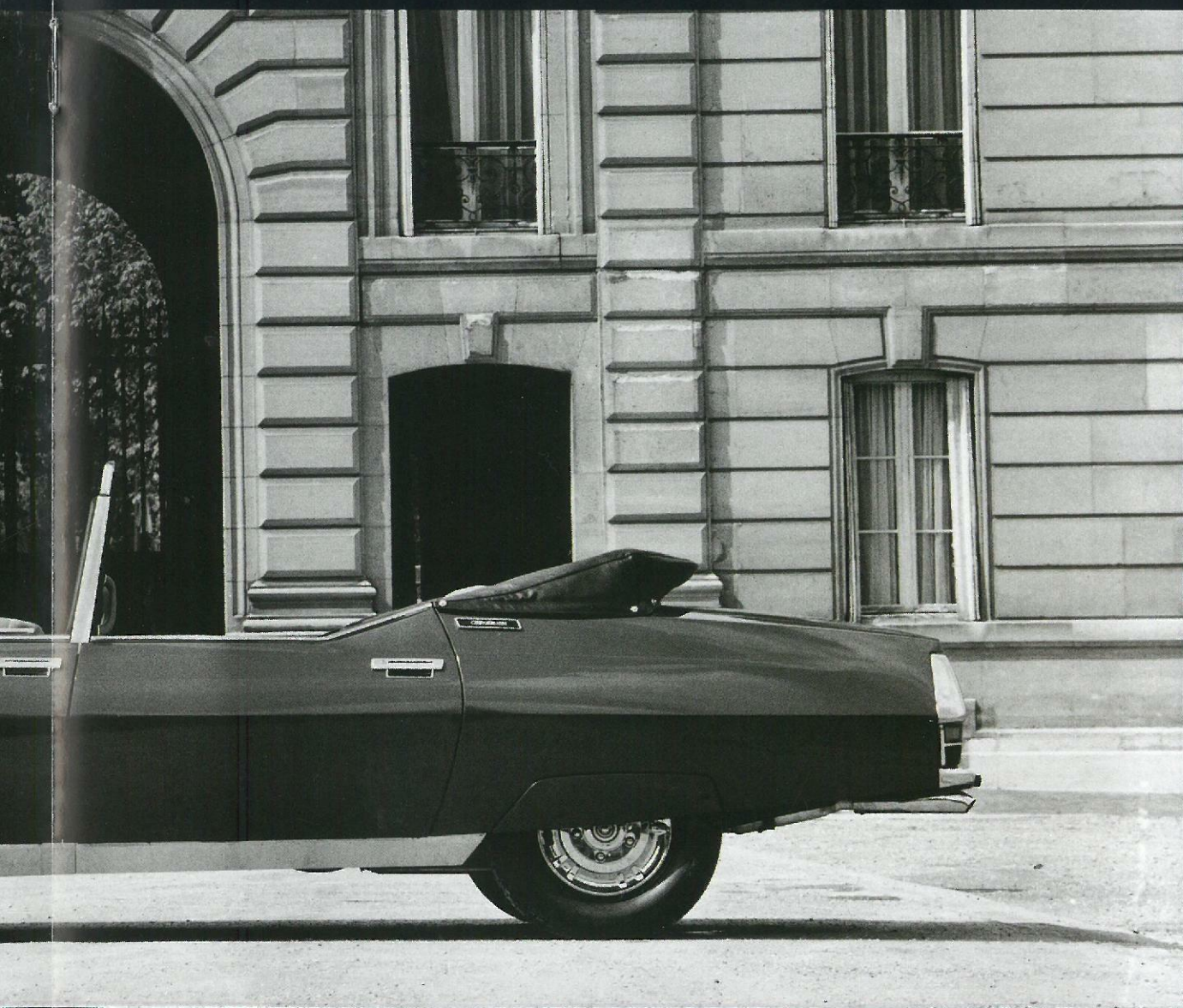
*The Trèfle Toys are required to reflect current events at Citroën and are therefore presented to the public at the same time as the real models.*



*The pedal-driven citroënnettes in 1938, princesses Elizabeth and Margaret of England are given two cabriolets. The public is delighted by the realism and precision of the miniatures and by their authentic lines.*

# *Magnificent*





*A 1972 SM Cabriolet designed by Chapron for President Pompidou, a real car enthusiast*

*From left to right:*

***The papal car**  
a vehicle of simple design  
interior and exterior view  
(photos 1 and 2)*

***The 22**  
Rumour has it that one example  
remains in Madagascar (photo 3)*

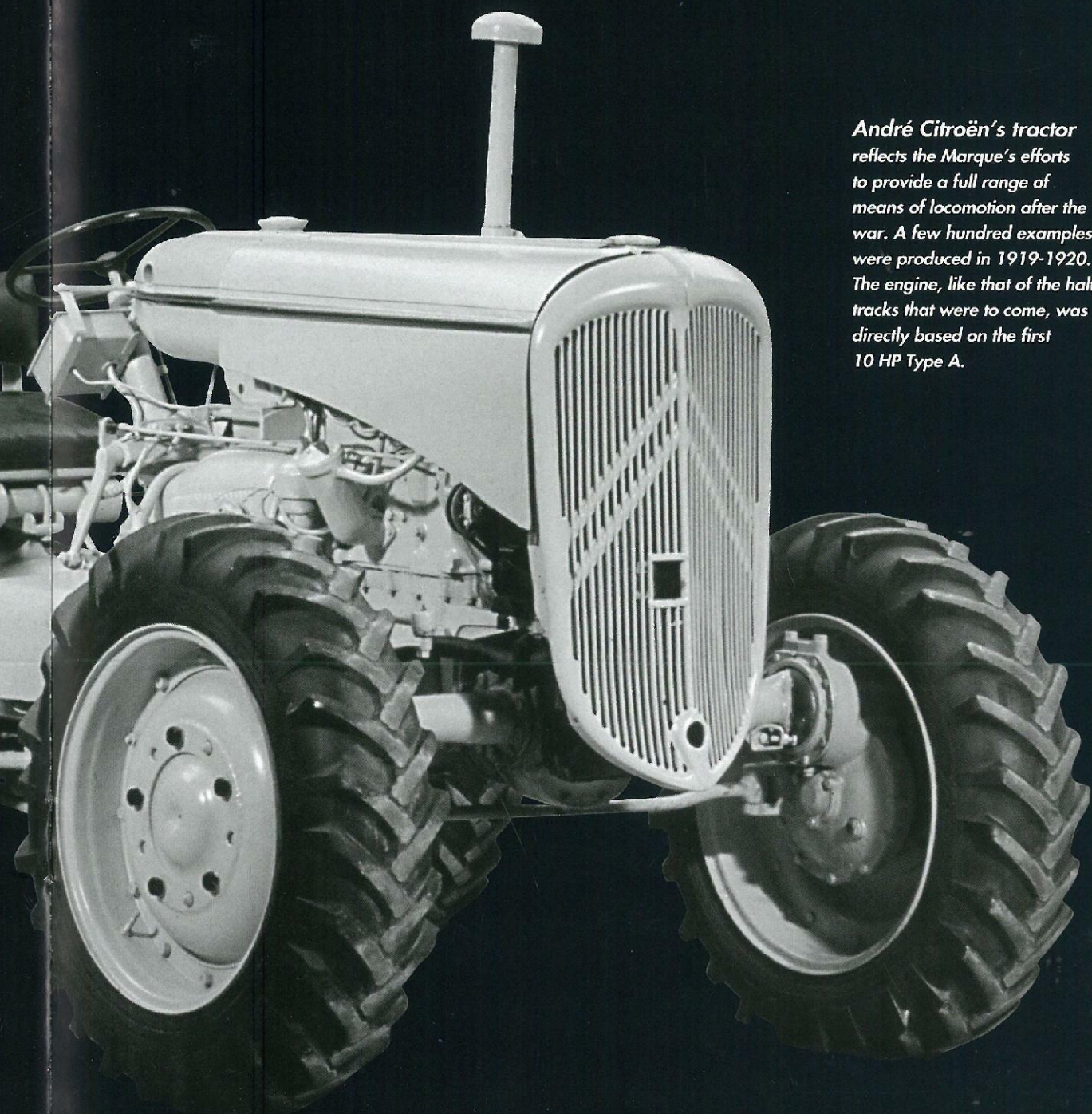


### ***The Citroën helicopter***

*Equipped with a twin-rotor rotary piston engine developing 180 bhp, the Citroën helicopter makes several hundred flights. It has a top speed of over 200 km/h. But production of the rotary piston engine comes to an end and the project - initiated in the 1960s - comes to a definitive end in 1979.*



# Strange machines



*André Citroën's tractor reflects the Marque's efforts to provide a full range of means of locomotion after the war. A few hundred examples were produced in 1919-1920. The engine, like that of the half-tracks that were to come, was directly based on the first 10 HP Type A.*



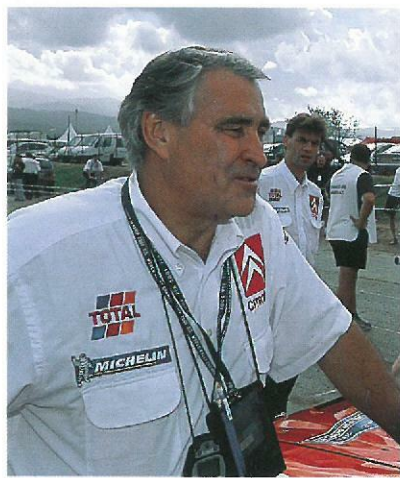
Guy Fréquelin:

*“We’ll be on  
a learning curve  
in 2002!”*





On 8 November last, Citroën issued a statement concerning its sporting programme for the 2002 World Rally Championship. Guy Fréquelin explains the choices made by Citroën, which are based on the results obtained in 2001.



**W**hat with the brilliant victory of the Xsara WRC in the Tour of Corsica and the official announcement concerning the programme for the coming season, the days were too short for Guy Fréquelin, head of Citroën Sport. From early in the morning till late at night, a light could be seen shining in his office at Versailles Satory. And the telephone line was in danger of overheating. The programme has now been finalised. But Guy Fréquelin - a perfectionist since his racing days and more than ever in his role as head of Citroën Sport - would have preferred things to be slightly different.

**The choices you made were dictated to some extent by the regulations...**

"Yes. In addition to the fact that we had to move quickly since everything had to be decided before 1 December, we had

to comply with two new regulations that do not appear to be particularly well judged to my mind. It is now obligatory for all competing teams to line up two cars in every rally. The presence of a third car is optional but it is made virtually inevitable by the first measure."

### **In what way do the measures described above have a penalising impact?**

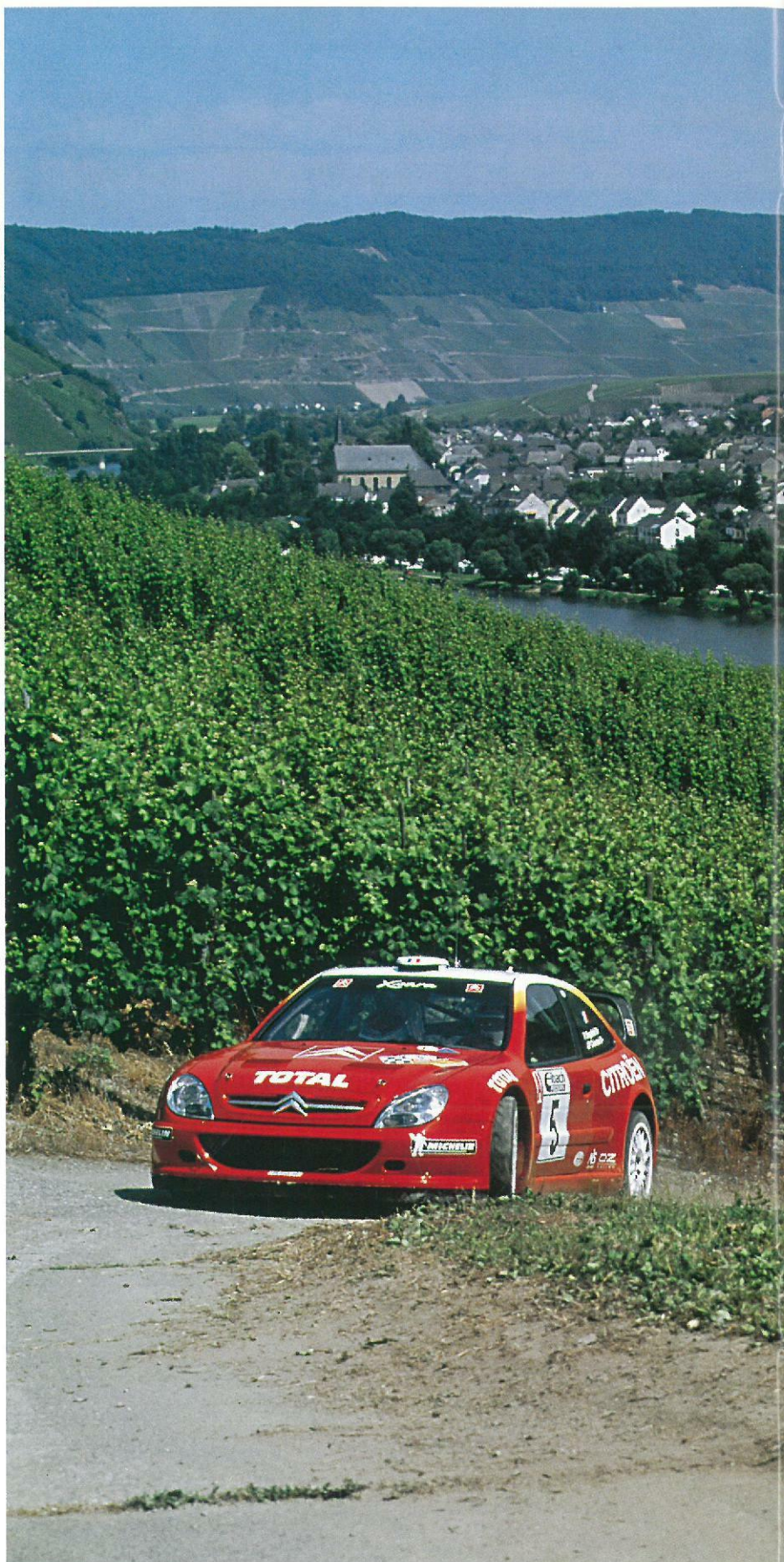
"They mean that each manufacturer has to have more cars and that sends the cost soaring. The new measures run contrary to all the efforts that have been made since the championship was revised to keep costs on a tight rein on costs and even lower them. In the long term, there is a danger that the new measures will lead to the emergence of a two-speed championship in which the title is played out between those with the most resources."

### **The third car isn't obligatory.**

"That's true that when you're not aiming for the title. This will in fact be the case of Citroën in 2002, since we will be taking part in just seven of the fourteen events and will not be scoring points in the Manufacturers' championship. But when you have to name two "permanent" crews, you have no choice but to combine an "asphalt" crew with a "gravel" crew unless you have one of the rare drivers who performs well on both surfaces. And a gravel crew cannot hope to win in an asphalt rally. So if you want to be in with a chance of winning, you have to have a third car, with a driver specialising in the surface concerned."

### **How did you decide which races Citroën would compete in?**

"We analysed the four world championship races in which we competed in 2001, in addition to the Deutschland event, which was part of the world championship calendar for the first time. The Xsara was seen to perform well on asphalt. We won twice, in Germany and Corsica, and we also won most of the timed events at Catalunya and San Remo. In the light of these results, we could simply have decid-



# 2001 Results

## Xsara WRC

**Catalunya:** Bugalski-Chiaroni, 8th - Puras-Marti, dropped out (feed problem) - Xsara fastest in specials: 10 out of 18 SE.

**Acropolis (Greece):** Bugalski-Chiaroni, 6th- Radström-Thörner, dropped out (electrical problem).

**Deutschland:** Bugalski-Chiaroni, 1st - Xsara fastest in specials: 7 out of 18 SE.

**San Remo:** Loeb-Elena, 2nd, - Bugalski-Chiaroni and Puras-Marti, dropped out (both skidded off road). Xsara fastest in specials: 11 out of 20 SE.

**Corsica:** Puras-Marti, 1st- Bugalski-Chiaroni, dropped out (skidded off road). Xsara fastest in specials: 8 out of 15 special events.

## Xsara Kit Car

French champions: Loeb-Elena  
Spanish champions (manufacturers): Citroën

## Xsara Rallycross

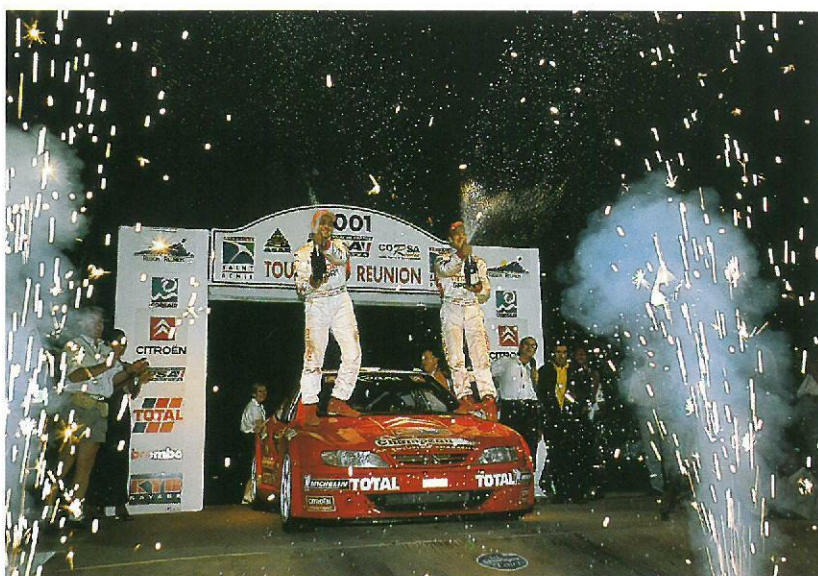
European Division 1  
Championship: Kenneth Hansen  
Winner of the Nordic Cup  
Production: Magnus Hansen

## Saxo Super 1600

World champions: Loeb-Elena.  
French champions: Fabre-Murcia.

## Saxo Kit Car

Swiss champions:  
Hotz-Calame  
Hungarian champions F2 (cars with a capacity of up to 2L)  
Butor-Toth  
German champions F3 (cars up to 1,600 cm³):  
Haaf-Poschner  
Portuguese champions F3:  
Lopes-Janela and Citroën (manufacturers)  
Canary Islands champions F3:  
Garcia-Sanchez



Victory for Loeb and Elena in the Tour of Reunion Island.



Victory for Loeb and Elena in the Antibes Rally.



Victory for Puras and Marti in the Tour of Corsica.

ed to shine in the five asphalt events of the championship in 2002. However, Claude Satinet showed himself to be particularly understanding, and we have made a choice that will give us an opportunity to try our hand in events that are more strongly focused on gravel, with an eye to 2003. We'll be on a learning curve in 2002."

### **So can you tell us which rallies are on the Citroën calendar and why?**

"First off, we chose Monte Carlo, an event in which the choice of tyres tends to play a fundamental role as a result of the winter weather conditions. Then Sweden, the only rally taking place entirely on snow. Then we chose the Kenya Safari, a high-speed event on difficult ground, and the Finland Rally with its renowned jumps. Logically, we kept Greece, where we plan to continue building our experience of difficult terrain and high temperatures. And last, we kept two asphalt rallies that are important for Citroën for commercial reasons: Catalunya and Deutschland.

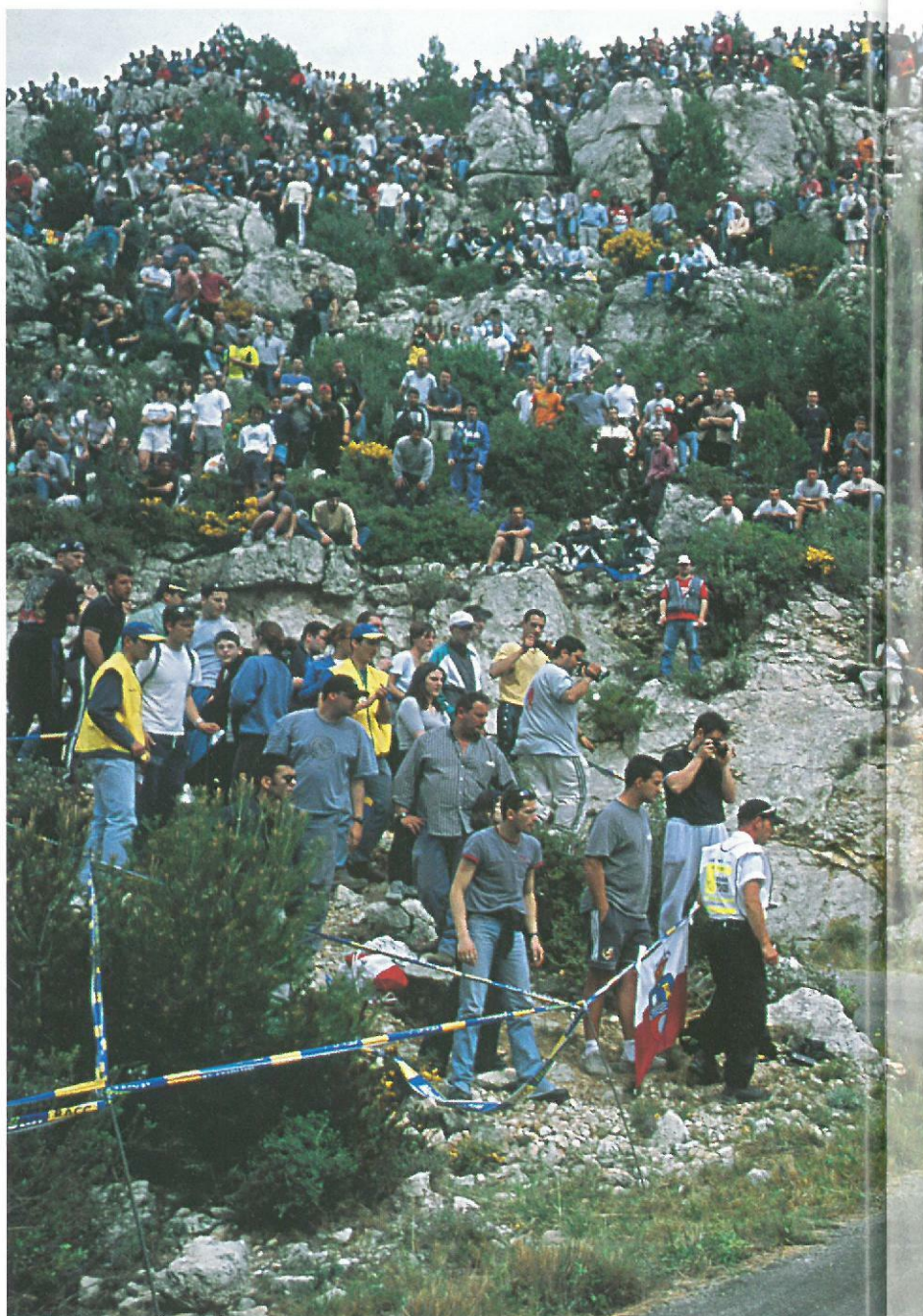
### **Did you choose the drivers after finalising the choice of events?**

"No. In actual fact, the choice of events and drivers took shape at the same time, since they were naturally linked to the drivers' talents for specific rallies. And our choice also reflected the fact that we could only offer our drivers seven races. We were negotiating with Tommi Mäkinen, one of the rare champions capable of winning anywhere, but the discussions fell through.

In view of this, and taking into account the need to have a Scandinavian driver for the rallies of Sweden and Finland, I decided to go with Thomas Radström, who is already under contract with us. He has asked Denis Giraudet to act as his second, and I'm very pleased about that. Denis has extensive world championship experience and he will be able to interface between Thomas and the team.

### **Presumably, you had no difficulties finding an asphalt driver?**

"No, and that's what made things so difficult. With Sébastien Loeb, I opted for a



## **Calendars in 2002**

World Rally Championship (events selected by Citroën)

**Monte Carlo: 17-20 January**  
(Loeb-Elena, Radström-Giraudet,  
Bugalski-Chiaroni)

**Sweden: 01-03 February**  
(Loeb-Elena, Radström-Giraudet)

**Catalunya: 22-24 March**  
(Loeb-Elena, Radström-Giraudet,  
Bugalski-Chiaroni)

**Acropolis 13-16 June**  
(Loeb-Elena, Radström-Giraudet)

**Safari 11-14 July**  
(Loeb-Elena, Radström-Giraudet)

**Finland 08-11 August**  
(Loeb-Elena, Radström-Giraudet)

**Germany 22-25 August**  
(Loeb-Elena, Radström-Giraudet,  
Bugalski-Chiaroni)



*Bugalski and Chiaroni in their Xsara WRC at the Catalunya Rally.*

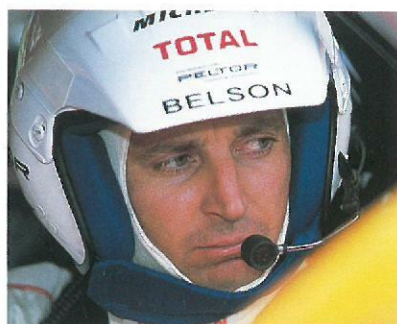
young driver who has risen up from the ranks of our promotional formulas.

I've had my eye on him since his debut in the Saxo Kit Car Trophy in 1988. With his trophy in 1999, the 2WD championship on gravel in 2000, and his victory in the Var, his first event with the Xsara Kit car, he has proved himself more than equal to the task at every stage.

The two latest events - second place at San Remo with the Xsara WRC and first in the Super 1600 Championship with five wins in five races - have confirmed his

exceptional talent. With Sébastien and his team-mate Daniel Elena, I am investing in the future. But this was a difficult decision to take because Philippe Bugalski and Jean-Paul Chiaroni are sensational on asphalt. I suggested that they race with the third car and that they continue developing the Xsara, a task in which Philippe excels.

I'm really delighted that they have agreed to stay with us and I hope that Chus Puras who brought us victory in Corsica, will find the position that his talent deserves.



*Jesús Puras*

## Citroën Sport promotional formulas

### **Saxo Super 1600 Trophy**

The calendar is the same as for the French championship.

### **Saxo T4 Trophy**

The Saxo 4WD will be taking part in six events in the French "gravel" championship.


### **Saxo Rally Challenge**

This car will be present in five asphalt events in the Super 1600 championship and also in the Rouergue rally..

### **Challenge Saxo Rallycross**

Five races will be held as part of French championship meetings. The sixth will be organised as part of the French leg of the European championship.

### **The last and inevitable question is: what are your objectives for the coming year?**

First, for our cars to complete a maximum number of events. In this way, we will make progress. Second, for our cars to win a place on the podium wherever possible. If one of them takes first place on the podium at least once I will be delighted. And to those who might think that a single victory is aiming too low, I would repeat that we will be on a learning curve in 2002." 

A new training centre in Brazil

# Training goes global



From left to right: Jean-Luc Mélenchon, French minister for vocational training, Jean-Martin Folz, Chairman of PSA Peugeot Citroën, Ruy Leite Berger Silho, Brazilian minister for vocational training and Luis Carlos de Souza Vicira, director of SENAI, the national industrial apprenticeship service of Sao Paulo.

**A** carmaker with a worldwide reputation for technical excellence, Citroën also has expertise in training. In France, the Marque has been working with the national education authorities for more than thirty years to train future automotive technicians. Today Citroën is exporting its technical and teaching expertise: to China in 1999 and to Brazil on 11 October 2001.

Three signatories put their name to the partnership agreement for this new training centre: Jean-Martin Folz, Chairman of PSA Peugeot Citroën, Jean-Luc Mélenchon, the French minister for vocational training, his Brazilian counterpart Ruy Liete Berge Silho, and Luis Carlos de Souza Vicira, director of SENAI, the national industrial apprenticeship service of Sao Paolo.

## Train and unify

This long-awaited Franco-Brazilian centre will train aftersales personnel working

**Following the opening of the Beijing centre, Citroën inaugurated a second training centre in Sao Paulo on 11 October. By exporting its know-how, the Marque is consolidating its presence in the Mercosur countries.**

for the Group's two Marques. All sectors will be covered, from servicing and repairs through to new technologies and customer service. Each signatory is a full partner in the project. SENAI is supplying the premises, the French education department

is providing two teachers with expert know-how in automotive maintenance and after-sales while PSA Peugeot Citroën is offering tooling and training materials (cars and components).

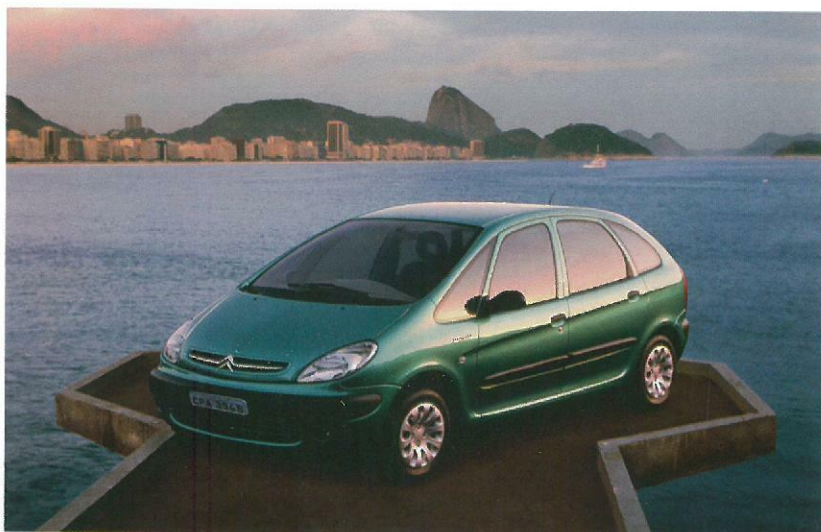
This new training centre has two key ambitions. The first is to train 1,200 members of the Citroën and Peugeot sales networks every year. The second is to train instructors for the network, alongside teachers working for SENAI and for the Brazilian education system. The long-term goal for the French and Brazilian education systems is to unify the vocational diplomas delivered in both countries, in the automotive sector of course, but also in aviation, telecommunications and the biochemicals industry. Like China, Brazil - and the Mercosur countries of Latin America in general - is a strategic market with excellent growth prospects. With its ultra-modern plant opened in 2000 and the inauguration of its training centre, PSA Peugeot Citroën is aiming to consolidate its presence among the world's leading car manufacturers. 

## A SUCCESS IN THE MAKING

**1991:** Citroën arrives in Brazil.

**1998:** Work begins on the Porto Real plant in the state of Rio de Janeiro.

**End of 2000:** production begins with the Xsara Picasso (11,700 units in 2001), followed in April 2001 by the Peugeot 206 (9,300 units in 2001).



## BEST SELLER: THE XSARA PICASSO

Sold on the Brazilian market since June 2001 in two versions: GLX (60% of sales) and Exclusive (40%).

• Picasso sales:

**1,600** NV/month

• Total Citroën sales\*:

**1,500** NV/month.

\* Vehicles sold in Brazil: Picasso, Xsara three-door and five-door coupé, Xsara estate, Jumper van and minibus and Berlingo Multispace.



## interview with... *Serge Habib*

managing director  
of the Citroën subsidiary in Brazil

opened one after the other in the different cities of Brazil. For Citroën in Brazil, a dynamic learning environment, participation in seminars and contact with experienced staff members are the fundamentals of staff training.

### Did you already have your own training structures before the opening of this new centre?

A training centre was set up in Osasco in 1996 and 120 mechanics were trained there. And in 1999, Citroën started working in

partnership with the SENAI school, and this led to the creation of the new Franco-Brazilian training centre.

### How did you prepare for the arrival of this centre?

Building work began in January 2001 and throughout the construction period Citroën provided training courses for the dealership network. The main challenge for our aftersales team was to ensure that the centre was fully equipped in time for the opening date. Facilitators are available to help with the most complex training modules.

### Was it easy to recruit qualified personnel for Citroën in Brazil?

For the first few years, we had to count on the commitment and creative spirit of the aftersales personnel. Mechanics received in-service training at the dealerships that

## interview **with...** Yves Dalmau

assistant manager for international affairs at the French Ministry of Education

### **What prompted you to set up this partnership with Citroën and SENAI?**

We have been working with Citroën for more than thirty years to develop awareness of the automotive trades among the teaching profession. Our recent international partnerships - in Beijing, now in Sao Paulo and shortly in Cuba - are an extension of what we are already doing in France. Our aim is to promote France, its education system and its know-how throughout the world. Over the longer term, we are seeking to promote the growth of French businesses and the use of the French language.

### **What are your relations with your Brazilian counterpart?**

SENAI is an organisation set up by Brazilian employers and associated with several vehicle brands. It is a private company, in contrast to China where we were working with a public education system. Our arrival in Brazil and the presence of two expert teachers from France provided the basis for an in-depth analysis of training systems, qualification levels and assessment methods, well beyond the scope of a strictly utilitarian training programme to meet the immediate needs of an industrial branch. Automotive technologies are

changing quickly and there is a growing demand for highly qualified personnel.

### **What do you hope to get out of this Franco-Brazilian cooperation?**

It is important for us to work with partners from other countries. These programmes enable us to make progress, to build on our experience and to give international scope to our know-how. Other business sectors - tourism with Accor or fashion with Etam and Lacoste - are interested by such partnerships. Our various agreements with Citroën provide a reference and show us the best way to proceed.



*Aerial view of the Porto Real production centre.*



# World Fencing Championships



# En garde!


A Marque that is always full of fighting spirit, Citroën sponsored the 2001 World Fencing Championships at the spectacular Roman arena in Nîmes (France) from 26 October to 1 November. Flashing steel and extreme agility: Citroën was ready for combat with the slogan "C5, technology as it should be... 100% useful".

**M**asked and armed with buttoned blades, the fencers compete before an attentive jury. The competition - held to celebrate a military victory over the Libyans - is organised by ... Ramses III. Inscribed in the stone of a bas relief sculpture of the Medinet Abu temple in Egypt, the scene takes place in 1190 BC and is one of the oldest records of the sport of fencing. And in China, sword fighting dates back to time immemorial. More than three thousand years after this Egyptian tournament, the world's top fencing athletes gathered for the 2001 World Championships\* at the Roman arena in Nîmes, a prestigious edifice built in the early Christian era. Over the centuries, sword fighting techniques were refined and the heavy swords of the Roman gladiators cast aside. With

the invention of firearms in the Renaissance period, the art of duelling moved beyond the limited context of warfare. It was no longer brute strength that counted, but speed and agility. Fencing became a highly refined technique with codified gestures, feints, parries and ripostes.

## Fencing becomes an Olympic sport

In 1567, Charles IX approved the creation of the Académie des Maîtres d'Armes in France, the first French fencing school and a serious rival to its great Italian counterpart. Steeped in tradition, combining elegance and precision, beauty and agility, fencing began to resemble the discipline we are familiar with today. In the mid 17th century, the foil made its first

appearance alongside the épée (a duelling sword) and the sabre (a cavalry sword). It was buttoned with a leather safety tip that resembled a flower bud. Fencing now had its three weapons and, in the 19th century, became a fully recognised sport. Gala tournaments between Italian and French duelling masters attracted large crowds to stadiums and theatres. In 1896, fencing was included in the very first modern Olympic Games, with four countries and thirteen fencers in competition. This was followed by the creation of the European Championships and later the World Championships. The 2001 event in Nîmes was the first of the third millennium. 

*\*The competition was held at three sites in Nîmes: Parc des Expositions, Palais Omnisports Le Parnasses and the Roman arena (for the finals).*

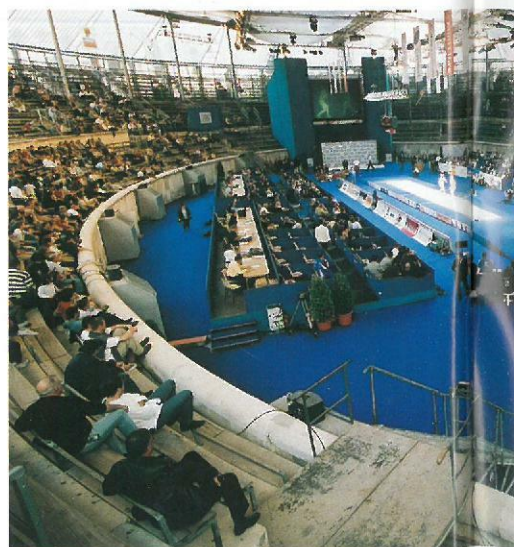


## *One discipline, three weapons*

Though they differ in terms of weight, geometry and blade rigidity, the épée and the foil are the two most similar fencing weapons.

Both are thrusting weapons, with the competitor using the buttoned tip of a 90 cm steel blade to attack his opponent. But the target areas are different: the trunk (delimited by a plastron) for the foil and the entire body for the épée. With an 88 cm steel blade whose end is folded back to form a 4 to 6 mm button, the sabre is a cut and thrust weapon.

Each hit by the tip or blade on the opponent's target area (trunk, head and arms) scores as a touch.





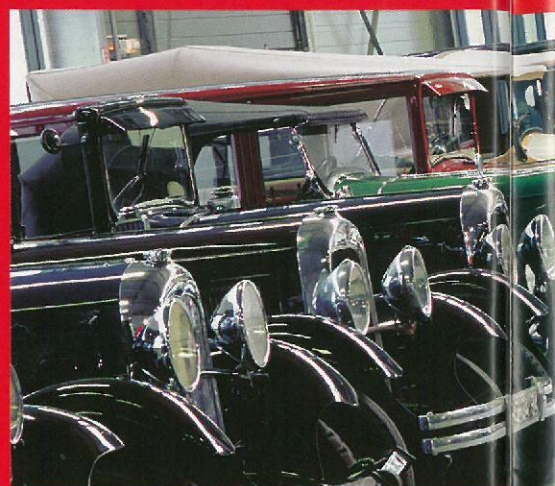
## *European supremacy*

The 2001 World Fencing Championships brought together a record 74 countries competing for 42 medals in the three fencing disciplines. With six and five medals respectively, including four golds in both cases, Russia and Italy were overall competition winners. But thanks to its ten medals, including two gold (individual women's sabre and men's team foil) France took first place in the world rankings - the Nations Cup - ahead of Italy and Germany. The next World Fencing Championships will be held in Lisbon (Portugal) in August 2002, and will doubtless confirm the historical supremacy of European athletes in this discipline.

Citroën Conservatoire

# Tracing out

Citroën is carried forward by its past: its history is closely interwoven with that of the 20th century. Last November, Citroën inaugurated Le Conservatoire and - at the same time - set up an architectural competition to renovate its premises on the Champs Elysées in Paris. Thus combining the management of a fabulous heritage with the renovation of a prestigious showcase. A close-up on past, present and future and the links that shape their common identity.



Vehicles displayed inside

More than any other carmaker, Citroën can lay proud claim to a story that is also the history of the 20th century. Citroën has made its mark on every age, with innovations whose impact stretches far beyond that of the automotive industry alone, to encompass design, architecture, industry, marketing and advertising. The Marque's buildings

Below: in September 1972, the DS 23 was built in 48,464 examples between

Le Conservatoire is located next to the Aulnay-sous-Bois plant.

Located at Aulnay-sous-Bois outside Paris, next to a PSA Peugeot Citroën production plant, Le Conservatoire Citroën was inaugurated on 28 November 2001 by Pierre Peugeot, chairman of the Group supervisory board, and Claude Sarnet, managing director of Automobiles Citroën. The covered premises of 6,500 m<sup>2</sup> house more than 300 vehicles produced by the Marque since it was founded, together with a wide range of documents linked to the history of the company. Le Conservatoire is not a museum. Its role is to house and maintain the heritage of Citroën. It will repair and maintain material and organise loans for external exhibitions, but it will not be open to the public.



# the future



played inside Le Conservatoire

*In order to put its rich heritage and history to productive use and to promote the image of the Marque by drawing upon its past, Citroën has decided to set up an association whose main role will be to coordinate Le Conservatoire. For Citroën, this centre is a working instrument, a link between the origins of the company and the present day. Its main objective is to help employees to build the future by referring back to the milestones of the past, to the values, the genes and the innovational force that has always characterised the double chevron brand.*

*and premises bear witness to its fast-moving and eventful history. It was to highlight the link between past and present that Citroën chose to build its new head office on the site of the old Epinettes factory outside Paris. The decision to build the heritage centre, Le Conservatoire, next to the Aulnay-sous-Bois plant reflects the same logic*

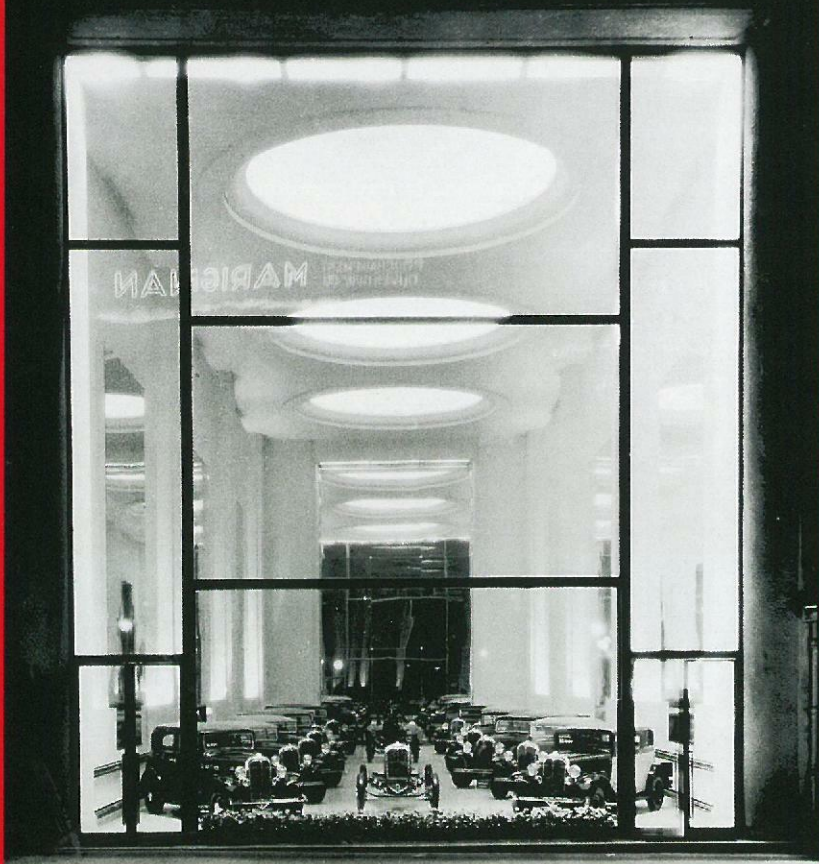
*1972, the DS 23 replaced the DS 21. Examples between September 1972 and April 1975.*



*The C4G roadster boasted a luxury finish. The finish boasted a host of luxury details, including a small flap at the rear on the right for carrying golfing equipment, a thermostatic-flap radiator and chromium bumpers. It won a number of competitions for its sheer elegance.*

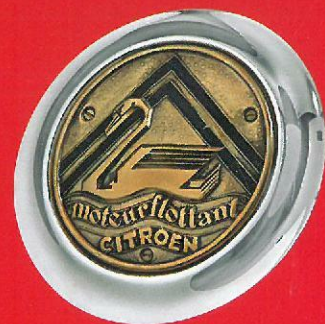
*Le Conservatoire houses an astonishing collection of articles, with new items arriving on a continuous basis. Some are gifts from Citroën enthusiasts, while others reflect efforts to group specific items. The 300 models housed at Aulnay-sous-Bois include the Type A, the Citroën 5HP in the C2 or C3 versions of the time, the 2CV, the Traction, the DS, the SM and the ZX Rallye-Raid. The collection is divided into three sections: definitive versions of the range models produced between 1919 and the present day; styling studies, models, concept cars and prototypes; and vehicles designed for racing and major expeditions such as, for example, the half-tracks used in the first crossing of the Sahara and in the Croisière Jaune.*

# CITROËN



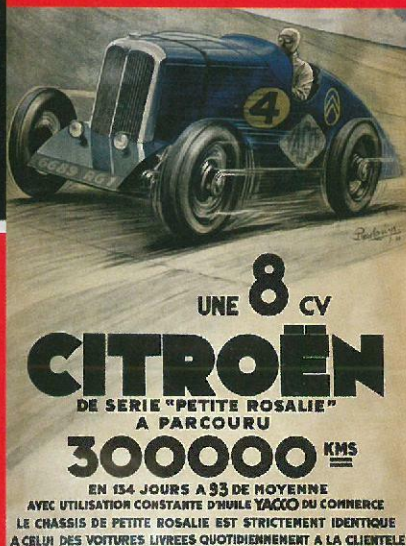
Window of the Citroën showroom on the Champs Elysées in 1932.  
Display of Rosalie models.

At the inauguration of Le Conservatoire, Citroën announced that it was organising an international architectural competition to renovate its premises at 42, Avenue des Champs Elysées in Paris. Opened by Citroën in 1928, these premises on the world's most famous avenue extend over an area of over 1,200 m<sup>2</sup> and constitute a historic showcase for the Marque. The building provided a magnificent setting for such remarkable vehicles as the B14, the C4, the C6 and has also served to promote the exhibitions and expeditions organised by Citroën. The Hippo Citroën brand is now to be dropped and the premises will become a display area dedicated entirely to the Marque.



Rosalie wheel embellisher with the floating-engine symbol.

Made up of a host of drawings, illustrations, design office plans, economic data, registers with the chassis numbers of vehicles manufactured since 1919, sales documentation for French and international markets (reports from government testing offices, maintenance and repair manuals) posters, lithographies, pictures, old films, corporate furniture and advertising objects, the archives are the other main wealth of Le Conservatoire. The classification of all these objects is currently under way. The Aulnay-sous-Bois site has no less than 1,400 linear meters of storage space.



A poster for "Rosalie of the records".

Opposite: the SM is one of the most prestigious cars of motoring history. Born of a cooperation agreement between Citroën and Maserati (for the engine), this front-wheel drive model heralded a new concept in large touring vehicles. It combined impressive speeds with a level of safety hitherto unknown for drivers of mass produced vehicles.

## on the web

### The entire French network of Citroën on line



Cybernauts in France can visit [citroen.fr](http://citroen.fr) to find the address of the sales outlet nearest to their homes, together with a photo, the name of their main contact and details of opening hours. They also have access to a detailed plan of their area, with information on used vehicle stocks, recruitment ads, agents names and addresses and, local weather forecasts. Other new on-line services: an exhaustive display of new vehicles in the showroom, through which users can configure their future vehicle, the latest news from the Marque (corporate events, promotions, sport), Citroën services (such as the "Carte Rouge") and games (on the highway code and other topics). Click on [www.citroen.fr](http://www.citroen.fr)

## HOT WHEELS

### World Rally Championship

Monte Carlo 17 - 20 January  
Sweden 31 January - 3 February  
Catalunya 21 - 24 March  
Cyprus 18 - 21 April

### Super 1600 Junior World Championship

Monte Carlo 17 - 20 January  
Tour of Corsica 7 - 10 March  
Catalunya 21 - 24 March

### Saxo T4 Super 1600 Gravel Trophy

Auvergne 18-21 April

## READ ALL ABOUT IT



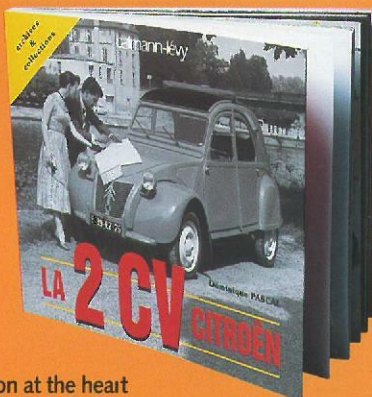
A timeless vehicle beyond all notions of fashion, such was the 2CV van. This robust little vehicle roamed our roads

tirelessly for twenty-eight years between 1950 and 1978, without undergoing any major changes.

"La Citroën 2CV Fourgonnette de mon père," Fabien Sabatès, Editions ETAI, 119 p., 2001

We all have a 2CV in our hearts. Designed by ingenious specialists in the 1930s and 1940s, the 2CV occupied a position at the heart

of French life for several decades. This book reviews the minor and major events in the existence of this legendary car. "La 2CV Citroën", Dominique Pascal, Archives et Collections, Calmann-Lévy, 165 p., November 2001



The twelfth edition of the "Cahiers de médiologie" (mediology notebooks) takes a refreshing and original look at the symbolism of cars. The authors have grouped some thirty texts written for a seminar conducted

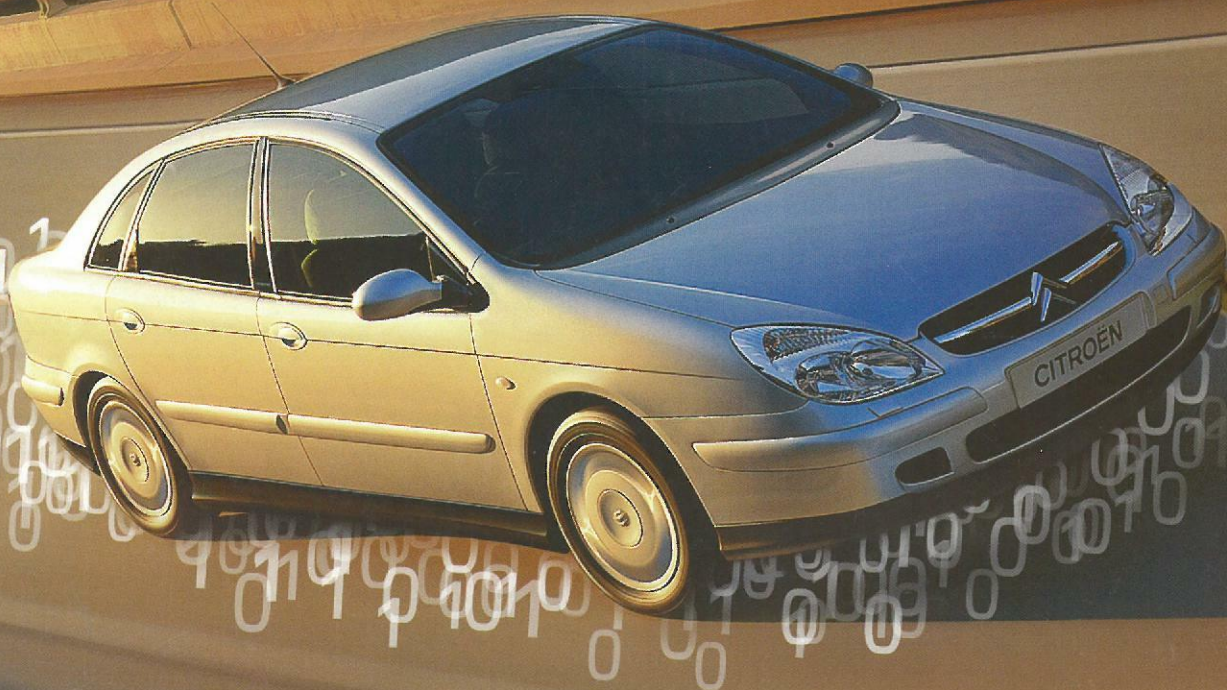
by Régis Debray and Marc

Guillaume under the auspices of the laboratory of transport economy and the Lyons III faculty of philosophy.

"Automobile, Les cahiers de médiologie 12", Gallimard.

THE NEW CITROËN C5.

TECHNOLOGY AS IT SHOULD BE. 100% USEFUL.



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\*Automatic operation of headlights and wipers standard on SX models and above. \*\*Warranty is only on new cars sourced from Citroën UK Ltd. 1 year's manufacturer's warranty and no-fee customer option of 2 years' dealer provided extended warranty. †12 year anti-corrosion warranty subject to inspection by an official Citroën dealer every 2 years from vehicle's fourth year registration anniversary. Contact your dealer for terms and conditions.