

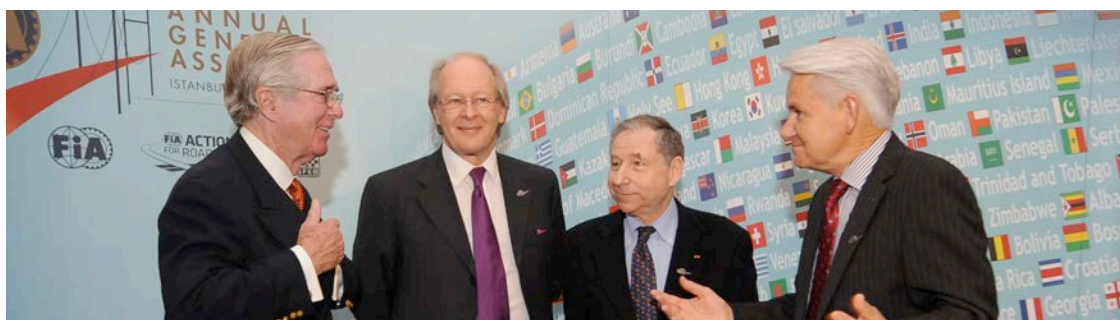
A photograph of a winding asphalt road that curves into the distance. The road is flanked by lush green trees and foliage. In the background, a bright sunburst effect illuminates the scene, creating a warm, golden glow. The sky is a clear, vibrant blue with some light clouds. The overall mood is one of a peaceful journey through nature.

Jean Todt
and Team

2013

**A JOURNEY
IN PROGRESS**

A JOURNEY IN PROGRESS



When Jean Todt took on the role of President of the FIA in 2009 his election was defined by a desire to modernise our federation, turning it into an organisation capable of matching the ever-quickenning pace of development in mobility and motor sports, making it a federation properly equipped to meet the challenges of the 21st century.

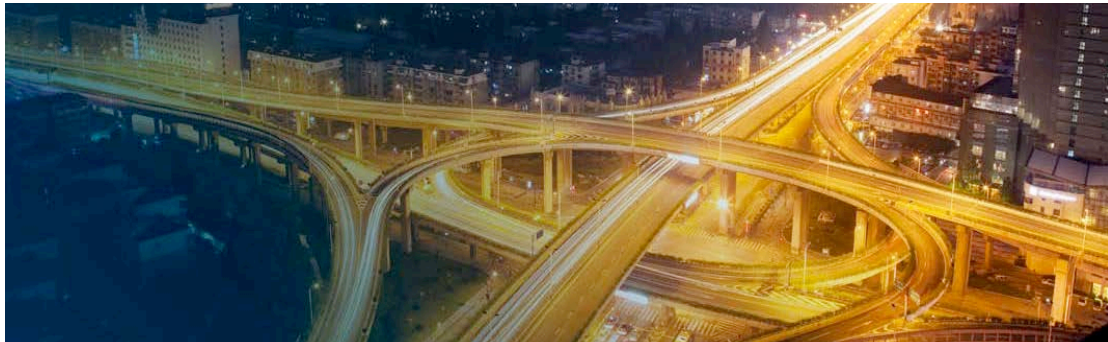
To tackle these challenges, Jean Todt and his team drew up an ambitious set of goals – a Road Map to Renewal. Targeting efficiency, transparency and regeneration, this programme has rejuvenated the federation, forging an FIA that is progressive, inclusive and which operates according to the highest standards of good governance.

With a first term now complete the desire of the Jean Todt and his team to continue the work begun in 2009 is unwavering. As the achievements outlined below reveal, the road map has been fulfilled and significant milestones have been reached. But with more to be done the journey is far from over.

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1. A FEDERATION FOR THE 21ST CENTURY



The process of reinvigoration began in 2010, with a major **review of the FIA's Statutes and Governance** in a bid to boost the federation's capacity to represent its clubs and enhance the service and support it provides to them.

To ensure that a comprehensive review of the FIA's governance took place, an independent Statutes Review Commission was established in 2010. This body, comprised of club representatives from around the world, devised a series of key reforms that were approved by successive General Assemblies. These changes included reform of the electoral process, the handing of broader responsibilities to the FIA Senate, and the establishment of the FIA's **first ever independent Ethics Committee**. This new body is entrusted with safeguarding the integrity and reputation of motor sport, automobile mobility and tourism.

In Sport, in its first year in office the administration established a new, independent **International Tribunal** to conduct investigations, hearings and to recommend possible penalties to the World Motor Sport Council. This new Tribunal was first called into action in 2013 when it ruled on a Formula One regulations infringement involving Pirelli and Mercedes. The function and independence of the new body were universally praised.

The FIA now has a governance structure acknowledged to be best practice. This has been confirmed by the federation gaining full membership of the **International Olympic Committee** (IOC) and of SportAccord.

The constructive changes introduced also saw **FIA member clubs become centrally involved** in decision-making at the highest level. Regional Mobility Presidents now automatically become Vice Presidents of the World Council for Automobile, Mobility and Tourism. In Sport, Vice Presidents are now more closely involved with the work of the regions in the development of motor sport, while the Sport Commissions have been reviewed for the first time in two decades, recognizing the vital role of volunteers in sport. The role of women in motor sport has also been promoted through the Women in Motorsport Commission.

The work of the FIA's Mobility arm has been streamlined and a club review of the commissions structure has led to the creation of just two bodies, the **Policy and Service commissions**. These involve representation from all regions and provide for smoother communication and a greater focus on club goals and aspirations, especially in regard to important issues such as the protection of consumer interests, and the development of new and improved services for members.

In Sport, racing drivers now have a greater voice within the FIA through the new Driver's Commission. Meanwhile, the International Sporting Code has been reviewed for the first time since 1953.

2. A FEDERATION FOR ALL



A key goal of the current administration has been to **rebuild the FIA's relationship with its member clubs**, implementing a number of major reforms to existing structures and launching new initiatives designed to bring clubs back to the centre of decision-making, and provide access to resources and development opportunities.

In order to renew close ties with member organisations, Jean Todt journeyed to **meet all of the federation's clubs**, as promised in 2009. This personal commitment has given the administration a deep understanding of the specific issues facing clubs around the world.

The FIA's strength lies in its members clubs and by introducing **new affiliation procedures** the administration has taken steps to strengthen the FIA's position as the voice of motoring clubs worldwide. The changes will not only safeguard the credibility and power of existing member clubs but also offer a solid framework for existing and applicant clubs across the globe to fulfill their potential.

Mirroring the establishment of best practice targets for affiliates, FIA Mobility has for the first time compiled an annual **Mobility Business Plan** that established a firm set of objectives and priorities for the department.

The new FIA University has passed on skills in growing membership, dealing with client issues, developing management talent and helped raise standards across the regions.

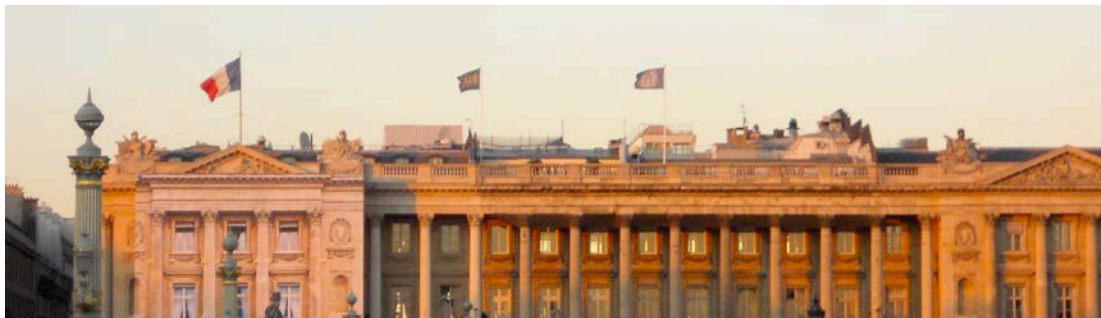
Access to resources has also been greatly improved via the securing of fixed long-term funding from the FIA Foundation, which is available to Mobility clubs as grant aid for development and road safety projects.

Having last year successfully reshaped its Mobility Conference format to provide more practical assistance to clubs, the FIA this year launched a **new Sports Conference Week**, bringing together ASN representatives from the world over for a week of learning through shared experience. The FIA Senate approved the creation of new programmes to strengthen our sports clubs and grow grassroots motorsport.

It was during Sport Conference week at historic Goodwood in the UK that the **ASN Development Taskforce** launched its ASN Development Handbook for emerging national sports organisations. During the same Conference, Jean Todt announced the establishment of a **Motor Sport Development Task Force** to map out the next decade of motorsport planning, including at grass roots level. Together, these two new programmes will deliver a **Motor Sport Development Plan**.

Finally, communication at all levels has been vastly improved via an expanded communications department which has launched a **new more informative and interactive website**, a high-quality flagship publication in **AUTO magazine** and two digital newsletters, one of which, **AUTO+**, focuses solely on sharing club experience and achievement, while the second supports the FIA's equality campaign Women in Motorsport.

3. A FEDERATION FOR RENEWAL



When Jean Todt came to office, the FIA was facing major challenges centred around a number of ageing agreements and partnerships close to expiration. These threatened to jeopardise the long-term stability of the FIA. Over the past four years, many if not all of these issues have been addressed.

In negotiating a **new Formula One Concorde Agreement**, the implementation agreement of which is now in operation, the FIA has taken a major step towards a secure future based on a much improved position in motor sport's flagship championship. The new Concorde Agreement sets out a stable operating relationship with the sport's commercial rights holder and its participating teams until 2020, with an option to for extension.

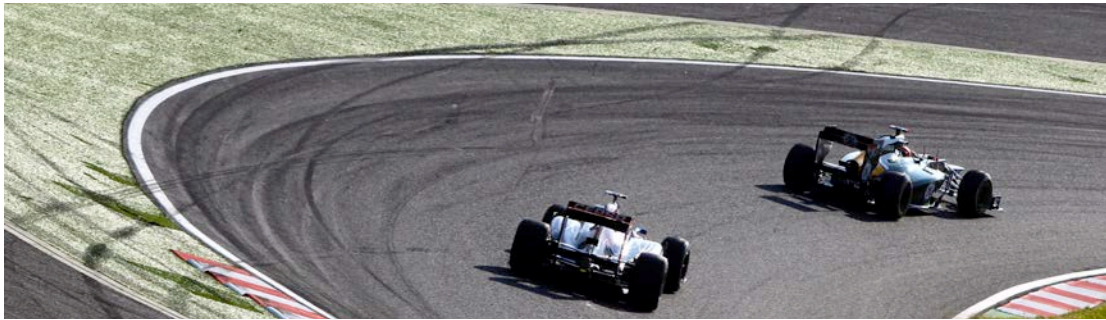
Elsewhere in sport, the President and his team have overseen the **securing of key commercial agreements** for the World Rally Championship and the World Touring Car Championship, while a new deal for the promotion of the European Rallycross Championship has led to the increasingly successful series gaining World Championship status at the most recent meeting of the World Motor Sport Council.

The new commercial agreements extend across the sporting ladder with, for the first time, a long-term deal being struck by the CIK-FIA for the promotion of the main World and European Karting Championships. The FIA has also spearheaded a revitalisation of the European Rally Championship. These efforts bring much-needed security to some of the FIA's major championships and reaffirm the organisation's position as the motor sport's global governing body.

The internal administration of the FIA has also been significantly restructured in order to increase efficiency, decrease costs, improve revenue and establish a coherent framework in line with modern corporate norms. The **development of key support services** such as human resources, procurement, legal and finance has contributed to increased revenue levels and as just one example, the recently established marketing department generated a net additional income of €1.5 million in 2012 alone. Elsewhere, expert staff have been recruited to replace external consultants which has led to further savings. Indeed, the restructuring initiatives taken over the past four years have seen the FIA's finances improve, with revenues considerably stronger now than in 2009.

A memorandum of understanding was entered into with the **FIA Foundation**, to secure long-term regular financial benefits for our Clubs. Our World Councils and Senate are now represented on the Foundation Board of Trustees.

4. A FEDERATION FOR INNOVATION



Under the stewardship of Jean Todt and his team the FIA has become a forward looking body that champions innovation and progress, both on the road and the race track.

In motor sport, sports car racing has been revitalised through the establishment of the **World Endurance Championship (WEC)** in association with France's ACO. Carefully targeted regulations have firmly put the series' focus on technical innovation, with manufacturers in the series' top class encouraged to investigate and promote future technologies.

Furthering the aim of sustainability and alternative power sources, the cutting edge, electric-powered **Formula E** series is set to thrill fans and promote innovation when its inaugural season begins in 2014 with a series of exciting city centre-based races.

The push for road relevance continues at the highest level, with Formula One set to debut a **new 1.6 litre, turbo-charged hybrid engine** next year.

This spirit of innovation extends to the FIA's Mobility arm, where, as mentioned, the establishment of the **FIA University** has been a radical yet successful step in promoting best practice among Mobility clubs worldwide, and is now moving forward to provide focused training for Sports Clubs.

The administration's determination to match the rapid pace of change enveloping the Mobility sector has seen it conduct key work on the **Contact Group for the Global Fuel Economy Initiative** and we have also worked with manufacturers through the **Mobility Working Group of the Manufacturers' Commission**, to identify opportunities and jointly support further progress on eco-driving.

In Sport, at Goodwood, the FIA with the support of the FIA Institute put forward a new **Sustainability Programme** to place environmental concerns at the heart of motor sport.

5. A FEDERATION FOR THE WORLD STAGE



If there is one area in which the FIA has progressed most visibly, it is in its quest to engage with policy makers at the highest level. The launch of the **Action for Road Safety** campaign in 2011 gave Jean Todt the unique opportunity to bring the road safety crisis to the close attention of government leaders and decision-makers across the world, including at UN and EU level.

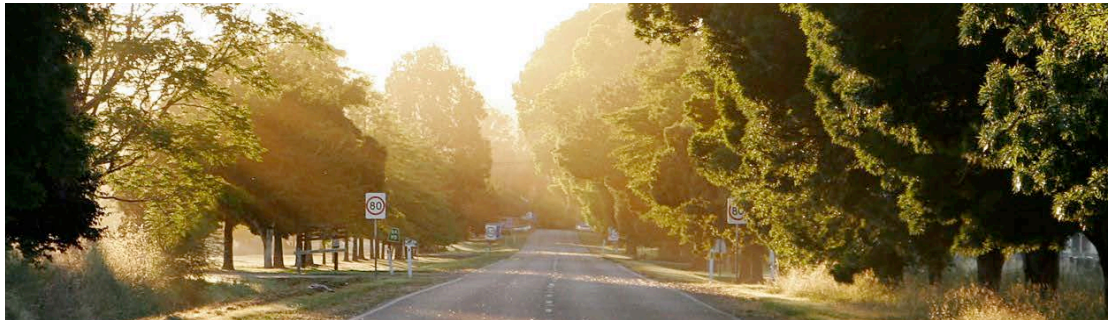
International awareness of the pressing need to address a scourge that causes upwards of 1.3 million deaths each year has also been raised through the FIA's ability to mobilise some of the world's top sporting figures from across our major world championship series.

In September this year, the FIA was at last given **full recognition by the International Olympic Committee**. The decision confirms that the statutes, practice and activities of the FIA are in full conformity with the Olympic Charter, including the adoption and implementation of the **World Anti-Doping Code**. The FIA has also been accepted a member of **Sport Accord**, the umbrella organisation for both Olympic and non-Olympic international sports federations.

Membership of this family of international sports organisation once again proves that the FIA can now boast the highest standards of governance.

The elevation in status has been mirrored in Mobility, with the FIA now an **Affiliate Member of the UN World Tourism Organisation**. As such the federation participates in the Working Group on the protection of tourists, consumers and travel organisers. The FIA is also a participant in **TERN** (the Travel Emergency Response Network) of the UNWTO.

6. A FEDERATION MOVING FORWARD



After four years of renovation and renewal the targets set out in the original 2009 Road Map for Renewal have largely been achieved as shown by the progress report. But while satisfaction can be taken from these achievements, a new set of goals has to be defined to take the FIA even further forward.

From continuing to structure the FIA so that it can help **realise the ambitions and aspirations of clubs worldwide**, to the **development of safe, sustainable and successful motor sport** from grass roots to world championship level and on to reinforcing the FIA's **commitment to social and environmental responsibility** in the interests of road safety and sustainable mobility, Jean Todt and his team are determined to continue the FIA's progress through **further modernisation, diversification of resources and even greater integration of the regions**.

Shortly, Jean Todt and his team will reveal more details of their plans for the future.

The path to renewal has been navigated, now it's time to move forward.