



A Lot  
**Done**

More  
**To Do**

**Building on a Proud  
Record of Delivery**  
Focused on the Needs  
of Our Member Clubs

**Dear President,**

Thank you for your trust and support over the past four years.

Together, we have taken the FIA on a challenging but highly rewarding journey – transforming it into a modern, dynamic, and forward-looking organisation, now recognised worldwide for its governance, management, and leadership on key global issues.

The progress we have made is something we can all be proud of: stronger finances, better governance, a reformed management structure, increased support for our members, and a louder FIA voice on the world stage.

On the following pages, you will find a Scorecard comparing our manifesto promises against delivery. While we have delivered or exceeded expectations in many areas, some ambitious goals remain in progress – which is why our theme is:

**“A Lot Done – More to Do”**

We are also outlining new plans for motorsport, mobility, and the corporate development of the FIA – building on the solid foundations we have laid together.

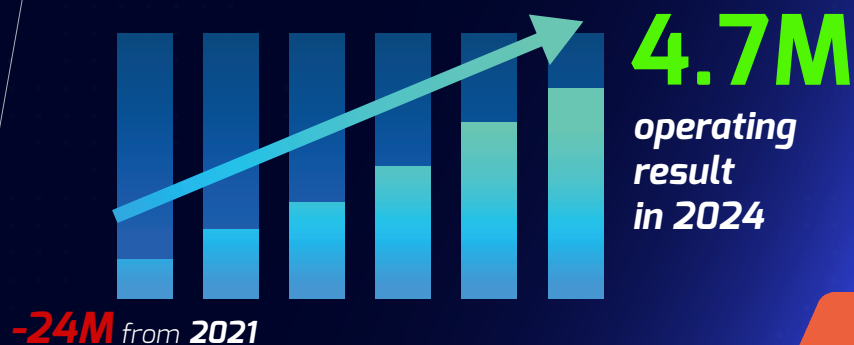
We ask for your continued support to allow our team, with a proven track record of delivery, to finish the job we started.

Together, we can complete this work and take the FIA to even greater heights.

**Mohammed Ben Sulayem**



### Stabilise FIA Finances



### Improve Motorsport Governance



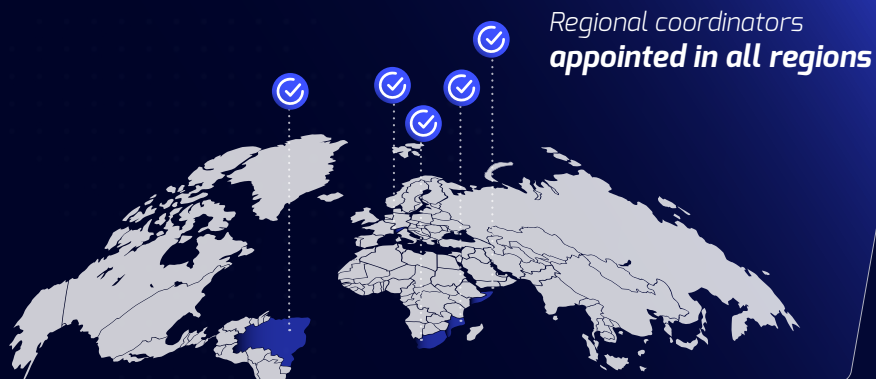
New Officials Dept  
& training systems

**1.3M** spent  
in 2024

A Lot  
Done

More  
To Do

### Empower Regions



### Double Motorsport Participation



Low-cost cross car plans,  
new karting plan, digital  
licensing.

**10.3M**  
spent in 85  
countries last year



# SCORECARD

Manifesto 2022–2025

## NEXT STEPS

A Lot  
Done  
More  
To Do

2022

2025

2026

2029

Stabilise FIA Finances

**4.7M** Operating result in 2024  
up from – 24M in 2021



Continue financial prudence

Position FIA as a  
Knowledge-Led Federation  
(FIA University)

FIA University now serves sport & mobility;  
13,500 courses completed in 2024



Expand global academic  
partnerships & Services

Empower Regions

Regional coordinators  
appointed in all regions



Strengthen regional  
decision-making

Expand Lobbying,  
including Sport

New US member creates  
transatlantic opportunities



Increase advocacy in  
Asia & EU

Improve Motorsport  
Governance

New Officials Dept  
& training systems. **1.3M** spent  
in 2024



Expand cross-sport  
knowledge-sharing + Technology

**“MEASURED BY PROMISES, PROVEN BY DELIVERY”**

2022

2025

2026

2029

Digitise FIA Archives

**100K** Documents  
digitally catalogued



Complete archives by 2027

Double Motorsport  
Participation

Low-cost cross car  
plans, new karting  
plan, digital licensing

**10.3M**  
spent in 85  
countries last year



Drive grassroots growth in  
new markets

Modernise Management  
Systems

Fully updated **Management Framework**



Continuous improvement

Sustainable Technology  
Leadership

Initial framework developed



Second-term priority

Increase Direct  
Grant Support

Funding increased across ASNs



Maintain grant streams

Position FIA as Leading  
Federation Globally

FIA leads on online abuse campaign



Build on visibility in  
sustainability & mobility

A Lot  
**Done**

More  
**To Do**

# 2026-2029



# Motorsport

**FIA** FOR  
MEMBERS

- Roll out the **new Global Karting Plan** at national, regional, and world levels.
- Continue supporting **local production of cross cars and karts**.
- Elevate **world championship governance** with better training, succession plans, and shared best practices.
- Use **digital tools** to support member clubs in managing national motorsport.
- Focus on **new markets for growth**.
- Negotiate **better promoter agreements** for stronger FIA positioning.
- Establish a **Center of Excellence for the FIA Officials Dept.**

A Lot  
**Done**

More  
**To Do**





# Mobility

**FiA** FOR  
MEMBERS

- Strengthening *global advocacy* in the *US, EU, and Asia*.
- Provide knowledge services to our members.
- Offer *new business development services* for clubs.
- Expand *tourism services*, including *digital tools* for members.
- Position the FIA as a *thought leader* in safe, sustainable, and affordable mobility.



A Lot  
**Done**

More  
**To Do**





# Corporate

- **FIA University:** Appoint visiting professors, publish **one research paper per month**, expand partnerships and provide more content for you and your staff.
- **Sustainability:** Provide members with **toolkits and training**, that will see us lead global climate action discussions.
- **Diversity & Inclusion:** Broaden representation in **geography, skills, and thought** across staff, volunteers, and commissions.
- **Graduate Internships:** Launch a **fully funded, global internship programme** for member club nominees.
- **Commercial Growth:** Expand revenue streams through **the new Commercial Department**.
- **Image – Create a new state of the art FIA website in 2026 providing you with better services.**

A Lot  
**Done**

More  
**To Do**



# Our Team

**FiA** FOR  
**MEMBERS**



**Mohammed Ben Sulayem**

Candidate for FIA President



**Carmelo Sanz de Barros**

Candidate for Head of FIA Senate



**Tim Shearman**

Candidate for Deputy President Mobility



**Malcolm Wilson**

Candidate for Deputy President Motorsport



**Fabiana Ecclestone**

Candidate for VP Sport for South America Region



**Anna Nordkvist**

Candidate for VP Sport for Europe Region



**Lung-Nien Lee**

Candidate for VP Sport for Asia-Pacific Region



**Rodrigo Ferreira Rocha**

Candidate for VP Sport for Africa Region



**Shaikh Abdulla bin Isa Al Khalifa**

Candidate for VP Sport for MENA Region



**Daniel Coen**

Candidate for VP Sport for North America Region



**Manuel Aviñó Roger**

Candidate for VP Sport for Europe Region

A Lot  
**Done**  
More  
**To Do**



A Lot  
**Done**

More  
**To Do**



**LET'S FINISH THE WORK TOGETHER THROUGH  
CONTINUED COLLABORATION**



A Lot  
**Done**

More  
**To Do**