

# ANNUAL REPORT 2021/22



FC BARCELONA



# REPORT 2021/22



**FC BARCELONA**









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244-253

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254-338





## BOARD OF DIRECTORS



**Joan Laporta i Estruch**  
President



**Rafael Yuste i Abel**  
First Vice President. Sporting Area



**Elena Fort i Cisneros**  
Vice President Institutional Area  
Spokesperson for the Board of Directors



**Eduard Romeu i Barceló**  
Vice President Economic Area



**Antonio Escudero i Martínez**  
Vice President Social Area



**Juli Guiu i Marquina**  
Vice President Marketing Area



**Ferran Olivé i Cànovas**  
Treasurer



**Josep Cubells i Ribé**  
Secretary. Director for Basketball



**Josep Maria Albert i Turcó**  
Board Member Deputy Director to the Chief Executive Officer



**Xavier Barbany i Canaleta**  
Board Member Director for Hockey



**Miquel Camps i Font**  
Board Member Deputy Spokesperson of the Board of Directors



**Alfons Castro i Sousa**  
Board Member Director for Security



**Jordi Llauredó i Conejero**  
Board Member Director for the Espai Barça



**Josep Ignasi Macià i Gou**  
Board Member Director for the Social Area



**Aureli Mas i Raldiris**  
Board Member Director for Indoor Football



**Xavier Puig i Hernández**  
Board Member Director for Women's Football



**Àngel Riudalbas i Codina**  
Board Member



**Joan Solé i Sust**  
Board Member Director for Handball



**Joan Soler i Ferré**  
Board Member Director for Youth Football

# GREETINGS FROM THE PRESIDENT

Dear members,

**T**he 2021/22 season will be remembered as having been one of the most difficult in our history. We inherited a serious economic situation, one that the Club has had to face and which, without a doubt, has had consequences that have affected the normal institutional and sporting running of the Club. The first of these was the fact it was made impossible for us to renew Leo Messi, who, as we explain in the pages of this report, has left behind an eternal legacy for which we will always be grateful.

The management of the Board of Directors, when it took office on 17 March 2021, was conditioned by the inheritance of an extremely delicate financial and economic situation. From that moment we started to look actively for solutions, working hard, but also responsibly and appropriately, to take the first steps along the path to economic recovery while restructuring the debt and saving on financial costs. We applied controls on spending, reducing the sporting wage bill, increasing our income and working on the financing of the Espai Barça.

Both the Board of Directors and the entire Club did an important job in setting the course towards recovery, but the key to achieving financial peace of mind and building a competitive team that aspires to win everything again lay in the hands of the members, who are the owners of the Club. Their decision to activate the necessary instruments to refloat our economy was essential to our being able to have positive equity, to start repaying the debt in a more sustainable manner and make the necessary investments in our professional teams to ensure they could be more competitive. Once again, it was the members, represented by the delegate members in the two assemblies held remotely, who were up to the task. And for that effort, I would to thank each and every one of you with these lines for continuing to place your trust in us.

The transfer of 10% of the TV rights for 25 years to the investment group Sixth Street has allowed us to close the 2021/22 financial year with 98 million in profit and to confirm, once again, that Barça continues to be very much a living entity, with an enormous ability to attract capital, to generate income and, most importantly, to do so without losing its independence in its governance model or its ownership model.

However, the activation of the so-called “economic levers”, which is the result of brave and enterprising professional management aimed at optimising the Club’s resources to the

maximum to build the present and future and be competitive again, has allowed what all we fans as a whole were looking forward to without renouncing the ownership model and the essence of being “more than a club”. It means we can carry out the deals to strengthen Xavi Hernández’s Barça, who arrived at the Club where there was an inherited squad in place, with a team which had incorporated a lot of young talent but still needed to grow. Xavi and his staff took a team that was placed ninth in the League, which had only picked up 15 points in ten games, and ended up taking it to second place, securing participation in the next edition of the Champions League and the Spanish Super Cup. The Club made an effort to bring in players in the winter market who provided an injection of energy to help achieve these baseline goals, but had to find the necessary funding to continue restructuring the squad in order to return Barça to its rightful place.

However, the 2021/22 season will also go down in history for other reasons that rightly fill Barça fans with pride. Our professional teams have won 16 titles, with the Barça Women’s Spanish football treble (with a perfect League) and a Champions League final and two world attendance records at Camp Nou; two Champions Leagues won by the handball and indoor football teams, which rounded off an excellent season, and a 17th title that personally makes me very excited, the first in the history of the Barça Foundation team in LaLiga Genuine, all of them an example of the drive for excellence and the supreme effort of our players.

Fellow Barça members, we can look to the future with confidence and hope. Our Club is once again a benchmark in world football, we are convinced that we will bring titles back to our Museum, but what we have never lost are our essence, our history and our way of understanding sport, society and the country.

Long live Barça! Long live Catalonia!

**Joan Laporta i Estruch**

PRESIDENT OF FC  
BARCELONA









# FOOTBALL AND OTHERS SPORTS PROFESSIONAL AND AMATEUR



# FOOTBALL 2021/22 SEASON SQUAD



COACH

XAVI HERNANDEZ  
\*from 06/11/2021

25/01/1980  
TERRASSA (BARCELONA)



COACH

RONALD KOEMAN  
\*until 28/10/2021

21/03/1963  
ZAANDAM (NETHERLANDS)

## COACHING TEAM

### TECHNICAL ASSISTANTS

ÓSCAR HERNÁNDEZ

SERGIO ALEGRE

### GOALKEEPING COACH

JOSÉ RAMÓN DE LA FUENTE

### FITNESS COACHES

IVÁN TORRES, ANDRÉS MARTÍN,

EDU PONS AND DANIEL ROMERO

### ANALYSTS

TONI LOBO, DAVID PRATS, SERGIO

GARCÍA, ELOI JORDAN AND JOAN

BARBARÀ

### MEDICAL TEAM

### DOCTORS

RICARD PRUNA AND XAVIER VALLE

### PHYSIOTHERAPISTS

JAUME MUNILL, CARLOS NOGUEIRA,

JORDI MESALLÉS, XAVI LÓPEZ,

DANIEL BENITO, DAVID DÍAZ, VON

ÁLVAREZ AND JUAN CARLOS PÉREZ

### AUXILIARIES

### DELEGATE

CARLES NAVAL AND GONZALO

RODRÍGUEZ

### MATERIALS

JOSÉ ANTONIO IBARZ, GABRI GALÁN,

JORDI DURAN AND RUBÉN ÁLVAREZ

## COACHING TEAM

### ASSISTANT COACH

ALFRED SCHREUDER

### TECHNICAL ASSISTANT

HENRIK LARSSON

### GOALKEEPING COACH

JOSÉ RAMÓN DE LA FUENTE

### FITNESS COACHES

ALBERT ROCA, DANIEL ROMERO,

LUCAS DEL CAMPO AND JORDI

PONS

### ANALYSTS

RAÚL PELÁEZ, JORDI MELERO AND

JOAN BARBARÀ

### MEDICAL TEAM

### DOCTORS

LLUÍS TIL AND XAVIER VANGUAS

### PHYSIOTHERAPISTS

JUANJO BRAU, JORDI MESALLÉS,

XAVI LINDE, XAVI LÓPEZ, XAVIER

ELAIN, DANIEL BENITO AND

DAVID DÍAZ

SERGI BARJUAN\*

Interim coach between

29/10/2021 to 5/11/2021



GOALKEEPER

MARC-ANDRÉ  
TER STEGEN

1

30/04/92  
MÜNCHENGLADBACH  
(GERMANY)



DEFENDER

SERGIÑO  
DEST

2

03/11/2000  
ALMERE  
(NETHERLANDS)



DEFENDER

GERARD  
PIQUÉ

3

02/02/1987  
BARCELONA



DEFENDER

RONALD  
ARAUJO

4

07/03/1999  
RIVERA  
(URUGUAY)



MIDFIELDER

SERGIO  
BUSQUETS

5

16/07/1988  
SABADELL  
(BARCELONA)



MIDFIELDER

RICARD PUIG  
'RIQUI PUIG'

6

13/08/1999  
MATADEPERA  
(BARCELONA)



FORWARD

OUSMANE  
DEMBÉLÉ

7

15/05/1997  
VERNON  
(FRANCE)



DEFENDER

DANI  
ALVES

8

06/05/1983  
JUAZEIRO  
(BRAZIL)



FORWARD

MEMPHIS  
DEPAY

9

13/02/1994  
MOORDRECHT  
(NETHERLANDS)



FORWARD

ANSSUMANE FATI  
'ANSU FATI'

10

30/10/2002  
BISSAU  
(GUINEA BISSAU)



FORWARD

ADAMA  
TRAORÉ

11

25/01/1996  
L'HOSPITALET DE LLOBREGAT  
(BARCELONA)

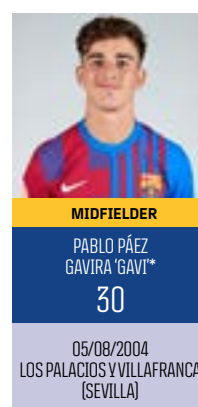
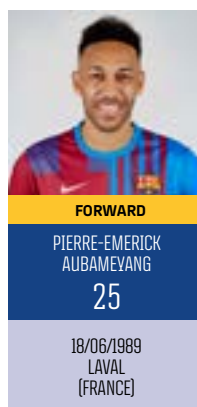
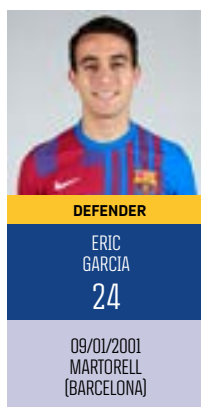
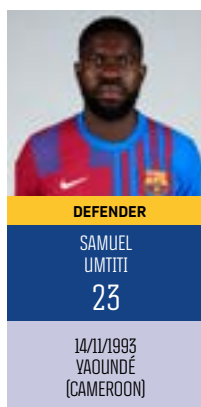
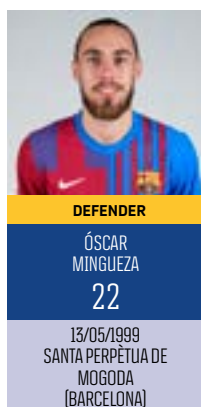
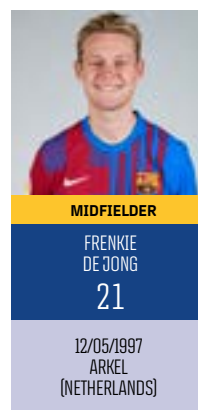
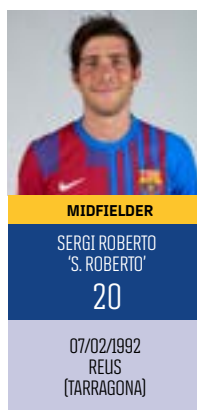
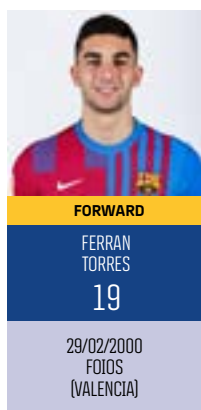
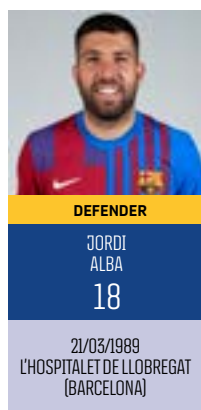
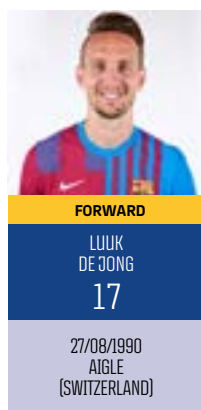
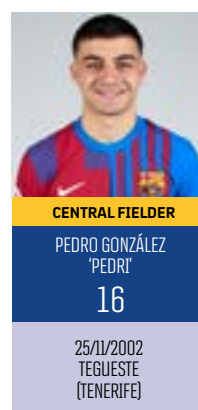
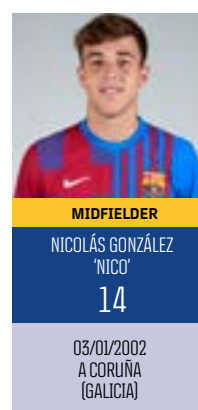
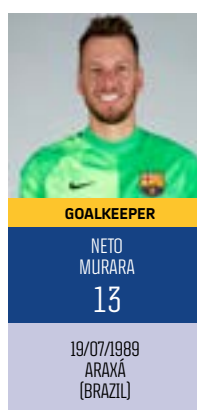


FORWARD

MARTIN  
BRAITHWAITE

12

05/06/1991  
ESBJERG  
(DENMARK)



## OTHER PLAYERS

**7 ANTOINE GRIEZMANN**  
\*UNTIL 31/08/2021

**11 YUSUF DEMIR**  
\*UNTIL 13/01/2022

**14 PHILIPPE COUTINHO**  
\*UNTIL 7/01/2022

**14 REY MANAJ**  
\*UNTIL 31/08/2021

**19 SERGIO 'KUN' AGÜERO**  
\*UNTIL 15/12/2021

**22 EMERSON ROYAL**  
\*UNTIL 31/08/2021

**-- MOUSSA WAGUÉ\***  
\*LONG-TERM INJURY

## ↑ ARRIVALS

**PHILIPPE COUTINHO** \*ON LOAN  
BAYERN MUNICH

**EMERSON ROYAL**  
BETIS

**ERIC GARCÍA**  
MANCHESTER CITY

**YUSUF DEMIR\***  
SK RAPID VIENNA

**SERGIO 'KUN' AGÜERO**  
MANCHESTER CITY

**MEMPHIS DEPAV**  
OLYMPIQUE DE LIÓ

**LUUK DE JONG\***  
SEVILLA FC

**ÓSCAR MINGUEZA**  
FC BARCELONA B

**NICOLÁS GONZÁLEZ 'NICO'**  
FC BARCELONA B

**FERRAN TORRES**  
MANCHESTER CITY

**PIERRE-EMERICK AUBAMEYANG**  
ARSENAL FC

**ADAMA TRAORÉ\***  
WOLVERHAMPTON WANDERERS

**DANI ALVES**  
FREE

## ↓ DEPARTURES

**CARLES ALEÑÁ** \*TRANSFER  
GETAFE CF

**ANTOINE GRIEZMANN\***  
CLUB ATLÉTICO DE MADRID

**MIRALEM PJIĆ**  
BESIKTAS JK

**LIONEL MESSI**  
PARIS SAINT-GERMAIN

**PHILIPPE COUTINHO**  
ASTON VILLA FC

**FRANCISCO TRINCÃO\***  
WOLVERHAMPTON WANDERERS

**MATHEUS FERNANDES**  
PALMEIRAS

**JUNIOR FIRPO**  
LEEDS UNITED

**EMERSON ROYAL**  
REAL BETIS

**YUSUF DEMIR**  
SK RAPID VIENNA

**SERGIO 'KUN' AGÜERO**  
RETIREMENT FOR HEALTH REASONS

**IGNACIO PEÑA 'ÑAKI PEÑA'**  
GALATASARAY

**REY MANAJ\***  
SPEZIA CALCIO

\*Barça B list





## Second in La Liga with ups and downs

FC Barcelona closed the 2021/22 League in second place after a season with many ups and downs. The domestic competition started as an uphill battle for Barça, with the team badly affected by injuries to key players. The team did not rack up the expected results and after the defeat in Vallecas in matchweek 11, coach Ronald Koeman was replaced in his position with the team lying in ninth position. Sergi Barjuan served as the interim coach for two games, until the arrival of Xavi Hernández.

Under the legendary ex-player from Terrassa, the Barcelona team achieved stability and significantly improved their play thanks in great part to the

mid-season signings. This improvement was seen reflected in a magnificent streak of 15 games without defeat, in which the highlight was the 0-4 thrashing of Real Madrid at the Bernabéu Stadium, a result which was truly inspiring and lent at least a little life to the title race. This excellent streak encouraged the team to start to dream a little, but two defeats at Camp Nou against Cadiz and Rayo brought them back to earth. With the entire team available, they succeeded in the goal of achieving second place, which allowed them to compete in the Spanish Super Cup for the 2022/23 season.





## RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
1	15/08/2021	FC Barcelona — Real Sociedad	4-2	Piqué, Braithwaite (2), Sergi Roberto
2	21/08/2021	Athletic Club - FC Barcelona	1-1	Memphis
3	29/08/2021	FC Barcelona — Getafe CF	2-1	Sergi Roberto, Memphis
4	21/12/2021	Sevilla — FC Barcelona	1-1	Araujo
5	20/09/2021	FC Barcelona — Granada CF	1-1	Araujo
6	23/09/2021	Cádiz - FC Barcelona	0-0	
7	26/09/2021	FC Barcelona - Levante	3-0	Memphis (p), L. de Jong, Ansu Fati
8	02/10/2021	At. Madrid — FC Barcelona	2-0	
9	17/10/2021	FC Barcelona — Valencia CF	3-1	Ansu Fati, Memphis (p), Coutinho
10	24/10/2021	FC Barcelona — Real Madrid	1-2	Agüero
11	27/10/2021	Rayo Vallecano - FC Barcelona	1-0	
12	30/10/2021	FC Barcelona — Alavès	1-1	Memphis
13	06/11/2021	Celta - FC Barcelona	3-3	Ansu Fati, Sergio Busquets, Memphis
14	20/11/2021	FC Barcelona - Espanyol	1-0	Memphis (p)
15	27/11/2021	Villarreal - FC Barcelona	1-3	F. de Jong, Memphis, Coutinho (p)
16	04/12/2021	FC Barcelona - Real Betis	0-1	
17	12/12/2021	Osasuna — FC Barcelona	2-2	Nico, Abde
18	18/12/2021	FC Barcelona — Elche	3-2	Jutglà, Gavi, Nico
19	02/01/2022	Mallorca - FC Barcelona	0-1	L. de Jong
20	08/01/2022	Granada CF — FC Barcelona	1-1	L. de Jong
21	24/04/2022	FC Barcelona - Rayo Vallecano	0-1	
22	23/01/2022	Alavès — FC Barcelona	0-1	F. de Jong
23	06/02/2022	FC Barcelona — At. Madrid	4-2	Alba, Gavi, Araujo, Alves
24	13/02/2022	Espanyol - FC Barcelona	2-2	Pedri, L. de Jong
25	20/02/2022	Valencia CF — FC Barcelona	1-4	Aubameyang (3), F. De Jong
26	27/02/2022	FC Barcelona — Athletic Club	4-0	Aubameyang, Dembélé, L. de Jong, Memphis
27	06/03/2022	Elche — FC Barcelona	1-2	Ferran Torres, Memphis (p)
28	13/03/2022	FC Barcelona — Osasuna	4-0	Ferran Torres (2, 1p), Aubameyang, Riqui Puig
29	20/03/2022	Real Madrid — FC Barcelona	0-4	Aubameyang (2), Araujo, Ferran Torres
30	03/04/2022	FC Barcelona - Sevilla	1-0	Pedri
31	10/04/2022	Levante - FC Barcelona	2-3	Aubameyang, Pedri, L. de Jong
32	18/04/2022	FC Barcelona - Cadiz	0-1	
33	21/04/2022	Real Sociedad - FC Barcelona	0-1	Aubameyang
34	01/05/2022	FC Barcelona - Mallorca	2-1	Memphis, Sergio Busquets
35	07/05/2022	Real Betis — FC Barcelona	1-2	Ansu Fati, Alba
36	10/05/2022	FC Barcelona — Celta	3-1	Memphis, Aubameyang (2)
37	15/05/2022	Getafe — FC Barcelona	0-0	
38	22/05/2022	FC Barcelona - Villarreal	0-2	

## GOALSCORERS

12	Memphis	2	Gavi, Nico, Braithwaite, Sergio Busquets, Alba, Sergi Roberto, Coutinho
11	Aubameyang	1	Dembélé, Piqué, Riqui Puig, Abde, Jutglà, Alves, Agüero
6	L. de Jong		
4	Ferran Torres, Araujo, Ansu Fati		
3	F. de Jong, Pedri		





# Eliminated in the group stage

For the first time in 21 years, Barça was unable to qualify in the group stage of the Champions League, in which they had enjoyed a magnificent streak that very few teams could match. The circumstances of the competition placed highly renowned teams such as Bayern and Benfica in Barça's path. The Barcelona team faced the first two matches with significant losses due to injuries that did not allow them to compete at the expected level and they ended up with two defeats. Despite these results, FC Barcelona overcame Dinamo Kyiv in the double-header and were one win away from qualifying for the next round. The team improved their image and in the match against Benfica, played at Camp Nou, but luck was not on their side, as they were denied the win by a post and a goal that was disallowed for offside. This meant everything came down to the last match against Bayern in Munich. The team led by Xavi was unable to get into the rhythm of the game and the 3-0 defeat meant elimination and a new and unfamiliar target to chase after: the Europa League.



## RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
1	14/09/2021	FC Barcelona - Bayern Munich	0-3	
2	29/09/2021	Benfica - FC Barcelona	3-0	
3	20/10/2021	FC Barcelona - Dynamo Kiev	1-0	Piqué
4	02/11/2021	FC Barcelona - Dynamo Kiev	0-1	Ansu Fati
5	23/11/2021	FC Barcelona - Benfica	0-0	
6	08/12/2021	Bayern Munich - FC Barcelona	3-0	

## GOALSCORERS

📌 1 Ansu Fati, Piqué

# Eliminated in the quarter-finals by the eventual winners of the competition

After the unexpected elimination in the group stage of the Champions League, Barça competed in the Europa League with the aim of adding this title to their trophy cabinet. In the round of 32 against Naples, the Barcelona team settled the tie in the second leg with a great victory at the Diego Armando Maradona stadium in Naples after a draw in the first leg at the Camp Nou. In

the round of 16 against the Turkish club Galatasaray, the tie was also decided in the second leg with another Barça triumph at home after a great game by Pedri, who scored a goal for the ages. The draw for the quarter-finals offered up a duel between FC Barcelona and Eintracht Frankfurt. After a 1-1 draw in the first leg, the game at the Camp Nou would decide the tie. The second

leg was a nightmare for Barça, with thousands of German supporters in the stands and with an opponent who set a very hot pace and soon took a 0-3 lead. Barça did not give up, though, and late in the game they managed to pull two back, but were still one goal away from forcing extra time and were eliminated by the German team, who ended up winning the title.



RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
Last 32 first leg	17/02/2022	FC Barcelona - SSC Napoli	1-1	Ferran Torres
Last 32 second leg	24/02/2022	SSC Napoli - FC Barcelona	2-4	Alba, F. de Jong, Aubameyang, Piqué
Last 16 first leg	10/03/2022	FC Barcelona - Galatasaray	0-0	
Last 16 second leg	17/03/2022	Galatasaray - FC Barcelona	1-2	Pedri, Aubameyang
Quarter-finals first leg	07/04/2022	Eintracht Frankfurt - FC Barcelona	1-1	Ferran Torres
Quarter-finals second leg	14/04/2022	FC Barcelona - Eintracht Frankfurt	2-3	Busquets, Memphis [p]

GOALSCORERS

- 2 Aubameyang, Ferran Torres
- 1 Alba, F. de Jong, Pedri, Busquets, Memphis, Piqué



# Eliminated in extra time in the round of 16 after a heartstopping match

FC Barcelona failed to retain the Copa del Rey title after being eliminated in the round of 16. The Barça team had to overcome Linares in the round of 32 in a game in which they were forced to come back from a goal down when the locals went ahead on the scoreboard. Barça's reaction came in the second half with a goal from Dembélé and another from the second team player Ferran Jutglà following a great individual play.

The draw to determine the round of 16 duel was not favourable for FC Barcelona, who faced Athletic Club away. This duel was a replay of

the previous year's final. The match turned out to be a hard-fought contest played at a very high intensity in which Barça twice fell behind on the scoreboard, but managed to equalise the tie both times. A great goal by Ferran Torres levelled the score and another goal by Pedri, in the dying seconds of the match, made it possible to force extra time and continue in the fight to reach the quarter-finals. However, a controversial penalty in extra time ended up finishing off the Barça team, who were eliminated without being able to defend the title.



RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
Last 32	05/01/2022	Linares Deportivo - FC Barcelona	1-2	Dembélé, Ferran Jutglà
Last 16	20/01/2022	Athletic Club - FC Barcelona	3-2	Ferran Torres, Pedri

GOALSCORERS

1 Pedri, Ferran Torres, Ferran Jutglà, Dembélé









# Harsh result in the semi-finals

The Spanish Super Cup was once again held in Riyadh (Saudi Arabia), and saw a “Clásico” between FC Barcelona and Real Madrid in the semi-finals. The Barça team arrived at the competition recovering a large number of players after overcoming Covid and various injuries. Real Madrid took the lead with a goal from Vinícius, but Xavi Hernández’s team continued to chip away and saw their efforts rewarded when they were able to level the scores in the 41st minute, with a goal from Luuk de Jong.

In the second half, Barça’s dominance increased, playing very good football and having numerous chances to go ahead on the scoreboard. However, a very swift play gave Real Madrid the lead again. The Barcelona team did not give up and Ansu Fati, with a header, tied the score again in the dying moments of regulation time. Extra time continued with the same dynamic as the rest of the match, but once again the opposing team took advantage of a counter attack to make it 2-3. Despite several chances, Barcelona was unable to find the equaliser and said goodbye to the Super Cup.



## RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
Semi-finals	12/01/2022	FC Barcelona — Real Madrid CF	2-3	L. De Jong, Ansu Fati



# The Gamper trophy stays in Barcelona with the return of the spectators

The Joan Gamper Trophy once again turned into a festival of football, but this time on a new stage, the Johan Cruyff Stadium. Due to the pandemic, the 56th edition could not be held at Camp Nou. The duel with Juventus started with a goal from Memphis just 3 minutes after the opening whistle. This start to the match encouraged Barça in their attacking style and they enjoyed good opportunities to extend the result, but were unable to capitalise until the second half when Braithwaite added a second. The third and final goal also came from outside the area through a great strike by Riqui Puig. With this victory, FC Barcelona won its ninth consecutive Joan Gamper Trophy, the 44th in the history of the trophy.



DATE	MATCH	RESULT	GOALSCORERS
20/02/2022	FC Barcelona - Juventus	3-0	Memphis, Braithwaite and Riqui Puig



## The six friendly matches of the season

The 2021/22 pre-season kicked off at the Johan Cruyff Stadium for Ronald Koeman's team with two matches against Catalan rivals, Nàstic and Girona, which resulted in two victories. Subsequently, Ronald Koeman's Barça had a stay in Baden-Württemberg (Germany), where they played two friendly matches. The first match ended with victory against Stuttgart by 0-3, and in the second against Salzburg, in a more competitive game, the Germans prevailed by 2-1.

The Barcelona team also played two friendly matches during the season. The first match, in memory of Diego Armando Maradona, was played in Riyadh against Boca Juniors. The duel was very tightly contested and was finally decided on penalties, where the Argentinian team proved to be more effective. The second international friendly took the team to Australia for the first time in the Club's history. Barça faced an all-star team from the Australian League, in a match that drew more than 70,000 spectators in Sydney. The match ended with a win through a goal from Ansu Fati.



DATE	MATCH	RESULT	GOALSCORERS
21/07/2021	FC Barcelona - Nàstic de Tarragona	4-0	Rey Manaj (3), Collado
24/07/2021	FC Barcelona - Girona CF	2-3	Piqué, Rey Manaj, Memphis
31/07/2021	Stuttgart - FC Barcelona	0-3	Memphis, Demir, R. Puig
04/08/2021	Salzburg - FC Barcelona	2-1	Braithwaite
14/12/2021	FC Barcelona - CA Boca Juniors	1-1 (pp)	Jutglà
25/05/2022	FC Barcelona - A-Leagues All Star	3-2	Dembele, Adama, Ansu Fati



# LEO MESSI'S EMOTIONAL GOODBYE

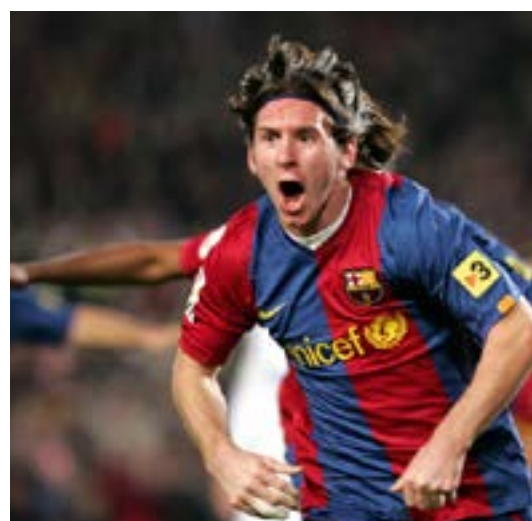
The 2021/22 season was the first without Leo Messi. The best player in history had to leave the Club of his life, the one that had welcomed him when he was 13 years old, that had formed him as a sportsman and as a person

A cluster of circumstances, the most decisive of which is a stratospheric debt of more than €1 billion - the consequence of an "inheritance of appalling mismanagement", in the words of president Joan Laporta - and the refusal of the LFP to make the salary cap conditions more flexible, which its president Javier Tebas made conditional on the acceptance of an agreement with the CVC investment fund that the Club considered would mortgage its income, precipitated his exit.

At 34 years of age, the Argentinian wanted to continue competing at the highest level to try to add another Champions League to his individual record and try to overtake Dani Alves as the player with the most titles in football history.

"I know that one day I will return, this is my home," said Messi on the day of his farewell, in tears, accompanied by the president Joan Laporta, the managers, his family and his colleagues, in a very emotional event in which he declared his eternal love for the Club with the 35 titles he won as a Barça player.

President Joan Laporta explained the reasons why the Club could not secure the continuity of Messi when a full agreement had already been reached to renew his contract. "Economic and structural" reasons prevented the Argentine player from continuing and he accepted the decision because it was the best for the Club. "Barça is above coaches, presidents and players, and even the best footballer in the world, who we have been able to enjoy for many years and we thank him for that. I am extremely sad but I am convinced that we have made the best decision for Barça." Messi spent a total of 21 years at the Club, 17 of which were in the first team, and despite the fact that the end was not what everyone had been imagining, nothing can erase what he achieved with the Barça shirt, with all his records and iconic moments that have gone down in history



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## Iconic images

Leo Messi's 17 years in the first team have left many photographs for history and our memories, such as the 6-1 comeback against PSG in 2017, the Champions League in Berlin in 2015 or on the podium for the Ballon d'Or in 2010.

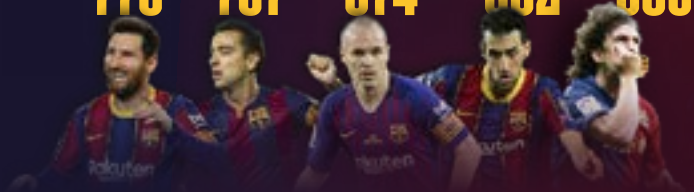


The eternal legacy of the greatest player in history

# MESSI

## PLAYERS WITH THE MOST MATCHES IN THE HISTORY OF BARÇA

MESSI	XAVI	INIESTA	BUSQUETS	PUYOL
778	767	674	632	593



## BARCELONA PLAYERS WITH THE MOST GOALS IN THE CHAMPIONS LEAGUE

MESSI	RIVALDO	SUAREZ	KLUVERT	NEYMAR
120	25	25	21	21



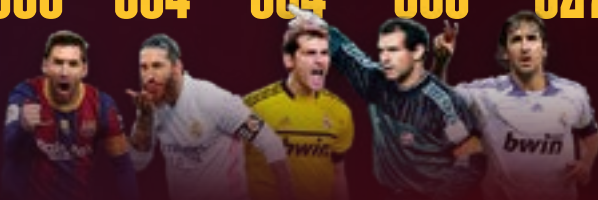
## PLAYERS WITH THE MOST TITLES IN LA LIGA TEAMS

MESSI	INIESTA	PIQUÉ	BUSQUETS	XAVI
35	32	30	30	25



## PLAYERS WITH THE MOST WINS IN THE HISTORY OF LA LIGA

MESSI	RAMOS	CASILLAS	ZUBIZARRETA	RAÚL
383	334	334	333	327



# 474

TOP SCORER IN LA LIGA

# 8

PLAYER WITH THE MOST  
"PITXITXI" TROPHIES  
IN THE SPANISH LEAGUE

# 48

PLAYER WITH THE MOST HAT-TRICKS,  
POKERS (4 GOALS)  
AND REPOKERS (5 GOALS) \*



6

### GOLDEN BALL AWARDS

2009, 2010, 2011, 2012, 2015 AND 2019



6

### GOLDEN SHOE AWARDS

2009/10, 2011/12, 2012/13, 2016/17, 2017/18 AND 2018/19

778

672

### HIGHEST SCORERS IN THE SAME LEAGUE

	LIONEL MESSI	2011/12	50
	CRISTIANO RONALDO	2014/15	48
	LIONEL MESSI	2012/13	46
	CRISTIANO RONALDO	2011/12	46
	LIONEL MESSI	2014/15	43

### TOP SCORER IN A SEASON \*

	LEAGUE	50
	CHAMPIONS	14
	COPA DEL REY	3
	SPANISH SUPER CUP	3
	CLUB WORLD CUP	2
	UEFA SUPER CUP	1

\*In official competitions





## The new executive structure

After an extraordinary era of success, with 35 titles won between 2004 and 2021, this 2021/22 season marks an end to a cycle of success that coincides with the need to renew the squad, with the handicap that the Club is immersed in an economic crisis and salary limitations that make this goal difficult and that also forced the best player in the Club's history, Leo Messi, to be let go, given the impossibility of assuming his renewal. The Board of

Directors chaired by Joan Laporta opted for a new executive structure with Mateu Alemany and Jordi Cruyff to lead this remodelling. In the post-Messi era, the replacement of Xavi Hernández on the bench by Ronald Koeman in November 2021 responds to a return to the origins of the Barça style and DNA and a commitment to young players, backed up by the renewals of Ansu Fati, Pedri and Ronald Araujo.

## The great emergence of Pedri

The Canarian player arrived at Barça in the summer of 2021 and had an exceptional season, in which he was the player with the most games (75) in the major European leagues, made his debut in the national team and was the only player from the national team chosen in the ideal 11 of the European Cup. Pedri also won the silver medal at the Olympic Games. During the 2021/22 season he was recognised as the best under-21 footballer in the world with the Kopa and Golden Boy awards, and was also nominated for the Laureus Awards.



## The 'Dream Teen' is born

A generation of very talented youngsters, most of them raised in the Masia, broke into the first team during the pre-season and restocked the hopes of the Barça fans. In this group of young people under the age of 22 who had entered the dynamics of the first team in October we found Ansu Fati, Riqui Puig, Eric García, Òscar Mingueza, Iñaki Peña, Arnau Tenas, Nico González, Gavi, Balde and Collado who grew up on the fields of the Ciutat Esportiva, but also include Pedri, Ronald Araújo or Sergiño Dest, who arrived at the Club at a very young age.



## High hopes return with Xavi

On 8 November 2021, Xavi Hernández returned to Camp Nou after six and a half years away, for the day of his presentation as Barça's new coach, in front of 9,422 fans who filled a stand at the Camp Nou. Xavi avowed that this was a dream come true and that as a coach he would give his all in the biggest

and most demanding challenge of his career as a coach. The coach from Terrassa took over with the team in ninth position in the League and took it to a second-place finish, which gives the club the right to compete in the Champions League and also the Spanish Super Cup.



## Injection of energy with mid-season signings

With the additions of Dani Alves, Ferran Torres, Adama Traoré and Pierre-Emerick Aubameyang, Barça broke its historical record for signings in the winter market. The reinforcements arrived to improve the competitiveness of the squad and the performances of a Barça team in dire need of recovering the energy and offensive capacity necessary to face the second round of the League with guarantees of being able to fight to qualify for the Champions League.



## Kun Agüero's retirement

On 13 December, in an event at Camp Nou, Kun Agüero tearfully announced his retirement from football, as a result of his heart problems. On 30 October, when he was playing only his fifth match as a Barcelona player, Barça-Alavès, he was forced to withdraw after suffering the symptoms of his heart condition. The Argentinian striker brought down the curtain on an exceptional career, with 436 goals in 802 games as a professional, distributed between Independiente, Atlético de Madrid, Manchester City and FC Barcelona, in addition to those scored with the Argentinian national team.







# Targets achieved in a season with changes and in a new category

**POSITION  
FINAL** Ninth place in the  
RFEF  
Primera League

## SQUAD

**GOALKEEPER:** Lazar Carevic, Arnau Tenas, Alex Ruiz, Iñaki Peña

**DEFENDERS:** Guillem Jaime, Igor Gomes, Arnau Comas, Mika Mármol, Moussa NDiaye, Ramos Mingo, Alejandro Balde, Alpha Dioukhou

**MIDFIELDERS:** Álvaro Sanz, Lucas de Vega, Matheus Pereira, Jandro Orellana, Antonio Aranda, Kays Ruiz

**FORWARDS:** Peque, Ángel Rodado, Nils Mortimer, Zacarias Ghailan, Peque Polo, EZ Abde, Jordi Escobar, Ferran Jutglà, Fabio Blanco

**COACH:** Sergi Barjuan

**ASSISTANT COACH:** Felip Ortiz

Barça B underwent a season with many changes compared to the previous one. Sergi Barjuan joined as a new coach replacing Francesc Xavier Garcia Pimienta. The coach from Franqueses del Vallès led a team with many new players to continue their training and at the same time compete in a new category - the Primera RFEF.

Despite an irregular start to the League, the team gradually gained momentum and adapted to a very evenly-disputed Primera RFEF with teams of a very high level. In the second round, eight wins in the last 11 games led the team to establish a good style of play and results that meant they fought right to the end for the promotion play-off positions in the Second Division A. Barça B finished in ninth place with 57 points, three points be-

low the Play-off positions, with a record of 16 wins, 9 draws and 13 losses and with a total of 59 goals for and 51 against.

Beyond the results, the Barça B team continued to contribute players to the first team, a priority objective for the promotion of players trained at La Masia. The emergence of Gavi and Nico González in the first team was a success and is the best example, since they only played one and two games, respectively, with Barça B, having been able to remain as permanent fixtures in the first team. In addition, the good performances by Ferran Jutglà and Abde with the Barça B team caught the attention of the first team and they had their chance. Jutglà played 9 games and scored two goals, while Abde played 12 and scored one goal and defender Mika Mármol also made his debut with the first team.

The Barça B side also had the important contribution from U18 A players such as Ilias Akhomach and Estanis Pedrola. Both had great performances with Barça B, which led to their debuts with the first team. Coach Sergi Barjuan also gave youngsters Ander Astralaga, Arnau Solà, Arnau Casas, Diego Almeida, Álex Valle and Aleix Garrido the opportunity to debut. A complete demonstration of confidence and a clear commitment to home-grown players.



## RESULTS

MATCHWEEK	DATE	MATCH	RESULT	GOALSCORERS
1	28/08/2021	Barça B - Algeciras	1-1	Nils Mortimer
2	05/09/2021	Nàstic de Tarragona - Barça B	1-0	-
3	12/09/2021	Barça B - UE Costa Brava	0-0	-
4	19/09/2021	CE Sabadell - Barça B	1-3	Rodado (2) and Matheus
5	24/09/2021	Barça B - RB Linense	2-1	Rodado and Jutglà
6	02/10/2021	CD Castelló - Barça B	2-0	-
7	10/10/2021	Barça B - FC Andorra	2-1	Aranda and Jutglà
8	16/10/2021	Real Madrid Castilla - Barça B	0-0	-
9	23/10/2021	Barça B - CD Alcoià	0-0	-
10	29/10/2021	Linares - Barça B	1-2	Aranda and Gómez (pp)
11	06/11/2021	Barça B - Sevilla Atlético	4-0	Ilias Akhomach (2), Rodado and Jutglà
12	13/11/2021	Atlético Sanluqueño - Barça B	0-2	Rodado and Jutglà
13	21/11/2021	Albacete - Barça B	2-0	-
14	27/11/2021	Barça B - San Fernando	0-2	-
15	05/12/2021	Villareal B - Barça B	3-0	-
16	12/12/2021	Barça B - Atlético Baleares	3-1	Estanis, Mika Mármol and Rodado
17	19/12/2021	UE Cornellà - Barça B	1-0	-
18	09/01/2022	Barça B - Betis Deportivo	1-2	Aleix Garrido
19	22/01/2022	Barça B - UCAM Murcia	2-2	Matheus and Ilias Akhomach
20	25/01/2022	UE Costa Brava - Barça B	2-2	Jutglà (2)
21	29/01/2022	Barça B - Real Madrid Castilla	2-2	Matheus and Jordi Escobar
22	05/02/2022	Algeciras - Barça B	2-1	Matheus
23	12/02/2022	Barça B - Linares	1-1	Jutglà
24	20/02/2022	Barça B - Albacete	2-2	Jutglà and Lucas De Vega
25	26/02/2022	CD Alcoyano - Barça B	2-3	Abde, Peque and Jutglà
26	05/03/2022	Barça B - Nàstic de Tarragona	0-2	-
27	12/03/2022	FC Andorra - Barça B	2-1	Jutglà
28	19/03/2022	Barça B - UE Cornellà	2-1	Fabio Blanco and Garcia Die (pp)
29	27/03/2022	Betis Deportivo - Barça B	1-2	Jutglà and Fabio Blanco
30	03/04/2022	RB Linense - Barça B	1-2	Peque and Jutglà
31	09/04/2022	Barça B - Villareal B	2-1	Aranda and Jutglà
32	17/04/2022	Atlético Baleares - Barça B	6-2	Jutglà (2)
33	23/04/2022	Barça B - Atlético Sanluqueño	5-0	Jutglà (2), Fabio Blanco, Aranda and Peque Polo
34	30/04/2022	San Fernando - Barça B	0-2	Peque and Jutglà
35	07/05/2022	Barça B - CE Sabadell	0-2	-
36	15/05/2022	Sevilla Atlético - Barça B	2-1	Ramos Mingo
37	22/05/2022	Barça B - CD Castellón	5-0	Matheus, Álvaro Sanz, Abde, Jutglà and Rodado
38	29/05/2022	UCAM Murcia - Barça B	1-2	Abde and Nils Mortimer

## GOALSCORERS

19	Ferran Jutglà	2	Nils Mortimer
7	Ángel Rodado	1	Mika Mármol, Álvaro Sanz, Lucas De Vega, Peque Polo, Ramos Mingo, Jordi Escobar, Aleix Garrido, Estanis Pedrola
5	Matheus Pereira		
4	Antonio Aranda		
3	Gerard Fernández 'Peque', EZ Abde, Ilias Akhomach, Fabio Blanco		



# Champions in all Football 11 leagues of La Masia

Historic season at La Masia. The six Football 11 teams in academy football, from U18A to U14B, were the champions of their respective leagues. In addition to the good season of the two U18 sides, the U16A side led by Ivan Carrasco took the title of League champion by winning the Division of Honour 11 points ahead of Espanyol with two games to go. The U16 B coached by Pol Planas was mathematically proclaimed champion of the U16 Preferent League also with two days left to go and with some spectacular figures. As for the U14 teams, the U14 A team, coached by David Sánchez, had a great season, winning the Division of Honour by some margin, scoring 127 goals in 29 matches and conceding only 4. The U14 B, coached by Albert Puig, were also crowned League champions with one match left, beating teams with players a year older.









## U18 A

**POSITION  
FINAL**

League Champions of the Division of Honour  
Champion of the Champions Cup

**SQUAD**

**GOALKEEPER:** Ander Astralaga, Arnau Rafús

**DEFENDERS:** Arnau Solà, Arnau Casas, Pelayo Fernández, Gerard González, Damián Canedo, Miki Juanola, Chadi Riad, Diego Almeida, Pol Muñoz, Àlex Valle

**MIDFIELDERS:** Ilias Akhomach, Jorge Alastuey, Marc Casadó, Aleix Garrido, Txus Alba

**FORWARDS:** Josep Cerdà, Mamadou Saidou, Víctor Barberá, Juanda Fuentes, Fermín López, Estanis Pedrola, Àngel Alarcón, Fabián Luzzi

**COACH:** Òscar López

**ASSISTANT COACH:** Albert Sánchez

## Historic double of League and Champions Cup

The Barça team had an excellent season with the achievement of two titles. The team led by Òscar López was proclaimed League Champion of the Division of Honour with four matches in hand before the end of the championship after an epic victory over Cornellà (2-3) after a goal by Jorge Alastuey in the 94th minute. It was a League that the Barça team dominated from start to finish with a total of 85 points, 12 points ahead of Espanyol, who finished second, after achieving 27 wins, four draws and three defeats and with 103 goals for and 23 against. This was the third consecutive League for the Barça team.

The League title meant they classified to play in the Champions Cup, a competition that they had missed out on in the previous season and with which the team had unfinished business. And this was noticeable from the beginning. The U18 A team overcame Valencia in the quarter-finals, in a knockout match, by 2-0 at the Johan Cruyff Stadium, and then beat RC Celta (3-4) in a fast-paced semi-final at Las Rozas. In the final, the Barça team beat Athletic Club with goals from Àlex Valle and Fermín López and proclaimed themselves champions 11 years later and won the fourth Champions Cup in its history (2004/05, 2008/09, 2010 /11 and 2021/22).

As for the other two competitions, in the UEFA Youth League, the Barça team fell in the group stage after finishing third with four points in a very high-level group (Benfica, Dinamo Kyiv and Bayern Munich), while in the Copa del Rey the Barça team fell in the round of 16, in a knockout game against Damm at the Ciutat Esportiva (0-1).





## U18 B



**POSITION FINAL** Champions of the U18 National League

**SQUAD**

**GOALKEEPER:** Aaron Alonso, Alejandro Ramos, Antonio Gómez

**DEFENDERS:** Joan Anaya, Jordi Coca, Iker Córdoba, Álvaro Cortés, Denis Cruces, Sergi Domínguez, Pablo López, Oriol Palomino, Ricard Pulido, Niko Takahashi

**MIDFIELDERS:** Javier Alba, Toni Caravaca, Gerard Hernández, Jan Molina, Cristóbal Muñoz, Dani Rodríguez, Biel Vicens

**FORWARDS:** Hugo Alba, Nil Calderó, Jorge Javier Espinal, Antonio Martín, Xavier Moreno

**COACH:** Ibán Cuadrado

**ASSISTANT COACH:** Pau Martí / Gerard Sarrà

## A very good season despite the injuries

Ibán Cuadrado's team won the National Youth League after a hard-working season in which the Barça team managed to overcome injuries. The U18 B team was proclaimed League champion with three matches left to play and finished the championship with 68 points with a record of 21 wins, five draws and six defeats. More than good numbers for a team in which most of the players made their debut in the youth category. The goal-scoring contribution of Hugo Alba should be highlighted. The striker, while still in the U16 age group, made the jump to the U18 team at the start of the season and became the top scorer with 11 goals.

In the Copa Catalunya, the U18 B team was unable to make it past the quarter-finals after falling, narrowly, to Gavà (2-1).





U16 A



**POSITION FINAL** League Champion  
MIC Champion  
Champion of Catalonia

**SQUAD**  
**GOALKEEPER:** Diego Kochen, Aron Yaakobishvili  
**DEFENDERS:** Adam Aznou, Aleix del Castillo, Landry, Héctor Fort, Jan Montes, Alexis Olmedo, Héctor Rangel  
**MIDFIELDERS:** Jan Colomé, Wesley, Brian Fariñas, Adrian Simons, Tomàs Marqués, Pau Prim, Jan Quiles

**FORWARDS:** Marc Guiu, Lamine Yamal, Arnau Pradas, Ianis Tarba, Manuel Vila  
**COACH:** Iván Carrasco  
**ASSISTANT COACH:** Sergi Runge / Héctor Ortega

U16 B



**POSITION FINAL** League Champions

**SQUAD**  
**GOALKEEPER:** Max Bonfill, Ferran Rafus and Jordi Saucedo  
**DEFENDERS:** Pau Cubarsí, Andrés Cuenca, Álex Famada, Òscar Masqué, Albert Navarro, Guillem Víctor  
**MIDFIELDERS:** Daniel Àvila, Marc Bernal, Xavi Espart,

Juan Hernández, Quim Junyent, Leonard Saca, David Sáez, Genís Torrelles, Jofre Torrents  
**FORWARDS:** Carlos De Miguel, Ángel Jiménez, Shane Patrick Kluivert, Pol Lecha, Adrià Muñoz, Nohoun Sylla  
**COACH:** Pol Planas  
**ASSISTANT COACH:** Èric Campos



## U14 A



**POSITION**  
**FINAL** League Champions  
MIC Champion  
Catalan Championship

**SQUAD**  
**GOALKEEPER:** Pau Fernández, Iker Rodríguez  
**DEFENDERS:** Alex Campos, Juan Pablo Galbarro, Antonio Gómez, Nicolás Marcipar, Madou Murcia, Andrea Natali  
**MIDFIELDERS:** Jaume Gabriel Aghayedo, Adam Argemí, Pol Bernabéu, Raul Chirveches, Guillermo Fernández,

Adrián Guerrero, Pedro Rodríguez  
**FORWARDS:** Rodrigo Barrios, Álex Cantarell, Antonio Fernández, Óscar Gistau, Samakou Nomoko, Sidney, Nil Teixidor, Jean Paul Viveros  
**COACH:** David Sánchez  
**ASSISTANT COACH:** Pere Olivé

## U14 B



**POSITION**  
**FINAL** League Champions  
Runners-up LaLiga  
Promises

**SQUAD**  
**GOALKEEPER:** Pau Espí, Juan Carlos Melgar and Gerard Valls  
**DEFENDERS:** Raúl Expósito, Morifing Siriki, Arnau Luque, Sergi Mayans, Jordi Pesquer  
**MIDFIELDERS:** Pau Vergés, Eloi Gómez, Joan Inglés, Arnau

Lavilla, Fran Orduña, Biel Sayós, Ebrima Tunkara, Michal Zuk  
**FORWARDS:** Adrià Bravo, Genís Clua, David Obinna, Iu Martínez, Ismael Ziani  
**COACH:** Albert Puig  
**ASSISTANT COACH:** Arnau Blanco



U12 A



**POSITION  
FINAL** League Champions  
MIC Champion

**SQUAD**  
**GOALKEEPER:** Aitor Cazorla, Pablo Peña  
**DEFENDERS:** Roc Martínez, José Alfredo Rodríguez, Guifré Valdivia, Guiu Xuclà, Daniel Gallego  
**MIDFIELDERS:** Hugo Garcés, Marc Martínez, Pol Puigmal

**FORWARDS:** Alejandro Oviedo, Radion Kalashnykov  
**COACH:** Jordi Pérez  
**ASSISTANT COACH:** Cristian López

U12 B



**POSITION  
FINAL** 2nd place in the League

**SQUAD**  
**GOALKEEPER:** Marc Domínguez, Hugo Izquierdo  
**DEFENDERS:** Noah García, Ibrahima Toure, Luca Pérez, Guillem Molina  
**MIDFIELDERS:** Ignasi Bassas, Oriol Morato, Oriol Oliver,

Alex Perea, Erik Rodríguez  
**FORWARDS:** Clifford Nana, Ruslan Mba  
**COACH:** Jordi Poma  
**ASSISTANT COACH:** Martí Vila

## U12 C



**POSITION** League Champions  
**FINAL**

**SQUAD**

**GOALKEEPER:** Marc Jorquera, Aitor Rivera

**DEFENDERS:** Marçal Perelló, Jan Rizos, Carles Zamorano

**MIDFIELDERS:** William Ferdinand, Víctor Coma, Joan

Segura

**FORWARDS:** Quim Cárcel, Marvin Chukwubunken

**COACH:** Guillem Hernández

**ASSISTANT COACH:** Albert Batalla

## U12 D



**POSITION** League Champions  
**FINAL**

**SQUAD**

**GOALKEEPER:** Alexander Rafael, Roger Vidal

**DEFENDERS:** Jose Basagaña, Bru Mateu, Adrià Pozón

**MIDFIELDERS:** Lucas Bernal, Dragos Bivol, Divine Ikenna,  
Jan Giral, Unax Hernández

**FORWARDS:** Piero Ferrari, Mamadou Keita

**COACH:** Juan Antonio Gil

**ASSISTANT COACH:** Enric David



U10 A



**POSITION  
FINAL** League Champions  
Catalan Championship

**SQUAD**  
**GOALKEEPER:** Yeray Gutiérrez, Ander Pérez  
**DEFENDERS:** Alan Guerra, Izan Marquez  
**MIDFIELDERS:** Marc García, Agus Marcet, Eric Marín,  
Derek Puig

**FORWARDS:** John Ovie Adams, Mohamed Akhomach,  
Fode Diallo  
**COACH:** Dani Segovia  
**ASSISTANT COACH:** Guillem Nogueras

U10 B



**POSITION  
FINAL** 3rd place in the League

**SQUAD**  
**GOALKEEPER:** Biel Chacón, Enmanuel Zapata  
**DEFENDERS:** Adrià Aguilera, Vibrahan Garcia, Enzo Pérez,  
Hugo Tomás  
**MIDFIELDERS:** Joan Chaparro, Pol Jou, Pol Porta, Nil

Salvador, Lluç Dolcet  
**FORWARDS:** Gerard Majoral  
**COACH:** Iban Tey  
**ASSISTANT COACH:** Francisco Javier Revert

## U10 C

**POSITION** 4th place in the League  
**FINAL**

### SQUAD

**GOALKEEPER:** Roc Baeza, Eric Coyo

**DEFENDERS:** Jaume Casanovas, Joel Giménez, Sergi Lara

**MIDFIELDERS:** Ilyas El Azouzi, Leo Martínez, Mario Franco, Yeraí Valencia

**FORWARDS:** Darius-Andrei Ciulin, Abdoulatif Djitte

**COACH:** Mario Jordano

**ASSISTANT COACH:** Albert Moratalla



## U10 D

**POSITION** League Champions  
**FINAL**

### SQUAD

**GOALKEEPER:** Nil Abellán, Diego Hurtado

**DEFENDERS:** Aran Aparicio, Julen Gallardo, Pau Martos, Izan Ruiz, Enric Vilaró

**MIDFIELDERS:** Pedro Juárez, Franck Dídac Sánchez, Héctor Santiago

**FORWARDS:** Kossay Chakkour, Daniel Hernandez

**COACH:** Pol Combellé

**ASSISTANT COACH:** Pau Tripiana



## PRE U10 (PREBENJAMIN)

**POSITION** 7th place in Liga3  
**FINAL**

### SQUAD

**GOALKEEPER:** Biel Casadevall, Teo Rodríguez

**DEFENDERS:** Arnau Casas, Nil Ferrando, Ousmane Sylla, Jan Veganzones, Denzel Winter

**MIDFIELDERS:** Pol Gómez, Arc Martínez, Marc Ribera

**FORWARDS:** Destiny Kosiso Ejiofor

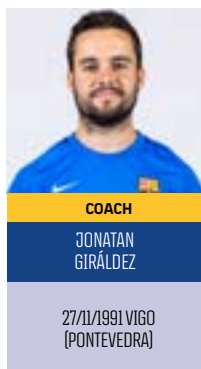
**COACH:** Albert Ametller

**ASSISTANT COACH:** Adrià Monràs





# FOOTBALL 2021/22 SEASON SQUAD



**COACH**

JONATAN  
GIRÁLDEZ

27/11/1991 VIGO  
(PONTEVEDRA)

## COACHING TEAM

### ASSISTANTS

RAFAEL NAVARRO  
PERE ROMEU

### GOALKEEPING COACH

ORIOL CASARES

### PHYSICAL TRAINERS

BERTA CARLES  
JACOB GONZÁLEZ

### MEDICAL TEAM

#### DOCTOR

EVA FERRER

### PHYSIOTHERAPISTS

ROGER GIRONÈS  
ROGER OLLER  
LAIA MARTÍNEZ

### SPORTS THERAPIST

DANI BENITO

### PSYCHOLOGIST

ROBERTO BEJERANO

### AUXILIARIES

#### DELEGATE

MARÇAL PERA

### ANALYSTS

TONI GORDO  
ALBERTO ANGELASTRI

### MATERIALS MANAGER

RUBÉN JIMÉNEZ

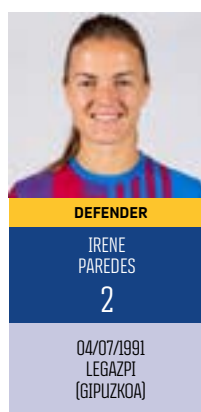


**GOALKEEPER**

SANDRA  
PAÑOS

1

04/11/92 - ALICANTE

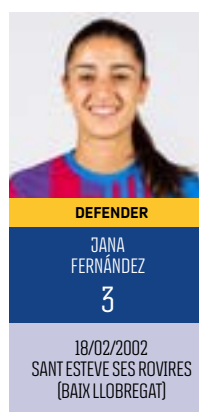


**DEFENDER**

IRENE  
PAREDES

2

04/07/1991  
LEGAZPI  
(GIPUZKOA)

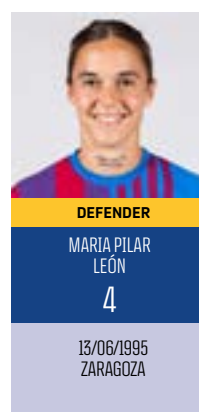


**DEFENDER**

JANA  
FERNÁNDEZ

3

18/02/2002  
SANT ESTEVE SES ROVRES  
(BAIX LLOBREGAT)

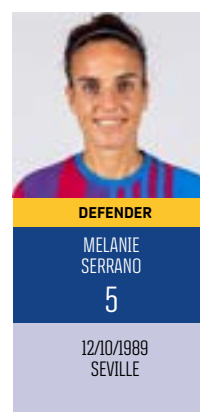


**DEFENDER**

MARIA PILAR  
LEÓN

4

13/06/1995  
ZARAGOZA

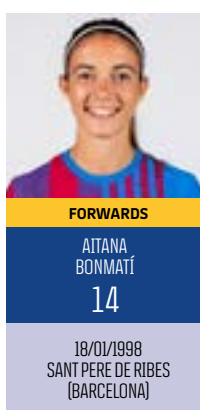


**DEFENDER**

MELANIE  
SERRANO

5

12/10/1989  
SEVILLE

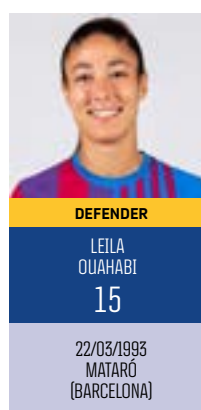


**FORWARDS**

AITANA  
BONMATÍ

14

18/01/1998  
SANT PERE DE RIBES  
(BARCELONA)



**DEFENDER**

LEILA  
OUAHABI

15

22/03/1993  
MATARÓ  
(BARCELONA)

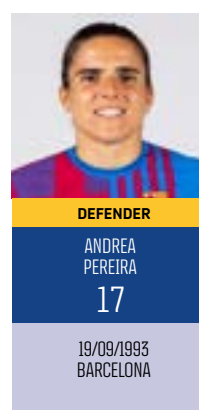


**FORWARDS**

FRIDOLINA  
ROLFÖ

16

24/11/1993  
KUNGSBACKA  
(SWEDEN)

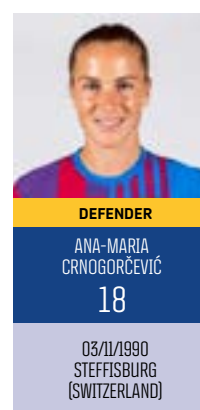


**DEFENDER**

ANDREA  
PEREIRA

17

19/09/1993  
BARCELONA



**DEFENDER**

ANA-MARIA  
CRNOGORČEVIĆ

18

03/11/1990  
STEFFISBURG  
(SWITZERLAND)

WE WON!

LEAGUE

COPA DE LA  
REINA

SUPERCOPA  
DE ESPAÑA



↑ ARRIVALS

\* BACK FROM LOAN

**IRENE PAREDES**  
PARIS SAINT GERMAIN

**FRIDOLINA ROLFÓ**  
WOLFSBURG

**INGRID SYRSTAD ENGEN**  
WOLFSBURG

**CLAUDIA PINA**  
SEVILLE\*

↓ DEPARTURES

\* ON LOAN

**LAIA CODINA**  
AC MILAN\*

**ANDREA FALCÓN**  
LEVANTE UD (LOANED 18/01/22)

**VICKY LOSADA**  
MANCHESTER CITY

**GIO QUEIROZ**  
LEVANTE UD\*

**KHEIRA HAMRAOUI**  
PARIS SAINT GERMAIN



**FORWARDS**

CLAUDIA  
PINA  
6


12/08/2001  
MONTCADA I REIXAC  
(BARCELONA)



**FORWARDS**

CAROLINE  
GRAHAM HANSEN  
7


18/02/1995  
OSLO  
(NORWAY)



**DEFENDER**

MARTA  
TORREJÓN  
8


27/02/1990  
MATARÓ  
(BARCELONA)



**FORWARDS**

MARIONA  
CALDENTÉY  
9


19/03/1996  
FELANITX  
(MALLORCA)



**FORWARD**

JENNI  
HERMOSO  
10

09/05/1990  
MADRID



**MIDFIELDER**

ALEXIA  
PUTELLAS  
11

04/02/1994  
MOLLET DEL VALLÈS  
(BARCELONA)



**MIDFIELDER**

PATRI  
GUIJARRO  
12

17/05/1998  
PALMA DE MALLORCA  
(MALLORCA)



**GOALKEEPER**

CATA  
COLL  
13


23/04/2001  
PÒRTOL  
(MALLORCA)



**FORWARDS**

BRUNA  
VILAMALA  
19

04/06/2002  
BORGONYÀ  
(OSONA)



**FORWARDS**

ASISAT  
OSHOALA  
20


09/10/1994  
IKORODU  
(NIGERIA)



**FORWARDS**

ANDREA  
FALCÓN  
21


28/02/1997  
LAS PALMAS  
(GRAN CANARIA)



**FORWARDS**

LIEKE  
MARTENS  
22

16/12/1992  
NIEUW-BERGEN  
(NETHERLANDS)



**MIDFIELDER**

INGRID SYRSTAD  
ENGEN  
23

29/04/1998  
MELHUS  
(NORWAY)



**GOALKEEPER**

GEMMA  
FONT  
24

23/10/1999  
TAGAMAMENT  
(BARCELONA)





# A perfect League to go down in history

The 2021/2022 season will be remembered throughout the history of Barça and the Women's League. For the first time a team managed to win all 30 games played in the domestic competition. The Barça women retained their title with wonderful football and statistics which are unprecedented in this competition. The team coached by Jonatan Giráldez closed the season with a total of 148 goals scored in 30 games, with an average of

4.93 goals per game and an outstanding performer: Asisat Oshola, top scorer of the team and the competition with 20 goals. One of the other key pillars for the success was the great defensive work, with only 11 goals conceded in the entire League, an average of 0.36 goals per game. Throughout the season, Barça laid on an exhibition of enticing football and achieved the seventh league title in their history, a title that will be hard to forget.



## RESULTS

MATCHWEEK	DATE	MATCH	RESULT	GOALSCORERS
1	04/09/2021	FC Barcelona - Granadilla Tenerife	5-0	Bruna (2), Alexia, Patri, Pina
2	11/09/2021	Betis - FC Barcelona	0-5	Alexia, Oshoala (2), Mariona, Rolfó
3	25/09/2021	FC Barcelona - Valencia	8-0	Oshoala (2), Alexia (3), Mariona, Martens, Graham
4	29/09/2021	Villarreal - FC Barcelona	0-8	Martens (2), Alexia (2), Torrejón, Aitana, Oshoala (2)
5	02/10/2021	FC Barcelona - Alavès	9-1	Bruna, Martens, Crnogorčević, Mariona, Graham, Melanie, Pina, Jana, Oshoala
6	09/10/2021	Madrid - FC Barcelona	0-3	Oshoala, Aitana, Martens
7	17/10/2021	Sporting Huelva - FC Barcelona	0-5	Blanco (og), Alexia, Aitana (2), Paredes
8	31/10/2021	FC Barcelona - Real Sociedad	8-1	Rolfó, Oshoala (2), Martens (2), Jenni, Maddi (og), Pina
9	06/11/2021	Eibar - FC Barcelona	0-3	Crnogorčević, Oshoala, Jenni
10	13/11/2021	FC Barcelona - Levante	4-0	Aitana, Alexia, Martens, Jenni
11	20/11/2021	Seville - FC Barcelona	1-10	Jenni (4), Crnogorčević (2), Rolfó (2), Pina, Mariona
12	04/12/2021	FC Barcelona - Athletic	4-0	Jenni (2), Pina, Aitana
13	13/12/2021	Real Madrid - FC Barcelona	1-3	Martens (2), Paredes
14	18/12/2021	FC Barcelona - Rayo Vallecano	4-0	Jana, Melanie, Jenni, Aitana
15	22/12/2021	FC Barcelona - Madrid CFF	7-0	Alexia (3), Ulloa (og), Jenni, Martens, Leila
16	09/01/2022	Granadilla Tenerife - FC Barcelona	0-7	Pisco (og), Graham, Rolfó, Martens (2), Patri, Oshoala
17	12/01/2022	FC Barcelona - Sporting Huelva	5-0	Martens (3), Rolfó, Alexia
18	29/01/2022	FC Barcelona - Betis	4-0	Oshoala (3), Rolfó
19	02/02/2022	Levante - FC Barcelona	1-4	Oshoala, Patri, Jenni, Graham
20	06/02/2022	FC Barcelona - Eibar	7-0	Torrejón (2), Pina, Mapi, Leila, Melanie, Aitana
21	09/02/2022	Real Sociedad - FC Barcelona	1-9	Oshoala (2), Rolfó, Paredes, Martens, Alexia, Pina, Jenni, Torrejón
22	13/02/2022	Athletic Club - FC Barcelona	0-3	Torrejón, Oshoala, Mariona
23	06/03/2022	Alavès - FC Barcelona	0-6	Pina (3), Rolfó, Engen, Ona
24	13/03/2022	FC Barcelona - Real Madrid	5-0	Alexia (2), Patri, Peter (og), Jenni
25	26/03/2022	Madrid CFF - FC Barcelona	1-2	Jenni, Alexia
26	02/04/2022	FC Barcelona - Villarreal	6-1	Pina (3), Crnogorčević, Engen, Graham
27	16/04/2022	Valencia - FC Barcelona	0-2	Aitana, Mapi
28	05/05/2022	FC Barcelona - Seville	5-1	Toro (og), Oshoala, Alexia, Mariona, Jenni
29	08/05/2022	Rayo Vallecano - FC Barcelona	1-6	Aitana (3), Torrejón, Pina, Jenni
30	15/05/2022	FC Barcelona - Atletico de Madrid	2-1	Paredes, Aitana

## GOALSCORERS

20	Asisat Oshoala	6	Mariona Caldentey, Marta Torrejón
18	Alexia Putellas	5	Caroline Graham, Crnogorčević
17	Jennifer Hermoso, Lieke Martens	4	Patri Guijarro, Irene Paredes
14	Claudia Pina	3	Bruna, Melanie Serrano
13	Aitana Bonmatí	2	Jana, Mapi Leon, Leila Ouahabi, Ingrid Engen
9	Rolfó	1	Ona





# The record-breaking Champions League at the Camp Nou was just out of reach

Barça was unable to repeat its triumph in the 2020/21 Champions League in an edition that will go down in history for the achievement of the world record for attendance in a women's football match twice in a row. The Barcelona team's performance was excellent throughout the competition. Giráldez's side made it through the group stage undefeated, with a balance of 24 goals for and only 1 against.

In the quarter-finals, Barça overcame Real Madrid with a double victory and with a historic attendance in the second leg played at the Camp Nou, which set a new world record: 91,553 specta-

tors. The first leg of the semi-finals was also played at the Camp Nou and again set a new world record with the attendance of 91,648 spectators, who enjoyed the Barça team's 5-1 victory that effectively put the tie beyond reach. The 2-0 in the second leg confirmed the team's passage once again to the final of the competition. Olympique de Lyon, however, set a higher pace in that match from the start and took a 3-0 lead. Although Barça responded with a goal from Alexia, in the second half there was no change on the scoreboard and the dream of a second consecutive Champions League title slipped away.



## RESULTS

MATCHWEEK	DATE	MATCH	RESULT	GOALSCORERS
1	05/10/2021	FC Barcelona - Arsenal	4-1	Mariona, Alexia, Oshoala, Martens
2	15/10/2021	HB Koge - FC Barcelona	0-2	Rolfö, Jenni
3	10/11/2021	FC Barcelona - Hoffenheim	4-0	Jenni, Alexia (2), Torrejón
4	17/11/2021	Hoffenheim - FC Barcelona	0-5	Alexia, Paredes, Aitana, Torrejón, Crnogorčević
5	09/12/2021	Arsenal - FC Barcelona	0-4	Aitana, Jenni (2), Rolfö
6	15/12/2021	FC Barcelona - HB Koge	5-0	Leila, Rolfö, Alexia, Engen, Martens
Quarter-finals - first leg	22/03/2022	Real Madrid - FC Barcelona	1-3	Alexia (2), Pina
Quarter-finals - second leg	30/03/2022	FC Barcelona - Real Madrid	5-2	Mapi, Aitana, Pina, Alexia, Graham
Semi-finals - first leg	22/04/2022	FC Barcelona - Wolfsburg	5-1	Aitana, Graham, Jenni, Alexia (2)
Semi-finals - second leg	30/04/2022	Wolfsburg - FC Barcelona	2-0	
Final	21/05/2022	FC Barcelona - Olympique Lyon	1-3	Alexia

## GOALSCORERS

11	Alexia Putellas
5	Jennifer Hermoso
4	Aitana Bonmatí
3	Rolfö
2	Claudia Pina, Caroline Graham, Marta Torrejón, Lieke Martens
1	Leila Ouahabi, Ingrid Engen, Mapi León, Crnogorčević, Irene Paredes, Oshoala, Mariona Caldentey









# The Copa de la Reina completes the team's treble in Spanish football

Barça Femení ended the season brilliantly by winning the Copa de la Reina, which was their ninth title in this competition and allowed them to achieve a domestic treble, having already won the League and Super Cup titles. Rayo Vallecano were their first opponents in the round of 16 tie, in which the Barça women beat the team from Madrid 1-3. In the quarter-finals, Barça beat Real Sociedad in Sant Sebastià by 0-3

and secured a place in the Final Four in Madrid. At the Alcorcón stadium, the Barça players once again showed their superiority while also playing wonderfully stylish football. In the semi-finals, the Barcelona team overcame Real Madrid by a clear 4-0, while in the final they thrashed Sporting Huelva by a resounding 6-1. Barça achieved success in all the national competitions played this season.

RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
Round of 16	02/03/2022	Rayo Vallecano - FC Barcelona	1-3	Jenni (2), Alexia
Quarter-finals	16/03/2022	Real Sociedad - FC Barcelona	0-3	Pina, Alexia (2)
Semi-finals	25/05/2022	FC Barcelona - Real Madrid	4-0	Martens, Aitana, Mariona, Oshoala
Final	29/05/2022	FC Barcelona - Sporting Huelva	6-1	Fisher (og), Mapi, Crnogorčević, Pina, Martens, Alexia



GOALSCORERS

4	Alexia Putellas
2	Jennifer Hermoso, Claudia Pina, Lieke Martens
1	Aitana Bonmatí, Asisat Oshoala, Mapi León, Crnogorčević, Mariona Caldentey









# Sweet revenge in the Super Cup final

Barça took care of their unfinished business from the 2020/21 season and this time won the Spanish Super Cup, their second title in the history of this competition. Jonatan Giráldez's side faced off against Real Madrid in the semi-finals and despite dominating throughout the game and enjoying numerous chances, it was not until the 91st minute that Alexia Putellas finally made it 1-0 with a powerful shot after a great play by Jenni. In the final, the opponent was Atlético de Madrid, the team's executioner in the semi-finals of the previous season. This time, however, Barça did not give their rivals any chances and at half-time the score was already 3-0. Hansen with a hat-trick and Lieke Martens, scorer of two goals, were the most notable performers in the match.

RESULTS

ROUND	DATE	MATCH	RESULT	GOALSCORERS
Semi-finals	19/01/2022	FC Barcelona - Real Madrid	1-0	Alexia
Final	23/01/2022	FC Barcelona - Atletico de Madrid	7-0	Engen, Graham (3), Rolfó, Martens (2)

GOALSCORERS

3	Caroline Graham	1	Rolfó, Alexia Putellas, Ingrid Engen
2	Lieke Martens		





## Goal fest in the first Gamper in history

FC Barcelona Femení disputed the Joan Gamper Trophy for the first time in the club's history. The women's team thus made its debut at the Barça festival that is celebrated annually to usher in the new season, in an edition marked by the return of the crowds, and by its being held at the Johan Cruyff stadium. The team led by Jonatan Giráldez faced Juventus and put on a great show for the whole home crowd. The Barça women thrashed the Italian team 6-0 in a match that starred Jenni Hermoso, who was voted MVP of the match with two goals.

DATE	MATCH	RESULT	GOALSCORERS
08/08/2021	FC Barcelona - Juventus	<b>6-0</b>	Aitana, J. Hermoso (2), Paredes, G. Hansen, Bruna Vilamala



## Three friendlies and a US tour to prepare for the new season

FC Barcelona Femení contested the Women's International Champions Cup in the United States during the pre-season. The Barça women faced off in the semi-final with Olympique de Lyon, in a very hard-fought match that ended with the French team narrowly winning by 2-3. In the match for third place, Barça was able to overcome the Houston Dash and closed the US tour on a high note. Earlier in the pre-season, Barça Femení played two friendly matches, against Elche in Alicante and against Montpellier at the Johan Cruyff Stadium, and played a final match before the start of the official competitions against Rosenborg in Trondheim.



DATE	MATCH	RESULT	GOALSCORERS
04/08/2021	FC Barcelona — Elche	<b>17-0</b>	Pina (3), Alexia (2), Bartel, Crnogorčević, Bruna (3), Hansen, Aitana, Minguez, Mariona (2), Melanie, Maria Molina
13/08/2021	FC Barcelona — Montpellier Women	<b>3-0</b>	Aitana, Pina, Maria
19/08/2021	FC Barcelona — Lyon Women	<b>2-3</b>	Marion (2)
22/08/2021	Houston Dash — FC Barcelona	<b>2-3</b>	Crnogorčević, Alexia (2)
28/08/2021	Rosenborg Women — FC Barcelona	<b>0-3</b>	Aitana, Hansen, Pina





## Alexia, the queen

The Alexia Putellas phenomenon has been one of the big news stories around Barça Femení. The team's captain won all the most prestigious individual trophies: the Ballon d'Or, the first woman at the Club and the first Span-

ish footballer ever to receive it; The Best trophy, the Globe Soccer award, prize for the best player in the Champions League for the 2020/21 and 2021/22 seasons, the Creu de Sant Jordi and a nomination for the Laureus Awards.







# Melanie Serrano hangs up her boots

Melanie Serrano put the finishing touches on her sporting career after 18 seasons at the Club and 517 games as a Barça player, the player who has worn the team shirt the most times. Mel is already a Barça Femení legend. The Andalusian player tearfully announced on 13 May that she was hanging up her boots and that this

would be the last season of her sports career. "It was a very difficult decision, because my whole career has always been linked to this Club," she said, her voice filled with emotion, as she will be leaving after having borne witness to the great transformation that Barça women's football has undergone over the last few

years. The heroine of the League of 2013 has been able to see first-hand the evolution of women's football from 2004 until the present day. "It's like night and day. We have now reached a very significant moment for other sports to be important too and to understand that a woman can compete and win just like a man."





## The merit of breaking through social stereotypes

Outside the sporting sphere, Barça Femení is succeeding in breaking through social stereotypes, barriers and prejudices and turning the Barça women's team into the pride of a club, a city, a country; and the players, who, above all, can feel they are footballers and model athletes who are

admired by many girls and boys who no longer ask for a Messi shirt, but want to wear the name of Alexia, Aitana, Patri, Lieke or Sandra... These young fans want to play football like them, while marvelling at their naturalness and spontaneity.



## Double world attendance record at Camp Nou

One of the milestones of Barça Femení is the unanimous support it has received from the FC Barcelona family, which allowed the Camp Nou to be filled twice and set two world attendance records for women's football. On 30 March, in the quarter-finals of the Champions League against Real Madrid, 91,553 spectators attended the match, surpassing the previous record of 90,185 in the 1999 World Cup final played at the

Rose Bowl in Pasadena between the United States and China. On 22 April, in the first leg of the Champions League semi-finals against Wolfsburg, the Camp Nou did it again and set a new world record for attendance with 91,648 spectators. When the match ended, the players celebrated it with their fans, who continued to wave flags and cheer with chants as the team circled the field to thank them for all their support.



## Tribute from the fans to the best team in Europe

The fruits of last season's treble are also arriving in the form of individual awards for the Barça players.

This meant the recent winners of the awards for the best European player and the best midfielder, Alexia Putellas;

the best goalkeeper, Sandra Paños; the best defender, Irene Paredes (for her good season at PSG); and the best forward, Jenni Hermoso, all received an ovation from the fans who went to Camp Nou for the first team's match against Getafe.



## Premiere of 'Matchday' at the Palau de la Música

On Friday 25 February, the Palau de la Música in Barcelona dressed up in the club colours of blue and burgundy to celebrate the première of *Matchday-Queens of the Pitch*, the documentary series about Barça Femení, produced by Barça Studios, which relives, from the inside, the path the

team took to win a historic treble in the 2020/21 season. The main stars of the night were the players of the team, who were accompanied by institutional representatives of the Club, led by Joan Laporta, as well as members of the Generalitat de Catalunya.



BARÇA B



**FINAL POSITION** 5th position in the Reto Iberdrola League

**SQUAD**  
**GOALKEEPER:** Laura Coronado, Meritxell Muñoz, Meritxell Font  
**DEFENDERS:** Berta Bou, Maria Molina, Clara Rodríguez, Esther Laborde, Martina Fernández, Berta Doltra  
**MIDFIELDERS:** Maria Pérez, Marta Llopis, Ariadna

Mingueza, Alba Caño, Julia Bartel, Laura Lobo  
**FORWARDS:** Sara Ismael, Paula López, Rocío García, Viktoria Adrianova, Claudia Riumalló, Ornella Vignola, Ona Baradad, Lucia Corrales  
**COACH:** Oscar Belis  
**ASSISTANT COACH:** Pol Grau

U18



**FINAL POSITION** Champions of the Preferential League and Champion of the Copa Catalunya

**SQUAD**  
**GOALKEEPER:** Mar Pérez, Rocío Romano  
**DEFENDERS:** Adriana Ranera, Noah Bezis, Judit Pujos, Aina Roman, Aicha Camara, Emma Galvez, Martina González, Laura Martin

**MIDFIELDERS:** Laura Mas, Nina Pou, Raquel Capdevila, Lorena Cubo, Clara Casajuana, Clara Serrajordi  
**FORWARDS:** Laia Martret, Magali Capdevila, Maya Ann Hanley, Andrea Cano, Celia Segura, Gadea Blanco, Noa Ortega  
**COACH:** Pablo Tramullas  
**ASSISTANT COACH:** Miquel Llorens

## U14 C

**FINAL POSITION** : Winners of the Boys' Second Division

### SQUAD

**GOALKEEPER:** Claudia García, Ariadna Ayats, Clara Raspall

**DEFENDERS:** Elena Torbado, Èlia Garrigós, Cristina López, Carlota Martins, Abril Rius, Valentina Fernández, Arlet Prat

**MIDFIELDERS:** Lara Suárez, Júlia Sánchez, Bea Pérez, Emma Pelegrini, Laia Cabetas, Dúnia Martínez, Carla Cortés

**FORWARDS:** Kautar Azraf, Noa Jiménez, Paula Domínguez, Lila Manjang, Ona Alves

**COACH:** Jesus Lopez

**ASSISTANT COACH:** Víctor Sambola



## U12 E

**FINAL POSITION** : 2nd position in the Boys' Second Division

### SQUAD

**GOALKEEPER:** Martina Palau, Ester Torres

**DEFENDERS:** Carlota Ohlander, Lucía Grau, Ainhoa Ponsa

**MIDFIELDERS:** Jana Muro, Mariona García, Carla De la Concepcion

**FORWARDS:** Claudia Parra, Lidia Gibert, Elena Vizueté

**COACH:** Pablo Alvarez

**ASSISTANT COACH:** Ana Barbancho



## U12 F

**FINAL POSITION** : 5th position in the Boys' Third Division

### SQUAD

**GOALKEEPER:** Laura Porcar, Sofia Avalos

**DEFENDERS:** Lucía Carrillo, Claudia Lozano, Leyre Leiva, Clara Pellicero

**MIDFIELDERS:** Maria Isabel Vera, Abril Pérez, Irene Mosquera, Xenia Carceller, Carla Casadevall

**FORWARDS:** Carla Bigas, Ainoa Orgaz

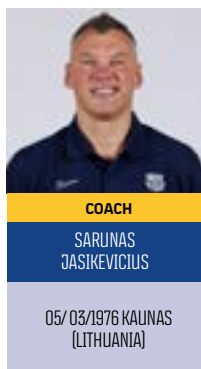
**COACH:** Marc Almirall

**ASSISTANT COACH:** Víctor Vilajosana





# BASKETBALL 2021/22 SEASON SQUAD



**COACH**

SARUNAS  
JASIKEVICIUS

05/03/1976 KAUNAS  
(LITHUANIA)

## COACHING TEAM

### ASSISTANT TRAINERS

DARIUS MASKOLIUNAS,  
TOMAS MASILIUS, DAVID  
GARCIA AND OSCAR  
ORELLANA

### FITNESS COACHES

JUSTAS GRAINYS  
JAIRO VAZQUEZ

### SPORTS THERAPIST

JAVI RUIZ

### MEDICAL TEAM

#### DOCTORS

MINDAS GUDELIS  
DANI FLORIT

#### PHYSIOTHERAPISTS

CARLES MARTÍN  
DAVID URBANO

#### MASSAGE THERAPIST

EDUARD TORRENT

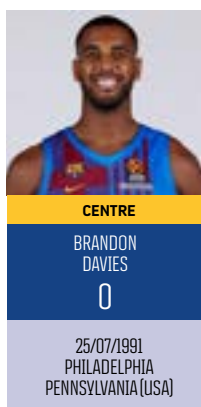
#### ASSISTANTS

##### DELEGATE

XAVIER MONTOLIO

#### MATERIALS MANAGER

DANI VAZQUEZ



**CENTRE**

BRANDON  
DAVIES

0

25/07/1991  
PHILADELPHIA  
PENNSYLVANIA (USA)

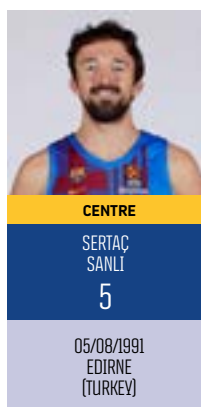


**SHOOTING GUARD**

DANTE  
EXUM

1

13/07/1995  
MELBOURNE  
(AUSTRALIA)

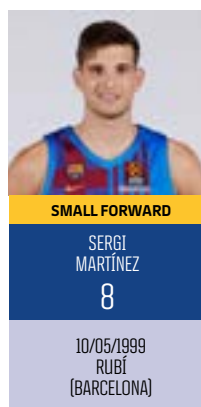


**CENTRE**

SERTAÇ  
SANLI

5

05/08/1991  
EDİRNE  
(TURKEY)



**SMALL FORWARD**

SERGI  
MARTÍNEZ

8

10/05/1999  
RUBÍ  
(BARCELONA)



**POWER FORWARD**

ROLANDS  
ŠMITS

10

25/06/1995  
VALMIERA  
(LATVIA)



**SMALL FORWARD**

NIGEL  
HAYES-DAVIS

14

16/12/1994  
WESTERVILLE  
(OHIO)

WE WON!

COPA  
DEL REY

### ↑ ARRIVALS

\* FROM 07/12/2021

**SERTAÇ SANLI**  
ANADOLU EFES

**NIGEL HAVES-DAVIS**  
ZALGIRIS KAUNAS

**NICOLAS LAPROVITTOLA**  
REAL MADRID

**ROKAS JOKUBAITIS**  
ZALGIRIS KAUNAS

**DANTE EXUM**  
FREE\*

### ↓ DEPARTURES

\* BACK FROM LOAN

**LEO WESTERMANN**  
AS MONACO BASKET

**ADAM HANGA**  
REAL MADRID

**LEANDRO BOLMARO**  
MINNESOTA TIMBERWOLVES

**ARTEM PUSTOVVI**  
HERBALIFE GRAN CANARIA

**PAU GASOL**  
RETIRED

**VICTOR CLAVER**  
VALENCIA BASKETBALL



POWER FORWARD

PIERRE  
ORIOLA  
**18**

25/09/1992  
TÀRREGA  
(LLEIDA)



POINT GUARD

NICOLÁS  
LAPROVITTOLA  
**20**

31/01/1990  
MORÓN  
(ARGENTINA)



POWER FORWARD

NIKOLA  
MIROTIC  
**33**

11/02/1991  
PODGORICA  
(MONTENEGRO)



POINT GUARD

NICK  
CALATHES  
**99**

11/02/1989  
CASSELBERRY  
FLORIDA (USA)



SHOOTING GUARD

KYLE  
KURIC  
**24**

25/08/1989  
EVANSVILLE  
INDIANA (USA)



POINT GUARD

ROKAS  
JOKUBAITIS  
**31**

19/11/2000  
MAŽEIKIAI  
(LITHUANIA)



SHOOTING GUARD

CORY  
HIGGINS  
**22**

14/06/1989  
DANVILLE  
CALIFORNIA (USA)



SMALL FORWARD

ÀLEX  
ABRINES  
**21**

01/08/1993  
PALMA DE MALLORCA (SPAIN)





# Barça relinquishes the title after falling in the final

Barça was unable to retain the League title achieved in the 2020/21 season and fell in the play-off final against Real Madrid. The team had a magnificent regular season that allowed them to finish in first place with 27 wins and 7 losses, with two more wins than Real Madrid. In the quarter-finals, Barça beat Gran Canaria in both games, the second won on the horn with a basket by Cory Higgins. The semi-final tie against Joventut was very close and went to a fourth game. After being 1-1 following the first two games at the Palau, Jasikevicius' side won both

games in Badalona and secured their ticket for the final.

The final against Real Madrid was a repeat of the 2020/21 season. Real Madrid's victory in the first game was a key factor in the outcome of the series, as it gave them the home court advantage. Although Barça tied the play-offs with a hard-fought victory in the second game, they were unable to win in either of the two games in which Barça were outplayed by Real Madrid, who proved to be more effective and physically stronger, both key factors that led to the defeats.





## RESULTS

MATCHWEEK	DATE	MATCH	RESULT
1	19/09/2021	Barça - UCAM Murcia	85-78
2	22/09/2021	Gran Canaria - Barça	64-82
3	25/09/2021	Barça - Río Breogán	78-69
4	03/10/2021	Bilbao Basket - Barça	68-94
5	10/10/2021	Coosur Real Betis - Barça	61-78
6	05/10/2021	Barça - Casademont Zaragoza	76-63
7	24/10/2021	Unicaja-Barca	73-75
8	31/10/2021	Barça - Urbas Fuenlabrada	79-69
9	07/11/2021	Monbus Obradoiro - Barça	64-79
10	14/11/2021	Barça - Valencia Basket	79-87
11	21/11/2021	Hereda San Pablo Burgos - Barça	69-83
12	05/12/2021	Barça - Bitci Baskonia	78-91
13	10/12/2021	Lenovo Tenerife - Barça	60-75
14	09/01/2022	Barça - Baxi Manresa	95-96
15	01/03/2022	Barça - MoraBanc Andorra	107-88
16	23/01/2022	Real Madrid - Barça	75-85
17	30/01/2022	Barça - Joventut	99-84
18	05/03/2022	Valencia Basket - Barça	86-76
19	14/04/2022	Barça - Unicaja	63-73
20	16/03/2022	Bitci Baskonia - Barça	77-96
21	06/02/2022	Barça - Monbus Obradoiro	83-67
22	29/03/2022	UCAM Múrcia - Barça	87-89
23	08/03/2022	Urbas Fuenlabrada - Barça	69-86
24	13/03/2022	Barça - Coosur Real Betis	83-63
25	20/03/2022	Barça - Gran Canaria	98-80
26	27/03/2022	Joventut - Barça	83-72
27	03/04/2022	MoraBanc Andorra - Barça	74-86
28	10/04/2022	Barça - Real Madrid	108-97
29	16/04/2022	Casademont Zaragoza - Barça	76-71
30	24/04/2022	Barça - Lenovo Tenerife	69-65
31	01/05/2022	Barça - Hereda San Pablo Burgos	84-69
32	07/05/2022	Río Breogán - Barça	72-74
33	10/05/2022	Barça - Bilbao Basket	84-62
34	14/05/2022	Baxi Manresa - Barça	80-94
Play-off - Quarter-Finals. Game 1	27/05/2022	Barça - Gran Canaria	93-82
Play-off - Quarter-Finals. Game 2	29/05/2022	Gran Canaria - Barça	86-88
Play-off - Semi-Finals. Game 1	03/06/2022	Barça - Joventut	89-72
Play-off - Semi-Finals. Game 2	05/06/2022	Barça - Joventut	81-87
Play-off - Semi-Finals. Game 3	08/06/2022	Joventut - Barça	77-83
Play-off - Semi-Finals. Game 4	10/06/2022	Joventut - Barça	60-63
Play-offs - Final Game 1	13/06/2022	Barça - Real Madrid	75-88
Play-offs - Final Game 2	15/06/2022	Barça - Real Madrid	71-69
Play-offs - Final Game 3	17/06/2022	Real Madrid - Barça	81-66
Play-offs - Final Game 4	19/06/2022	Real Madrid - Barça	81-74





## On the verge of vying for the title in the Final Four

Barça came close to disputing their third Euroleague, but fell in the semi-final of the Final Four played in Belgrade. The team had an excellent regular league, with a demonstration of talent and play throughout the season, which earned them first place with a record of 21 wins and only 7 defeats. Bayern Munich were the opponents faced by Jasikevicius' team in the quarter-finals in a very tense tie that was only decided in Game 5 played at the Palau Blaugrana. The 81-72 victory allowed Barça to reach its second consecutive Final Four. In the semi-final, Barça were beaten by Real Madrid in an evenly matched game in which they had been ahead by 13 points in the third period, but saw Madrid dominate the scoreboard in the second half. In a final with chances for both teams, Real Madrid ended up winning 83-86 in a game in which Nikola Mirotic, with 26 points, was the top scorer for Barcelona. In the match for 3rd and 4th place, Barça beat Olympiakos 84-74.





## RESULTS

MATCHWEEK	DATE	MATCH	RESULT
1	01/10/2021	Barça - Alba Berlin	96-64
2	07/10/2021	Bayern Munich - Barça	72-80
3	13/10/2021	Barça - Olympiakos	79-78
4	15/10/2021	AS Monaco - Barça	81-85
5	22/10/2021	Barça - Zenit Saint Petersburg	84-58
6	26/10/2021	Fenerbahçe - Barça	74-76
7	28/10/2021	Maccabi Fox Tel Aviv - Barça	85-68
8	04/11/2021	Olimpia Milano - Barça	75-70
9	11/11/2021	Barça - Baskonia	93-67
10	17/11/2021	Barça - CSKA Moscow	81-73
11	19/11/2021	Asvel - Barça	60-80
12	26/11/2021	Barça - Zalgiris	96-73
13	03/12/2021	Anadolu Efes - Barça	93-95
14	10/12/2021	Barça - Real Madrid	93-80
15	14/12/2021	Red Star - Barça	69-76
16	16/12/2021	Panathinaikos - Barça	82-85
17	22/12/2021	Barça - Unics Kazan	111-109
18	30/12/2021	Bitci Baskonia - Barça	94-75
19	07/01/2022	CSKA Moscow - Barça	SUSPENDED
20	11/01/2022	Barça - Olimpia Milano	73-75
21	13/01/2022	Barça - Anadolu Efes	82-77
22	20/01/2022	Unics Kazan - Barça	70-64
23	27/01/2022	Barça - Asvel Villeurbanne	84-71
24	01/02/2022	Barça - Bayern Munich	71-66
25	03/02/2022	Barça - Panathinaikos	86-60
26	11/02/2022	Real Madrid - Barça	68-86
27	25/02/2022	Zenit St. Petersburg - Barça	SUSPENDED
28	03/03/2022	Barça - AS Monaco	88-83
29	11/03/2022	Zalgiris - Barça	91-84
30	18/03/2022	Barça - Red Star	82-70
31	22/03/2022	Alba Berlin - Barça	79-95
32	25/03/2022	Barça - Fenerbahçe	88-67
33	01/04/2022	Olympiakos - Barça	73-66
34	07/04/2022	Barça - Maccabi Fox Tel Aviv	80-104
Quarter-finals. Game 1	19/04/2022	Barça - Bayern Munich	77-67
Quarter-finals. Game 2	21/04/2022	Barça - Bayern Munich	75-90
Quarter-finals. Game 3	27/04/2022	Bayern Munich - Barça	66-75
Quarter-finals. Game 4	29/04/2022	Bayern Munich - Barça	59-52
Quarter-finals. Game 5	03/05/2022	Barça - Bayern Munich	81-72
Semi-finals	19/05/2022	Barça - Real Madrid	83-86
Final	21/05/2022	Barça - Olympiakos	84-74



# The second consecutive Cup came with a big reaction

The Barcelona basketball team took its 27th title in this competition and the second in a row after retaining the Cup won in the 2020/21 season. The Barcelona team overcame Baxi Manresa in the quarter-finals in a duel in which Mirotic was named MVP of the match. In the semi-finals, Barça had to compete against UCAM Murcia for a place in the final. The team showed put on a very good offensive show, once again surpassing 100 points in a game in which Laprovittola was the team's top scorer with 19 points.

Barça faced Real Madrid in the final, in a repeat of the last two finals. Barça started the game erratically on the offensive front and at one point were trailing by 16 points. The team reacted in the third quarter, when the differences began to be narrowed. In the last quarter, Saras flipped the score upside down through defence and with Mirotic's accuracy, the MVP of the competition, and Jokubaitis.



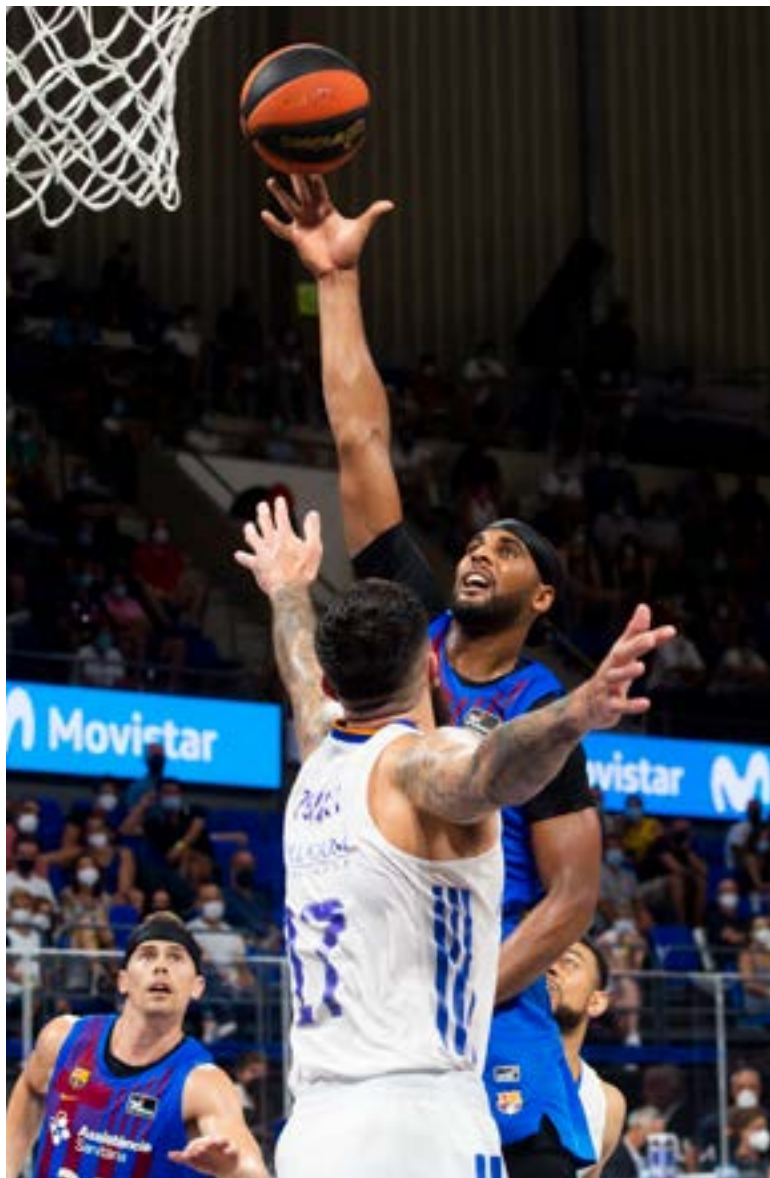
## RESULTS

MATCHWEEK	DATE	MATCH	RESULT
Quarter-finals	18/02/2022	Barça - Baxi Manresa	107-70
Semi-finals	19/02/2022	Barça - UCAM Murcia	103-90
Final	20/02/2022	Real Madrid - Barça	59-64









# No reward after a good tournament

Saras Jasikevicius' team reached the final of the Spanish Super Cup after playing a great game in the semi-finals against Valencia Basket. The team faced the final against Real Madrid in a very emotional match, which continued in the first two quarters of the match, as Barça dominated at half-time by 46-40. The restart of the match resulted in an excellent third quarter in offensive terms, with great outside play from Mirotic and Higgins. The crux of the match came in the last quarter, during which the team struggled to score and Real Madrid turned the result around. This reaction was decisive in the outcome of the match which ended up being won by the Real Madrid team.



## RESULTS

MATCHWEEK	DATE	MATCH	RESULT
Semi-finals	11/09/2021	Barça - Valencia Basket	87-68
Final	12/09/2021	Real Madrid - Barça	88-83



# The Catalan title slips away in the final

The Barça team were defeated in what could have been the first title of the season for Jasikevicius's team. After defeating Joventut in the semi-final, Barça faced off against Baxi Manresa in the final of the Catalan League, a duel that was very closely matched from the start and that reached half-time with a score of 36-37 in favour of the team from Manresa. In the third quarter, Calathes was in charge of keeping the team in the match, which was going through a period of very little scoring. This dynamic continued in the last quarter until the Manresa team managed to take a 10-point lead. The Barça team was unable to cut back this advantage and ended up falling short of winning another title in this competition.



## RESULTS

MATCHWEEK	DATE	MATCH	RESULT
Semi-finals	04/09/2021	Barça - Joventut de Badalona	82-69
Final	05/09/2021	Baxi Manresa - Barça	81-70



## BARÇA B - JUNIOR

**FINAL POSITION** EBA Catalan League Champion  
Group champion of the preliminary phase  
and of the final phase of the EBA League  
Regular Junior League Champion

### SQUAD

**POINT GUARDS:** Agustín Ubal, Marc Bataller, Adrià Rodríguez, Rafa Villar, Roger Fàbrega

**SHOOTING GUARDS/FORWARDS:** Michael Caicedo, Iñaki Ordóñez, Gael Bonilla, Aaron Ganál, Dani Iruela, Adrià Cano, Andreas Holst

**CENTRES:** David Castellnou, Martín Iglesias, James Nnaji, Iñaki Ordóñez, Pol Saló, Teodor Simikj

**COACH:** Roger Grimau



## U16 A

**FINAL POSITION** Regular League Champion

### SQUAD

**POINT GUARDS:** Edgar Moure, Kasparas Jackucionis, Marc López

**SHOOTING GUARDS/FORWARDS:** Iker Garmendia, Alejandro Díez, Jan Pumarola, Dayan Nessah

**CENTRES:** Gerard Villarejo, Lucas Ainaga, Ousmane Sylla, Martin Lorbek

**COACH:** Ramon Reigada / Víctor Carrasco



## U16 B

**FINAL POSITION** Champion of the Catalan  
Interterritorial Cham-  
pionship

### SQUAD

**POINT GUARDS:** Raul Villar, Lluç Pluvinet, Pol Peña

**SHOOTING GUARDS/FORWARDS:** Joan Omoaruna, Martí Molins, Martín Peláez, Álvaro Abad, Noah Gironella, Miquel González

**CENTRES:** Daniel Baldé, Enric Sanmartín, Martín Peláez, Albert Mauri

**COACH:** Víctor Carrasco / Anna Matas



## U14 A

**FINAL POSITION** Fourth place in Catalonia  
Second place in the regular League

### SQUAD

**POINT GUARDS:** Marc Puertas, Mark Ramos, Massimo Ruiz

**SHOOTING GUARDS/FORWARDS:** Ivan Macías, Aday Boada, Lamine Barry, Biel Font, Arnau Pérez, Santiago Plancke

**CENTRES:** Leo Encina, Andreu Vintró, Ferran Julià

**COACH:** Manel Muñoz



## U14 B

**FINAL POSITION** Second in Catalonia  
Regular League Champion

### SQUAD

**POINT GUARDS:** Marc Julià, Oriol Julià, Jan Cerdan

**SHOOTING GUARDS/FORWARDS:** Sergi Cruz, Roger Torras, Oriol Filbà, Nil Riopedre, Hugo Tamayo, Adrià Rosell

**CENTRES:** Marc Muñoz, Roger Villarejo

**COACH:** Eduard Perea



## MINI

**FINAL POSITION** Regular League Champion  
Champion of the Barcelona Territorial Championship  
Champion of the Catalonia Mini A1 Championship

### SQUAD

**POINT GUARDS:** Pau Cruz, José Villar

**SHOOTING GUARDS/FORWARDS:** Lukas Jasikevicius, Jan Martín, Àlex Sierra, Biel Ruiz, Neil López

**CENTRES:** Carlos Rodríguez, Xavier Cruz, Arnau Puig, Marcel Rodríguez

**COACH:** Oriol Barrera





# HANDBALL 2021/22 SEASON SQUAD



**COACH**

CARLOS ORTEGA

14/07/1971  
MALAGA

**COACHING TEAM**  
**ASSISTANT COACH**  
TOMAS SVENSSON

**TECHNICAL ASSISTANT**  
JORDI ROSELL

**FITNESS COACH**  
KICO PLA

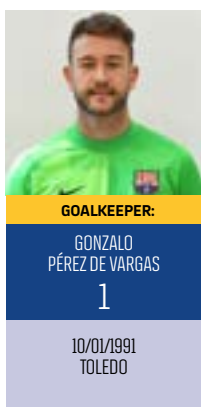
**SCOUTING**  
TONI RUBIELLA

**MEDICAL TEAM**  
**DOCTOR**  
JOSEP ANTONI GUTIÉRREZ

**PHYSIOTHERAPISTS**  
SEBASTIÀ SALAS  
ENRIC VILA

**ASSISTANTS**  
**DELEGATE**  
JAVIER GUTIÉRREZ

**MATERIALS**  
PABLO LESCAY

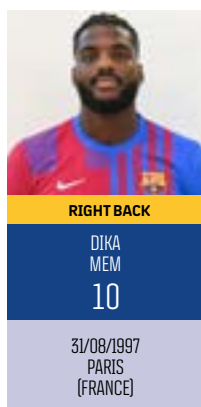


**GOALKEEPER:**

GONZALO  
PÉREZ DE VARGAS

1

10/01/1991  
TOLEDO



**RIGHTBACK**

DIKA  
MEM

10

31/08/1997  
PARIS  
(FRANCE)



**LEFT WINGER**

AITOR  
ARINO

13

05/10/1992  
PENARTH  
(WALES)

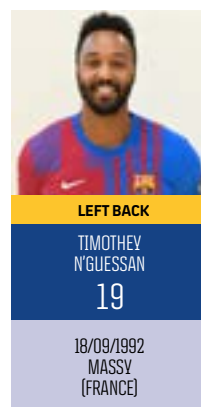


**RIGHT WINGER**

BLAZ  
JANC

18

20/11/1996  
BREŽICE  
(SLOVENIA)

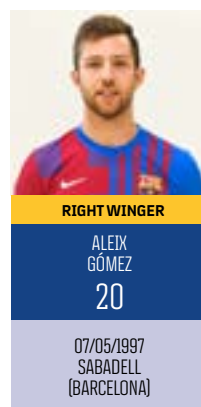


**LEFT BACK**

TIMOTHÉ  
N'GUEISSAN

19

18/09/1992  
MASSY  
(FRANCE)



**RIGHT WINGER**

ALEX  
GÓMEZ

20

07/05/1997  
SABADELL  
(BARCELONA)

WE WON!

CHAMPIONS  
LEAGUEASOBAL  
LEAGUE

COPA DEL REY

ASOBAL CUP

SPANISH  
SUPER CUPCATALAN  
SUPER CUP

## ↑ ARRIVALS

\* ARRIVED ON LOAN ON 19/11/2021



CENTRE BACK

DOMEN MAKUC

35

01/07/2000  
POSTOJNA  
(SLOVENIA)MELVYN RICHARDSON  
MONTPELLIERALI ZEIN  
SHARJAHÁNGEL FERNÁNDEZ  
LOMZA VIVE KIELCEYOUSSEF BEN ALI  
AL-ARABI SC\*

## ↓ DEPARTURES

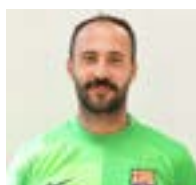
\* ON LOAN



LEFT BACK

HANIEL LANGARO

37

07/03/1995  
UMARAMA  
(BRAZIL)KEVIN MÖLLER  
SG FLENSBURG-HANDEWITTCÉDRIC SORHAINDO  
DINAMO BUCHARESTCASPER MORTENSEN  
HSV HAMBURGRAÚL ENTRERRÍOS  
RETIREDJURE DOLENEC  
LIMOGES HAND 87MAMADOU DIOCOU\*  
RHEIN-NECKAR LÖWEN – BM  
LOGROÑO LA RIOJAÀLEX PASCUAL  
DINAMO BUCHARESTARON PÁLMARSSON  
AALBORG HÅNDBOLD

GOALKEEPER:

LEO  
MACIEL

40

04/01/1989  
BUENOS AIRES  
(ARGENTINA)

CENTRE FORWARD

YOUSSEF  
BEN ALI

41

28/05/1987  
AL KRAM  
(TUNISIA)

RIGHT BACK

MELVYN  
RICHARDSON

66

31/01/1997  
MARSEILLE  
(FRANCE)

LEFT BACK

THIAGUS  
PETRUS

22

25/01/1989  
JUIZ DE FORA, MINAS GERAIS  
(BRAZIL)

CENTRE BACK

LUKA  
CINDRIC

25

05/07/1993  
OGULIN  
(CROATIA)

LEFT WINGER

ÁNGEL  
FERNÁNDEZ

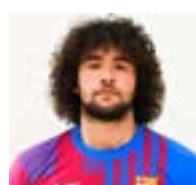
32

16/10/1988  
EL ASTILLERO  
(CANTABRIA)

CENTRE FORWARD

LUDOVIC  
FABREGAS

72

01/07/1996  
BANYULS-SUR-MER  
(FRANCE)

CENTRE FORWARD

LUIS  
FRAIDE

82

11/08/1998  
RIO TINTO  
(PORTUGAL)

LEFT BACK

ALI  
ZEIN

90

14/12/1990  
GIZA  
(EGYPT)





## Authority from start to finish

Carlos Ortega's team won their twelfth straight League title after winning 28 out of 30 games. Only a draw against Antequera once Barça had already won the championship and a defeat due to a line-up error against Torrelavega that was resolved administratively kept Barça from a perfect League. The Barça team won the title mathematically with five games in hand with the victory over Helvetia Anaitasuna which gave them their 29th League in the history of the section.

The Barcelona side finished the competition with 57 points, 13 more than second-placed Granollers, and ended the season with a goal difference of 255 goals, demonstrating their superiority throughout the season. Carlos Ortega won his first League as first team coach and in the last League game at the Palau, tribute was paid to Ángel Fernández, Leo Maciel, Ali Zein and Youssef Ben Ali, who all ended their careers at Barça.







## RESULTS

MATCH-DAY	DATE	MATCH	RESULT
1	11/09/2021	BM Logroño La Rioja — Barça	22-37
2	18/09/2021	Barça — BM Nava	44-34
3	25/09/2021	Bidasoa Irun — Barça	26-32
4	02/10/2021	Barça — Incarlopsa Conca	38-20
5	12/10/2021	Fraikin BM Granollers — Barça	34-40
6	16/10/2021	Recoletas Atlético Valladolid — Barça	24-40
7	23/10/2021	Barça — Bada Huesca	39-30
8	30/10/2021	BM Benidorm — Barça	25-26
9	10/11/2021	Barça — Helvetia Anaitasuna	38-30
10	13/11/2021	Cangas — Barça	26-33
11	20/11/2021	Barça — Ángel Ximénez PG	35-29
12	27/11/2021	Barça — BM Iberoquinoa Antequera	45-19
13	30/11/2021	Barça — Bathco BM Torrelavega	0-10
14	05/12/2021	Unicaja Banco Sinfín — Barça	31-34
15	12/12/2021	Barça — Abanca Ademar León	41-26
16	05/02/2022	Barça — BM Logroño La Rioja	37-33
17	11/02/2022	BM Nava — Barça	24-42
18	19/02/2022	Barça — Bidasoa Irun	31-28
19	26/02/2022	Incarlopsa Conca — Barça	26-29
20	05/03/2022	Barça — Fraikin BM Granollers	37-33
21	12/03/2022	Bathco BM Torrelavega — Barça	30-40
22	02/04/2022	Barça — Recoletas Atlético Valladolid	39-22
23	09/04/2022	Bada Huesca — FC Barcelona	25-40
24	20/04/2022	Barça — BM Benidorm	31-26
25	23/04/2022	Helvetia Anaitasuna — Barça	34-35
26	30/04/2022	Barça — Cangas	35-19
27	07/05/2022	Ángel Ximénez PG — Barça	27-34
28	14/05/2022	BM Antequera — Barça	32-32
29	21/05/2022	Barça — Unicaja Banco Sinfín	32-21
30	28/05/2022	Abanca Ademar León — Barça	31-36





# European Champions once again in a spine-tingling final

The handball team won the Champions League for the second consecutive year and became the first team in the history of the Final Fours to win it two years in a row. In the first phase of the competition, the Barça team finished second in their group, which was led by Kielce, with a record of nine wins, two draws and three defeats. In the quarter-finals, Ortega's team obtained a double victory against the German Flensburg and once again made it into the Final Four in Cologne.

In the semi-finals, the Barcelona team overcame Kiel in a great second half with an excellent performance by Aleix Gómez, who scored 12 goals. The final against Kielce was a real heart-stopper. After a fast-paced match that ended in a 28-goal tie, extra time was played which also ended in a 32-all tie. Barça's accuracy in the penalty shootout and a providential save by Gonzalo gave them the title, the 11th in the history of the section.







## RESULTS

MATCHDAY	DATE	MATCH	RESULT
1	16/09/2021	SG Flensburg – Barça	21-25
2	23/09/2021	Barça – HC Motor	36-25
3	29/09/2021	Telekom Veszprém – Barça	29-28
4	14/10/2021	Barça – Dinamo Bucharest	36-32
5	21/10/2021	Barça – Paris Saint-Germain	30-27
6	28/10/2021	FC Porto – Barça	33-33
7	18/11/2021	Barça – Kielce	30-32
8	24/11/2021	Kielce – Barça	29-27
9	02/12/2021	Barça – Porto	38-31
10	09/12/2021	Paris Saint-Germain – Barça	28-28
11	17/02/2022	Dinamo Bucharest – Barça	30-35
12	24/02/2022	Barça – Telekom Veszprém	35-30
13		HC Motor – Barça	Not played
14	10/03/2022	Barça – SG Flensburg	29-22
Quarter-finals. First leg		11/05/2022 SG Flensburg – Barça	29-33
Quarter-finals. Second leg		19/05/2022 Barça – SG Flensburg	27-24
Semi-finals		18/06/2022 Kiel – Barça	30-34
Final		19/06/2022 Barça – Kielce	37-35





# The team retains the title with a comeback in the second half

Barça managed to retain the Copa del Rey in Antequera and took their ninth title in this competition, their 26th overall. After eliminating Helvetia Anaitasuna and Frigoríficos Morrazo Cangas in the quarter-finals and semi-finals, respectively, the Barça side met Fraikin BM Granollers in the final, in a match of the very highest standard.

In the first half, Ortega's team found it hard to score and the opponent's great offensive effectiveness meant that

they reached the break ahead of Barça (11-15). Barça's reaction came in the second half thanks to N'Guessan, Barcelona's top scorer with 8 goals and named best player of the final. An 11-2 run after the break left the team from Vallés shaken and placed a Barça triumph on the cards, one that was also based on a magnificent defence, with Petrus and Ali Zein the key elements. With the score at 30-26 at the final whistle, Barça had won the third title of the season.







## RESULTS

ROUND	DATE	MATCH	RESULT
Quarter-finals	25/03/2022	Barça — Helvetia Anaitasuna	35-32
Semi-finals	26/03/2022	Barça — Frigoríficos Morrazo Cangas	36-28
Final	27/03/2022	Barça — Fraikin BM Granollers	30-26



# Just short of victory

Barça came close to winning the Super Globe but fell short in the final. The team had to overcome Zamalek in the quarter-finals in a closely contested duel in which the team came back in the second half (36-32). The other opponent eliminated by Carlos Ortega's team was Pinheiros, in a duel where Barça prevailed with a great attacking performance (24-39). In the final, Barça faced the German team Magdeburg, who set the pace of the game throughout. The rival's solid defence prevented a Barcelona comeback, which fell just short of what would have been its sixth win in this competition.

RESULTS

ROUND	DATE	MATCH	RESULT
Quarter-finals	06/10/2021	FC Barcelona – Zamalek	36-32
Semi-finals	07/10/2021	Pinheiros – FC Barcelona	24-39
Final	09/10/2021	Magdeburg – FC Barcelona	33-28







# Unstoppable in the Asobal Cup

Barça won its 11th consecutive Asobal Cup with an authoritative performance. In the semi-finals against Logroño, Barça left the game decided at half-time with a 10-goal lead (21-11). Carlos Ortega's men kept up the pace in the second half and ended up winning by a resounding score of 40-26. The top scorers of the match were Fabregas with 7 and Mem, Cindric and Langaro with 5 goals each.

The opponent in the final was Bidasoa Irun. In the first half, the Basque team did not waver and after a very even opening, they reached the break with a slim advantage over Barça of three goals (14-17). A great start to the second half in which Aleix Gómez, Fàbregas and Youssef Ben Ali were outstanding and an 8-4 run left Bidasoa without any options. With the final score of 29-37, Barça took its fifth title of the season and its 17th title in the history of this competition.



## RESULTS

ROUND	DATE	MATCH	RESULT
Semi-finals	04/06/2022	FC Barcelona — BM Logroño La Rioja	40-26
Final	05/06/2022	Bidasoa Irun — FC Barcelona	29-37
Final	09/10/2021	Magdeburg — FC Barcelona	33-28



# The first title comes after a challenging final

The Barcelona team opened the season with a difficult match against Ademar León in the Spanish Super Cup. Carlos Ortega's team had to come back after a first half in which they struggled to get into the rhythm of the game. The Barça team that emerged from the dressing rooms after the break offered a whole new image and played a great second half, going on a run of 19-12. A great performance by Pérez de Vargas prevented Ademar León from turning the score around and finally the Barcelona team consolidated its comeback and won its 24th Spanish Super Cup.

## RESULTS

ROUND	DATE	MATCH	RESULT
Final	04/09/2021	FC Barcelona — Ademar León	30-27







## Second trophy in 72 hours

Barça won its second title of the season just three days after winning the Spanish Super Cup. The team won the 21st Catalan Super Cup after playing a very solid game against Fraikin Granollers. The Barça formation started the match with four unanswered points and a 4-0 scoreline, and the team's high intensity set the tone for the match. At halftime, the team led by Carlos Ortega maintained this lead with a score of 15-11. In the second half, Maciel's interventions prevented Granollers from getting closer on the scoreboard and Barça's offensive power decided the game with a final result of 36-26.



### RESULTS

ROUND	DATE	MATCH	RESULT
Final	07/09/2021	Fraikin Granollers – FC Barcelona	26-36



## BARÇA B

**FINAL POSITION** Third Place in the Silver Division  
of Honour Second Round in the  
Copa del Rey

### SQUAD

**GOALKEEPER:** Jordi González, Roberto Domenech

**CENTRE-BACK:** Bruno Reguart, Néstor Ruiz, Néstor Ruiz Lages, Bruno Reguart Massana

**BACKS:** Albert Pujol, Juan Palomino, Aleksandar Cenic, Marc López Lozano, Francesc Laliga Gibert, Pau Morer Santos

**WINGER:** Oriol Zarzuela, Pablo Urdangarín, Martí Soler Biescas, Jaume Pujol Lluch

**CENTRE-FORWARD:** Artur Parera Ibáñez, Adrià Basela Pérez

**COACH:** Ferran Porres Dausà



## U18

**FINAL POSITION** Winner of the Asobal Mini Cup  
Runner-up in the Spanish Champions-  
hip Runner-up in the Catalan League

### SQUAD

**GOALKEEPER:** Òscar Martínez, Pol Quiroga, Eric Lubiano

**CENTRE-BACK:** Óscar Grau, Petar Cikusa, Manuel Ortega

**BACKS:** Ismail Bendress, Ezequiel Conde, Paul Galisteo, Djordje Cikusa

**WINGER:** Roger Portella, Ian Barrufet, Roger Giner, Pol Roy

**CENTRE-FORWARD:** Marcos Montiel, Ferran Prieto, Jokin Aja Garate, Jon Tricas López

**COACH:** Raúl Entreríos Rodríguez



## U16 A

**FINAL POSITION** Winner of the Minicopa del Rey Win-  
ner of the Spanish Championship  
Winner of the Catalan League

### SQUAD

**GOALKEEPER:** Alejandro Fernández, Iván Ríos

**CENTRE-BACK:** Albert Orts, Pere Garcia, Ognjen Cenic

**BACKS:** Álex Ugalde, Guido Bayo, Pol Chaves, Quim Rocas, Aarón Gutiérrez Barquero

**WINGER:** Eric Barbeito, Jan Blas, Patrice Fidalgo, Ricardo Ortega Ezcurdia

**CENTRE-FORWARD:** Arnau Martínez, David Tyrdy, Héctor Grau, Marc Valtueña

**COACH:** Jordi Jodar



## U16 B

**FINAL POSITION** Third place in the Spanish Championship Runner-up in the Catalan League

### SQUAD

**GOALKEEPER:** Biel Fernández, Pau Aragón, Pol Sanz

**CENTRE-BACK:** David Anselmo, Jan Bote, Jan Pérez

**BACKS:** Arnau Bulach, Marc Navarro, Xavier Montaner, Xavier Moreno, Marçal Pol Escobosa

**WINGER:** Bertran Otal, Daniel Gámez, Jan Marí, Jaume Espigulé

**CENTRE-FORWARD:** Aleix Pascual, Dante Companys, Guillem Pino

**COACH:** David Aguilar



## U14 A

**FINAL POSITION** Winner of the Spanish Championship Winner of the Catalan League

### SQUAD

**GOALKEEPER:** Guillem Martínez, Biel Soteres

**CENTRE-BACK:** Alex Fernández, Guim Puntas, Daniel Vivanco Murillo

**BACKS:** Álex Pérez, Ian Viladiu, Marc Villarreal, Víctor Cepero, Aniol Montes Monzó, Daniel Sánchez Romero, Pau Enric Olivera Salvador

**WINGER:** Daniel López, Lucas Espejo, Roger Martí

**CENTRE-FORWARD:** Iu Carballar, Joel Garcia, Mario Santiago

**COACH:** Alex Barbeito



## U14 B

**FINAL POSITION** Second round of the Catalan Cup 13th place in the Catalan League

### SQUAD

**GOALKEEPER:** Pau Trenado Báez, Pol Pérez Hernández

**CENTRE-BACK:** Martí Serra Morera, Mikkel Alonso Dalhoff

**BACKS:** Marc Castella Martorell, Dídac Jiménez Carbonell, Èric Bernaus Majó, Hugo Fortuño Martí, Jan Segú Pérez

**WINGER:** Adam Guillén Mora, Aleix Martí Llop, Mario Ermalai Berbes, Pol Piquer Toledo

**CENTRE-FORWARD:** Cristian Filimonov, Enric Miró Huguet, Eric Anselmo Guinau

**COACH:** Francisco Javier Hidalgo





# ROLLER HOCKEY 2021/22 SEASON SQUAD



**COACH**

EDU CASTRO

25/07/1966 VIGO

**COACHING TEAM**  
**ASSISTANT COACH**  
JORDI ROCA

**FITNESS COACH**  
DANI FERNÁNDEZ

**DELEGATE**  
ÒSCAR GARCIA

**MEDICAL TEAM**  
**DOCTOR**  
QUIJM TERRICABRAS

**PSYCHOLOGIST**  
LAURA SUAREZ

**PHYSIOTHERAPIST**  
VICENÇ RIZO

**ASSISTANTS**  
**MATERIALS**  
ISRAEL GÓMEZ

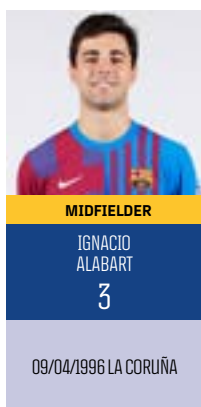


**GOALKEEPER**

AITOR EGURROLA

1

24/06/1980 BARCELONA

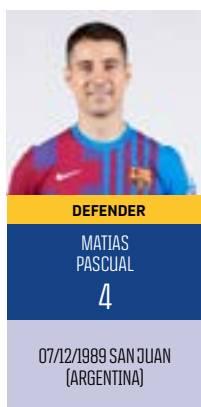


**MIDFIELDER**

IGNACIO ALABART

3

09/04/1996 LA CORUÑA

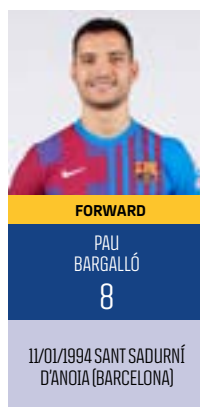


**DEFENDER**

MATIAS PASCUAL

4

07/12/1989 SAN JUAN (ARGENTINA)

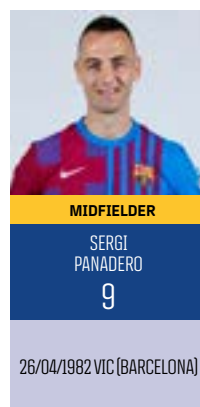


**FORWARD**

PAU BARGALLÓ

8

11/01/1994 SANT SADURNÍ D'ANOIA (BARCELONA)

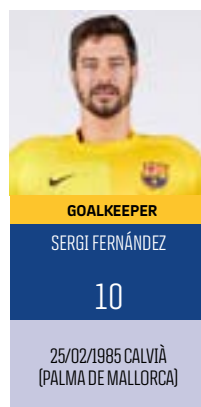


**MIDFIELDER**

SERGI PANADERO

9

26/04/1982 VIC (BARCELONA)



**GOALKEEPER**

SERGI FERNÁNDEZ

10

25/02/1985 CALVIÀ (PALMA DE MALLORCA)

WE WON!

COPA DEL REY

CATALAN LEAGUE



↓ DEPARTURES

PABLO ÁLVAREZ  
BENFICA



DEFENDER

NIL  
ROCA  
24

28/09/1997 ARENYS DE MUNT  
(BARCELONA)



FORWARD

SERGI  
LLORCA  
44

08/06/1997 CALDES DE  
MONTBUI (BARCELONA)



MIDFIELDER

HELDER  
NUNES  
78

23/02/1994 BARCELOS  
(PORTUGAL)



FORWARD

JOÃO  
RODRIGUES  
79

15/07/1990 OEIRAS  
(PORTUGAL)





# The streak is broken after eight years

Barça saw their streak in the OK League come to an end after eight consecutive titles. Edu Castro's men were superior in the regular season with 24 wins from 26 games, and only Alcoi and Liceo were able to halt the Barça team. Barça went on to string together 17 consecutive victories in the League and finished the competition with 73 points, eight more than Liceo, in second place.

In the play-offs, Barça faced Caldes in the quarter-finals, which ended with a double victory for Barcelona. In the semi-finals, the opponent was Reus, in a series that went to the fifth game. Barça won the first and third matches of the series and Reus the second and fourth. In the fifth and final match, Barça suffered from a lack of effectiveness in set-pieces and lost 3-4 and were left just short of the ninth consecutive title in the OK League.





## RESULTS

MATCHDAY	DATE	MATCH	RESULT
1	18/09/2021	CP Voltregà – Barça	2-3
2	26/09/2021	Barça – Igualada Rigat HC	11-1
3	03/10/2021	Reus Deportiu Miró – Barça	3-8
4	09/10/2021	Barça – CH Palafrugell	10-3
5	12/10/2021	Barça – Pas Alcoi	8-1
6	16/10/2021	Recam Láser CH Caldes – Barça	1-3
7	24/10/2021	Barça – Deportivo Liceo	8-7
8	26/10/2021	CP Alcobendas – Barça	1-4
9	28/11/2021	Barça – CE Noia Freixenet	3-2
10	04/12/2021	Martinella CP Manlleu – Barça	2-13
11	16/12/2021	Barça – CE Lleida Llista Blava	4-0
12	19/12/2021	Garatge Plana Girona CH – Barça	3-5
13	15/01/2022	Barça – CP Voltregà	10-0
14	18/01/2022	Barça – Parlem Calafell	14-6
15	22/01/2022	Igualada Rigat HC – Barça	1-10
16	30/01/2022	Barça – Reus Deportiu	6-2
17	05/02/2022	CH Palafrugell – Barça	5-6
18	12/02/2022	Pas Alcoi – Barça	3-3
19	18/02/2022	Barça – Recam Láser CH Caldes	5-1
20	05/03/2022	Deportivo Liceo – Barça	3-1
21	12/03/2022	Barça – CP Alcobendas	5-1
22	19/03/2022	CE Noia Freixenet – Barça	4-5
23	26/03/2022	Barça – Martinella CP Manlleu	10-2
24	02/04/2022	Finques Prat Lleida – Barça	2-5
25	06/04/2022	Barça – Garatge Plana Girona CH	7-2
26	30/04/2022	Parlem Calafell – Barça	1-3
<b>Quarter-final play-offs. Game 1</b>			
	14/05/2022	Barça – Recam Láser CH Caldes	7-3
<b>Quarter-final play-offs. Game 2</b>			
	21/05/2022	Recam Láser CH Caldes – Barça	4-5
<b>Semi-final play-offs. Game 1</b>			
	28/05/2022	Barça – Reus Deportiu Virginias	3-5
<b>Semi-final play-offs. Game 2</b>			
	30/05/2022	Barça – Reus Deportiu Virginias	5-3
<b>Semi-final play-offs. Game 3</b>			
	03/06/2022	Reus Deportiu Virginias – Barça	0-3
<b>Semi-final play-offs. Game 4</b>			
	05/06/2022	Reus Deportiu Virginias – Barça	3-2
<b>Semi-final play-offs. Game 5</b>			
	07/05/2022	Barça – Reus Deportiu Virginias	3-4







# The Cup comes back to Barça

The roller hockey team once again won the Copa del Rey, its 24th in the history of the section. In an edition played in Lleida, the Barça team first had to overcome Recam Láser Caldes (5-2) in the quarter-finals. In the semi-finals, Noia Freixenet took the lead in the first half and forced Barça to make a comeback in the second half. And they did just that. Bargalló tied the game with a great goal, and then gave the victory 9 seconds from the end (1-2).

The opponent in the final was Reus. Barça was much superior from the start and already in the first half left the game on track with a 3-0, with goals from João Rodrigues and two from Pascual. In the second half, the flow of the match continued unchanged and a goal from Nil Roca put the match beyond doubt for a 4-0 final score. Barça's Pau Bargalló received the competition's MVP award.



## RESULTS

ROUND	DATE	MATCH	RESULT
Quarter-finals	05/05/2022	Barça — Recam Láser Caldes	5-2
Semi-finals	07/05/2022	CE Noia Freixenet — Barça	1-2
Final	08/05/2022	Barça — Reus Sportiu	4-0



# Debut in the new competition and falling unluckily in the penalty shootout in the final

In the first Golden Cup in history, the main European hockey teams that are part of the European Roller Hockey Association (EHCA) and that did not compete in the continental competition this season due to discrepancies were in La Coruña with the European Federation. After defeating Portuguese team Sporting and French team Saint-Omer in the group stage, Barça faced one of the favourites, Benfica, in the quarter-finals. The Portuguese took control of the game in the first half, but Edu Castro's team reacted in time and with some great final minutes took the game to extra time with 4-4 on the scoreboard.

The score did not change in extra time and the match was decided on penalties, with the Lisbon team winning by 2-3.

## RESULTS

ROUND	DATE	MATCH	RESULT
Group phase	11/04/2022	Sporting CP – Barça	1-4
Group phase	12/04/2022	Barça – Saint-Omer	4-2
Quarter-final	14/04/2022	Benfica – Barça	4 (pens)-4







# At the gates of the Super Cup

Barça came close to winning the Spanish Super Cup in a very evenly matched final. The team overcame Noia Freixenet in the semi-finals after having to make a comeback in the second half. Goals by Helder Nunes, Alabart and Bargalló helped Barça to secure a place in the final. The duel for the title pitted the Barcelona team against Liceo, in a match where the success of the Galicians in set pieces was decisive in the final stages of the match. The final result of 2-3 thus prevented Barça from retaining the previous year's title and they were unable to achieve their twelfth title in this tournament.

## RESULTS

ROUND	DATE	MATCH	RESULT
Semi-finals	11/09/2021	Barça – CE Noia Freixenet	4-3
Final	12/09/2021	Deportivo Liceo – Barça	3-2







# Champions with absolute dominance

Barça won the Catalan League and started the season in fine style. The Barcelona team overcame Voltregà and Noia Freixenet in duels that were resolved comfortably before the final against Lleida Llista Blava. This duel reached the half-time break tied at 2-2 on the scoreboard. They came back out to a second half in which Barça slipped into a higher gear in the game and prevailed with superiority. A 6-0 unanswered run with an on-fire Matias Pascual, named MVP, closed the match with an 8-2 result. This is the fourth consecutive Catalan League that the Blaugrana team has won.



## RESULTS

ROUND	DATE	MATCH	RESULT
Quarter-finals	31/08/2021	Barça – CP Voltregà	6-0
Semi-finals	03/09/2021	Barça – CE Noia Freixenet	8-1
Final	05/09/2021	Barça – CE Lleida Llista Blava	8-2



# THANK YOU AITOR!

The sportsman with the most titles in the history of FC Barcelona retires after 24 seasons

Aitor Egurrola, the most highly decorated player in the history of FC Barcelona, has decided to end his sporting career and is hanging up his skates, stick, guards and helmet, having been an icon for FC Barcelona and for the world of roller hockey at large. With a total of 78 titles in his career, "The Octopus" is saying goodbye after 24 seasons at the Palau Blaugrana, but beyond his sporting achievements, he will be remembered for having been an exemplary teammate and captain.

Since his retirement was announced in March, Egurrola has received numerous expressions of love, recognition and admiration for his impressive career, as well as standing ovations from the public on the courts where he played. At the age of 42, he takes away with him above all "the esteem of the dressing room" reflected on the day that his retirement as a Barça player was announced, with "the luck and success of completing his entire career at FC Barcelona" and with the peace of mind of leaving having defended "the badge with honesty and sacrifice". His shirt with the number 1 will be retired and hung with the rest of the Palau legends.



**78 TITLES**

**21**

**OK  
LEAGUE**

**12**

**COPA DEL  
REY**

**11**

**EUROPEAN  
LEAGUE**

**4**

**INTERCONTINENTAL  
CUP**





**11**  
**CONTINENTAL  
CUP**

**11**  
**SPANISH SUPER  
CUP**

**4**  
**CATALAN  
LEAGUE**

**3**  
**IBERIAN  
CUP**

**1**  
**CERS  
CUP**





## BARÇA B

**FINAL POSITION** Ninth position in the OK Liga Plata Sud

### SQUAD

**GOALKEEPER:** David Vilchez, Adrià Galán, Arnau Martínez, Pau Garcia

**DEFENDERS:** Manel Hernández, Joan Pascual, Pau Curtiellas

**MIDFIELDER:** Lluç Sitjà, Joan Ruano, Joan Gangonells

**FORWARDS:** Oriol Llenas, Kyllian Gil, Carles Aguilera, Jan Munné, Guillem Belarte, Gabriel Cairo

**COACHES:** Raul Castillo, Dani Moreno



## BARÇA C

**FINAL POSITION** Third position in the Catalan National League

### SQUAD

**GOALKEEPER:** David Vilchez, Adrià Galán, Arnau Martínez, Pau Garcia

**DEFENDERS:** Manel Hernández, Joan Pascual, Pau Curtiellas

**MIDFIELDER:** Lluç Sitjà, Joan Ruano, Joan Gangonells

**FORWARD:** Oriol Llenas, Kyllian Gil, Carles Aguilera, Jan Munné, Guillem Belarte, Gabriel Cairo

**COACH:** Raúl Castillo, Dani Moreno



## JUNIOR

**FINAL POSITION** Seventh position in the Championship of Catalonia

### SQUAD

**GOALKEEPER:** Arnau Martínez, Pau Garcia

**DEFENDERS:** Joan Pascual, Pau Curtiellas

**MIDFIELDER:** Lluç Sitjà, Joan Ruano

**FORWARD:** Carles Aguilera, Jan Munné, Guillem Belarte, Gabriel Cairo

**COACH:** Raúl Castillo



## U18

**FINAL POSITION** Fourth place in the Championship of Catalonia

### SQUAD

**GOALKEEPER:** Edu Jurado, Eloi Megino

**DEFENDERS:** Pablo Rodríguez, Oriol Añols

**MIDFIELDER:** Jan Curtiellas, Miquel Escala, Marc Cáceres

**FORWARD:** Nicolás Torres, Àlex Ortigosa

**COACH:** Dani Moreno



## U14

**FINAL POSITION** Third place in the Championship of Catalonia

### SQUAD

**GOALKEEPER:** Jordi del Amor, Adrià Alvarez

**DEFENDER:** Nil Torelló

**MIDFIELDER:** Marc Albiol, Àlex Vicén, Eduard Mata

**FORWARD:** Gerard del Amor, Quim Gabarró, Marc Pineda, Oriol Navarro

**COACH:** David Cáceres



## U12

**FINAL POSITION** Winner of Championship of Catalonia and runner-up in Spanish Championship

### SQUAD

**GOALKEEPER:** Sergi Molet, Arnau Álvarez

**DEFENDERS:** Mauro Moltó, Lluç Martín

**MIDFIELDER:** Gerard Pujades, Daniel Plaza

**FORWARD:** Mario Saldes, Marc Freixas, Bruno Jurado

**COACH:** David Cáceres





# INDOOR FOOTBALL 2021/22 SEASON SQUAD



**COACH**

JESÚS VELASCO

02/01/1967 TOLEDO

COACHING TEAM  
ASSISTANT COACH  
SERGI ALTISENT

FITNESS COACH  
JORDI ILLA

DELEGATE  
JULIO GRACIA


MEDICAL TEAM  
DOCTOR  
CARLES MIÑARRO

PHYSIOTHERAPIST  
RAMON GIRÓ

REHAB COACH  
HÉCTOR GARCÍA

ASSISTANTS  
MATERIALS  
JAVIER FERNÁNDEZ





**WINGER-PIVOT**

BERNAT POVILL CERDEIRA

2

05/07/2001 OLESA DE MONTSERRAT



**WINGER**

MATHEUS RODRIGUES

3

03/10/96 SÃO PAULO (BRAZIL)



**DEFENDER**

ANDRÉ HENRIQUES NUNES COELHO (A. COELHO)

4

30/10/1993 VISEU (PORTUGAL)




**WINGER**

DYEGO ENRIQUE ZUFFO

7

05/08/1989 PALMITOS (BRAZIL)



**WINGER-PIVOT**

ADOLFO FERNANDEZ DÍAZ

8

19/05/1993 SANTA COLOMA (BARCELONA)

WE WON!

CHAMPIONS  
LEAGUE

LEAGUE

SPANISH  
CUPSPANISH  
SUPER CUP

## ↑ ARRIVALS

\* JOINED ON 03/15/22

**JEAN PIERRE GUISEL COSTA**  
**'PITO'**  
MOVISTAR INTER

**JUAN JOSÉ CAMACHO PÉREZ**  
**'CATELA'**  
FREE

**CARLOS ORTIZ**  
ACCS PARIS

## ↓ DEPARTURES

\* TRANSFERRED

**JESÚS NAZARET 'AICARDO'**  
JAÉN FUTBOL SALA

**DANIEL SHIRAISHI**  
JOINVILLE

**JOSE ANTONIO FERNÁNDEZ**  
**'JOSELITO'**  
REAL BETIS\*

**GEVERSON CHAVES (XIMBINHA)**  
KPRF



WINGER-DEFENDER

SERGIO  
LOZANO  
**9**

09/11/1988 MADRID



CENTRE FORWARD

LEANDRO RODRIGUES  
(ESQUERDINHA)  
**10**

18/11/1985 CUIABÁ  
(BRAZIL)

CENTRE FORWARD

CARLOS VAGNER  
(FERRÃO)  
**11**

29/10/1990 CHAPECÓ  
(BRAZIL)

WINGER

JUAN JOSÉ CAMACHO  
PÉREZ 'CATELA'  
**13**

15/04/1995 CÁDIZ



GOALKEEPER

ÀLEX LLUICH ROMEU  
**15**

23/11/1999 BARCELONA



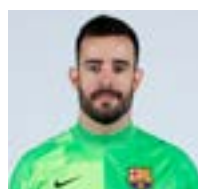
CENTRE FORWARD

JEAN PIERRE  
GUISEL COSTA (PITO)  
**17**

06/11/1991 CHAPECÓ  
(BRAZIL)

WINGER-DEFENDER

MARCENIO RIBEIRO  
DA SILVA  
**18**

05/10/1987 CAMPO GRANDE  
(BRAZIL)

GOALKEEPER

DÍDAC PLANA  
OLTRA  
**21**

22/05/1990 ARENYS DE MAR



DEFENDER

CARLOS  
ORTIZ  
**23**

03/10/1993  
MADRID

GOALKEEPER

MIQUEL FEIXAS  
DE JESÚS  
**26**

04/09/1997 BARCELONA





# A title that rounds off a spectacular year

Barça won the second league in a row and completed a spectacular season by also winning the Super Cup, the Spanish Cup and the Champions League. In the regular season, Barça finished with 68 points, 10 more than the runners-up, with a record of 21 wins, five draws and only four defeats. The rival in the finals of the play-off was ElPozo Murcia. Velasco's team won the first match in Murcia by 1-3, but was made to suffer in the second, which went to extra time (3-4).

In the semi-finals against Valdepeñas, Barça achieved a double victory after the 0-1 result in the first match and 6-4 at the Palau, led by a splendid Ferrao, who scored a hat-trick and ended up deciding the tie. In the final, the opponent was Palma, who had won both games against Barça in the regular season. However, Barça proved to be superior and won both games by 4-2. Esquerdinha, who announced his retirement at the end of the season, was asked to lift the League title, the sixth in the section's history.







## RESULTS

MATCHDAY	DATE	MATCH	RESULT
1	09/10/2021	Palma FS — Barça	6-2
2	15/10/2021	Barça — Pescados Rubén Burela	6-1
3	19/10/2021	Barça — Real Betis Futsal	4-1
4	23/10/2021	Industrias Santa Coloma — Barça	3-4
5	05/11/2021	Osasuna Magna Xota — Barça	2-8
6	12/11/2021	Barça — Manzanares Quesos El Hidalgo	8-2
7	20/11/2021	ElPozo Murcia — Barça	2-4
8	27/11/2021	Barça — Jaén FS	3-0
9	24/11/2021	Futbol Emotion Zaragoza — Barça	3-5
10	08/12/2021	Barça — Inter FS	3-3
11	11/12/2021	Barça — Córdoba Patrimonio	5-3
12	23/12/2021	Levante UD — Barça	1-3
13	29/12/2021	Barça — Ribera Navarra	7-0
14	04/01/2022	Viña Albali FS Valdepeñas — Barça	2-4
15	13/02/2022	Barça — Jimbee Cartagena	2-2
16	20/02/2022	Barça — Palma FS	1-3
17	05/03/2022	Pescados Rubén Burela — Barça	2-4
18	11/03/2022	Barça — Industrias Santa Coloma	4-4
19	20/03/2022	Real Betis Futsal — Barça	3-6
20	23/03/2022	Barça — Osasuna Magna Xota	6-1
21	26/03/2022	Manzanares Quesos El Hidalgo — Barça	1-3
22	17/04/2022	Barça — ElPozo Murcia	2-1
23	20/04/2022	Jaén FS — Barça	2-2
24	23/04/2022	Barça — Futbol Emotion Zaragoza	0-3
25	14/04/2022	Inter FS — Barça	3-2
26	08/05/2022	Córdoba Patrimonio — Barça	2-2
27	20/05/2022	Barça — Levante UD	2-1
28	24/05/2022	Ribera Navarra — Barça	2-8
29	28/05/2022	Barça — Viña Albali FS Valdepeñas	7-2
30	04/06/2022	Jimbee Cartagena - Barca	3-5
Play-offs - Quarter-Finals. Game 1	08/06/2022	ElPozo Murcia — Barça	1-3
Play-offs - Quarter-Finals. Game 2	11/06/2022	Barça — ElPozo Murcia	3-4
Play-offs - Semi-Finals. Game 1	15/06/2022	Viña Albali FS Valdepeñas — Barça	0-1
Play-offs - Semi-Finals. Game 2	18/06/2022	Barça — Viña Albali FS Valdepeñas	6-4
Play-offs - Final Game 1	21/06/2022	Barça — Palma FS	4-2
Play-offs - Final Game 2	25/06/2022	Palma FS — Barça	2-4







# Fourth Champions League win to go down in history

Barça won the fourth Champions League in its history in Riga. It was its fourth in ten years, and its second in the last three editions of the competition. In the first stage, the team won all three games with great dominance and the Elite Round also ended with three victories that gave way to the Final Four.

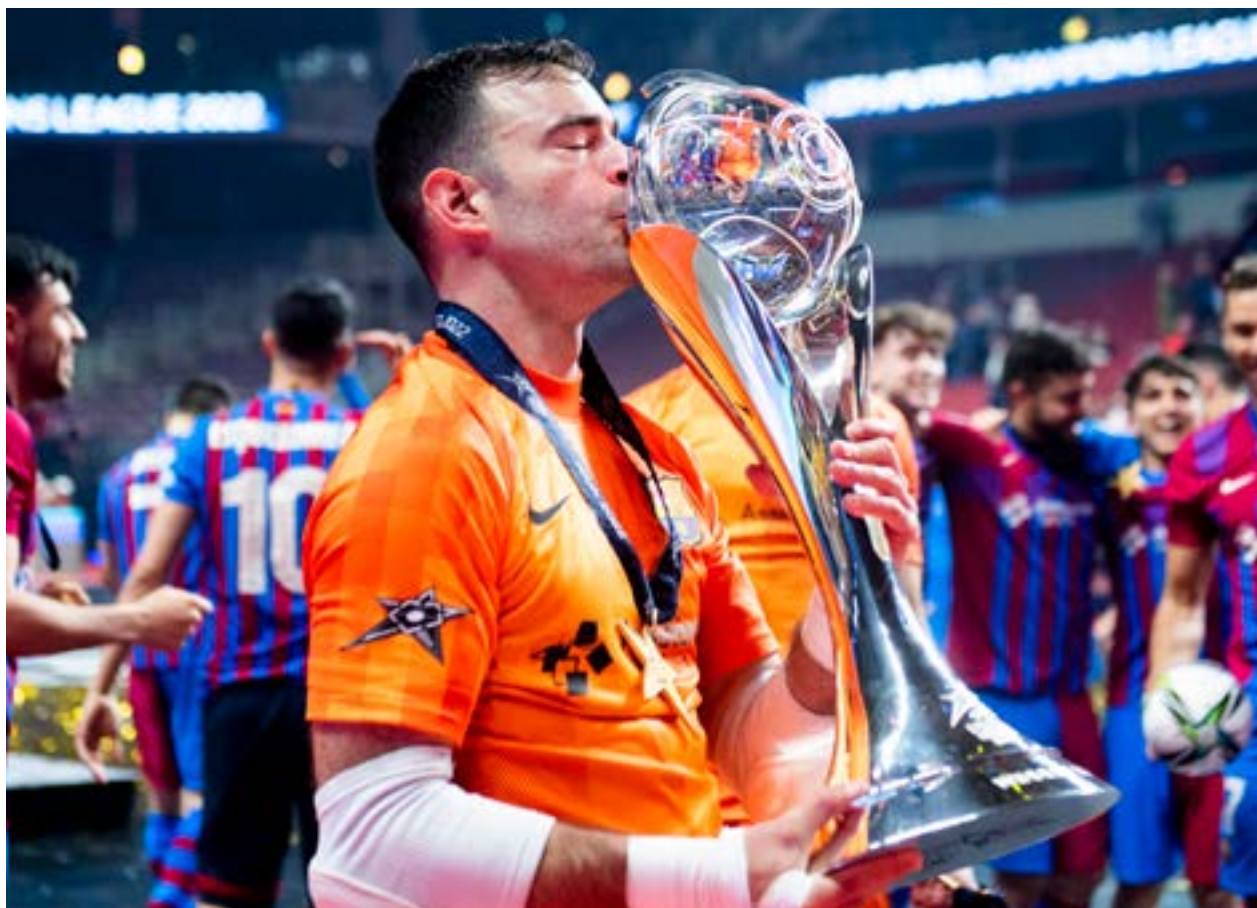
In the semi-finals, Barça played against a very difficult opponent, Benfica. In the first half, Barça was denied by the posts and by the effectiveness of the Lisbon players who established a 3-0 lead at the break. In the second half, the Barça reaction was spectacular and the goals by Coelho, Ferrao, with a screamer, and Dyego levelled the scores. Another strike

from Dyego certified the team's comeback, but, shortly after, the rival equalised the result again by taking advantage of the player goalkeeper and sending the game to extra time. With 18 seconds to go Adolfo scored the winning goal that qualified for the grand final, which was a repeat of the 2020/21 season with Sporting CP as its rival. This time Barça got their revenge and, in an extraordinary game, lifted the title with a great 4-0 triumph, with goals from Sergio Lozano, Pito, Ferrao and the goalkeeper Dídac, with the goalkeeper playing for the opponent.

Lozano, the captain, is the only player to have won four Champions Leagues with Barça.







#### RESULTS

ROUND	DATE	MATCH	RESULT
Main Round, Day 1	26/10/2021	Barça - Viten Orsha	5-1
Main Round, Day 2	27/10/2021	Levante UD - Barça	2-9
Main Round, Day 3	29/10/2021	Zalgiris Kaunas - Barça	1-7
Elite Round Day 1	01/12/2021	Barça - Dobovec	8-2
Elite Round Day 2	02/12/2021	Halle-Gook - Barça	4-8
Elite Round Day 3	04/12/2021	SK Plzen - Barça	1-3
Semi-finals	29/04/2022	Benfica - Barça	4-5
Final	01/05/2022	Barça - Sporting CP	4-0





# Champions after a spine-tingling finish on penalties



The Spanish Cup of the 2021/22 season will be remembered for a long time for the heartstopping final stages. The Barcelona team overcame Jimbee Cartagena in the quarter-finals in a very even match, and Movistar Inter in the semi-final in a match in which they had to come back from 1-3 down.

The final against ElPozo was very exciting. The first half was dominated by Velasco's team, who took the lead with a goal by Adolfo. Although in the second half the Murcians reacted and turned the score around, Barça refused to give up and, playing with the player goalkeeper, they drew level by the end of the game. In extra time, Pito gave Barça the advantage back, but ElPozo equalised shortly after to make it 3-3, a final result that gave way to the penalty shootout. Everything went completely crazy. The Murcians took the lead and even celebrated winning the title momentarily, but the intervention of the VAR accurately forced a retaking of the decisive penalty missed by Barça. With two video reviews and two saves by Miquel Feixas, FC Barcelona won the sixth Spanish Cup in its history.

## RESULTS

PLAY OFFS	DATE	MATCH	RESULT
Quarter-finals	31/03/2022	Barça – Jimbee Cartagena	3-1
Semi-finals	02/04/2022	Barça – Movistar Inter	6-4
Final	03/04/2022	Barça – El Pozo Murcia	3-3 (pens)









# The Super Cup returns home

Barça won the third Spanish Super Cup in its history in a competition played in Jerez de la Frontera. The team beat Movistar Inter in the semi-final by 3-1 and faced Palma Futsal in the final. After a goalless first half, the Barcelona team took the lead with a goal from Andre Coelho. But Barça's joy was short-lived, as Palma tied the game almost immediately and with this result came the end of regular time. Extra time once again demonstrated how evenly matched the two teams were, but Palma took the lead with a goal in the 44th minute. Jesús Velasco's team continued to fight and equalised with a header from Adolfo, which took the game to penalties, in which Dídac was the star. The Barcelona goalkeeper saved three penalties and was the architect of the first title of the season.

### RESULTS

PLAY-OFFS	DATE	MATCH	RESULT
Semi-finals	26/02/2022	Barça – Movistar Inter	3-1
Final	27/02/2022	Barça – Palma Futsal	2-2 (pens)





# Unlucky in the penalty shootout

Barça failed to make it past the round of 16 of the Copa del Rey after losing on penalties to Real Betis in a single-away game tie. In a good first half, Barça took the lead thanks to goals from Sergio Lozano and Adolfo, but the home team managed to close the gap shortly before the break. In the second half, Betis levelled the scores and sent the game to extra time, in which the goalkeepers took centre stage to maintain the result and it was 2-2 in the second half of extra time. With three minutes left to go, the home team took the lead, but then Ferrao, with a free kick, made the final score 3-3. The penalty shootout this time did not go Barça's way and Velasco's team fell in the KO competition.

RESULTS

PLAY-OFFS	DATE	MATCH	RESULT
Last 16	16/02/2022	Real Betis Futsal – Barça	3 (pens)-3





## BARÇA B

**FINAL POSITION** Sixth position in the Under-21 World Champions League

### SQUAD

**GOALKEEPER:** Oscar Dîrul, Àlex Lluch

**WINGER-DEFENDERS:** Albert Ortas, Mario López, Daniel Fernández

**WINGERS:** Rubén Sánchez, Àlex García, Marc Campàs, Iker Fernández, Aniol Vendrell, Víctor Pérez

**WINGER-PIVOT:** Jorge Carrasco, Nicolás Marrón

**COACH:** Xavier Closas



## U18

**FINAL POSITION** League Champions Winners of the Spanish Cup Winners of the Copa Catalunya

### SQUAD

**GOALKEEPER:** Oscar Dîrul, Pau López, Martí Antolín

**WINGER-DEFENDER:** Antoni Cerdà, Rubén Rodó, Rubén Gómez

**WINGER:** Marc Paterna, Adrián Tapias, Marc Puigvert, Fernando Díaz-Cano, Pol Salas

**WINGER-PIVOT:** Joan Cañizares, Jorge Carrasco, Pol Cano, Alvaro Muínelo

**COACH:** Pep Ruiz



## U16

**FINAL POSITION** League Champions Winners of the Copa Catalunya

### SQUAD

**GOALKEEPER:** Gerard Álvarez, Eric Díaz, Pol Muriel

**WINGER-DEFENDER:** Pau Ramos, Héctor Pastor, Izan Vargas, Roger García

**WINGER:** Joel Molina, Nil Prieto, David Recober, Roc Molins, Izan Sequero

**WINGER-PIVOT:** Jordi Sánchez, Gaizka González

**COACH:** Martí Graells



## U14

**FINAL POSITION** League Champions Winners of the Copa Catalunya

### SQUAD

**GOALKEEPER:** Dennis Casado, Gerard Cano

**WINGER-DEFENDER:** Mario Esteban, Roger García Eiximeno, Roger García Bernardo

**WINGER:** Pau Moya, Joan Redondo, Marcos Salido, Lucas Fernández, Jan Carreño, Julen Capdevila

**WINGER-PIVOT:** Samuel Barragán, Manuel Atienza

**COACH:** Juan Carlos López



## U12

**FINAL POSITION** Second place in the League Runners-up in the Copa Catalunya

### SQUAD

**GOALKEEPER:** Nil Garcia, David Guerra, Eric C. Samsó

**WINGER-DEFENDER:** Eric Martín, Nacho Melero, Biel Bustamante

**WINGER:** Joaquim Nebot, Ariel Clemente, Abel Balderas, Aitor Yago, Óscar Ibañez

**WINGER-PIVOT:** Arnau Mas

**COACH:** Roger Bonet





# 50 years of magic at the Palau

23 October marked the 50th anniversary of the inauguration of the Palau Blaugrana, the sports facility that is home to FC Barcelona's professional basketball, handball, roller hockey and indoor football teams, which have experienced magical nights and unforgettable epic comebacks

The Palau turned 50 years old and its magic, its sporting stories and the hundreds of players who have played on its court are part of the collective memory of the fans. Without this facility, it would not be understood why Barça is the best multi-sport club in the world, since the club's basketball, handball, roller hockey and indoor football teams have been able to grow over the years to consolidate their position among the



best teams in the world.

The launch of the Palau led to a great boost for the sections, which until then did not have their own pavilion and had to play in a somewhat haphazard way on different courts and external

pavilions. Initially it had 5,696 seats when it was inaugurated in 1971 and in 1994 it increased to 7,334 with the expansion works with suspended stands, and later in 2007 to its current capacity of 7,585.



To mark the 50 years of magic at the Palau which were commemorated throughout the season in celebration of the 50th anniversary of the inauguration of the Palau Blaugrana, the Club organised a day of celebration for each of the professional sections, with the presence of legendary former players from each of them.



### HANDBALL

Taking advantage of the league duel against Fraikin Granollers, several commemorative activities were carried out, including a show by freestylers, a Barça-themed mosaic and the visit of former players from the section to the Barça Store to sign autographs. It was also the day the Club announced the retirement of Víctor Tomàs' shirt.



### INDOOR FOOTBALL

The indoor football festival coincided with the penultimate match day of the regular League season, against Valdepeñas. Apart from several fun activities, such as the human table football match or the shot meter, Barça's indoor football fans were able to meet idols such as Jordi Torras, Ari Santos, Fernandao and Paco Sedano.



### BASKETBALL

As for basketball, legends such as Navarro, Epi, Solozabal, Dueñas and Jiménez did not want to miss this 50th birthday bash. During the half-time break in the Barça-Burgos game, a tribute was paid to all the former players of the section. The names of all the basketball players who have played at the Palau during this half-century were projected on the screen.



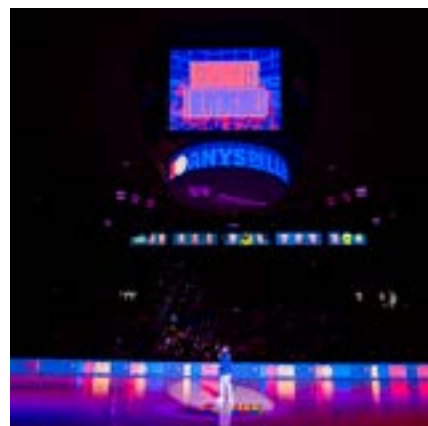
### ROLLER HOCKEY

Roller hockey celebrated its special party in the match against Caldes. There were activities for all audiences and a space for the signing of autographs by the Barça Legends of the section outside the Palau, and, once inside, there was a show by the Brodas Bros, in addition to special performances by the Barça Dance Team.

## Scoreboard, light and sound improvements

On 14 April, the Palau Blaugrana debuted a new electronic scoreboard that is accompanied by a lower ring. This is a structural change for the matchday experience of all Barça fans. The Blaugrana pavilion also renewed the entire electrical installation with new lighting that allows changing of the lights at different times: from the

presentation to the end of the match depending on the moment. The entire sound system was also renewed, incorporating new speakers that will also improve the experience of all members, season ticket holders and fans in general, who come to the Palau Blaugrana to experience a Barça match in whatever sport.





## Executive structure led by Xavier Budó

Throughout the 2021/22 season, the new executive structure was consolidated led by Xavier Budó, Director of Sports, and consisting of Xavi O'Callaghan (handball, indoor football and roller hockey manager); Juan Carlos Navarro (basketball), Markel Zubizarreta (women's teams), Joan Marin (handball coordinator), Jordi Torras (indoor football), Gaby Cairo (amateur sports and roller hockey coordinator) and Miquel Puig (La Masia).



## Sports strategic plan

The Sports Area promoted the Sports Strategic Plan, the roadmap for the mandate in this sphere, which includes projects such as the Sports Excellence Centre, which includes initiatives like the creation of the Department of High Performance Methodology of the Club, soon to be a pioneer on a global scale; the Barça Talents pilot programme; the development of a new training programme for all the Club's coach-

es and the creation of a new high-performance psychology department. It also envisages the creation and implementation of new professionalised and cross-cutting structures and business areas with the aim of generating much more economic income in professional sports, with particular success in women's basketball and football, with a significant increase in income in both sports.

## Sports Excellence Centre



The Sports Excellence Centre, one of the fundamental pillars of the Sports Strategic Plan, was set up with the aim of leaving a legacy in the form of a Model of Excellence, which ensures the maintenance of the Club's sporting essence and personality, enhancing the high performance of our teams and positioning the Entity as a global benchmark in the training and generation of talent. Working through science and experience in high performance, the construction of an in-house model which is unique in the world has begun, with a multi-interdisciplinary team made up of professionals from all areas of Sports Sciences, Technology and sports



structures. It is a model that will be implemented throughout the Club, from the academy to the first teams, in all professional and amateur sports.

The Barça Talents programme, in which 39 sportspeople from the handball, roller hockey, basketball, indoor football and women's football sections have participated, represents the first pilot experience of the model and its application.

The design of other performance programmes has also begun, such as that of good practices for academy sportspeople, or that of La Masia, for coaches, which will see the light of day as of the 2022/23 season.

## Ten years of the new La Masia

20 October marked ten years since the building of the Oriol Tort La Masia-Training Centre, the residence of Barça's sportspeople, and a commemorative event was held the day before in the gardens in which the president Joan Laporta and the player Ansu Fati, and others, were present. A video was shown during the event recapping the history of La Masia, from its creation on 20 October 1979 to the present day, in addition to the entrance of girls for the first time on 1 August of this year. Other important moments were also reviewed, such as the laying of the foundation stone of the current building by President Joan Laporta, in December 2009.



## Continuing education classroom

The Continuing Education Classroom is a project that was implemented in the last months of this season at La Masia. The residents received talks from professionals and role models from various fields of training and sport. The La Masia auditorium in the Ciutat Esportiva has seen talks by Anty García with Juan Carlos Unzué; Àlex Roca, Farkhunda Muhtaj, Bojan Krkic, El Mago Pop, Xavi Cencillo, Àlex Corretja, Oriol Riera, Miki Núñez and Pilarin Bayés, and others.



## Made in La Masia

In January, the Club announced a new tradition whereby football players from the youth and feeder teams are assigned a number based on their debut in the first team. The starting point for the creation of this order was the year of the inauguration of La Masia, the residence of the Club's sportspeople which, today, symbolises a unique training model in the world and its commitment to academy football. Thus, all footballers who have gone through one of the lower categories since the 1979/80 season have been assigned a number that determines the order of their debut. The footballer who is number 1 on the list is Joan Josep Estella, who made his debut in a League match and played a total of 100 official matches with the first team. Based on this list, the debutants from the past are listed and those of the future will be listed.



## Record number of students awarded scholarships by the Club

This year, the record number of young people studying has been broken thanks to the scholarships that the Club offers to the boys and girls in the academy teams. There have been 119 scholarship students, of whom 34 have

been university students and 19 in higher education, while the rest have been for primary, secondary and post-secondary school studies. Last season, 115 students received scholarships.



# LA MASÍA, ACADEMY TEAMS

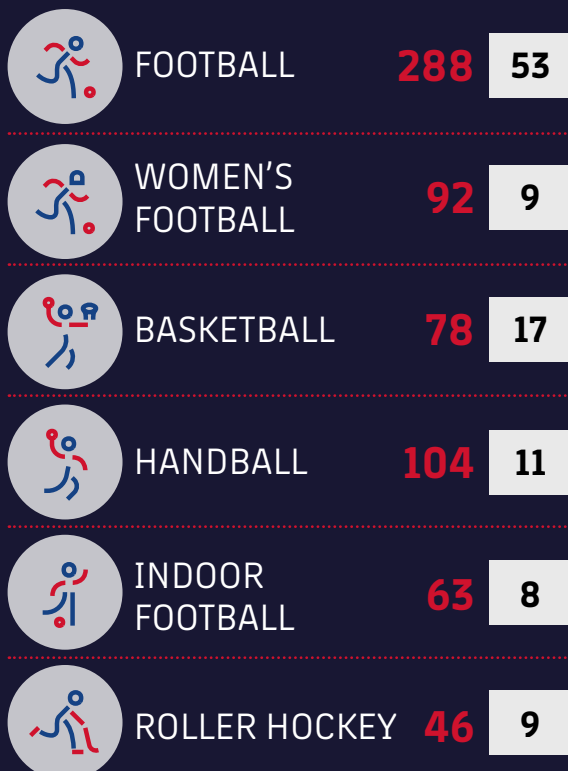
La Masia is the word by which the Club's sports, human and academic training model is known around the world. It is a school of life and sport that has created its own way of doing things that is reflected both on and off the pitch and one that has 700 sportspeople from different disciplines, coaches, tutors and educators. La Masia is a model with a stamp of quality that has grown and expanded over time. It currently includes academy football, both men's and women's; academy teams for professional sports (basketball, handball, roller hockey and indoor football), and the comprehensive training offered by the project.

## IN FIGURES

671

### SPORTSPEOPLE

107 RESIDENTS



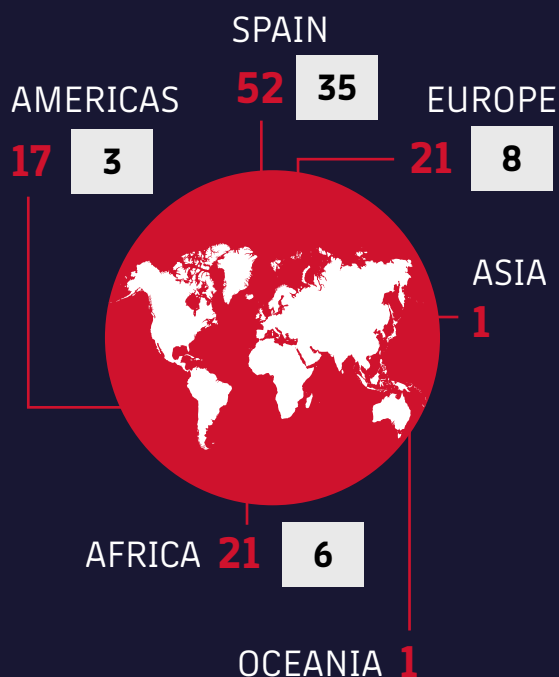
### ORIGIN

#### CATALONIA

558 55



#### RESIDENTS



# La Masia opens its doors to girls

For the first time in history, nine female players from Barça's lower categories are able to combine football with their studies while living at the Oriol Tort Training Centre.

On Sunday 1 August, for the first time in its more than forty years of history, La Masia opened its doors to its very first female residents, nine players from Barça B who will combine football with their studies while living at the Oriol Tort Training Centre. These players are Lucía Corrales, Berta Doltra, Judit Pujols, Ona Baradad, Laura Coronado, Txell Font, Martina Fernández, Clàudia Riumalló and Alba Caño. They will go down in the Club's history as pioneers of La Masia, a residence that has become a benchmark for the world thanks to its training model, which is also a new symbol of integration and equality in the world of sports.







## LA MASIA RESIDENCE-ORIOL TORT TRAINING CENTRE

### FOOTBALL

<b>U12 A</b>	Hugo Garcés, Alejandro Oviedo
<b>U16 A</b>	Hugo Alba, Brian Fariñas, Landry Cephas Farré, Lamine Yamal
<b>U16 B</b>	Daniel Avila, Marc Bernal, Andrés Cuenca, Carlos De Miguel, Juan Hernández, Genís Torrelles
<b>U14 A</b>	Rodrigo Barrios, Juan Pablo Galbarro, Adrián Guerrero, Pedro Rodríguez, Sidney Jose Só
<b>U14 B</b>	Arnau Lavilla, Ebrima Tunkara
<b>U18 B</b>	Javier Alba, Joan Anaya, Nil Calderó, Adrià Capdevila, Antonio Caravaca, Iker Córdoba, Álvaro Cortés, Denis Cruces, Sergi Domínguez, Jorge Javier Espinal, Antonio Gómez, Gerard Hernández, Pablo López, Antonio Martín, Jan Molina, Cristóbal Muñoz, Oriol Palomino, Ricard Pulido, Alejandro Ramos, Niko Takahashi, Biel Vicens

### WOMEN'S FOOTBALL

<b>WOMEN'S B</b>	Ona Baradad, Alba Caño, Laura Coronado, Lucía Corrales, Berta Doltra, Martina Fernández, Clàudia Riumallo
<b>U18</b>	Meritxell Font, Judit Pujols

### BASKETBALL

<b>2ND TEAM</b>	Gael Bonilla, Michael Caicedo, Adria Cano, David Castellnou, Aaron Patrick Ganai, Andreas Holst, Martín Iglesias, James Ugochukwu Nnaji, Iñaki Ordóñez, Pol Saló, Teodor Simic, Agustín Ubal Agost
<b>U16 A</b>	Kasparas Jakucionis, Edgar Moure, Dayan Ombog Nessah, Alpha Ousmane Sylla
<b>U14 A</b>	Mamadou Lamine Barry

### HANDBALL

<b>U16 A</b>	Ognjen Cenic, Quim Rocas
<b>U18</b>	Jokin Aja, Ezequiel Alcaraz, Djordje Cikusa, Petar Cikusa, Pol Quiroga
<b>SENIOR B</b>	Aleksandar Cenic, Roberto Domènech, Juan Palomino, Pablo Nicolás Urdangarin

### INDOOR FOOTBALL

<b>U18</b>	Joan Cañizares, Jorge Carrasco, Fernando Díaz-Cano, Pau López, Álvaro Muñelo, Rubén Rodó
<b>SENIOR</b>	Daniel Fernández, Nicolás Marrón

### ROLLER HOCKEY

<b>U14</b>	Adrià Álvarez, Joaquim Gabarró
<b>U18</b>	Marc Cáceres
<b>JUNIOR</b>	Joan Ruano, Lluç Sitjà
<b>SENIOR B</b>	Martí Gabarró, Kyllian Gil, Oriol Llenas

*\*Alejandro Castro - Played on loan at CP Calafell*



## RESIDENTS PER SPORT &amp; NATIONALITY

	FOOTBALL	WOMEN'S FOOTBALL	BASKETBALL	HANDBALL	INDOOR FOOTBALL	ROLLER HOCKEY	TOTAL
CATALONIA	26	8	5	5	4	7	55
MADRID	2				3		5
ALICANTE	1			1		1	3
MALAGA	2			1			3
ZARAGOZA	3						3
GRANADA	2						2
MURCIA	2						2
SEVILLE	2						2
GUINEA	1		1				2
SERBIA				2			2
LA CORUÑA	1						1
ALMERIA	1						1
BISCAY	1						1
CÁDIZ	1						1
CASTELLÓN	1						1
CÓRDOBA	1						1
GUIPUZKOA				1			1
HUELVA	1						1
BALEARIC ISLANDS		1					1
OVERALL TOTAL	53	9	17	11	8	9	107

## RESIDENTS PER SPORT &amp; NATIONALITY

	FOOTBALL	WOMEN'S FOOTBALL	BASKETBALL	HANDBALL	INDOOR FOOTBALL	ROLLER HOCKEY	TOTAL
LAS PALMAS				1			55
NAVARRRE			1				5
PONTEVEDRA			1				3
TERUEL	1						3
TOLEDO					1		3
VALENCIA	1						2
ANDORRA			1				2
IVORY COAST	1						2
DENMARK			1				2
ECUADOR	1						2
THE GAMBIA	1						1
LITHUANIA			1				1
MACEDONIA			1				1
MEXICO			1				1
PORTUGAL						1	1
NIGERIA			1				1
SENEGAL			1				11
SWITZERLAND			1				1
URUGUAY			1				1
OVERALL TOTAL	53	9	17	11	8	9	107



# Activities

## START OF A SEASON WITHOUT COVID

The 2021/22 season began with the reminder of the previous two seasons, both marked by the presence of Covid. Now the players no longer had to train with a mask and all the restrictions of the last two years had disappeared, but were not forgotten; the players, technicians and collaborators still maintained hygiene measures at all times.

## SESSIONS ON PHYSICAL PREPARATION

As part of the continuing training programme for the technicians and collaborators of the Amateur Sports, two days were held during the month of March focused on physical preparation. The first session was on the monitoring of the internal load and the adaptation of the players. It was carried out by Milos Mallol, responsible for monitoring FC Barcelona's internal/physiological load, and representative of the Barça Innovation Hub's Physical Training Area. The second session focused on strength work, "From the coadjutant to the optimiser", overseen by Roger Font, current coordinator and physical trainer for Academy Basketball, and previously the physical trainer of the handball first team.

## ADAPTING TO AND OVERCOMING SITUATIONS IN LIFE

As part of the training schedule organised by Amateur Sports throughout the season, there was a talk by Àlex Roca, who explained the challenges he has had to overcome throughout his life and how he has combined this with his passion for sport.

In front of more than 200 people, including sportspeople, technical staff and family members of Amateur Sports, Roca

## AMATEUR SPORTS CARD

Once again this year, the members of FC Barcelona Amateur Sports received their sportsperson's card that identifies them as members of this group. This card not only represents their membership of the largest multi-sports institution in the world, but also their being part of a way of being and understanding sport which is founded on the values of respect, effort, ambition, teamwork and humility.

In addition to making this identification with the Club's values visible, the Amateur Sports card includes a series of Club advantages, discounts and benefits.



explained his life path with all the difficulties he had to face in dealing with society in order to achieve his dreams. From running triathlons to finishing the Titan Desert race through the Sahara desert, in addition to emphasising the importance of his family and teamwork in achieving the results he was aiming for.



# Dominant on the indoor and outdoor tracks

Barça continued to dominate the indoor track, where they were champions in all the competitions in which they competed in the Senior category. The Barça team members retained their title of Spanish club champions for men's clubs on the indoor track with a great performance by triple jumper Jordan Díaz. The athletes Dídac Sala (pole vault), Xesc Tresens (high jump), Manuel Guijarro (400 metres) and Héctor Santos (long jump and 4x400) also won their categories. Lucia Pinacchio also won gold and set the Championship record in the 800 metres.

In the indoor individual event, Àlex Gracia won the pole vault, the silver medal went to Dídac Salas and the bronze was won by Aleix Pi. In the women's competition, Ana Carrasco won her first title in the Absolute category, a week after being proclaimed champion of Spain in the under-23 category. The athlete Carlos Tobalina renewed his title as champion of Spain.

In the outdoor individual field, Yulimar Rojas became the world number one in the triple jump in 2022, with a best jump of 14.83 m, she also broke the Iberdrola League record of 14.62 m that she herself had held since 2017. In the 4x100 m, Alba Borrero, Jaël Sakura Bestué, Eva Santidrián and Cristina Lara set the eighth-fastest national record in history with a time of 43.71

Jordan Díaz also broke his own Spanish national triple jump record with 17.87 m. Sebas Martos beat the League record for the 3000 m steeplechase by six seconds with 8:16.46, setting his personal best, the minimum for the World Cup in Oregon and that of the European Championships in Munich.



## RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
SENIOR TEAM - MEN	Catalan Indoor Championship	Champions
	Copa del Rey Indoor Track	Champions
	Catalan Outdoor Championship	Champions
	Spanish Outdoor Championship Division of Honour	Second
SENIOR TEAM - WOMEN	Catalan Indoor Championship	Champions
	Copa de la Reina Indoor Track	Third
	Spanish Cross Country Championship	Champions
	Catalan Outdoor Championship	Champions
	Spanish Outdoor Championship Division of Honour	Third
UNDER-20 TEAM - MEN	Catalan Indoor Championship	Champions
	Catalan Outdoor Championship	Fourth
UNDER-20 TEAM - WOMEN	Catalan Indoor Championship	Fourth
	Catalan Outdoor Championship	Fourth





# Champions of Spain in the Rugby Sevens category

The presence of Barça in the Division of Honour is a consolidated fact and the team fought as equals with their peers in the top positions throughout the season. With the arrival of 2022 arrived, a bad run by the team coached by Santiago Monteagudo, which had only strung together two victories in its last 11 games, condemned them to seventh position. In the first match of the play-off for the title, they lost to UE Santboiana by 30-23.

In the Rugby Sevens category, the team coached by Jean Luck Trogno and Andoni Samperio was proclaimed champion of Spain in the Sevens Series held in Majadahonda.

## RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
SENIOR A	Division of Honour - Regular League	Seventh
	Division of Honour - Play-off	Quarter-finals
	Catalan Super Cup	Second
	National Sevens Series	Champion
	Copa del Rey	Group phase
UNDER-23	Division of Honour - Regular League	Fifth
	Division of Honour - Play-off	Seventh
SENIOR BLAU	Catalan Division of Honour	Seventh
	Catalan Sevens Series	Third
UNDER-18	Catalan Championship	Champions
UNDER-16	Second Catalan Championship of Rugby Sevens	First Third Sixth
	Catalan First Division	
UNDER-14		





# Return to the Superliga

A year after being relegated from the top division, the men's team will once again play in the 2022/23 season in the Men's Superliga. Promotion was assured after winning the semi-final of the Final Phase held in Cabezón de Sal (Santander) and the final, in which the team defeated the host.

In the Superliga 2, that gets more complicated every year, the team stayed in the top positions. In the Copa Princep held in Tenerife, the Barça team finished fourth, as they lost in the semi-finals to Sanaya Libby's La Laguna.

Among the academy teams, the U18 and U14 teams qualified for the Spanish championships for the first time in many years.

RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
SENIOR A	Men's Superliga 2	Champions and promotion to SM1
	Copa Princep	Quarter-finals
SENIOR B	First National	Quarter-finals
U18	Regular phase	Champions
	Catalonia Championship-Final Phase	Runners-up
	Spanish Championship	Quarter-finals
U18	Regular phase	Champions
	Catalonia Championship-Final Phase	Champions
	Spanish Championship	Round of 16
U16	Regular phase	Champions
	Catalonia Championship-Final Phase	Third
	Spanish Championship	Not classified
U14	Regular phase	Champions
	Catalonia Championship-Final Phase	Second
	Spanish Championship	Seventh
U12	Regular phase	Mixed league without positions





# Farewell to the Women's Division of Honour

In the 2020/21 season, the Barça women's team was promoted for the first time to the highest category of women's field hockey, but in 2021/22 the women's team was relegated after disputing the play-outs against Pozuelo, where bad luck in both games resulted in the team's relegation after its historic season.

As for the men's team, it is worth noting the qualifier for the Copa del Rey, in which the draw paired the team with Club de Campo. The very hard-fought match went to the team from Madrid. In the Liga, the team failed to qualify for the Final Four for the title and finished sixth.



## RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
FIRST WOMEN'S TEAM	Catalan Championship 1 Women's Team	Fifth
	Iberdrola League Division of Honour	Tenth
	Federation Cup DHF 'A'	Fifth
FIRST MEN'S TEAM	MGS SEGUROS League Division of Honour	Fifth
	Catalan Championship DHM A	Third
	Federation Cup DHF A	Quarter-finals
	Catalan Super Cup DHM A	Champions
	Catalan Championship 1st Men's Indoor	Fifth
	Spanish Championship 1st Men's Indoor Division	Second
2ND WOMEN'S TEAM	Catalan Championship 1st Women's	Sixth
	Federation Cup 1st Women's	Quarter-finals
2ND MEN'S TEAM	Catalan Championship 1st Men's	Third
	Federation Cup 1st Men's	Fourth
	Spanish Championship DHM	Third
U18 WOMEN'S	Catalan Championship U18 Women's GA	Seventh
	Catalan Championship Indoor U18 F GA	Seventh
	Spanish Cup U18 Women's	Second
U18 MEN'S	Catalan Championship U18 Men's GA	Sixth
	Catalan Championship Indoor U18 Men's GA	Sixth
	Spanish Cup U18 Men's	Second
U16 WOMEN'S	Catalan Championship U16 Women's GA	Seventh
	Catalan Championship Indoor U16 Women's GB	Third
U16 MEN'S	Catalan Championship U16 Men's GB	Fourth
	Championship of Catalonia Indoor U16 Men's GB	Sixth
U14 GIRLS'	Federation Cup U14 Girls' GA	Fifth
	Catalan Championship U14 Girls' GA	Sixth
	Catalan Championship Indoor U14 Girls' GB	Champions
U14 BOYS'	Federation Cup U14 Boys' GA	Sixth
	Catalan Championship U14 Boys' GB	Champions
	Catalan Championship Indoor U14 Boys' GB	Champions
U12 GIRLS'	Federation Cup U12 Girls' GA	Sixth
	Catalan Cup U12 Girls' GA-B	Fourth
	Catalan Championship U12 Girls' GA-B	Second
	Catalan Championship Indoor U12 Girls' GB	Eighth
	Federation Cup U12 Boys' GA	Sixth
U12 BOYS'	Federation Cup U12 Boys' GB	Round of 16
	Catalan Championship U12 Boys' GB	Fifth
	Catalan Championship U12 Boys' GC	Fourth
	Catalan Championship Indoor U12 Boys' GB	Third
	Catalan Championship Indoor U12 Boys' GD	Champions
	Federation Cup U10 6x6 Mixed GA	Seventh
	Catalan Cup U10 6x6 Mixed GB	Fifth
	Catalan Cup U10 6x6 Mixed GD	Round of 16
U10 MIXED	Catalan Championship U10 6x6 Mixed GB	Sixth
	Catalan Championship U10 6x6 Mixed GD	Round of 16
	BBVA League Hockey+	Second
U10 MIXED	Catalan Super Cup Hockey+ A	Second



# Second consecutive League title

Barça Ice Hockey had a great season, retaining the Spanish League title in a season where the team participated in the first phase of the Continental Cup held in Brasov. The team coached by Eina Meyerson and Danilo Didkovsky finished third in the regular League in an eight-team League. Barça started the play-offs for the title by winning the third match against Jaca in the semi-finals. In the final, with the field factor against them, a victory in the second game overturned this and made it possible for the Barcelona team to decide the final at the Barça Ice Rink. And so it was. Two victories in both games (7-4 and 5-4) gave Barça the League title for the second consecutive year.

The season could not be rounded off with the Copa del Rey title, due to losing 4-1 in the semi-finals against the host in Jaca.

Thanks to the League title win, Barça Ice Hockey will return to Europe in the 2022/23 season to participate in the Continental Cup, this time in Istanbul.



RESULTS		
TEAM/CATEGORY	CHAMPIONSHIP	POSITION
1ST TEAM	Continental Cup	Group phase
	LNHH regular league	Third
	Play-off	Champions
	Copa del Rey	Third
U20	LNHH U20 regular league	Champions
	Play-off	Champions
U18	LNHH U18 regular league	Champions
	Play-off	Champions
	Copa del Rey	Runners-up
U15	LNHH U15 regular league	Third
	Play-off	Third



# Medals and Olympic presence

FC Barcelona’s figure skaters managed to stand on the podium at different Spanish Figure Skating Championships held in Logroño and Vitoria. Of particular note was Eukén Alberdi’s participation in the European and U18 World Championships.

The Barça figure skating pair Olivia Smart and Adrián Díaz finished eighth in the free dance on ice at the Winter Olympics held in Beijing.

The Barça Artistic Team also had a great season, they were Spanish ballet champions and champions at Villard-de-Lans (France).

## RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
MARIA OLEO	Spanish Championship Logroño (Basic Novice)	Champions
ALBA GOMEZ	Spanish Championship Logroño (Intermediate Novice)	Second
	Championship of Vitoria (Intermediate Novice A)	Second
EMILIA GINIATOVA	Spanish Championship Logroño (Basic Novice ISU)	Champions
	Championship of Vitoria (Basic Novice ISU)	Champions
ELSA BONET	Spanish Championship Logroño (Basic Novice ISU)	Third
AIDAN HUESTIS	Spanish Championship Logroño (Intermediate Novice ISU)	Second
	Championship of Vitoria (Intermediate Novice ISU)	
GAEL FOULON	Spanish Championship Logroño (Intermediate Novice ISU)	Third
	Championship of Vitoria (Intermediate Novice ISU)	Second
EUKEN ALBERDI	Spanish Championship Logroño (U19 ISU)	Champion
	U18 World Cup	29th position
	ICELAB U18	Fifth
BALLET TEAM	Spanish Championship Ballet	Champions
	Villard-de-Lans Championship (OPEN 15+)	Champions





## Double in Catalan competitions

This 2021/22 season, the UNES Barça team was proclaimed winner of the Catalan Super Cup by defeating CEM Hospital-et by 72-20 and was also awarded the Wheelchair Basketball Catalan Cup after beating Bàsquet Girona by 68-24.

In the Wheelchair Basketball First Division, UNES Barça qualified for the Promotion Phase in the Division of Honour, where it fell short in the promotion play-off classifying in second place. In the first phase, Barça finished third in Group B behind Abeconsa Basketmi Ferrol and Joventut.





# The expected promotion is already a reality

An excellent season allowed the long-awaited promotion to the Endesa League. With an extraordinary record of 27 wins and three losses, Barça CBS achieved a goal that was just out of reach in the 2020/21 season.

Against the backdrop of International Women's Day on 8 March, Isaac Fernández's team made history for the section, as they were able to enjoy the magic of the Palau Blaugrana in person during their triumph over Alcobendas. Furthermore, they were able to do it in front of the almost 4,000 home fans.

It is also worth highlighting the U18 team, which was runner-up in the Spanish Championship after losing the final to Spar Gran Canaria in Huelva, and in the Spanish U14 Championship, the team won the final held in Betanzos (A Coruña) against Gestión y Calor Cordobasket.



## RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
FIRST TEAM	LF Challenge	Champions
	Catalan League	Champions
SENIOR B	C.C. FIRST WOMEN'S CATEGORY (Preliminary Phase)	Eighth
	C.C. FIRST WOMEN'S CATEGORY (Second Phase)	Second
SENIOR BLAU	C.C. THIRD WOMEN'S CATEGORY (Preliminary Phase)	Second
	C.C. THIRD WOMEN'S CATEGORY (Second Phase)	Third
U18 A	C.C. WOMEN'S U18 PREFERENTIAL (Preliminary Phase)	Champions
	C.C. WOMEN'S U18 PREFERENTIAL (Second Phase)	Third
	C.C. WOMEN'S U19 PREFERENTIAL (Final Four)	Champions
	Spanish Championship U18	Second
U18 BLAU	C.C. WOMEN'S U18 LEVEL A	Ninth
U18 B	C.C. WOMEN'S U18 1st YEAR (First Phase)	Champions
	C.C. WOMEN'S U18 1st YEAR (Second Phase)	Champions
	C.C. WOMEN'S U18 1st YEAR (Final Four)	Second
U16 A	C.C. WOMEN'S U16 PREFERENTIAL (Preliminary Phase)	Champions
	C.C. WOMEN'S U16 PREFERENTIAL (Second Phase)	Third
	C.C. WOMEN'S U16 PREFERENTIAL (Final Four)	Fourth
U16 BLAU	C.C. WOMEN'S U16 INTERTERRITORIAL (First Phase)	Eleventh
	C.C. WOMEN'S U16 INTERTERRITORIAL (Second Phase)	Second
U16 B	C.C. WOMEN'S U16 1st YEAR (First Phase)	Champions
	C.C. WOMEN'S U16 1st YEAR (Second Phase)	Champions
	C.C. WOMEN'S U16 1st YEAR (Final Four)	Champions
U14 A	C.C. GIRLS' U14 PREFERENTIAL (Preliminary Phase)	Second
	C.C. GIRLS' U14 PREFERENTIAL (Second Phase)	Second
	C.C. GIRLS' U14 PREFERENTIAL (Final Four)	Third
	Spanish Championship U14	Champions
U14 BLAU	C.C. GIRLS' U14 INTERTERRITORIAL	Fourth
	Catalan Championship U12 Girls' GA-B	Second
	Catalan Championship Indoor U12 Girls' F GB	Eighth
U14 B	C.C. GIRLS' U14 1st YEAR (First Phase)	Champions
	C.C. GIRLS' U14 1st YEAR (Second Phase)	Champions
	C.C. GIRLS' U14 1st YEAR (Final Four)	Second
U14 GRANA	C.T. GIRLS' U14 PROMOTION (First Phase)	Champions
	C.T. GIRLS' U14 PROMOTION (Second Phase)	Champions
PRE-U14	C.T. GIRLS' PRE-U14 (First Phase)	Champions
	C.T. GIRLS' PRE-U14 (Second Phase)	Champions
MINI A	C.T. GIRLS' MINI (First Phase)	Champions
	C.T. GIRLS' MINI (Second Phase)	Second
	C.T. GIRLS' MINI (Third Phase)	Third
	C.T. GIRLS' MINI (Final Eight)	Fourth
	Molinet tournament	Champions
MINI BLAU	C.T. GIRLS' MINI (First Phase)	Champions
	C.T. GIRLS' MINI (Second Phase)	Sixth
MINI B	C.T. GIRLS' MINI (First Phase)	Second
	C.T. GIRLS' MINI (Second Phase)	Champions
PRE-MINI A	C.T. GIRLS' PRE-MINI (First Phase)	Champions
	C.T. GIRLS' PRE-MINI (Second Phase)	Champions



# Relegation to SuperLiga 2

After promotion to the Liga Iberdrola in the 2020/21 season, Barça Women's Volleyball, with a very young team, started the season with many good results. However, the team suffered defeats due to the lack of experience in the League and this meant that throughout the whole second half of the season the team was in second-to-last place. Although there were attempts to react, the Barcelona team was unable to climb up the table. After finishing second from the bottom, Barça will play the 2022/23 season in the Second Division of women's volleyball.

## RESULTS

TEAM/CATEGORY	CHAMPIONSHIP	POSITION
BARÇA CVB - SUPER LEAGUE	LIGA IBERDROLA	Eleventh
BARÇA CVB B	1st DIV. NATIONAL WOMEN'S	Champions
	Promotion Phase	Fifth
BARÇA CVB U18 A	Spanish Championship U18	Ninth
	Catalan Championship U18 1st Div.	Second
BARÇA CVB U18 BLAU	Catalan Championship U18 1st Div.	Fifth
BARÇA CVB U18 A	Spanish Championship U18	Fifth
	Catalan Championship U18 1st Div.	Champions
BARÇA CVB U18 BLAU	Catalan Championship U18 2nd Div.	Champions
BARÇA CVB U18 GRANA	Catalan Championship U18 2nd Div.	Seventh
BARÇA CVB U16 A	Catalan Championship U16 1st Div.	Fifth
BARÇA CVB U16 BLAU	Catalan Championship U16 2nd Div.	Sixth
BARÇA CVB U16 GRANA	Catalan Championship U16 2nd Div.	Seventh
BARÇA CVB U16 PRO	Catalan Championship U16 Preferential	Champions
BARÇA CVB U14 A	Catalan Championship U14 1st Div.	Fifth
BARÇA CVB U14 BLAU	Catalan Championship U14 2nd Div.	Fourth
BARÇA CVB U14 GRANA	Catalan Championship U14 2nd Div.	Fifth
BARÇA CVB U13 BLAU	Catalan Championship U14 2nd Div.	Fourth
BARÇA CVB U13 GRANA	Catalan Championship U14 2nd Div.	Third
BARÇA CVB U13 PRO	Catalan Championship U14 2nd Div.	Third
BARÇA CVB U11 BLAU	Catalan Championship U12	Sixth
BARÇA CVB U12 GRANA	Catalan Championship U12	Fifth
BARÇA CVB U12 BLAU	CEE Barcelona Championship U14	Second
BARÇA CVB U12 GRANA	CEE Barcelona Championship U14	Seventh
BARÇA CVB U11 ROSA	Barça CVB internal league	
BARÇA CVB U11 TARNJA	Barça CVB internal league	
BARÇA CVB U11 BLANC	Barça CVB internal league	
BARÇA CVB U11 BLAU	Barça CVB internal league	
BARÇA CVB U11 PROMOTION LA MARINA	Barça CVB internal league	
BARÇA CVB U10 VERMELL	Barça CVB internal league	
BARÇA CVB U10 GROC	Barça CVB internal league	
BARÇA CVB KINDER	Barça CVB internal league	







## Medical services, looking after the health of the Club's sportspeople and staff

During the 2021/22 season, FC Barcelona's Medical Services continued to look after the health of the Club's sportspeople and staff. As is well known, Barça's Medical Services comprise around a hundred professionals from different disciplines in the health field (medical staff, physiotherapists, nutritionists, the nursing and podiatry staff) who are a very active part of the teams from different sections, whether professional or amateur.

Located in the medical centre at the Ciutat Esportiva Joan Gamper, the Medical Services have earned the title FIFA Medical Centre of Excellence (only held by two sports medical centres in Spain). The centre has several consultation rooms for outpatient visits, a central physiotherapy room, several rooms for stress tests, a clean room for practising invasive procedures and the most up-to-date technological equipment for the practice of sports medicine and rehabilitation, such as ultrasound, X-ray, densitometry or high-definition magnetic resonance imaging.

During the 2021/22 season, a total of 6,033 medical examinations were carried out; 12,296 visits to our offices, for both the diagnosis and follow-up of athletes with injuries; and 885 cardiac ultrasounds, 1,278 stress tests and 1,037 magnetic resonances of the musculoskeletal system were performed. The medical centre also continued to provide

vaccinations against Covid, in accordance with the different campaigns established by the Department of Health. It is a matter of pride for the Medical Services that the Club is probably one of the places with the highest percentage of vaccinated people in the world.

Lastly, it must be said that, among its other perhaps less well-known activities, the Medical Services continued to guarantee health coverage in all the matches played at the Club's various facilities: the Camp Nou Stadium, the Palau Blaugrana, the Johan Cruyff Stadium, the Ciutat Esportiva or the Camp de la Fuixarda. The 70 automatic external defibrillators that are part of the network of cardio-protection devices at the Club were also reviewed; it participated in different courses, master's degrees, congresses and high-impact scientific publications, and also continued with the Talents program and the project for the new model of sports excellence headed by the Sports Sciences Area; and the new medical dispensaries that are part of the Espai Barça transformation project were designed. Looking ahead to the 2022/23 season, the Medical Services want to continue to guarantee the highest quality of care that sportsmen and employees deserve, through multidisciplinary care that provides a cross-cutting service to all sections and areas of the Club.

### 2021/22 SEASON DETAILS

The Medical Services have carried out the following this season:

**6.033**  
medical examinations

**1.278**  
strength tests

**1.037**  
MRIs

**885**  
cardiac ultrasounds

## NUTRITION

The care model offered to our sportspeople requires not only assessing their fitness for sport and ruling out any pathologies, but also constantly improving their health in the most positive sense and in an active way that ranges from the study of changes in body composition to the improvement of nutritional habits, rest, or even mental well-being, all of which are encompassed in an increasingly accepted holistic and integrative model. Support is provided in nutrition in the form of individual visits and complemented by information in the different canteens at our facilities and through group talks, workshops and other activities that try to embody a "sportsman with values model", which is agreed upon and shared by the players themselves and which is extended to the staff and other professionals.



## PSYCHOLOGY

The High Performance Sports Psychology Department was created this season as part of FC Barcelona's Medical Services and is made up of eight sports psychology professionals. The objectives of this new area are to create and develop a specific psychological training methodology for Barça with the aim of making it a global benchmark; implement measures and tools

for the evaluation of this training and strengthen the figure of the psychologist so that they become just another member of the technical staff, as well as to aligning their work with all the teams in order to contribute to the creation of a model of excellence. In short, to incorporate mental work as another essential variable for a team to achieve success.



## PHYSICAL PREPARATION

The Physical Preparation Area has depended on 20 professionals with the mission of creating a project of excellence that unifies and shares knowledge with other cross-cutting areas of the Club to create and consolidate a comprehensive work model. Through the day-to-day of training, matches and breaks, information is gathered that allows a profile of the sportspeople to be created and, using this as a basis, to draw up tailor-made programmes that encourage improve-

ment and constant growth. This knowledge gives rise to a working methodology that is adapted to the different sections and categories that make up the Club.

A new personnel plan was also created for this area during the season. A diagnosis was performed of the Club's available infrastructure to carry out the tasks of this department and work was carried out in the field of research and teaching.









# INSTITUTIONAL





# A deep-rooted, committed, inclusive and supportive club

2021/22 was the first full season in which the Club was managed by the Board of Directors chaired by Joan Laporta, who won the elections held on 7 March 2021 with 54.28% of the vote and which passed into history for having been held in the middle of a pandemic and for introducing postal voting and also multi-seats. President Laporta and his Board of Directors have put the institutional emphasis on building a club rooted in the city and the country by supporting many of its institutions and organisations by signing collaboration agreements and alliances; a club committed to society, starting with its members, con-

tinuing with fans from all over the world, and one that is also inclusive and supportive, by signing strategic agreements such as those with UNHCR.

## FEATURED ACTIONS

- Normalisation of relations with institutions.
- Approval of the reduction of the term of office from six to five years.
- Active participation in the management to exempt the boards of directors of professional clubs that are not a public limited sports company (SAD after its acronym in Spanish) from guaranteeing

15% of their budgets. Public positioning of the Club asking for peace in the conflict between Russia and Ukraine.

- Anti-racist gesture before the Europa League matches against Napoli.
- Determined commitment to improve and strengthen the use of Catalan in our global channels, to promote its use and visibility at a global level. FC Barcelona is the entity that has the most reach in the dissemination of Catalan, the Club's official language, in the digital sphere: every day more than 266 million fans from all over the world receive communications in Catalan through our social networks.



# Barça, 'more than a club'

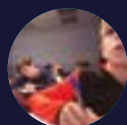
## We tell the world about our uniqueness and what makes us different

Coinciding with the launch of the first shirt of the 2021/22 season, FC Barcelona launched a campaign that alludes to the motto 'more than a club' and interprets the pillars that form part of the foundations and essence of Barça, which define its uniqueness.



### **MORE THAN VOICES** THE OWNERSHIP MODEL

A club of MORE THAN 140,000 MEMBERS who make big decisions democratically, because together is how we can best find excellence in both the sporting and management fields.



### **MORE THAN TALENT** LA MASIA

We are a school of life that shapes people through sport. We are not satisfied with just having great sportspeople, but through La Masia, we shape wonderful people who are recognised and recognisable both on and off the field.



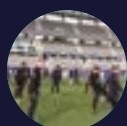
### **MORE THAN WORDS** VALUES

Values such as humility, hard work, ambition, teamwork and respect in our game are just as important as winning.



### **MORE THAN PRIDE** FROM BARCELONA AND CATALONIA TO THE WORLD

Without giving up our roots in Barcelona, our Catalan identity and our culture, we have always been open to the world, and we have become a meeting point between different people, cultures and countries.



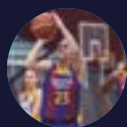
### **MORE THAN WINNING OR LOSING** OWN STYLE OF PLAY

When we play we want to win, but above all we want to play without giving up our signature style of play.



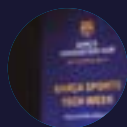
### **MORE THAN 11 PLAYERS** SOCIAL COMMITMENT AND THE FOUNDATION

We have made a strong commitment to social change. We believe in the transformative power of sport.



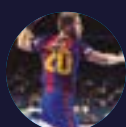
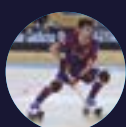
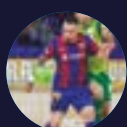
### **MORE THAN GENDER** COMMITTED TO WOMEN'S SPORT

We are firmly committed to women's sport. We have a professional football team, five academy teams and more than 600 sportspersons, boys, girls and women, who wear the Barça shirt in the Club's 9 amateur sports.



### **MORE THAN MAGIC** COMMITTED TO INNOVATION AND KNOWLEDGE

We work with great professionals and experts in the world of sport and we generate new knowledge that we share. We are a benchmark in innovation and sporting knowledge.



### **MORE THAN GOALS** MULTI-SPORT VOCATION

We are more than football We are a multi-sport club, competing at the highest level in basketball, handball, roller hockey and indoor football.





## Barça and UNHCR/ACNUR, united for refugee rights

Through the FC Barcelona Foundation, FC Barcelona signed an alliance with UNHCR/ACNUR (United Nations High Commissioner for Refugees) to the world a message of solidarity with the more than one hundred million people, including many children and young people, who have been forced to flee their countries because of war and repression. The channel for this message is the shirts of the main football teams, where you can see the UNHCR/ACNUR logo on the back, below the player's number. The alliance also includes financial contributions for specific projects, which in this first season will take place in Colombia, Uganda, Turkey and Malaysia, in the amount of €100,000 per project, and a donation of sporting equipment. On 14 June 2022, the institutional presentation of the agreement took place at the headquarters of UNHCR/ACNUR in Geneva,

where the president Joan Laporta and the United Nations High Commissioner for Refugees, Filippo Grandi, expressed

their desire that the agreement should bring the cause of refugees closer to all football fans around the world.



# Spotify, a pioneering alliance in the world



On 15 March 2022, FC Barcelona and Spotify announced a sponsorship deal that unites football and music, sport and entertainment, in a pioneering strategic alliance in the sporting industry. With the ratification of the deal by the delegate members, on 1 July Barça will commence a sponsorship between two leading global brands, which share the same philosophy and values. The Swedish company which provides the world's most popular streaming audio service becomes the Club's Main Partner and Official Audio Streaming Partner. This entails a presence on the playing and training shirts of the men's and women's first teams, but what is more, for the first time, it means that the Camp Nou will have an associated name that will precede it: Spotify.

This unprecedented agreement will provide the Club with the necessary fi-

nancial resources to face the strategic sporting challenges of the future, it will be essential for the Entity's economic recovery and it also includes exclusive benefits for members and supporters' clubs.

Spotify will feature on the front of the men's and women's first team shirts, starting in the 2022/23 season and will continue for the next four seasons. Spotify will also sponsor the front of both teams' training shirts from the 2022/23 season and for the next three seasons. Also, as part of the collaboration, the Swedish company becomes Title Partner of the Stadium, which for the first time will change its name and will now be called the Spotify Camp Nou. The sponsorship aims to create a new platform to help artists interact with the global community of FC Barcelona fans.

The agreement between Barça and Spotify is the first of its kind for the

Club and brings the worlds of music and football together, offering a global stage for sportsmen and artists at the Spotify Camp Nou stadium, creating new opportunities to connect with fans around the world. The collaboration also means the name of the Main Partner will appear on the teams' kits.

## CONNECTING GLOBAL AUDIENCES

Furthermore, FC Barcelona and Spotify will work to use the Stadium's media and audiovisual spaces to present and amplify the projects of the various artists and connect with Barça's global audiences through television. When the remodelling of the Stadium is completed with the Espai Barça project, Spotify will have a significant presence in the facilities that will be crucial for the Club's future.



## AGREEMENTS WITH ORGANISATIONS AND INSTITUTIONS

### ÒMNium CULTURAL

The Club signed an agreement with Òmnium Cultural with the aim of not only promoting Catalan culture in all areas of daily life and in all Catalan-speaking territories, but also fostering, disseminating and jointly encourage the language, social cohesion and the civil and political rights of Catalonia.



### FUNDACIÓ ORFEÓ CATALÀ - PALAU DE LA MÚSICA CATALANA

The partnership established this season between Barça and the Fundació Orfeó Català - Palau de la Música Catalana fosters the promotion of culture and the musical and cultural activities of this organisation among members of FC Barcelona, sporting staff, boys and girls from La Masia and the Entity's corporate staff.



### CATALAN TOURISM AGENCY

This season, the Club renewed the collaboration agreement with the Catalan Tourism Agency for the next three seasons, until 2024. The agreement aims to work together to recover tourism demand in the different international markets.



### GRAN TEATRE DEL LICEU

FC Barcelona has renewed its agreement with the Gran Teatre del Liceu to continue its involvement among the companies that support the activities of the Liceu and contribute to the promotion of culture and opera. The agreement is part of the sponsorship and patronage programme of the musical institution.



## CATALAN ENCYCLOPAEDIA FOUNDATION

Barça and the Catalan Encyclopaedia Foundation have joined forces to promote the First Reading Out Loud Contest for Young People, to promote Catalan and the habit of reading among this group. The Club undertakes to collaborate in the dissemination of the contest and thereby contribute to supporting the Catalan language.



## APROPA CULTURA

The Club has gone on to expand the list of entities included in the Apropa Cultura project with the aim of facilitating visits to the Museum for groups that are at risk of social exclusion or with functional diversity. This initiative is driven by an agreement with the Consortium of l'Auditori and l'Orquestra, creators of the project.



## PANTERES GROQUES

FC Barcelona has signed an agreement with Panteres Groques, an LGBTIQ+ multi-sport association, to fight against sexual orientation discrimination. Barça focuses its interest in training related to gender diversity, identity and sexual orientation, as well as the fight against LGBTI-phobia in sport.



## UNIÓN ESPORTIVA OLOT

The Club has also joined ties this season with Unió Esportiva Olot, an entity with which it has several historical links such as Gamper's involvement in football in La Garrotxa or the Barça team colours. In signing the new agreement, they will share knowledge and working synergies, especially in the youth field.





## ACTS

### FC BARCELONA CELEBRATES THE NATIONAL DAY OF CATALONIA

As it does every year, FC Barcelona laid its usual Floral Offering on the occasion of the National Day of Catalonia. The delegation included president Joan Laporta, vice-presidents Rafael Yuste, Elena Fort and managers

Xavier Barbany, Miquel Camps, Josep I. Macià, Aureli Mas, Àngel Riudalbas, Joan Solé and Joan Soler. Representatives of the professional sections, academy teams and the FC Barcelona Players' Association also took part in the event.



### LAPORTA HEADS THE INSTITUTIONAL TRIP TO ISRAEL

The president of FC Barcelona, Joan Laporta, led an institutional trip to Israel on 19 July. Accompanied by the vice-president responsible for the Marketing area, Juli Guiu, Laporta officially opened *Barça, The Exhibition* in Tel Aviv. This is an experience designed using the most advanced technologies and will be touring several countries around the world. During the stay in Israel, Laporta had a meeting with the country's president, Isaac Herzog.



### ITINERANT BOARD MEETINGS ARE BACK

The Club has recovered the tradition of itinerant board meetings, taking the meeting of the management board to different parts of Catalonia. Two have been held this year, an ordinary session was held at the Abbey of Montserrat on 22 April, where David Carabén was named commissioner of the 125th anniversary, and the historical memory committee was created. Another was held at La Jonquera on 31 May, where the Extraordinary Assembly was called on 16 June and the name *Barça Atlètic* was adopted for the affiliate team.



## PALAU BLAUGRANA

### PLAQUE COMMEMORATING THE 50TH ANNIVERSARY OF THE PALAU

As part of the 50th anniversary celebrations of the inauguration of the Palau Blaugrana, a commemorative plaque was unveiled above door 1 of this facility. The event was attended by a large number of sporting and institutional representatives, headed by president Joan Laporta and members of the Board of Directors. This was followed by an emotional event held in the Auditorium 1899, which marked the start of a year of activities to pay tribute to the teams, sportsmen and professionals who have turned the Palau into a sporting and heritage icon of the Club.



### ELENA FORT AND MIQUEL CAMPS, WITH CBS AT THE PALAU

The institutional vice-president Elena Fort and the head of the amateur sections, Miquel Camps, were with Barça CBS (Club Bàsquet SantFeliuenc), the women's basketball section of FC Barcelona since 2009, on a historic day. As part of Women's Day, Barça CBS played its first match at the Palau Blaugrana, in front of 4,000 spectators. The Barça team faced their direct rivals Alcobendas and secured a vital victory to secure their promotion to the 1st Women's League, the top competition in Spain.



### TRIBUTES TO NORMAN CARMICHAEL AND JAVIER SANJUAN

On 6 March, during the basketball match between Barça and Coosur Real Betis, the Club paid tribute to Norman Carmichael, who died in March in Texas (USA). Carmichael spent his entire 9-year professional sports career at FC Barcelona. The tribute was attended by the teammates with whom he shared the dressing room. In June, during the match between Barça and Zaragoza, the Club held a posthumous tribute at the Palau to Javier Sanjuan, who was a Barça basketball player from the 1963/64 season until the 1971/72 season.



### TENTH ANNIVERSARY OF THE SECOND EUROLEAGUE

During the match between Barça and Zenit St. Petersburg, on 22 October 2021, a celebration was held at the Palau to commemorate the tenth anniversary of the winning of the second Euroleague in the basketball section. The event was attended by several members of the team that won this competition in 2010, such as Roger Grimau, Jordi Trias, Víctor Sada, Erazem Lorbek, Fran Vázquez, Gianluca Basile, Pete Mickeal, Juan Carlos Navarro, coach Xavier Pascual and also Joan Creus, who was technical secretary of the section, along with vice president Rafa Yuste and manager Josep Cubells.







**JOAN GAMPER TROPHY** 08/08/2021  
JOAN LAPORTA AND INSTITUTIONAL REPRESENTATIVES FROM JUVENTUS F.C.



**FC BARCELONA – GIRONA** 27/07/2021  
JOAN LAPORTA AND CHRIS MARTIN, SINGER OF COLDPLAY



**FC BARCELONA – GRANADA CF** 20/09/2021  
JOAN LAPORTA AND THERESA JAMAA, GENERAL MANAGER OF GSMA



**FC BARCELONA – VALENCIA CF** 17/10/2021  
JOAN LAPORTA AND TONI BOU, CHAMPION OF THE 29TH TRIAL WORLD CHAMPIONSHIP



**FC BARCELONA – VALENCIA CF** 17/10/2021  
JOAN LAPORTA AND GUILLERMO ROJO, PARALYMPIC CHAMPION IN TOKYO 2021



**FC BARCELONA – REAL MADRID** 24/10/2021  
JOAN LAPORTA AND PERE ARAGONÈS, PRESIDENT OF THE GENERALITAT



**FC BARCELONA – REAL MADRID** 24/10/2021  
JOAN LAPORTA AND THE MEDALLISTS DAMIÁN QUINTERO AND ARIADNA CEREZO



**FC BARCELONA – SL BENFICA** 23/11/2021  
JOAN LAPORTA AND FARKHUNDA MUHTAJ, CAPTAIN AFGHANISTAN NATIONAL TEAM



**FC BARCELONA – SL BENFICA** 23/11/2021  
JOAN LAPORTA AND THE RIDER LAIA SANZ



**FC BARCELONA – SL BENFICA** 23/11/2021  
JOAN LAPORTA, POL ESPARGARÓ AND ALEIX ESPARGARÓ, MOTO GP RIDERS



**FC BARCELONA – SL BENFICA** 23/11/2021  
JOAN LAPORTA AND ANTONIO DÍAZ, 'EL MAGO POP'



**FC BARCELONA – ELCHE** 18/12/2021  
JOAN LAPORTA AND MERCÈ IZQUIERDO, SCIENTIST. CREU DE SAN JORDI



**FC BARCELONA – ELCHE** 18/12/2021  
JOAN LAPORTA AND ERNEST COSTA, WRITER. CREU DE SAN JORDI



**FC BARCELONA – ELCHE** 18/12/2021  
JOAN LAPORTA, MIQUEL CAMPS AND MEMBERS OF THE BAND 'LOVE OF LESBIAN'



**FC BARCELONA – ELCHE** 18/12/2021  
JOAN LAPORTA, ELENA FORT AND JESÚS ALTURO, CREU DE SANT JORDI



**FC BARCELONA – ATLETICO MADRID** 06/02/2022  
JOAN LAPORTA AND MEMBERS OF THE BAND 'ELS PETS'





**FC BARCELONA – ATHLETIC CLUB 27/02/2022**  
JOAN LAPORTA AND NASSER AL-ATTIAH, WINNER OF THE DAKAR 2022



**FC BARCELONA – ATHLETIC CLUB 27/02/2022**  
JOAN LAPORTA AND JONATHAN REA, SUPERBIKE WORLD CHAMPION



**FC BARCELONA – CA OSASUNA 13/03/2022**  
JOAN LAPORTA AND THE WINNERS OF THE GAUDÍ AWARDS



**FC BARCELONA-SEVILLA 03/04/2022**  
JOAN LAPORTA AND RAQUEL SÁNCHEZ, MINISTER OF TRANSPORT



**FC BARCELONA – CADIZ 18/04/2022**  
JOAN LAPORTA AND RAMON MIRABET, SINGER



**FC BARCELONA – CÁDIZ 18/04/2022**  
JOAN LAPORTA AND MARC LÓPEZ, TENNIS PLAYER



**FC BARCELONA – CADIZ 18/04/2022**  
JOAN LAPORTA AND TOMMY ROBREDO, TENNIS PLAYER



**FC BARCELONA – RAYO VALLECANO 24/04/2022**  
JOAN LAPORTA AND EMPAR MOLINER, AUTHOR, SANT JORDI 2022



**FC BARCELONA – CELTA** 12/05/2022  
ELENA FORT, XAVIER PUIG AND MARIYA GABRIEL, EUROPEAN COMMISSIONER



**FC BARCELONA – VILLARREAL CF** 22/05/2022  
JOAN LAPORTA AND NIELS VINK, WORLD WHEELCHAIR TENNIS CHAMPION



**FC BARCELONA – VILLARREAL CF** 22/05/2022  
SERGI ROBERTO AND CHARLES LECLERC, FORMULA 1 DRIVER



**BARÇA WOMEN'S TEAM – REAL MADRID** 30/03/2022  
JOAN LAPORTA, ELENA FORT AND LAURA VILAGRÀ, ADVISER TO THE PRESIDENCY



**BARÇA WOMEN'S TEAM - REAL MADRID** 30/03/2022  
JOAN LAPORTA AND THE POLICE OFFICERS MARTA FERNÁNDEZ AND SÍLVIA CATÀ



**BARÇA WOMEN'S TEAM – REAL MADRID** 30/03/2022  
JOAN LAPORTA AND PERE ARAGONÈS, PRESIDENT OF THE GENERALITAT



**BARÇA WOMEN'S TEAM – REAL MADRID** 30/03/2022  
JOAN LAPORTA AND AUDIE NORRIS, FC BARCELONA AMBASSADOR



**BARÇA WOMEN'S TEAM – WOLFSBURG** 22/04/2022  
LAPORTA I XAVIER CAMBRA, PRESIDENT OF THE CATALAN ENCYCLOPAEDIA FOUNDATION





**JOAN GAMPER TROPHY**  
JOAN LAPORTA, RAFA YUSTE AND ELENA FORT, WITH THE GAMPER FAMILY



**BARÇA WOMEN'S TEAM – HB KÖGE**  
XAVIER PUIG AND EDUARD ROMEU, WITH ÀLEX ABRINES AND BERNAT POVILL



**BARÇA WOMEN'S TEAM – TSG HOFFENHEIM**  
XAVIER PUIG AND THE HOFFENHEIM REPRESENTATIVES



ELENA FORT AND XAVIER PUIG, WITH ILLUSTRATOR FÉLIX MAS



**BARÇA WOMEN'S TEAM - SEVILLA**  
THE PIONEERS OF BARÇA WOMEN'S FOOTBALL



**BARÇA WOMEN'S TEAM – ATLÉTICO DE MADRID** 05/05/2022  
XAVIER PUIG WITH INVITED 'INFLUENCERS'



**BARÇA B** JORDI CASALS, MIKE PUIG, JOAN SOLER AND ANTONIO DÍAZ  
'EL MAGO POP'



**TRIBUTE TO BARÇA B DELEGATE TONI ALONSO FOR 30 YEARS OF SERVICE**  
DIRECTORS YUSTE, CASALS, CAMPS, MACIÀ AND SOLER, FAMILIES AND FRIENDS





**BARÇA WOMEN'S TEAM - ATHLETIC CLUB 04/12/2021**

**CELEBRATION OF THE BARCELONA WOMEN'S TEAM DOUBLE**

THE PRESIDENT JOAN LAPORTA, THE VICE-PRESIDENTS RAFA YUSTE AND ELENA FORT; MANAGERS XAVIER PUIG, JORDI LLAURADÓ, AURELI MAS, ÀNGEL RIUDALBAS, JOSEP IGNASI MACIÀ AND JOAN SOLÉ WITH THE INSTITUTIONAL REPRESENTATIVES; THE PRESIDENT OF THE PARLAMENT DE CATALUNYA, LAURA BORRÀS; THE ADVISOR TO THE PRESIDENCY, LAURA VILAGRÀ; THE MAYOR OF BARCELONA, ADA COLAU; THE DIRECTOR GENERAL OF SPORTS OF THE GENERALITAT DE CATALUNYA, GERARD FIGUERAS, THE COUNCILLOR FOR SPORTS OF THE BARCELONA CITY COUNCIL, DAVID ESCUDÉ, AND RAFAEL DEL AMO, VICE-PRESIDENT OF THE RFEF.



**BARÇA WOMEN'S TEAM - ATHLETIC CLUB 04/12/2021** JOAN LAPORTA, SUSILA CRUYFF AND PATI ROURA GIL



**BARÇA WOMEN'S TEAM - ATHLETIC CLUB 04/12/2021** ALEXIA PUTELLAS AND THE PRESIDENT OF THE GENERALITAT, PERE ARAGONÈS



**UEFA WOMEN'S AWARDS**  
ALEXIA PUTELLAS / NADINE KESSLER



**UEFA WOMEN'S AWARDS**  
JENNIFER HERMOSO / NADINE KESSLER



**UEFA WOMEN'S AWARDS**  
SANDRA PAÑOS / NADINE KESSLER



**UEFA WOMEN'S AWARDS**  
IRENE PAREDES / NADINE KESSLER





**BARÇA – ZALGIRIS KAUNAS** 26/11/2021  
JOSEP CUBELLS AND DARKO PERIC, ACTOR



**BARÇA - REAL MADRID** 10/12/2021  
JOAN LAPORTA AND XAVIER PUIG WITH WOMEN'S TEAM PLAYERS AND STAFF



**BARÇA - ASVEL VILLEURBANNE** 27/01/2022  
JOSEP CUBELLS AND PEP GUARDIOLA, MANCHESTER CITY MANAGER



**BARÇA – AS MONACO** 25/03/2022  
JOSEP CUBELLS AND PETE MICKEAL, FORMER BARÇA BASKETBALL PLAYER



**BARÇA - REAL MADRID** 10/04/2022  
JOSEP CUBELLS AND THE CBS BARÇA WOMEN'S BASKETBALL TEAM



**BARÇA – FC BAYERN MUNICH BASKETBALL** 19/03/2022  
JOSEP CUBELLS AND RICKY RUBIO, NBA BASKETBALL PLAYER



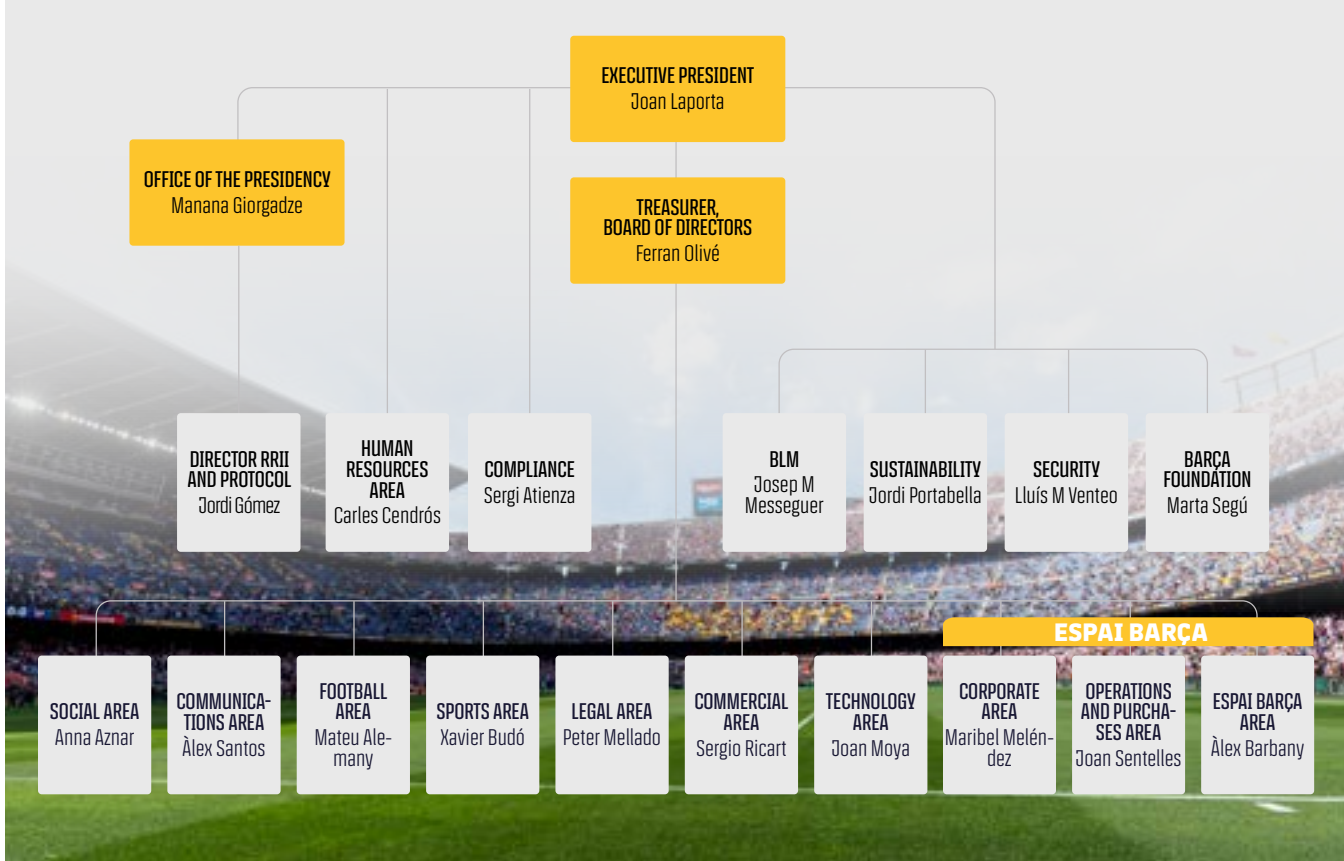
**BARÇA – FC BAYERN MUNICH BASKETBALL** 19/03/2022  
JOSEP CUBELLS AND SVETISLAV PESIC, FORMER BARÇA BASKETBALL COACH



**BARÇA – REAL MADRID** 13/06/2022  
JOSEP CUBELLS AND LEANDRO BOLMARO, BASKETBALL PLAYER

## ADMINISTRATIVE MATTERS

# ORGANISATION CHART



## Ferran Reverter leaves the position of executive director of the Club for personal reasons

On 8 February, Ferran Reverter informed the president of FC Barcelona, Joan Laporta, of his desire to step down from the position for personal and family reasons. Reverter was officially appointed CEO of FC Barcelona on 1 July 2021 and during these months he has led the Club's transformation project and the 2021-2026 Strategic Plan. "Almost a year ago now, I decided to leave Germany and return to Barcelona for family reasons and, shortly after that, I accepted the challenge offered to me by president Joan Laporta to lead the Club's executive area. These have been exciting months and I would like



to thank the president for his trust and, above all, his enthusiasm and leadership ability. FC Barcelona currently has a first-class management team capable of repositioning Barça as a world leader. Personally, I have put in a lot of effort and dedication during these months, but now I want to focus on the reason why I returned to Barcelona, which is to dedicate more time to personal and family projects," stated Ferran Reverter. Laporta assumed the role of executive president in the general organisation chart of the Club with the support of the treasurer of the Board of Directors Ferran Olivé.



## ADMINISTRATIVE MATTERS

# A new Strategic Plan to once again be loved, admired and respected around the world

In October 2021, the main features of the 2021-2026 Strategic Plan, the roadmap for the term of office, were presented to the General Assembly of Delegate Members. It is a plan that, in the words of president Joan Laporta, "will allow us to get Barça back to being loved, admired and respected around the world and take on the challenge of regaining the weight that belongs to FC Bar-

celona as *more than a club* and as a leading, global, multi-sport institution."

The Strategic Plan is based on three pillars: leadership, by making Barça a leading and innovative club; sustainability, in economic, sporting and environmental aspects; and social, allowing the Club to once again be loved, admired and respected around the world.

### LEADERSHIP

#### A LEADING AND INNOVATIVE CLUB

- Growth model designed for the fans and members
- Centre of sporting excellence
- ESPAI BARÇA

The first of the pillars envisages a model focused on members and fans, a sporting model based on La Masia and the Centre of Sporting Excellence and, as a third element, Espai Barça, which is key to modernising the now obsolete facilities, transforming the Club to improve the experience of our members and spectators and to be able to attract talent and compete with sporting rivals.

### SUSTAINABILITY

#### ECONOMIC, SPORTING AND ENVIRONMENTAL

- Financial balance
- Hybrid model (La Masia and the best sportspeople)
- New, more modern and agile organisation
- The environment

The second pillar aims to achieve economic sustainability and financial balance, which involves increasing income and optimising costs, as well as environmental sustainability, which aims to make Barça a benchmark in this area.

### SOCIAL

#### IMPACT ON SOCIETY OF 'MORE THAN A CLUB'

- Members and Supporters' Groups (Penyes)
- Diversity and inclusion
- Foundation

The impact on society that comes with being *more than a club* involves working on a new model of relationship between the Club and the Supporters' Groups, which needs to be more direct, efficient, transparent and functional. The Barça Foundation has started a new strategy based on a new holistic approach to the problems and which will have three main areas of action: education, health and child protection, using sport and free time as tools, with new projects such as Barça Genuine. The Club has also created a new Inclusion and Diversity department to help make a fairer and freer society.

# Sixth Street acquires 10% of the Club's TV rights to the League for 25 years



On 30 June, FC Barcelona took a big step forward in improving its financial resources and its competitive positioning through a new investment from Sixth Street, a leading global investment company with a vast experience in the world of sport.

FC Barcelona generated a total capital gain of €267 million for the current season as a result of this deal. Sixth Street will initially invest €207.5 million and will receive the financial return of 10% of the Club's TV rights from LaLiga over the next 25 years.

The transaction was carried out based on a proposal that received majority support from the Club's members at the last Extraordinary General Assembly.

"We are activating the economic levers and executing our patient, sustainable and efficient strategy to strengthen the Club's financial base," stated Joan Laporta, president of FC Barcelona. "Sixth Street strongly supports the world of football, it is an experienced investor in global sports and media, and a partner that will bring significant expertise and resources

while allowing us to independently manage our operations."

"We believe in the strategy that Joan Laporta and FC Barcelona are implementing and we are proud that one of the most successful clubs in football has chosen us to be their partner and provider of capital solu-

tions," said Alan Waxman, co-founder and CEO of Sixth Street. "Our team hopes to have a long-term alliance, providing our flexible capital and our great experience in the sports sector, to support Barça as it continues to strengthen its organisation and achieve its strategic goals."

## Who is Sixth Street?

Sixth Street is a leading global investment firm with more than US\$60 billion in assets under management and committed capital. The company uses its long-term flexible capital, data-driven capabilities and the "One Team" culture to develop investment themes and offer solutions to companies at all stages of their growth. Sixth Street's investments have included several of the world's leading sports organisations, and its portfolio includes Legends, a premium experience company that has some of the most iconic entities in the world of sports and the operation of premises where live events are held as clients. For more information, visit [www.sixthstreet.com](http://www.sixthstreet.com) and follow Sixth Street on LinkedIn, Twitter and Instagram.



## COMMITTEES

### Disciplinary Committee

**Manager in charge:** Josep Cubells

Lluís Bou i Salazar  
Daniel Pintó i Sala  
Joan Alsina i Casañas  
Ramon Estebe i Blanch

### Strategic Economic Committee

**Manager in charge:** Eduard Romeu

Jaume Guardiola i Romojaro  
Jaume Carrasco i Nualart  
Carme Hortalà i Vallvé  
Júlia Bosch i Jou  
Joan Baptista Casas i Onteniente

### Ethics and Transparency Committee Elena Fort i Cisneros Chair

Jordi Domingo i Garcia-Milà  
Anton Maria Espadaler i Poch  
Ramon Usall i Santa  
Bernat Dedéu i Pastor

### Basketball Section Sports Committee

**Manager in charge:** Rafael Yuste/ Josep Cubells

Gabriel Rex i Martín  
Xavier Sans i Roda

### Handball Section Sports Committee

**Manager in charge:** Rafael Yuste/ Joan Solé

Emili Sala i Martín  
Jordi González i Fuentes  
Julio Reus Calvo  
Eugeni Serrano i Gispert  
Jose Yustos Martín

### Roller Hockey Section Sports Committee

**Manager in charge:** Rafael Yuste/ Xavier Barbany

Josep Enric Torner i Corcoy  
Héctor Venteo Fernández  
Ricard Otín i Casas  
Josep Busquets i Gol

### Indoor Football Section Sports Committee

**Manager in charge:** Rafael Yuste/ Aureli Mas

Roger Ràfols i Fernández  
Marc Xavier Martínez i Font  
Ricard Izquierdo i Rojel  
Xavier Roselló i Obradors

### Amateur Sections Sports Committee

**Manager in charge:** Rafael Yuste/ Miquel Camps

Jaume Argilés i Forné	Volleyball Sports Committee and CVB Barça
Josep Carrasco i Llovet	Volleyball Sports Committee and CVB Barça
Francesc Carol i Vidal	Field Hockey Sports Committee
Josep Maria Cortal i Pedra	Ice Hockey/Skating Sports Committee
Manel Jiménez i Serrano UNES	Barça Sports Committee (wheelchair basketball)
Santi Torres i Jordi	Rugby Sports Committee - until October 2021
Xavier-Albert Canal i Gomara	Rugby Sports Committee

### Football Sports Committee (Coordinators)

**Manager in charge:** Rafael Yuste/Joan Soler

Jordi González i Fuentes  
Eugeni Balsells i Herrero  
Ramon Tomás i Mir  
Ernest Llinós i Oliva

### FC Barcelona B Sports Committee

**Manager in charge:** Jordi Casals/ Rafael Yuste/Joan Soler

Daniel Gimeno Cabezas  
Ramon Estebe i Blanch  
Àlex Cerdà i Gaos  
Esteve Fontanet i Marín  
Víctor García Alonso

### Men's Grassroots Football Sports Committee Manager in charge: Rafael Yuste/Joan Soler

Josep Castellà i Deu	U18 A
Lluís Corretja i Buyé	U18 A
Jose Luis Otín Capablo	U18 A
Emili Coll i Güixens	U18 B
Susana Puell i Navarro	U18 B
Carles Novoa i Targarona	U18 B
Joan Font i Fortuny	U16 A
Constantí Muñoz i Bruach	U16 A
Enric Prats i Solé	U16 A
Joan Fabregà i Viader	U16 B
Isidre Sanabre i Jurado	U16 B
Manel Serrano i Fuentes	U16 B
Josep Milián i Olivé	U14 A
Josep Pla i Molins	U14 A
Jordi Claramunt i García	U14 A
Josep Manel Pueyo i Arcas	U14 B
Antoni Aymerich i Larrey	U14 B
Xavier Orts i Fornis	U14 B
Eduardo Aragonés i Gómez	U12 A
Martí Dalmases i Planas	U12 A
Ángel Palomo Yudici	U12 B
David Gilabert i Gil	U12 B
Joaquim Gabarró i Guixé	U12 C
Antoni Iruela i Segovia	U12 C
Oriol Vilàs i Masó	U12 D
Alejandro Cano Moreno	U12 D
Miquel Espert i López	U10 A
Joan Prat i Oller - death 05/03/22	U10 A
Josep Maria Jovells i Fornis	U10 B
Ramon Jovells i Fornis	U10 B
Enric Ricart i García	U10 C
Josep Lluís Soria i Romea	U10 C
Javier Carlos Martí i Bonilla	U10 D
Xavier Cusiné i Català	U10 D
Pere Pastor i Fàbregas	Pre U10
Jaume González i Gil	Pre U10

### Women's Sports Committee (Coordinators)

**Manager in charge:** Rafael Yuste / Xavier Puig

Jordi González i Fuentes  
Jose Martínez i Vivó  
Joan Ramon Ramos i Raich  
Borja Rovira i Pardo

### Women's B Sports Committee

**Manager in charge: Rafael Yuste / Xavier Puig**

Xavier Masgrau i González

Myrddin Jacobs

Ferran Pasanau i Moret

Laura Ros i Ferrer

### Women's Grassroots Football Sports Committee

**Manager in charge: Rafael Yuste / Xavier Puig**

Anna Molluna i Archs U18

Laura Hortelano Valderrama U18

Ana María Rovira Usano - arrival January 2022 U18

Alicia Teresa Soler i Viala - until January 2022 U18

Eider Pérez de Caballero i Valenzuela U14 C

Marc Pelejà i Vicente U14 C

Blas Parra Murillo U14 C

Julià Freixas i Depares U12 E

Xavier Rieiro i Fulquet U12 E

Enric Navarro i Pla U12 F

Júlia Gallel i Moragues U12 F

Irina Godó i Badia U12 F

### Social Committee

**Manager in charge: Antonio Escudero / Josep-Ignasi Macià**

Francesc Adell i Martínez

Oriol Andreu i Díaz

Ferran Beltran i Fos

Aleix Bochaca i Bertran

Jordi Brull i Margalef

Gabriel Cid i Soria

Jordi Costa i Argelaguet

Genís Dalmau i Segarra

Jaume Forés i Llasat

Xavier Galí i Álvarez

Vicky López Nagore

Francesc Llobet i Albareda

Jaume Macià i Amorós

Maia Madolell Peláez

Francesc Martí i Palomares

Mateu Mas i Massanet

Xavier Meda i Puigpinós

Lluís Monràs i Xalapeira

Ignasi Montagut i Sala

Enric Nadeu i Pujol

Josep Maria Nogués i Salvatella

Lluís Pérez i Martí

Jesús Pont i Colldecarrera

Josep Maria Pons i Berengueras

Jordi Pueyo i Tremosa

Rosendo Romero Pérez

Sergi Sabaté i Cubell

Jordi Solé i Aleu

Maria Lluïsa Solé Palacín

Àlex Terés i Ullier

Núria Vilajeliu i Vilallonga

### Historical Memory Committee

**Elena Fort i Cisneros Chair**

Josep Maria Solé i Sabaté

Xavier García Luque

Josep Bobé i Raduà

Carles Viñas i Gràcia

### Members' Ombudsman

Joan Manuel Trayter i Jiménez

### Chair of FC Barcelona Players' Association

Ramon Alfonseda i Pous

### Commissioner of the 125th anniversary of FC Barcelona

David Carabén van der Meer





## FAREWELL TO PRESIDENT RAIMON CARRASCO

On 20 March 2022, Raimon Carrasco i Azemar, who was president of FC Barcelona between 1977 and 1978, left us at the age of 98.

Barcelona fans said their farewells to Raimon Carrasco at the Les Corts funeral home and at the Memorial Space organised by the Club in the Main Grandstand del Camp Nou, which brought together presidents Joan Laporta, Joan Gaspart and Enric Reyna, family, friends and personalities from the Barcelona world to pay tribute with a last farewell as befits a historical figure at the Club, who from 1968 held managerial positions under presidents Narcís de Carreras and Agustí Montal and who, as president between 1977 and 1978, stood out for being promoter of the Entity's first fully democratic elections.

Throughout the day, the Camp Nou Memorial Space received visits from different representatives of the Club's Board of Directors, of the Barça professional sports and representatives of the different groups of Barcelona fans, to pay their respects to the figure of president Carrasco and express their condolences.



## FOREVER IN OUR MEMORY

Apart from the death of ex-president Raimon Carrasco, FC Barcelona also wishes to convey its condolences to the relatives and friends of all the deceased members, as well as to other outstanding personalities in the world of Barce-

lona, such as the former director of Club Antoni Pagès; former football players Francisco Rodríguez "Rodri", Manuel Otero Jiménez, Josep "Cuca" Palau, Joan Bautista Llopis, Pau Garcia Castany; former youth team football coach

Joan Martínez Vilaseca; the ex-player from the youth teams Maxi Rolón; former Women's team player Kety Pulido; former basketball players Norman Carmichael and Ademola Okulaja and Barça player Álex Quiñónez.



Antoni Pagès



Francisco Rodríguez "Rodri"



Manuel Otero Jiménez



Josep "Cuca" Palau



Joan Bautista Llopis



Pau Garcia Castany



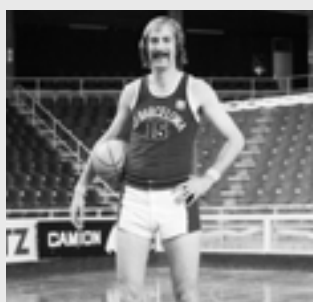
Maxi Rolón



Joan Martínez Vilaseca



Kety Pulido



Norman Carmichael



Ademola Okulaja



Álex Quiñónez







# SOCIAL





# The members, sole owners of the Club

The work of the Social Area during the 2021/22 season was marked by the premise that the members are the sole owners of the Club and the aim was to improve communication and the tools to encourage their participation. In some of his speeches, President Joan Laporta has made it clear that the Board of Directors will work to ensure

that the ownership model of the Club is secured, and this is the objective that underpinned some of the major decisions that were taken in different extraordinary assemblies, such as the approval of Spotify as the main sponsor of the Club, or the sale of a part of the TV rights or the retail and merchandising business, the so-called economic

levers, which as President Laporta assured before the delegate members, "basically they translate into looking for mechanisms to refloat the Club's economy with a single objective: that Barça continues to be always the property of the members, of all of you".



## Ordinary General Assembly

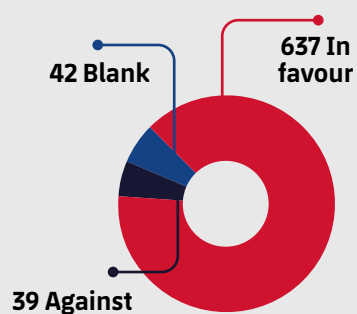
### For the first time it was held in two parts

For the first time, the Ordinary General Assembly was held over two days, on 17 and 23 October, after the first was suspended at the request of the delegate members. The remote format that allowed members to vote from anywhere in the

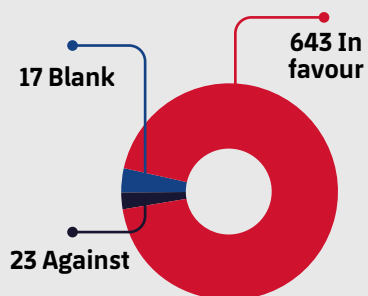
world led to a record turnout in a referendum and also improved the turnout figures for the 1997 presidential elections (31,485 votes and 34.38% of the electoral census), and those of the 2015 elections (47,270 with a 43.12% turnout).



#### Approval of the financial settlement of the 2020/21 financial year



#### Approval of the budget for the 2020/21 financial year



#### APPROVAL OF THE ACCOUNTS

The delegate members approved the economic balance for the 2020/21 exercise with a loss of -€481 million and a budget of €765 million in income for the 2021/22 financial year. In total, 701

members participated in the voting, of which 625 voted yes, 49 opted for no and 27 ballots were left blank. A simple majority was required for the ratification of the agreement, but the Assembly supported the proposal of the Board of Directors by an absolute majority.

#### AUTHORISATION OF THE PARTIAL SALE OF BARÇA STUDIOS

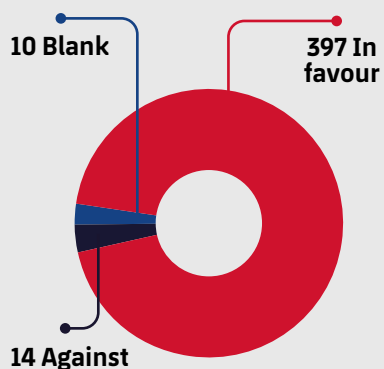
The Assembly authorised the sale of a minority stake in the share capital of Barça Studios Produccions, S.L., the company registered as an audiovisual production company that is dedicated to the creation, production, distribution and marketing of the audiovisual

content produced by Barça Studios. The economic vice-president Juli Guix explained the future plans of the content production factory, and explained that "in order not to lose control, we plan to sell between 20 and 49%" of the company.

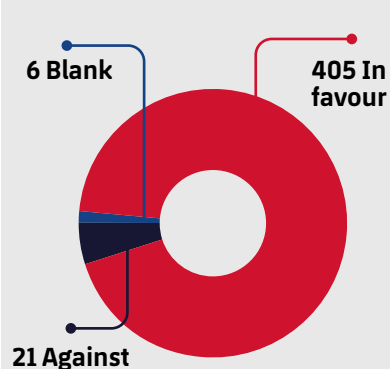
#### SUPPORT FOR THE FINANCING OF THE ESPAI BARÇA

In the resumption of the Assembly that was suspended on 17 October, the delegate members gave the green light to the proposal to finance the Espai Barça, which needed to be voted on later in a referendum by all members of the Club.

#### Approval of the proposal to authorise the transfer of a minority stake in the share capital of Barça Studios



#### Approval of the proposal to finance the Espai Barça, which will finally have to be voted on in a referendum by all members of the Club

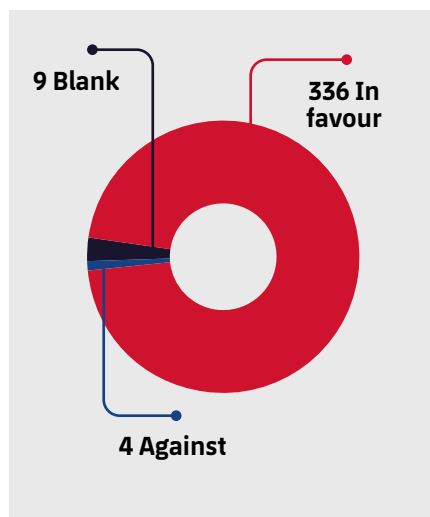






### SIX ARTICLES AND TWO TRANSITIONAL PROVISIONS AMENDED

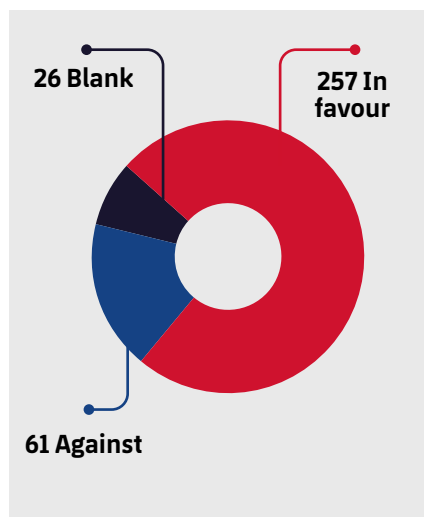
The delegate members approved the proposals of the Board of Directors by a large majority, but the amendments to Articles 16 and 23, relating to the supporters' clubs, did not succeed as they did not obtain a qualified majority of two-thirds, despite having massive support.



#### ARTICLE 4

##### Functional area

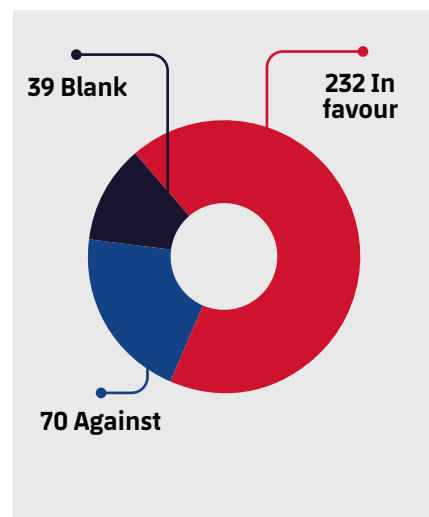
The Club adapts the Statutes by making an express recognition in favour of the basic and elementary principles of human beings, contained in the Universal Declaration of Human Rights, and promoted and safeguarded them.



#### ARTICLE 12

##### Acquisition of membership status

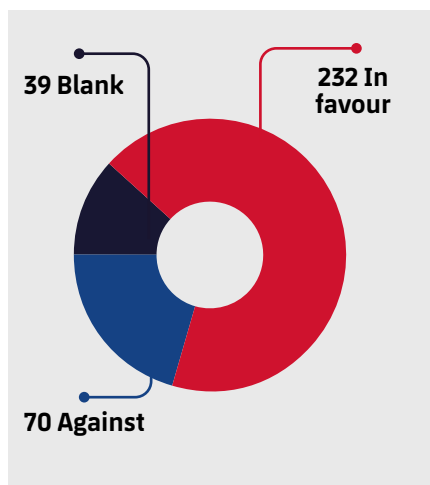
The approved amendment allows the entry of a new member to be made not only in person, as until now, but it also includes that it can be processed electronically.



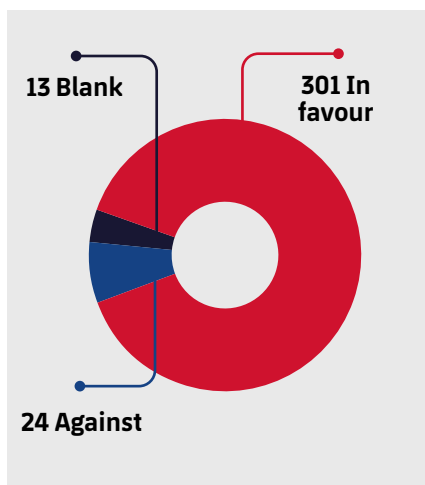
#### ARTICLE 16

##### Supporters' Clubs

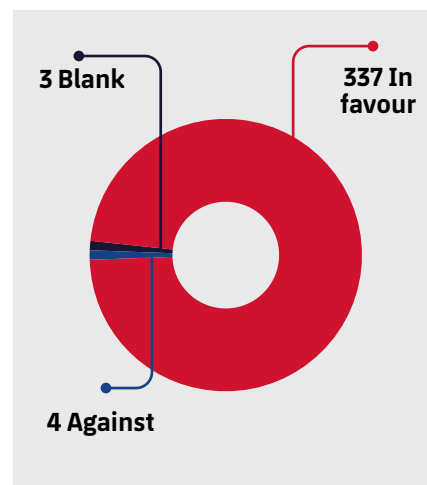
After an extensive debate, at the time of the vote the result was broadly favourable to the proposal presented, but it did not achieve the two-thirds required by the Club Statutes. Consequently, this article of the Statutes remains in its current wording.

**ARTICLE 23****Subjective and objective prerequisites of the condition of delegate member**

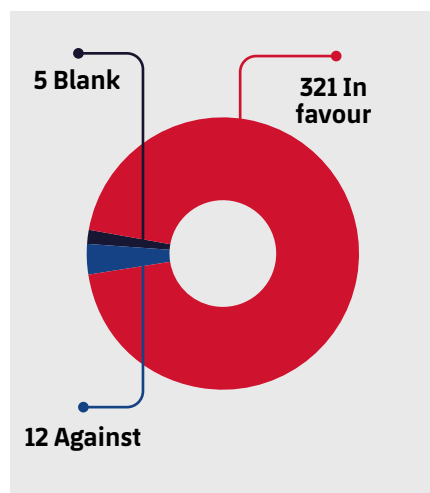
The amendment to this article was debated and voted on, together with Article 16. Consequently, it did not succeed because it did not obtain the two-thirds required by the Club Statutes.

**ARTICLE 33****Composition of the Board of Directors**

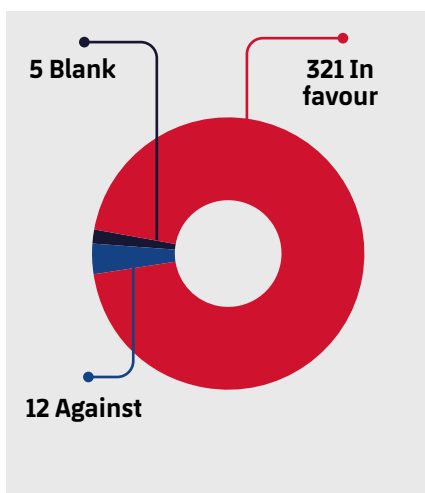
In this section, the proposal to increase the members of the Board of Directors to a maximum of 25 members, instead of the 21 currently established, was approved, maintaining the minimum figure at 14.

**ARTICLE 34****Term of office**

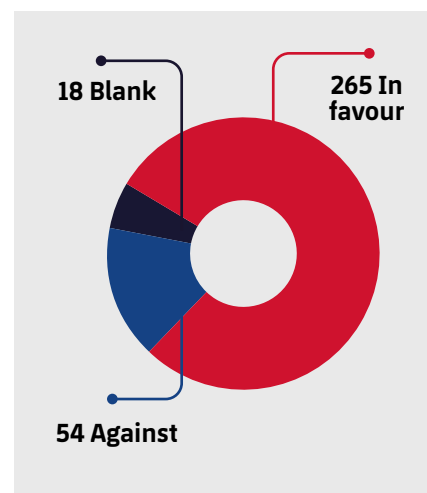
The reduction of the term of office from six to five years was approved: "The mandate of the Board is simultaneous for all members and has a duration of five calendar years, which begin on 1 July and end on 30 June."

**ARTICLE 39****Code of Ethics**

By virtue of this amendment, the code of ethics extends its binding effect to all the staff of the Club: "The Board of Directors must approve a mandatory code of ethics for all members of the Board of Directors, the committees, both statutory and non-statutory, and for all executives and employees of the Club."

**ARTICLE 60-BIS****Ethics and transparency committee**

Creation of a new Article 60-bis where it is specified that the committee is made up of five members appointed by the Board of Directors. One must be elected from among its members and is the one who must preside over it. The other four must be appointed by the Board of Directors from among members of the Club of recognised personal and professional prestige and with experience in their field of action. The chairperson of the Committee can appoint a deputy-chair and a secretary. All positions are honorary. The term of office of the members must coincide with the term of office of the Board, provided for in Article 34.

**TRANSITIONAL PROVISIONS****One.**

"The amendment of Article 34 shall not affect the duration of the term of office of the current Board of Directors, which is expected to end on 30 June 2026. Therefore, it will enter into force from the end, for any reason, of the current term of office."

**Two.**

"As a result of the registered losses and the indebtedness of the Club existing at the time of approving the financial statements for the 2020/21 financial year, Article 67 of the Statutes is provisionally suspended and without effect, until the restitution of the positive net assets."



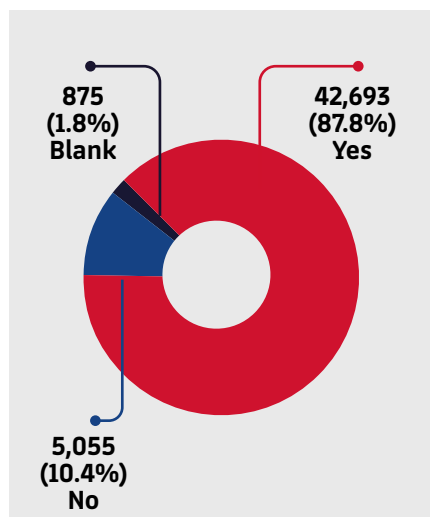
# Remote voting to encourage participation

For the first time in history, in the 2021/22 season, a referendum and two Extraordinary Assemblies of delegate members were held without the traditional ballot boxes and physical presence

The 2020/21 season will be remembered in the history of FC Barcelona for the introduction of the remote format for the acts of consultation and participation bodies of the Club's members. In total, there were three actions that

were carried out during these twelve months. The first was the remote referendum for the financing of the Espai Barça, in which the members ratified the broad support that had already been given by the delegate members

in the Ordinary Assembly that was held in two parts, on 17 and 23 October. This Assembly was in person, but the two extraordinary assemblies that took place until 30 June, were carried out entirely remotely.

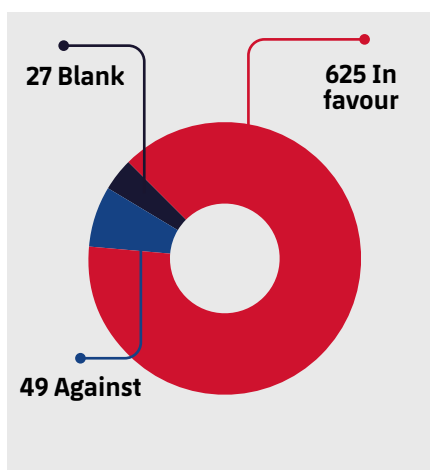


## REFERENDUM ON THE ESPAI BARÇA

**The financing of the project was approved by a vast majority**

On 19 December, Barça made history, because, for the first time, members took a momentous decision for the Club and did so remotely, without conventional ballot boxes, and only exceptionally in person. A total of 42,693 members, 87.80% of the votes cast, ratified the decision of the Assembly in the remote referendum, in which 48,623 voters participated, 44.14% of the electoral census, which was 110,159 members with voting rights. This result gave the green light to the Espai Barça financing operation by a huge majority.

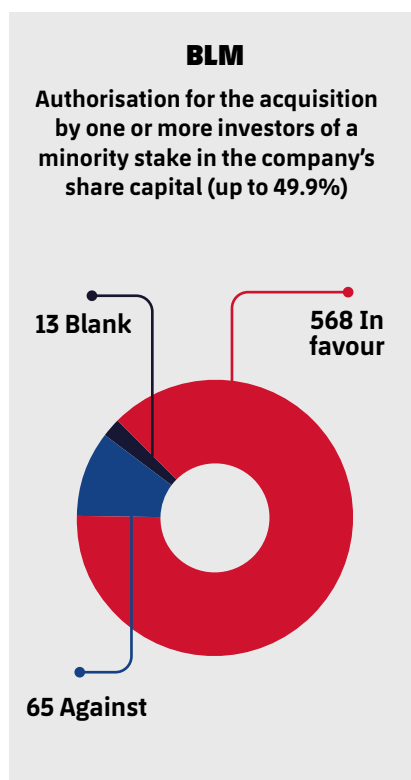
The remote format that allowed members to vote from anywhere in the world led to a record turnout in a referendum and also improved the turnout figures for the 1997 presidential elections (31,485 votes and 34.38% of the electoral census), and those of the 2015 elections (47,270 with a 43.12% turnout).



### EXTRAORDINARY ASSEMBLY FOR SPOTIFY

The sponsorship agreement was approved by absolute majority

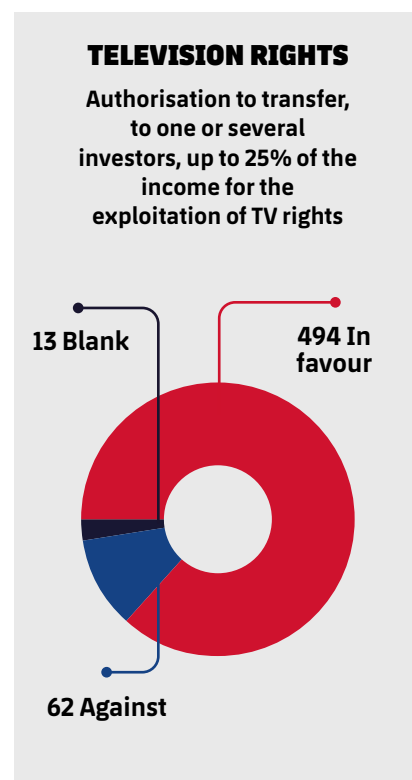
On 3 April, the first Assembly of Delegate Members in history was held in remote format, an Extraordinary Assembly convened to ratify an unprecedented sponsorship alliance with the streaming audio platform Spotify. The delegate members endorsed the agreement with broad support of 89% of the votes in favour. The votes were cast entirely through their mobile devices and not in person, as had always been the case. In total, 701 members participated in the voting, of which 625 voted in favour, 49 voted no and 27 cast a blank ballot. A simple majority was required for the ratification of the agreement, but the Assembly supported the proposal of the Board of Directors by an absolute majority.



### EXTRAORDINARY ASSEMBLY FOR LEVERS

A resounding yes to the acquisition of a part of BLM and the TV rights

On 16 June, the Club received a very significant respite thanks to the majority support of the delegate members, who placed their trust in Joan Laporta and his Board of Directors and authorised, with 88% of votes, the transfer of the minority part of the exploitation of BLM and, with 87%, that of the television rights. The Extraordinary Assembly, which was held in remote format, approved by absolute majority the



activation of the two economic assets that will make it possible to obtain an estimated income of about €600 million for both operations, necessary to refloat the Club's economy and which will provide economic peace of mind with the recovery of positive equity, thus closing the 2021/22 financial year with a profit and make it possible to address the necessary investments to make Barça a competitive team again.



TOTAL MEMBERS

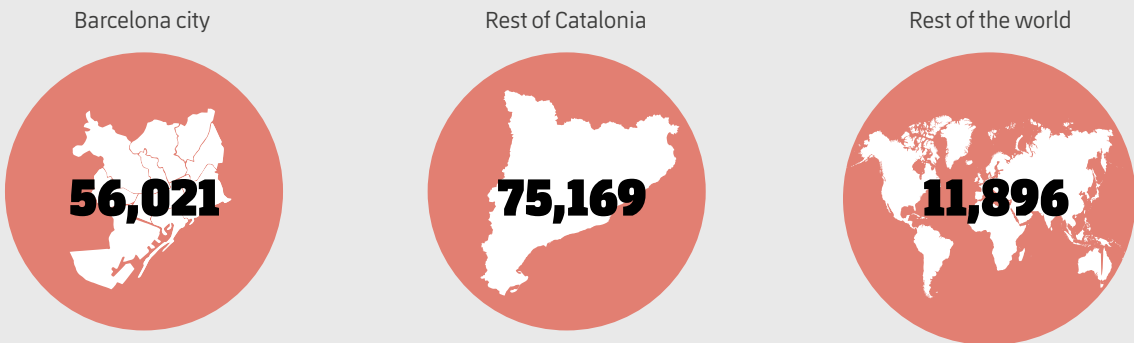
as at 30 June 2022

143,086

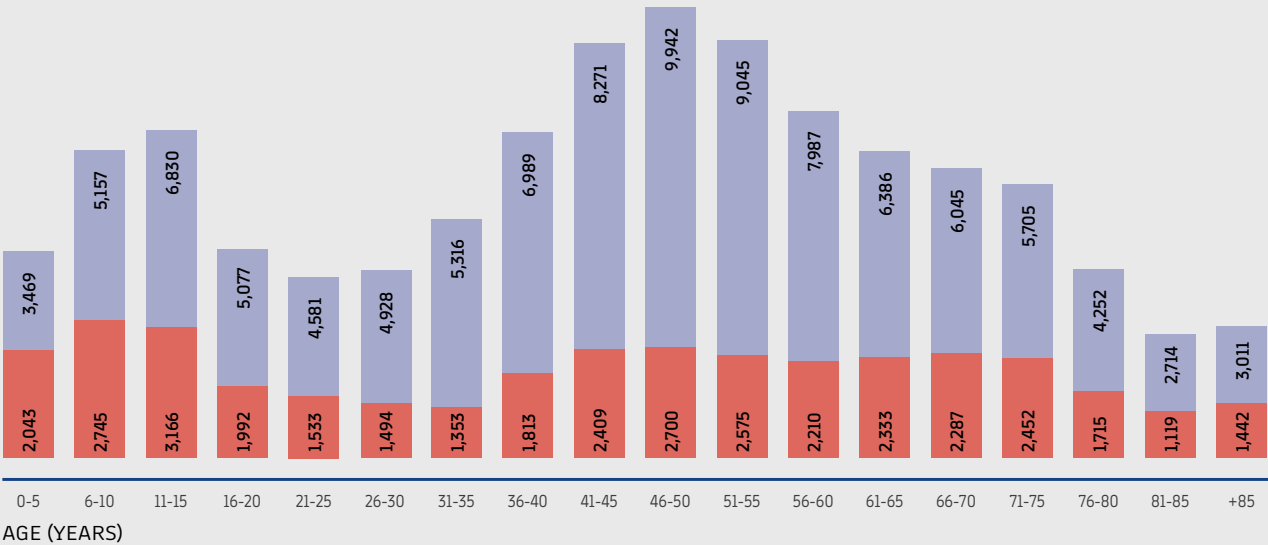
DISTRIBUTION BY GENDER

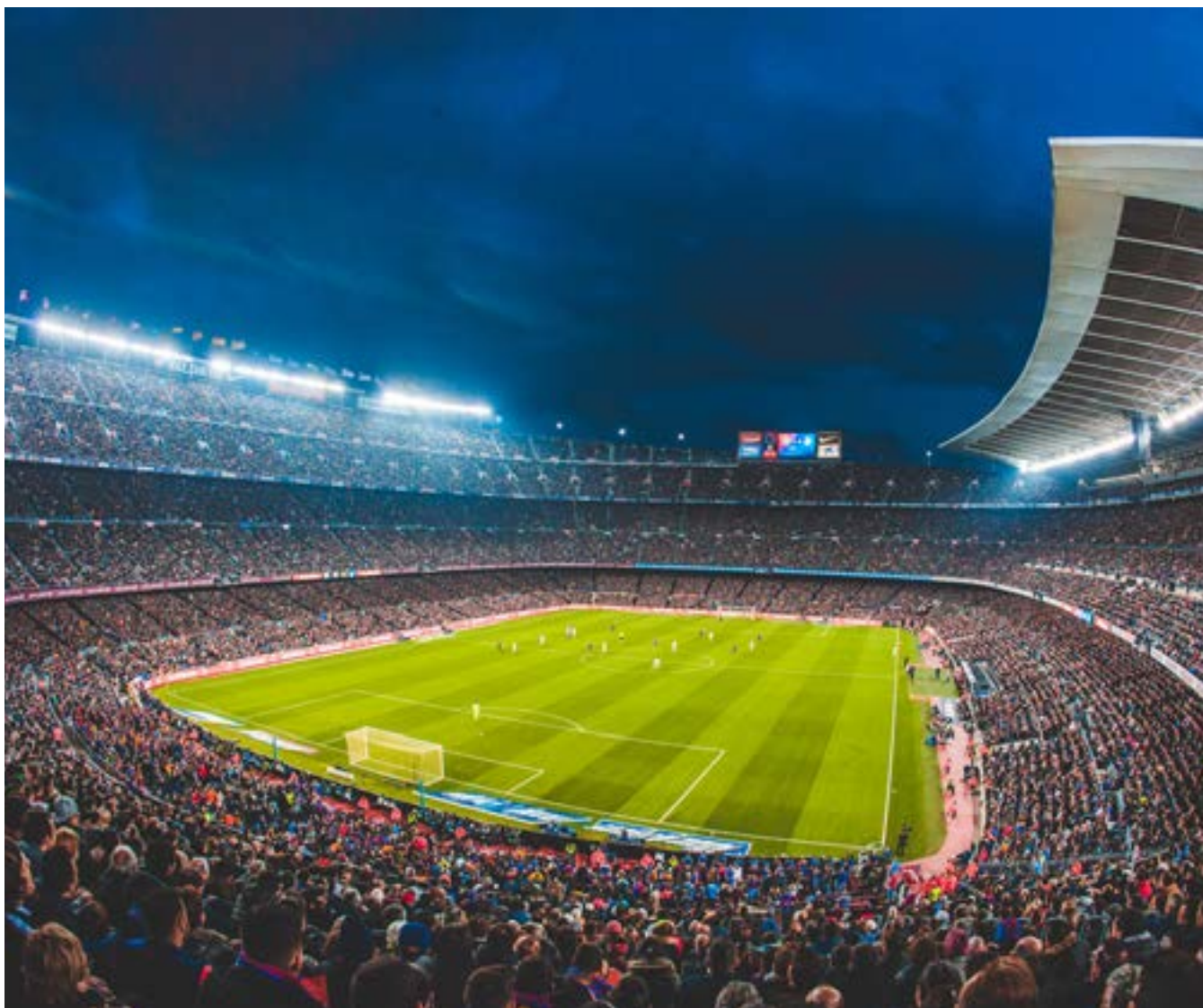


DISTRIBUTION BY LOCATION



DISTRIBUTION BY AGE





## Membership increases by 4%, the highest growth since 2010

FC Barcelona closed the 2021/22 financial year with a total of 143,086 members on 30 June 2022, this being an increase of 5,572 members (4.05%) compared to the end of the previous season, in which they were 137,514 registered members. This increase of 4.05% reversed the decreasing trend in the number of members of the social collective that the Club has maintained since ten years ago and, at the same time, it represented the largest increase since 2010, in which it increased by 6.07%, in the season following the sextuple.

In relation to the geographical distribution of social radiography, Barcelona city accounts for 39.15%, with a total of 56,021 members, while in the rest of Catalonia there are 75,169 (52.53%) and outside of Catalonia, a total of 11,896 members (8.31%).

In terms of gender, a total of 105,705 members (73.88%) are men, whereas 37,381 are women, representing 26.12% of the total membership.

This increase in the membership of the Club is due to the policies implemented throughout the season by the

Board of Directors to remove the restrictions on becoming a member, which until now was to be a first or second degree relative of a member, having previously held a membership card, or having three years of seniority as a player or holding a delegate card. Some restrictions disappeared this year, given that the possibility of being a member of the Barcelona social collective was opened to everyone.





## Democratisation of 'online' membership registrations

As of April this season, FC Barcelona activated the online membership registration procedure, which allows anyone from all over the world to become a member of the Club electronically through a form in the website. With the possibility of registering as a member via the Internet from anywhere in the world, the Board of Directors fulfils its electoral promise to facilitate the pos-

sibilities of joining the Club, making Barça a more open and democratic entity. The General Assembly in October approved the amendment to the Club Statutes to allow online membership.

Once approved by the Assembly, the Club worked on the IT aspects and the necessary control systems to guarantee the security and smooth operation of the entire process, until the possibility

of becoming a member digitally became a reality in April.

The possibility of being a member of the Club online had a very good response very quickly from fans who wanted to join the Barcelona social collective and, during the last three months of the season, between April and June, a total of 1,922 registrations were made online.

# Adaptation of the Club Statutes and the participative process



The Board of Directors of FC Barcelona approved the creation of a Statutes Reform Committee, and promoted a participative process of its members in this adaptation of the Statutes to the new times we live in.

From 16 May and over the course of a month, FC Barcelona opened the possibility to all its members to submit new proposals for the next reform of the Statutes, which is planned to be presented to the group of delegate mem-

bers in the Ordinary Assembly.

Once the period for receiving proposals closed, members and other Barcelona groups sent the Club a total of 604 proposals, with which the Statutes Reform Committee set to work, assessing all the suggestions received and seeing how they may be included in one way or another within the articles that will form the new Statutes of FC Barcelona.

The objective of this process was to include the opinion and vision of the members and encourage the active participation of the collective, collecting ideas, suggestions and proposals in order to agree on a modern, current document with a gender and sustainability perspective, that it is also adapted to new technologies and that it updates and improves the tenets by which the Club will be governed in the coming years.

## New season ticket policy

With the objective of encouraging the attendance of season ticket holders and non-holders at the Camp Nou and to guarantee the good use of season tickets, the Board of Directors, at the assembly of 21 June, took a series of measures to apply in the 2022/23 season

Once the restrictions on capacity due to the effects of Covid were removed, for the next year it was decided to terminate the exemptions of the Camp Nou season tickets that had been put in place in the last two seasons and to restore the use of the Seient Lliure seating service, where a maximum of 95% of the ticket price can be charged.

Other approved measures were aimed at encouraging the attendance of season ticket holders at the Camp Nou, guaranteeing the proper use of season tickets, avoiding fraud and promoting the attendance of other members at the Stadium with better prices and the expansion of the exclusive ticket sale period.

As a result, it was decided to reward the members who attend 85% of the



matches, who will have a series of advantages and discounts. Furthermore, those who do not attend, transfer or re-lease their season ticket in 10 matches of the season, the Club will apply the Inverse Free Seat method, whereby, following a notification, the ticket will be put on sale by default, provided that the

member does not claim its use 72 hours ahead of the start of the match in question. And in the case of season ticket holders who do not attend, transfer or release tickets for any matches during the 2022/23 season, they will lose their season ticket status at the Camp Nou for the next season.





## RESUMPTION OF BADGE PRESENTATIONS

In November 2021, with the presence of president Joan Laporta, two events will be held to present gold and diamond badges to members who have been members of the Club for 75 years, which, despite the pandemic, were able to be celebrated every year in the Suñol Presidential Box at the Stadium.

As of May, the presentation of gold badges to members who have held a Barça membership card for 50 years resumed, which had to be postponed in 2020. This season, five events were held in the Auditorium 1899 in which the president Joan Laporta personally presented the badge to the members

being honoured. To accompany the president of Barça, the vice president of the Social Area, Antonio Escudero, also attended different events; the institutional vice-president, Elena Fort, and the manager Josep Ignasi Macià.

## THE ECONOMIC LEVERS ARE PRESENTED IN THE SENATE

On Wednesday, 8 June, FC Barcelona held the ordinary meeting of the Senate, a collegiate and honorary statutory body of an advisory nature, made up of the thousand members with the longest tenure in the Club. The last annual meeting of the senators took place in 2019 and were suspended for two years due to the restrictions established due to the Covid pandemic. The agenda of this gathering, which

resumed the meetings of the Senate, focused on the presentation of the two topics that would be discussed in the Extraordinary Assembly on Thursday, 16 June. It was held in remote format and the delegate members authorised the activation of two economic levers that president Joan Laporta considered important for the future of the Club.



## ELECTION OF NEW DELEGATE MEMBERS

On Friday, 3 June, the draw was held for FC Barcelona's delegate members who will have a vote in the Club's General Assemblies, both ordinary and extraordinary, for the 2022/23 and 2023/24 seasons. The event, which was held in the Ricard Maxenchs Press Room at the Camp Nou, was attended by the manager responsible for the Social Area, Josep Ignasi Macià, and the secretary of the Board of Directors, Josep Cubells; accompanied by the trustee of the members, Joan Manuel Trayter; the notary public Gerardo Conesa, who was the one who attested to it; and Josep Maria Oller i Sala, professor at the Department of Statistics at the University of Barcelona.

Using a computerised process, a total of 6,874 numbers were drawn,



from among the 103,247 members who met the requirements to be eligible. The first 3,437 were designated

delegate members from 1 July to 30 June 2024 and the rest form the list of substitutes.



## FOOTBALL MATCHES FOR MEMBERS AT THE CAMP NOU

A total of 560 members were able to have the experience of playing football on the Camp Nou grass thanks to the two days of the Football Tournament for members organised by the Social Area of FC Barcelona on 19 and 21 June. It was possible to enjoy a fun

atmosphere both on the grass and in a part of the Main Grandstand area, where the participants and the family and friends who wanted to accompany them from the stands enjoyed a very special day and had a unique experience, like being able to play football with a FC Barcelona shirt, in a setting as emblematic and sentimental for all Barça fans as is the Camp Nou.



## THE CHRISTMAS CAROL COMPETITION PAYS TRIBUTE TO THE PALAU

The Social Area of FC Barcelona promoted a new edition of its Barça Christmas Carol Competition, aimed at Barça members and members of other Barça groups up to 15 years of age, who wanted to put their creativity to work and make a drawing with a Barça and Christmas theme. In this seventeenth edition, the theme of the contest was "50 Years of Magic at the Palau", which aimed to pay tribute to this facility. The winning entry was by a 6-year-old boy and Club member, Dan Navès Carrasco, from La Seu d'Urgell, who in his creation reflected the Three Wise Men with elements of the teams of the sports sections that play at the Palau. The illustrator and writer Carme Solé Vendrell was tasked with selecting the winning carols.



# A new relationship between the Club and the supporters' clubs

At its meeting on Wednesday, 26 January 2022, the Board of Directors of FC Barcelona approved a new Supporters' Club Regulation that adapts it to the current reality and the way in which the Club wants to relate to its supporters' clubs

The new regulatory text includes and updates the requirements to be an official fan of FC Barcelona, updating the criteria and establishing minimum requirements so that Barcelona's associations can be recognised and enjoy all the advantages that the Club can grant them, such as buying tickets for all Barça teams' matches or receiving the Club's support for the acts and activities that fans want to organise.

The new Supporters' Club Regulations also include the new organisation of the supporters' club movement, which essentially aims to make the relationship between the supporters' clubs and FC Barcelona more direct and without intermediaries. It is for this reason that the Club's interlocutor designated in these regulations is the Supporters' Club Department of FC Barcelona, so that the supporters' club can directly make their inquiries and requests through this department.

The Club also recognises the Territorial Associations in this regulatory text and leaves their affiliation to them at the discretion of the clubs themselves. These Territorial Associations will be able to choose a representative to form part of the Supporters' Club Consultative Council, whose main functions will be to promote the relationship between the supporters' clubs and to collaborate with the Club in the implementation of projects to improve the representational and public projection of FC Barcelona all over the world.



## THE ELECTIONS TO THE CONSULTATIVE COUNCIL ARE CALLED

FC Barcelona, as laid out in the Supporters' Club Regulations approved in January 2022, on 22 June, convened the process for the election of the representatives of the Supporters' Club Consultative Council, a body formed by a representative from each of the 30 Territorial Associations of FC Barcelona Supporters' Clubs.

All the chairs or deputy-chairs of the supporters' clubs who wanted to represent their Association or Territorial Area on the Board, could start presenting their candidacies from 27 June and present the endorsements of at least 20% of the supporters' clubs with the right to everything in their Territorial Association. In areas with more than one candidate, the elections will be held during the last week of July.

The requirements to be a candidate to sit on the Supporters' Club Consultative Council were the following: hold the position of chair or deputy-chair of one of the official supporters' clubs that are part of their area, be of legal age and be in full use of civil rights, be a member of FC Barcelona and not have held this position of representation or equivalent in the Supporters' Club Council for eight years or more.



## THE CELEBRATIONS AND ACTIVITIES ARE BACK

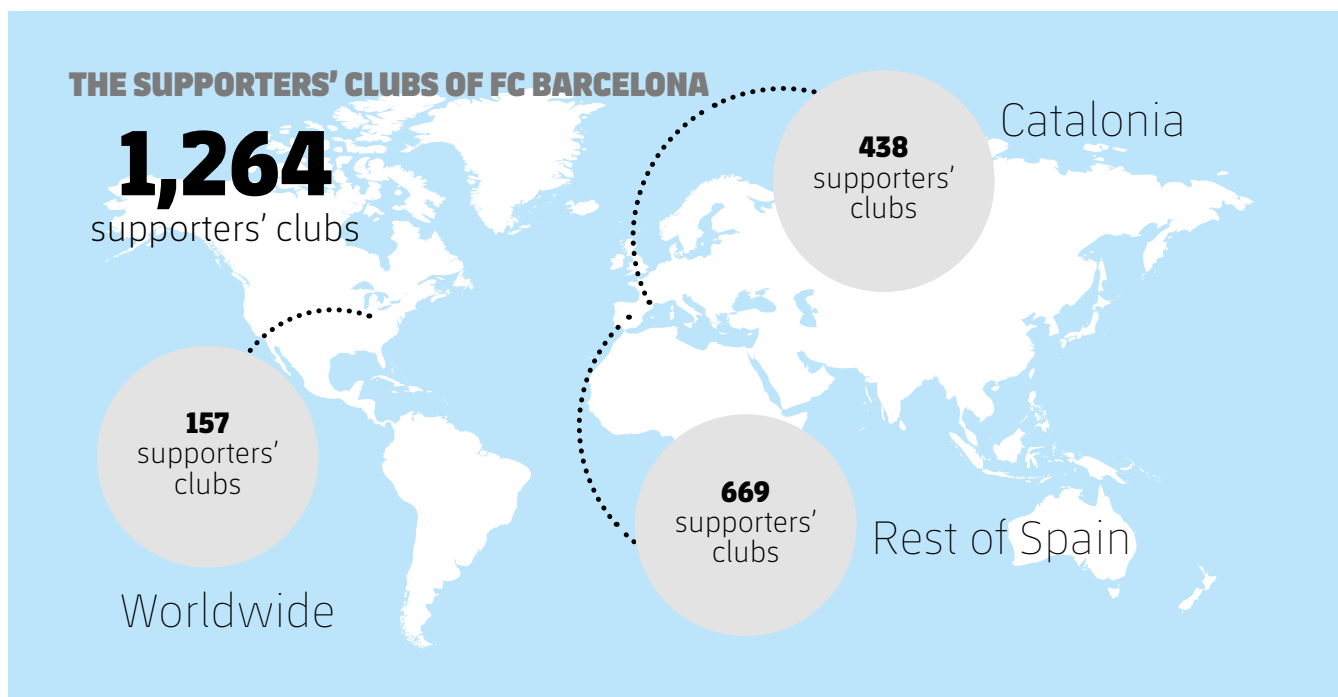
The 2021/22 season meant the full return to the activities of the supporters' clubs, after two years of being suspended due to the pandemic. Many celebrations had been postponed for this reason and it has gradually become possible to hold birthday celebrations or meetings between different territorial groups.

Taking advantage of the league trips of the men's first team of FC Barcelona, different meetings were held with players from those areas where the match was played, such as Andalusia, Galicia, Alicante or Castellón, for example. Meetings attended by president Joan Laporta, accompanied by vice president Antonio Escudero and manager Josep Ignasi Macià.

Some clubs that had not been able to do so due to the pandemic or those that had reached this milestone during the 2021/22 season were also able to celebrate their 50th anniversary. In these cases, it is worth noting the presence of president Joan Laporta in the commemorative acts of different supporters' clubs: the Peña Barcelonista de Puigcerdà, the Peña Morala de Naval Moral de la Mata (Cáceres) and the Peña Julio Alberto de Mieres (Asturias), while the vice president Antonio Escudero was also present at the celebration of the 50 years of the Peña Barcelonista in Almansa (Albacete).



## THE SUPPORTERS' CLUBS, EMBASSIES IN THE TERRITORY



### New supporters' clubs, 2021/22 Season

NAME	PROVINCE / COUNTRY
Peña Barcelonista de Lagartera.....	Castilla-La Mancha
Peña Barcelonista de Montanejos .....	Regions of Castellón



# The Association resumes all its activity

The 2021/22 season marked the resumption of the normal activity of the FC Barcelona Players' Association since the outbreak of the pandemic, both in terms of activities and services aimed at ex-players, as well as its promotion of FC Barcelona values in Club events or in projects of its own initiative

## THE BALL, THE EX-FOOTBALLER'S LINK WITH THE CLUB

The possibility of returning to training and playing matches made it possible for former players to recover their link with Barça and, at the same time, to contribute to promoting support for Barça and its philosophy in different areas and places. In fact, being able to continue with the sporting activity in the Barcelona environment is one of the main attractions for the Club's ex-football players, especially for the younger ones who are active or those who were still playing until only recently.

From January, the Ciutat Esportiva Joan Gamper will be filled three times a week with ex-football players from the Club to train, while the different teams from the Association will resume playing friendly matches, especially of an institutional or solidarity nature. Highlights include the trip to Thuro (Denmark) to celebrate the centenary of the local club, the Eusebio Sacristán tribute match played in Sitges, the participation in the Tximist Cup for women's football in the Basque Country or the anniversary of PB Colliure. In total, the teams of the Association played about 40 games throughout the season. At the beginning of summer, the Camp Nou was, once again, the perfect setting for some social parties that brought together 180 ex-Barcelona players.



## BARÇA PLAYERS AWARD FOR AITANA AND FRENKIE DE JONG

Aitana Bonmatí and Frenkie de Jong received the Barça Players Award corresponding to the 2020/21 season and which recognised the values shown on and off the field of play. They received the distinction in an event without public and which was attended by managers Rafael Yuste and Xavier Puig. At the end of the 2021/22 campaign, the Association designated Frenkie de Jong and, again, Aitana as the Club's most outstanding footballers in terms of their attitude and clean play. Among the members of the jury was the director of the Foundation, Marta Segú.



### THANKS FOR THE BARÇA FEMENÍ BOOK

The Association's commitment to the Club was shown on several occasions: the act of giving thanks to the one hundred ex-players who had participated in the book on the history of the Barça Women's Team; the Association Day at the Museum, in which different ex-football players received visitors on the occasion of the Association's anniversary; or the voluntary participation of the Group in the marquees that the Foundation organised to collect necessary products for the refugees from Ukraine. As for the events organised by the FC Barcelona supporters' clubs, on 70 occasions they had representatives from the Association.



### SOCIAL ACTIVITY AND ASSISTANCE

The Association still upholds its original aim to guarantee a quality of life for ex-Barça footballers who need it. The training and professional guidance service not only organises its own English courses, sports training and subjects of interest to the senior public, but also manages a scholarship programme for ex-players which, throughout 2021, allocated €9,000 to subsidising professional development training. The Players' Foundation also helped 56 ex-football players of the Club in the amount of more than €401,000



### WITH UNZUÉ AND ANTY GARCÍA

At the beginning of January, the Association organised the event "Living with ALS", with ex-players Juan Carlos Unzué and Anty García, both affected by this disease. A few weeks later, and coinciding with the commemoration of International Women's Day, the Association organised a series of talks by ex-players from different generations, who gave their testimony as female footballers in eight primary schools.



### PRESENTATION OF BADGES TO THE LONGEST ACTIVE MEMBERS

Providing support to the ex-football player also includes the revitalisation of the headquarters and the organisation of activities that promote the pride of belonging and the relationship between the different groups. In May 2022, La Folga, a short trip for over 65s, was resumed. At the same time, and coinciding with the anniversary of the Association, badges were given to the oldest members and, for the first time, gold badges were awarded to members who had shown 50 years of loyalty.



### 'PLAYERS' THE WEBSITE WITH ALL THE EX-FOOTBALL PLAYERS

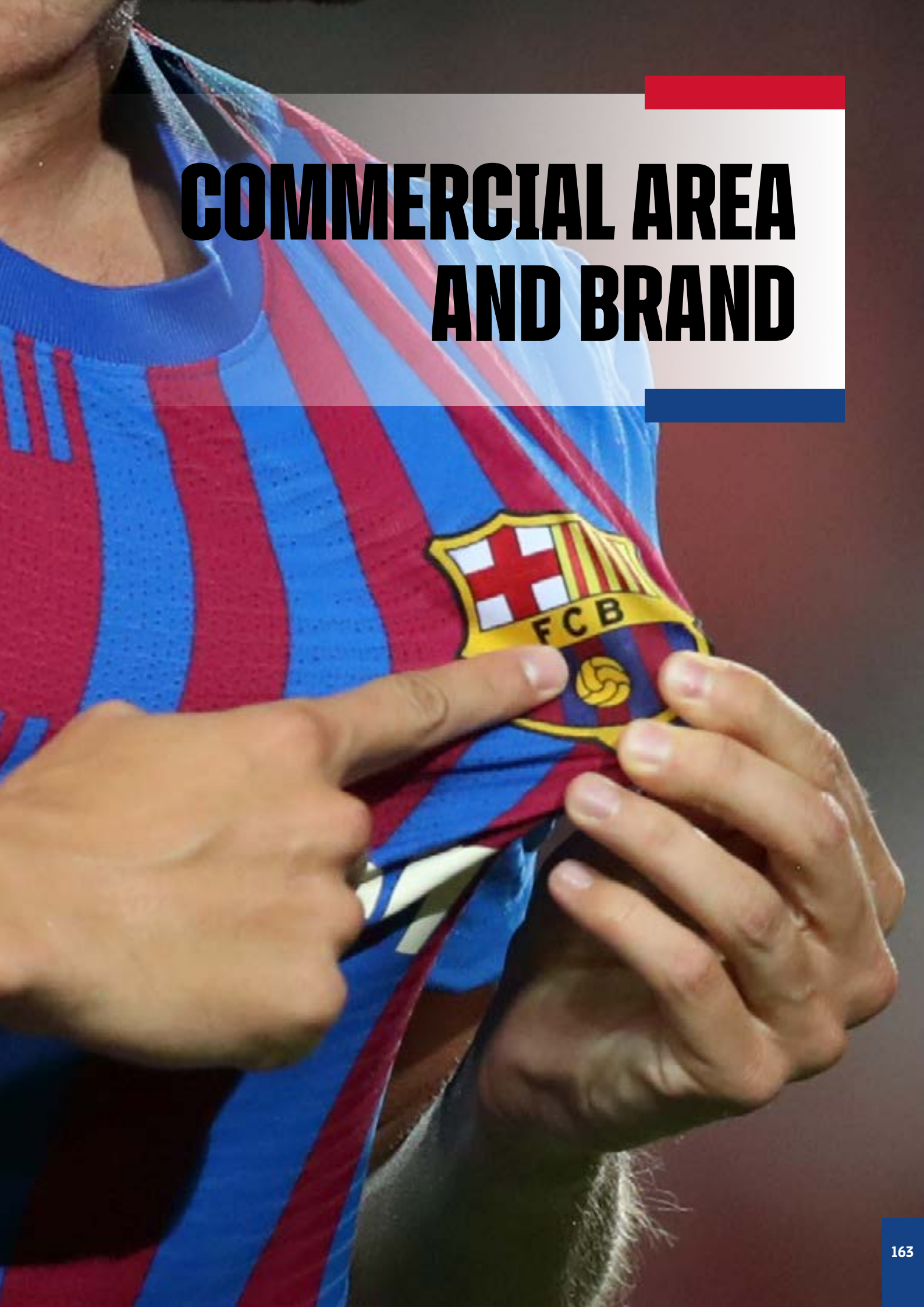
Last October, the FC Barcelona Players' Association published Players, a website produced with the Club's Digital Area and which contains the data of 2,803 ex-football players of FC Barcelona, both men and women, making it the first database dedicated solely to former Barcelona players. In the portal, which can be viewed in Catalan, Spanish and English, you can find profiles with statistical information on each footballer and their sporting career.





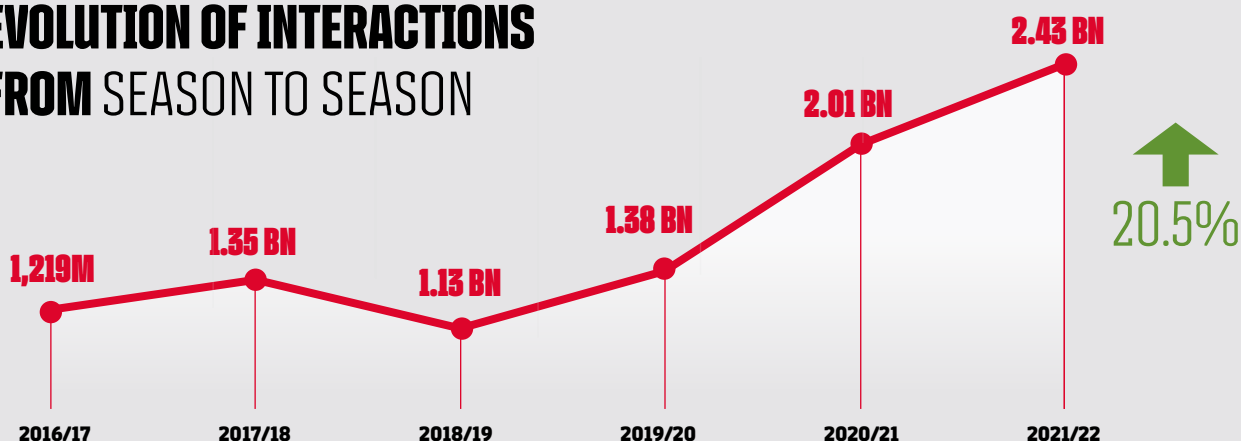


# COMMERCIAL AREA AND BRAND





## EVOLUTION OF INTERACTIONS FROM SEASON TO SEASON



Total combined interactions on Instagram, Facebook, Twitter and Tik Tok 🐦 📺 📷 🎵

\* SOURCE: BLINKFIRE

## Interactions grow by 20.5%

The 2021/22 season closed with outstanding growth in almost all FC Barcelona social media indicators, both in terms of followers and interactions with published content. The Club remains among the leading teams in international football.

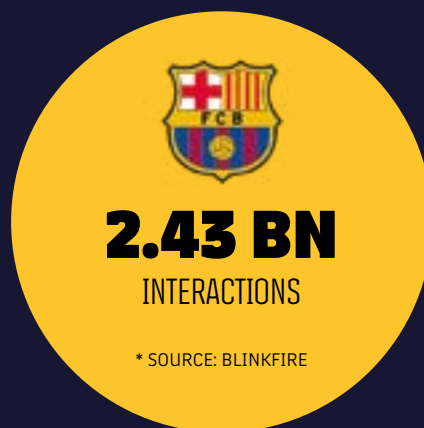
In terms of engagement, the figures are spectacular, with a total of 2.43 billion interactions, just below Manchester United (2.87 billion). Likes, comments and shares on Barça publications have grown by 20.51%, counting

the global channels of Instagram, Facebook, Twitter and Tik Tok. Behind Barça, we find teams such as Real Madrid (2.33 billion), PSG (1.71 billion) and Liverpool (1.4 billion), according to data from Blinkfire.

The most dramatic growth has been in TikTok, the most-used channel among Gen Z. The short videos published on the platform have generated a total of 130 million interactions, which represents a growth of 140% compared to the previous season. The figure for video reproductions

## INTERACTIONS BETWEEN THE MAIN FOOTBALL CLUBS

1		195 MN
2		180 MN
3		133 MN
4		131 MN
5		107 MN
1		258 MN
2		120 MN
3		181 MN
4		130 MN
5		75 MN



1		332 MN
2		264 MN
3		263 MN
4		235 MN
5		135 MN
1		211 MN
2		181 MN
3		172 MN
4		129 MN
5		92 MN

climbs above 1.04 billion, and it is already the FC Barcelona channel where the third-most content is viewed, just behind Instagram and Facebook.

The increase in interactions is also consolidated on Twitter (42%), where Barça is the number 1 club in terms of engagement metrics, with 195 million likes, comments and retweets between 1 July 2021 and 30 June 2022. Barcelona content on this platform has been the most successful, ahead of other teams such as Real Madrid (180 million), Chelsea (133 million) and Manchester United (131 million). The signings of Xavi and Alves well into the season and the departure of Leo Messi in the summer of 2021 have been the topics that have generated the most user participation during the 2021/22 financial year.

Regarding Instagram and Facebook, FC Barcelona occupies second position in terms of interactions, just behind Manchester United, benefited by the arrival of Cristiano Ronaldo, who is the footballer with the most followers on both social networks (617 million in total). The Barça accounts have improved compared to the previous season by 15.72% on Instagram and 4.76% on Facebook.

In the case of YouTube, the digital platform with the most tradition, the Barça channel continues to be the one with the highest number of subscribers (13,575,523) and is the only football club to surpass the 10 million mark. This season, the videos posted by FC Barcelona have accumulated 391 million views, surpassed only by Liverpool. It should be noted that Barça's numbers and subscriber leadership are even more valuable if we consider that LaLiga clubs are not permitted to post match summaries on YouTube, unlike the teams in the Premier League, Bundesliga or the Italian Serie A.



## Leaders in China

FC Barcelona has retained the title of best online club in China for the third consecutive year, according to Mailman's Red Card report which recognised Barça for its results in the Asian country. FC Barcelona is present on five different platforms and has exceeded 14.8 million followers, the highest figure among the main European clubs, ahead of Chelsea (13.8 million) and Manchester United (12.4 million).

FC Barcelona was also the most followed club on Douyin, another popular platform in the country, and became the first football club to hit 100 million likes, a record number for participation by users of the platform. In less than two years, the Club already has 3.6 million followers on this network for short videos.

These achievements are added to the fact that the Club diversified its digital presence in China in 2021 with the launch of the Xiaohongshu channel, which offers content focused on the Club's day-to-day life, as well as the Entity's commitment to connect with the female audience and also reach a new generation of followers, the so-called Generation Z, in the Asian country.

FC Barcelona was also the first sports organisation to launch a series of stickers and photo frames on Meitu XiuXiu, the second most popular app among this generation in China, and was the first LaLiga club to expand its strategic collaboration with iQIYI Sports to develop a programme that, through Premium members, grants exclusive privileges to Barça fans in China and allows them to watch all 2021/22 season LaLiga matches.

Among the most notable milestones of the season, the campaign to celebrate the Chinese New Year, the Year of the Tiger, stands out. Apart from giving visibility to the actions that took place in Barcelona, where the men's and women's teams displayed their names in Chinese characters coinciding with the celebration weekend, an extensive campaign was carried out in Chinese territory through the Club's channels in the country. During the celebration period, the published content generated 196 million views, which placed Barça in a leading position compared to the other European clubs.





# Support for women's football soars

The following and the passion that the FC Barcelona women's team has brought to the pitch has also been reinforced by a growing interest in their social networks. The metrics this season have been spectacular, both in terms of the number of followers and the interaction with the published content.

This monitoring has been constant and sustained over time, with constant foci of interest. Some highlights are moments not involving sporting activity, such as the Ballon d'Or gala with Alèxia Putellas, the premiere of the Barça Studios documentary *Queens of the Pitch* or The Best awards ceremony. But also the sporting successes, such as the League, Cup and Super Cup titles. In this last competition, the Barça players gave their support to Virginia Torrecilla, a rival player who had just overcome cancer. The image immediately went viral and became the most viewed video on the Barça Women's Twitter account of the season, with more than 2 million views.

A separate chapter is also deserved for the world attendance records at the Camp Nou achieved against Real Madrid and subsequently surpassed against Wolfsburg in the Women's Champions League, which were reproduced by the most important international football accounts and had a global projection.

Regarding the global number of followers (Facebook, Instagram and Twitter), the Women's team accounts have gained more than 1.5 million, which represents an increase of 39.5% compared to last season. The growth on Twitter (66%) and Instagram (41%) is particularly noteworthy. In fact, Barça occupies the first position in terms of followers on these two social networks compared to the rest of the women's teams in Europe. On Instagram it has 3,735,245 followers, ahead of












Chelsea FC Women (3,388,227), Real Madrid (1,967,843) and Arsenal Women FC (1,560,478). This leadership is also repeated on Twitter: Barça (767,521), Chelsea (591,741) and Real Madrid (583,105).

The final stretch of the season, where the outcomes of most competitions are accumulated, is also where most interactions on the social networks are concentrated. In the case of Instagram, the data is overwhelming. For the period 1 January and 30 June, the Barça Women's team account totalled 69.2 million interactions, more than double that of the second-placed team (Chelsea, 24.2 million) and also far ahead of the rest of the women's teams: Fenerbahçe (11.4 million), Arsenal (9.9 million) and PSG (9.4 million). These data reflect an unstoppable following for the Barça Women's team.

## FOLLOWERS ON SOCIAL NETWORKS

**+ 441,781,102**

(data as at 30 June 2022)

<b>Twitter</b> <b>83,427,102</b>  <ul style="list-style-type: none"> <li>@FC Barcelona 42,373,859</li> <li>@FCBarcelona_es 19,348,879</li> <li>@FCBarcelona_cat 7,370,048</li> <li>@FCBarcelona_ara 4,383,150</li> <li>@FCBarcelona_br 1,361,003</li> <li>@FCBmasia 897,079</li> <li>@FCBbasket 632,745</li> <li>@FCBarcelona_fra 2,764,991</li> <li>@FCBfutbolsala 447,903</li> <li>@FCBarcelona_id 524,604</li> <li>@FCBhandbol 303,579</li> <li>@FCBarcelona_jp 337,047</li> <li>@FCHockey 220,367</li> <li>@FCBtv 244,337</li> <li>@FCBpenyes 173,605</li> <li>@FCBarcelona_tr 371,563</li> <li>@FCBFemeni 776,243</li> <li>@BarçaAcademy 202,715</li> <li>@FCBarcelonaB 419,477</li> <li>@FundacioFCB 118,618</li> <li>@BarçaInnoHub 41,798</li> <li>@fcbSports 113,492</li> <li>@barcaamateurs 1,512</li> </ul>	<b>Facebook</b> <b>136,261,008</b>  <ul style="list-style-type: none"> <li>FC Barcelona 103,326,809</li> <li>FCB Penyes 5,189,399</li> <li>FCB Hoquei 4,641,762</li> <li>Barça TV 4,431,983</li> <li>Barça Foundation 4,973,389</li> <li>FCB Futbol Sala 4,271,901</li> <li>FCB Handbol 4,025,376</li> <li>FCB Basket 2,250,927</li> <li>FC Barcelona B 1,545,746</li> <li>FCB Femeni 816,923</li> <li>FCB Universitat 288,470</li> <li>Barça InnoHub 7,965</li> <li>Barça Academy 223,895</li> <li>FCB Masia 266,463</li> </ul>	<b>Instagram</b> <b>136,368,421</b>  <ul style="list-style-type: none"> <li>FC Barcelona 110,025,716</li> <li>FC Barcelona Femeni 3,768,372</li> <li>FC Barcelona Basket 836,137</li> <li>FCB Futsal 1,542,752</li> <li>FCB Handbol 392,199</li> <li>FCB Hoquei 293,099</li> <li>Barça Academy 1,655,194</li> <li>FCB Americas 236,750</li> <li>FC Barcelona B 8,284,871</li> <li>FCB Masia 6,777,943</li> <li>Barça Foundation 254,996</li> <li>Barça Legends 1,811,400</li> <li>Barça eSports 271,522</li> <li>barcaamateurs 15,427</li> <li>FCB penyes 4,050</li> <li>Barça InnoHub 83,781</li> <li>FCB Genuine 114,212</li> <li>Barça TV 244,337</li> </ul>
	<b>YouTube</b> <b>13,786,523</b>  <ul style="list-style-type: none"> <li>FC Barcelona 13,575,523</li> <li>BarçaTV 211,000</li> </ul>	<b>Tik Tok</b> <b>16,755,099</b> 
		<b>Twitch</b> <b>92,881</b> 
<b>Chinese channels</b> <b>14,427,225</b>  <ul style="list-style-type: none"> <li>Sina Weibo 10,614,529</li> <li>Douyin 3,372,805</li> <li>WeChat 166,307</li> <li>Toutiao 237,701</li> <li>Xiaohongshu 35,883</li> </ul>	<b>Other</b> <b>7,248,346</b>  <ul style="list-style-type: none"> <li>Snapchat 2,052,464</li> <li>Viber ENG 1,408,514</li> <li>Viber ESP 184,899</li> <li>Viber ARAB 2,357,869</li> <li>Viber RUS 1,047,265</li> </ul>	<b>Line</b> <b>33,703,176</b>  <ul style="list-style-type: none"> <li>JP 4,493,342</li> <li>ENG 17,350,626</li> <li>ESP 5,594,883</li> <li>BR 432,009</li> <li>CAT 339,477</li> <li>ID 5,492,839</li> </ul>

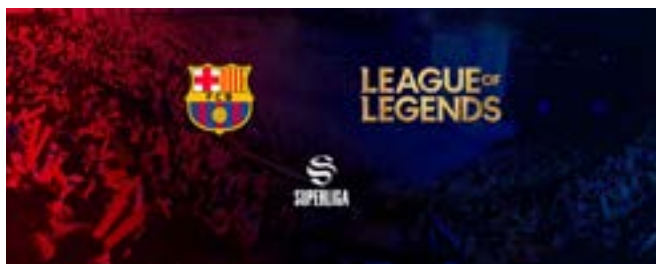
**Instagram narrowly beats Facebook**

Instagram is the social network where FC Barcelona has the highest number of followers. For the first time, this network has narrowly surpassed Facebook. Curiously, in the case of Barça, both have 136 million followers. Since 1 July 2021, the Barça accounts have grown with 27 million new followers on Instagram, which represents an increase of 14.25% compared to the previous season.

As a percentage, however, the most prominent growth has occurred on TikTok, with a 76% increase, where the Club has gone from 9.4 million to 16.7. It is, without a doubt, the channel that has had the best metrics of the season. Also important is the 16.3% increase on Twitter, while Facebook remains stagnant, a trend that affects most accounts.



# The commitment to e-sports is increasing



## BARÇA ENTERS THE LEAGUE OF LEGENDS SUPERLIGA

Barça reinforced its commitment to eSports by securing a place in the League of Legends Superliga and, consequently, the creation of a team of professional players dedicated exclusively to the video game League of Legends. This was the Club's most important step in the field of eSports, since the video game developed by Riot Games is considered the most important eSport game in the world due to its global impact.

On 10 November 2021, the Club officially announced its addition as a new Club participating in the Superliga, the national League of Legends league organised by the LVP (League of Professional Video Games), run by Mediapro. Just one month later, on 10 December 2021, in an event attended by president Joan Laporta and vice-president Juli Guiu, Barça presented its first ever League of Legends team that was broadcast live through the Club's global channels.

The event served to introduce the first players and members of the team's technical staff:

Players: Jakub 'Dreedy' Vicieník (Top laner), Dimitar 'Lebron' Kostadinov (Jungler), Mihail 'Twohoyrz' Petkov (Mid laner), Matthew 'Deadly' Smith (ADCarry), Luca 'Lucky' Santos (Support)

Technical staff: Alejandro 'Mapache' Parejo (Head Coach), Martín 'Martín' Jiménez (Performance Coach), Carlos 'Kaito' Vioque (Analyst)

The players and staff had the opportunity to present themselves to Barcelona fans in an event that was broadcast live and which included the participation of the official Superliga commentators. Movistar Riders, a club participating in the Superliga, travelled to Barcelona to participate in an exhibition match that marked the debut of the Barcelona team.



## THE FIRST SPORTS RESULTS

The Superliga started in January and the first positive results for the team did not take long to arrive. During the first split (from January to March), the team proved to live up to expectations and achieved the position of runners-up in the regular phase and third place in the play-offs, completing a great debut for the Barcelona team in its first season.



## NEW SEASON OF EFOOTBALL

The FC Barcelona eFootball team once again participated in Konami's official competition, this time with a reduced format organised in June. With the same outfit as last season, The Palma as team captain and AlexR, the team was completed with the addition of Roksa, the Serbian player and eEuro 2021 champion. The Barça team finished the group phase in second place and qualified for the play-offs for the fourth consecutive season. This time it was Bayern Munich who put an end to the team's journey in the competition in a very closely fought quarter-final.

## THE FIRST SPONSOR: GAMERS HUB MEDIA EVENTS

In January, Barça's eSports division signed its first sponsorship with the company Gamers Hub Media Events (GHME), dedicated to the organisation of gaming competitions and leagues worldwide. GHME would become the Official Training Home for FC Barcelona's eSports teams, which would have their own facilities in Barcelona, a high-performance centre: the Barcelona International Gaming Centre (BIG C).



# Culers Premium Memberships is growing

During the 2021/22 season, the Culers Premium Membership loyalty programme has been consolidated with an increase in new subscribers of +74% in one year. FC Barcelona has continued to work to strengthen the sense of belonging of Barça fans around the world, bringing them closer to the Club thanks to privileged access to the ecosystem of Barça products and services (BarçaTV+, E-commerce, sale of tickets, etc.).

In its Freemium format, the good reception of prize draws such as the shirt for life (where the chance to win the first Barça kit during each season was drawn) or the competition for the best goal of the season (with the option of winning one of the Club's three kits). Of particular note is Barça Games, where the dynamic of the Match Day Challenge has created a synergy with all the fans during match days through three games: a prize draw, a quiz and a match assessment; or the Culers Wall, a space where fans have been able to express their support for Barcelona.

In its Premium format, fans subscribing to Culers Premium Membership, apart from receiving the personalised Culers card (along with an exclusive shirt if they subscribed to the Culers Pack), have continued to enjoy exclusive benefits this season both online (20% discount on E-commerce or a free session of the Live Stream Tour), and offline (20% discount



on certain matches at the Camp Nou or an exclusive invitation to the Barça Café to attend Barça Live in person).

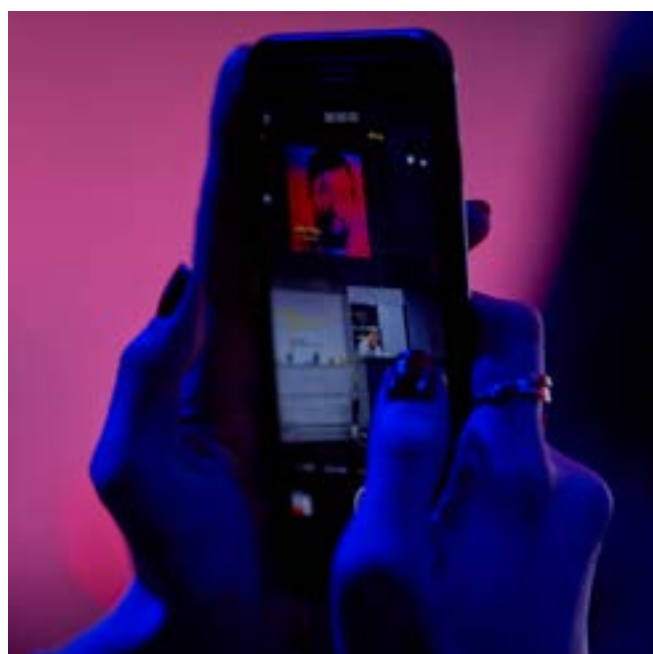
The product continues to be very well received by fans around the world and the value proposition is expected to continue to evolve in the new 2022/23 season.

## Consolidation of the Fan experience

The Fan Experience department is consolidated as a strategic area within FC Barcelona. The former Digital department changed its name in the 2020/21 season with the main objective of working cross-departmentally with the other Areas of the Club in order to ensure that all points of contact with the fans that the entity has around the world are properly managed and optimised to ensure an optimal experience.

The team, which is responsible for both the strategy on social networks and its own ecosystem of web and app channels, not to mention the experiences in physical environments, works with the Club's different business units to help the Barça brand to continue growing and make it more loved around the world, in addition to creating new products, services and digital experiences that add value to the fan and allow the Club to generate new sources of income.

With more than 440 million followers on the different social networks and a leading global dimension in the sports industry, a large part of the economic future of the FC Barcelona is to build a strong bond and a solid orientation towards the global follower, always after the members, who are the owners of the Club.







## Audiovisual production factory at full capacity

Barça Studios continued with its mission first, to produce audiovisual content and feed some of the Club's audiovisual channels (Barça TV, social networks and the global streaming platform Barça TV+), and second, to create new formats that can have a commercial route through other global operators. It is a factory that produces more than 5,000 videos each season.

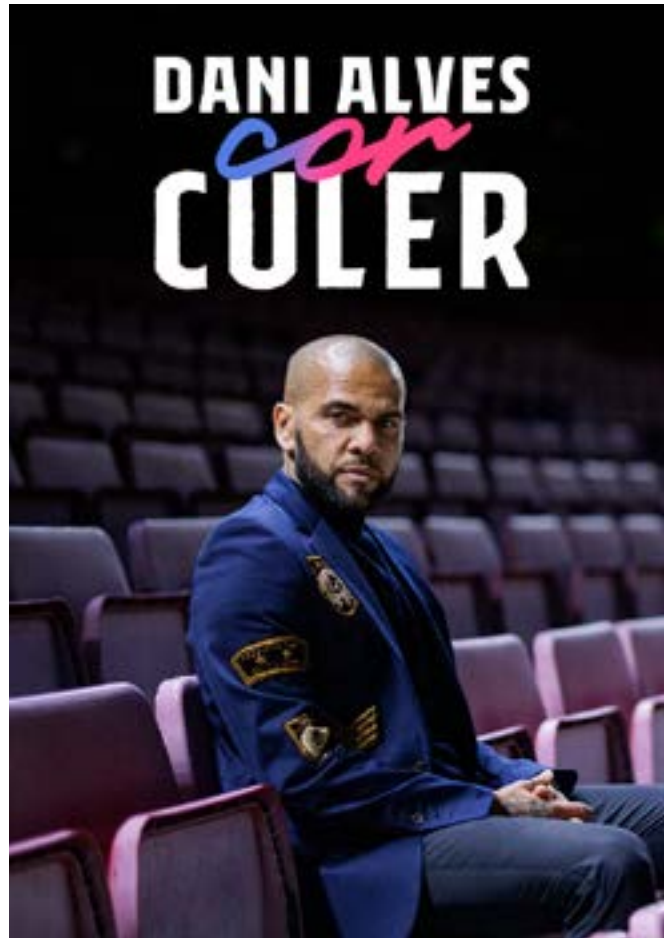
In terms of audiovisual production, this campaign saw the release of the following products:

The six-episode documentary series *Queens of the Pitch*, about the successful treble season of the women's football team. The Barça Studios cameras followed the rise of the team until they were crowned with the three most important titles of the season and made history. The series has been among the most watched content on Barça TV+ over the past twelve months.

As for products linked to the first team, *Made in La Masia* *Ansu Fati* was produced, in which the player reviews his own career. *Gerard Piqué, una vida de blaugrana* (Gerard Piqué: A Life in Blaugrana), which summarised the career of the central defender on the occasion of the fact that he has played 600 games with Barça. *Dani Alves, cor culer* (Dani Alves, Culer at Heart), a collection of the Brazilian player's best moments with Barça in an emotional tour of Camp Nou. And in *Sergio*

*Busquets, el cervell del Barça*, (Sergio Busquets, the brain of Barça), the midfielder opens up on the channel in an intimate interview accompanied by testimonies of key people in his sporting career. Without leaving football, *L'inici d'una nova era* (The Start of a New Era), a documentary about the historic Barça-Madrid Women's Champions League match at the Camp Nou, which broke the record for public attendance at the Stadium and it was a turning point in the way women's football was seen and understood at home.

In the area of entertainment programmes, two new episodes of *Discover Barcelona* were broadcast, the programme that tours the city of Barcelona with the Club's sportspeople and legends of Catalan sport. In this case the two premiered pieces were: *La Barceloneta*, with Ferran Torres and Gemma Mengual, and *Gràcia*, with Nikola Mirotic and Àlex Corretja. In terms of culinary talent, at *Barça Kitchen* the following pairs demonstrated their skills in front of the burners, in four different programmes: Pedri & Eric García; Aubameyang & Adama; Engen & Rolfo and Patri Guijarro & Leila Ouahabi. And the weekly broadcast of *Culers Magazine* in Spanish and English also continued, the programme that includes all the news about the Club, reports and interviews with VIP fans, among other content.



## Barça TV+, the OTT

FC Barcelona's digital audiovisual content platform, the OTT BarçaTV+, is available globally through the Club's website and app, the new app for SmartTV (AppleTV, AndroidTV and FireTV) and for all devices (computer, tablet, mobile phone and television through casting technology) and in three languages: Catalan, Spanish and English. Subscription through the Apple shopping app has also been enabled.

Users can find more than 1,000 hours of content and more than 3,000 videos that are 100% Barça, which can also be enjoyed on demand. The platform's contents include exclusive series and documentaries, which can be found under

the ORIGINALS category. The matches of the first football team, as well as Barça B, Barça Women's, professional sports and the Club's academy categories can also be found with delayed and on demand broadcast. Barça TV+ offers the live broadcast of Barça TV around the world, which is available in Catalan, Spanish and English.

During the season there were 2.5 million video views. The two pieces of content with the most views were Messi's farewell press conference and the Gamper Trophy match against Juventus. Regarding the quality of the content, users on average rated it 4.3 out of 5.



# MORE THAN / MÉS QUE

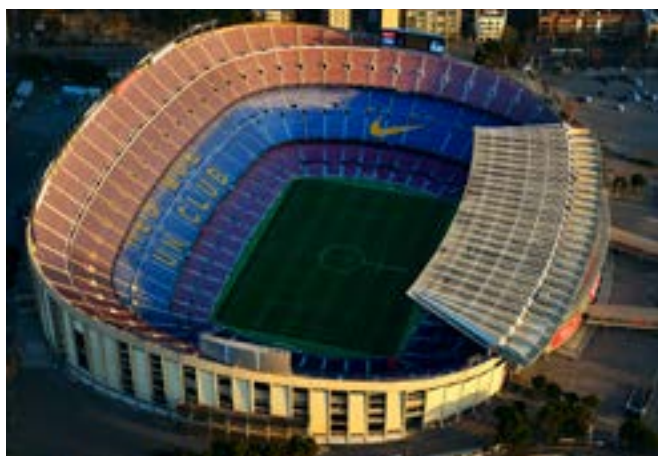
This season, the Club continued implementing the cross-cutting brand campaign “More Than/Més que”, which aims to publicise the main pillars that make Barça different and that give meaning to *More Than a Club*: More than Winning or Losing (the in-house style of play), More than Voices (ownership model), More than Gender (the commitment to women’s sports), More than Goals (multi-sport vocation),

More than Talent (the Masia), More than 11 players (social commitment and the Foundation), More than Magic (the commitment to innovation), More than Pride (from Barcelona and Catalonia to the world) and More than Development (sustainability). In the present season, the focus has been placed on three of the pillars, More than gender, More than 11 players and More than talent.

## MORE THAN GENDER

### CAMPAIGN FOR INTERNATIONAL WOMEN'S DAY

As part of the “More Than / Més que” brand campaign and to take advantage of International Women’s Day, the Club carried out a campaign to promote this brand pillar: gender equality and the promotion of women’s sport. *The line that does not divide, unites us* was the claim and the action by which a cross-cutting line was sketched to represent the symbol of the female gender on all our playing fields, from the Camp Nou to the Johan Cruyff Stadium and the Palau Blaugrana.



## MORE THAN 11 PLAYERS

### CAMPAIGN WITH THE FIRST TEAM BUS

As part of the *More Than* brand campaign, an action was carried out with the first team bus to promote the Social Commitment/Foundation pillar which has the More Than 11 Players pillar as its brand concept. Players from the first football team, with players from the Genuine team and from La Masia, as well as groups that collaborate with the Foundation, participated in its design. All of them placed messages of encouragement to the team on the side of the bus. The bus was spray painted with graffiti and directed by a street art artist. The aim was to increase the connection with the fans and raise awareness of Barça’s social commitment.



## MORE THAN TALENT

### 'MADE IN LA MASIA' CAMPAIGN

As part of the *More Than* brand campaign, a series of graphics was prepared to illustrate the start of a new tradition this season of assigning a number to players who make their debut with the first team after coming from academy football.

The group of footballers who have passed through one of the lower categories since the creation of La Masia in 1979 have a number that determines the order in which they were able to fulfil their dream.



## OTHER CAMPAIGNS

### BLACK FRIDAY

For the cross-cutting Black Friday and Cyber Monday campaign, a concept was developed together with the Shackleton Agency that is directly related to the world of football: *Don't get caught offside* - (No et quedis en fora de joc). This one has the ability to speak of the moment: we're all caught off guard when Black Friday rolls around, but we all want to take advantage of the discounts. This season, two different graphics were created to differentiate Black Friday & Cyber Monday.

It is the same concept, but with different graphics. It is a way to take advantage by having more opportunities for impacts and try to convert them into sales on the Club's website.



### OPENING OF THE CLUB TO MEMBERS

On 3 June 2020, the Board of Directors approved the registrations of adult members, eliminating the restrictions that existed until now (first-degree relative of another member, 3 years of senior membership, delegate card after 3 years etc.). In the Ordinary Assembly of October 2021, the digital registration of members was approved and included in the Club Statutes. In April 2022, when the digital registration for new members became operational, a new membership campaign was launched emphasising the democratic and universal nature of the Club. The main objectives of the campaign are to reach members, to cater to gender diversity and a wide age spectrum; to emphasise the pride of belonging to the Club and highlight the ease and comfort of becoming a member with the new digital registration method. Under the claim that "Being a member of Barça is as good as it gets" ("Ser soci del Barça és el millor que hi ha"), based on one of the most popular chants among the fans, and a visual with very emotional expressions of Barça supporters in the foreground, a highly Barça-evoking visual design has been built.





### BARÇA THE EXHIBITION

At the beginning of last season, on 15 July 2021, *Barça The Exhibition* opened in Tel Aviv (Israel), the first travelling FC Barcelona Museum, which travels through the most important cities in the world to bring the Club closer to all its fans. The Exhibition combines immersive experiences with a unique journey through Barcelona's history, in 9 different rooms where fans can feel the excitement of a match day at the Stadium. From Tel Aviv, the experience moved to Dubai (UAE) from November to February, and its next destination is Mexico.



### PALAU 50

In commemoration of the Palau's 50th anniversary, the Club focused its efforts on increasing the visibility of the various events that took place this season. Each section celebrated 50 Years of the Palau with a tribute to all the invited sportsmen who had played during these 50 years in such an emblematic stadium as the Palau Blaugrana. The campaign focused on the warmth and experience of the Palau and the experiences during these 50 years of magic, with a specific logo and the possibilities offered by a new scoreboard that increases the experience of the Palau by adding elements of animation, lights and sound.

### ESPAI BARÇA REFERENDUM

With a very Barça-styled approach, emotional and focused on the future, this campaign had a twin approach under the same claim: "If we all vote, we will win!" The first phase focused on informing the members about the Espai Barça project and getting them excited, making it feel close to their hearts and beneficial. In the second, the focus was on the Referendum and the importance of voting for Barça's most exciting project, which for the first time in history was conducted remotely. The aim was to encourage as much participation as possible.



## BARÇALAND, THE MAGIC OF CHRISTMAS

Under the slogan *Gaudeix la Màgia del Nadal més culer* (Enjoy the most Culer Christmas Magic), the Club brought back the Barçaland fair after a Christmas affected by the Covid-19 pandemic, and once again painted the Rambla del Barça in the Blaugrana colours. Barçaland was active from 24 December to 9 January, and was visited by almost 85,000 people at the Club's facilities, with more than 30,000 participants in the organised activities.



Barçaland, which counted on the collaboration of Caixa-Bank, had numerous activities in which the open door training session and the presentation of Ferran Torres and the visit by Father Christmas stood out. In total, Barçaland had 11 different attractions and more than 100 opening hours.

Unfortunately, the wave of Covid-19 that appeared on those dates caused many other activities to be cancelled at the last minute. Nevertheless, it was possible to carry it out in the best possible conditions.



## MEN'S FOOTBALL CAMPAIGNS

### #IF WE ALL VOTE, WE WILL WIN

Coinciding with the arrival of the Clásico and that full stadium capacity was once again permitted, the Club launched a campaign to encourage all fans to return to the Stadium to support the team.

"I si tots animem, i si tots animem, i si tots animem guanyarem" (And if we all cheer, and if we all cheer, and if we all cheer, we will win) is the stanza of a chant that has traditionally filled the stands of the Camp Nou on match days and which gained more force than ever. That is why it was chosen as the claim of the campaign for members and local fans.

The campaign revolved around attendance at the Stadium by the resident public and focused on key moments of the season such as the arrival of Xavi on the Barça bench or the explosion of the number of La Masia players in the first team



### WELCOME, CULER

Welcoming new players is always a moment of utmost anticipation. During this season, specific campaigns have been carried out for the arrivals of new signings, both in the women's and men's categories.

Different claims have been used to welcome former members of the team, as in the case of the return of Xavi or Dani Alves. For the renewals, the claim has evolved to *The future is culer* (The future is Culer). It has also been fuelled by the *Made in La Masia* campaign for home-grown players.





## WOMEN'S TEAM CAMPAIGNS

### BALLON D'OR

On 29 November, Alexia Putellas was presented with the award that recognised her as the best player of the 2020/21 season. From the Marketing department, a campaign was launched to give visibility to both women's football and the fact it was the first time a Barça player had been awarded this title. The objective of the campaign was to build a brand through the Club's own channels by giving visibility of the Ballon d'Or award to a player from the women's team for the first time in the Club's history. Joint communication with the Club's partner, Nike, in order to maximise the reach of the campaign.



### MATCHDAY - QUEENS OF THE PITCH

The Barça Women's team's historic treble season was immortalised in a documentary series produced by Barça Studios. It took an inside look at the team that in the 2020/21 season won Barça's first women's Champions League, the League and the Copa de la Reina. Through the documentary, brand awareness of both women's football and the FC Barcelona women's team was generated, and the most personal stories of the players became known. This product is also content that monetises a Barça TV+ digital asset under the pillar of women's football, with the aim of increasing subscriptions and registrations on the Barça TV+ platform.



### VICTORY IN THE CUP & LEAGUE

In some very important moments of the season, Jonatan Giráldez's team achieved two major sporting goals, such as the Copa del Rey and the perfect League, with every match won. To highlight this double, a Brand campaign was launched under the pillar of *More than Empowerment* to give visibility to the commitment to women's football, the team's successes and its transformative effect on society, breaking down stereotypes thanks to the values transmitted by the players and their closeness to the fans.



### BARÇA VS. MADRID - 1ST RECORD

For the first time in history, the Barça Women's team played an official match at the Camp Nou. In this case, it was the home match of the Champions League quarter-final tie against Real Madrid. A classic in all regards.

With 91,553 people at Camp Nou, Barça managed to break the world attendance record on a day that became historic for a women's football match.



## PALAU CAMPAIGNS

### GAMEDAY

This year all the graphics were made to communicate the different matches that take place during the season to show the schedules and opponents. Although it started with a more artistic graphic, the pieces were adapted to improve their engagement, achieving a cleaner effect that was similar to the photos.



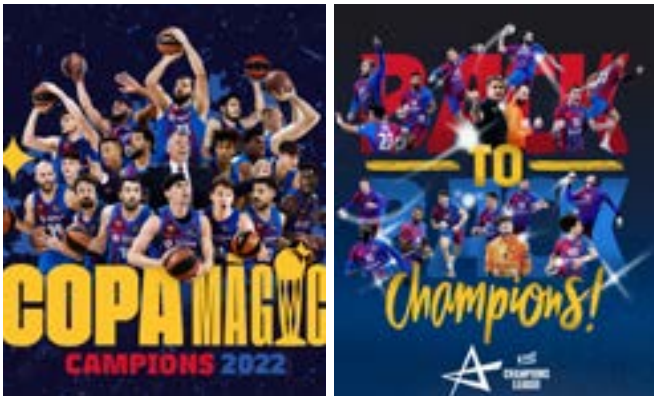
### SIGNINGS

The signings campaign is an important milestone at the start of the season for all sections. This season was followed on from that started last season under the slogan "sent el Palau, sent..." (feel the Palau, feel...). With this creative line, the sections were able to present the new additions of the season in each of the 4 sports.



### SPECIAL CAMPAIGNS

Beyond the signings campaigns and Gamedays, the victories in the national or European leagues were celebrated with the team, and the most important milestones achieved were also commemorated, such as the European Cup in basketball, under the slogan *Paris Mon Amour*.



### PLAYOFFS

The Playoffs were the highlight of the 2021/22 season and were celebrated with the design of a custom graphic that represents the excitement of the games played in this phase, where everything can be won, or lost.



### BRANDING OF THE FACILITIES

Another of the most important tasks of the Marketing department of the sections is to portray the image of the Club in each of the spaces of the Palau Blaugrana, the most relevant being the façade of the building decorated on the occasion of the 50th anniversary of the inauguration of the Palau that was commemorated this season, followed by the personalisation of the players' dressing rooms in each of the sections, basketball, handball, roller hockey and indoor football.





# The Museum returns to normal two years on

In the 2021/22 season, the FC Barcelona Museum went back to normal after two years with intermittent and long-term closures due to the Covid pandemic

Since the restrictions were relaxed, the Museum gradually recovered activity and the influx of visitors. However, the safety and capacity recommendations set by the health authorities are followed at all times. Restrictions on tourism, the main visitor to the Club Museum, meant that attendances were 53% below pre-pandemic levels in the first months of the season. Even so, the Club Museum continues to be at the top of the most-visited museums in Barcelona and Catalonia, with an average of more than 4,000 people a day at the beginning of summer, and in these months it reached practically a 70% of regular visitors on these dates.

## PRESENTATION OF 'LA SAGI. MÉS ALT, MÉS LLUNY, MÉS FORT' (LA SAGI. HIGHER, FARTHER, STRONGER)

On Thursday, 26 May, the illustrated book, *La Sagi. més alt, més lluny, més fort*, (La Sagi. higher, farther, stronger) was presented at the FC Barcelona Museum, a volume designed for children that brings the little ones closer to the figure of Anna Maria Martínez Sagi, the first female director in the history of FC Barcelona, a symbol of female empowerment and personal courage



## PRESENTATION OF THE OLYMPIC-INSPIRED SHIRT

In the year that Barcelona commemorates the 30th anniversary of Barcelona 92 Olympic Games, Barça has taken inspiration from Olympic Barcelona and its connection with the Games for the launch of the new kit for the 2022/23 season. To emphasise this connection, the Barcelona president has chosen to emblazon the shirt with the name Barcelona 92 on the back, a shirt that the president himself, Joan Laporta, placed next to the Barcelona 92 Olympic torch on display in the Museum.



## NEW EDITION OF 'NIGHT AT THE MUSEUMS'

On 14 May, the FC Barcelona Museum once more joined for another year this initiative promoted by the Barcelona City Council and Barcelona Cultura which offers the possibility of a free afternoon/evening/night-time visit of various cultural facilities in the metropolitan area of Barcelona. The Museum opened its doors free of charge from 7 p.m. to 1 a.m. The visit included access to the two floors of the Museum, as well as the panoramic view of the Stadium from the second tier of the Main Grandstand. An unbeatable snapshot: the Camp Nou at night and in silence, an unusual scene not to be missed.



### THE BALLON D'OR 2021 FOR ALEXIA

Alexia Putellas presented the Ballon d'Or 2021, received in Paris, to the FC Barcelona Museum. The captain of the Barça Women's team, accompanied by president Joan Laporta and the manager of the section, Xavier Puig, presented it to the Museum so that visitors could enjoy it.



### CLEAN SWEEP FOR INDOOR FOOTBALL

The FC Barcelona indoor football team presented the Museum with the clean sweep of trophies won in the 2021/22 season, the League, the Champions League, the Spanish Cup and the Super Cup. A delegation from the team, headed by manager Aureli Mas, sports coordinator Jordi Torras, coach Jesús Velasco and captains Sergio Lozano and Dyego, presented the trophies to president Joan Laporta and vice-president Rafa Yuste. Together, they deposited the trophies in the indoor football display case.



### HANDBALL COPA DEL REY

As for handball, on 4 April last Gonzalo Pérez de Vargas, Ludovic Fàbregas, Dika Mem and Aitor Ariño, together with coach Carlos Ortega and the manager of the section, Joan Solé, presented the Copa del Rey to the Museum, where vice-president Rafael Yuste was waiting for them, and who thanked them for their efforts in the victory. With the title won in Antequera, Barça continues to lead the ranking of titles in this competition with 26, the last nine won consecutively.



### CURRENT TROPHY CABINET

The Museum has created a space that collects the collection of trophies from the 2021/22 season. A haul of 17 titles, in which the two Champions Leagues won by the handball and indoor football teams stand out, rounding off the figure of 45 European Cups won by Barça's professional teams throughout history. This space also includes for the first time the trophy won by the Barça Foundation team, which competed in the 2021/22 LaLiga Genuine for the first time this season. The team made up of players with intellectual disabilities was champion of the Compañerismo group in the competition.



### COLLABORATIONS WITH OTHER ENTITIES

In this section, the Museum has temporarily lent various objects to mark the Centenary of the Unió Esportiva Olot, for the exhibition *Olot. Cent anys d'un club de futbol* (One Hundred Years of a Football Club), and with the Barcelona History Museum for the exhibition *Barcelona&Futbol. El gran joc social del segle XX* (Barcelona&Football. The Great Social Game of the 20th Century).





# Barça, present all around the world

Year after year, Barça moves forward with its international expansion strategy, which has allowed the Club to be the most followed brand in the world of sport on a global scale. In the commercial field, the Club, which already has more than 440 million followers on social networks, remains faithful to its objective of looking for the best 'partners' for each category, following the criterion of prioritising quality over amount, with the sole aim of obtaining new sources of income and working with sponsors and collaborators that allow it to continue to be a reference both on and off the playing fields, in addition to being aligned with its brand values. In order to make this strategy effective, the Club works in a cross-cutting manner 24 hours a day, from Barcelona to its offices located in strategic territories, such as New York and Hong Kong, to adapt to each local context.

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## NEW YORK OFFICE

In the United States, football, known in this region as soccer, is a sport that has experienced and is experiencing significant growth, and Barça continues to work to be one of the drivers of this growth. To do this, the Club relies on its office in New York to continue consolidating the Barça brand in the country, through the opening of new business channels and also managing different activations and alliances that take place in this strategic market for the Barcelona club,

In this regard, Barça has different partners that have their base in this territory such as Nike, Stanley Black&Decker and Gatorade, with whom dif-

ferent actions have been developed throughout the season with the aim of bringing the club closer to its fans.

One of the actions carried out with Stanley was to create an audiovisual piece within the context of International Women's Day with the collaboration of five players from the first team, which sought to break through the prejudices that still exist relating to women's sports. Together with Gatorade, it worked to promote practising sport among amateur football players, with the creation of tutorials by first team players. During the Women's team's time in Portland in August 2021 to compete in the Women's Interna-

tional Champions Cup, the squad also held several training sessions at the company's facilities in that city.

The Club also has other alliances throughout the Americas, such as its union with Banco BMG, a regional partner in Brazil, and Scotiabank, a Canadian financial institution, with which the Club collaborates in different territories of Latin America and the Caribbean.

## BARÇA ACADEMY

The Barça Academy project had a total of ten football schools in the United States during the 2021/22 season, two of which are Barça Academy PRO - wholly managed by the Club - in Miami and New York, along with a residential academy, the Residency Academy US, located in Casa Grande (Arizona).

During the season, more than 30 camps were held in the United States, in which more than 6,000 players participated. The boys and girls in New York and Miami were visited at their facilities by the ambassador of the Barça Foundation Àlex Roca, who gave a motivational talk, *El límit el poses tu* (You set the limit), to inspire the youngest people with his experience and encourage them to fight for their dreams.

The New York office also manages the academies and Barça Academy activities in the rest of the Americas, where

the Club has schools in Mexico, Brazil and the Dominican Republic. During the 2021/22 season, in addition to the United States, camps were also held in Panama, Guatemala, Puerto Rico, Mexico, Brazil, the Dominican Republic and El Salvador.

One very special moment of the course was when sport-people from academies from all over the continent took part in the Barça Academy World Cup, which was held during Easter 2022 at the Ciutat Esportiva Joan Gamper. This was undoubtedly a unique opportunity for footballers to meet up again with players from all over the world, two years after the competition was interrupted due to health measures and restrictions imposed by the pandemic.

It should also be noted that more than 1,200 children from countries such as the United States, Panama and Puerto Rico participated in clinics held in Barcelona.



## A GLOBAL BARÇA

In order to be able to strengthen its relationship with strategic media in the region, the Club maintained its commitment to carrying out virtual actions to allow journalists to have the opportunity to interact with the Blaugrana players, despite the difficulties for travelling, due to the restrictions of the pandemic.

Access to those media outlets that were able to travel to Barcelona was facilitated for both players and institutional representatives of the Club, so that they could have an overall vision of what Barça is and be able to transmit the uniqueness of the Club to all the fans who follow the Entity and its teams beyond our borders.





## HONG KONG OFFICE

### PARTNERSHIPS

The 2021/22 season kicked off with the renewals of Head&Shoulders and SK Lubricants, managed by the Business Development team from the Hong Kong office. Likewise, the option provided for in the agreement signed in 2017 to extend the Club's alliance with Rakuten for an additional season was also exercised. Throughout the year, Barça also collaborated extensively with partners in the Asia Pacific (APAC) region to bring the Club and its values closer to fans and to further enhance the fan experience in these territories. The Club worked together with SHISEIDO MEN to launch a campaign to promote the importance of skin care for men, and through Maybank it gave fans the opportunity to meet a Barça Legend. SK Lubricants launched a new product with the image of the men's first team players on its packaging, while Sebang created different Barça content in collaboration with the Barça Academy, and Taiping invited Chinese fans to visit the Barça museum space in Haikou.



### BARÇA ACADEMY

The Barça Academy project opened the doors of a new school in Hiroshima in April 2022, which became the fifth Academy in Japan. Different football camps were also organised throughout the country, while seven teams participated in the Barça Academy World Cup held in April in Barcelona representing

all the Academies from Japan. It was an event in which the Yokohama school came second in the Under-12 category. The Singapore Academy welcomed its new management team, which aims to continue the growth of the project in that country and to explore new opportunities in South-east Asia. Likewise,

the Academies in India celebrated the return of their players to training at their facilities after their temporary closure during the Covid-19 pandemic.

### DIGITAL

FC Barcelona closed the year 2021/22 with the largest fan base on Chinese social networks, compared to the other European football teams. This result allowed Barça to obtain the title of *the most popular football club in China*. Barça also became the first football club to reach 100 million likes on Douyin and the first sports club in Europe to be present on Xiaohongshu, a lifestyle content platform.

It was also the first sports organisation to establish a collaboration with Meitu XiuXiu, the second most popular app among Generation Z in China. FC Barcelona was also the first club in LaLiga to develop a Premium Membership programme with the streaming platform IQIYI Sports, with which fans had the possibility to access exclusive video content and watch all the matches of the season



## BARÇA LICENSING & MERCHANDISING (BLM)

To celebrate the launch of the new LEGO® Camp Nou-FC Barcelona model, BLM invited different Chinese media outlets, influencers and fans to an event organised at the Barça office in Hong Kong. LEGO China also promoted *Camp Nou Night* together with the Shanghai supporters' club at the company's store in Shanghai.

BLM also worked alongside clothing brand Determinant, and premium leather goods firm Maverick, on the creation of various merchandising items, as well as signing a new licence in Malaysia, offering fans of the APAC region a new way to experience Barça. BLM Asia-Pacific also supported all the actions and launches of merchandising products created on the occasion of the first team's visit to Australia, and collaborated with licensees to create products inspired by the figure of the tiger, which was used in the campaign



launched by the Club to congratulate its Chinese fans on the occasion of the Chinese New Year.

## COMMUNICATION AND MARKETING



FC Barcelona once again wanted to become closer to their fans in the Asia-Pacific region by celebrating the Chinese New Year, also known as the Lunar New Year. The Club released a video piece starring different players from the first team, as well as a message addressed to the fans from the president Joan Laporta, along with several collaborations with Chinese artists and influencers. The celebration also reached Barcelona, where players from the men's and women's

first teams ran onto the pitch with their names emblazoned in Chinese on their backs during the warm-up before their respective La Liga games on February 6, while the Johan Cruyff Stadium and the Camp Nou displayed elements that were the essence of this very special date.

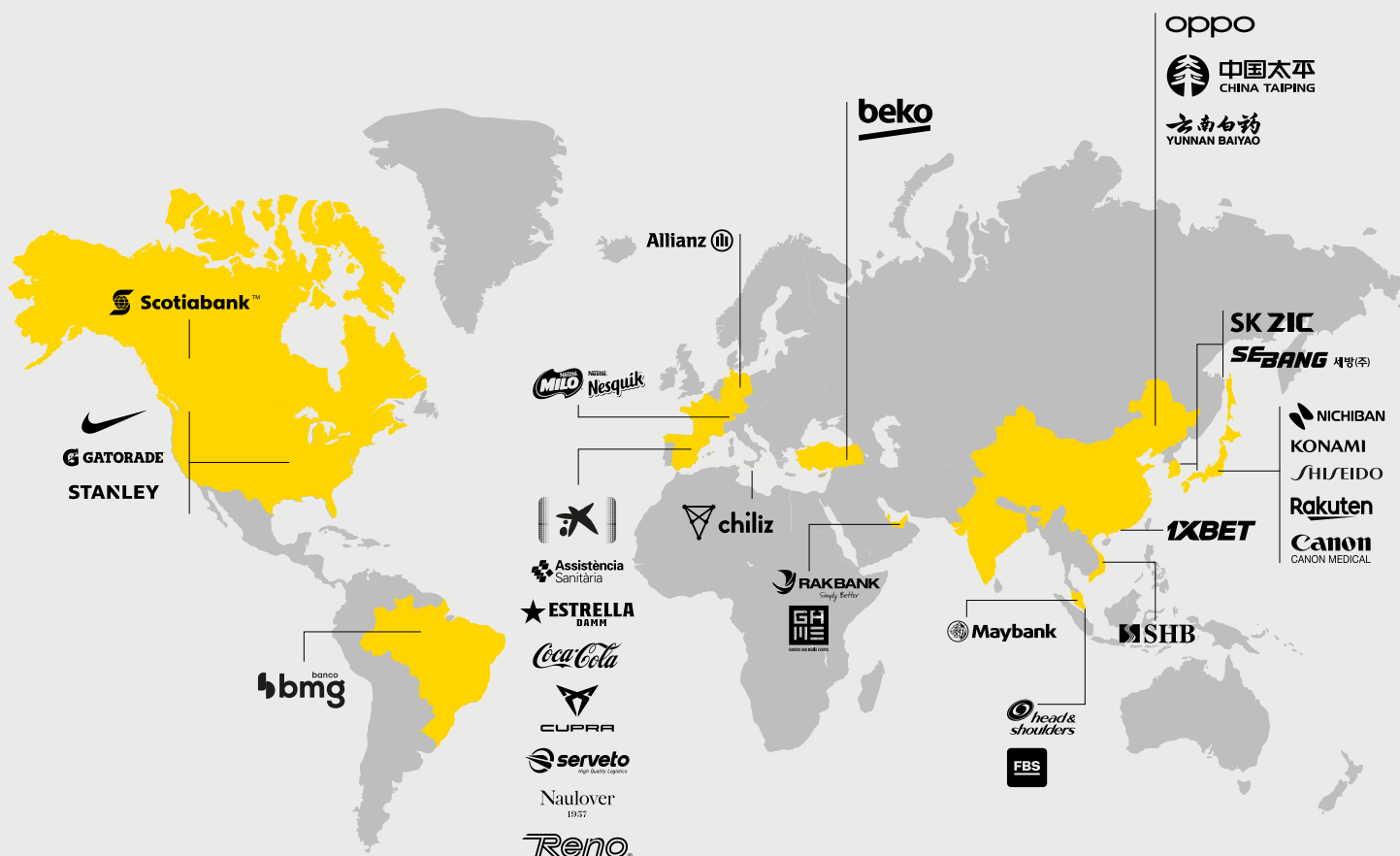
Barça joined forces with its Asia-Pacific fans on International Women's Day to celebrate the role of women in sport and society, working with artists, influencers, and with the collaboration

of the Barça Academy in China, India, Japan, Singapore and Indonesia. It also worked with different female artists to create a mural in the heart of Hong Kong, near the Club's office.

At different key moments of the season, the Club strengthened its relationship with different media outlets in the region by holding exclusive roundtables with Memphis Depay, Alexia Putellas, Asisat Oshoala and Claudia Pina, with the aim of bringing the fans closer to the Club.



## MAP OF SPONSORS



### KEY DATA

#### TOTAL PARTNERS

14 OVERALL

35

21 REGIONAL

#### PARTNERS OF FC BARCELONA PRESENT IN

1 NEW AGREEMENT IN  
THE 2021/22 SEASON

16

5 RENEWALS IN THE  
2021/22 SEASON

COUNTRIES OF  
THE WORLD

MAIN PARTNERS



Rakuten

beko

GLOBAL PARTNERS

1XBET

★ ESTRELLA  
DAMM

KONAMI



oppo

STANLEY®

G GATORADE



REGIONAL PARTNERS



SK ZIC

Scotiabank™

云南白药  
YUNNAN BAIYAO



BARÇA WOMEN'S TEAM



STANLEY



Naulover  
1957

PARTNERS SECTIONS

MAIN PARTNERS



OFFICIAL PARTNERS





## NEW AGREEMENTS

### SPOTIFY

During the 2021/22 season FC Barcelona and Spotify announced a new pioneering sponsorship agreement, whereby the most popular streaming audio platform in the world will become the Club's Main Partner and Official Audio Streaming Partner as of the 2022/23 season. Spotify will occupy the front of the playing shirt of the first men's and women's football teams for the next four seasons, in addition to the training shirt of the two teams for the next three seasons. As part of the partnership, the Swedish company becomes Title Partner of the Stadium, which from 1 July 2022 will be called Spotify Camp Nou.



### GAMERS HUB MEDIA EVENTS

This season, Barça's eSports section had a sponsor for the first time: Gamers Hub Media Events (GHME). Through this union, GHME became the Official Training Home for the eSports division, as the agreement allows the players of the Blaugrana eSports section to train and create content from the facilities of the Barcelona Gaming Center (BIG C), a high-performance eSports centre based in the Catalan capital and with which GHME formed an alliance in September 2021.

To celebrate the start of the sponsorship on 10 December, the BIG C was the stage for the presentation of FC Barcelona's first League of Legends team.



## RENEWALS

### ALLIANZ

Allianz, insurance partner of FC Barcelona, decided to renew its relationship with the Club for three more seasons, until June 2024. With this new agreement, the two entities strengthened and expanded their relationship, which until now was regional, and which from the 2021/22 season would become a global partner, with the exception of China.

As part of the alliance, Allianz also extended its association rights to the Women's team, the Barça Academy project and the Barça Innovation Hub (BIHUB), the Club's innovation and knowledge platform. The insurance company also became the Main Partner of the Sports Tomorrow Congress, the sports innovation event organised by the BIHUB. Allianz also reached an agreement with the Barça Foundation to develop CSR projects with the same duration as the new contract.



### H&S

FC Barcelona and Head&Shoulders (H&S) renewed their sponsorship agreement for one season, with the hair care brand continuing to be the Club's regional partner in Indonesia. The renewal was made possible by the strong relationship built by both firms since they first came together in 2013. It is an alliance that has been managed from the Club's office in Hong Kong in recent years.



## ACTIVATIONS

### SERVETO

In the 2021/22 season, FC Barcelona and Serveto decided to renew their agreement for another four years, through which the Catalan firm, which has been linked to the Club since 2013, will continue to be the Official Logistics Partner of FC Barcelona Professional Sports until 30 June 2025.



### RENO

FC Barcelona and Reno renewed their alliance for the sponsorship of the Club's roller hockey team. In this way, Reno will continue to be the Global Partner of Barça for Roller Hockey and the Official Stick of Barça for Roller Hockey until 30 June 2023. As part of the agreement, Reno will have brand association rights and will be present both on the trousers of the Barça roller hockey team and in the different areas of the Palau Blaugrana on matchdays. Likewise, it will continue to be the official supplier of the team's sticks.



### NIKE

#### The Barça Women's team at Nike headquarters in Portland

On the occasion of the participation of the Women's team in the 2021 Women's International Champions Cup, which took place in Portland in August 2021, the Barça staff held several training sessions at the Nike headquarters' facilities.

The players enjoyed an ideal environment playing sport and made use of the equipment offered by Nike at its head offices. Apart from training for their pre-season preparation, the team also enjoyed a yoga session in the gardens of the Nike headquarters. The Nike World Headquarters is a venue well known to the squad, since they had also worked there intensely during the team's 2018 North American tour alongside the men's first team.



#### Alexia XI, the queen

Nike installed a showcase in the Barça Museum dedicated to Alexia Putellas and the Ballon d'Or won by the player. The space contained the crown designed by the New York artist Chris Habana, created on the occasion of the achievement of the prize awarded by France Football magazine. The showcase was completed with the captain's Barça shirt and Nike Phantom GT boots customised with the name Alexia 11.



### SK LUBRICANTS

Following the renewal of the sponsorship agreement for the 2021/22 season, the Korean company SK Lubricants also expanded the territories where it collaborates with Barça with the addition of Abu Dhabi, Ajman, Dubai, Fujairah, Ras-al-Khaimah, Xarjah and Umm al-Qaiwain in the United Arab Emirates, as well as Bahrain, Qatar and Oman.

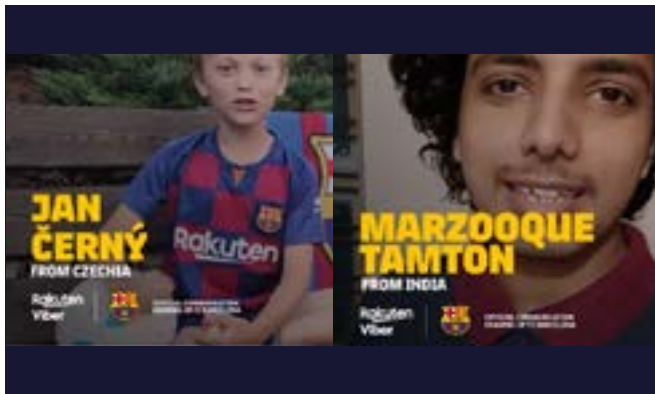




## RAKUTEN

### The fans, virtual entertainer

In August, Viber - the calling and instant messaging application owned by Rakuten and the Club's official communication channel - launched a raffle for fans with a very special and unique prize: to be the virtual cheerleaders of the Barça-Getafe match of the 2021/22 season. To enter the draw each fan had to submit a 15-second video of themselves supporting the team while wearing a Barça shirt. The winning videos were shown on the Stadium screen during the match.



### Gameday Stories

During the 2021/22 season, Rakuten raised awareness of the Club staff who make a match day possible. They launched different content in the preview of each match through Instagram Stories, in which an employee introduced himself and explained his main task. In total, 20 employees were interviewed for content that allowed fans from all over the world to have a more complete view of what the Club's day-to-day life is like.



### The Big Picture

After the success of the previous season, Rakuten and Barça decided to join forces again to also launch *The Big Picture* campaign in the 2021/22 season, through which fans from all over the world could be part of the giant mosaic located on the façade of the Main Grandstand, by sending in a photograph.



### Playing at the Camp Nou

After a five-years alliance with the Club, Rakuten wanted to say goodbye to the Barça fans, by giving a group of fans the opportunity to play a match at Camp Nou. The lucky fans were selected through different games such as Find The Host on the Barça and Rakuten social networks, or through live prize draws. A total of 40 people enjoyed this unique experience, who in addition to spending an unforgettable day playing on the pitch at the Stadium, ended the day with a cocktail event in the Presidential Box.



### Barça Bonus

On match days, Barça fans in Spain were able to enjoy discounts and unique advantages by purchasing products on the Rakuten website with a special promotion promoted by the Japanese company, which is the Club's Main Partner.



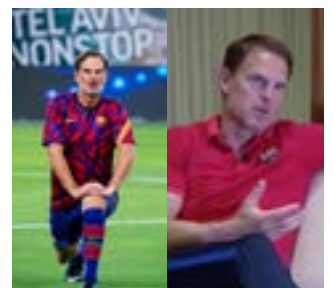
### Kids Escorts

During the last match of the season, and as part of Rakuten's farewell campaign which was presented under the concept of Arigato Barça, Rakuten gave 11 boys and girls who are Barça supporters the opportunity to accompany the footballers onto the pitch.



### Viber Legend Takeover with the De Boer Brothers

For a whole day, fans following the Viber application were able to follow the De Boer brothers in their day-to-day life, enjoying comments, photographs and videos of the two Barça legends. The ex-players recorded themselves following their daily routine and showed it to the fans: breakfast, training, work, family life, etc. It was a way to bring



the stars closer to the fans in their everyday lives.

## BEKO

### M&G Virtuals

In the 2021/22 season, FC Barcelona and Beko carried out two Virtual M&Gs with first team footballers and various supporters of the Club from around the world, with the aim of bringing the fans closer to the dressing room and thus getting to know their football heroes up close.

The first Virtual M&G starring Gerard Piqué took place on the sets of Barça Studios, where he connected to talk to participants from all over Spain and in which different fans were able to ask the player questions and take part in the draw for various Beko and Barça gifts and products, including a signed football. Six first team players in pairs took part in a second virtual meeting with fans from Thailand, China and Kenya. Each participant of the two experiences was chosen thanks to different promotions on the networks of the Turkish household appliances brand.



## 1XBET

### A unique melody

This year 1XBET, after 2 years of the pandemic and the different restrictions and limitations on travel, was able to activate its shooting asset (filming) with players, in which they demonstrated that with the sounds of football you can create melodies and music. Piqué, Alves, Memphis, Aubameyang, De Jong and Neto participated in this shoot, together with IMANBEK, a renowned DJ from Kazakhstan, with the aim of creating electronic music. The aim of this shoot was to create a television commercial to promote their brand.



## ESTRELLA DAMM

### Culers Corner at the old brewery

As part of the collaboration between the Club and its official beer brand, Culers Corner set, a live programme about current events at Barça, was moved to the emblematic Old Estrella Damm Brewery in Barcelona. Thanks to the agility of the programme's production, the boiler room was a perfect setting for this content which is broadcast live on YouTube, Twitch, Facebook and visible on Instagram Stories.



### New digital content

As part of a new agreement reached in the 2021/22 season, within the sponsorship with Estrella Damm, Barça and the beer brand collaborated on the creation of two new digital formats for regular broadcast and related to the matches. The contents were presented throughout the season as the *Prèvia de la Cerveseria Damm de l'Estadi* (Stadium Preview by Cerveseria Damm), published monthly on Instagram Stories, and with the *Moment Estrella* (Star Moment) in matches in which the team takes all three points.





### KONAMI

#### The scan of the first team players

Thanks to Konami and its collaboration with the Club in a *Behind the Scenes* content, it was possible to discover how the Japanese firm creates the avatars of the Barça players for the eFootball game. A total of 110 cameras capture all the elements down to the smallest detail so that they can then be transferred to the game. On this occasion, they took part in the scanning of 21 players from the first team.



#### Efootball cards FC Barcelona Special Edition

FC Barcelona and Konami launched a special edition of in-game cards made up of 11 first team players. This exclusive card pack was available for purchase for a limited period last June 2021 and entitles the purchaser to exclusive in-game benefits. To accompany this launch, Konami conducted a series of short interviews with some of the players who were part of this special edition, thus creating a series of digital content to share through social networks.

### OPPO

#### Testing the players' marksmanship

OPPO challenged the players of the first team to a very special competition: they placed the brand's devices on a series of targets and the players had to hit them with footballs and rugby balls. Aubameyang, Adama Traoré, Braithwaite, Lenglet and Luuk de Jong not only tested their marksmanship, but also the endurance of OPPO phones, with spectacular results.



### CUPRA

#### First podcast with players from the first team

In the 2021/22 season, CUPRA had the opportunity to organise a meeting between its Communications Director, Cecilia Taieb, and first team players Pedri, Ansu, Eric Garcia, Frenkie de Jong and Ter Stegen, which was recorded in a format that later became a podcast. It was fresh and approachable content that brought five important members of the Barcelona team closer to the CUPRA and Barça audience.



#### New combination: assets and influencers

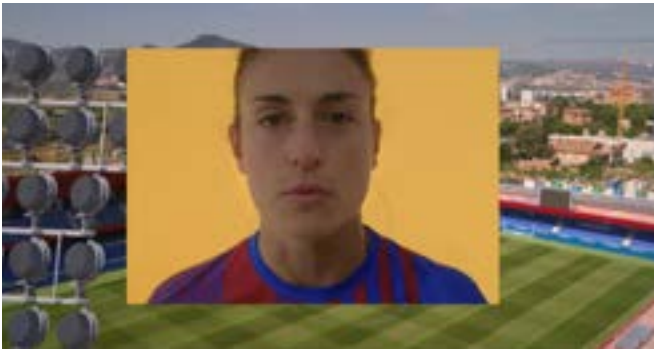
CUPRA is one of the vehicle brands that most bases its communication strategy on experiences and brand representatives. So much so that, thanks to its alliance with the Club, this season it was possible to carry out two important actions involving the brand, FC Barcelona and a top-level influencer at national level, the streamer Ibai Llanos. The results were a meet & greet of the players with Ibai, to participate in a challenge with a vehicle included, and a YouPlay converted into a show with influencers, streamers, Barça Legends and 15,000 people from the public who were able to follow the match that they all played at the Camp Nou.



## STANLEY

### An action to bring an end to prejudice

STANLEY, sponsor of the Club for 8 years, and for the last 4 years also Main Partner of the Barça Women's team, this year opted for a brave offering to mark International Women's Day, which is held on 8 March. In this it had the collaboration of 5 Barcelona players. The tool and safety brand created an audiovisual piece with a clear message to break down the prejudices and stereotypes that exist towards women, especially in women's sports.



## SOCIOS.COM

### Special surveys

This year, thanks to Socios.com, the owners of Barça fan tokens have been able to take part in several surveys to establish everything from which goal was the best of the year to deciding on one of the cotton shirt designs (Barça Licensing & Merchandising Collection) for the new season that will be sold in the Barça store. In addition, they have been able to enjoy incredible experiences such as a Meet & Greet with Patrick Kluivert or the Money Can't Buy Experience, where 30 attendees had the opportunity to play at Camp Nou and recreate one of Samuel Eto'o's most epic goals while he himself was present at the Stadium.



## GATORADE

### A study to improve recovery

Gatorade, as part of its sponsorship agreement, collaborated with the Club's medical team to research and improve hydration recovery for sportspeople. In this regard, scientists from the Gatorade Sports Science Institute conducted sweat tests on the first team with the aim of developing personalised training and hydration plans. Thanks to the Sweat Patches and the application developed by Gatorade, which collects and analyses the players' sweat during training, it was possible to provide information on the most efficient way to restore hydration levels after training sessions.



### A boost for amateur players

Gatorade wanted to encourage amateur players to continue playing sports, specifically football, and help them reach the "next level". Together with footballers from the Barça first team and the Barça Academy, it created a series of tutorials in which Piqué, Busquets, Memphis, Gavi and Riqui Puig showed technical details and their own personal tips to answer the most-searched questions online about how to play football.

The partner also organised a clinic with the Barça Academy in Paris aimed at the boys and girls who participated in the international 5v5 Tournament that the US brand organises every year.





### ALLIANZ

#### Whisper Challenge

This season, Allianz produced content for digital channels called the Whisper Challenge, in which players from the first team had to overcome this challenge. The challenge had to be done in pairs, in which one player had to guess the sentence the other was saying by reading their lips. The couples were: Sandra Paños and Alexia; Irene and Leila and Bruna and Mariona; Dani Alves and Araujo; Ansu Fati and Eric and Ter Stegen and Nico.



#### Clinic Barça

Allianz, the Club's global sponsor, held a clinic with coaches from the Barça Academy in support of the Spanish Association Against Cancer (AECC), with which it regularly collaborates. 30 children participated, sons and daughters or direct relatives of cancer patients, and spent a very special day with a training session and match at the Ciutat Esportiva and lunch in the Sala Roma in the Camp Nou. They were also able to visit the Museum and have a tour of the Stadium.



#### Live with the Women's Team

Allianz created live content in Ciutat Esportiva with the first-team players Jana Fernández, Claudia Pina and Irene Paredes, in which the footballers answered the questions asked by the fans. Through Allianz's social networks, fans sent their questions to the players, who answered them live during the action.



#### YouPlay

As part of the YouPlay initiative, Allianz invited 43 in-house workers to take part in a unique experience at Camp Nou. The lucky few were able to play at the Stadium and ended the day with lunch in the Sala Roma after the match.



### ASSISTÈNCIA SANITÀRIA

#### Feel like a Barcelona player

The Catalan health insurance company awarded four people from its clientele with the unique experience of what it feels like to be signed by the Club. The four lucky people received a full kit in the first team's dressing room and ran out onto the Camp Nou pitch to show off their skills with the ball. Assistència also gave basketball fans the opportunity to experience an unforgettable day at the Palau Blaugrana. Thanks to a prize draw on the Club's social networks, 10 fans were able to attend the first match of the Play-offs and meet the players at the end of the match.



## FBS

### Contests and online actions for the fans

FBS, a broker specialising in Forex, organised different on-line contests during the 2021/22 season aimed at Barça fans. The winners received various prizes, among which were team shirts.



## CAIXABANK

### Truth or dare

This year, one of CaixaBank's outstanding actions was the *Truth or Dare* content. Questions and challenges from members and fans addressed to the players were compiled through the infosoci and CULERS newsletters, and also through social networks. The players from the men's and women's football first teams then took on some of the challenges and answered a series of questions. Their answers and challenges were used to create content that was shared both on the Club's and the partner's social networks.



## SCOTIABANK

### An unforgettable experience for fans

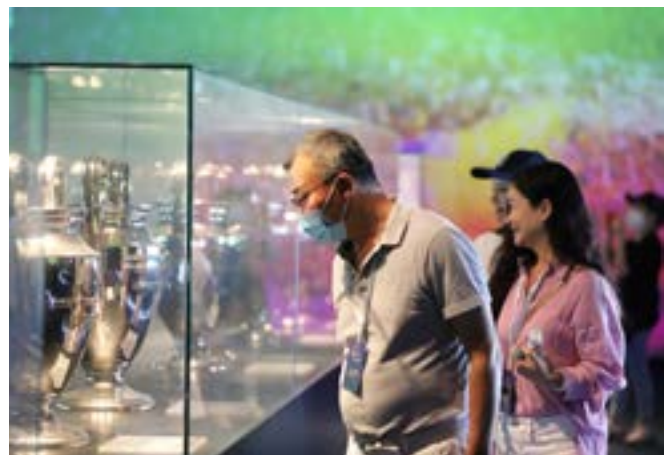
The financial institution, a regional partner of the Club, offered six people from its clientèle from different countries (Mexico, Costa Rica and Panama) who had participated in a draw in 2020, the opportunity to come to Barcelona to enjoy some very special days. After two years of a pandemic marked by travel restrictions, the lucky fans had the opportunity to visit the Barça Museum, the Camp Nou facilities and the Ciutat Esportiva, in addition to being able to witness a training session and have a knock about with the ball on one of the available fields, as well as attending the last match of the 2021/22 season, between Barça and Villarreal.



## TAIPING

### Bringing 'More than a Club' to Chinese fans

With the aim of being able to bring Chinese fans closer to the philosophy, values, style of play and history of Barça, which have been turned into *More than a Club*, the Chinese insurance company Taiping Life Insurance, regional partner of Barça, organised different visits for its customers to the facilities of the FC Barcelona museum in Haikou, located on the island of Hainan.





### SHISEIDO MEN

#### New campaign to promote skin care

FC Barcelona and SHISEIDO MEN joined forces in the 2021/22 season to promote proper skin care for men. The Club and the Japanese cosmetics firm launched their second joint campaign with Sergi Roberto as ambassador under the slogan *Un futur sense límits* (A future without limits). To celebrate the player's 30th birthday, different audiovisual pieces were prepared in which he talks about what he has learned during his career at the Club. The different contents created by the campaign were disseminated in the regions of influence of the sponsorship: Japan, China, Spain and Italy.

#### Shiseido Men X Sergi Roberto

In collaboration with SHISEIDO MEN, regional partner of FC Barcelona, a series of audiovisual content was launched under the title of 'Sergi vs Social', "Decisions impossible)" (Impossible Decisions) and "5 coses sense les que Sergi Roberto no pot viure" (5 things Sergi Roberto Can't Live Without). Some of this content offered an unusual vision of the player from different points of view normally unknown to fans.



#### PR Day

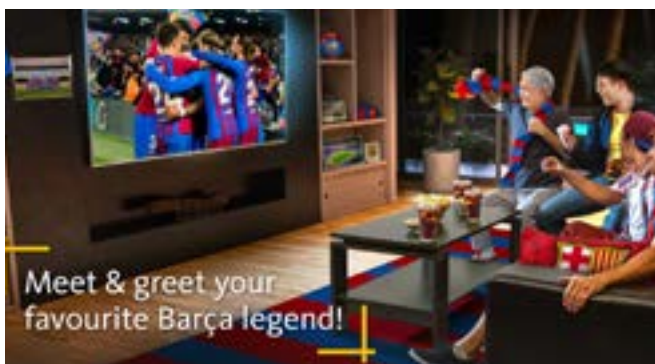
SHISEIDO MEN, together with Barça player Sergi Roberto, ambassador of the Japanese cosmetics firm, organised a day of dedication to *leading lifestyle* media outlets in the sponsorship's territories of interest: Italy, Spain and Hong Kong. It was also a day in which SHISEIDO MEN prepared a meeting between the player and different Influencers to be able to talk about the importance of skin care for men.



### MAYBANK

#### Virtual Meet & Greet with Blaugrana Legends

During the 2021/22 season, the Malaysian financial institution Maybank launched the 'Virtual Meet&Greet with Legends' campaign. Users, holders of Maybank X FC Barcelona bank cards, who made their purchases online and through the Drive application, has a chance to win a M&G with a Barcelona Legend in September 2022.



### SEBANG

#### Interview with a Barça coach

Korean battery brand Sebang produced a video with Barça Academy coach Jordi Arasa, in which he answered questions submitted by Barça fans related to the schools project, values and Barça's style of play. The content was able to be viewed in Vietnam, South Korea and Malaysia.



## COCA-COLA

### 'Youth Tour' ('Gira Jóvenes') at Camp Nou with Julio Salinas

Former footballer Julio Salinas taught an entrepreneurship class aimed at students of Coca-Cola's "Youth Tour" project. The session took place on 22 March 2022 at Camp Nou and the group of young people was able to learn about the ex-Barça player's experience and received different pieces of advice, with the aim of awakening the entrepreneurial spirit within the students.

Coca-Cola started this project ten years ago and since then it has helped boys and girls between the ages of 16 and 26 from backgrounds with economic difficulties, who have left school prematurely. The Barça Foundation is part of the "Youth Tour" programme and throughout the season they have collaborated closely.



## BMG BANK

### 'Barcelona Experience'

This season, different clients of the financial institution Banco BMG and Barça fans had the opportunity to enjoy the Barcelona Experience. It was an unforgettable trip where the lucky winners from Brazil were accompanied by Club Legend Juliano Belletti on a visit to the city of Barcelona, and had the opportunity to visit the Museum and the FC Barcelona facilities. They were also able to watch a first team training session and were even able to kick the ball around with Belletti on one of the available pitches in the Ciutat Esportiva. Later, they were invited to the Presidential Box to watch the match against Celta de Vigo.



## NAUOVER

### Barça Women wearing Naulover

Throughout the 2021/22 season, the players of the Barça Women's first team travelled wearing outfits by the Catalan brand Naulover. The trips for the Champions League, the Copa de la Reina and several of the Iberdrola League matches were carried out with some special "looks" by the firm, official Prêt-à-Porter clothing sponsor of the FC Barcelona Women's team.



## SERVETO

### Alongside the handball team

To mark the holding of the SIL Barcelona fair, handball players Aitor Ariño, Dikan Nem, Gonzalo Perez, Joan Marin, Ludovic Fabregas and Timothee N'Guessan attended the event organised by Serveto, sponsor of the professional sections, at the Fira de Barcelona, where they were able to sign autographs and take pictures with the rest of the guests.



## RENO

### Travelling with the team to A Coruña

Representatives of the firm Reno, Barça's Official Roller Hockey Partner, travelled to A Coruña together with a representative of the Club to be able to attend the final of the Roller Hockey Golden Cup.







## SUCCESSFUL SEASON DESPITE THE IMPACT OF COVID-19

The Meetings & Events department was immensely affected by the pandemic, especially during the first part of the season. Even so, it was possible to make up for it with a titanic effort by the team from Easter onwards.

At commercial even level, more than 60% of the total result of the season was billed after Easter. The total turnover in the 2021/22 season was €2 million, 30% higher than budgeted. These events include the Autodesk company's sports tournament in the Ciutat Esportiva; a Cupra YouPlay in which the friends of Cupra played against the friends of Ibai Llanos and the PIMEC awards ceremony at Camp Nou attended by the Spanish Prime Minister, Pedro Sánchez, the president of the Generalitat de Catalunya, Pere Aragonès, and the mayor of Barcelona, Ada Colau.

In relation to internal events, there was also the remarkable effort by the team, as more than 200 Club events were carried out, including several assemblies and referendums which involved complex logistics given their dimensions; in addition to the itinerant board meetings held in Montserrat and La Jonquera.

Last but not least, the Covid-Free seal was also achieved in the different rooms where the events were held, which guaranteed a strict control of sanitary measures at the Club's facilities.





## THE CATERING OFFER IS EXPANDED AT THE CAMP NOU COMPLEX

In the 2021/22 season, the entirety of the Rambla del Barça was completed with new spaces that complement the Barça Cafe. They are the Barça Bus, a “Food Bus” to enjoy different sweet products for those with a sweet tooth ranging from ice creams, milkshakes and pancakes to chocolate with churros. La Buti, an establishment where you can taste a wide range of tapas and preserves. And La Fleca, selling cocas and focaccias by the slice, sandwiches or empanadas. In the 2021/22 season, La Rambla del Barça exceeded €1.8 million in turnover with the final public, which means that it reached its target for this season.

A new point of sale concept called Bocados amb Estrella has been inaugurated in the Camp Nou grounds, by renowned chef Martín Berasategui. Its menu includes Premium sandwiches with a signature touch to expand the offer of

these specialities inside the Stadium.

Also, in one of the containers outside the Stadium, a pilot test was carried out with a point of sale by Enrique Tomás, which has been very well received. The Damm Brewery also reopened under the concept of Frankfurt Pedralbes and Pizzeria la Fermata, two icons of the city’s restaurant scene.

At gate 15, the food & beverage space has reopened under the Cal Blay Gastrobar concept. The Club and visits recover a space with two large terraces and a renovated interior that has been very well received both on match days and daily. The establishment offers a unique culinary space where one can taste the latest gastronomic trends with a wide range of options that include dishes based on Mediterranean cuisine, to poke bowls inspired by Hawaiian tradition.





## REGULAR TURNOVER

Because the season was still greatly affected by the Covid-19 pandemic, without having fully recovered the level of tourism that it had enjoyed prior to the pandemic and, in addition, with reduced capacity or closure at the beginning and at Christmas, regular turnover was strongly affected compared to pre-pandemic seasons. Even so, it was possible to

obtain a high level of income in the 2021/22 season and offset part of the drop in tourism with commercial actions.

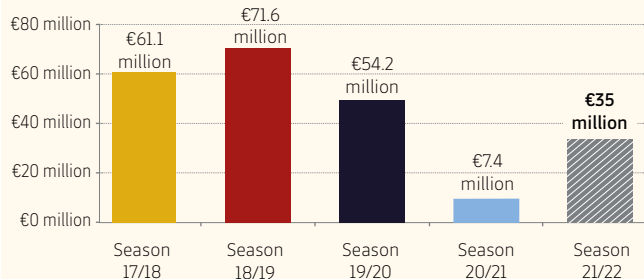
A comparison with the previous season was not included in this report, because the Camp Nou's turnover during the 2020/21 season was nil due to the pandemic, except for Supercopa income.

### TICKET SALES AT CAMP NOU

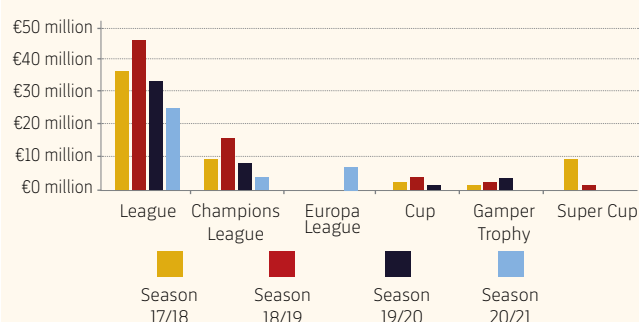
Camp Nou turnover during the 2021/22 season will be strongly affected for several reasons. The first matches of the season were played with a reduced capacity. The loss of tourist volume affected the turnover volume.

Last, but not least, it must be taken into account that in the 2021/22 season there were income streams that were no longer available compared to pre-pandemic seasons, which are: the non-registration of Super Copa income, the lower volume of income due to having changed the format of the Copa del Rey, now playing only one match and there being lower interest for not having reached the finals of the competitions.

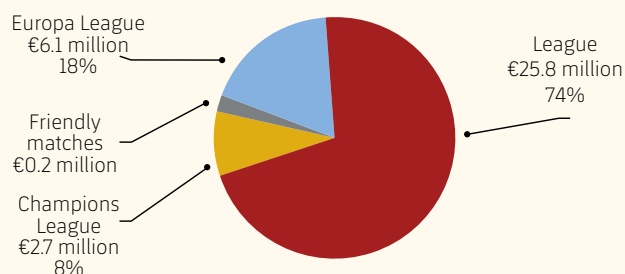
TICKET SALES CAMP NOU



TREND IN FOOTBALL TURNOVER BY COMPETITION



2020/21 INCOME PER COMPETITION



To offset part of the drop in turnover and above all to encourage attendance throughout the season, actions have been taken to attract the local public. In addition, an important focus has been placed on the optimisation of media investment and e-commerce improvements. This has reduced the average price of football, but it has been possible to maintain a good level of attendance and ticket sales despite the circumstances due to the drop in tourism and restrictions caused by the new waves of Covid-19.

Analysing the turnover data by competition, it should be noted that the departure from the CHL has been offset in terms of income with an additional game by also playing the Europa League. The sum of these two competitions accounted for 26% of regular football income, while in the 2019/20 season the CHL accounted for 18%.

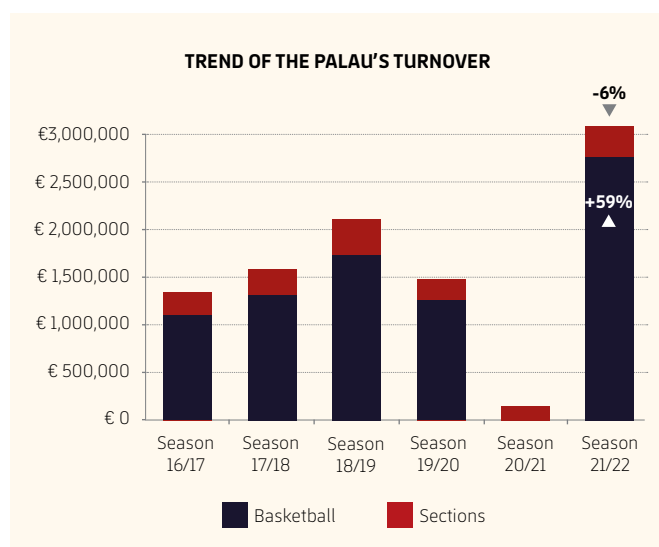
The impact of the Gamper Trophy match must be taken into account as it had to be played at the Johan Cruyff Stadium and not at the Camp Nou due to the Covid-19 capacity restriction.



## TICKET SALES AT THE PALAU

The Palau closed with a figure of €3 million, making a historical record in turnover and achieving 100% more than the 2019/20 season and 47% more than the 2018/19 season (the last one before the Covid-19 outbreak). The budget has been exceeded by +100% in Basketball, +137% in Sections and with a spectacular growth of +1600% in the aggregate for Women's football and Barça B.

The significant growth in Basketball would be due to the management of advance sales through Smart Booking, the increase in average price thanks to the management of dynamic prices and the consolidation of packs. The good results in Sections have been due to the fact that measures for Covid-19 have been less restrictive.



## TICKET SALES AT THE JOHAN CRUYFF STADIUM

The Barça Women's team has contributed an additional turnover of €1.8 million compared to the 2018/19 season thanks to giving it a boosted and with an absolute success of almost 100% attendance at the Camp Nou matches where just the management fee part represents revenue of more than €350,000 and more than €200,000 for the VIP part. The growth at the Johan Cruyff stadium has also been very prominent, meaning that despite the Covid-19 effect, turnover was €410,000, 385% higher than the 2019/20 season (in 2018-19 there was only one match at the Mini-Stadium).

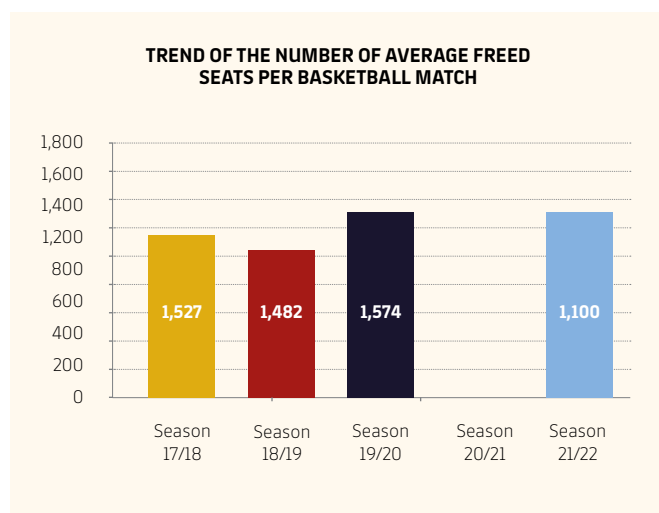


## SEIENT LLIURE CAMP NOU

Due to the fact that the first matches of the season were held with a reduced capacity and season ticket holders could ask for an exemption for their season ticket, there was no Seient Lliure seating system in football.

## SEIENT LLIURE PALAU

In the 2021/22 season there were exemptions for basketball as well. For this reason the number of freed seats was reduced compared to previous seasons. The average of freed seats for the 2021/22 season was 1,100 per game considering only games with 100% capacity.





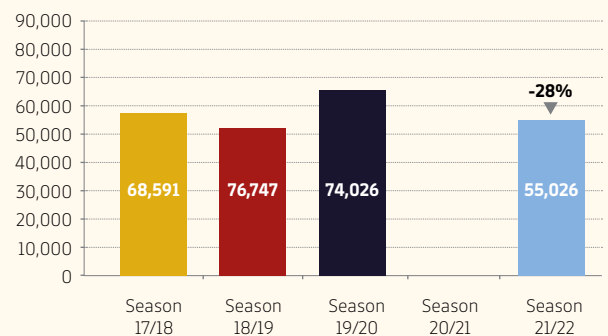
### ATTENDANCE AT THE CAMP NOU

Due to the reduced capacity in the first games of the season, attendance was severely affected. The Camp Nou recorded a drop in attendance volumes of -28% compared to the pre-Covid-19 season (2018/19 season), with an average attendance of 55,026. The drop in season ticket holder attendance was -40% and that of the general public and others -17%.

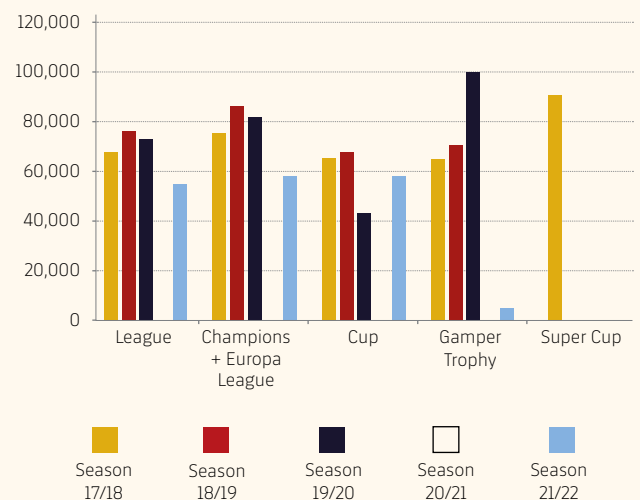
In calculating this data, all the matches played at Camp Nou are taken into account, whether with reduced capacity or not (it does not include, therefore, the Joan Gamper Trophy that was played at the Johan Cruyff Stadium, but it has been included in the chart by competition).



TREND OF ATTENDANCE AT THE CAMP NOU



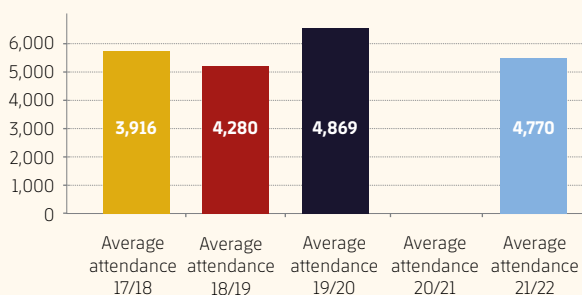
TREND OF ATTENDANCE AT CAMP NOU BY COMPETITION



### ATTENDANCE AT THE PALAU

Overall basketball attendance is only down -2% from last season before the pandemic. Member attendance increased by 1% and the rest decreased by -3%.

TREND OF ATTENDANCE AT BASKETBALL



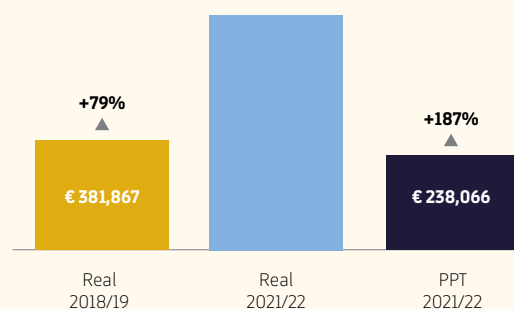
## ICE RINK

The Ice Rink registered a record turnover in the 2021/22 season and reached more than €680,000, an increase of +79% compared to the 2018/19 season.

This result is very significant considering that it was achieved despite some issues and intermittent closures of the facility due to Covid-19 restrictions at Christmas and various technical failures at the rink. It should be taken into account that during the 2021/22 season it was only open from November to April, while it was open from October to May during the 2018/19 season.

Of particular note is the 57% increase in the number of skaters compared to the 2018/19 season, thanks to the launch of the online sale of Ice Rink products and the implementation of a commercial policy that lent more visibility to the product. The optimisation of prices, together with the inclusion of administration costs for ticket office purchases, the improvement in commercial campaigns and the push in the sale of complements, also favoured the growth of the average price.

TOTAL TURNOVER 2021-22 VS LY AND BUDGET



Lastly, we must highlight the better experience of visitors with the implementation of time slot capacity and important improvements in internal signage.

## VIP AND BUSINESS TURNOVER

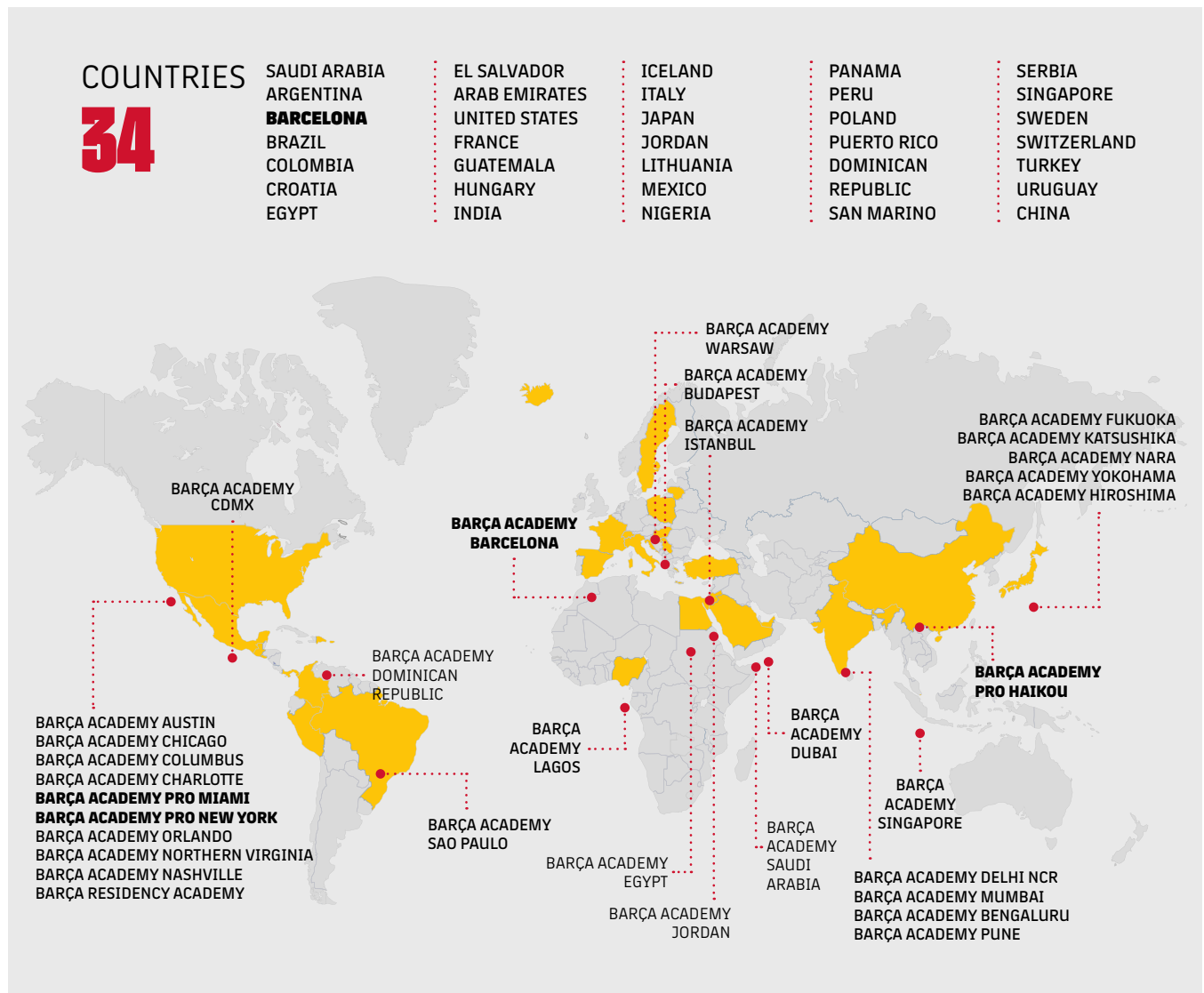
In the 2021/22 season, the turnover targets set were reached, with the bulk of customers lost due to the economic crisis caused by the pandemic being recovered. With a 30% drop in customers, a turnover of 95% was recovered compared to the 2019/20 season, when historical records were set.

Despite having suffered partial restrictions during some matches, different actions were activated to attract customers with very satisfactory results. For the first time in the historical records, these commercial actions made it possible to make seasonal VIP sales during all stages of the League.

Thanks to this and an increase in average revenue per seat, the final results demonstrate the trust that our customers have placed in the Club.







# The Barça Academy recovers most of its activity after the pandemic

During the 2021/22 season, the Barça Academy project gradually incorporated more projects that had been closed during the Covid-19 pandemic. In these 12 months, the activity of the football schools that FC Barcelona has around the world took on the usual pace of sessions and participation in sports competitions prior to the global health alert. However, some of the schools could not face the economic crisis caused by the pandemic and had to close their doors permanently.

In total, the season ended with 34 football schools for girls and boys from 4 to 18 years old (depending on each centre) distributed all over the world. A third of these are located in the Americas, which at the end of the 2021/22 season had 13 of these academies, with a particular presence in the United States, followed by Asia-Pacific with 11 projects and Europe, Middle East and Africa with 9.

Of all the Barça Academies, of particular note was the growth of the two Barça Academy PRO venues located in the United States, in New York and Miami. Between the two, there are close to a thousand sportspeople who follow FC Barcelona's style of play and values at academies which, considering they are strategic locations situations for sporting and commercial reasons, are wholly controlled by the Club, both in the economic part as in the sporting part, and have the support of professionals from Barça.

The return of the Barça Academy World Cup presented by Allianz was also a major milestone for the project family around the world. In this 2022 edition, which was held again during Easter week, sportspeople from all the Barça Academies could not participate for health reasons, although there was a great representation with nearly

## BARÇA ACADEMY HONOUR ROLL

### BARÇA ACADEMY BARCELONA

**75**

PLAYERS WHO HAVE MOVED  
ON TO ACADEMY FOOTBALL

**7**

PLAYERS IN THE FIRST TEAM  
(5 BOYS AND 2 GIRLS)

**33**

INTERNATIONAL PLAYERS

**8**

ABSOLUTE INTERNATIONAL  
PLAYERS

**23**

PLAYERS IN FIRST DIVISION  
(21 BOYS AND 2 GIRLS)

### BARÇA ACADEMY INTERNATIONAL

**82**

INTERNATIONAL PLAYERS (76  
BOYS AND 6 GIRLS)

**6**

ABSOLUTE INTERNATIONAL  
PLAYERS (6 BOYS)

**20**

PLAYERS IN FIRST DIVISION  
(19 BOYS AND 1 GIRL)



1,200 players from more than 15 different countries. That said, it is planned to hold the two regional competitions, the Barça Academy APAC Cup and the Barça Academy Las Américas Cup, again in 2022/23.

It is also worth emphasising that the two multi-sport schools, the Barça Basketball Academy and the Barça Indoor Football Academy, were able to resume continuous activity during the school months. Both schools maintained their participation numbers from the pre-pandemic season. The Barça Academy Summer Section Camps were held during the week of 24 June (San Juan), which in addition to basketball and indoor football, roller hockey was also added to be able to offer a broader range to the young sportspeople interested in participating in this initiative.

## Jana Fernández and Eric García, ideal ambassadors at the World Cup

For the first time in history, two players who emerged from Barça Academy Barcelona, Jana Fernández and Eric García, were part of the Club's football first teams at the same time during the same season. This fact also led to both Jana and Eric being chosen as sponsors of the re-turn edition of the Barça Academy World Cup presented by Allianz.



## Expansion period of the Barça Academy Camps project

With the aim of being able to reach more followers of the style of play that has made FC Barcelona famous around the world, the Barça Academy project is starting new Barça Academy Camps (5-day sports activities) in countries that until now had not had this type of activity, such as France, Sweden, Lithuania, Puerto Rico and El Salvador, for example. At the moment, the Barça Academy is present in 34 countries around the world.







## Reactivation of the Barça Legends matches with great public success

The Barça Legends project resumed its usual activity after the Covid-19 pandemic in a season in which it was possible to once again play matches open to the public. The legends of FC Barcelona from past seasons returned to play a total of three engagements, in this case in territories where the incidence of the coronavirus was lower at the time.

During the summer of 2021, the Barça Legends played a very special Clásico in Tel Aviv (Israel) against Real Madrid Leyendas, with all tickets sold; another during the month of January in Girona, where they faced the Legends of Girona FC, on the occasion of the 44th Costa Brava Trophy and which served to honour Juan Carlos Unzué in a charity event for Amyotrophic Lateral Sclerosis (ALS); and finally a game in the spring at a sold-out Anfield Road pitch against Liverpool FC Legends which was used to raise funds for the Barça Foundation and the Liverpool FC Foundation.

As usual, the Barça Legends also participated during the season in a total of 13 promotional events with some of the Club's main sponsors, such as BMG, the Barça Foundation, Proactiv, Viver, Coca Cola, Allianz or CaixaBank. Among others, these acts had the participation of Ronald and Frank de Boer, Julio Salinas, Patrick Kluivert, Albert Chapi Ferrer, Luis García, Edmilson or Juliano Belletti. Nor can we forget that it was a Barça Legend, Hristo Stoichkov, who was in charge of handing over the Ballon d'Or to Alexia Putellas.



Among the main new changes of the season, the inclusion of the indoor football section in the Barça Legends project stands out, with the aim of playing matches with the ex-players of this section in F5, F6 and F7 format, and also of holding mixed competitions with the participation of former football and indoor football players.

Lastly, the achievement of 1.8 million followers on the official Instagram account of the Barça Legends [www.instagram.com/barcalegends](https://www.instagram.com/barcalegends) is also noteworthy, which had an increase of 640,000 new fans during the last season.







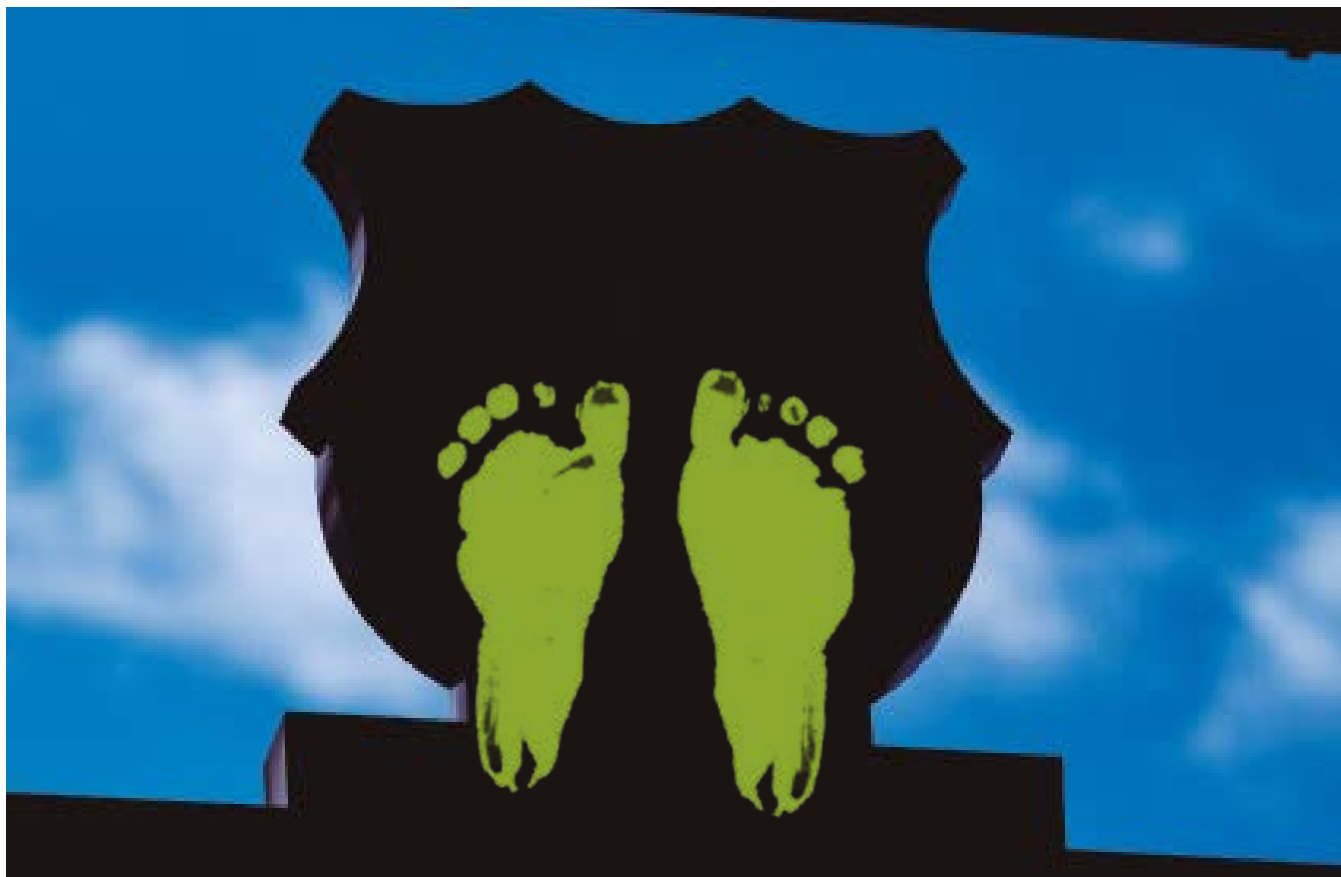




# OTHER AREAS



# Barça works towards sustainable development



FC Barcelona is aware of the importance of sustainability criteria for the robust and lasting development of the institution, as well as for building a more equitable society to which it wishes to contribute.

With this objective in mind, the Sustainability Area was created at the beginning of last season and has worked on defining and implementing a strategic plan that is aligned with the Club's Strategic Plan, the 2030 Sustainable Development Goals (SDGs) of the United Nations, and which includes initiatives that need to be implemented at all levels of the Club in order to reduce CO<sub>2</sub> emissions. It is necessary to reduce, reuse and recycle waste materials and promote the circular economy. And it is

also necessary to optimise and save on water consumption.

Sustainability is one of the pillars of the 2025 Strategic Plan, understood as encompassing the non-financial economic, governance, sports, social and environmental spheres. In accordance with this approach, FC Barcelona has been working for months to promote sustainable development in all its areas of activity, focusing especially on the Espai Barça and on the renovation of the future Spotify Camp Nou, where sustainability is already part of the project's DNA.

The Club's vision in terms of sustainability is to promote the quality of life and well-being of the Club's members and fans. Taking the strategies of the United Nations, UEFA and FIFA as a ref-

erence, we want to reduce our carbon emissions to 50% by 2050 to reduce the impact of climate change.

Sustainability arises from a balance between respect for the environment, quality of life of societies and economic prosperity. To do this, we have adopted reference models in the field of sustainability such as the Sustainable Development Goals of the United Nations, the Circular Economy Action Plan of the European Union and the agreements of the Conference of the Parties (COP).

## FIRST INITIATIVES

To achieve all these objectives, the Club has started to implement specific initiatives:

### Materiality study

The Sustainability Area has carried out the Club's Materiality Analysis, a process that, according to the standards of the Global Reporting Initiative (GRI), allows us to identify, evaluate and prioritise possible issues (topics) with an economic, social and environmental impact that could affect FC Barcelona's business and operations, taking into account the perspectives of all stakeholders involved in the Club (internal and external). This is a key tool in designing and defining the organisation's sustainability strategy and for preparing non-financial information reports. We have analysed a total of 37 issues grouped into 5 categories, which have been rated with high scores, which shows the importance of establishing a holistic work strategy with a greater focus on the topics that have the highest priority, such as La Masia and the integral development of sportspeople; diversity, equality, inclusive action and anti-racism; the promotion of women's sports; and the values of transparency, stability, ethics and good governance at the Club.

### Agreements with suppliers

With regard to suppliers, tenders, contracts and approvals have included sustainable criteria to align our objectives with those of our stakeholders.

### Green Office Guide

FC Barcelona is an organisation which, due to its size, consumes a significant volume of materials and energy. The number and selection of consumables that need to be acquired to carry out these activities and the way they are used are essential in measuring the carbon footprint. The Sustainability Area has promoted the creation of the *Green Office Guide*, a tool to encourage a change in habits for a more responsible, efficient and environmentally-friendly consumption of resources in the daily tasks of its offices.

The *Green Office Guide* contains guidelines for reducing, reusing and recycling as many materials as possible, to minimise waste and opens up the possibility of carrying out circular economy projects, with the associated financial savings and the reduction of any incidents that could arise and have an effect on health. It also offers actions for the reduction or responsible use of materials such as paper, plastic,

writing materials and batteries. The guide also addresses issues such as lighting or mobility in the workplace, and tackles issues linked to a healthy office environment such as air quality, cleanliness, nutrition and humidity.

### Reducing the carbon footprint

We have employed reference standards to reduce the Club's carbon footprint, such as:

- Using non-chlorinated recycled paper.
- Reducing the use of single-use plastic by providing thermal bottles to Club staff.
- Installing water fountains in the changing rooms of some professional sections and increasing the number of those already in the offices.
- Increasing the production of photovoltaic energy and sanitary hot water.

- Implementation of photovoltaic energy in the Club's various facilities.
- Promoting sustainable mobility.
- Drawing up of a biodiversity guide including the various types of flora and fauna at the facilities in Les Corts.
- Development of the Espai Barça project, the main and most important project regarding sustainability. Energy will be the main focal point among the various measures to be implemented. Waste management, water savings and sustainable mobility are other initiatives that form part of this Club's great heritage project.



## FUTURE INITIATIVES

- First sustainability report.
- Specific Strategic Plan for the Espai Barça.





## SUSTAINABILITY AT THE ESPAI BARÇA

# The Spotify Camp Nou will be a benchmark

Sustainability has become part of the Stadium's DNA and a series of improvements have been made that will have a direct positive impact on the environment and aim to reduce the Club's carbon footprint, promote the circular economy and enhance the area's biodiversity. Among the improvements that stand out are the commitment to enhance accessibility and sustainable mobility to make it easier to reach the Stadium by public transport, promoting electric mobility, since most of the parking spaces will be electrified, including the spaces designated for bicycles and other Personal Mobility Vehicles (PMV).

In the same vein, energy efficiency, savings and self-consumption will be encouraged with the installation of photovoltaic panels on the new roof, to generate electricity equivalent to two matches a week at the Spotify Camp Nou which will give us an energy balance that will allow us to reduce heating and cooling consumption, and this will be together with a global heat and cold distribution (District Heating & Cooling) that will reduce the energy contracted. All these actions will be distributed intelligently in a microgrid. Rainwater from the roof will also be collected, stored and reused, an improvement that will reduce the consumption of water from the mains. In relation to biodiversity, the native fauna is currently protected and this will be increased at the site. It is also planned to improve the selective collection throughout the Espai Barça and the subsequent treatment to facilitate its reuse.



We keep the architecture open thus reducing energy consumption

Photovoltaic panels

Heating, urban cooling and geothermal energy



Production of an efficient climate through the use of geothermal energy



Reducing the carbon footprint



Maintenance of the 1st and 2nd level stands

Reuse of rainwater

Lighting and air conditioning control

Batteries and microgrid

Improved accessibility

Open space

A greener and more biodiverse area

Selective waste collection and recycling of construction waste

Sustainable mobility





## For a more diverse and inclusive Barça

The 2021/22 season was the first in which diversity and inclusion in all its facets began to be implemented; cultural, generational, functional, gender and sexual orientation. Managing diversity promotes the inclusion of social criteria in a cross-cutting way that is shared by all areas. The aim is to create a unique and collaborative vision of how the Club should evolve in these matters, promoting actions and training suitable for the Club, promoting the bases to adapt to social demand and contribute to governance in the labour sphere. This is why diversity and inclusion already form part of FC Barcelona's 2021-2026

Strategic Plan and, with the arrival of the current Board of Directors, this department has been created and which reports to the Corporate Area. In line with the United Nations Compact and the Sustainable Development Goals of the 2030 Agenda, its mission is to ensure compliance with current and future regulations on equality, foster an inclusive culture that embraces diversity from all points of view, incorporate the gender perspective in all its projects, and position Barça as a benchmark in the sporting field regarding diversity and inclusion.

### GENDER

#### TRIBUTE TO WOMEN IN THE SECOND TEAM KIT

Through the use of the colour purple – created from the fusion of blue and red – for the second kit for the 2021/22 season, the Club launched a message in favour of women's empowerment.



#### FOR THE ELIMINATION OF VIOLENCE AGAINST WOMEN

As part of the International Day for the Elimination of Violence against Women, the captain of the Afghan national team, Fra-khunda Muhtaj, was invited to explain her humanitarian work to the residents of La Masia and the women's team.

Muhtaj also participated in an awareness video together with Pedri, the football pioneers, players from the Barça Women's team, coach Jonatan Giráldez, and a female player from the Barça Foundation. At Camp Nou, sportspeople from La Masia also read the manifesto of the world of sport promoted by the General Secretariat of Sport of the Generalitat of Catalonia.



## FIRST EQUAL GAMPER TROPHY AGAINST JUVENTUS' MEN'S AND WOMEN'S TEAMS

For the first time in history, the Barça Women's team participated in the Joan Gamper Trophy and was presented together

with the men's first team. The Gamper festival hosted two matches against Juventus (Turin) at the Johan Cruyff Stadium.



## WOMEN'S KIT FOR MEN

This season, it was possible to buy the Barça Women's kit, with the logo of the sponsor Stanley on the front, in men's sizes through the Club's e-commerce sites and the Barça Store. Until now, they were only sold in a more fitted women's model.



## WOMEN, AT THE CENTRE OF THE SPORTS TOMORROW CONGRESS

Sports Tomorrow, the annual sports innovation congress organised by the Barça Innovation Hub, celebrated its latest edition in November placing women at the centre of the various topics related to science, technology and business in the world of sport.



## FEMALE RESIDENTS AT LA MASIA.

Nine players from the lower categories of Barça are able to combine football with their studies while living at the Centre de Formació Oriol Tort. La Masia opens its doors to female residents for the first time in its history.



## RACIMO AWARD FOR THE WOMEN'S TEAM

The Equality Delegation of the Jerez de la Frontera City Council (Cadiz) awarded the Racimo award to the FC Barcelona women's team for their emotional support for Virginia Torrecilla in the final of the Women's Super Cup.





## FUNCTIONAL DIVERSITY

### CREATION OF THE BARÇA FOUNDATION GENUINE TEAM

This season saw the creation of the Barça Foundation Genuine football team, comprising people with intellectual disabilities (20 men and 4 women). The Barça Foundation team was promoted by the Club's Diversity and Inclusion Department and is supported by La Masia. The team competed and won LaLiga Genuine in its *Compañerismo* group and the trophy was presented to the Museum in the presence of president Joan Laporta and the general manager of the Foundation, Marta Segú. This team, which has Gerard Piqué and Alexia Putellas as ambassadors, met with the first women's and men's football teams. In addition to participating in LaLiga Genuine, it plays matches and friendly tournaments every weekend with other teams with disabilities and has already held its own tournament, the DICUP, at the Ciutat Esportiva, with eight Catalan teams.



### AGREEMENT WITH APROPA CULTURA TO ACCESS THE MUSEUM

Barça signed an agreement with the Consorci de l'Auditori to join the Apropa Cultura programme with the aim of arranging visits to the Museum for groups that are at risk of social exclusion or with functional diversity. This agreement also included workshops for the internal training of the Club's employees.



### COMMITMENT TO ACCESSIBILITY

The Club has joined CAFE Week of Action 2022 and participated in training sessions on accessible ticketing to ensure that people with functional diversity have equal access to ticket sales.



## DIVERSITY AND SEXUAL ORIENTATION

### EUROPEAN DIVERSITY MONTH

The month of May is European Diversity Month and, as part of this event, the Club organised a series of actions and activities with the aim of raising awareness within society, promoting spaces for reflection and building a more diverse Barça. Workshops, talks and sporting events of an inclusive nature, both public and internal, with the aim of promoting spaces for reflection to raise awareness and understanding in society and promote diversity in the Entity.

### INTERNATIONAL DAY AGAINST LGBTI-PHOBIA IN SPORT

As part of the International Day against LGBTI-phobia in Sport which was celebrated on 17 May, the Club promoted an action on social networks, with a graphic of the Camp Nou with a mosaic and a raised rainbow flag, with the motto "Now and always #StopLGTBIphobia". The men's and women's football teams also wore purple in their matches to raise awareness of the social struggle for this cause.



### AWARENESS VIDEO WITH MAPI LEÓN AND DANI ALVES

On 17 May, Barça celebrated the Day against Homophobia, Biphobia and Transphobia with a video starring Maria León and Dani Alves, in which they sent a message of support to people who have suffered, or suffer discrimination because of their sexual orientation or identity.



### AGREEMENT WITH PANTERES GROQUES

The Club signed a collaboration agreement with Panteres Groques, a multi-sport LGTBQ+ association, to fight against homophobia and discrimination on the grounds of sexual orientation in sport and in society. The agreement was signed as part of the International Day against LGBTI-phobia in Sport; a statutory amendment was also made that includes promoting equality and non-discrimination. As part of this agreement, awareness-raising sessions were held for the technical staff of the training sections for basketball, handball, indoor football and roller hockey.



### ACTION FOR LGTBQ+ PRIDE DAY

On the occasion of LGTBQ+ Pride Day, FC Barcelona carried out an action to show its commitment to supporting the rights of this group: it raised the rainbow flag at its facilities on 28 June and kept it flying there until 30 June.



### NON-SEXIST WORKING GROUP AND COMMUNICATION GUIDE

The internal Diversity and Inclusion working group was created to monitor the measures applied and promote new initiatives in this area. They also worked on a new Inclusive and Non-Sexist Communication Guide, for which training workshops were held for the entire FC Barcelona staff.



## CULTURAL DIVERSITY

### TALK ON MIGRANT REALITY AT LA MASIA

To mark the European Diversity Month, the Cameroonian writer Roland Fosso, from the El Putxet Private Foundation and specialist in immigration, solidarity and development, gave a conference in the Continuing Education Room of La Masia on the reality for migrants and the power of sport as a tool for social inclusion and its ability to foster tolerance. Malian Tchaka Doumbia from the Casal d'Infants del Raval also participated in the colloquium, and it was moderated by journalist Lu Martín.





# Information technology

The mission of the Information Technology Area is to develop a series of strategic projects over the coming years to transform and digitalise all platforms, processes and tools so as to streamline and optimise the day-to-day work of players and employees of the Club, guaranteeing the best technological development to ensure everything runs seamlessly.



## Use of remote voting for the first time in the Club's history

### REFERENDUM ON THE FINANCING OF THE ESPAI BARÇA

On 19 December 2021, the first remote Referendum in the Club's history was held to ask the entire club membership about the financing of the Espai Barça.

The referendum was proposed with a hybrid model of remote voting and assisted in-person voting aimed at the 100,159 members of the Electoral Census. For in-person voting, the Auditorium was equipped with 15 voting booths for all those who might require it, following the same remote voting model.

#### REMOTE VOTING PROCEDURE

The Club's Technology Area led the search, implementation, monitoring and evaluation of a remote voting system that would guarantee maximum transparency and voting security and at the same time mitigating the complexity of voting for those who voted.

The website <https://referendumespaibarça.cat> was created whereby through the individualised identifier with the Member ID (PIN plus date of birth), the system identified the member and sent a verification code via text message to the mobile phone number registered in the Club's membership database.

Once the member was identified, they could enter the platform and cast their vote: in favour, against or blank.

This system makes it possible to immediately identify the member who has voted, but not their vote, as this is encrypted within the platform and thus prevents a member from voting twice.



#### DIGITAL BALLOT BOX SYSTEM

On the day of the referendum, a few minutes before 9 a.m., the opening of the referendum began with the closing of the digital ballot box: this consists of an encrypted number that is divided into five parts, each of these parts are delivered separately to the custodians who place these codes in a locked box in the presence of a notary. The custodians were the club members chosen to be members of the Electoral Board, a body that watches over the whole proceedings to ensure the smooth running of the event.

The digital ballot box was sealed until the end of the election day. Then, before the notary and in the presence of the custodians of the keys, the ballot box is opened to make the count.

## COMMUNICATION WITH MEMBERS

As this initiative is part of the digital transformation process of the Club and specifically of the Social Area, it was necessary to follow a change management strategy aimed at Club members so that they had the information and knew the steps they needed to follow in order to correctly cast their vote at all times. Two key initiatives for the success of the referendum were designed together with the Social, Brand and Communication Area:

- The first, to establish a constant communication plan with the member by means of the publication of a specific website, the repeated sending of newsletters and text messages with a double objective: that the member's data is up-to-date, guarantee the success of their vote and that they are fully aware of the voting procedure.
- The second is to create a space for support and consultation. On the day of the vote, a call centre was set up to attend to all types of inquiries and incidents. The existence of this call centre integrated within the Club's Member Services Department made it easier for many members to cast their vote satisfactorily.



## DATA

In order to assess the success of the event, the following data were analysed technologically:

- A total of 48,623 votes were cast, which represents a participation of 44.14%. The times with the highest vote participation coincided with the sending of text messages and e-mails (9 a.m., 4 p.m. and 7 p.m.). No security problems were detected during the election day in the voting application. 71% of voters used their mobile devices.
- 82 % of all the participants in the exit poll at the ballot box (voters attending L'Auditori) were satisfied with the remote voting.
- Of the 70,000 visits the referendum website received, 85% successfully accessed the voting application.
- A total of 4,784 calls to the call centre were answered, of which 73% were calls answered in the IVR guide.
- Nearly 90 million impressions were generated through communications on the networks, 4 million interactions and 2.4 million visits.
- Regarding reputation, the feedback received from the users was favourable to yes, and so they posted it, and the sentiment was positive. No significant noise was detected.

## REMOTE EXTRAORDINARY GENERAL ASSEMBLIES

As a result of the smooth running and the lessons learned in holding the remote referendum on the financing of the Espai Barça, the two extraordinary assemblies that were held afterwards were held with 100% remote voting - only members and senators who were invited to attend the assembly in person were able to vote in person.

The assemblies were as follows:

- Extraordinary General Assembly, held on 3 April 2022 with 4,478 delegate members called.
- Extraordinary General Assembly, held on 16 June 2022, with 4,478 delegate members called.

Although the remote voting system follows the same technological model (the same voting application is used), communication strategy (creation of own information spaces, communications, etc.) and support (own call centre) as that of the previous referendum, the specific cases and development of the assemblies added new developments and improvements of a technological nature:

### ACCESS TO THE VIRTUAL ROOM

In order for the delegated members to be accredited virtually at the assembly, they had to register on the platform on the Club's website using any type of mobile device or computer, using the Member ID and date of birth. Once their identity was verified, the member received a text message with an identification code that allowed them to access the virtual room where they could:

- Follow the events of the assembly live.
- Ask a Question.
- Vote.



### QUESTION SESSION VIA VIDEO CONFERENCE

Once the turn for questions from each section was opened, the delegate members present in the virtual room and those present in the room at L'Auditori could ask their questions, and the process was established in this order:

1. The questions that had arrived via the form published a few days before were read (delegate members only).
2. The attendees in the room asked questions.
3. Those who were connected to the Virtual Room could also ask questions through Zoom and with an image.

The response procedure followed the usual method of the previous face-to-face assemblies, with the help of technology that allowed the members of the Board to order the questions through the specific application installed on the computers of each of the directors.



### VOTES

Once the secretary of the Board opened the voting, a specific time limit was established for the delegate members to exercise their right to vote.

Access to the remote vote remain closed during the vote in order to have the quorum recorded during the vote.



### 'ONLINE' MEMBERSHIP REGISTRATION APPLICATION

With the aim of being a more open and democratic club, a digital space was created during this season where people from all over the world who want to become members of FC Barcelona can register online.

The process should be easy and comprehensible for the member who wants to register: easily accessible from the web, a single form and only one communication channel. It must be technologically appropriate to the existing procedure, in other words, based on the technology and procedure already established for the in-person procedure: an application process with status management, data validation, document management, payment collections and communication, and a follow-up with the applicant through the established channels.

Last, but by no means least, this online procedure must guarantee a solid layer of security through digital signature and other layers of security that guarantee safety, solidity and trust both for the Club and for the applicant.

After fulfilling the three conditions, the procedure went public in April 2022, resulting in a 4% increase in the Club membership this season.



### CORPORATE TOOLS FOR FC BARCELONA EMPLOYEES

This season, as part of the Club's digitalisation and transformation plan, various digital tools aimed at FC Barcelona employees have been improved and evolved with the aim of having more integrated environments and to improve efficiency and productivity.

Some of these tools include: the migration of the Intranet to a cloud environment, which guarantees access to the Club's internal information with a more complete user experience and the integration of work tools in a single space. The portal for requesting absences and consulting the payroll has also been renewed with integrated technologies that have optimised its use



#### Absències



## ACTION AND PROJECTS



### JOAN LAPORTA EXPLAINS BARÇA'S COMMITMENT TO THE FUTURE AND INNOVATION AT THE MOBILE WORLD CONGRESS

The president of FC Barcelona, Joan Laporta, was one of the distinguished guests on the opening day of the Mobile World Congress (MWC), the benchmark fair in the communications industry that was held from 28 February to 3 March at Fira de Barcelona's Gran Via venue. In a presentation in English entitled *Passion, inclusivity and innovation, the roots that will grow FC Barcelona's future*, the Barcelona president appeared

before an audience of 500 people to explain the pillars that define the Entity as a unique club, and how, from this position, the institution is facing the future with the challenges posed by the digital age, the adoption of new technologies to reach the fans and the competition from other clubs owned by corporations and businesses.

### SPORTS TOMORROW WILL BE PART OF MWC BARCELONA 2023

The congresses organised by the Barça Innovation Hub since 2016, called Sports Tomorrow since 2020, have become a benchmark in the sports ecosystem and an example of promoting a culture of collaboration with significant players in the field of technology and innovation. This led to the agreement between the Barça Innovation Hub and the MWC Barcelona 2023 whereby Sports Tomorrow will be integrated into the MWC Barcelona and will be part of the programme of events for the next edition of the mobile telephony congress, which will be held in 2023. This agreement, announced in June by the president of FC Barcelona, Joan Laporta, and the CEO of GSMA Ltd, John Hoffman, is to incorporate innovation in sport in one of the most important technological events in the world, while promoting the Sports Tomorrow event in the international arena thanks to a reference brand such as MWC Barcelona.





### WOMEN, THE MAIN FOCUS OF THE SPORTS TOMORROW CONGRESS

Once again the Barça Innovation Hub was true to its commitment and once again brought together some of the best professionals in the sports industry at the Sports Tomorrow Congress, its annual sports innovation congress that was held from 8 to 12 November in a hybrid format (in-person and online) and that women and women's sports were the main focus of the different presentations and debates relating to science, technology and business in the world of sport.

During the Sports Tomorrow Congress (WOM+N) 2021, more than 75 hours of content distributed among seven tracks or programmes were offered that included a wide range of specialities such as medicine and physiotherapy, business, technology, nutrition and performance, data analysis, methodology and Gastrosport, a speciality that combines sports nutrition and gastronomy and which was the new feature of this edition that brought together more than 2,000 registered attendees from 80 countries, of which 75% were in person and the rest online.

282 speakers participated in the Congress, and some of the prominent names were the footballer Frenkie de Jong; the ex-centre of the NBA and current player of Basketball Girona,



Marc Gasol; the Barça basketball player Àlex Abrines and the Barça Women's players Alexia Putellas, Marta Torrejón and Mariona Caldentey, together with the team's coach, Jonatan Giráldez.

### BARÇA LEADS THE RANKING OF THE MOST INNOVATIVE CLUBS IN THE WORLD

In 2022, FC Barcelona was crowned in first place in the *25 Most Innovative Teams in The World* report, prepared by the US consultancy Sports Innovation Lab, which specialises in sports organisation and analyses the degree of innovation of the clubs in the 10 most valuable Sports Leagues,

based primarily on the ability of these sports entities to connect and interact with fans. According to this criterion, FC Barcelona has appeared in the 2022 edition as top of the list ahead of Real Madrid, Arsenal FC, Manchester City, and the Philadelphia 76ers from the NBA.



### FINAL PHASE OF THE 'IOTWINS' PROJECT

Over the course of the 2021/22 season, the Club continued to implement the *IoTwins* project, which consists of applying the Internet of Things and Artificial Intelligence to create an intelligent system that will analyse and predict the movement of people inside and outside the Club's grounds with the aim of improving the safety, comfort and satisfaction of their experience when visiting the grounds, and at

the same time optimise commercial resources. The project, financed by the European Commission and formed by a consortium of 23 companies and in which FC Barcelona participates thanks to the Barcelona Supercomputing Centre, has entered its final phase this season with the performance of the pilot tests corresponding to the testing of this technology at Camp Nou.

### THE 'TRIANGLE' PROJECT REACHES THE HALFWAY MARK

The *Triankle* project remains on course and has already reached the halfway point of its three-year duration. With the participation of FC Barcelona as one of its 12 constituent European institutions its aim to create innovative tailor-made implants from collagen and gelatine manufactured with 3D technology for patients with tendinopathies such as partial ruptures of the Achilles tendon and cartilage

injuries. The Club's contribution to this project consists in furthering the specific knowledge of this type of injury, in the preclinical evaluation of bioprinted implants, in the design and strategy of patient commitment, and to promote the communication and dissemination of this initiative funded by the European Commission.

# Sporting and corporate trips

The Travel Department contracts and organises all the Club's sporting and corporate trips. It organises all the sporting trips by the professional teams, first teams, grass-roots teams, youth teams and amateur sections. It also organises the institutional trips for the various events of the season and provides services to the various areas of the Club, the Foundation, BLM, Barça Studios, Barça Escoles and the offices in New York and Hong Kong.

The Travel Department is responsible for selecting, negotiating and hiring suppliers, as well as making the travel arrangement and tending to the different needs with team delegates from an internal point of view to confirm the attendance of non-sporting staff, Club staff, committee mem-

bers and members of the Board of Directors. It is also in charge of prospecting and on-site management. It regularly travels with the first football team and with the different teams of the sections to institutional events where logistics are necessary. It is also responsible for pre-season stays and tours. This year, the service was took responsibility for the management and processing of visas, insurance, luggage transport and claims in the case of loss, as well as the processing of all the necessary health-related procedures, which had increased during the pandemic.

The creation of the FC Barcelona Travel product - recruitment, marketing and logistics - is the responsibility of the Travel Department with the support of the Barcelona Members' Office, which is responsible for customer service, information and communication with the member. This season, the FC Barcelona Travel service resumed, both for the trips of the first team, as well as in the Indoor Football Final Four in Riga, in the Final Three of the basketball team and in the Women's Champions League Final in Turin, this being the biggest trip of the season and in the history of FC Barcelona Women, with more than 2,600 people travelling.

One of the objectives of the 2021/22 season was to update and approve a new Club travel policy, because of the effects of the pandemic, both in the sporting and institutional fields, ranging from health security to budget control.





## ACCESS, ACCREDITATION AND MOBILITY

ACCREDITATIONS PER MATCH AT CAMP NOU (AVERAGE)	ACCREDITATIONS PER GAME AT PALAU (AVERAGE)	ACCREDITATIONS PER GAME AT EJC (AVERAGE)
Press and TV <b>246</b>	Press and TV <b>69</b>	Press and TV <b>68</b>
Staff <b>1158</b>	Staff <b>53</b>	Staff <b>91</b>

## FIGURES FOR MATCHES AT OUR FACILITIES

## PROFESSIONAL TEAMS

CAMP NOU	
<b>27</b> matches	League: 19 Champions League: 3 Europa League: 3 Women's Champions League: 2
JOHAN CRUYFF STADIUM	
<b>48</b> matches	First Team: 3 Women's: 20 Barça B: 21 U18: 4
PALAU BLAUGRANA	
<b>103</b> matches	Basketball: 41 Handball: 23 Indoor Football: 19 Roller Hockey: 19 Women's Basketball: 1

## YOUTH TEAMS

CIUTAT ESPORTIVA	
<b>1,289</b> matches	Football: 372 Basketball: 101 Handball: 104 Indoor Football: 84 Barça Academy: 628

## IMPROVEMENTS

Operational since the first game of the season, the one-day parking pass in print-at-home format, with the aim of operationally improving vehicle access control, optimising resources and being more sustainable in use of materials, reducing paper and cardboard, as well as better distribution of this type of documents.



## FACILITIES MANAGEMENT

### LES CORTS



#### CAMP NOU

During the 2021/22 season, the Facilities Operations Area was responsible for the production, logistical operations and television production tasks of all the competitions played at the Stadium. As the pandemic evolved, the specific competition protocols were applied to be able to begin to relax restrictions in order to gradually return to “normality” with the utmost care. Match operations have continued to be scrupulous so that the matches could be played without incidents and with as much normality as possible.

During the season, the facilities management department has implemented several operational improvements for television production at both League and UEFA matches. Qualitative improvements have also been made in with regards

spaces, equipment and competition materials, as well as press and television to meet and improve the regulatory requirements of the various competitions.

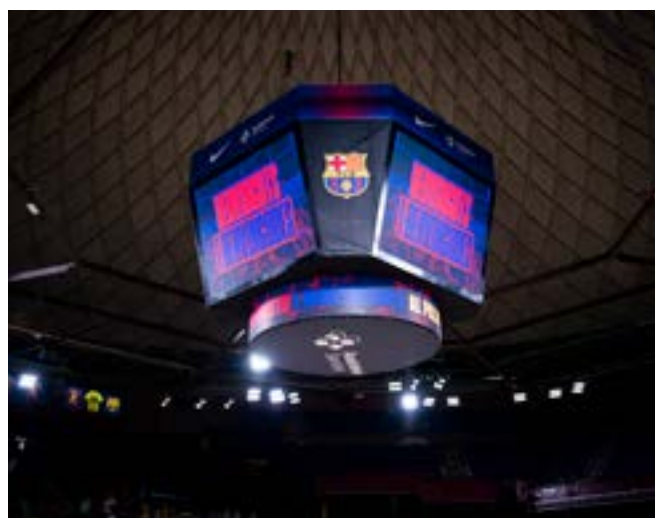
The Camp Nou hosted 19 League games, three Champions League games, and three Europa League games. In addition, the return to full capacity made it possible to play two UEFA Women's Champions League matches in which world records for attendance in women's football were achieved, as the Camp Nou was almost filled.

The traditional Barça Foundation Christmas open-door training was also held, which coincided with the presentation of Ferran Torres as a new player for the Club.

#### PALAU BLAUGRANA

During the 2021/22 season, the professional sections that play their matches at the Palau Blaugrana (basketball, handball, indoor football and roller hockey) played 102 matches in this facility. Barça CBS, a team from the Endesa 2 women's basketball league, also played a game in March.

Several improvements have also been made to the Palau over the past twelve months: the installation of new screens on the video scoreboard and a new hoop at the bottom; the installation of a new public address system and new court lighting; new rainwater drains at the access through the south ramp and new or repaired drains on the domes; the reinforcement of the exterior façade; the inauguration of the VIP room of the old Casal de l'Avi, attached to the facility and used in basketball games, and new seats for photographers in basketball games.





### ICE RINK

The 2021/22 Ice Rink season lasted 8 months (from September to April included) with more than 2,438 hours of daily activity between 7:00 a.m. and 11:30 p.m. from Monday to Sunday.

762 practice sessions were held, 39 ice hockey games were played and 309 commercial sessions were held. Due to capacity restrictions as a result of the pandemic, the Ice Rink could not be filled to capacity. However, a record attendance was reached with more than 64,552 skaters, which is a 57% increase compared to the last active season (2018/19). The figure skating section won 28 medals and the ice hockey section was League champion in the senior, U-20 and U-18 categories. 1,100 students enrolled in the Ice School. The of the visiting team dressing rooms were renovated as part of the improvements to the facilities.



## CIUTAT ESPORTIVA JOAN GAMPER

### CIUTAT ESPORTIVA

After the Covid-19 restrictions, it was possible to return to practically normal activity at the Ciutat Esportiva facilities during the course of season. More than 650 matches have been played, both football matches and matches of the different grassroots sections. The training sessions of the Barça Academy sections and activities have also taken place there.

The return to this normality has allowed the following sporting events to be organised:

- The Barça Academy World Cup, which was able to be played again after two years, with the participation of more than 1,400 children from the different football academies around the world.

- The first edition of the DiCup Tournament, with the participation of the Barça Foundation Genuine team..

- The FC Barcelona Supporters' Club Tournament, with the U12 and U14 categories.

- The preliminary phase of the Spanish Indoor Football Championship, in the U14 and U16 categories.

Intensive work has also been carried out to be able to organise and combine the facility's usual activity with more than 800 acts and other activities such as clinics, filming, interviews, press conferences and different commercial and Club events.

Regarding the improvement of the facilities, the basketball hall has been equipped with new LED lighting.



## JOHAN CRUYFF STADIUM

A total of 48 matches of the regular competitions of the following teams have been played at this facility: women's football, Barça B, U18 A, in addition to two friendly matches of the first team and the Joan Gamper Trophy.

In terms of operational improvements, the parking area of the indoor football pavilion has been fitted out in order to gain 70 parking spaces and accommodate more vehicles, especially for matches of the women's first team. A specific operation has also been implemented to inform fans of the availability, free of charge, of the Torreblanca outdoor car park, with an increase of 140 spaces. With these expansions, more than 200 parking spaces for private vehicles have been made available to fans. A specific communication plan has also been put together with the OAB, to encourage the use of public transport for trips to the EJC.

As for improvements to the infrastructure, a retractable tunnel has been installed for the passage of players between the pitch and the changing rooms, a new water softener has been installed and new lighting has been installed in the TV Compound area.



## 2021/22 SEASON ACTIVITIES

### FOOTBALL

FCB matches at CE	420
FCB training sessions at CE	2,891
1st team training sessions at CE	240
Matches at the Johan Cruyff Stadium	48
Training sessions at the Johan Cruyff Stadium	7
Training sessions for external teams at CE	9
Press conferences at CE	115
Interviews and recordings at CE and EJC	196
TV set at CE	88
FCB Escola matches at CE	628
FCB Escola training sessions at CE	1,157
FCB Escola, Campus, Tournaments and Clinics a CE	79
Sponsorship, Mktg at CE	132
Non-sporting external events at CE and EJC	169
Public matches week at CE	54,739
Public matches week at EJC	0
Indoor football matches	84
Indoor Football training sessions	683
Indoor Football 1st team	135
Indoor Football external training sessions	7

### SECTIONS

Basketball matches	101
Basketball training sessions	926
Basketball 1st team	84
Basketball external training sessions	16
Handball matches	104
Handball training sessions	859
Handball 1st team	124
Handball external training sessions	4
Non-sporting events, recordings, etc.	71
Public matches week at CE pavilions	24,600
Auditorium La Masia, Knowledge Area events	68
Auditorium La Masia events	35

### ACTIVITIES AT CE

Football matches at CE	420
Matches at EJC	48
CE and EJC football training	3,147
FCB Escola matches	628
FCB Escola training sessions	1,157
Press conferences at CE	115
FCB Escola Campus, Clinics, Tournaments at CE	79
TV set at CE	88
Sponsorship, Mktg and interviews at CE and EJC	328
Non-sporting external events at CE and EJC	169
Public football matches week at CE	54,739
Public matches week at EJC	0
Training sessions at CE Pavilion	2,838
Matches at CE Pavilion	289
Non-sporting events, recordings, etc. CE	71
Public matches week at CE pavilions	24,600
Auditorium La Masia Club events	68
Auditorium La Masia children's events	35





# Improvement works on assets

Various maintenance and improvement works have been carried out at the Club's facilities (Camp Nou, Palau Blaugrana, Johan Cruyff Stadium, Ciutat Esportiva, La Masia, official stores and corporate offices) during the 2021/22 season. The objective is to also maintain excellence in the Entity's assets.

## CAMP NOU

### TURF REPLACEMENT AT THE CAMP NOU

As in recent years, renewal work was also carried out on the Camp Nou hybrid turf during the 2021/22 season. This is carried out during the summer with the aim of being able to offer the first team the best possible turf throughout the season. The calendar envisages having the playing surface in the best playing conditions for the Joan Gamper Trophy and the start of the official competitions.

The renewal of the turf is the result of the monitoring that is carried out year after year based on the analysis of meteorological values, climate, etc., which indicate when this action needs to be performed.

The change begins with the removal of the topsoil, root layer, fibres and sand. A part of this sand is reused and mixed with a new one with suitable agronomic and mechanical qualities. After levelling the base, the new rolls of turf are placed. This task is done at night, taking advantage of the optimal conditions of temperature and humidity. Once laid, they are hybridised and stitched with state-of-the-art machines to achieve the best results. Lastly, the turf is checked and fertiliser applied, among other tasks.

The Camp Nou turf is of the highest quality and is selected from various nurseries across Europe in line with the FC Barcelona's requirements. It is transported to Barcelona in refrigerated trucks that travel during the day and is laid the same night with the aim of reducing the stress of the operation as much as possible and avoiding the hours of maximum heat. This means that the time for laying the turf is longer, about 2,000 m<sup>2</sup>/day, but also ensures an ideal adaptation.



### REPLACEMENT OF CHAIRS IN PLAYERS' ZONE & ROW 0

Work began on improving the VIP seats in the Players' Zone and Row 0 in the 2018/19 season. During the 2019/20 season, the repair work continued on some of the seats that were in worse condition. Given the deterioration that these chairs suffer, both from use and from being out in the open, a study was carried out in the 2021/22 season to assess the condition of each of the chairs and determine which of their parts were in worse condition (seats, backrests, armrests, ball joints, etc.), and at the same time each of these parts was listed with the aim of obtaining an assessment for the replacement of all broken or damaged parts and to provide a better image for this VIP area.



### REPAIR OF STADIUM PATHOLOGIES

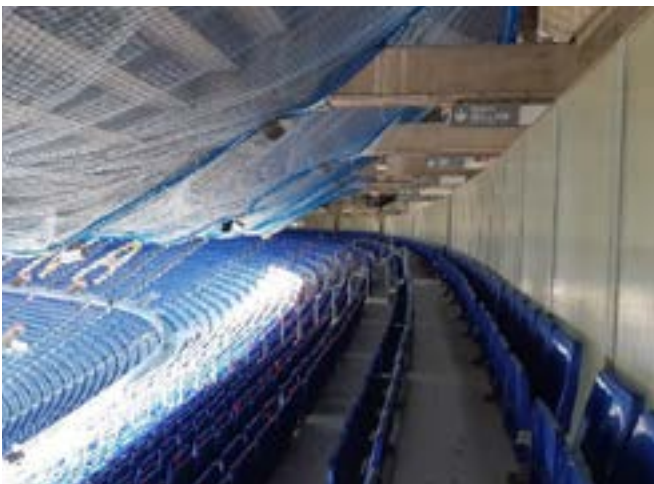
The original structure of the Stadium was executed between the years 1954-1957. Due to the passage of time, certain concrete elements were detected that required repair and/or reinforcement to ensure the correct conservation of the existing structure.

Based on the diagnosis of the Stadium's structure, a pathology repair campaign was carried out (passivation and repair of cladding, repair of honeycomb plates, repairs with carbon fibre, repairs of metal profiles, waterproofing, reconstruction of steps, attachment of railings, etc.) to ensure the safety of people in the Stadium and to restore the integrity of the existing structure.



### NETTING UNDER THE THIRD LEVEL OF THE STANDS

Having addressed the issues of the pathologies detected in the Stadium, and given that the plan to demolish the structure of the third level stand is imminent (less than a year away) it was decided to carry out the fencing in the opening of the 300 entrances in the entire ring of the third stand to minimise the risk of concrete falling on the spectators. These prevention works were carried out as a matter of urgency and were finished at the beginning of December.



### ROOF OF THE MAIN GRANDSTAND AT THE CAMP NOU

A series of pathologies were detected in the structure that makes up the overhang of the Main Grandstand at the Camp Nou; deteriorations in the paintwork of the metal profile caused by ageing and oxidation that had to be cleaned and repainted. In addition, some elements were detected with excessively advanced deterioration which led to their total replacement or reinforcement.



### WATERPROOFING OF THE SOUTH GOAL VIDEO SCOREBOARD

Leaks were detected in the electronic circuits of the South Goal video scoreboard during the last season. Given the situation, it was decided to waterproof the entire roof of the video scoreboard. It was detected that the finishing materials of the roof had deteriorated considerably, due to the passing of time and the incidence of external agents (weather). To prevent the intervention from being invasive, it was carried out using a polyurethane hot melt, after previously renovating the roof finishes and some minor repairs. This technique was applied in other buildings in the complex and a good result was obtained.



### SHORING OF THE SIDE RAMPS OF THE STADIUM

Within the scope of the pathology works, a technical inspection was carried out to assess the state of condition of the braces that hold up the side ramps. Based on the assessment, it was decided to install shoring along the lower level of the ramps to put it under load, and a part of it that supported the braces was removed to increase the safety margin by ensuring it could support the structure's own weight.



### AIR CONDITIONING OF C3 – FIRST TEAM

The ground floor of the C3 building (men's first team football) housing reception, offices, changing rooms and a gym, had four Mitsubishi Electric variable flow air conditioning systems dating from 2003. During the 2021/22 season, the current, outdated systems were replaced by new units with a more energy efficient R410 refrigerant and with a heat recovery system to offer cold and heat simultaneously. The external and internal units of the previous system, as well as other old obsolete systems were dismantled at the same time.



### IMPROVEMENTS TO THE CAMP NOU BARÇA STORE

The Barça Store at the Camp Nou is the largest store in the world for a football club and of all the BLM store it is the one that receives the most visitors throughout the year. Its central stairs are area heavily frequented by the public visiting the store. To guarantee the safety of visitors, a waterproofing treatment was carried out to achieve a non-slip surface and thus avoid possible falls. An anti-slip paint was applied to the stairs, achieving a slightly rough surface to guarantee a much more stable tread. While these works were being carried out, more than forty spotlights with LED technology were installed to improve the brightness of key areas of the store, such as the exit from the Museum or the passage through the checkout area.



### WATERPROOFING OF RAISED STEP AND RENOVATION OF FAÇADES

Due to the continuous leaks that have been suffered by the premises housed under the Gate 14 overpass on the Les Corts grounds, the Club has been monitoring the situations in order to find out the origin of these leaks and correct the damages caused. Seeing that the problem was not fully resolved, it was decided to carry out a more invasive intervention by waterproofing and sealing the entire upper part of the overpass, removing and reserving the current pavement. The slopes were corrected to improve the evacuation of rainwater, waterproofing the entire base, including water-tightness tests and the subsequent laying of the original pavement.

It is also planned to renovate the façade, repairing the metal parts by means of enamelling and, in some specific cases, the replacement of the cladding because it has a high degree of rust. These actions will be repeated along the entire main façade of the site.



### PAINTWORK IN DIFFERENT AREAS OF THE GROUNDS

The objective of the intervention was to carry out corrective paint maintenance in several areas of the Les Corts grounds that had deteriorated due to the passage of time and affected by use and exposure.

The areas that have been treated are:

- The ramps of the southern access to the Main Grandstand car park
- The access stairs to the Main Grandstand south and north car park
- The ramps of the northern access to the Main Grandstand car park
- The Main Grandstand car park on floors -1 and -2



## PALAU BLAUGRANA

### REPAIR OF THE PALAU FACILITIES AND FAÇADE

The roof overhangs of the Palau Blaugrana, as well as other structural elements showed pathologies that needed to be repaired. Specific repair work had been carried out at an earlier date but in this case general actions were carried out on the entire roof and on the external structural elements.

The work consisted of repairing carbonation of the concrete elements, waterproofing part of the roof, repairing drains and general painting to improve the exterior image of the Palau. More specifically, the work consisted of the repair of existing cracks in the structural elements (corners of the overhangs, pillars and façades).

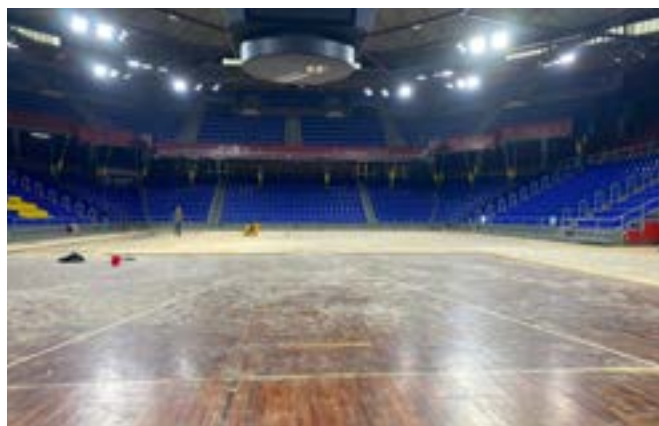
The damaged areas were cleaned, the reinforcements were passivated, the section was rebuilt with mortar for repairs and a final finish was given with an anti-carbonation treatment. Waterproofing of the roof and the corners of the overhangs of the domes was also carried out.

Finally, a crowning element of the roof with a water spout function was added to protect the concrete of the façade and reduce future pathologies.



### REPLACEMENT OF THE FLOOR OF THE PALAU BLAUGRANA

The previous parquet floor of the Palau Blaugrana was very noticeably in an initial state of deterioration. It was replaced with a 20 mm thick maple parquet from Canada.



### VIP ROOMS AT PALAU BLAUGRANA

The old Casal de l'Avi, located inside the facilities of the Palau Blaugrana, was converted into two new VIP rooms for the Palau itself. Located on the ground floor and on the first floor, they were fitted out with a catering area, high tables and a bar area the convenience of users.

This retail work was carried out by the GAC3000 architecture studio and gave both spaces an executive and culer-themed air.



### TECHNOLOGICAL EQUIPMENT ON PALAU BLAUGRANA COURT

On the occasion of the 50th anniversary of the Palau Blaugrana, a series of improvements were made to the sports infrastructure in order to increase the commercial exploitation of the facility and the spectacular nature of the events.

The first was the change in the lighting on the court, changing the halogen spotlights to LED spotlights. Not only was a significant energy saving achieved with the improvement, but DMX drivers were also installed to control the light intensity and to connect and disconnect the lighting instantly, thus making it possible to create different scenarios with the lights.

The second was the change of the video scoreboard screens and the installation of a 75 cm high circular ring under the screens.

The third consisted of the improvement of the public address system, increasing the clarity, sound quality and intelligibility of the installation, the placement of tracking spotlights in order to improve the events and the supply and installation of a DJ table to set the stage for the pre-match warm-up and half-time break.





### JOHAN CRUYFF STADIUM

#### TURF REPLACEMENT AT THE JOHAN CRUYFF STADIUM

This pitch was built in the summer of 2019 and after three years, it needed to be renovated. As it is a recently-built pitch, its renovation was minor and affected only the surface layer of turf. Stitched hybrid technology was also used on this field.



### CIUTAT ESPORTIVA

#### TURF REPLACEMENT ON PITCH 7 AT THE CIUTAT ESPORTIVA

Given that Pitch 7 had not been renewed at any time from the start of its construction until October 2021, when only the surface layer of grass (turf) was renewed, this year (2022) there was an urgent need to renew the whole enclosure down to the drainage layer. With this renovation, which also uses hybrid stitching technology in the turf, we achieved the required level of excellence.



#### UPS ROOM AT THE CIUTAT ESPORTIVA

During the 2018/19 season, the remodelling of the main DPC (Data Processing Centre) of the Ciutat Esportiva was carried out in order to increase the number of existing racks. The electrical installation, anti-fire air conditioning system and lighting were also improved. This action led to the removal of the UPS (Uninterruptible Power Supply System) from the DPC and it had to be temporarily relocated to an annexed room used as a warehouse. In order for the UPS not to be damaged, an investment was made to create a separate room that meets the minimum air conditioning and maintenance conditions to relocate the UPS and avoid the system from overheating.

#### PAINTING WORK AT THE CIUTAT ESPORTIVA

The objective of the action was to carry out the corrective paint maintenance of the exterior fence of the Ciutat Esportiva enclosure, as it showed visible signs of ageing. Around 300 m<sup>2</sup> of exterior fence has been repaired. The same process has also been performed for the television platforms located at pitches 8 and 9.



## LA MASIA

### LA MASIA FOR WOMEN

In keeping with the commitment to bring the women's team to La Masia residence, adaptation works were carried out on the third floor during the summer of 2021. The project envisaged dividing it into two independent areas, one for female sportspeople and another for male sportspeople, creating common areas spaces, adapting and equipping the rooms and adapting the spaces in order to give it an image in line with the Barça Brand and in line with the latest actions carried out at La Masia in recent years. The intervention also provided for the installation of access control security systems to segment routes and accesses between both sexes and by age groups.



### AIR CONDITIONING OF C4 – LA MASIA

The La Masia building has three air conditioning machines, two of these with 2 BC tubes (cold or heat) and a 4 tube machine to compensate the temperature. Until now this facility has worked with a single cold air conditioning unit.

This machine has been insufficient to ensure the thermal comfort of users given that the other two machines are ageing and do not offer sufficient output.

It is for this reason that the 4-tube machine has been replaced by a 2-tube BC machine to compensate the operating hours of the entire system, combined depending on demand in summer or winter.



## SHOPS

### IMPROVEMENTS TO THE AIR CONDITIONING AT THE CANALETES STORE

The Barça Store Canaletes is BLM's flagship store and occupies a strategic and central location in the heart of Barcelona. To improve the experience of visitors, improvement works were carried out on the air conditioning at the store which consisted of the installation of an air curtain at the entrance of the store so that there was a pleasant thermal sensation when entering. The condensate pumps of the air conditioning equipment were also improved to guarantee their operation and avoid the incidents that usually occurred with this equipment.



### OPENING OF THE SAGRADA FAMILIA STORE

Several actions were carried out at the Barça Store Sagrada Família, related to improving the air conditioning, adapting the workplaces, changes to the furniture and a thorough cleaning of the facilities, within a very short margin of time, to guarantee its opening to the public at the beginning of July.



### FOUNDATION'S OFFICES

The Foundation currently leases the offices on the 10th floor of the UB's Parc Científic/Barcelona Science Park. Faced with the possibility of moving to new larger offices that are closer to the Stadium grounds, located in the Travessera complex, renovation works have been carried out in order to adapt the space according to the requirements of use, distribution and corporate image of the Foundation.



# Committed to the expansion and diversification of the retail business

The 2021/22 season was a year of consolidation in which revenue figures (€50 million) were satisfactorily maintained, as they were equal to those of the last pre-pandemic year. The expansion and diversification of the business were key to achieving these satisfactory results



## NEW BARÇA STORE AND REINFORCEMENT OF E-COMMERCE

The good results also made it possible to continue adding new official points of sale wholly managed by Barça, as is the case of the Barça Store & Exhibition Sagrada Família, with a museum space as a unique and differentiating element. With this latest opening, FC Barcelona now has seven points of sale of its own, those at Camp Nou, Canaletes, Passeig de Gràcia, La Roca Village, Viladecans Style Outlet and Barcelona airport T1 and T2.

The Club's e-commerce platform, launched two seasons ago to expand Barça's global presence, also in strategic markets, continued to be strengthened. Therefore, fans from all over the world can find a wide range of products, as well as exclusive 100% Barça collections, which can only be purchased at points of sale managed directly by the Club. The platform, which is available throughout Europe, allows the Club to get ever closer to its fans, who can get all Barça products without having to travel to the Club's facilities.



## COLLECTIONS 100%

Throughout the 2020/21 season, FC Barcelona continued to work on the creation of its own streetwear fashion collections for the day-to-day wear of its fans. The Club is taking another step forward in its commitment to retail, as it proposes new clothing lines that complement the options offered by the official and training kits, and that adapt to day-to-day needs, with a comfortable and informal style, and which round off the traditional kits and training clothes that are always associated with a sports entity.

With this in mind, the 1899 Retro Collection of official wear has been relaunched, featuring pieces inspired by the replicas worn by first-team players in the 1970s, 1980s and 1990s. The Club recovers different shirts, such as the second kit worn by legendary players such as Cruyff, Asensi, Neeskens and Rexach in the 1974/75 season. A shirt that was renowned for its yellow colour and which had a diagonal band with the Barça colours. A second piece of the collection is inspired by the kit that the team wore at the end of the 1970s and, the most nostalgic among us will be able to revive the first kit that Barça wore in the year of its foundation and after which the collection is named.

Another of the launches was RePlayed, a project through which saw the collaboration with the Ared Foundation, which provides support to people with a high risk of vulnerability, mostly women, to achieve social and employment inclusion. The different pieces of the collection were made with their help, and the men's players Ansu Fati, Gavi and Nico González, and the women's players Jana Fernández and Clàudia Pina acted as ambassadors for the Club. RePlayed presented three different proposals in which the Club gave a second life to the scarves that its fans could not wave at the Stadium during the pandemic by turning them into streetwear hoodies.



### THE CONSOLIDATION OF A VISUAL IDENTITY AND AN OWN STYLE

During the 2021/22 season and as in the previous season, BLM continued to work to improve its physical points of sale. It was decided that the stores not only breathe Barça, but also incorporate touches of modernism and “noucentisme” in their decoration through the use of ceramics and different decorative elements. A clear example is the design of the new Barça Store & Exhibition Sagrada Família, which incorporates elements that bring together references to the city of Barcelona, the Club and sport.

With this establishment, FC Barcelona has implemented a new local concept that, by combining the exhibition area and characteristic elements related to the Club's history, wants to offer visitors a new experience and make them part of the spirit and the ‘culer’ tradition. Visitors to the store will be able to enjoy thematic displays that will change periodically and where the public can enter for free. Once the tour has been completed, fans can buy team memorabilia at the official Barça Store located in the same venue.



### SUSTAINABILITY AS A KEY FOCAL POINT

The Club has also maintained a clear commitment to sustainability this year. As a result, and together with Nike, 100% recycled polyester has been used for the production of the equipment, obtained from recycled plastic bottles that are melted to obtain a very fine thread. In this way, a fabric is obtained that allows maximum performance in sports practice and that has a minimal impact on the environment.







## Adapting contractual relations to the post-pandemic and economic reality

The Legal Area of FC Barcelona faced the 2021/22 season as a great challenge, not only because of the effects of Covid but also because it also had to consolidate a policy of judicial non-belligerence in order to seek the institutional stability of the Club from a legal point of view.

Beyond the challenge that came with the management and contract forecasting of all the changes to be implemented to reduce costs in the existing relationships with customers, suppliers and players compared to those that existed during the 2020/21 season, it was also a complex task to contractually regulate the relations for the 2021/22 season given the difficult economic and financial situation of the Club, as well as adapt them to the real needs and possibilities of the Entity. The Legal Area was able to successfully execute this task, and continues to work on adapting the Club's contractual relations with third parties against a backdrop that is gradually returning to normal after the pandemic and the effects this has had on the Club and society in general.

The return of the public to the stadiums has undoubtedly been good news and so too the recovery of income that is being managed and regulated in a particular way, consider-

ing the resumption of the Espai Barça project and the changes it will bring to our facilities. Specifically, a lot of work was done in seeking alternatives for holding the first team matches during the works and in the contractual regulation that this change entails in terms of service providers, season ticket-holding members and the general public.

The 2021/22 season was marked by a policy restricting expenditure and the management of resources to seek the biggest and best possibilities of obtaining revenue, culminating in the agreement signed with Spotify and with the search for financial levers that would ensure the continuity of the Club's commercial and sporting activity. The Legal Area has been, and continues to be, involved in all these negotiations and in the contractual regulation deriving from them, both in those achieved and in those currently being negotiated.

Despite the difficulties of the season and the delicate financial situation of the Club, the Legal Area closed the 2021/22 season with a positive balance for having been able to preserve and protect the Club's position in the best possible way in the face of the various challenges and milestones that emerged throughout the year.

# Crime prevention, control measures and promotion of ethical culture at the Club

FC Barcelona has had a Crime Prevention Model in place since the 2015/2016 season that complies with the elements set out in the Spanish Criminal Code and is led by the figure of the Chief Compliance Officer. This crime prevention model is under constant review and continuous improvement according to the changes or new activities that are generated and has been expanded and amended over time in accordance with the new legal and jurisprudential criteria that affect the issue of Compliance. It is for this reason that one of the tasks of Compliance is an annual plan that defines the actions that will be carried out during each season.

The function of the Compliance Area is independent and autonomous from the other areas of the Club in that it reports directly to the Board of Directors and its main functions are 1) to identify risks and implement measures and controls to mitigate them, 2) create a culture of ethics and compliance in all the Club's activities and in the relations with third parties, and 3) train and raise awareness among everyone who is part of FC Barcelona in order to respect the philosophy of regulatory compliance and ethical principles of the Club.

## ETHICAL CHANNEL

FC Barcelona has set up an Ethical Channel that allows the reporting of situations or conducts which are contrary to the Code of Ethics, internal regulations or applicable laws. The Ethical Channel consists of an online platform that is accessible both to players, managers and employees as well as to third parties, and it complies with the new European Directive 2019/1937, on the protection of persons who report breaches of Union law, which establishes that reporting channels must be effective, confidential and secure, and establish measures to protect whistleblowers against reprisals.

## CHILD PROTECTION SYSTEM

During the 2021/2022 season, the Compliance Department, in conjunction with the FC Barcelona Foundation, has presented the project it has been developing over the last few seasons to promote and ensure the protection and well-being of minors who, to a lesser or greater extent, are linked to the Club. It is the FC Barcelona Child Protection System, and its main objective and function is to implement preventive and reactive mechanisms in the event of potential risk situations in FC Barcelona projects involving children and adolescents. This project has been made public and accessible to everyone so that the third parties with whom FC Barcelona has a relationship for projects involving minors can also apply the measures included in the Protection System while adapting them into their organisations.

The main lines of action covered by the project include the creation of internal regulations, such as the Child Protection Policy or the Code of Conduct for professionals and other people; the determination of protection functions and responsibilities, mainly through the designation of bodies and persons with specific functions; the mapping of risks and protective measures, which provides an analysis of the main risks and their severity so that they can be dealt with appropriately; reaction measures, embodied in the Action Protocol and Protection Circuits in the event of risky or harmful situations; measures and standards for the selection and recruitment of persons and entities linked to minors; and training plans, and other actions.

## TRAINING FOR EMPLOYEES AND COLLABORATORS

Of particular note is the increase in compliance training, both for Club employees and third-party collaborators, as well as the creation of a policy acceptance website, which consists of a platform integrated into the Club's intranet through which FC Barcelona's policies and internal regulations are made available to the Club's employees, in the form of a repository, in such a way as to automate the acceptance of policies in the case of new additions.

However, the Compliance Area continues to work on the FC Barcelona business partner review system, carrying out preliminary analyses to ensure that third-party collaborators or business partners comply with the compliance standards necessary to work with the Club.







# Generating team and looking after people's well-being

The 2020/21 season was marked by the return to the Club offices after many months of remote working due to the Covid pandemic. On 4 October, a new phase began with the in-person return to the offices with a reduced capacity and with all the pandemic measures applied in order to guarantee a safe return. On this day, all of the Club's employees met at the Palau Blaugrana to attend a welcome talk by the club's president and management, together with a talk on the club's Medical Services by Dr. Jaume Padrós, head of the Occupational Health Service of FC Barcelona and president of the Barcelona Medical Association, with a contribution by Dr. Antoni Trilla, an epidemiologist from the Hospital Clínic de Barcelona.

## Communication

### INTERNAL COMMUNICATION PLAN

With the start of the new season, a new internal communication plan was designed specifically for the presidency and management with the aim of implementing the necessary actions, encouraging meetings and communication channels and ensuring the correct communication of the Strategic Plan and business projects. Of particular interest are the breakfasts with the presidency, the meetings with the Club's corporate areas, and the meetings of the management teams.

### LEADERSHIP MEETING

On 2 December, a meeting of the Club's management team took place with an introduction by president Joan Laporta, who conveyed the importance of working for Barça at this time and the need to do so responsibly, leading change management in a cross-cutting manner and with the same shared objective, to make Barça the best club in the world. This session was organised with the aim of sharing the FC Barcelona Strategic Plan in order to present three of the five value creation levers that form part of this plan: Fan Base, Sports Value, Operating Income, Stadium Potential and Cost Control. At the end of the meeting, the team was congratulated for the work it had done, and the importance of making Barça a leading club was conveyed, executing projects and making things happen, and everyone was reminded that we must be the drivers of the Club's transformation.



## PRESENTATION OF BARÇA PRODUCCIONS

With the creation of the new audiovisual company Barça Productions, the first day of operation of the new company was celebrated on 2 May with all the workers and collaborating companies and the participation of the Office of the Presidency, the Sales and the Human Resources Departments.



## Wellness and Health

### CONTINUITY WITH COVID VACCINATIONS

Covid vaccinations continued to be offered and encouraged among workers as well as their family members and awareness talks and updates on the state of the pandemic have continued with doctors Jaume Padrós and Antoni Trilla.



### ORPHEUS PROJECT

An additional measure implemented during this season was the Orpheus Project, consisting of the installation of an intelligent platform to continuously measure and guarantee the environmental quality in the Club's office buildings, with a particular interest with regard to the concentration of CO<sub>2</sub>, an indirect index of the level of ventilation in the work spaces. These sensors report the data to the Occupational Risk Prevention Department, which continuously monitors the results, so that it can take the appropriate corrective measures.

This project permanently controls the indoor air quality of our work spaces, guaranteeing that they are safe and healthy.

## Promoting our values

### COLLABORATION WITH UKRAINE

The FC Barcelona Foundation had made internal calls for direct collaboration because of the crisis caused by the war in Ukraine. Specifically, it has shared the need to actively participate in the food donation marquees, both in the organisation and through a donation itself, and volunteers have been asked to support refugee families.



### YOUPLAY

Taking advantage of the commercial initiative of the YouPlays, on 7 June Camp Nou held a day for Club workers with the participation of more than 200 people and ten teams were formed and five matches were played. This event was very well received and allowed the Club's values to be put into practice.







## The beginning of the return to “normality”

While it is true that the 2021/22 season began with capacity restrictions resulting from the Covid pandemic, the reality is that as the months went by the road to return to the pre-pandemic “normality” had begun, while ensuring that all the health and safety measures established by the Club's Medical Services were followed at all times.



During all the months during which the Club was affected by the capacity restrictions since the beginning of the pandemic, the FC Barcelona Communication Department reviewed all the accreditation protocols and criteria to offer a better service to the media and expand the dissemination of daily activities by adding media in new formats.

So, in the 2021/22 season, the accreditation process was opened for more than 350 institutional and sporting events, from pre-match press conferences to matches. Once again, the LaLiga Clásico was the match that most aroused the interest of the media from all over the world. That day, 635 media professionals from 38 countries were accredited at the Camp Nou. In the institutional sphere, the presentation of Xavi Hernández as coach of the first football team was the event that aroused the most interest, with more than 150 requests.



# Making the 'more than a Club' concept known to the world through the international media



FC Barcelona has continued to work to promote the Barça brand and explain the values and pillars that make Barça *more than a club* around the world through different actions with leading international media outlets in the different strategic territories. In a year that has gradually seen borders reopen and the mobility of people gradually return to normal, during the 2021/22 season some countries still faced restrictions in this regard. For this reason, the Club has continued with its commitment to carry out actions aimed at enabling international journalists to get to know the Club better, so as to be able to explain the essence of the Entity to the fans, combining both virtual and in-person actions for the media outlets that are not in Barcelona. As usual, these actions have been circulated through its players, who arouse great interest from both fans and media around the world.

A virtual round table was organised with the player of the men's first team Memphis Depay after his arrival with media outlets from the Asia-Pacific region, including Tencent Sports, one of the main media groups in China, and GOAL for its editions in Asia. The women's player Alexia Putellas also talked to the main tabloids in these territories such as *Kompas* from Indonesia, *SportsKeeda* from Japan or *Hinduistan Times* from India. In the case of Alexia, the meeting was held to publicise the new documentary *Matchday-Queens of The Pitch*, that premiered on Barça TV+.

On the opposite side of the world, in the United States, Lieke Martens also sat down virtually with leading media outlets such as *The Athletic* and CBS Sports, to talk about the experience of the players and the importance of this production in explaining the phenomenon and the growth of the Barça women's football project. For the Hispanic media, the team's ambassador was Jennifer Hermoso, who spoke to the two most important television channels for the Hispanic market in the United States, Telemundo and Univisión.

Another moment that attracted a lot of attention from the foreign media was the women's Champions League quarter-final match at Camp Nou against Real Madrid. The fans filled the Stadium on 30 March 2022 breaking the record for attendance. On this occasion, the Club invited different international media outlets from the main European markets and

also from the United States, where women's football has a large following, to share this experience, promoting meetings with the team managers, allowing them to have a better understanding of FC Barcelona's commitment to women's sport, as part of its aim to promote the role of women in the different areas of society. Some of the UK media outlets, such as *The Telegraph*, *The Guardian*, the BBC, as well as the German newspaper *Deutsche Welle*, the US publication *Forbes*, ESPN, *The Athletic* and *Just Women in Sports*, and global media outlets like Sky Sports, for example, participated in some of the activities that had been organised.

## COVER OF SPORTS ILLUSTRATED

The Club and the Women's team, en route to the Champions League final, made history again on 22 April in the semi-finals against Wolfsburg, and major media outlets such as *Sports Illustrated* devoted a cover story to the team, in a piece where they interviewed the players Melanie Serrano, Alexia Putellas and Caroline Graham-Hansen, as well as the team's sports manager Markel Zubizarreta and coach Jonatan Giráldez, and detailed the work done since the professionalisation of the team, the progress achieved and the repercussion of a team, which has positioned itself as a benchmark in women's football, both in Europe and in the world.





# Priority for institutional broadcasts and sports news, with a focus on the Women's team

Barça TV made a special follow-up of the women's first team in this historic season. On the day Alexia Putellas achieved *The Best* award, a special programme was made with the presenter Judit Esteban from Barça Studios with the presence of the best female player in the world, Alexia Putellas, Jennifer Hermoso, the president Joan Laporta and the Director of Professional Sports, Xavier Budó. It was at the same Studios facilities where the captain of the first team, Sergio Busquets, presented the award to Alexia in a gala which, due to the pandemic, was also online.



Barça TV filmed a special programme with all the Champions League matches of the women's team, with pre-and post-match scorers led by journalist Laura Aparicio.

On the day of the Champions League final in Turin and, coinciding with the Basketball Final Four in Belgrade, the channel focused all its energy into the two finals with teams displaced everywhere, where it opened the set in Barcelona and at the two points of interest for all 'culers'.

So, from 9 a.m., with Cristina Collado, a special programming slot was offered until after 11 p.m. For the Handball Final Four, a special programme was shown with the stars from Cologne.

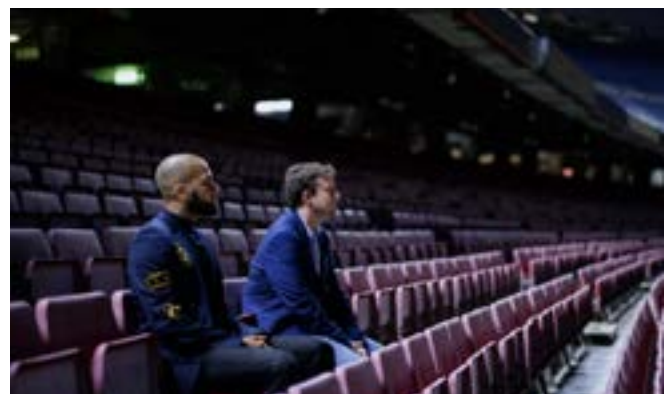
One of the programmes with the highest audience and the most impact on the Club channel in the 2021/22 season was the interview with president Joan Laporta. The president gave an interview on the day that marked one year (7 March) from the start of his term of office. The journalists Llorenç Tarrés and Judit Esteban interviewed him for more than an hour.



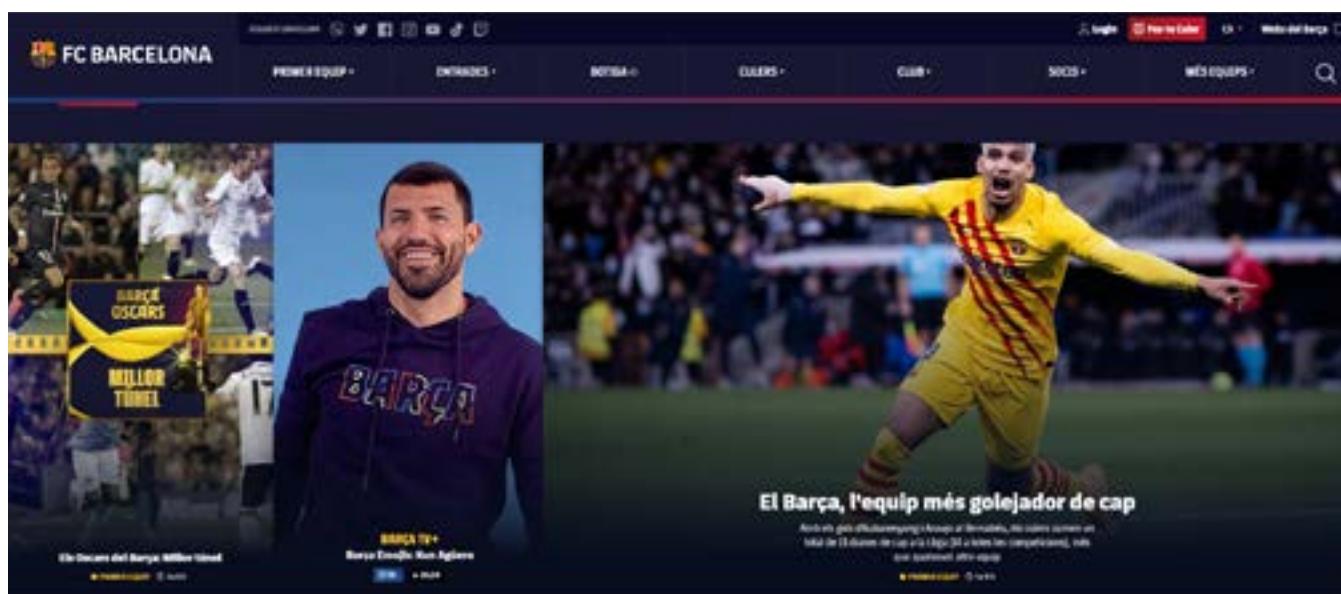
Another of the most special live shows of the season was the presentation from the Palau de la Música of the Barça Studios documentary *Matchday: Queens of the Pitch*.



The broadcast on Barça TV of three Barça Studios programmes presented and scripted by journalist Marc Brau with Gerard Piqué, Sergio Busquets and Dani Alves were some of the best reports of the season. With Piqué, there was a sensory tour of the Museum using photographs of his career; with Busquets, at La Masia, with contributions by his coaches, Pep Guardiola, Luis Enrique Martínez, Xavi Hernández and coach Vicente del Bosque; and his team-mate, Andrés Iniesta. And with Dani Alves, in which Brau made an emotional tour of the entire Camp Nou where, at night and in silence, the player's feelings and career at the Club were reviewed.



# A website with more than 50 million visits



FC Barcelona's official website closed the 2021/22 season with a total of 50 million visits, reached by almost 30 million unique users. Available in five languages (Catalan, Spanish, English, French and Japanese), the Club's website generated up to 155 million page views, a fact that represents considerable growth compared to the 2020/21 season, marked by the coronavirus cri-

sis, in which the number of page views was 104 million.

During the 2021/22 season, more than 14,000 news items were published (summing the five languages of the website), with the women's Champions League final, Leo Messi's farewell day and the 0-4 at the Santiago Bernabéu being three of the days with the most traffic peaks.

It must be remembered that the website is one of the main tools used by the Club to communicate with members and fans around the world. In addition to offering an information service, fcbarcelona.cat is also a fan-centric website where users can have their say through various surveys and prize draws.

## Lineker wins the Vázquez Montalbán Sports Journalism Award

In January, the jury of the Manuel Vázquez Montalbán International Journalism Award, in the sports journalism category, announced that the winner of the 2021 award was Gary Winston Lineker. The former English footballer, who played for FC Barcelona between 1986 and 1989, entered the world of communication after hanging up his boots. At the BBC he has led programmes such as *Gary Lineker's Golden Boots* and, above all, *Match of the Day*. He is currently an ambassador for LaLiga and comments and analyses the Spanish championship for viewers in the UK and Ireland on LaLiga TV.





# Six new editions of the corporate publication in digital version

The BARÇA MAGAZINE continued to be sent to members through the *Infosocis* newsletter, in digital format, guaranteeing the quality, diversity and rigour of the contents; with Barça TV+ videos, photo galleries and data infographics, among other visual effects, which have made reading an enjoyable and interactive experience. BARÇA MAGAZINE focused, once again, on the sporting, social and institutional current affairs of the Entity with a relaxed and analytical approach with the aim of informing members of the Club's day-to-day life in an entertaining and knowledgeable way. Six issues have been published during the season, one of them a special monograph.

Number 108, the first of the season, devoted its cover to the new batch of young talent in the first team under the eloquent headline "Dream Teen", a generation destined to make history. The 109th edition featured Alexia Putellas,

the women's football captain, who was catapulted into the footballing elite with her first Ballon d'Or. The following issue, corresponding to the months of February and March, opened with the additions of the winter market: Alves, Adama, Ferran and Aubameyang, all of them with a series of virtues with which Xavi's team was strengthened. Edition 111 of the magazine touched on women's football again, in this case announcing "The beginning of a new era" and taking as a starting point the attendance record in the debut match at the Camp Nou with the fans. And to end the season, the Club's corporate publication opted for a weighty commercial theme, the premiere of the new team shirt with the Spotify emblem, a new step in the world of sports sponsorships that this time unites football and music, a special agreement that promises to be enriching.



## MONOGRAPH ON THE ESPAI BARÇA REFERENDUM

Between edition 108 and 109, in the month of December, a special issue of BARÇA MAGAZINE was published, in monographic format, dedicated to the remote referendum to vote on the financing of the Espai Barça that was held on Sunday 19 December. This publication contained several in-depth reports on economic aspects of this project with the aim of helping members to form an opinion. "Si tots votem, guanyarem!" ("If we all vote, we will win!") was the headline chosen for the cover. Inside, articles were

devoted to the architectural new features of the project, as well as the benefits it will bring to members. Finally, the new funding gained broad support from the membership. "Yes" won the referendum with 42,693 votes in favour, 87.80% of the total votes cast. "No" totaled 5,055 votes (10.40%) and there were 875 blank votes (1.80%). The green light was therefore given to an exciting project and one that is key to the future of the Club.



# The Club's historical heritage is growing

In the 2021/22 season, attendance regained prominence, although the online services adopted during the Covid pandemic remained offering a more flexible service to users. In terms of statistics, 1,903 queries were answered, which represents an increase of almost 35% compared to the 2020/21 season. 75% of queries were from internal users and 25% from external users, a 10-point growth compared to last year. 84,104 photographs were also documented in detail, there were 15,000 more images compared to the 2020/2021 season, 26,209 images were uploaded to the Brand Centre and a total of 152,191 documents were distributed.

On the documentary side, the Peris de Vargas Fund was incorporated into the Documentation Centre, a collection of pieces and objects that were the property of the Peris de Vargas family, very closely linked to the first period of the Club's history, which includes extremely valuable historical material on Barça and football topics between the years 1897 and 1956. In addition, on the occasion of the 50th anniversary of the death of Josep Samitier, some of the old images, many unpublished, from the Samitier Fund, kept by the Documentation Centre, were released. This Fund includes personal photos that Josep Samitier had accumulated throughout his life, both sporting and more strictly family-themed. Also noteworthy is the donation to the Centre of a hundred books with Barça-related themes by member and collaborator of the FC Barcelona Players' Association, Lluís Llop. All these new documentary elements over the course of the season led to the cataloguing of 1,087 books and 3,814 archival documents.

In the dissemination section, the Documentation Centre actively participated in the *50 years of Magic* campaign on the occasion of the commemoration of the 50th anniversary of the inauguration of the Palau Blaugrana, in which it provided support by providing materials and advice. It is also worth noting the participation in the communication action on *La maleta d'en Samitier* (Samitier's Suitcase), which com-



memorated the 50th anniversary of the death of the legendary former Barcelona player. The Josep Samitier Fund was announced with a website news item and a Twitter thread, which was very well received, as it accumulated 905 *likes* and around 32,000 interactions. Among the collaborations with other institutions, it is worth mentioning the loan of material for the exhibitions "Barcelona & football. The great social game of the 20th century" of the Barcelona History Museum (MUHBA) and "L'Olot. One hundred years of a football club" organised by the Museu de la Garrotxa and the UE Olot.

The Documentation Centre put together the official FC Barcelona book *Barça Femení. Its History from its Origins to the Treble*, a work of 400 pages that comprehensively covers the entire history of FC Barcelona Women's team from its foundation in 1970 up until 2021, with the personal testimony of 111 pioneers, veterans and players. In addition, it collaborated with the Reminiscence Workshop organised by the Barça Players Association at the El Congost del Figaró geriatric home, and participated in the Roundtable Discussion "Sport in times of war", organised by the Barcelona Olympic Foundation.









An aerial photograph of Barcelona, Spain, featuring the Camp Nou stadium in the foreground. The stadium's roof is a large, circular, blue and white structure with the FC Barcelona crest and 'WEL CAMP ÈS BARÇA' visible. The surrounding city is densely packed with buildings, and the Mediterranean Sea is visible in the background under a clear sky.


# ESPAI BARÇA



# ESPAI BARÇA

Espai Barça is the project to transform all the facilities that FC Barcelona has in the city centre (Spotify Camp Nou, Palau Blaugrana and Campus Barça) and also includes the construction of the Johan Cruyff Stadium, at the Ciutat Esportiva Joan Gamper in Sant Joan Despí, which was inaugurated on 29 August 2019. It proposes a new concept for the facilities designed to transform them into an entirely new Barça experience, inclusive and at the same time open to

Barcelona. Espai Barça will become the largest and most innovative sports and entertainment complex located within a European city. New improvements have been added to the project this season, to include more benefits and fewer drawbacks for members, as well as improvements in sustainability, technology, mobility and the business plan, which will allow us to generate more revenue.



## NEW PALAU BLAUGRANA

- A project that is currently undergoing revision, but which aims to increase the capacity from 10,000 to 15,000 seats for sports activities.
- A new source of revenue, as the facilities will allow cultural events to be hosted there.
- Located on the current site of the Minestadi.

## BARÇA CAMPUS

- A new concept for a better use of space, creating a setting that will offer new sporting and entertainment experiences.
- A green meeting space, offering sports circuits and activities, children's playgrounds, fountains

and leisure areas for visitors and neighbours.

- It will enhance and improve the surroundings, incorporating a welcome hub located in the central part of the Grandstand.
- It will improve sustainable mobility and safety on match days.



## JOHAN CRUYFF STADIUM

- A modern and efficient facility for 6,000 spectators already in operation.
- It is built in line with 'smart' stadium criteria, following sustainability and energy efficiency requirements.



## FUTURE SPOTIFY CAMP NOU

- A covered stadium with cutting-edge facilities for 105,000 spectators.
- The first level stand will remain unchanged, this avoids the movement of members between stands, but access will be improved.
- A new third level stand is proposed, which will provide more space and allow the VIP areas to be concentrated there.
- The VIP ring in the first level stand planned in the first project would be placed higher up,

between the second and third level stands, with an independent double ring that would increase the capacity of the VIP boxes and allow for additional revenue.

- Sustainability is one of the priorities, making the future Camp Nou a benchmark in this area.
- State-of-the-art technology.



# The main changes in the new project

## 1 THERE WILL BE NO CHANGES TO THE STRUCTURE OF THE FIRST LEVEL STAND

There will be no movement of members between the stands as in the previous project, if they do not wish to move. This first level stand is also further improved with access from the first floor and the exit to the seating area via the grandstand. This eliminates underground passages, saves space and improves accessibility. There is the possibility of rearranging the seats in some areas, but in many cases it may even improve the location of the members or make it possible to group families together.

## 2 MINIMAL IMPACT

There may be some minimal impacts, but these will be movements within the same stand, and mainly due to adaptations to regulations and in order to guarantee safety.

## 3 A NEW THIRD LEVEL STAND IS PROPOSED

It will improve accessibility, comfort, provide a better operational and functional layout, and offer larger spaces for members and the Club. It also makes it possible to concentrate the VIP areas instead of having them distributed throughout the stadium, minimising the impact on members.

## 4 NEW SEATS AND SPACES FOR MEMBERS

The new distribution plan maintains the capacity of 105,000 spectators, and will be able to accommodate members who are on the waiting list. Members will have more amenities and will be under cover.

## 5 DOUBLE VIP RING BETWEEN THE SECOND AND THIRD LEVEL STANDS

The VIP ring of the first stand is placed further up, between the second and third level stands, with an independent double ring that considerably increases the capacity of the VIP slots and thus allows more revenue to be obtained, which will be used to finance the project. This *hospitality* area will not affect members, as was previously the case with the ring on the first level stand.



6 NEW PHOTOVOLTAIC ROOF

The roof will be different from the previous project in that it will incorporate more elements that will help sustainability. A geothermal and global heat and cold distribution (District Heating & Cooling) system will be installed to turn the Espai Barça into a benchmark for sustainability. The roof will be covered with 30,000 m<sup>2</sup> of solar panels to generate photovoltaic energy.

7 STATE-OF-THE-ART TECHNOLOGY

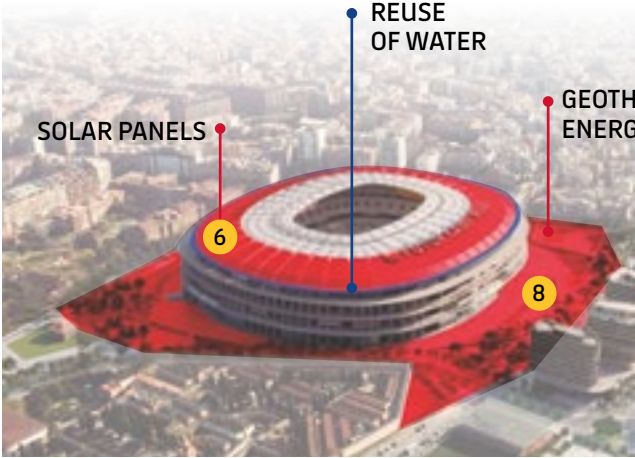
The future Camp Nou will be a stadium that incorporates the latest technologies on the market, including a 360° screen inside the bowl that will offer a new experience to the public, an improved security and vehicle access control system and maximum use of the possibilities offered by 5G connectivity.

8 SUSTAINABILITY, PART OF THE STADIUM'S DNA

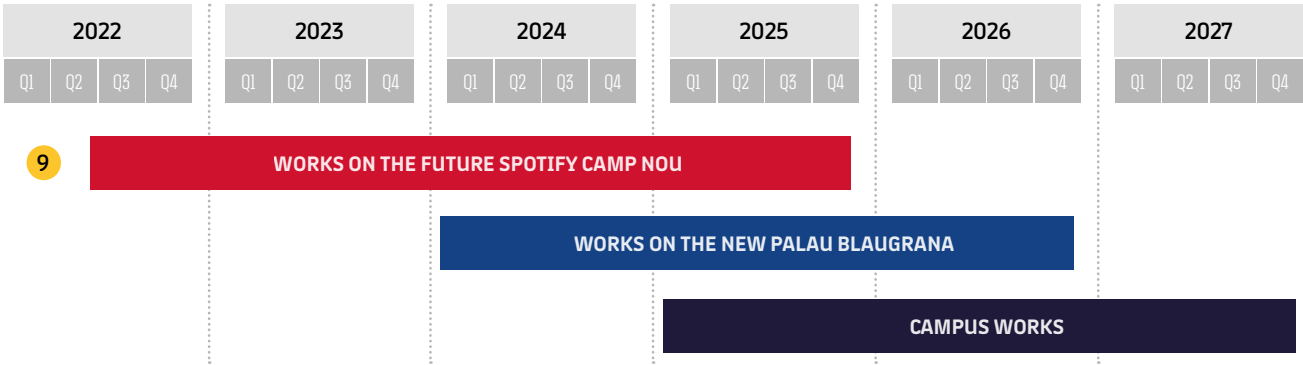
The project has made sustainability one of its top priorities, to turn the future Camp Nou into a benchmark in this area. The new redesign aims to promote the concept of increased use of bicycles. The objective is to have more electric parking spaces, and to provide more solutions for sustainable mobility.

9 THE CONSTRUCTION SCHEDULE HAS BEEN SHORTENED

As soon as the members approved the new funding in the referendum, the work was scheduled to begin in the summer of 2022, with the partial demolition of the third stand of the Gol Sud. The transfer of the Camp Nou activities to Montjuïc during the 2023/24 season will allow the completion of the construction and planning of the remodelling of the future Spotify Camp Nou at the end of 2025.



WORKS SCHEDULE







# How much does the Espai Barça cost and how is it funded?

The Espai Barça is an essential project to keep FC Barcelona at the forefront of world sport, both in terms of facilities and sporting capacity. The previous project was under-budgeted, was not ideal for members, but most of all, it needed to be funded with a sustainable and viable plan that would not put the Club or the

sports management at risk. With the plan approved in the referendum, the Espai Barça is now self-funding, using the revenue generated by the project itself; the works will not cost the members money nor will they mortgage the Club's assets.

## **ADDITIONAL REVENUE FROM THE NEW PROJECT**

The funding is based on the additional revenues that the project will receive as a result of the new boxes and VIP seating, operating areas, sponsors and the exploitation of activities that the Espai Barça will generate.

## **GUARANTEED BY THE ESPAI BARÇA ITSELF**

The guarantees for this funding are the increased revenue generated by the new Espai Barça once finished. The Espai Barça will not cost the member any money, nor will it jeopardise the Club's assets or put the sports management at risk. Given that the repayment is based on additional revenue, it will not affect the ordinary running of the Club.

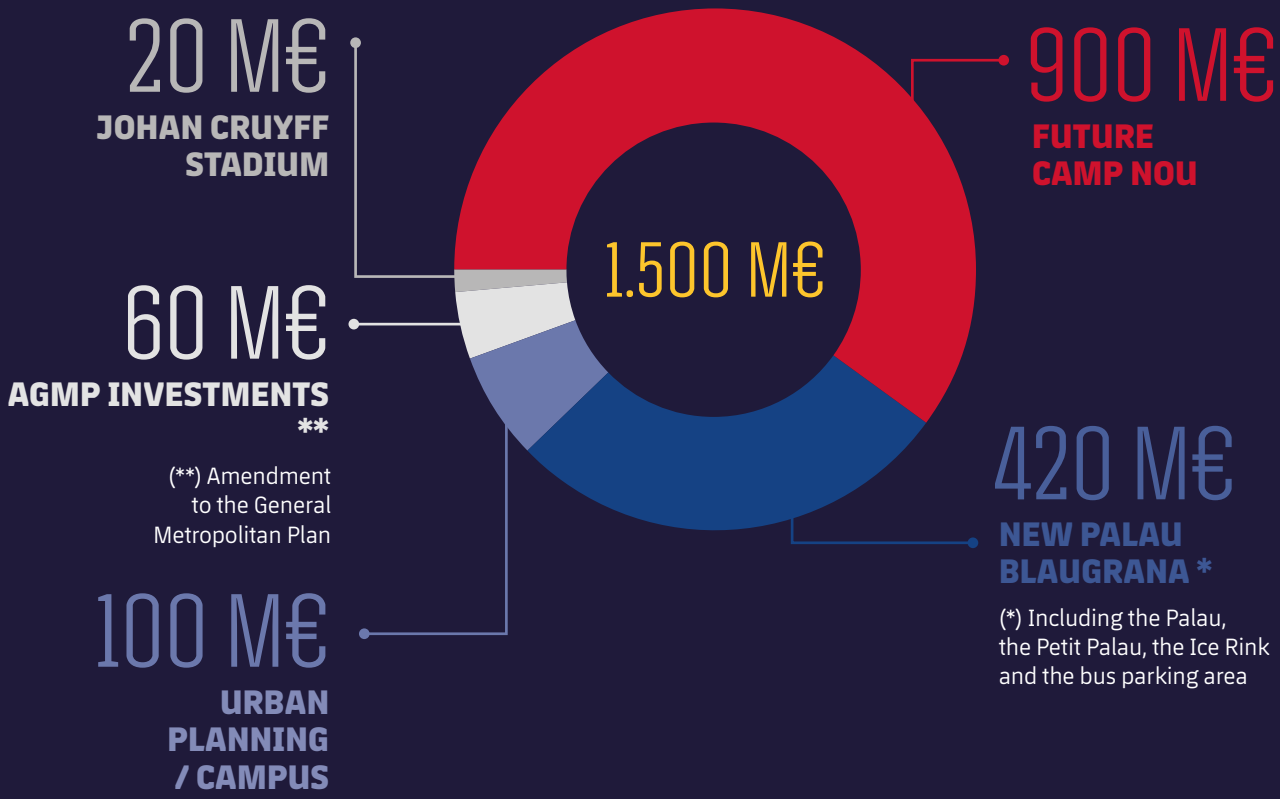
## **MARKET INTEREST RATE AND REPAYABLE OVER 35 YEARS**

The Club negotiated funding at a market interest rate through international operators who are experts in funding sports facilities. The funding will be over 35 years, 5 years for construction (grace period) and 30 years for management.

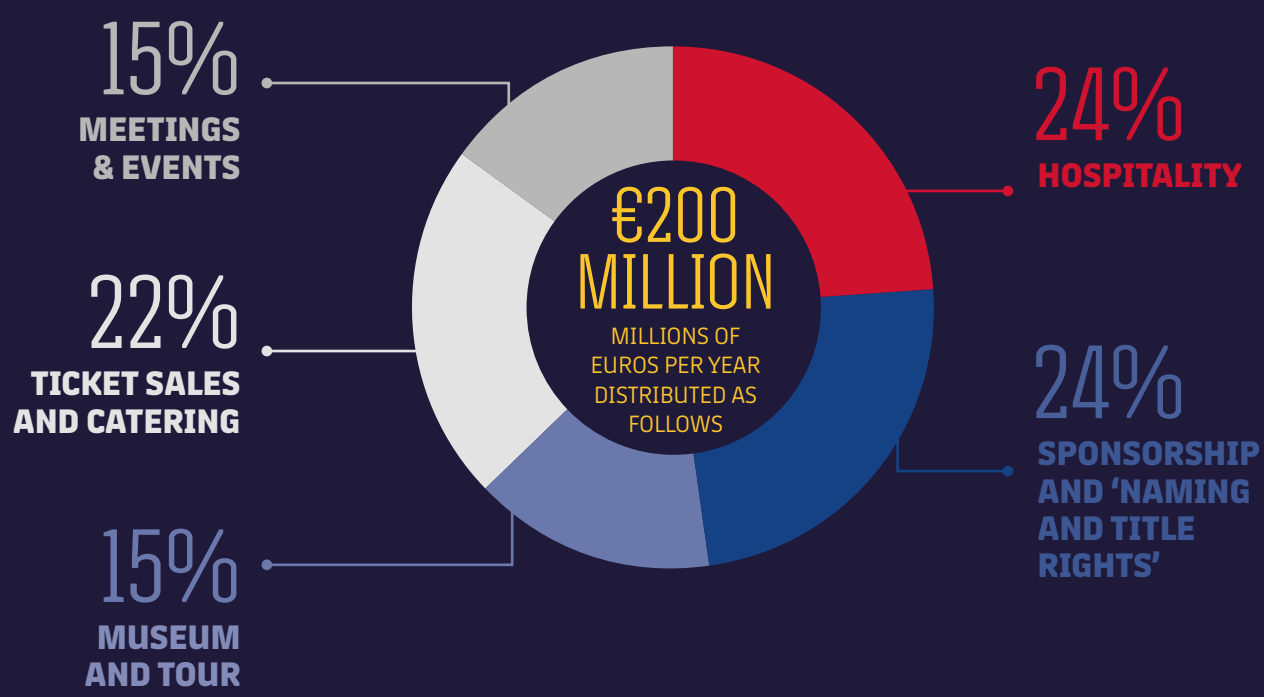
## **OPERATION FOR UP TO €1.5 BILLION**

At the Assembly held on 23 October, the delegate members approved the authorisation to carry out the necessary actions to subscribe to a funding operation of up to €1.5 billion by a clear majority, and the agreement was later ratified in a remote referendum open to all members.

THE ESTIMATED INVESTMENT  
IS A MAXIMUM OF €1.5 BILLION



FINANCED USING THE ADDITIONAL REVENUE  
GENERATED BY THE ESPAI BARÇA







## Exhibition for the funding referendum

On the occasion of the celebration of the Espai Barça funding referendum, the Club held an exhibition in a 400 m<sup>2</sup> marquee

located on the esplanade of the main grandstand of the Camp Nou, where it was possible to find out all the details

of the funding, the new features of the project and the remote voting procedure. It also included a video about the Espai Barça, complete with simulations of how the interior and tiered stands of the Stadium will look. Informative sessions were organised by the vice-president Elena Fort and the director in charge of Espai Barça, Jordi Llauredó, and guided tours for members, senators and members of the supporters' clubs.



## THE CITY COUNCIL APPROVES THE LICENCE FOR THE WORKS

On 28 April, a meeting was held between president Joan Laporta and mayor Ada Colau just after the City Council's Governing Committee approved the granting of the licence for the Camp Nou refurbishment works. They were accompanied by Janet Sanz, Deputy Mayor for Ecology, Urban Planning, Infrastructures and Mobility; Jaume Collboni, First Deputy Mayor for Economy, Employment, Competitiveness and Finance; Elena Fort, Institutional Vice-President of the Club, and Jordi Llauredó, Director of Espai Barça.



## PRESENTATION OF THE FUTURE CAMP NOU PROJECT AT THE COAC

In June, the improvements to the project for the future Camp Nou were presented to the Architects' Association of Catalonia (COAC) in an event held at the association's premises. The presentation was attended by the vice-president and head of the Institutional Area of FC Barcelona, Elena Fort; the dean of the COAC, Guim Costa i Calsamiglia; and representatives of the architectural firms IDOM, b720 and Nikken Sekkei, which are part of the design team of the future Spotify Camp Nou.

# Joint event with BSM to formalise the transfer agreement to Montjuïc

The men's first team will play at the Estadi Olímpic Lluís Companys during the 2023/24 season thanks to the agreement established between the Club and Barcelona City Council through the company

Barcelona de Serveis Municipals (B:SM), the manager of the facility that Barça will use while part of the Camp Nou refurbishment work is being carried out. The presentation ceremony was held at the

end of June in front of the main façade of the Estadi Olímpic Lluís Companys, with the presence of president Joan Laporta and the first deputy mayor and chairman of BSM, Jaume Collboni.



## THE CLUB MEETS WITH INVESTOR GROUPS AND RATING AGENCIES TO SECURE FUNDING

During the month of May, the Club organised three days of informative sessions for some of the most prestigious firms, investment groups and rating agencies in the sector with the aim of providing an in-depth look at the Espai Barça project and its business plan. These investors came from Goldman Sachs, a world leader in investment banking and securities operations, which has been a consultant in the funding of more than 45 stadiums around the world, in the amount of more than US\$20 billion, and which acts as an intermediary for the Club.









# ECONOMIC AREA







# SUMMARY OF ACTIVITY FOR 2021/22 AND OBJECTIVES FOR 2022/23



## SUMMARY OF ACTIVITY FOR 2021/2022

## REVENUE

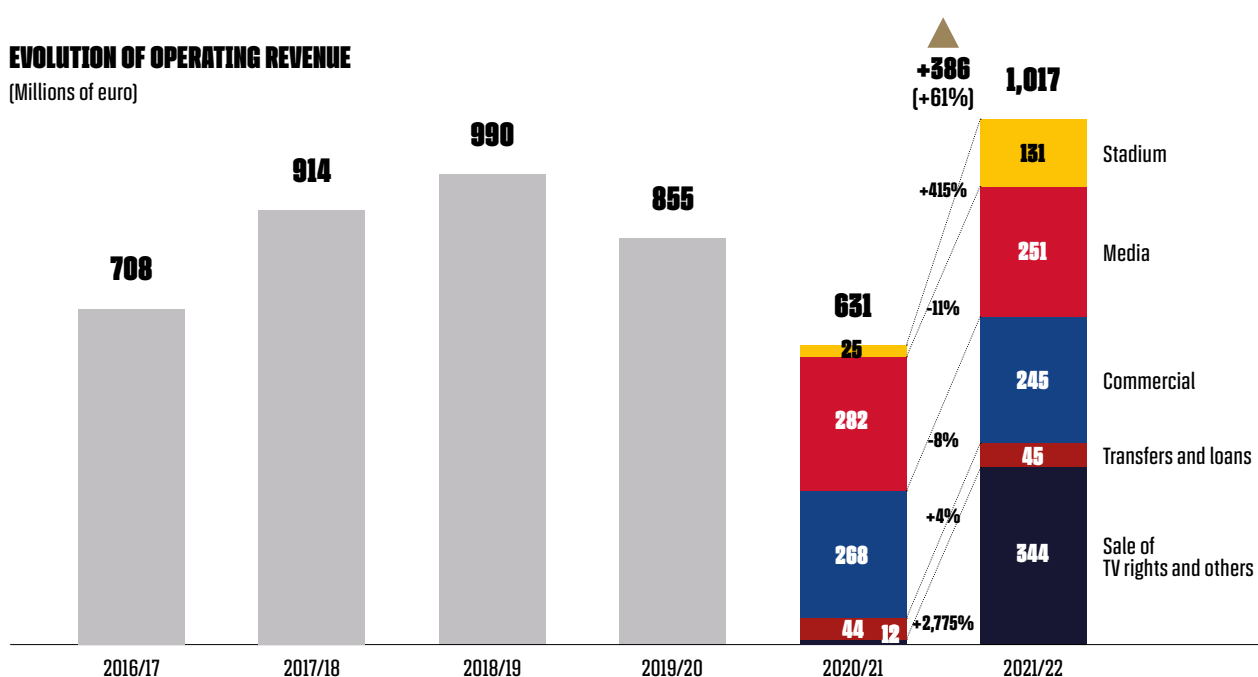
The financial year 2021/22 closes with a total revenue of €1,019 million, an increase of 60% over the previous year's €635 million (an increase of €384 million) and 25% over the €816 million forecasted. Two major factors explain these differences: firstly, the gradual end of the consequences of the COVID-19 pandemic, which had a lesser effect on the current season than in the 2020/21 season; secondly, the sale of 10% of the television rights related to the LaLiga competition played by the Club's first men's football team, which generated extraordinary income of €266 million.

The main changes from the previous year are as follows:

- There was an increase of 415% in revenue from the operation of the stadium and other facilities, placing the 2021/22 income on the road to recovery of pre-pandemic income (€131 million), and leaving behind a 2020/21 season with no spectators at the stadium and the Club's facilities.
- In the Media heading, revenues decreased by -11% mainly due to two factors: firstly, due to the elimination of the first men's football team from the UEFA Champions League, a fact that will cause lower revenues related to qualifying rounds of this competition; and secondly, due to the effect of the postponement of the competitions during the summer of 2020, a fact that distorts the comparative analysis with respect to the previous year.
- Revenue from the Commercial Department fell by -8% compared to the previous season, from €268 million to €245 million. The main variation is due to the decrease in income from sponsors due to the addenda made during 2020 with different sponsors as a consequence of the pandemic. Furthermore, the Club recovered a large part of the income generated by Barça Licensing & Merchandising, S.L., the company 100% owned by the Club that manages the exploitation of merchandising, which, due to the COVID-19 pandemic, kept the stores closed for practically the whole of last season.
- Transfers and Disposals amounted to €45 million, similar to the €44 million of the previous season.
- Other income mainly includes the sale of 10% of the television rights related to the LaLiga competition played by the first men's football team, amounting to €266 million. This section also includes reversals of impairment losses, applications of provisions or other income that cannot be grouped under any of the above headings.

## EVOLUTION OF OPERATING REVENUE

(Millions of euro)



\*Does not include financial income

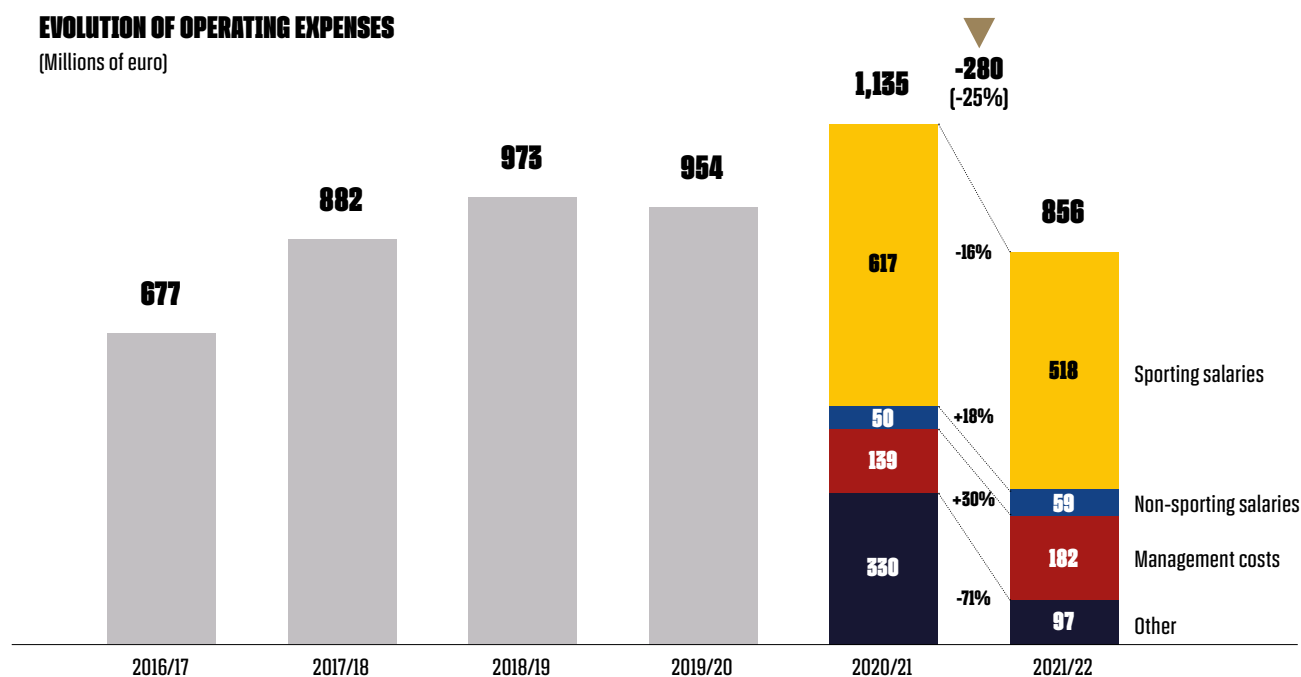
## EXPENDITURE

Operating costs fell -25% compared to the previous season, from €1,135 million to €856 million, mainly for the following reasons:

- Expenditure on sports payroll (salaries and amortisation) decreased mainly due to the savings achieved during the transfer market in the summer of 2021 through departures and renewals. The elimination from the UEFA Champions League at the group stage also had a similar effect, due to the variables associated with the qualifying rounds of this competition not deserved.
- Non-sports salaries increased by 18% due to the fact that all staff affected by furlough schemes during the 2020/21 season were no longer included in this employment scheme during the current season.
- Management costs increased by 30%, mainly due to the direct costs associated with the recovery of the Stadium's activity, which are essential for the generation of the revenue recovered during the post-pandemic period.
- The Other Expenses heading decreased by -71% mainly due to the recognition during the last season of accounting liabilities such as provisions for tax, legal, employment or delinquency risks, following the recommendations established in the Due Diligence report commissioned by the Board of Directors, as well as the depreciation of players derived from the transfer of them to being held for sale.

## EVOLUTION OF OPERATING EXPENSES

(Millions of euro)



\*Does not include financial expenses



## SUMMARY OF ACTIVITY

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### EVOLUTION OF SPORTING COSTS

The sports cost ratio over recurring income was 69%, 29 percentage points better than in previous years.

### RESULTS

The 2021/22 financial year closed with an after-tax profit of €98 million and an EBITDA of €20 million.

#### SUMMARY OF INCOME STATEMENT AT YEAR-END 2021/22

(Millions of euro)

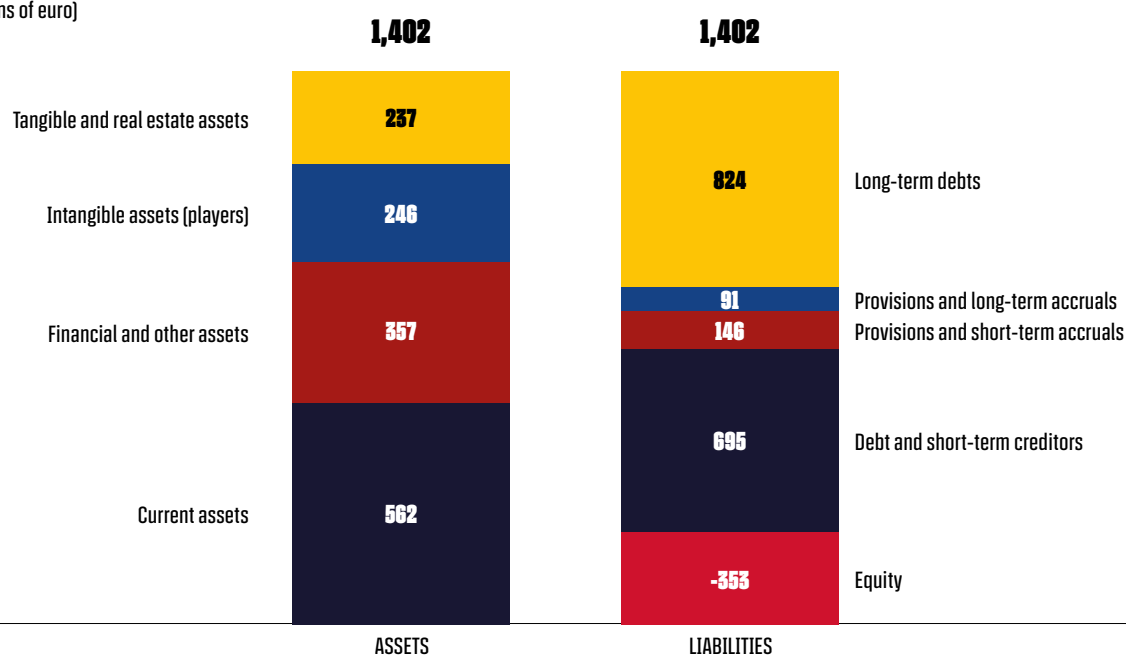
	Actual 2021/22
Revenue	1,017
Expenditure	-856
Operating profit	161
Net Profit	124
Profit after tax	98

## BALANCE SHEET

- The net debt according to the criteria established by the LFP at 30 June 2022 is €608 million (€682 million as at 30 June 2021).
- At treasury management level, the Club closed the year with €378 million in available cash. The gross bank debt is €841 million, an amount corresponding mainly to the different long-term debt issuances that the Club has, as well as the loan for the financing of the Espai Barça.
- Net equity started to recover, standing at a negative €353 million at the end of June (negative €451 million at 30 June 2021).
- During the 2021/22 season, investments were made in assets and non-sporting intangible assets for €28 million, of which a large part, €16 million, corresponds to investments in Espai Barça.

## BALANCE SHEET AT 30/06/2022

(Millions of euro)





# OBJECTIVES 2022/23

### SUMMARY OF PROFIT AND LOSSES FOR 2022/23 BUDGET

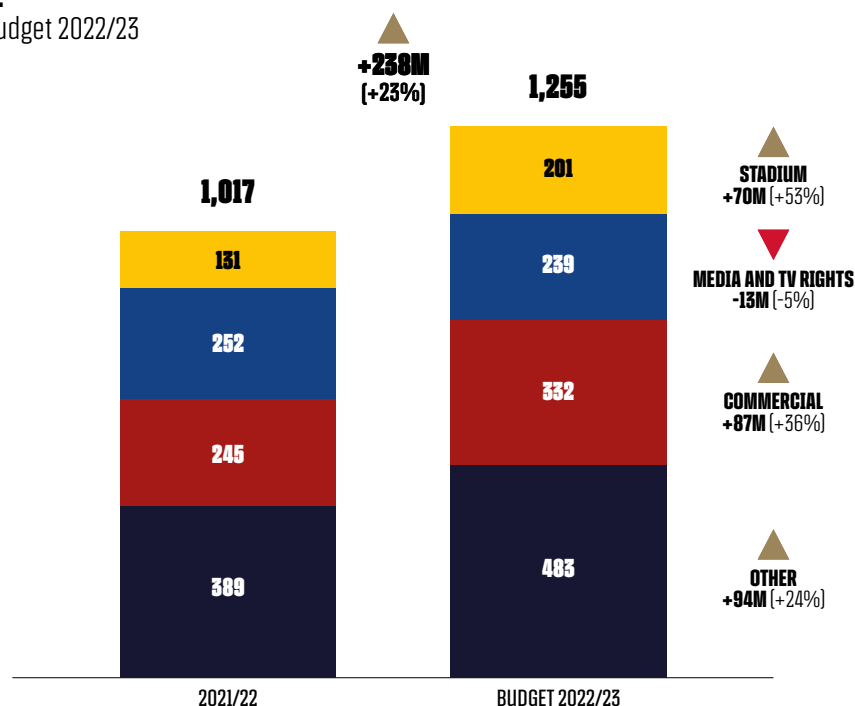
(Millions of euro)

	PPT 2022/23
Revenue	1,452
Expenditure	-1,086
Net Profit	366
Profit after tax	275

### OPERATING REVENUE

Actual 2021/22 vs Budget 2022/23

(Millions of euro)



*\*Does not include financial income*

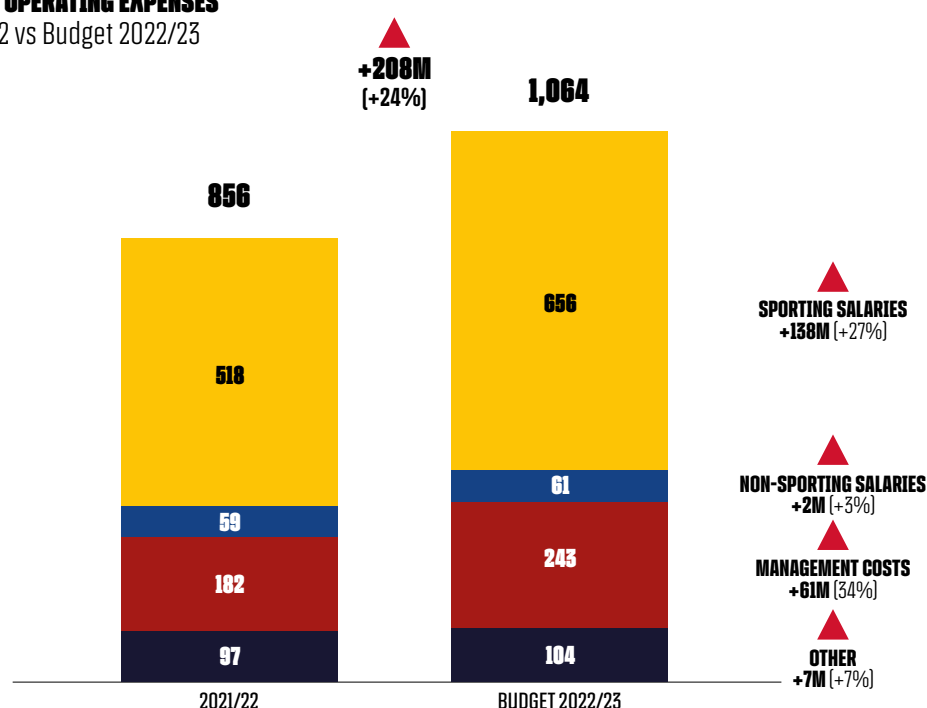
- Stadium revenues increased (+53%) thanks to the total reopening of the Club's facilities, especially for the men's first team matches, accompanied by a complete recovery of tourism to pre-pandemic levels. The Club regained a full season for the first time since 2018/19 season without any effects derived from the COVID-19 pandemic.
- Under the Media heading, a fall in revenue compared to the previous season is expected (-5%) due to two compensatory factors: firstly, the usual budget hypothesis of qualifying for the UEFA Champions League rounds is foreseen, a fact that would significantly improve the amount foreseen compared to the previous season; secondly, the sale of 25% of the television rights of the LaLiga matches of the men's first team represents a reduction compared to previous seasons.

- The forecast for Commercial revenue is positive (+36%), due to various factors: the total recovery of the business linked merchandising (BLM), the improvement of the Sponsorship contracts (with special emphasis on the contract agreed with Spotify) and the tour of the United States during the summer of 2022.
- In other income, the increase (+24%) is due to the recognition of the sale of 15% of the television rights related to the LaLiga competition played by the first men's football team, amounting to €400 million (in the previous season, the sale of 10% generated €266 million of income). This section also includes reversals of impairment losses, applications of provisions or other income that cannot be grouped under any of the above headings.
- Lastly, it is worth noting that the budget also includes a significant financial entry, amounting to €197 million, related to the sale of 49% of the shares of the company dedicated to the exploitation of the Club's new digital assets, such as the NFTs and Metavers.

### EVOLUTION OF OPERATING EXPENSES

Actual 2021/22 vs Budget 2022/23

(Millions of euro)



*\*Does not include financial expenses*

- The Club has made a significant effort to improve the men's football first team, increasing (+27%) the salary expense from previously signed contracts was a result of this fact.
- The increase in non-sporting salaries (+2%) correspond to the CPI increase and to the Club's increase activity.
- Management costs also increased (+34%) due to the reopening of the facilities (partially affected during the season 2021/22) and the costs necessary to launch all match day operations (ticket sales, security, cleaning, etc.), as well as for the cost of sales at the shops owned by the Club.
- Other expenses increased (+7%), partly due to the effect of the accelerated depreciation of all the assets affected by the works at Espai Barça.

Overall, the budgeted pre-tax profit for the 2022/23 season stands at €366 million, which, including the financial result and taxes, represents a projected pre-tax profit of €275 million.



## SUMMARY OF ACTIVITY

### 2022/23 SEASON BUDGET

(Thousands of euros)

	Football	Base football	Female	Basketball	Handball	Roller Hockey	Indoor football	Non-prof.	BLM and others	Total
<b>Net turnover</b>	<b>585,074</b>	<b>1,490</b>	<b>11,684</b>	<b>16,928</b>	<b>1,819</b>	<b>383</b>	<b>1,148</b>	<b>1,366</b>	<b>153,183</b>	<b>773,075</b>
Income from competitions	92,859	50	1,992	3,739	145	21	210	-	1,870	100,886
Income from season-ticket holders and members	45,041	-	-	829	33	4	20	-	19,748	65,675
Income from television transmissions and rights	228,839	272	1,660	4,565	733	-	30	-	-	236,099
Income from marketing and advertising	217,334	1,168	8,032	7,794	907	359	888	1,366	131,565	369,414
Income from rendering services	1,000	-	-	-	-	-	-	-	-	1,000
<b>Work carried out by company for its assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,081</b>	<b>2,081</b>
<b>Supplies</b>	<b>(1,910)</b>	<b>(858)</b>	<b>(939)</b>	<b>(997)</b>	<b>(402)</b>	<b>(221)</b>	<b>(286)</b>	<b>(954)</b>	<b>(36,994)</b>	<b>(43,561)</b>
Consumption of sports material	(1,234)	(685)	(476)	(462)	(350)	(176)	(239)	(952)	(34,967)	(39,540)
Other external consumption and expenses	(676)	(173)	(463)	(535)	(53)	(45)	(47)	(2)	(1,184)	(3,179)
Impairment of goods, raw materials and others	-	-	-	-	-	-	-	-	(843)	(843)
<b>Other operating income</b>	<b>4,264</b>	<b>809</b>	<b>247</b>	<b>28</b>	<b>4</b>	<b>-</b>	<b>32</b>	<b>-</b>	<b>1,295</b>	<b>6,678</b>
Operating income and other current management income	4,194	809	150	28	2	-	-	-	815	5,997
Operating grants included in year's results	70	-	97	-	2	-	32	-	480	680
<b>Personnel expenses</b>	<b>(443,871)</b>	<b>(22,636)</b>	<b>(7,749)</b>	<b>(37,066)</b>	<b>(7,338)</b>	<b>(2,313)</b>	<b>(4,623)</b>	<b>(1,640)</b>	<b>(59,960)</b>	<b>(587,196)</b>
Sports personnel wages and salaries	(440,420)	(19,074)	(6,724)	(36,056)	(6,713)	(1,920)	(4,088)	(1,322)	(2,716)	(519,031)
Wages and salaries and related amounts	(2,600)	(937)	(170)	(271)	(81)	(86)	(91)	-	(44,697)	(48,932)
Social Security contributions	(802)	(2,591)	(853)	(730)	(543)	(305)	(443)	(318)	(11,089)	(17,673)
Reserves	(48)	(34)	(2)	(9)	(2)	(2)	(2)	-	(1,459)	(1,559)
<b>Other operating charges</b>	<b>(109,029)</b>	<b>(7,708)</b>	<b>(2,974)</b>	<b>(6,212)</b>	<b>(1,857)</b>	<b>(712)</b>	<b>(1,066)</b>	<b>(1,204)</b>	<b>(100,422)</b>	<b>(231,183)</b>
External service	(61,257)	(3,443)	(1,356)	(2,316)	(505)	(285)	(344)	(291)	(88,970)	(158,767)
Tributes	(2,030)	(2)	-	(8)	(1)	-	(1)	-	(1,295)	(3,335)
Loss, impairment and variation in reserves for commercial transactions	-	-	-	-	-	-	-	-	(3,066)	(3,066)
Loss for credit impairment for commercial transactions	-	-	-	-	-	-	-	-	(3,066)	(3,066)
Reversal of credit impairment for commercial transactions	-	-	-	-	-	-	-	-	-	-
Travelling expenses	(3,974)	(1,959)	(1,001)	(2,183)	(1,026)	(277)	(549)	(381)	(297)	(11,648)
Players' acquisition costs	(302)	(527)	-	(10)	(1)	-	-	(270)	-	(1,109)
Other current management costs	(41,466)	(1,777)	(617)	(1,695)	(325)	(150)	(172)	(262)	(6,794)	(53,257)
<b>Fixed asset depreciation</b>	<b>(103,453)</b>	<b>(3,939)</b>	<b>(135)</b>	<b>(581)</b>	<b>(303)</b>	<b>-</b>	<b>(25)</b>	<b>-</b>	<b>(32,084)</b>	<b>(140,519)</b>
<b>Allocation of grants for non-financial fixed assets and others</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Impairment and result for fixed asset disposals</b>	<b>14,908</b>	<b>(1,006)</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>398,947</b>	<b>412,862</b>
Impairment and loss	8,000	(0)	-	-	-	-	-	-	-	8,000
Loss for impairment of sports intangible fixed assets	(38,774)	(922)	-	-	-	-	-	-	-	(39,696)
Loss for impairment of tangible fixed assets	-	-	-	-	-	-	-	-	-	-
Reversal for impairment of sports intangible fixed assets	46,774	922	-	-	-	-	-	-	-	47,696
Results for disposals and others	6,908	(1,006)	14	-	-	-	-	-	398,947	404,862
Loss from tangible fixed assets	-	-	-	-	-	-	-	-	-	-
Profit from tangible fixed assets	-	-	-	-	-	-	-	-	-	-
Loss from intangible fixed assets	-	-	-	-	-	-	-	-	-	-
Profit from intangible fixed assets	-	-	-	-	-	-	-	-	398,947	398,947
Loss from sports intangible fixed assets	(18,346)	(1,081)	-	-	-	-	-	-	-	(19,427)
Profit from sports intangible fixed assets	25,254	75	14	-	-	-	-	-	-	25,343
<b>Others</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,495)</b>	<b>(3,495)</b>
Extraordinary losses	-	-	-	-	-	-	-	-	(3,500)	(3,500)
Other extraordinary incomes	-	-	-	-	-	-	-	-	5	5
<b>OPERATING RESULT</b>	<b>(54,018)</b>	<b>(32,846)</b>	<b>149</b>	<b>(27,900)</b>	<b>(8,078)</b>	<b>(2,863)</b>	<b>(4,821)</b>	<b>(2,432)</b>	<b>322,550</b>	<b>189,742</b>
<b>Financial income</b>	<b>125</b>	<b>87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,771</b>	<b>196,983</b>
<b>From stake in heritage instruments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
- In companies in the Group and associated companies	-	-	-	-	-	-	-	-	-	-
- From third parties	-	-	-	-	-	-	-	-	-	-
<b>From negotiable instruments and other financial instruments</b>	<b>125</b>	<b>87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,771</b>	<b>196,983</b>
- In companies in the Group and associated companies	-	-	-	-	-	-	-	-	-	-
- From third parties	125	87	-	-	-	-	-	-	196,771	196,983
<b>Financial expenses</b>	<b>(2,565)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18,301)</b>	<b>(20,866)</b>
With third parties	(2,565)	-	-	-	-	-	-	-	(18,301)	(20,866)
<b>Exchange differences</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>219</b>	<b>219</b>
Positive exchange differences	-	-	-	-	-	-	-	-	440	440
Negative exchange difference	-	-	-	-	-	-	-	-	(221)	(221)
<b>Impairment and result for financial instruments disposals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Profit from stakes in financial assets	-	-	-	-	-	-	-	-	-	-
Loss from stakes in financial assets	-	-	-	-	-	-	-	-	-	-
<b>FINANCIAL RESULT</b>	<b>(2,441)</b>	<b>87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>178,688</b>	<b>176,335</b>
<b>PRE-TAX PROFIT</b>	<b>(56,458)</b>	<b>(32,759)</b>	<b>149</b>	<b>(27,900)</b>	<b>(8,078)</b>	<b>(2,863)</b>	<b>(4,821)</b>	<b>(2,432)</b>	<b>501,239</b>	<b>366,077</b>
Profit tax	-	-	-	-	-	-	-	-	(91,602)	(91,602)
<b>NET PROFIT</b>	<b>(56,458)</b>	<b>(32,759)</b>	<b>149</b>	<b>(27,900)</b>	<b>(8,078)</b>	<b>(2,863)</b>	<b>(4,821)</b>	<b>(2,432)</b>	<b>409,637</b>	<b>274,475</b>

The amounts do not provide for the distribution of indirect income and expenses by sections.







CONSOLIDATED  
ANNUAL ACCOUNTS  
FOR THE YEAR  
(ended June 30th, 2022)  
AND CONSOLIDATED  
MANAGEMENT  
REPORT





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## **CONSOLIDATED ANNUAL ACCOUNTS AUDIT REPORT ISSUED BY AN INDEPENDENT AUDITOR**

*(Translation of a report originally issued in Catalan and of consolidated annual accounts originally drawn up in Catalan and prepared in accordance with generally accepted accounting principles in Spain. In the event of a discrepancy, the Catalan version shall prevail.)*

To the General Meeting of FUTBOL CLUB BARCELONA

### **Opinion**

We have audited the consolidated annual accounts of FUTBOL CLUB BARCELONA (the Club) and its subsidiaries (the Group), comprising the balance sheet at June 30<sup>th</sup>, 2022, the profit and loss account, the statement of changes in net worth, the cash flow statement and the annual report, all consolidated, for the year ended on that date.

In our opinion, the attached consolidated annual accounts reflect, in every significant aspect, a true and fair view of the Group's net worth and financial situation at June 30<sup>th</sup>, 2022, and of its results and its cash flow, all consolidated, for the year ended on that date, in accordance with the applicable regulatory framework on financial information (identified in Note 2 of the annual report) and, in particular, with the generally accepted accounting principles and standards contained therein.

### **Basis of the opinion**

We have carried out our audit in accordance with the regulations on the auditing of accounts in force in Spain. Our responsibilities in accordance with such rules are described hereunder in the section *Auditor's responsibilities with regard to auditing annual accounts* in our report.

We are independent of the Group, in accordance with the requirements on ethics, including those relating to independence, which apply to our audit of consolidated annual accounts in Spain, as required by the regulations on auditing accounts. In that respect, we have not rendered any services other than the auditing of accounts, nor have any situations or circumstances occurred, which, as established in the said regulations, may have affected the necessary independence in such a way that it has been undermined.

We consider that the audit evidence that we have obtained provides a sufficient and adequate basis for our opinion.

### **Most relevant aspects of the audit**

The most relevant aspects of the audit are those which, in our professional opinion, have been considered as the most significant risks of material misstatements in our audit of the consolidated annual accounts for the current period. These risks have been dealt with in the context of our audit of the consolidated annual accounts as a whole, and in the formation of our opinion on them, and we do not express a separate opinion on those risks.



### *Recognition of income from non-sports intangible fixed assets*

As stated in Note 2.6 of the attached consolidated annual report, at June 30<sup>th</sup>, 2022 the Club has transferred 10% of its audiovisual rights in the "La Liga" professional competition to Locksley Invest, S.L., a company in which the Club holds a 49% stake, the remaining 51% belonging to Sixth Street Partners (Note 10.3). This transaction has generated a profit in the year's consolidated profit and loss account for an amount of €267.089 thousand.

The recognition of this income and the analysis of the contractual terms and conditions of the transaction, which have served as the basis for determining the accounting entry thereof, has been considered as a most relevant aspect of the audit, due to the significance of the amount, complexity and impact on the attached consolidated annual accounts.

As part of our work, we have carried out, *inter alia*, the following procedures:

- we have obtained an understanding of the accounting standards applied by the Club to enter in the books the audiovisual rights sale transaction as income in the financial year. To that end, we have obtained and revised the report issued by an expert from the management on the accounting entry of the transaction. In addition, we have evaluated his competence, capacity and objectivity, and whether such report is adequate as additional evidence of our audit procedures;
- we have revised the documentation in support of the transaction in order to determine the consistency of the accounting standards used, including reading and comprehending the contractual terms and conditions and other relevant documents;
- we have involved our specialists in the revision of aspects related to the methodology used to value the audiovisual rights transferred, the mathematical revision of the model and the analysis of the reasonableness of the most relevant hypotheses and data used; and
- we have assessed whether the information disclosed in the attached consolidated annual accounts is tailored to the requirements of the applicable regulatory framework on financial information.

### *Classification and valuation of sports intangible fixed assets and non-current assets maintained for sale*

As shown in Note 5 of the attached consolidated annual report, at June 30<sup>th</sup>, 2022 the Club has posted under the heading "Sports intangible fixed assets" in the attached balance sheet an amount of €246.207 thousand corresponding to the net book value of the costs required to obtain from other clubs players' registration rights and the like, which are subject to amortization depending on the duration of the contracts signed. Nevertheless, when the recovery of the sports intangible fixed assets is planned through the sale thereof, instead of through the continual use thereof, their net book value is entered in the books under the heading "Non-current assets maintained for sale" in the consolidated balance sheet, valued for the lesser of the net book value and the fair value thereof, minus sale costs, this heading ascending to an amount of €3.000 thousand at June 30<sup>th</sup>, 2022.

The valuation and classification as sports intangible fixed assets or non-current assets maintained for sale, as well as the identification of signs of impairment and, where appropriate, the estimation of the recoverable value thereof, have been considered as a most relevant aspect of the audit because they are subject to significant judgments by the Club's Board of Directors and due to the relevance of the aforementioned amounts.

As part of our work, we have carried out, *inter alia*, the following procedures:

- we have obtained knowledge of the procedures established by the Club for the valuation and correct classification of players' registration rights as sports intangible fixed assets or as non-current assets maintained for sale, verifying the activation, valuation and amortization criteria, as well as identifying any possible signs of impairment;
- we have revised the movements for the financial year, analysing the main registrations and deregistrations with support documentation and the reasonableness of the allocation to the amortization of the financial year; and
- we have assessed whether the information broken down in the attached consolidated annual report is adequate in accordance with the regulatory framework on financial information applicable to the Group.

#### *Recognition of contingent liabilities*

As stated in Notes 13 and 15.7 of the attached consolidated annual report, at June 30<sup>th</sup>, 2022 the Club is involved in several contentious and legal proceedings, as well as in a Tax Inspection procedure. The Club's Board of Directors, based on the best information available, has evaluated and quantified the risks that could be derived for the Club, recording a reserve in those cases in which the risk has been deemed probable.

We have considered this recognition as a most relevant aspect in our audit, given that such evaluation and quantification include estimates of uncertainty, which require a high degree of judgment by the Club's Board of Directors.

As part of our work, we have carried out, *inter alia*, the following procedures:

- We have obtained knowledge of the procedures established by the Club for the valuation, estimation and recognition of contingent liabilities;
- We have obtained written confirmation from the Club's legal department and from its external tax and legal advisors, about the evaluation, classification and quantification of the risks that could be derived from such proceedings;
- We have involved our tax specialists, in order to check the conclusions drawn by the Club's legal department and its external advisers; and
- We have assessed whether the information disclosed in the attached consolidated annual report is adequate in accordance with the regulatory framework on financial information applicable to the Group.

#### **Emphasis paragraph**

We wish to point out Note 2.6 of the attached consolidated annual report, in which it is stated that, as a result of the losses carried over from previous years, the consolidated net worth at June 30<sup>th</sup>, 2022 is negative in the amount of €353.213 thousand. In addition, the consolidated working capital at the year end is negative in the amount of €279.094 thousand. The Club's Board of Directors has drawn up the attached consolidated annual accounts, applying the principle of going concern, as a result of taking into account the mitigating factors mentioned in such Note and the other action stipulated in Note 2.5, as well as the subsequent facts described in Note 24 of the attached consolidated annual report, notably the sale of an additional 15% of the audiovisual rights and the other action that the Club is working on. Our opinion has not been modified with regard to this matter.



### **Other matters**

The Club's consolidated annual accounts for the year ended June 30<sup>th</sup>, 2021 were audited by another auditor, which expressed a favourable opinion on such annual accounts on August 10<sup>th</sup>, 2021.

### **Other information: Consolidated Management Report**

The other information exclusively comprises the consolidated Management Report for the year ended June 30<sup>th</sup>, 2022, the preparation of which falls under the responsibility of the Club's Board of Directors, and it does not form an integral part of the consolidated annual accounts.

Our audit opinion on the consolidated annual accounts does not cover the consolidated Management Report. Our responsibility in respect of the consolidated Management Report, in accordance with the requirements established in the regulations on the auditing of consolidated accounts, consists of assessing and reporting on the consolidated Management Report tallying with the consolidated annual accounts, based on the Group's knowledge obtained whilst carrying out the audit of the said consolidated accounts, as well as assessing and reporting on whether the contents and presentation of the consolidated Management Report comply with the applicable regulations. If, based on the work that we have carried out, we conclude that any material misstatements exist, we are under the obligation to point this out.

Based on the work carried out, as described in the previous paragraph, the information contained in the consolidated Management Report tallies with the information contained in the consolidated annual accounts for the year ended June 30<sup>th</sup>, 2022 and the contents and presentation thereof comply with the applicable regulations.

### **The Board of Directors' responsibility with regard to the consolidated annual accounts**

The Board of Directors is responsible for drawing up the attached consolidated annual accounts, which reflect a true and fair view of the Group's net worth, financial situation, and consolidated results, in accordance with the regulatory framework on financial information applying to the Group in Spain, and the internal control that it deems necessary to allow for the preparation of consolidated annual accounts free from material misstatements, due to fraud or error.

In drawing up the consolidated annual accounts, the Board of Directors is responsible for assessing the Group's capacity to continue as a going concern, revealing, where appropriate, the matters related to the going concern and using the accounting principle of going concern, unless the Board of Directors intends to liquidate the Group or cease its operations, or if there is no other realistic alternative.

### **The auditor's responsibility with regard to auditing the consolidated annual accounts**

Our objectives are to obtain reasonable certainty that the consolidated annual accounts as a whole are free from material misstatements, due to fraud or error, and to issue an audit report which contains our opinion. Reasonable certainty is a high degree of certainty, but does not guarantee that an audit carried out in accordance with the regulations on the auditing of accounts in force in Spain always detects a material misstatement when it exists. Misstatements may be due to fraud or error and are deemed to be material if, individually or jointly, it can be reasonably foreseen that they influence users' economic decisions based on the consolidated annual accounts.

As part of an audit in accordance with the regulations on the auditing of accounts in force in Spain, we apply our professional judgment and maintain an attitude of professional scepticism throughout the entire audit. In addition:

- We identify and assess the risks of material misstatements in the consolidated annual accounts, due to fraud or error, we design and apply audit procedures to respond to such

risks and we obtain sufficient and adequate audit evidence to provide a basis for our opinion. The risk of not detecting a material misstatement due to fraud is higher than in the case of a material misstatement due to error, because fraud can entail collusion, forgery, deliberate omissions, intentionally erroneous statements, or the avoidance of internal control;

- We obtain knowledge of the relevant internal control for the audit in order to design adequate audit procedures depending on the circumstances, and not to express an opinion on the effectiveness of the Group's internal control;
- We assess whether the accounting policies applied are adequate and the reasonableness of the accounting estimations and the corresponding information disclosed by the Club's Board of Directors;
- We conclude on whether the use, by the Club's Board of Directors, of the accounting principle of going concern is adequate and, based on the audit evidence obtained, we conclude whether or not there is material uncertainty relating to the facts or with conditions that may generate significant doubts over the Group's capacity to continue as a going concern. If we conclude that material uncertainty exists, we are required to point out in our audit report the corresponding information disclosed in the consolidated annual accounts or, if such disclosures are not adequate, we are required to express a modified opinion. Our conclusions are based on the audit evidence obtained up to the date of our audit report. However, future facts or conditions may be the reason for the Group ceasing to be a going concern;
- We assess the global presentation, structure and contents of the consolidated annual accounts, including the information disclosed, and whether the consolidated annual accounts represent the transactions and underlying facts in such a way as to express the true and fair view; and
- We obtain sufficient and adequate evidence with regard to the financial information of the companies or business activities in the Group to express an opinion on the consolidated annual accounts. We are responsible for managing, supervising and carrying out the audit of the Group. We alone are responsible for our audit opinion.

We communicate with the Club's Board of Directors with regard to, *inter alia*, the scope of and the time for carrying out the audit planned and the significant findings of the audit, as well as any significant impairment in the internal control, which we identify during the course of the audit.

Of the significant risks communicated to the Club's Board of Directors, we determine the ones that have had the greatest significance in the audit of the consolidated annual accounts for the current period and which are, therefore, the risks considered as most significant.

We describe those risks in our audit report, unless the rules and regulations prohibit disclosing the matter publicly.

Grant Thornton, S.L.P. Sociedad Unipersonal  
ROAC nº S0231

(Original in Catalan, signed by Carlos Capellá Bruguera, recorded in the Official List of Registered Auditors under Nº 2242)

July 28<sup>th</sup>, 2022



## CONSOLIDATED BALANCE SHEET AT JUNE 30th, 2022

[Thousands of Euros]

ASSET-SIDE	Notes in the Annual Report	06/30/22	06/30/21	NET WORTH AND LIABILITY-SIDE	Notes in the Annual Report	06/30/22	06/30/21
<b>NON-CURRENT ASSETS:</b>				<b>NET WORTH:</b>	<b>Note 12</b>		
<b>Intangible fixed assets</b>		<b>264,789</b>	<b>335,557</b>	<b>EQUITY</b>		<b>(355,245)</b>	<b>(452,822)</b>
Sports intangible fixed assets	Note 5.1	246,207	313,179	<b>Joint stock</b>		<b>(444,199)</b>	<b>28,828</b>
Non-sports intangible fixed assets	Note 6	18,582	22,378	Joint stock		(444,199)	28,828
Computer applications		15,068	17,112	<b>Reserves</b>		<b>(8,623)</b>	<b>(332)</b>
Transfer rights		-	103	Other reserves		(8,623)	(332)
Audiovisual property rights		2,008	2,833	<b>Year's results attributable to dominant company</b>		<b>97,577</b>	<b>(481,318)</b>
Fixed assets in progress and cash advances		1,506	2,330	<b>GRANTS, DONATIONS AND LEGACIES RECEIVED</b>	<b>Note 12.2</b>	<b>2,032</b>	<b>2,090</b>
<b>Tangible fixed assets</b>	<b>Note 7</b>	<b>236,631</b>	<b>231,078</b>				
Sports stadiums and pavilions		75,370	81,580	<b>Total net worth</b>		<b>(353,213)</b>	<b>(450,732)</b>
Other land and constructions		35,986	37,118				
Technical installations and other tangible fixed assets		8,310	11,348				
Fixed assets in progress and cash advances		116,965	101,032				
<b>Real estate investment</b>	<b>Note 8</b>	<b>40,668</b>	<b>14,099</b>	<b>NON-CURRENT LIABILITIES:</b>			
<b>Long-term intercompany investments</b>	<b>Note 10.2</b>	<b>110,500</b>	<b>-</b>	<b>Long-term reserves-</b>	<b>Note 13.1</b>	<b>83,752</b>	<b>101,491</b>
Stakes in capital equivalence companies	Note 10.2	63,000	-	<b>Long-term debts-</b>	<b>Note 14.1</b>	<b>803,918</b>	<b>553,681</b>
Credits to companies	Note 20.2	47,500	-	Loan stock and other negotiable instruments		596,778	198,586
<b>Long-term financial investment</b>	<b>Note 10.1</b>	<b>26,817</b>	<b>19,497</b>	Debts with banks		68,574	145,877
Credits to sports organizations		17,734	12,452	Debts with sports organizations	Note 14.3	84,424	115,452
Other financial assets		9,083	7,045	Sports personnel	Note 14.3	54,142	93,766
<b>Deferred tax assets</b>	<b>Note 15.6</b>	<b>120,716</b>	<b>128,206</b>	<b>Deferred tax liabilities</b>	<b>Note 15.6</b>	<b>19,750</b>	<b>497</b>
<b>Non-current trade debtors</b>	<b>Note 10.4</b>	<b>39,915</b>	<b>43,326</b>	<b>Long-term accruals</b>	<b>Note 16</b>	<b>6,734</b>	<b>13,391</b>
<b>Total non-current assets</b>		<b>840,036</b>	<b>771,763</b>	<b>Total non-current liabilities</b>		<b>914,154</b>	<b>669,060</b>
<b>CURRENT ASSETS:</b>				<b>CURRENT LIABILITIES:</b>			
<b>Non-current assets maintained for sale</b>	<b>Note 5.2</b>	<b>3,000</b>	<b>38,000</b>	<b>Short-term reserves</b>	<b>Note 13.2</b>	<b>7,221</b>	<b>2,322</b>
<b>Stock</b>	<b>Note 11</b>	<b>10,686</b>	<b>5,834</b>	<b>Short-term debts</b>	<b>Note 14.2</b>	<b>175,315</b>	<b>188,181</b>
<b>Trade debtors and other accounts receivable</b>	<b>Note 10.4</b>	<b>161,286</b>	<b>148,483</b>	Loan stock and other negotiable instruments		3,109	4,633
Clients, companies in group and associated companies	Note 20.2	29,682	634	Debts with banks		172,197	183,539
Sports organizations, trade debtors		40,034	25,144	Other financial liabilities		9	9
Sundry trade debtors		70,464	97,807	<b>Creditors and other accounts payable-</b>	<b>Note 14.3</b>	<b>519,415</b>	<b>407,776</b>
Sports personnel	Note 14.3	19,809	22,588	Suppliers		102,126	83,415
Non-sports personnel		232	154	Intergroup suppliers	Note 20.2	381	323
Current tax asset	Note 15.1	90	18	Sundry creditors		8,880	7,893
Other credits	Note 15.1	616	1,863	Sundry creditors, associated companies	Note 20.2	7,060	6,640
Cash advances to suppliers / creditors		359	275	Debts with sports organizations		108,434	115,742
<b>Short-term financial investments</b>		<b>1,139</b>	<b>2,139</b>	Sports personnel	Note 14.3	163,611	144,417
<b>Short-term accruals</b>	<b>Note 16</b>	<b>7,233</b>	<b>4,318</b>	Non-sports personnel		756	2,268
<b>Cash and other equivalent liquid assets</b>		<b>378,227</b>	<b>60,411</b>	Other debts with Public Administrations	Note 15.1	127,907	46,958
Cash at bank		378,227	60,411	Client cash advances		260	120
<b>Total current assets</b>		<b>561,571</b>	<b>259,185</b>	<b>Short-term accruals</b>	<b>Note 16</b>	<b>138,714</b>	<b>214,341</b>
<b>TOTAL ASSETS</b>		<b>1,401,607</b>	<b>1,030,948</b>	<b>Total current liabilities</b>		<b>840,665</b>	<b>812,620</b>
				<b>TOTAL NET WORTH AND LIABILITIES</b>		<b>1,401,607</b>	<b>1,030,948</b>

Notes 1 to 24 in the attached consolidated Annual Report form part of the consolidated balance sheet at June 30th, 2022.

# CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED JUNE 30th, 2022

(Thousands of Euros)

	Notes in Annual Report	Financial Year 2021/22	Financial Year 2020/21
<b>CONTINUING OPERATIONS:</b>			
<b>Net turnover</b>	<b>Note 18.1</b>	<b>627,986</b>	<b>575,447</b>
Income from competitions		61,450	8,131
Income from season-ticket holders and members		48,963	15,532
Income from television transmissions and rights		250,193	281,431
Income from marketing and advertising		267,175	270,299
Income from rendering services		205	54
<b>Variation of stock of finished and unfinished products</b>		<b>-</b>	<b>-</b>
<b>Work carried out by company for its assets</b>		<b>1,489</b>	<b>1,312</b>
<b>Supplies</b>		<b>(29,168)</b>	<b>(19,666)</b>
Consumption of sports material		(27,995)	(18,050)
Other supplies		(2,322)	(2,299)
Impairment of commodities, raw materials and other supplies	Note 11	1,149	683
<b>Other operating income</b>	<b>Note 18.2</b>	<b>10,852</b>	<b>14,730</b>
Casual income and other current management income		9,701	13,862
Operating grants included in year's results		1,151	868
<b>Personnel expenses</b>	<b>Note 18.3</b>	<b>(457,246)</b>	<b>(489,590)</b>
Sports personnel wages and salaries		(393,554)	(433,986)
Non-sports personnel wages and salaries		(48,478)	(39,925)
Social Security contributions		(15,214)	(15,679)
<b>Other operating charges</b>		<b>(164,212)</b>	<b>(172,135)</b>
External services	Note 18.4	(112,938)	(106,044)
Dues		(3,413)	(3,483)
Loss, impairment and variation in reserves for commercial transactions	Note 10.3	(3,314)	(26,255)
Loss for credit impairment for commercial transactions		(4,903)	(26,255)
Reversal of credit impairment for commercial transactions		1,589	-
Travelling expenses		(10,155)	(8,627)
Players' acquisition costs		(1,558)	(638)
Other current management costs		(32,834)	(27,088)
<b>Fixed asset depreciation</b>		<b>(139,136)</b>	<b>(174,844)</b>
Depreciation of players' acquisition rights	Note 5	(113,303)	(154,906)
Other amortizations	Notes 6 and 7	(25,833)	(19,938)
<b>Allocation of grants for non-financial fixed assets and others</b>	<b>Note 12.2</b>	<b>77</b>	<b>336</b>
<b>Impairment and result for fixed asset disposals</b>		<b>314,119</b>	<b>(156,519)</b>
Impairment and loss	Notes 5, 8 and 14.3	20,382	(160,266)
Loss for impairment of sports intangible fixed assets		(36,082)	(164,931)
Reversal for impairment of sports intangible fixed assets		29,895	4,375
Loss for impairment of non-sports intangible fixed assets		-	(363)
Reversal for impairment of real estate investments		26,569	653
Results for disposals and others		293,737	3,747
Loss from tangible fixed assets		(66)	(2)
Profit from tangible fixed assets		(32)	-
Profit from intangible fixed assets	Note 20.1	266,112	-
Loss from sports intangible fixed assets	Note 5	(15,175)	(30,463)
Profit from sports intangible fixed assets	Note 5	42,898	34,212
<b>Allocation and application of reserves and others</b>	<b>Note 18.5</b>	<b>(7,261)</b>	<b>(84,070)</b>
Allocation of reserves and other expenditure		(9,700)	(84,105)
Application of reserves and other income		2,439	35
<b>OPERATING RESULT</b>		<b>157,500</b>	<b>(504,999)</b>
<b>Financial income</b>		<b>1,439</b>	<b>4,055</b>
From negotiable instruments and other financial instruments		1,439	4,055
- Of companies in the group		-	134
- Of third parties		1,439	3,921
<b>Financing charges and assimilated headings</b>		<b>(38,368)</b>	<b>(41,863)</b>
- With third parties		(38,365)	(41,863)
- For updating reserves		(4)	-
<b>Exchange differences</b>		<b>651</b>	<b>(397)</b>
Positive exchange differences		872	182
Negative exchange differences		(221)	(579)
<b>Impairment and result for financial instruments disposal</b>		<b>3,268</b>	<b>(12,157)</b>
Loss for impairment of stakes in companies in the group	Note 10.2	-	(3,670)
Loss for impairment of credits to companies in the group	Note 10.2	(87)	(3,401)
Loss for impairment of credits to other companies	Note 10.1	3,355	(5,086)
<b>FINANCIAL RESULT</b>		<b>(33,010)</b>	<b>(50,362)</b>
<b>PRE-TAX PROFIT</b>		<b>124,489</b>	<b>(555,361)</b>
Profit tax	Note 15.4	(26,912)	74,043
<b>CONSOLIDATED YEAR'S RESULTS</b>		<b>97,577</b>	<b>(481,318)</b>

Notes 1 to 24 in the attached consolidated Annual Report form part of the consolidated profit and loss account for the year ended June 30th, 2022.



## CONSOLIDATED STATEMENT OF CHANGES IN NET WORTH FOR THE YEAR ENDED JUNE 30th, 2022

### A) CONSOLIDATED STATEMENT OF RECOGNISED INCOME AND EXPENDITURE

(Thousands of Euros)

	Notes in Annual Report	Financial Year 2021/22	Financial Year 2020/21
<b>CONSOLIDATED PROFIT AND LOSS ACCOUNT RESULT (I)</b>		<b>97,577</b>	<b>(481,318)</b>
Grants, donations and legacies received	Note 12.2	(77)	(336)
Tax impact	Note 15.3	19	84
<b>TOTAL CONSOLIDATED TRANSFERS TO THE PROFIT AND LOSS ACCOUNT (II)</b>		<b>(58)</b>	<b>(252)</b>
<b>TOTAL CONSOLIDATED RECOGNISED INCOME AND EXPENDITURE (I + II)</b>		<b>97,519</b>	<b>(481,570)</b>

Notes 1 to 24 in the attached consolidated Annual Report form part of the consolidated recognised income and expenditure statement for the year ended June 30th, 2022.

### B) CONSOLIDATED TOTAL STATEMENT OF CHANGES IN NET WORTH

(Thousands of Euros)

	Joint stock	Reserves	Year's Results attributable to the dominant company	Negative results from previous years	Grants, donations and legacies	Total
<b>Balance at the end of 2019/20</b>	<b>130,330</b>	<b>(595)</b>	<b>(97,339)</b>	-	<b>2,342</b>	<b>34,738</b>
Correction of errors	-	-	(3,900)	-	-	(3,900)
<b>Adjusted balance at the end of 2019/20</b>	<b>130,330</b>	<b>(595)</b>	<b>(101,239)</b>	-	<b>2,342</b>	<b>30,838</b>
Application of result for 2019/20	(101,502)	263	101,239	-	-	-
Total consolidated recognised income and expenditure	-	-	(481,318)	-	(252)	(481,570)
<b>Balance at the end of 2020/21</b>	<b>28,828</b>	<b>(332)</b>	<b>(481,318)</b>	-	<b>2,090</b>	<b>(450,732)</b>
Correction of errors	-	-	-	-	-	-
<b>Adjusted balance at the end of 2020/21</b>	<b>28,828</b>	<b>(332)</b>	<b>(481,318)</b>	-	<b>2,090</b>	<b>(450,732)</b>
Application of result for 2020/21	(473,027)	(8,291)	481,318	-	-	-
Total consolidated recognised income and expenditure	-	-	97,577	-	(58)	97,519
<b>Balance at the end of 2021/22</b>	<b>(444,199)</b>	<b>(8,623)</b>	<b>97,577</b>	-	<b>2,032</b>	<b>(353,213)</b>

Notes 1 to 24 in the attached consolidated Annual Report form part of the consolidated total statement of changes in net worth for the year ended June 30th, 2022.

## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED JUNE 30th, 2022

(Thousands of Euros)

	Financial Year 2021/22	Financial Year 2020/21
<b>CASH FLOWS IN OPERATING ACTIVITIES (I)</b>		
<b>Pre-tax year's results</b>	<b>124,489</b>	<b>(555,361)</b>
<b>Adjustments to result</b>		
- Fixed asset depreciation	139,136	174,844
- Changes in value due to impairment	(18,573)	197,995
- Fluctuations in reserves	(12,480)	84,249
- Allocation of grants	(78)	(336)
- Results for fixed asset disposals	(27,625)	(3,747)
- Results for financial instruments disposals	(3,269)	-
- Financial income	(1,439)	(4,055)
- Financing charges	38,369	41,863
- Exchange differences	(651)	329
- Other income and expenditure	(4,844)	1,071
<b>Changes in current capital</b>		
- Stock	(3,703)	(1,945)
- Trade debtors and other accounts receivable	(48,655)	(10,830)
- Accruals in assets	(2,915)	1,946
- Creditors and other accounts payable	118,947	(52,665)
- Accruals in liabilities	(82,284)	(17,742)
- Other non-current assets and liabilities	(36,213)	48,995
<b>Other cash flows in operating activities</b>		
- Payment of interest	(29,970)	(40,913)
- Collection of payment of interest	1,439	4,055
- Collections (payments) for profit tax	(72)	116
	<b>149,610</b>	<b>(132,131)</b>
<b>CASH FLOWS IN INVESTMENT ACTIVITIES (II)</b>		
<b>Payments for investments</b>		
- Sports intangible fixed assets	(128,654)	(183,170)
- Non-sports intangible fixed assets	(4,846)	(6,586)
- Tangible fixed assets	(26,600)	(15,235)
- Companies in the group and associated companies	(2,038)	-
- Other financial assets	(63,000)	-
<b>Collections for disinvestments</b>		
- Sports intangible fixed assets	86,983	180,140
- Other financial assets	246,089	4,682
	<b>107,934</b>	<b>(20,169)</b>
<b>CASH FLOWS FOR FINANCING ACTIVITIES (III)</b>		
<b>Collections and payments for financial liability instruments</b>		
<b>Issue</b>		
- Debt with banks	28,400	107,312
- Loan stock and other negotiable instruments	208,911	-
<b>Repayment and redemption</b>		
- Debt with banks	(117,038)	(56,807)
- Loan stock and other negotiable instruments	(60,000)	-
	<b>60,273</b>	<b>50,505</b>
<b>NET INCREASE/DECREASE OF CASH OR EQUIVALENT (I+II+III)</b>	<b>317,816</b>	<b>(101,795)</b>
Cash or equivalent at the beginning of the year	60,411	162,206
Cash or equivalent at the end of the year	378,227	60,411

Notes 1 to 24 in the attached consolidated Annual Report form part of the consolidated cash flow statement for the year ended June 30th, 2022



# CONSOLIDATED ANNUAL REPORT FOR THE YEAR ENDED JUNE 30th, 2022

## 1. CLUB'S ACTIVITY

Futbol Club Barcelona (hereinafter, the Club) is a non-profit making private association of individuals, with legal personality and capacity to act, incorporated on November 29th, 1899. Its registered office is at Avenida Aristides Maillol, s/n, Barcelona.

The Club's corporate purpose mainly comprises, inter alia, promoting football and sports in general, competing in competitions and organizing physical/sporting shows for its members and, where appropriate, the general public.

On October 5th, 2013 the General Meeting approved the Club's new By-laws, including an article establishing that the Board of Directors will have to ensure that the Club's net worth is maintained.

The Club is the parent company of a Group of companies (hereinafter, the Group). Pursuant to the provisions of Article 7 of Royal Decree 1159/2010, of September 17th, approving the Rules for drawing up Consolidated Annual Accounts, the Club prepared for the first time consolidated annual accounts in the year ended June 30th, 2019, due to the relevance of the dependent company, Barça Licensing & Merchandising, S.L.U., which company commenced its activity on July 1th, 2018, when the exclusive exploitation agreement with the company Fútbol Club Barcelona Merchandising, S.L.U. (a company belonging to the Nike Group) terminated. To that date, the Club did not prepare consolidated annual accounts given that it only held a stake in dependent companies which were of no significant interest, either individually or jointly, for the true and fair view of the net worth, financial situation and results of the Group of which the Club is the parent company.

Given the activity in which the Group engages, it does not have significant environmental responsibilities, expenses, assets, reserves and contingencies with regard to its net worth, financial situation and results. Therefore, no specific breakdowns are included in the consolidated annual accounts regarding information on environmental matters.

### 1.1. Structure of the Group and variations in the consolidation perimeter

The dominant Company has its registered office at Avenida Aristides Maillol, s/n, Barcelona. The details of the partially-owned companies at December 31th, 2021 are set out in the following tables, classified in the following categories:

- Dependent companies: the companies that the Club controls, directly or indirectly, in such a way that it can steer the financial and operational policies, in order to obtain profits from the investment.
- Associated companies: the companies over which the Club holds a significant influence, maintaining a long-term link, which favours and influences its activity, but with limited representation in the management and control mechanisms.

The information on the dependent companies, consolidated through the method of global integration, is as follows:

Company Name	Address	Country	Stake
Barça Licensing & Merchandising, S.L.U.	Avenida Aristides Maillol, s/n, 08028 Barcelona	Spain	100%
Barça Produccions, S.L.U.	Avenida Aristides Maillol, s/n, 08028 Barcelona	Spain	100%
Sudburylane, S.L.	Travessera de Gràcia, 11, 08021 Barcelona	Spain	100%

The information on the associate company, consolidated through the method of equivalence integration, is as follows:

Company Name	Address	Country	Stake
Locksley Invest, S.L.	Suero de Quiñones, 34-36, 1P, 28002 – Madrid	Spain	49%

There are other non-consolidated dependent companies in these consolidated annual accounts, given that they do not have a significant interest, either individually or jointly, for the true and fair view of the Group's net worth, financial situation and results (Note 10.2).

Barça Licensing & Merchandising, S.L.U. was incorporated on March 23th, 2018 and its corporate purpose is the retail, including the promotion, sale, marketing and distribution, in any form permitted by mercantile practice and use, of toys, sports items and sports or non-sports clothing within the scope of the exploitation of the trademarks held by FC Barcelona. This dependent company is not listed on a securities market.

Barça Produccions, S.L.U. was incorporated on September 29th, 2021 and its corporate purpose is the creation, production and exploitation of all types of audiovisual content, as well as the rendering of audiovisual production services of any type. This dependent company is not listed on a securities market.

Sudburylane, S.L. was incorporated on June 10th, 2022 and its corporate purpose is the incorporation, direct or indirect participation in the management and control of other companies, as well as the acquisition, alignment, holding and exploitation of real estate, as well as the mediation in commercial, business and real estate transactions, and the negotiation and exploitation of patents, trademarks, licences, know-how and property rights. This dependent company is not listed on a securities market.

Losksley Invest, S.L. was incorporated on January 11th, 2022 and its corporate purpose is the incorporation, direct or indirect participation in the management and control of other companies, as well as the acquisition, alignment, holding and exploitation of real estate, as well as the mediation in commercial, business and real estate transactions, and the negotiation and exploitation of patents, trademarks, licences, know-how and property rights. This dependent company is not listed on a securities market. At June 30th, 2022, it has been included in the consolidation perimeter through the equivalence method.

At June 30th, 2021, the only company included in the consolidation perimeter was Barça Licensing & Merchandising, S.L.U.

## 2. BASES FOR PREPARING THE CONSOLIDATED ANNUAL ACCOUNTS

### 2.1. Regulatory Framework on Financial Information applying to the Group

These consolidated annual accounts have been drawn up by the Club's Board of Directors, in accordance with the regulatory framework on financial information applying to the Group, as established in:

- a. The Commercial Code and other mercantile legislation;
- b. The General Chart of Accounts approved by Royal Decree 1514/2007, of November 16th, which has been subject to several amendments since it was published, the latter of which in Royal Decree 1/2021, of January 12th, and the sectorial adaptations thereto, as well as any provisions which do not contravene the New General Chart of Accounts and which are established in the General Chart of Accounts adapted to Sports Public Limited Companies;
- c. Royal Decree 1159/2010, of September 17th, approving the rules for drawing up consolidated annual accounts;
- d. The obligatory rules approved by the Accounting and Audit Institute developing the General Chart of Accounts and its complementary rules; and
- e. All other applicable Spanish accounting regulations

These consolidated annual accounts also include the information required under the Regulation of the Economic Control of Clubs and Sports Public Limited Companies which are members of the National Professional Football League, as well as all of the information required by the Spanish Sports Council ("Consejo Superior de Deportes") in a letter dated February 18th, 2015.

### 2.2. True and fair view

The consolidated annual accounts have been prepared based on the subsidiary ledgers of the Club and its dependent company, and include the relevant consolidation adjustments and depreciations, having applied the legal provisions in force on accounting in order to reflect a true and fair view of the Group's net worth, financial situation and results. The consolidated cash flow statement has been prepared to truly inform of the origin and use of the monetary assets representing the Group's cash and other equivalent liquid assets.



As stated in Note 1, certain dependent companies have not been consolidated, given that they do not have a significant interest, either individually or jointly, for the true and fair view of the Group's net worth, financial situation and results (Note 10.2).

These consolidated annual accounts, which have been drawn up by the Club's Board of Directors, shall be submitted for the approval of the General Meeting, and it is expected that they will be approved without being amended. For their part, the 2020/21 consolidated annual accounts were approved by the General Meeting on October 17th, 2021.

### 2.3. Non-obligatory accounting principles applied

No non-obligatory accounting principles have been applied. In addition, the Club's Board of Directors has prepared these consolidated annual accounts taking into consideration all the obligatory accounting principles that have a material effect on such consolidated annual accounts. No accounting principle that is obligatory but has not been applied, exists.

### 2.4. Critical aspects in the evaluation and estimation of uncertainty

When drawing up the attached consolidated annual accounts the estimates made by the Club's Board of Directors to evaluate some of the assets, liabilities, income, expenditure and undertakings recorded therein, have been used. Basically, these estimates refer to:

- The application of the going concern principle (see Note 2.6);
- The evaluation of possible losses due to the impairment of certain assets (see Notes 4.1, 4.2, 4.3, 4.6, 4.7 and 4.8), including the impact on the assets of the Espai Barça project (see Note 7);
- The useful life of the tangible and intangible assets and real estate investments (see Notes 4.1, 4.2 and 4.3);
- The calculation of reserves (see Note 4.12);
- The analysis of the recoverability of the tax assets recorded in the attached consolidated balance sheet based on the Club's future business plan prepared by the Board of Directors (see Note 4.10); and
- The income recognition from sponsorship agreements and audiovisual rights in the corresponding period (see Note 4.11).

Despite the fact that these estimates have been drawn up based on the best information available at the 2021/22 financial year end, given the uncertainty inherent therein, it is possible that future events might mean that they have to be adjusted (upwards or downwards) in the coming years, which adjustments would be made, if appropriate, as a forecast.

### 2.5. Effects of the COVID-19 pandemic on the Club's activity

The international pandemic, as declared by the World Health Organization (WHO) on March 11th, 2020, entailed an unprecedented health crisis, which had an impact on the macroeconomic environment and business evolution.

As a result of the COVID-19 pandemic, the Group's income for the 2020/21 season and, to a lesser extent, for the 2019/20 season, dropped considerably. To be specific, the public's restricted access to Camp Nou and the rest of the Club's sports venues, has mainly affected the income from competitions (gate money and hospitality), members and season ticket holders and marketing (merchandising, museum and similar). Mobility restrictions and the decline in tourism also significantly affected the activity of the dependent company, Barça Licensing & Merchandising, S.L.U.

In order to address the significant reduction in income during the year 2020/21, several measures were adopted, including, inter alia, the following:

- Collective agreement with players and technical staff in the first football team and Barça B for a reduction in fixed remuneration or related amounts for the 2020/21 season and establishing compensation, which will accrue and fall due in the remaining contractual seasons, as well as the deferred payment of the variable remuneration which will accrue in the 2020/21 season (Note 18.3);
- A reduction in the non-essential investment costs; and
- Specific plans to obtain liquidity, such as the factoring of certain collection rights from other sports organizations or the advance collection of some of the income from audiovisual rights for the 2021/22 season.

In addition, the new Club's Board of Directors implemented several initiatives to increase income and reduce expenditure, consisting of, inter alia: (i) a reduction in the payroll of the first football team and, in general, of all the Club's professional sections; (ii) rationalization of overhead expenses; (iii) increase in income from merchandising by way of promoting e-commerce, new product lines, new sales channels and new licences; (iv) boosting income from digital activities; (v) entering into new sponsorship agreements; and (vi) monetization of certain business areas with strategic members.

In the year 2021/22 the income from competitions, members and season-ticket holders, and marketing began to recover after the public's restricted access to Camp Nou and the rest of the Club's sports venues was gradually lifted. This circumstance has resulted in a significant rise in income from competitions (gate money and hospitality), marketing (merchandising, museum and others) and members and season ticket holders. However, such income has not reached the level that it did in seasons prior to the pandemic, inter alia, due to the still-incomplete recovery of tourism in the city of Barcelona. In addition, the Club implemented a programme of voluntary leave of absence for the members whose income has diminished for this reason. Finally, as a result of the effects of the pandemic, the consideration for certain sponsorship agreements has been reduced, significantly affecting the income under the heading of sponsorship.

In the year 2021/22 the Group has continued to implement the initiatives adopted in the previous year in order to increase income and reduce expenditure, notably, due to the relevance thereof, the policy to reduce the first football team's payroll.

## 2.6. Application of the going concern principle

As stated in Note 2.5, as a result of the COVID-19 pandemic, in the year ended June 30th, 2021 the Group's income was reduced significantly. This, combined with the existence of extremely high overhead costs, especially regarding to the first football team's payroll, meant that the Group sustained significant losses both in the year 2020/21 and in the year 2019/20, which was already partially affected by the pandemic. In the year ended June 30th, 2022, the Group has generated a profit in the amount of €97,577 thousand.

As a result of these accumulated losses, the consolidated net worth at June 30th, 2022 is negative in the amount of €353,213 thousand. In addition, the consolidated balance sheet at June 30th, 2022 reflects a negative working capital in the amount of €279,094 thousand (€553,435 thousand at June 30th, 2021). These facts could cast significant doubt over the application of the going concern principle.

The Club's Board of Directors has considered the following mitigating factors:

- The General Meeting held on June 20th, 2021 approved the subscription of new financing for the amount of €525 million, to restructure the Club's financial debt and obtain liquidity, securing such financing with the credit rights derived from the marketing of the Club's audiovisual rights (Note 14.1). On August 19th, 2021, "Senior Secured Notes" were issued for the amount of €595 million, to pay off the loan for the amount of €80 million granted on June 10th, 2021 by a North American finance company and expiring on September 8th, 2021, as well as the existing "Senior Notes" for the amount of €200 million (the sum of €60 million has been repaid to the holders and the sum of €140 million has been novated in new series of the "Senior Secured Notes" issued and, therefore, is not deemed as new financing). Consequently, the Board of Directors is authorised to issue "Senior Secured Notes" for the amount of €70 million, if it deems necessary;
- Due to the restructuring of the financial debt mentioned above, on June 30th, 2022 the negative working capital was reduced significantly compared to that existing at June 30th, 2021;
- The Group includes short-term liability accruals, the amount of which, at June 30th, 2022, ascends to €138,714 thousand (Note 16). These accruals do not constitute future financial obligations for the Club because they are entered in the consolidated balance sheet as they are invoiced, in keeping with the collection of payment deadlines established in the contracts, and are recognised as income in accordance with their due date;
- The existence of a negative net worth at June 30th, 2022 does not entail any legal breach which might prevent the Club from continuing to operate normally. In addition, the non-fulfilment at June 30th, 2021 of certain ratios established in the Regulation of the Economic Control of Clubs and Sports Public Limited Companies which are members of the National Professional Football League, does not prevent the first football team from participating in national and international competitions;



- The Group has prepared a cash at bank budget for the next 12 months, reflecting its capacity to be able to meet its payment undertakings. This cash at bank budget takes into account the foreseeable impact derived from COVID-19 in accordance with the information available at the date on which these annual accounts are drawn up, the loan agreements available (Note 14.1), as well as certain corporate and financial transactions that the Board of Directors expects will materialise in the coming months;
- With regard to the loan granted on August 16th, 2018 by a North American finance company for the amount of €90 million to finance the first phase of the construction of Espai Barça, on January 28th, 2022 a novation agreement was executed in respect of this loan, increasing the credit limit to €180 million and extending the expiry thereof by one year, up to February 15th, 2023 (Note 14.2); and
- On June 30th, 2022, 10% of the Club's audiovisual rights over "La Liga" professional competition was sold to Locksley Invest S.L. in which the Club holds a 49% stake. This transaction has generated a profit of €267,089 thousand in the consolidated profit and loss account. During the month of July 2022, as stated in Note 24, the Club sold the remaining 15% of the audiovisual rights, in accordance with the approval received at the General Meeting of Delegate Members.

Consequently, the Club's Board of Directors has prepared these annual accounts applying the principle of going concern.

### 2.7. Comparison of information

According to mercantile law, as well as the figures for the year ended June 30th, 2021, the figures for the previous year are filed, for the purposes of comparing each heading of the consolidated balance sheet, the consolidated profit and loss account, the consolidated statement of changes in net worth and the consolidated cash flow statement, except when an accounting rule specifically establishes that it is not necessary.

On January 30th, 2021, Royal Decree 1/2021, of January 12th, amending the General Chart of Accounts approved by Royal Decree 1514/2007, of November 16th, was published. The changes in the General Chart of Accounts apply to financial years commencing as of January 1th, 2021 and focus on the principles of recognition, evaluation and breakdown of income and financial instruments. In addition, on February 13th, 2021, the Decision dated February 10th, 2021, given by the Accounting and Audit Institute, establishing the rules on the registration, evaluation and preparation of annual accounts for the recognition of income, the provision of goods and the rendering of services, was published. The changes implemented have no relevant impact for the Group.

The provisions of the Second and Third Transitional Provisions of the Royal Decree establishing the registration and evaluation rules to be applied for the first time for financial instruments, and the Fifth Transitional Provision, establishing the transitional rules on the registration and evaluation applying for the first time to income from sales and the rendering of services, allow for not re-expressing the comparative figures reflected in the consolidated annual accounts, as an exception to the general principle established by Registration and Evaluation Rule 22 on changes of accounting standards, errors and accounting estimates.

### 2.8. Grouped headings

Certain headings in the consolidated balance sheet, the consolidated profit and loss account, the consolidated statement of changes in net worth and the consolidated cash flow statement are grouped together for ease of understanding; however, where significant, the information has been broken down in the corresponding consolidated annual report notes.

## 3. THE CLUB'S PROFIT BREAKDOWN

The proposed breakdown of the profit for 2021/22, which shall be submitted for the approval of the General Meeting, forecasts distributing all the profits to increase the Joint Stock. In addition, the losses for 2020/21 were allocated in full to reduce the Joint Stock.

## 4. REGISTRATION AND EVALUATION RULES

The main registration and evaluation rules used by the Group when drawing up its consolidated annual accounts this year, in accordance with those established in the General Chart of Accounts, have been as follows::

#### 4.1. Intangible fixed assets

##### *Sports intangible fixed assets:*

The costs required for the acquisition of registration rights for players from other clubs and the similar amounts paid are activated in intangible fixed assets and are amortized linearly throughout the term of the first contract with the player, without considering any residual value. The registration rights are recognised as intangible fixed assets when all of the significant terms and conditions have been fulfilled to transfer the player, i.e., with unconditional effectiveness, which means that a legally binding agreement must be in force between two clubs and between the acquiring club and the player. In addition, in the event of renewal, the amortization is re-estimated to the foreseen new term of the contract.

The contracts for the acquisition of players' registration rights usually include variable remuneration, which basically depends on the sports performance of the Club and the player himself. These variable payments are entered in the books when the conditions precedent are fulfilled, and are amortized from the date of registration up to the termination of the labour contract in force with the player.

In the event of new contracts or the renewal of contracts, the amounts entailing higher remuneration for the player, such as signing premiums or signing bonuses, are classified as personnel expenses, without prejudice to the fact that, since they are pending accrual, it is appropriate to record them, depending on the nature thereof, for the amounts pending accrual in more than one year, under the heading "Non-current trade debtors" and, for the amounts to be accrued in less than one year, under the heading "Trade debtors and other accounts receivable— Sports personnel" in the consolidated balance sheet. This criterion shall apply to the acquisition of player or trainer image rights, which shall be allocated to the consolidated profit and loss account, depending on the nature thereof, as the economic profit derived from the contract is received. In addition, in the event of early termination of contract or the assignment of players, the foregoing shall be applied in the latter headings, allocating the income or expenditure in the consolidated profit and loss account, depending on the nature thereof.

In the case of the acquisition of a pre-emption right over players' registration rights or similar, initially the costs shall be recorded as an asset if there is no reasonable doubt as to the exercise of the pre-emption right or the possibility of the transfer and such right has an economic value. The costs shall be amortized linearly upon the definitive acquisition, in accordance with the term of the contract with the Club. Otherwise, the total amount would be set against results.

In the event of early termination of contract, the outstanding cost is amortized in full and, in conjunction with the corresponding income, reflected in the consolidated profit and loss account. The transfer of a player's registration rights is recognised when it is not effectively subject to conditions and the risks and benefits have been substantially transferred to the new club.

In the event of the assignment of players, the assignment cost, construed as the proportional part of the amortization for the assignment period, is recorded in the consolidated profit and loss account.

No training cost is activated for players of base football and other sections.

##### *Non-sports intangible fixed assets:*

In general, non-sports intangible fixed assets are initially valued at their acquisition price or production cost. Subsequently, they are valued at their cost, less the corresponding accumulated amortization and, if appropriate, any losses due to impairment. Such assets are amortized in accordance with their useful life.

Regarding to computer applications, the Group enters in this account the costs incurred in the acquisition and development of computer programs, including website development costs. Computer applications maintenance costs are recorded in the consolidated profit and loss account for the year in which they are incurred. The amortization of computer applications is implemented by applying the linear method over a 5-year period.

Regarding to audiovisual property rights, the Group enters in this account the costs incurred in the acquisition and development of series, documentaries and contents exclusively for digital platforms. The amortization of audiovisual property rights is implemented by applying the linear method over the temporary period over which these rights are assigned to third parties.

##### *Going concern:*

The going concern is initially valued, at the date of acquisition, at the cost thereof, this being the excess of the cost of the business combination compared to the fair value of the identified acquired assets, minus the cost of the liabilities assumed. Subsequent to the initial recognition, the going concern is recorded at cost, minus any loss for accumulated impairment. In order to analyse whether impairment exists, the going concern acquired in a business combination is allocated, as of the date



of acquisition, to each unit generating cash in the Group, which is expected to profit from the combination, irrespective of whether there are other assets or liabilities, different from the one acquired, allocated to these units. Going concerns are amortized in a period of 10 years, and are subsequently adjusted, if necessary, for the value corrections for impairment. The value corrections for impairment recognised in the going concern are not subject to reversal in subsequent years.

### *Intangible assets value impairment, tangible assets and real estate investments :*

When there are signs of a loss in value, the Group proceeds to estimate, through the so-called "impairment test", a potential loss in value which would reduce the recoverable value of such assets to an amount less than their book value.

The recoverable amount is determined as the higher of the following amounts: the estimated value, minus selling costs; and the use value.

The use value of players is determined considering the entire staff of the first team as one single unit generating cash, given that each player does not generate cash flow separately, except for a sale.

As a result of the foregoing, as of each years close, the Club's Board of Directors order a third party independent expert with the preparing of the valuations of the majority of its assets recorded under the heading "Real estate investments", in order to verify whether the recoverable amount of these assets is higher than or equal to the book value thereof. Such valuations are prepared considering the current use of the assets included under this heading.

If it is necessary to recognise a loss due to the impairment of an asset, the book value is reduced to the limit of the higher of the following values: its fair value, minus selling costs; its use value; and zero.

When a loss in value due to impairment is subsequently reversed, the book value of the asset is increased by its revised estimate recoverable amount, but in such a way that the increased book value does not exceed the book value that would have been determined had no loss for impairment been recognised in previous years. This reversal of a loss of value due to impairment recognised as income.

## 4.2. Tangible fixed assets

Tangible fixed assets are initially valued for their acquisition price or production cost, which were updated up to 1996 in accordance with the legislation in force, and subsequently reduced by the corresponding accumulated amortization and impairment losses, where applicable, in accordance with the criterion stipulated in Note 4.1.

The tangible fixed assets acquired gratuitously up to June 30th, 2000 are entered for their fair market value at the time of acquisition, in accordance with the corresponding certificates and expert reports.

Included in the cost of those assets acquired or produced subsequent to January 1th, 2008, which require more than one year to be in a condition for use, are the financial expenses accrued prior to the start-up of the fixed asset, meeting the pre-requisites for the capitalization thereof.

The maintenance charges for the different elements comprising the tangible fixed assets are allocated to the consolidated profit and loss account in the year in which they are incurred. However, the amounts invested in improvements, which help to increase capacity or efficiency or prolong the useful life of such assets, are entered as the highest cost thereof.

The Group amortizes tangible fixed assets following the linear method, applying annual amortization percentages calculated in accordance with the estimated years of useful life of the respective assets, as follows:

	Estimated years of useful life
Stadiums, pavilions and other constructions	25 to 50
Machinery, plant and equipment	3.3 to 10
Transportation elements	5
Fixtures and fittings	10 to 12.5
Data processing equipment	4 to 5

### 4.3. Real estate investments

The real estate investments heading in the consolidated balance sheet reflects the value of land, buildings and other constructions, which are maintained either to be exploited under lease, or to obtain capital gain in the sale thereof as a result of future increases in their respective market prices.

These assets are valued in accordance with the criteria stipulated in Note 4.2, regarding tangible fixed assets.

### 4.4. Swaps

For the elements acquired through swap, the Group analyses each transaction in order to define whether the swap is or is not commercial.

When the swap is commercial, the asset received is valued for the fair value of the asset delivered, plus, where appropriate, the monetary consideration delivered in exchange, unless there is clearer evidence of the fair value of the asset received, and in this case, it is valued for the latter value. The valuation differences arising when cancelling the element delivered are recognised in the consolidated profit and loss account.

When the swap is not commercial, or when it has not been possible to obtain a reliable estimate of the fair value of the elements involved in the transaction, the asset received is valued for the book value of the asset delivered, plus, where appropriate, the monetary consideration delivered.

### 4.5. Leases

Leases are classified as financial leases provided that it is clear from the terms and conditions thereof that the risks and benefits inherent in the ownership of the asset, which is the subject-matter of the contract, are substantially transferred to the lessee. All other leases are classified as operative leases.

#### *Operative lease :*

In operative lease agreements in which the Group acts as the lessor, the income is posted in the consolidated profit and loss account in the year in which it accrues.

Furthermore, in the operative lease agreements in which the Group acts as the lessee, the expenditure derived therefrom is posted in the consolidated profit and loss account in the year in which it accrues.

Any collection of payment or payment made under an operative lease, shall be treated as advanced collection of payment or payment made, which is allocated to the results throughout the lease period, as the profit from the leased asset is assigned or received.

### 4.6. Non-current assets maintained for sale

The Group classifies under the heading "Non-current assets maintained for sale" those assets, the book value of which is mainly going to be recovered through the sale thereof, instead of through the continuous use thereof, when the following prerequisites are met:

- They are available in their current condition for the immediate sale thereof, subject to the usual and habitual terms for the sale thereof; and
- The sale thereof is highly likely.

Non-current assets maintained for sale are valued at the lesser of their book value and their fair value, less selling costs. These assets are not amortized and, if necessary, are allocated the appropriate valuation corrections so that the book value does not exceed the fair value, less selling costs.

When an asset ceases to meet the prerequisites to be classified as maintained for sale, it is reclassified to the heading in the balance sheet corresponding to the nature thereof, and is valued for the lesser amount, at the date on which the reclassification is appropriate, between its book value prior to its classification as non-current asset maintained for sale, adjusted, if appropriate, by the amortizations and value corrections that would have been recognised had it not been classified as maintained for sale, and the recoverable amount thereof, recording any difference under the appropriate heading of the profit and loss account, corresponding to the nature thereof.



### 4.7. Financial instruments

#### 4.7.1. Financial assets

##### ***Classification and valuation***

##### *Financial assets at amortized cost:*

The Group classifies a financial asset in this category, if the investment is maintained under a management model, the purpose of which is to receive the cash flow derived from performing the contract.

To all intents and purposes, credits for commercial transactions and credits for non-commercial transactions are included in this category.

The financial assets classified in this category are initially valued for their fair value, which, save evidence to the contrary, is assumed to be the price of the transaction, which is equal to the fair value of the consideration paid, plus the transaction costs directly attributable thereto. In other words, the inherent transaction costs are capitalized.

Notwithstanding the foregoing, credits for commercial transactions expiring within one year and which do not have an explicit contractual interest rate, the amount of which is expected to be received in the short term, are valued for the face value when the effect of not updating the cash flow is insignificant.

For the subsequent valuation, the amortized cost method is used. The accrued interest is entered in the profit and loss account (financial income), applying the effective interest rate method.

The credits expiring within one year, which, as previously stated, are initially valued at their face value, shall continue to be valued for such amount, unless they have been impaired.

##### *Financial assets at cost:*

The Group includes in this category investments in the net worth of companies in the Group, multi-group companies and associated companies.

The investments included in this category are initially valued at cost, which is equal to the fair value of the consideration paid, plus the transaction costs directly attributable thereto. In other words, the inherent transaction costs are capitalized.

If there is an investment prior to its classification as company in the Group, multi-group company or associated company, the cost of this investment is deemed to be the book value that it would necessarily have immediately prior to the company establishing this classification.

The subsequent valuation is also at cost, less, if appropriate, the accumulated amount of the value corrections for impairment.

##### ***Cancellation of financial assets in the balance sheet***

The Group cancels a financial asset in the balance sheet when:

- The contractual rights over the cash flow of the asset, expire. In that respect, a financial asset is cancelled when it has expired and the Group has received the corresponding amount; and
- The contractual rights over the cash flow of the financial asset have been assigned. In this case, the financial asset is cancelled when the risks and benefits inherent in the ownership thereof have been substantially transferred. In particular, with regard to factoring transactions, the financial asset is cancelled when the Group's exposure has been compared, before and after the assignment, to the fluctuation in the amounts and time schedule of the net cash flow of the transferred asset, and it is deduced that the risks and benefits have been transferred.

Subsequent to the analysis of the risks and benefits, the Group records the cancellation of the financial assets in the following situations:

- a. The risks and benefits inherent in the ownership of the asset have been substantially transferred. The transferred asset is cancelled in the balance sheet and the Group recognises the result of the transaction: the difference between the consideration received after the attributable transaction costs (considering any new asset obtained, less any liability assumed) and the book value of the financial asset, plus any accumulated amount which has been directly recognised in the net worth;

- b. The risks and benefits inherent in the ownership of the asset have been substantially retained by the Group. The financial asset is not cancelled and a financial liability is recognised for the same amount as the consideration received; and
- c. The risks and benefits inherent in the ownership of the asset have not been substantially transferred or retained. In that case, two possible situations simultaneously exist:
  - Control is assigned (the assignee has practical capacity to transfer the asset once again to a third party): the asset is cancelled in the balance sheet; and
  - Control is not assigned (the assignee does not have practical capacity to transfer the asset once again to a third party): the Group continues to recognise the asset for the amount to which it is exposed to the value fluctuations of the assigned asset, i.e., due to its continual implication, and has to recognise an associated liability.

### ***Impairment in the value of financial assets***

#### *Financial assets at amortized cost:*

At the year end, the Group analyses whether there is objective evidence that the value of a financial asset has been impaired as a result of one or more events occurring subsequent to the initial recognition and causing a reduction or delay in the future estimated cash flows, which may be motivated by the debtor's insolvency.

Should this evidence exist, the loss due to impairment is calculated as the difference between the book value and the current value of the future cash flows, which, as estimated, shall be generated, deducting the effective interest rate calculated at the time of the initial recognition thereof. For financial assets at variable interest rates, the effective interest rate corresponding to the date on which the financial statements are closed in accordance with the contractual terms and conditions, is used.

The value corrections due to impairment, and the reversal thereof when the amount of this loss decreases for reasons related to a subsequent event, are recognised as an expenditure or an income, respectively, in the profit and loss account. The limit of the reversal of the impairment is the book value of the asset, which would be recognised at the date of reversal if the impairment of the value had not been recorded.

#### *Financial assets at cost:*

In this case, the amount of the value correction is the difference between the book value and the recoverable amount, the latter being construed as the higher of the fair value, less selling costs, and the current value of the future cash flows derived from the investment, which, in the case of financial instruments, are calculated, either by estimating what is expected to be received as a result of the distribution of dividends by the partially-owned company and the transfer or cancellation instead of the investment, or by estimating the participation in the cash flows that are expected to be generated by the partially-owned company, both from the ordinary activities and from the transfer or cancellation in the accounts. Save better evidence of the recoverable amount of the investments in financial instruments, the estimation of the loss due to impairment in respect of this class of assets is calculated based on the net worth of the partially-owned company and the tacit capital gain existing at the date of valuation, net of the tax impact.

The recognition of value corrections due to impairment of value and, where appropriate, the reversal thereof, are recorded as expenditure or income, respectively, in the profit and loss account. The limit of the reversal of the impairment is the book value of the investment that would be recognised at the date of reversal, if the impairment of the value has not been recorded.

### ***Interest and dividends received from financial assets***

The interest and dividends from financial assets accrued subsequent to the date of acquisition, are recorded as income in the profit and loss account. The interest is recognised using the effective interest rate method and the dividends, when the right to receive them is declared.

## **4.7.2. Financial liabilities**

### ***Classification and valuation***

#### *Financial liabilities at amortized cost:*

The Group classifies all financial liabilities in this category, which are initially valued for their fair value, which, save evidence to the contrary, is deemed to be the price of the transaction, which is equal to the fair value of the consideration received adjusted by the transaction costs directly attributable thereto. In other words, the inherent transaction costs are capitalized.



However, debits for commercial transactions expiring within one year and which do not have a contractual interest rate, the amount of which is expected to be paid in the short term, are valued for the face value when the effect of not updating the cash flow is insignificant.

For the subsequent valuation, the amortized cost method is used. The accrued interest is entered in the consolidated profit and loss account (financial charge), applying the effective interest rate method.

Notwithstanding the foregoing, the debits expiring within one year, which, as previously stated, are initially valued at their face value, shall continue to be valued for such amount.

### ***Cancellation of financial liabilities in the balance sheet***

The Group cancels a previously-recognised financial liability in the balance sheet when any of the following circumstances applies:

- The liability has been cancelled because the payment has been made to the creditor to cancel the debt (through payment in cash or other goods or services), or because the debtor legally releases it from any responsibility over the liability;
- Own financial liabilities are acquired, albeit with the intention of replacing them in the future; or
- Debt instruments are exchanged between a lender and a borrower, provided that they have substantially different conditions, and the new financial liability that arises is recognised; similarly, a substantial modification of the current terms and conditions of a financial liability is recorded, as stated for debt restructurings.

The cancellation of a financial liability is entered in the books as follows: the difference between the book value of the financial liability (or the cancelled part thereof) and the consideration paid, including attributable transaction costs, and in which any transferred asset, different from the cash or liability assumed, must also be reflected, is recognised in the profit and loss account for the year in which it takes place..

### ***Debt restructuring***

In certain cases, the Group restructures its debt undertakings with its creditors. There are several ways in which these changes to the terms of a debt can be implemented:

- Immediate payment of the nominal (prior to expiry) followed by a refinancing, in whole or in part, of the nominal amount through a new debt ("debt swap"); and
- Modification of the terms of the debt contract prior to the expiry thereof ("debt modification").

In these cases of "debt swap" or "debt modification" with the same creditor, the Group analyses whether there has been a substantial change in the conditions of the original debt. If there has been a substantial change, the accounting treatment is as follows:

- The book value of the original financial liability (or the corresponding part thereof) is cancelled in the balance sheet;
- The new financial liability is initially recognised for its fair value;
- The transaction costs are recognised against the consolidated profit and loss account; and
- The difference between the book value of the original financial liability (or the cancelled part thereof) and the fair value of the new liability is also recognised against profit and loss.

However, when, subsequent to the analysis, the Group reaches the conclusion that the two debts do not have substantially different conditions (it is, essentially, the same debt), the accounting treatment is as follows:

- The original financial liability is not cancelled in the balance sheet (i.e., it is maintained in the balance sheet);
- The commission paid for the restructuring operation is reflected as an adjustment to the book value of the debt; and
- A new effective interest rate is calculated as of the restructuring date. The amortized cost of the financial liability is determined by applying the effective interest rate, which is equal to the book value of the financial liability at the date of modification with the cash flows to be paid in accordance with the new conditions.

The conditions of the contracts shall be deemed to be substantially different, *inter alia*, when the current value of the cash flows of the new contract, including any commission paid, net of any commission received, differs by at least 10% of the current value of the remaining cash flows of the original contract, both amounts updated to the latter's effective interest rate.

Certain modifications in determining the cash flows may not exceed this quantitative analysis, but may also give rise to a substantial modification of the liability, such as, for example: a change in the fixed interest rate to variable in the remuneration of the liability, the re-expression of the liability to a different currency, a fixed-rate loan which is converted to a participation loan, amongst others.

#### 4.8. Stock

Stock is valued at its acquisition price. The acquisition price includes the amount invoiced by the seller, having deducted any discount, price reduction or other similar headings, and all of the additional expenses generated up to the goods are in place for the sale thereof, such as transportation, insurance and others directly attributable to the acquisition of the stock.

Given that the Group's stock does not require a period of more than one year to be in a condition to be sold, financial expenses are not included in the acquisition price.

The Group uses the weighted average cost to allocate value to the stock.

When the realizable net value of the stock is less than its acquisition price, the appropriate value corrections are made, recognising them as an expense in the consolidated profit and loss account.

#### 4.9. Foreign currency transactions

The functional currency used by the Group is the Euro. Consequently, transactions in currencies other than the Euro are deemed to be denominated in foreign currency and are entered according to the exchange rates in force on the date of the transactions.

At the year end, the monetary assets and liabilities denominated in a foreign currency are converted applying the exchange rate at the date of the consolidated balance sheet. The profits or losses shown are allocated directly to the consolidated profit and loss account for the year in which they are incurred.

#### 4.10. Profit tax

As of the financial year commencing July 1th, 2018, the Club and the dependent company, Barça Licensing & Merchandising, S.L.U., have paid company tax under the regime of tax consolidation, the Club being the head of the tax group bearing identification number 568/18. On June 26th, 2018, the Club informed the Inland Revenue that the said tax group was set up. As of the year 2020/21, the Group no longer pays tax in accordance with the special regime of tax consolidation of company tax.

The income or expenditure for profit tax comprises the part related to the income or expenditure for current tax and the part corresponding to the income or expenditure for deferred tax.

Current tax is the amount that the Group pays for profit tax liquidations in any given year. The deductions and other tax benefits in the tax quota, excluding withholdings and payments on account, as well as compensatable tax losses carried over from previous years and actually applied in the current year, give rise to a lesser amount of current tax.

The income or expenditure for deferred tax corresponds to the recognition and cancellation of the assets and liabilities for deferred tax. These include the temporary differences identified as the amounts forecast as payable or recoverable derived from the differences between the book amounts of the assets and liabilities and their tax value, as well as the negative tax bases pending compensation and the credits for tax deductions not applied from a fiscal standpoint. Such amounts are entered by applying to the appropriate temporary difference or credit the tax rate at which they are expected to be recovered or liquidated.

Liabilities for deferred tax are recognised for all taxable temporary differences, except those derived from the initial recognition of goodwill or other assets and liabilities in a transaction which does not affect either the tax result or the profit and is not a business combination.

For their part, assets for deferred tax are only recognised insofar as it is considered that the Group will likely have future tax returns against which it can charge them.



The assets and liabilities for deferred tax, derived from transactions with direct debits or credits in capital accounts, are also entered with an offsetting item in net worth.

At each year end the entered assets for deferred tax are reconsidered, and the appropriate corrections are made thereto if there is any doubt as to the future recovery thereof. In addition, at each year end the assets for deferred tax not entered in the consolidated balance sheet are evaluated and are subject to recognition if they will probably be recovered with future tax profits.

### **4.11. Income and expenditure**

According to the accrual principle, income is recorded with the transfer of control and expenditure is recorded when the expenses occur, irrespective of the date of collection or payment thereof.

For income accounting entries, the Group follows a process comprised of the following successive steps:

- Identify the contract (or contracts) with the client, construed as an agreement between two or more parties, creating enforceable rights and obligations for them;
- Identify the obligation or obligations to be fulfilled in the contract, representing the undertakings to transfer goods or render services for a client;
- Determine the price of the transaction, or consideration of the contract to which the company expects to be entitled in exchange for the transfer of goods or the rendering of services undertaken with the client;
- Allocate the price of the transaction to the obligations to be fulfilled, which will have to be performed in accordance with the individual selling price of each good or different service undertaken in the contract, or, if appropriate, following an estimated selling price when this cannot be observed independently; and
- Recognise the income from ordinary activities when the company fulfils an undertaken obligation through the transfer of a good or the rendering of a service; which fulfilment takes place when the client obtains control of the good or service, in such a way that the recognised amount of the income from ordinary activities shall be the amount allocated to the satisfied contractual obligation

#### ***Recognition***

The Group recognises the income derived from a contract when the control over the goods or services undertaken is transferred to the client (i.e., the obligation to be fulfilled).

For each obligation identified, the Group determines at the beginning of the contract whether the undertaking assumed is to be fulfilled over time or at a specific moment.

The income derived from the undertakings that are fulfilled over time are recognised depending on the degree of progress towards the complete fulfilment of the contractual obligations, provided that the Group has reliable information to measure the degree of progress. In the case of contractual obligations that are fulfilled at a specific moment, the income derived from the performance thereof is recognised at that date. To be specific, the income is recognised as follows:

- The income from television transmission rights and other consideration from participating in a competition, which is fixed consideration, are proportionally entered in the books as the corresponding games are held during this season. In addition, in the case of income from television transmission rights and/or any consideration from participating in a competition, which is variable consideration and which depends on certain conditions being fulfilled by the Group, they are entered in the books when the conditions are fulfilled;
- The income from sponsorship agreements, which is fixed consideration, is proportionally entered in the books over the period covered by the sponsorship rights agreement. In the case of variable consideration depending on certain conditions being met by the Group, it is entered in the books when the conditions are fulfilled;
- The income from members and season-ticket holders is proportionally entered in the books during the season;
- The income under the heading of tickets or the like is entered in the books when the corresponding game is held; and
- The income for the sale of merchandising products is entered in the books when the product is delivered to the client.

#### 4.12. Reserves and contingencies

When drawing up the consolidated annual accounts, the Club's Board of Directors differentiates between:

1. Reserves: credit balances covering current obligations derived from past events, the cancellation of which will probably create a financial outflow, but which are indeterminate in terms of amount and/or time of cancellation; and
2. Contingent liabilities: possible obligations emerging as a result of past events, the future materialization of which is subject to one or more future events occurring, or not, beyond the Group's control.

The consolidated annual accounts reflect all of the reserves in respect of which it is deemed that the likelihood of having to meet the obligation is higher than not having to meet it. Contingent liabilities are not recognised in the consolidated annual accounts, but rather information is provided in respect thereof in the notes in the consolidated annual report, if they are not considered as remote.

The reserves are valued at the current value of the best possible estimate of the amount required to cancel or transfer the obligation, taking into account the information available on the event and the consequences thereof, and entering the adjustments arising from the update of such reserves as a financial expense as it accrues.

The Club's Board of Directors is responsible for estimating and quantifying the risks related to the possible reserves to be entered or contingent liabilities to be expounded in the consolidated annual report. In order to estimate and quantify these risks, the valuation made by its lawyers and other consultants is, inter alia, applied as the basis.

#### 4.13. Compensation for dismissal, termination of contract and others

In accordance with the legislation in force, the Group is under the obligation to pay compensation to those employees with whom, under certain conditions, it terminates their labour relations. Therefore, the compensation for dismissal that can be quantified reasonably is entered as an expense in the year in which the decision is made and valid expectations are created vis-à-vis third parties with regard to the dismissal.

The Club has signed contracts with players, which provide for the payment of premiums upon termination, if a series of conditions are met. These premiums are entered linearly as an expense throughout the term of the contract.

In addition, there are undertakings with certain players that are linked to their development and other external factors, which are posted up on the achievement thereof.

#### 4.14. Environmental financial elements

Environmental assets are construed as assets that are used permanently in the Group's activity, the main purpose of which is to minimize the impact on the environment and protect and improve the environment, including reducing or eliminating future pollution. The Group's activity, by nature, does not have a significant impact on the environment.

#### 4.15. Pension undertakings

The Group recognises the cost of pension obligations or retirement premiums in accordance with the accrual thereof.

The cost of the undertakings for retired personnel, consisting of a supplement to Social Security pensions, as well as the cost corresponding to the retirement premiums accrued, is outsourced in a defined group insurance policy.

The pension undertakings for active personnel are included in a Pension Plan with defined contributions to Fondo de Pensiones BS Pentapensión Empresa, F.P. and Fonsolbank F.P. The contributions made to the Pension Fund in the year 2021/22 were €1,384 thousand (€1,555 thousand in 2020/21). These contributions are entered in the consolidated profit and loss account under the heading "Personnel expenses".

#### 4.16. Criteria used to record and value personnel expenses

According to the National Professional Football League Rules on drawing up budgets for Clubs and SADs, personnel expenses shall be recorded in accordance with the following valuation criteria:



### *Non-sports or structure personnel expenses*

The following categories are distinguished:

- Technical non-sports personnel: sports manager, technical secretary, representative, physiotherapists and persons in charge of equipment; and
- Other non-sports personnel: all other personnel bound to the Group under a labour contract, including directors, administration personnel, security and accesses, marketing, communication, maintenance and others.

### *Sports personnel expenses*

For the purposes of presentation in this consolidated report, the expenses under the heading of sports personnel include all types of consideration (wages, salary, compensation, remuneration in kind, etc.), as well as the Social Security contributions paid by the company, group premiums and others. In the case of players received or given under assignment, all of the income and expenditure derived from the said assignment are included.

Distinction is made between:

- Expenses for sports personnel who can be registered in the National Professional Football League:

The sports personnel who can be registered with the National Professional Football League will be comprised of the players bound to the Club under labour contracts allocated to the first team, i.e., numbers 1 to 25 inclusive, and those not allocated to the playing staff; as well as the first team trainer, second trainer and fitness trainer.

- Expenses for sports personnel who cannot be registered with the National Professional Football League:

The sports personnel who cannot be registered in the National Professional Football League is comprised of the players bound to the Club under a labour contract or otherwise, allocated to the other teams and dependents of any rank; trainers, second trainers and fitness trainers of the respective teams.

## **4.17. Grants, donations and legacies**

For the posting of grants, donations and legacies received, the Group follows the following criteria:

1. Grants, donations and legacies of non-redeemable capital: are valued at the reasonable value of the amount or asset granted, depending on whether they are monetary or not, and are allocated to results in proportion to the allowance to the amortization made in the period for the subsidized elements or, where appropriate, when they are disposed of or the value thereof is corrected due to impairment, except for those received from members or owners, which are entered directly in equity and do not constitute income; and
2. Operating grants: are credited to results when they are granted, unless they are to finance an operating deficit in future years, in which case they will be allocated in those years. If they are granted to finance specific expenditure, they shall be allocated as the financed expenditure accrues.

## **4.18. Long- and short-term accruals**

The amounts received pending recognition as income in the consolidated profit and loss account, mainly with regard to television and sponsorship contracts and members' quotas, are entered under the headings "Long-term accruals" or "Short-term accruals" in accordance with the time limit for allocation in results. These amounts, which do not have future financial obligations are recognised as income only in the corresponding years (accrual principle).

## **4.19. Current / non-current classification**

Current assets are deemed to be those linked to the normal operating cycle, generally considered as one year, as well as those other assets the expiry, disposal or realization of which is expected to occur in the short term, subsequent to the year end, the financial assets maintained to negotiate, except for financial derivatives, the liquidation time limit of which is more than one year, and cash and other equivalent liquid assets. The assets that do not meet these prerequisites are classified as non-current assets.

Similarly, current liabilities are those linked to the normal operating cycle, the financial liabilities maintained to negotiate, except for financial derivatives, the liquidation time limit of which is more than one year and, in general, all of the obligations, the expiry or termination of which will occur in the short term. Otherwise, they are classified as non-current liabilities.

#### 4.20. Transactions with associated parties

The Group enters into all its transactions with associated parties at market value. In addition, the transfer prices are adequately borne and, therefore, the Club's Board of Directors considers that no significant risks exist under this heading that might derive in future liabilities.

#### 4.21. Evaluation of separate information

At June 30th, 2022 and 2021, the Group divides its activity into its 8 sports sections, and into the non-sports activity, as stipulated in Annex I of the attached consolidated annual report.

#### 4.22. Cash flow statement

In the cash flow statement, prepared in accordance with the indirect method, the following expressions are used in the following sense:

1. Cash flows: incoming and outgoing of cash and equivalents thereof; the latter construed as the short-term investments of great liquidity and at risk of fluctuations in the value thereof.
2. Operating activities: the Club's typical activities, as well as other activities which cannot be classified as investment or financing.
3. Investment activities: activities entailing the acquisition, transfer or disposal through other means of long-term assets and other investments not included in cash and equivalents thereof.
4. Financing activities: activities that produce changes in the size and composition of the net worth and of the liabilities that do not form part of the operating activities.

## 5. SPORTS INTANGIBLE FIXED ASSETS AND NON-CURRENT ASSETS MAINTAINED FOR SALE

### 5.1. Sports intangible fixed assets

The heading "Sports intangible fixed assets" includes players' acquisition rights and the like. The movement under this heading of the consolidated balance sheet for the 2021/22 and 2020/21 seasons, has been as follows:

June 30th, 2022:	Thousands of Euros				
	Balances at 06/30/2021	Incomings and allowances	Outgoings, discharges or reductions	Transfers (Note 5.2)	Balances at 06/30/2022
<b>Cost:</b>					
Football	589,560	81,342	(50,209)	-	620,693
Basketball	2,666	239	(1,610)	-	1,295
Handball	1,000	67	(42)	-	1,025
Hockey and others	501	-	-	-	501
Cash advances and others	10,550	-	-	-	10,550
<b>Total cost</b>	<b>604,277</b>	<b>81,648</b>	<b>(51,861)</b>	<b>-</b>	<b>634,064</b>
<b>Accumulated amortization:</b>					
Football	(277,782)	(112,651)	18,344	-	(372,089)
Basketball	(1,957)	(395)	1,346	-	(1,006)
Handball	(383)	(218)	42	-	(559)
Hockey and others	(426)	(39)	-	-	(465)
<b>Total accumulated amortization</b>	<b>(280,548)</b>	<b>(113,303)</b>	<b>19,732</b>	<b>-</b>	<b>(374,119)</b>
<b>Impairment:</b>					
Football	-	(3,188)	-	-	(3,188)
Cash advances and others	(10,550)	-	-	-	(10,550)
<b>Total impairment</b>	<b>(10,550)</b>	<b>(3,188)</b>	<b>-</b>	<b>-</b>	<b>(13,738)</b>
<b>Net total</b>	<b>313,179</b>	<b>(34,843)</b>	<b>(32,129)</b>	<b>-</b>	<b>246,207</b>



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June 30th, 2021:	Thousands of Euros				
	Balances at 06/30/2020	Incomings and allowances	Outgoings, discharges or reductions	Transfers (Note 5.2)	Balances at 06/30/2021
<b>Cost:</b>					
Football	957,781	90,783	(167,130)	(291,874)	589,560
Basketball	4,640	196	(2,170)	-	2,666
Handball	2,550	300	(1,850)	-	1,000
Hockey and others	491	190	(180)	-	501
Cash advances and others	16,550	-	(6,000)	-	10,550
<b>Total cost</b>	<b>982,012</b>	<b>91,469</b>	<b>(177,330)</b>	<b>(291,874)</b>	<b>604,277</b>
<b>Accumulated amortization:</b>					
Football	(379,699)	(153,747)	126,831	128,833	(277,782)
Basketball	(3,513)	(564)	2,120	-	(1,957)
Handball	(1,674)	(511)	1,802	-	(383)
Hockey and others	(448)	(84)	106	-	(426)
<b>Total accumulated amortization</b>	<b>(385,334)</b>	<b>(154,906)</b>	<b>130,859</b>	<b>128,833</b>	<b>(280,548)</b>
<b>Impairment:</b>					
Football	-	(129,416)	4,375	125,041	-
Cash advances and others	-	(10,550)	-	-	(10,550)
<b>Total impairment</b>	<b>-</b>	<b>(139,966)</b>	<b>4,375</b>	<b>125,041</b>	<b>(10,550)</b>
<b>Net total</b>	<b>596,678</b>	<b>(203,403)</b>	<b>(42,096)</b>	<b>(38,000)</b>	<b>313,179</b>

Players' acquisition rights are considered as expenditure in the forthcoming seasons, without considering the effect of the reserves for impairment, in accordance with the following estimate:

	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Season:</b>		
2021/2022	-	120,372
2022/2023	79,406	83,154
2023/2024	76,835	76,144
2024/2025	46,445	33,509
2025/2026* et seq.	43,521	-
<b>Total</b>	<b>246,207</b>	<b>313,179</b>

\* At June 30th, 2022 it corresponds to the expenditure for the season 2025-2026 et seq.

The signings this year correspond to the acquisition of players' registration rights in the amount of €81,648 thousand (€91,469 thousand at June 30th, 2021).

At June 30th, 2022 and 2021, there are contingent liabilities derived from the agreements reached with clubs for the acquisition of players' registration rights belonging to the first team, which are subject to the fulfilment of a series of conditions. The likelihood of occurrence depends on uncertain future facts, the maximum amount to pay based on the contractual agreements applicable at the year ended June 30th, 2022 being €70 million (€65 million in the year ended June 30th, 2021). In addition, there are agreements with clubs over which the Club has contingent collection rights with regard to sold or transferred players for a maximum amount of €47 million (€57 million in the year ended June 30th, 2021).

In addition, pre-emption rights are maintained over certain players and the like for the amount of €10,550 thousand (€10,550 thousand at June 30th, 2021). The Board of Directors and the sports management of the Club considered that there were signs of impairment in respect of the said assets and proceeded with full impairment in the year 2020/21.

This year, the outgoings mainly correspond to the sale of players, which generated a net profit of €28,233 thousand entered under the heading "Result for disposals and others" in the attached profit and loss account (a net profit of €23,443 thousand in the year ended June 30th, 2021). In addition, this year, the contracts of several players have been terminated entailing a loss for the amount of €15,175 thousand (€30,463 thousand in the year ended June 30th, 2021).

Furthermore, the heading "Result for disposals and others" in the attached profit and loss account reflects other profits in the amount of €14,665 thousand (€10,769 thousand in the year ended June 30th, 2021), basically generated under the heading of payments received for variables for sports performance agreed in different agreements for the sale of registration rights and for transferring to other clubs players who formed part of the Club in previous years.

The Club's Board of Directors is not aware of situations requiring the registration of impairments for a significant amount at June 30th, 2022, apart from those entered in the attached consolidated annual accounts.

The average term of the labour contracts entered into with the personnel who can be registered with the National Professional Football League is 5 years as of the signing thereof.

At June 30th, 2022 and 2021, totally amortized elements exist in the amount of €140,859 and €916 thousand, respectively.

The players are contracted under a labour contract, pursuant to the provisions of Royal Decree 1006/1985, of June 26th, regulating the special labour relations of sports professionals, under the general regime.

The income derived from the assignment and training of players recorded under the heading "Other operating income" in the consolidated profit and loss account during 2021/22 ascends to €2,418 thousand (€9,504 thousand during 2020/21) (Note 18.2).

## 5.2. Non-current assets maintained for sale

The movement under the heading "Non-current assets maintained for sale" in the consolidated balance sheet in the 2021/22 and 2020/21 seasons, has been as follows:

June 30th, 2022:	Thousands of Euros				
	Balances at 06/30/2021	Incomings and Allowances	Outgoings, Discharges or reductions	Transfers (Note 5.1)	Balances at 06/30/2022
<b>Football:</b>					
Net amortization cost	163,041	-	(91,492)	-	71,549
Correction for impairment	(125,041)	(5,000)	61,492	-	(68,549)
<b>Net total</b>	<b>38,000</b>	<b>(5,000)</b>	<b>(30,000)</b>	<b>-</b>	<b>3,000</b>

The outgoings for the year 2021/22 correspond to the sale of several players' registration rights.

June 30th, 2021:	Miles de euros				
	Balances at 06/30/2020	Incomings and allowances	Outgoings, discharges or reductions	Transfers (Note 5.1)	Balances at 06/30/2021
<b>Football:</b>					
Net amortization cost	-	-	-	163,041	163,041
Correction for impairment	-	-	-	(125,041)	(125,041)
<b>Net total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38,000</b>	<b>38,000</b>

As established in Note 4.6, the Group classifies under the heading "Non-current assets maintained for sale" those assets the book value of which shall mainly be recovered through the sale thereof, instead of through the continual use thereof, when the following prerequisites are met: they are available for immediate sale; the action required to find a purchaser has been initiated; and the sale thereof is highly likely within a period of one year. The non-current assets maintained for sale are valued at the lesser of their book value and their fair value, minus selling costs.

In the case of certain assets of the sports intangible fixed assets in which the aforementioned prerequisites were met for the year 2020/21, the Group proceeded to implement the appropriate reclassification of the value of these assets under this heading of the balance sheet.



## 6. NON-SPORTS INTANGIBLE FIXED ASSETS

The movement under this heading of the consolidated balance sheet in the 2021/22 and 2020/21 seasons has been as follows::

June 30th, 2022:	Thousands of Euros				
	Balances at 06/30/2021	Incomings and allowances	Outgoings, discharges or reductions	Transfers	Balances at 06/30/2022
<b>Cost:</b>					
Computer applications	49,312	3,357	(673)	564	52,560
Development	508	-	-	-	508
Transfer rights	928	4	-	-	932
Audiovisual property rights	4,201	25	-	-	4,226
Fixed assets in progress and advanced payments	2,330	588	(592)	(564)	1,762
<b>Total cost</b>	<b>57,279</b>	<b>3,974</b>	<b>(1,265)</b>	<b>-</b>	<b>59,988</b>
<b>Accumulated amortization:</b>					
Computer applications	(32,200)	(6,218)	672	-	(37,746)
Development	(145)	-	-	-	(145)
Transfer rights	(825)	(77)	-	-	(902)
Audiovisual property rights	(1,368)	(881)	1	-	(2,248)
<b>Total accumulated amortization</b>	<b>(34,538)</b>	<b>(7,177)</b>	<b>673</b>	<b>-</b>	<b>(41,041)</b>
<b>Impairment:</b>					
Development	(363)	-	-	-	(363)
<b>Total impairment</b>	<b>(363)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(363)</b>
<b>Net total</b>	<b>22,378</b>	<b>(3,203)</b>	<b>(592)</b>	<b>-</b>	<b>18,582</b>

June 30th, 2022:	Thousands of Euros				
	Balances at 06/30/2020	Incomings and allowances	Outgoings, discharges or reductions	Transfers	Balances at 06/30/2021
<b>Cost:</b>					
Computer applications	43,227	5,304	-	781	49,312
Development	508	-	-	-	508
Transfer rights	924	4	-	-	928
Audiovisual property rights	4,016	74	-	111	4,201
Fixed assets in progress and advanced payments	2,017	1,205	-	(892)	2,330
<b>Total cost</b>	<b>50,692</b>	<b>6,587</b>	<b>-</b>	<b>-</b>	<b>57,279</b>
<b>Accumulated amortization:</b>					
Computer applications	(25,806)	(6,394)	-	-	(32,200)
Development	(94)	(51)	-	-	(145)
Transfer rights	(136)	(689)	-	-	(825)
Audiovisual property rights	(535)	(833)	-	-	(1,368)
<b>Total accumulated amortization</b>	<b>(26,571)</b>	<b>(7,967)</b>	<b>-</b>	<b>-</b>	<b>(34,538)</b>
<b>Impairment:</b>					
Development	-	(363)	-	-	(363)
<b>Total impairment</b>	<b>-</b>	<b>(363)</b>	<b>-</b>	<b>-</b>	<b>(363)</b>
<b>Net total</b>	<b>24,121</b>	<b>(1,743)</b>	<b>-</b>	<b>-</b>	<b>22,378</b>

The registrations for the year 2021/22 mainly correspond to the continual improvement of the web page, the creation of the web page for the Masia and the Museum, several licences and the development of CRM.

The registrations for the year 2020/21 mainly correspond to the continual improvement of the web page, several licences and different social and security projects, amongst others.

At June 30th, 2022 and 2021, totally amortized elements exist for the amount of €22,107 and €18,619 thousand.

## 7. TANGIBLE FIXED ASSETS

The movement under this heading of the consolidated balance sheet in the 2021/22 and 2020/21 seasons has been as follows:

June 30th, 2022:	Thousands of Euros				
	Balances at 06/30/2021	Incomings and allowances	Outgoings, discharges or reductions	Transfers	Balances at 06/30/2022
<b>Cost:</b>					
Stadiums and pavilions	198,590	5,937	(6,173)	900	199,254
Other land and constructions	54,598	139	(414)	18	54,341
Technical installations and other tangible fixed assets	55,534	812	(3,919)	63	52,490
Fixed assets in progress and advanced payments	101,032	16,918	(4)	(981)	116,965
<b>Total cost</b>	<b>409,754</b>	<b>23,806</b>	<b>(10,510)</b>	<b>-</b>	<b>423,050</b>
<b>Accumulated amortization:</b>					
Stadiums and pavilions	(117,010)	(12,951)	6,077	-	(123,884)
Other land and constructions	(17,480)	(1,291)	416	-	(18,355)
Technical installations and other tangible fixed assets	(44,186)	(3,893)	3,899	-	(44,180)
<b>Total accumulated amortization</b>	<b>(178,676)</b>	<b>(18,135)</b>	<b>10,392</b>	<b>-</b>	<b>(186,419)</b>
<b>Net total</b>	<b>231,078</b>	<b>5,671</b>	<b>(118)</b>	<b>-</b>	<b>236,631</b>

June 30th, 2021:	Thousands of Euros				
	Balances at 06/30/2020	Incomings and allowances	Outgoings, discharges or reductions	Transfers	Balances at 06/30/2021
<b>Cost:</b>					
Stadiums and pavilions	177,717	1,197	-	19,676	198,590
Other land and constructions	52,591	82	-	1,925	54,598
Technical installations and other tangible fixed assets					
Fixed assets in progress and advanced payments	53,877	1,290	(2)	369	55,534
Total cost	110,335	12,667	-	(21,970)	101,032
<b>Total coste</b>	<b>394,520</b>	<b>15,236</b>	<b>(2)</b>	<b>-</b>	<b>409,754</b>
<b>Accumulated amortization:</b>					
Stadiums and pavilions	(109,834)	(7,176)	-	-	(117,010)
Other land and constructions	(15,769)	(1,711)	-	-	(17,480)
Technical installations and other tangible fixed assets	(41,102)	(3,084)	-	-	(44,186)
<b>Total accumulated amortization</b>	<b>(166,705)</b>	<b>(11,971)</b>	<b>-</b>	<b>-</b>	<b>(178,676)</b>
<b>Net total</b>	<b>227,815</b>	<b>3,265</b>	<b>(2)</b>	<b>-</b>	<b>231,078</b>

The entries for the year 2021/22 mainly correspond to the refurbishment of the Spotify Camp Nou and Palau Blaugrana, the works carried out in Espai Barça and the renovation of pitches no 4, 5 and 6 of Ciutat Esportiva Joan Gamper. In the year 2021/22 financial expenses have been capitalized for the amount of €4,304 thousand.



## ECONOMIC REPORT

The entries for the year 2020/21 mainly correspond to the new installations works. In the year 2020/21 financial expenses have been capitalized for the amount of €6,585 thousand. The transfers mainly correspond to the start-up of Estadio Johan Cruyff.

On April 5th, 2014 the Espai Barça proposal was approved in a referendum, which entailed commissioning the Club's Board of Directors with executing the new Espai Barça project. In addition, on December 19th, 2021 authorisation was approved in a referendum for the Board of Directors to perform the activities that it deems necessary in order to obtain financing for Espai Barça for a maximum amount of €1,500 million. The financing that is being negotiated will not begin to be repaid until the works have been completed, given that Espai Barça will be financed with the increase in income generated by the new project. It is estimated that Espai Barça will generate additional income of approximately €200 million per annum derived from sponsorships and naming rights, tickets and restaurants, VIP boxes and hospitality assets, meeting & events operations.

With regard to the Espai Barça project, on August 16th, 2018 the Club executed a loan with a North American finance company for a maximum amount of €90 million to meet payments in respect of this project (Note 14.2). At June 30th, 2022, the accumulated costs incurred for Espai Barça ascend to €131,640 thousand, which amount has mainly been financed with this loan (€114,914 thousand at June 30th, 2021). On January 28th, 2022 a novation agreement was executed in respect of this loan, extending the limit up to €180 million and extending the expiry by 1 year, up to February 15th, 2023 (Note 14.2). As a result of the approval in the referendum of the project to renew the Stadium and adjacent installations, the Club has applied the revision of the useful life of the currently existing assets, which have an amount still to be redeemed and which shall be affected by the works. This analysis, individualised by asset, determines a new useful life for each one of them, in accordance with the schedule of works defined by the project technical team.

The Group has real estate, the cost value of which, separately for construction and land, at June 30th, 2022 and 2021, is as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Land	22,289	22,289
Constructions	231,308	230,899
<b>Total</b>	<b>253,597</b>	<b>253,188</b>

During the project to adapt the sports grounds and installations to the safety measures established in the Regulation for the Prevention of Violence, in previous years, the Club obtained from the National Professional Football League gratuitous tangible fixed assets for the amount of €11,081 thousand. These elements, included under the heading "Stadiums and pavilions", are entered in the books for the value stipulated in the works certificate issued by the National Professional Football League, with the offsetting item under the heading of capital grants (see Note 12.2).

The Group's policy is to take out insurance policies covering the possible risks to which the different elements of its tangible fixed assets are exposed. The Club's Board of Directors deems that the significant risks are adequately covered.

At June 30th, 2022 and 2021, some elements are totally amortized for an amount of €76,499 and €81,452 thousand, respectively.

## 8. REAL ESTATE INVESTMENTS

The movement under this heading of the consolidated balance sheet for the 2021/22 and 2020/21 seasons has been as follows:

June 30th, 2022:	Thousands of Euros		
	Balances at 06/30/2021	Incomings and allocation/reversal impairment	Balances at 06/30/2022
<b>Cost:</b>			
Land Hospitalet de Llobregat (Can Rigalt)	37,236	-	37,236
Land Viladecans	18,744	-	18,744
Other land	682	-	682
<b>Total cost</b>	<b>56,662</b>	<b>-</b>	<b>56,662</b>
<b>Impairment:</b>			
Land Hospitalet de Llobregat (Can Rigalt)	(27,623)	23,709	(3,914)
Land Viladecans	(14,940)	2,860	(12,080)
<b>Total impairment</b>	<b>(42,563)</b>	<b>26,569</b>	<b>(15,994)</b>
<b>Net total</b>	<b>14,099</b>	<b>26,569</b>	<b>40,668</b>

June 30th, 2021:	Thousands of Euros		
	Balances at 06/30/2020	Incomings and allocation/reversal impairment	Balances at 06/30/2021
<b>Cost:</b>			
Land Hospitalet de Llobregat (Can Rigalt)	37,236	-	37,236
Land Viladecans	18,744	-	18,744
Other land	682	-	682
<b>Total cost</b>	<b>56,662</b>	<b>-</b>	<b>56,662</b>
<b>Impairment:</b>			
Land Hospitalet de Llobregat (Can Rigalt)	(15,588)	648	(14,940)
Land Viladecans	(27,628)	5	(27,623)
<b>Total impairment</b>	<b>(43,216)</b>	<b>653</b>	<b>(42,563)</b>
<b>Net total</b>	<b>13,446</b>	<b>653</b>	<b>14,099</b>

The Group's real estate investments correspond to land with which it expects to obtain some type of future rent or capital gains from the sale thereof, without the consolidated profit and loss account for this year (or the previous year) reflecting any income whatsoever derived from this land.

#### **Can Rigalt**

The Club owns four plots of land located in the municipal district of Hospitalet de Llobregat (Barcelona), with an approximate surface area of 30,783, 23,676, 3,578 and 2,533 square metres, respectively. The first two properties fall under the "Modificació del PGM Sector de Can Rigalt Àmbit Municipal al nord de l'Avinguda Collblanc al barri Pubilla Casas" ("Modification of the PGM Sector of Can Rigalt Municipal Area to the North of l'Avinguda Collblanc in the Pubilla Casas district").

#### **Viladecans**

During the year 2007/08, the Club acquired some land in the municipal district of Viladecans (Barcelona), covering a surface area of 278,544 square metres, for the sum of €18,744 thousand.

At the 2021/22 year end, the Club's Board of Directors commissioned an update of the valuation of the land from an independent third expert, which, according to the town planning plan in force, at June 30th, 2022, has revealed the need to record a reversal of the impairment for a total amount of €26,659 thousand.

## **9. LEASES**

### **9.1 Operative leases in which the Group acts as the lessor**

As the lessor, income from the punctual lease of the Group's different facilities for holding events organized by third parties, such as concerts etc., is entered in the books. The payments received for such events vary depending on the negotiations with the organizers of each particular event. At the year end, the Group has not contracted with tenants significant minimum lease quotas which cannot be cancelled.

### **9.2 Operative leases in which the Group acts as the lessee**

The Group leases various premises, facilities and equipment in order to engage in activities related to its normal course of business. The Group has not contracted with lessors significant minimum lease quotas which cannot be cancelled. In addition, the amount of expenditure for operative leases for the financial year is not significant.

## **10. FINANCIAL ASSETS**

### **10.1. Long-term financial investments**



The balance of the accounts under the heading “Long-term financial investments” at June 30th, 2022 and 2021 is as follows:

Categories	Thousands of Euros					
	06/30/2022			06/30/2021		
	Credits to third parties	Other financial assets	Total	Credits to third parties	Other financial assets	Total
Credits to sports organizations	17,734	-	17,734	12,452	-	12,452
Other financial assets	-	9,083	9,083	-	7,045	7,045
<b>Total</b>	<b>17,734</b>	<b>9,083</b>	<b>26,817</b>	<b>12,452</b>	<b>7,045</b>	<b>19,497</b>

*Credits to sports organizations:*

The heading “Credits to sports organizations” at June 30th, 2022 and 2021 mainly reflects the accounts receivable from sports organizations for the transfer or assignment of players, as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Aston Villa F.C. (Philippe Coutinho Correia)	9,897	-
Club Brugge K.V. (Ferran Jutglà)	1,924	-
Granada C.F. (Ramón Rodríguez)	374	-
Aston Villa F.C. (Lucas Digne)	44	-
F.C. Shakhtar Donetsk (Marlon da Silva)	38	-
S.C. Braga (Abel Ruiz)	3,200	4,000
U.D. Almería (Sergio Akieme)	1,243	1,950
Olympique de Marseille (Konrad de la Fuente)	993	947
Torino F.C. (Antonio Sanabria)	16	51
Borussia Dortmund (Francisco Alcácer)	5	17
Olympique Gymnaste Club de Nice (Jean-Clair Todibo)	-	4,344
Liverpool F.C. (Thiago Alcántara)	-	446
Udinese Calcio (Gerard Deulofeu)	-	371
F.C. Famalicão (Daniel Morer)	-	200
Paris Saint-Germain, F.C. (Mauro Icardi)	-	126
<b>Total</b>	<b>17,734</b>	<b>12,452</b>

During the year 2021/22, the Club has entered into several non-recourse factoring agreements, in which the long-term and short-term accounts receivable from sports organizations were factorized for an amount of €38 million (€147 million in the year 2020/21).

The details, by expiry, of the entries forming part of the heading “Long-term credits to sports organizations” at June 30th, 2022 and 2021 are as follows:

June 30th, 2022:	Thousands of Euros		
	2023/24	2024/25 et seq.	Total
Long-term credits to sports organizations	10,969	6,765	17,734
<b>Total</b>	<b>10,969</b>	<b>6,765</b>	<b>17,734</b>

June 30th, 2021:	Thousands of Euros		
	2022/23	2023/24 et seq.	Total
Long-term credits to sports organizations	3,488	8,964	12,452
<b>Total</b>	<b>3,488</b>	<b>8,964</b>	<b>12,452</b>

*Other financial assets:*

At June 30th, 2022 and June 30th, 2021 this heading includes a loan for an amount of €4,485 thousand to the company, Audio-visual New Aged AIE, the corporate purpose of which is the management and performance of the covenants established in the agreement regarding the adjustments to be made in the distribution of income derived from SAD audiovisual rights and sports clubs dated November 16th, 2010. At June 30th, 2021 this loan was totally impaired, given that the Club's Board of Directors and management, in accordance with their best estimation based on the information available at that date, deemed that it was highly unlikely that it would be recovered.

At June 30th, 2022, the Club's Board of Directors and management have revalued this estimate based on the most recent information available, and have reverted €2,755 thousand of the impairment reserve set up the previous year

## 10.2. Companies in the Group, multi-group and associated companies

The details under this heading at June 30th, 2022 and 2021 are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Equity instruments</b>	-	-
Cost	3,670	3,670
Impairment	(3,670)	(3,670)
<b>Stakes in capital equivalence companies (Note 10.3)</b>	<b>63,000</b>	-
Cost	61,740	-
Goodwill	(1,260)	-
<b>Credits to companies (Note 20.2)</b>	<b>47,500</b>	-
Nominal value	57,336	9,749
Impairment	(9,836)	(9,749)
<b>Total</b>	<b>110,500</b>	-

The heading "Equity instruments" includes, at June 30th, 2022 and 2021, the Club's stakes in the companies, FCBarcelona HK Limited and FCB North America LLC. These dependent companies are not included in the consolidation perimeter, given that they do not have a significant interest, either individually or jointly, for a true and fair view of the Group's net worth, financial situation and results.

On June 30th, 2022, the Club sold 10% of the Club's audiovisual rights over the "La Liga" professional competition to the company, Locksley Invest, S.L., incorporated on January 11th, 2022, of which the Club holds a 49% stake. The remaining 51% belongs to the North American investment company, Sixth Street Partners.

The most significant information regarding equity instruments corresponding to companies in the Group, multi-group and associated companies is as follows:

### June 30th, 2022:

Name / Address	% Stake		Thousands of Euros						
	Direct	Indirect	Capital	Result		Rest of Net Worth	Total Net Worth	Book value	
				Operation	Net			Cost	Impairment
FCBarcelona HK Limited (Hong Kong) (*)	100%	-	3,670	177	(128)	(6,021)	(2,479)	3,670	(3,670)
FCB North America L.L.C. (United States of America) (*)	100%	-	0	270	259	(7,051)	(6,792)	0,09	(0,09)
Haikou Barca Mission Hills (China) (*)	-	50%	7,320	(1,165)	(1,165)	(2,456)	3,699	-	-
<b>Total</b>								<b>3,670</b>	<b>(3,670)</b>

(\*) Amounts not audited and converted at a historical exchange rate.



June 30th, 2021:

Name / Address	% Stake		Thousands of Euros						
	Direct	Indirect	Capital	Result		Rest of Net Worth	Total Net Worth	Result	
				Operation	Net			Cost	Impairment
FCBarcelona HK Limited (Hong Kong) (*)	100%	-	3.670	517	341	(3.161)	850	3.670	(3.670)
FCB North America LLC (United States of America) (*)	100%	-	0,09	(194)	(178)	(6.327)	(6.505)	0,09	(0,09)
Haikou Barça Mission Hills (China) (*)	-	50%	7.320	(947)	(947)	(1.852)	4.521	-	-
<b>Total</b>								<b>3.670</b>	<b>(3.670)</b>

(\*) Amounts not audited and converted at a historical exchange rate.

The results of the companies stipulated in the above table correspond, in their entirety, to continual operations.

The stakes in the net worth of FCBarcelona HK Limited and FCB North America LLC have been impaired, given that, according to the most recently updated business plan for the coming years, it is forecast that these companies will not generate positive cash flows.

The heading "Credits to companies" includes, at June 30th, 2022, contributions made to the companies in the Group, FCBarcelona HK Limited and FCB North America LLC, to cover cash at bank needs in the amount of €2,992 and €6,844 thousand, respectively (€2,980 and €6,769 thousand, respectively, at June 30th, 2021). At June 30th, 2022, the credits to FCB North America LLC and FCBarcelona HK Limited are fully impaired (fully impaired at June 30th, 2021).

The remaining balance corresponds to €47,500 thousand at June 30th, 2022 corresponding to non-current debit balances with associated companies (see Note 20.2).

In compliance with the provisions of Additional Provision 18 of General Law 58/2003, of December 17th, on Taxation, with regard to the obligation to inform about goods and rights located abroad, it is informed that employees of the Club, tax residents on Spanish territory, are authorised to operate with bank accounts located abroad, held by foreign dependent companies.

Set out hereunder is a table summarising these accounts:

Number of Accounts	Type of Account	Year opened	Bank	Country	Dependent company holder
1	Current Account	2013	HSBC	Hong Kong	FC Barcelona HK Limited
2	Savings Account	2013	HSBC	Hong Kong	FC Barcelona HK Limited
1	Term Deposit Account	2013	HSBC	Hong Kong	FC Barcelona HK Limited
3	Current Account	2016	CityBank	United States	FCB North America
3	Current Account	2021	Santander	United States	FCB North America

### 10.3. Stakes in capital equivalence companies

As stated in Note 10.2 of the attached consolidated annual report, at June 30th, 2022, the Group holds a stake in the following national non-listed company:

At June 30th, 2022:

Name	%	Thousands of Euros				
		Nominal value per share	Net worth	Capital equivalence result	N.W. Adjust Capital equivalence investments	Book value
Locksley Invest, S.L.	49%	-	126,000	-	-	63,000
<b>Total</b>		-	<b>126,000</b>	-	-	<b>63,000</b>

The movement of capital equivalence investments during the year 2021/22 is as follows:

Name	Thousands of Euros					
	06/30/2021	Additions	Goodwill Amortization	Results	Dividends	06/30/2022
Locksley Invest, S.L.	-	61,740	-	-	-	-
<b>Total</b>	-	<b>61,740</b>	-	-	-	-

From the first application of the capital equivalence process in the year 2021/22, taking into account the date of acquisition of the stake and the commencement of its activity on June 30th, 2022, a positive difference has been revealed between the investment cost recorded in the Club's individual annual accounts and the dependent company's net worth. As a result, goodwill has been entered for the amount of €1,260 thousand, which has been included under the heading "Capital equivalence stakes".

#### 10.4. Trade debtors and other accounts receivable

The details of this heading at June 30th, 2022 and 2021 are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Non-current trade debtors (Note 14.3)</b>	<b>39,915</b>	<b>43,326</b>
Clients, companies in the Group and associated companies (Note 20.2)	29,682	634
Sports organizations, trade debtors	40,034	25,144
Sundry trade debtors	70,464	97,807
Sports personnel (Note 14.3)	19,809	22,588
Non-sports personnel	232	154
Cash advances to suppliers / creditors	359	275
Current tax assets (Note 15.1)	90	18
Other credits with Public Administrations (Note 15.1)	616	1,863
<b>Current trade debtors</b>	<b>161,286</b>	<b>148,483</b>
<b>Total</b>	<b>201,201</b>	<b>191,809</b>

*Sports organizations, trade debtors:*

At June 30th, 2022 and 2021, accounts receivable from sports organizations for the transfer or assignment of players and others are recorded under the heading "Sports organizations, trade debtors", as detailed below:

	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Accounts receivable from the "National Professional Football League"</b>	<b>10,254</b>	<b>10,786</b>
<b>Accounts receivable from sports organizations for the transfer or assignment of players and others:</b>		
Football:		
Real Betis Balompié (Marc Bartra)	-	1,089
R.C. Celta de Vigo (Denis Suárez)	-	908
Olympique Gymnaste Club de Nice (Jean-Clair Todibo)	(82)	3,853
Sevilla, C.F. (Ivan Rakitic)	2,359	2,359
U.D. Almería (Sergio Akieme)	1,128	2,202
Olympique de Marseille (Konrad de la Fuente)	920	1,940
Liverpool F.C. (Thiago Alcántara)	446	204
F.C. Famalicão (Daniel Morer)	200	200
Paris Saint-Germain F.C. (Mauro Icardi)	126	189
Torino, F.C. (Antonio Sanabria)	34	51
Borussia Dortmund (Francisco Alcácer)	12	41
S.C. Braga (Abel Ruiz)	829	(81)
F.C. Shakhtar Donetsk (Marlon da Silva)	19	-
Real Betis Balompié (Emerson Royal)	78	-
Udinese Calcio (Gerard Deulofeu)	371	-
Granada C.F. (Ramón Rodríguez)	375	-
F.C. Zenit (Malcom Filipe Silva de Oliveira)	980	-
Getafe C.F. (Carles Aleñá)	1,000	-
Club Brugge K.V. (Ferran Jutglà)	2,846	-
Wolverhampton Wanderers F.C. (Francisco Trincão)	6,481	-
Aston Villa F.C. (Philippe Coutinho Correia)	9,796	-
	<b>27,918</b>	<b>12,955</b>
Other sections	120	-
<b>Total accounts receivable from sports organizations</b>	<b>38,292</b>	<b>23,741</b>
<b>Other federations and associations</b>	<b>1,742</b>	<b>1,403</b>
<b>Total</b>	<b>40,034</b>	<b>25,144</b>



## Sundry trade debtors:

At June 30th, 2022 and 2021, the details of the heading "Sundry trade debtors" are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Exclusive contracts and sponsors	53,498	77,533
Accounts receivable for television transmissions and sports programs	10,184	10,786
Others	6,782	9,488
<b>Total</b>	<b>70,464</b>	<b>97,807</b>

The heading "Others" includes €4,722 and €220 thousand for client balances of the dependent company, Barça Licensing & Merchandising, S.L.U. and Barça Produccions, S.L.U., respectively (€5,573 thousand at June 30th, 2021 in respect of Barça Licensing & Merchandising, S.L.U.).

The value corrections for impairment reflected at June 30th, 2022 and 2021 under the heading "Sundry trade debtors" in the attached consolidated balance sheet ascend to €42,326 and €39,012 thousand, respectively. In the attached consolidated profit and loss account for this year, an impairment expense has been entered for the amount of €4,903 thousand (€26,255 thousand for expenses in the year 2020/21) and impairment reversal income of €1,589 (no income from impairment reversal in the year 2020/21).

## 10.5. Information on the nature and risk level of financial instruments

The Club's Finance Department and Board of Directors manage the Group's financial risks, and have established the mechanisms required to control exposure to fluctuations in interest rates and exchange rates, and credit and liquidity risks. The main financial risks that have an impact on the Group are set out below:

### 1. Credit risk

In general, the Group keeps its cash at bank and equivalent liquid assets in banks with a high credit level. The Group analyses its trade debtors individually, thus reducing the credit risk.

### 2. Liquidity risk

In order to guarantee liquidity and be able to meet all its payment undertakings derived from its activity, the Group has cash at bank and other equivalent liquid assets showing the consolidated balance thereof, as well as the credit and finance lines detailed in Note 14. As stated in Note 2.7, on August 19th, 2021, the Club issued "Senior Secured Notes" for the amount of €595 million, which have allowed for restructuring the financial debt and obtain liquidity (Note 14.1). In addition, if necessary, the Club could have recourse to the sale of assets.

On June 30th, 2022, the Club sold 10% of the Club's audiovisual rights to the company, Locksley Invest, S.L. This transaction has generated in the profit and loss account a profit for the amount of €267,089 thousand, entered under the heading "Profits from non-sports intangible fixed assets".

### 3. Market risk (including interest rates and exchange rates)

Both the Group's cash at bank and financial debt are exposed to an interest rate risk, which could have an adverse effect on the financial results and on cash flows. The Club's Board of Directors deems that the risk should not have a significant impact on these consolidated annual accounts. The interest rate risk is concentrated on debts with banks (Note 14).

The transactions with foreign currency are exposed to the exchange rate risk and the value of the monetary liabilities has been adjusted by applying the exchange rate in force at June 30th, 2022, recording the result derived from this valuation under the heading of "Exchange differences" in the consolidated profit and loss account. The Group is not exposed to any significant exchange rate risk.

## 11. STOCK

Stock corresponds to the products marketed by the dependent company, Barça Licensing & Merchandising, S.L.U.

At June 30th, 2022, firm product purchase undertakings exist for the amount of €15,750 thousand (€10,098 thousand at June 30th, 2021).

The movements for value corrections for impairment are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Initial balance	4,738	5,421
Value corrections	(1,149)	(683)
<b>Final balance</b>	<b>3,589</b>	<b>4,738</b>

The value corrections for impairment mainly correspond to the adjustment of the value of the stock at its net realizable value.

The Group has taken out insurance policies covering the recoverability of the net book value of the stock.

## 12. NET WORTH

At June 30th, 2022, the consolidated net worth is negative by an amount of €353,213 thousand. Notwithstanding the foregoing, there is no legal impediment for the Club to continue operating as usual.

### 12.1. Net worth for the purposes of Sports Law

The Law on Sports (Law 10/1990), of October 15th, 1990, establishes that the clubs that participate in professional sports competitions shall adopt the form of a Sports Public Limited Company. As an exception to this rule, it is established that the clubs that participate in official professional football competitions and which, according to the audits carried out by the National Professional Football League, have obtained a positive net worth balance since the financial year 1985/86, can maintain their legal structure, which condition is met in the case of Futbol Club Barcelona. In that case, the said Law establishes that the Board of Directors should furnish a guarantee of 15% of the expenditure budget for the year in which the Board of Directors commenced its management. Therefore, on March 17th, 2021, prior to taking office, the current Board of Directors deposited in the National Professional Football League, such guarantee for the legally appropriate amount.

However, the Third Final Provision of Law 22/2021, of December 28th, on the National Budget for 2022, has amended Law 10/1990, of October 15th, on Sports, deleting the obligation to furnish the guarantee referred to in the previous paragraph, establishing in clubs' by-laws the requirements to be a member of their boards of directors, such as, for example length of service or guarantees required. The regime of responsibility established in this provision applies as of the 2020/21 season and, therefore, the Board of Directors has cancelled the furnished guarantee.

### 12.2. Grants

The information on the grants received by the Group, which form part of the consolidated net worth, and the results allocated to the consolidated profit and loss account derived therefrom, is as follows:

**June 30th, 2022:**

Authority	Area	Thousands of Euros (*)			
		06/30/2021	Transfer to results	Tax impact (Note 15.3)	06/30/2022
Generalitat de Catalunya [Catalan Autonomous Government]	Public	97	(11)	3	89
National Professional Football League (Note 7)	Private	1,395	(66)	16	1,345
Works of art	Private	598	-	-	598
<b>Total</b>		<b>2,090</b>	<b>(77)</b>	<b>19</b>	<b>2,032</b>

(\*) Amounts net of tax impact



June 30th, 2021:

Authority	Area	Thousands of Euros (*)			
		06/30/2020	Transfer to results	Tax impact (Note 15.3)	06/30/2021
Generalitat de Catalunya [Catalan Autonomous Government]	Public	102	(7)	2	97
National Professional Football League (Note 7)	Private	1,642	(329)	82	1,395
Works of art	Private	598	-	-	598
<b>Total</b>		<b>2,342</b>	<b>(336)</b>	<b>84</b>	<b>2,090</b>

(\*) Amounts net of tax impact

At June 30th, 2022 and 2021, the Group had complied with all of the prerequisites required to receive the aforementioned grants.

## 13. RESERVES AND CONTINGENCIES

### 13.1. Long-term reserves

The details of the long-term reserves in the consolidated balance sheet at June 30th, 2022 and 2021 are as follows:

June 30th, 2022:

Long-term reserves	Thousands of Euros					
	06/30/2021	Allowances	Applications and payments	Reversals	Transfers (Note 13.2)	06/30/2022
Tax reserve (Note 15.7)	72,251	2,943	(17,059)	(80)	-	58,055
Reserves for other responsibilities	29,240	-	-	-	(3,543)	25,697
<b>Total</b>	<b>101,491</b>	<b>2,943</b>	<b>(17,059)</b>	<b>(80)</b>	<b>(3,543)</b>	<b>83,752</b>

The allocation for the year 2021/22 corresponds to a reserve for different tax disputes, as well as reserves for other contentious proceedings. The applications and payments consist of the payment of the signed tax reports for the years 2015 to 2018 for Company Tax, Income Tax withholdings and non-resident withholdings and Value Added Tax (Note 15.7).

June 30th, 2021:

Long-term reserves	Miles de euros					
	06/30/2020	Allowances	Applications and payments	Reversals	Transfers (Note 13.2)	06/30/2021
Tax reserve (Note 15.7)	16,208	52,809	-	-	3,234	72,251
Reserves for other responsibilities	-	29,240	-	-	-	29,240
<b>Total</b>	<b>16,208</b>	<b>82,049</b>	<b>-</b>	<b>-</b>	<b>3,234</b>	<b>101,491</b>

The allocation for the year 2020/21 corresponds to a reserve for tax disputes (Note 15.7), as well as reserves for other contentious proceedings.

### 13.2. Short-term reserves

At June 30th, 2022 and 2021, the details of short-term reserves are as follows:

June 30th, 2022:

Short-term reserves	Thousands of Euros					
	06/30/2021	Allowances	Applications and payments	Reversals	Transfers (Note 13.2)	06/30/2022
Tax reserve (Note 15.7)	-	-	-	-	-	-
Reserves for other responsibilities	2,322	6,576	(2,919)	(2,301)	3,543	7,221
<b>Total</b>	<b>2,322</b>	<b>6,576</b>	<b>(2,919)</b>	<b>(2,301)</b>	<b>3,543</b>	<b>7,221</b>

The allocation for the year 2021/22 corresponds to a reserve for various occupational hazards.

**June 30th, 2021:**

Short-term reserves	Thousands of Euros					06/30/2021
	06/30/2020	Allowances	Applications and payments	Reversals	Transfers (Note 13.2)	
Tax reserve (Note 15.7)	3,234	-	-	-	(3,234)	-
Reserves for other responsibilities	122	2,200	-	-	-	2,322
<b>Total</b>	<b>3,356</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>(3,234)</b>	<b>2,322</b>

The allocation for the year 2020/21 corresponds to a reserve for tax disputes (Note 15.7), and reserves for other legal proceedings.

The members of the Club's Board of Directors, and its advisors, deem that no significant risks other than those reflected in these consolidated annual accounts, shall arise.

### 13.3. Lawsuits

Detailed hereunder are the main lawsuits and contentious proceedings to which the Club is party at June 30th, 2022, except for those derived from tax inspections, which are detailed in Note 14.7:

- During the financial year 2015, preliminary procedures were initiated at Central Magistrates' Court nº 5 of the National Court derived from a complaint filed by DIS-Esportes y Organizaçao de Eventos LTDA against the Club and other members. The complaint was based on alleged offences for fraudulent simulation of contract derived from the contracts executed by the Club in which it signed the player, Neymar da Silva Santos Jr. In a Ruling dated July 8th, 2016, Central Magistrates' Court nº 5 of the National Court ordered the provisional stay of proceedings, but subsequently, on September 23th, 2016, the Criminal Chamber of the National Court agreed that the proceedings should continue. Finally, on November 3th, 2016, Central Magistrates' Court nº 5 of the National Court gave a Ruling initiating oral proceedings against the Club and other natural persons for committing two offences of corruption between individuals and embezzlement. To date, the proceedings are being heard at Barcelona Court of Appeal, and the oral hearing has been scheduled for October 2022. The Club's Board of Directors and legal advisers consider that the risk derived from the future lawsuit is low and, therefore, the Club has not posted any reserve for this lawsuit in the attached annual accounts.
- The company Muro Cortina Modular Renting, S.A. applied to Barcelona Mercantile Court no 12 for the involuntary bankruptcy of the Club. On November 12th, 2020, this Court suspended leave for the application for involuntary bankruptcy to go ahead. The Club has filed a writ asking the Court to directly refuse leave for the application for fraud to go ahead on the grounds of the applicant's lack of status of creditor and lack of proof of the generalised situation of failing to meet its payment obligations. At June 30th, 2021, the Club's Board of Directors and legal advisers deem that the risk of leave being given for the involuntary bankruptcy to go ahead is remote. On September 20th, 2021, a settlement agreement was signed and Muro Cortina Modular Renting, S.A. has withdrawn the action, and the proceedings have been shelved.
- In addition, Muro Cortina Modular Renting, S.A. applied to Barcelona Court of First Instance no 44, asking it to order the Club to pay compensation for damages in the amount of €78.8 million for an alleged breach of the contract for the joint exploitation of the façade of the Masia in Ciudad Deportiva de Sant Joan Despí (Barcelona) whilst the proceedings in which Muro Cortina Modular Renting, S.A. sought termination of contract, were being processed. These proceedings were heard by Barcelona Court of First Instance no 25, which set aside the complaint in integrum, the Judgment subsequently being confirmed by Barcelona Court of Appeal. At June 30th, 2021, the Club's Board of Directors and legal advisers deemed that the risk derived from these proceedings was low. On September 20th, 2021, a settlement agreement was signed and Muro Cortina Modular Renting, S.A. has withdrawn the action, and the proceedings have been shelved.
- On April 21th, 2020, a group of members of the Club filed a complaint at Barcelona Magistrates' Court no 13, generically against the Club's directors or managers who had participated in recruiting the services of the company, 13 Ventures, which would engage in, according to the complaint, creating states of opinion on social networks. The alleged offences that were reported were misappropriation of trust funds and corruption between individuals. On May 21th, 2020, the Magistrates' Court gave leave for the complaint to go ahead and ordered that the facts be investigated by the Mossos d'Esquadra Central Money Laundering and Economic Crime Division, ordering the secrecy of the proceedings, extended up to March 1th, 2021, the date on which several companies and the offices of the Club were searched. In these proceedings, the Club has the status of damaged party, and the former Chairman of the Club's Board of Directors and three directors are being investigated. These proceedings are at the preliminary investigation stage. The Club's Board of Directors and legal advisers deem that there is no risk for the Club, given its status as damaged party.



- On January 26th, 2022, the Club's Board of Directors filed a complaint with Barcelona provincial Prosecutor's Office as a result of the outcome of the forensic investigation with which independent external professionals were commissioned, which, based on circumstantial evidence, could constitute an offence of misappropriation of trust funds or, subsidiarily a continuous offence of fraudulent conversion, as well as an offence of forgery in mercantile documents and accounting forgery. The Club's Board of Directors and legal advisers deem that there is no financial risk for the Club under the heading of corporate person's vicarious liability or criminal liability, since the aforementioned offences are not established in Article 31 bis of the Criminal Code. In addition, based on the information available, at the date of preparation of the annual accounts, no potential impact that might affect such annual accounts or the annual accounts for previous years, has been identified.
- In November 2009, the European Commission received a complaint regarding possible preferential treatment with regard to company tax in respect of four Spanish sports clubs: Real Madrid CF, Athletic Club Bilbao, Club Atlético Osasuna and FC Barcelona, with regard to public limited sports companies.

In a Decision dated 2016, the European Commission declared that Spain had illegally established aid in the form of tax privilege in company tax in favour of the aforementioned four professional football clubs. According to the European Commission, this regime was not compatible with the domestic market and, therefore, ordered Spain to eliminate it and immediately and effectively recover from the beneficiaries the amount of the aid granted. Futbol Club Barcelona and Athletic Club appealed the European Commission's Decision before the General Court of the European Union. On February 26th, 2019, the General Court of the European Union, in a Judgment delivered in case T-865/16 (Club / Commission), overturned the European Commission's Decision, allowing the appeal in favour of the Club.

The European Commission lodged an appeal for cassation against the General Court's decision, at the Court of Justice of the European Union. On March 4th, 2021, the Court of Justice of the European Union delivered a Judgment against the Club, overturning the Judgment delivered by the General Court of the European Union, which had initially allowed the Club's appeal, putting an end to the lawsuit. The Club has reserved the amounts required to meet the economic consequences of this Judgment.

- On August 11th, 2017, the Club sued the former player, Neymar da Silva Santos Jr., at Barcelona Labour Court no 15, for breach of contract. In turn, the former player, Neymar da Silva Santos Jr., sued the Club at Barcelona Labour Court no 32, for payment of debt based on section 4.1.1 of the contract signed between the Club and the player on July 1th, 2016. The Club claimed the total bonus collected by the player (€20,750 thousand) and the player claimed the part of the bonus not paid (€43,650 thousand). The trial was held on October 6th, 2019 and the Judgment delivered on June 19th, 2020 set aside the player's complaint in integrum, and partially allowed the Club's complaint, ordering the player to return to the Club the amount of €6,797 thousand. This Judgment was appealed by the former player, Neymar da Silva Santos Jr., and is pending Judgment from the Labour Chamber of the High Court of Justice for Catalonia. In July 2021, a settlement agreement was signed and the actions between the Club and Neymar da Silva Santos Jr. were withdrawn, both parties putting an end to all of the labour and civil lawsuits existing between them.

## 14. FINANCIAL LIABILITIES

The details of the financial liabilities at June 30th, 2022 and 2021 are as follows:

Categories	Thousands of Euros									
	06/30/2022					06/30/2021				
	Debts with banks	Loan stock and other negotiable instruments	Debts with sports personnel	Others	Total	Debts with banks	Loan stock and other negotiable instruments	Debts with sports personnel	Others	Total
Debts and items payable:										
Long-term debts	68,574	596,778	54,142	84,424	803,918	145,877	198,586	93,766	115,452	553,681
<b>Long-term</b>	<b>68,574</b>	<b>596,778</b>	<b>54,142</b>	<b>84,424</b>	<b>803,918</b>	<b>145,877</b>	<b>198,586</b>	<b>93,766</b>	<b>115,452</b>	<b>553,681</b>
Debts and items payable:										
Short-term debts	172,197	3,109	-	9	175,315	183,539	4,633	-	9	188,181
Creditors and other accounts payable	-	-	163,611	355,804	519,415	-	-	144,417	263,359	407,776
<b>Short-term</b>	<b>172,197</b>	<b>3,109</b>	<b>163,611</b>	<b>355,813</b>	<b>694,730</b>	<b>183,539</b>	<b>4,633</b>	<b>144,417</b>	<b>263,368</b>	<b>595,957</b>
<b>Total financial instruments</b>	<b>240,771</b>	<b>599,887</b>	<b>217,753</b>	<b>440,237</b>	<b>1,498,648</b>	<b>329,416</b>	<b>203,219</b>	<b>238,183</b>	<b>378,820</b>	<b>1,149,638</b>

### 14.1. Long-term debts

The details, by expiry, of the items forming part of the heading "Long-term debts", are as follows:

June 30th, 2022:	Thousands of Euros				
	Long-term				
	2023/24	2024/25	2025/26	2026/27 et seq.	Total
Loan stock and other negotiable instruments	-	34,855	35,514	526,409	596,778
Debts with banks	-	33,574	35,000	-	68,574
Debts with sports organizations (Note 14.3)	54,924	15,750	13,750	-	84,424
Other long-term liabilities (Note 14.3):					
Compensation for termination of contract	15,101	14,614	-	-	29,715
Outstanding remuneration	6,876	17,551	-	-	24,427
<b>Total</b>	<b>76,901</b>	<b>116,344</b>	<b>84,264</b>	<b>526,409</b>	<b>803,918</b>

Long-term outstanding remuneration corresponds to fixed remuneration or related amounts and to variable remuneration based on individual or group targets accrued in the 2020/21 season and which, based on the collective bargaining agreement dated December 17th, 2020, shall be paid in the long-term (Note 18.3).

June 30th, 2021:	Thousands of Euros				
	Long-term				
	2022/23	2023/24	2024/25	2025/26 et seq.	Total
Loan stock and other negotiable instruments	-	198,586	-	-	198,586
Debts with banks	70,308	-	35,569	40,000	145,877
Debts with sports organizations (Note 14.3)	81,973	33,479	-	-	115,452
Other long-term liabilities (Note 14.3):					
Compensation for termination of contract	7,062	42,997	3,614	-	53,673
Outstanding remuneration	16,177	16,177	7,739	-	40,093
<b>Total</b>	<b>175,520</b>	<b>291,239</b>	<b>46,922</b>	<b>40,000</b>	<b>553,681</b>

#### **Loan stock and other negotiable instruments:**

On August 28th, 2018, the Club issued "Senior Notes" (series A) for an amount of €90 million, expiring on August 28th, 2023, which accrued a fixed rate of interest. A North American insurance company acquired these "Senior Notes". At June 30th, 2021, the redeemed cost for which the said debt was posted was €89.4 million. Also, on August 28th, 2018, the Club made a second issue of "Senior Notes" (series B) for an amount of €50 million, expiring on August 28th, 2023, which also accrued a fixed rate of interest, and which was acquired by another North American insurance company. At June 30th, 2021, the redeemed cost for which the said debt was posted ascended to €49.6 million.

In addition, on May 16th, 2019, the Club made a third issue of "Senior Notes" (series C) for an amount of €30 million, expiring on May 23th, 2024, which accrued a fixed rate of interest, and which was acquired by a French insurance company. At June 30th, 2021, the redeemed cost for which the said debt was posted ascended to €29.8 million.

Also, on May 16th, 2019, the Club made a fourth issue of "Senior Notes" (series D) for an amount of €30 million, expiring on May 23th, 2024, which accrues a fixed rate of interest, and which was acquired by a French asset management company. At June 30th, 2021, the redeemed cost for which the said debt was posted ascended to €29.8 million.

The General Meeting held on June 20th, 2021 approved the subscription of new financing for an amount of €525 million, to restructure the Club's financial debt and obtain liquidity. On August 19th, 2021, "Senior Secured Notes" (series A1, A2, B1, B2, E1 and E2) were issued for the amount of €595 million, having paid off the loan in the amount of €80 million granted on June 10th, 2021 by a North American bank and the expiry of which was September 8th, 2021 (Note 14.2), as well as cancelling series C and D of the "Senior Notes" for a nominal amount of €60 million. Series A and B of the "Senior Notes" have been novated in the new series A1, A2, B1 and B2 of the "Senior Secured Notes".



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For accounting purposes, with regard to series A and B of the "Senior Notes", there has been a substantial change in the terms and conditions of the original debt (Note 4.7.2), which ascends to €8,399 thousand, the financial expense at the date of restructuring of these series of "Senior Notes".

The "Senior Secured Notes" are guaranteed with credit rights derived from the marketing of the Club's audiovisual rights, accrued a fixed rate of interest, and establish the fulfilment of a minimum ratio of audiovisual income in respect of the Club's financial expenses.

The expiry of the principal of the "Senior Secured Notes" is as follows:

Year:	Thousands of Euros
2024	34,855
2025	35,514
2026	36,185
2027	36,869
2028	37,566
2029	38,276
2030	38,999
2031	336,736
<b>Total</b>	<b>595,000</b>

At June 30th, 2022, the redeemed cost for which the "Senior Secured Notes" was posted ascended to €596,778 thousand.

At June 30th, 2022, the outstanding interest accrued in respect of the "Senior Secured Notes" ascended to €3.1 million (€4.6 million at June 30th, 2021 in respect of the "Senior Notes").

### **Debts with banks**

On June 1th, 2017, the Club signed a loan for the sum of €20 million, for a term of 6 years, expiring on June 1th, 2023, with quarterly redemption payments and a 1-year grace period, linked to Euribor 12 months, plus a differential. At June 30th, 2022, the outstanding amount ascends to €4.1 million, which has a short-term expiry (€8.2 million long term and €4.1 million, short term, at June 30th, 2021).

On June 20th, 2019 the Club signed a loan for the sum of €15 million, for a term of 3 years, expiring on June 20th, 2022, with quarterly redemption payments and linked to Euribor 12 months, plus a differential. At June 30th, 2022, the amount has been repaid in full (€5 million short term at June 30th, 2021).

On June 12th, 2020 the Club signed a loan for the sum of €5.1 million, for a term of 3 years, expiring on June 12th, 2023, with quarterly redemption payments and linked to Euribor 12 months, plus a differential. At June 30th, 2022, the outstanding amount ascends to €1.7 million, expiring in the short term (€1.7 million long term and €1.7 million short term at June 30th, 2021).

### **Debts for drawn down credits**

The Group has granted loan agreements at June 30th, 2022 and 2021 with the following limits:

	Thousands of Euros		
	Limit	Amount not Drawn down	Amount Drawn down
June 30th, 2022	140,500	25,711	114,789
June 30th, 2021	140,500	536	139,964

The loan agreements currently expire between April 2023 and May 2026 and are linked to Euribor, plus a market differential. The Club does not secure the grant of these loans. It should be noted that the expiry of the loan agreements has been extended, which are secured by the Official Credit Institute [Instituto de Crédito Oficial] (ICO) COVID-19 guarantee line.

## 14.2. Short-term debts

The details of the accounts under the heading "Short-term debts" at June 30th, 2022 and 2021 are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Loan stock and other negotiable instruments (outstanding interest)	3,109	4,633
Debts with banks	172,197	183,539
Other financial liabilities	9	9
<b>Total</b>	<b>175,315</b>	<b>188,181</b>

### *Debts with banks:*

The details under the heading "Debts with banks" at June 30th, 2022 and 2021 are as follows:

	Thousands of Euros			
	06/30/2022		06/30/2021	
	Nominal value	Redeemed cost	Nominal value	Redeemed cost
Short-term loans with banks	124,831	124,831	181,170	181,170
Short-term debts for drawn down credits	46,214	46,214	-	-
Confirming transactions debts	950	950	1,854	1,854
Outstanding interest and others	202	202	515	515
<b>Total</b>	<b>172,197</b>	<b>172,197</b>	<b>183,539</b>	<b>183,539</b>

### *Loans with banks*

On August 16th, 2018, a North American finance company granted the Club a loan for the amount of €90 million to finance the first phase of the construction of Espai Barça, in which the dependent company, Barça Licensing & Merchandising, S.L.U., acts as the guarantor. Such loan expired on February 15th, 2022 and accrued a rate of interest linked to Euribor, plus a differential. On January 28th, 2022, a contract for the novation of these financing agreements entered into on August 16th, 2018 was executed, extending the credit limit up to €180 million and the expiry thereof up to February 15th, 2023 (Note 7). At June 30th, 2022, €118 million had been drawn down (€90 million at June 30th, 2021). On June 10th, 2021, the Club obtained a loan for the amount of €80 million from a North American finance company, in which the dependent company, Barça Licensing & Merchandising, S.L.U., acted as the guarantor. This loan expired on September 8th, 2021 and accrued a rate of interest linked to Euribor, plus a differential. This loan has been repaid in this financial year (Note 14.1).

The loans taken out by the Club on June 1th, 2017 and August 16th, 2018 (novated and adapted on January 28th, 2022) entail the fulfilment of a series of biannual and annual ratios calculated based on the Club's consolidated financial statements (Note 14.1).

## 14.3. Creditors and other accounts payable

The details of the accounts included under this heading at June 30th, 2022 and 2021 are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Suppliers	102,126	83,415
Suppliers, companies in the Group (Note 20.2)	381	323
Sundry creditors	8,880	7,893
Creditors, associated companies (Note 20.2)	7,060	6,640
Debts with sports organizations	108,434	115,742
Sports personnel	163,611	144,417
Non-sports personnel	756	2,268
Other debts with Public Administrations (Note 15.1)	127,907	46,958
Client cash advances	260	120
<b>Total</b>	<b>519,415</b>	<b>407,776</b>



*Debts with sports organizations*

The details of the debts with sports organizations, which have mainly been generated by the acquisition of players' registration rights by the Club, at June 30th, 2022 and 2021, are as follows:

June 30th, 2022:	Thousands of Euros	
	Short-term	Long-term (Note 14.1)
<i>Football clubs:</i>		
Manchester City F.C. (Ferran Torres)	12,600	39,323
Juventus F.C. (Miralem Pjanic)*	19,568	17,100
A.F.C. Ajax (Frenkie de Jong)*	16,011	16,012
Real Racing Club de Santander (Pablo Torre)	1,500	3,500
Valencia C.F. (Ferran Torres)	455	1,364
Toulouse F.C. (Jean-Clair Todibo)	-	434
F.C. Metz (Miralem Pjanic)	364	312
Olympique Lyonnais (Miralem Pjanic)	333	285
A.S. Roma (Miralem Pjanic)	192	165
F.C. Schöffeleng 95 (Miralem Pjanic)	161	138
Wolverhampton Wanderers F.C. (Nélson Semedo)	111	111
Club Atlético Boston River (Ronald Araujo)	40	-
Associação Atlética Ponte Preta (Emerson Royal)	48	-
Villarreal C.F. (Denis Suárez)	241	-
Real Betis Balompié (Emerson Royal)*	3,000	-
S.C. Braga (Francisco Trincão)*	5,000	-
Grêmio Foot-Ball Porto Alegrense (Arthur Melo)*	7,520	-
Valencia C.F. (Norberto Murara Neto)*	9,500	-
Liverpool F.C. (Philippe Coutinho Correia)*	14,679	-
A.F.C. Ajax (Sergio Dest)*	10,697	(28)
Others	6,414	5,708
<b>Total debts with sports organizations</b>	<b>108,434</b>	<b>84,424</b>

\*These clubs have factorized their collection right with a finance company.

June 30th, 2021:	Thousands of Euros	
	Short-term	Long-term (Note 14.1)
<i>Football clubs:</i>		
Grêmio Foot-Ball Porto Alegrense (Arthur Melo)*	7,931	6,750
Valencia C.F. (Norberto Murara Neto)*	6,500	8,500
Liverpool F.C. (Philippe Coutinho Correia)*	29,299	13,333
A.F.C. Ajax (Frenkie de Jong)*	16,011	32,023
Juventus F.C. (Miralem Pjanic)*	14,250	37,050
A.F.C. Ajax (Sergio Dest)*	5,410	10,820
F.C. Metz (Miralem Pjanic)	260	677
Olympique Lyonnais (Miralem Pjanic)	238	618
A.S. Roma (Miralem Pjanic)	137	357
F.C. Schöffeleng 95 (Miralem Pjanic)	115	298
Villarreal C.F. (Denis Suárez)	272	241
Real Betis Balompié (Emerson Royal)	5,844	2,922
Club Atlético de Madrid (Derechos preferenciales)	2,500	-
Club Atlético Boston River (Ronald Araujo)	1,093	-
Juventus F.C. (Matheus Pereira)*	3,864	-
F.C. Girondins de Bordeaux (Malcom Filipe Silva de Oliveira)*	10,114	-
S.C. Braga (Francisco Trincão)*	10,000	-
Wolverhampton Wanderers F.C. (Nélson Semedo)	333	-
Others	1,571	1,863
<b>Total debts with sports organizations</b>	<b>115,742</b>	<b>115,452</b>

\*These clubs have factorized their collection right with a finance company.

### Personnel

The details of the short- and long-term balances with sports personnel are as follows:

	Thousands of Euros			
	06/30/2022		06/30/2021	
	Debit balance (Note 10.3)	Credit balance	Debit balance (Note 10.3)	Credit balance
<b>Long-term</b>				
Players in the first team	37,439	53,109	38,411	90,530
Players in other sections	2,476	1,033	4,915	3,236
<b>Total long-term</b>	<b>39,915</b>	<b>54,142</b>	<b>43,326</b>	<b>93,766</b>
<b>Short-term</b>				
Players in the first team	16,773	160,427	18,530	136,181
Players in other sections	3,036	3,184	4,058	8,236
<b>Total short-term</b>	<b>19,809</b>	<b>163,611</b>	<b>22,588</b>	<b>144,417</b>
<b>Total</b>	<b>59,724</b>	<b>217,753</b>	<b>65,914</b>	<b>238,183</b>

The long-term and short-term debit balances mainly include the signing premiums for outstanding amounts in the sum of €39,915 and €19,809 thousand, respectively (€43,326 and €22,588 thousand, respectively, at June 30th, 2021). The registrations for the financial year have been €23,504 thousand, whereas the deregistrations have been €3,667 thousand (€39,109 and €8,667 thousand, respectively, in the financial year 2020/21).

In addition, the amounts accrued under the said heading for €25,965 and €391 thousand, respectively (€48,528 and €3,236 thousand, respectively, in the financial year 2020/21) have been transferred to the headings "Personnel expenses" and "External services". Furthermore, during the financial year 2021/22, the signing premiums pending accrual for the players transferred to non-current assets maintained for sale (Note 5.2) were impaired for an amount of €24,965 thousand.

### 14.4. Obligation to fulfil financial ratios

The loans dated June 1th, 2017 and August 16th, 2018 (Notes 14.2), entail the fulfilment of several biannual and annual ratios determined based on the net financial debt and the financial expenses, both in respect of EBITDA, calculated based on the Club's consolidated financial statements. For both loans, the Club has obtained the exemption for fulfilling the financial ratios for June 30th, 2022. With regard to the loan dated June 1th, 2017, the Club has obtained the exemption from fulfilling the financial ratios for June 30th, 2022. With regard to the loan dated August 16th, 2018, the ratios are fulfilled at June 30th, 2022. At June 30th, 2021, the ratios in force at that time were not fulfilled, but the Club obtained the corresponding exemption.

### 14.5. Information on the average period for paying suppliers

Set out hereunder is the information required by the Third Additional Provision of Law 15/2010, of July 5th, (amended through the Second Final Provision of Law 31/2014, of December 3th) prepared in accordance with the ICAC [Accounting and Audit Institute] Decision dated January 29th, 2016, on the information to be included in the financial statement with regard to the average period for paying suppliers in commercial transactions.

	06/30/2022	06/30/2021
	Days	Days
Average period for paying suppliers	94	100
Ratio of paid transactions	93	99
Ratio of outstanding transactions	124	109

	Thousands of Euros	
	06/30/2022	06/30/2021
Total payments made	206,567	159,544
Total outstanding payments	23,165	19,191

According to the ICAC Decision, in order to calculate the average period for paying suppliers, the commercial transactions corresponding to the delivery of goods or rendering of services accrued as of the date on which Law 31/2014, of December 3th, came into force, have been taken into account.



## ECONOMIC REPORT

For the exclusive purpose of providing the information provided for in this Decision, suppliers are construed as those creditors of debts for the supply of goods or services, included under the heading of Suppliers in current liabilities of the consolidated balance sheet.

"Average period for paying suppliers" means the period elapsed since the delivery of the goods or the rendering of the services on supplier's account and the material payment of the transaction.

The balances with sports organizations and with suppliers of fixed assets are liquidated in accordance with the agreements between the parties, and the period established by law for commercial transactions can be exceeded.

## 15. PUBLIC ADMINISTRATIONS AND TAX SITUATION

### 15.1. Current balances with Public Administrations

The structure of the current balances with Public Administrations at June 30th, 2022 and 2021, is as follows:

Debit balances	Thousand Euros	
	06/30/2022	06/30/2021
Inland Revenue debtor for VAT (Note 10.3)	616	1,863
Inland Revenue debtor for Personal Income Tax (Note 10.3)	-	-
Inland Revenue debtor for Company Tax (Note 10.3)	90	18
<b>Total</b>	<b>706</b>	<b>1,881</b>

Credit balances	Thousand Euros	
	06/30/2022	06/30/2021
Inland Revenue creditor for current Personal Income Tax (Note 14.3)	66,871	40,365
Social Security authorities creditors (Note 14.3)	1,593	1,959
Inland Revenue creditor for VAT (Note 14.3)	59,151	4,191
Inland Revenue creditor for other headings (Note 14.3)	292	443
<b>Total</b>	<b>127,907</b>	<b>46,958</b>

### 15.2. Reconciliation between profit and tax base

The reconciliation between profit and the tax base for Company Tax is as follows:

June 30th, 2022:	Thousands of Euros		
	Increases	Decreases	Total
Pre-tax profit			124,489
Permanent differences:			
International double taxation tax credit	1,013	-	1,013
Fines, sanctions, donations and liberalities	3,856	-	3,856
Compensation	8,274	-	8,274
Risks and expenses reserve	5,943	(2,987)	2,956
Land impairment reversal	-	(26,569)	(26,569)
Stakes and credits impairment	714	-	714
Temporary differences:			
Risks and expenses and asset impairment reserve	82,135	(143,884)	(61,749)
Non-deductible financial expense	23,961	-	23,961
Forward transactions	-	(77,087)	(77,087)
Non tax-deductible amortization	-	(245)	(245)
<b>Tax base</b>			<b>(387)</b>

June 30th, 2021:	Thousands of Euros		
	Increases	Decreases	Total
Pre-tax profit			(555,361)
Permanent differences:			
International double taxation tax credit	1,210	-	1,210
Fines, sanctions, donations and liberalities	444	-	444
Compensation	5,149	-	5,149
Risks and expenses reserve	52,520	-	52,520
Stakes and credits impairment	7,071	-	7,071
Temporary differences:			
Risks and expenses and asset impairment reserve	254,802	(55,704)	199,098
Non tax-deductible amortization	-	(283)	(283)
<b>Tax base</b>			<b>(290,152)</b>

The main differences between the tax base for profit tax and the profit correspond to the reserves considered as non tax-deductible recorded during this financial year and in previous years.

### 15.3. Taxes recognised in the net worth

The details of the taxes recognised directly in the net worth at June 30th, 2022 and 2021 are as follows:

June 30th, 2022:	Thousands of Euros		
	Increases	Decreases	Total
<b>For deferred tax:</b>			
Originating in the period-			
Grants (Note 12.2)	19	-	19
<b>Total tax recognised directly in the net worth</b>	<b>19</b>	<b>-</b>	<b>19</b>

June 30th, 2021:	Thousands of Euros		
	Increases	Decreases	Total
<b>For deferred tax:</b>			
Originating in the period			
Grants (Note 12.2)	84	-	84
<b>Total tax recognised directly in the net worth</b>	<b>84</b>	<b>-</b>	<b>84</b>

### 15.4. Reconciliation between profit and Company Tax expenditure (income)

The reconciliation between profit and Company Tax expenditure (income) is as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Pre-tax profit	124,489	(555,361)
Permanent differences	(9,756)	66,394
<b>Total base</b>	<b>114,734</b>	<b>(488,967)</b>
Tax type	25%	25%
Quote	28,683	(122,242)
Capitalized deductions	(1,173)	(1,050)
Previous year company tax restatement	(418)	12
Previous year temporary differences regulation	-	4,914
Year's non-capitalized negative tax base	(179)	44,323
Deductions and negative tax bases restatement	-	-
<b>Total expenditure / income for tax recognised in the profit and loss account</b>	<b>26,912</b>	<b>(74,043)</b>



### 15.5. Breakdown of Company Tax expenditure (income)

The breakdown of Company Tax expenditure (income) is as follows:

	Thousands of Euros	
	06/30/2022	06/2021
Current tax	-	-
Deferred tax	26,912	(74,043)
<b>Total tax expenditure / (income)</b>	<b>26,912</b>	<b>(74,043)</b>

As stated in Note 4.10, as of the financial year 2020/21, the Club no longer pays Company Tax under the tax consolidation regime with its dependent company, Barça Licensing & Merchandising, S.L.U., in which the Club was the parent company of the consolidated tax group.

### 15.6. Assets and liabilities for deferred tax

The details of the balances of these accounts at the close of the financial years 2021/22 and 2020/21 are as follows:

June 30th, 2022:		Thousands of Euros			
Description	Amount	Assets for deferred tax		Liabilities for deferred tax	
		Amount	Tax impact	Amount	Tax impact
Grants	-	-	-	1,912	478
Credits for losses to be offset	217,008	54,252	-	-	-
Temporary differences	249,548	62,387	19,272	77,088	-
Deductions pending application	-	4,077	-	-	-
		<b>120,716</b>			<b>19,750</b>

June 30th, 2021:		Thousands of Euros			
Description	Amount	Assets for deferred tax		Liabilities for deferred tax	
		Amount	Tax impact	Amount	Tax impact
Grants	-	-	-	1,988	497
Credits for losses to be offset	215,128	53,782	-	-	-
Temporary differences	285,868	71,467	-	-	-
Deductions pending application	-	2,957	-	-	-
		<b>128,206</b>			<b>497</b>

At June 30th, 2022, the Club's negative tax bases pending offset ascend to €382,220 thousand, and correspond to those generated in the financial year 2021/22 for €727 thousand, in the financial years 2020/21 (€284,204 thousand), 2019/20 (€96,411 thousand), 2010/11 (€350 thousand) and 2009/10 (€528 thousand). In addition, at June 30th, 2022, the dependent company, Barça Licensing & Merchandising, S.L.U., has non-capitalized negative tax bases pending offset for the amount of €8,204 thousand generated in the year 2020/21.

The negative tax bases for the financial years 2019/2020 and 2020/21 were derived from the effects of the COVID-19 pandemic, which gave rise to a very significant drop in the income figure, especially affecting income from competitions (gate money and hospitality), marketing (merchandising, museum and the like) and season tickets, and a significant drop in transactions for the transfer of players' registration rights between clubs. This reduction in income could not be offset by a similar reduction in expenditure, especially that corresponding to the payroll of the first football team.

At June 30th, 2022, deferred tax assets are posted for the amount of €120,716 thousand, as a result of the Club's Board of Directors considering that, according to the best estimation of future results, it is likely that these assets will be recovered within a timeframe not exceeding 10 years, as established in the accounting standards. The recovery of these deferred tax assets is based on the business plan for the next 5 years (financial years 2022/23 to 2026/27) approved by the Club's Board of Directors, which forecasts the generation of positive results as of the year 2022/23. This business plan is based on an increase in income and containment of expenditure, especially corresponding to the payroll of the first football team. The forecast growth in income is based, inter alia, on: (i) the sale of merchandising by way of promoting e-commerce, new product lines, new sales channels and new licences; (ii) boosting digital activities; (iii) entering into new sponsorship agreements; and (iv) monetization of certain business areas with strategic members. As of the financial year 2027/28, the projections have considered a moderate growth of the profit provided for the financial year 2026/27.

## 15.7. Financial years pending verification and inspection

In 2016, the Inland Revenue notified the Club of the commencement of inspection proceedings for the periods comprised between the 2011/12 and 2014/15 seasons. The inspections were general, pursuant to the provisions of Article 148 of the General Law on Taxation and Article 178 of the General Regulation of Tax Action.

On June 29th, 2018, notice was served of liquidation agreements for the amount of €13,496 thousand and default interest of €3,298 thousand derived from dissatisfaction reports with regard to company tax, Value Added Tax, advance withholdings of non-resident taxation and Personal Income Tax withholdings for the period January 2012 to June 2015.

In July 2018, the Club filed economic-administrative claims with the Central Economic-Administrative Court against the said liquidation agreements. In addition, in January 2019, economic-administrative claims were filed with the Central Economic-Administrative Court against the sanctioning administrative acts derived from this inspection for the amount of €16,481 thousand, received that same month of January 2019. During the month of June 2020, the Central Economic-Administrative Court served notice of refusal with regard to company tax, personal income tax withholdings and non-resident withholdings and, in the month of May 2021, with regard to Value Added Tax. At July 20th, 2020 and July 20th, 2021 (the latter with regard to Value Added Tax), the Club lodged contentious-administrative appeals with the National Court with regard to the aforementioned taxes, which appeals are pending decision at the date of these consolidated annual accounts.

In addition, on July 5th, 2019 the Inland Revenue initiated general inspection proceedings in respect of company tax for the 2015/16 to 2017/18 seasons, VAT, earned income and professional withholdings, movable capital withholdings and non-resident income withholdings for the period between July 2015 and June 2018.

On July 21th, 2021, the Club signed deeds of agreement for the amount of €1,083 thousand, which have been paid (Note 13.1). In addition, on the same date, deeds of disagreement were signed for €15,794 thousand, which were paid in full in January 2022. On December 22th, 2021, the Club filed economic-administrative claims with the Central Economic-Administrative Court against the said liquidation agreements, which are pending decision at the date of these consolidated annual accounts.

The Club's Board of Directors, together with its tax advisers, consider that the reserve recorded at June 30th, 2022 under the heading "Long-term reserves" in the balance sheet (Note 13) is sufficient to meet the liabilities that might be derived from the aforementioned inspections.

As established by current legislation, taxes cannot be considered as definitively liquidated until the tax returns filed have been inspected by the tax authorities or the 4-year prescription period has elapsed. At June 30th, 2022, the Club has the following taxes and periods under inspection:

- i. Company tax for the years 2018/19, 2019/20 and 2020/21; and
- ii. VAT, withholdings on earned income, withholdings on movable capital and withholdings on the income of non-residents for the period running between July 2018 and May 2022.

With regard to the information obligations established in Article 86 of Law 27/2014, of November 27th, on Company Tax in relation to the non-monetary contribution set out in the special regime established in Chapter VII of Title VII of the same Law, it is declared that the assets contributed to Barça Produccions, S.L.U., as reflected in the individual annual accounts, had a tax and book value of €6,000 thousand, the securities that this company received having been posted for the same amount.



## 16. ACCRUALS

The details of the headings "Long-term accruals" and "Short-term accruals" at June 30th, 2022 and 2021, are as follows:

	Thousands of Euros					
	06/30/2022			06/30/2021		
	Assets	Liabilities		Assets	Liabilities	
	Short-term	Short-term	Long-term	Short-term	Short-term	Long-term
Long-term contracts	-	122.777	-	-	181.820	8.244
Subscriptions and membership cards	-	15.937	-	-	32.521	-
Other accruals	7.233	-	6.734	4.318	-	5.147
	<b>7.233</b>	<b>138.714</b>	<b>6.734</b>	<b>4.318</b>	<b>214.341</b>	<b>13.391</b>

**Long-term contracts**

The Group has entered into several exclusive contracts, which are estimated to entail future income for the Group of approximately €1,251,788 thousand at June 30th, 2022 (€862,450 thousand at June 30th, 2021). The income accrued in the period corresponding to these contracts is included under the heading "Net turnover" in the attached consolidated profit and loss account. The amounts invoiced but not due, and the advance payments received, are entered in the liability-side of the attached consolidated balance sheet "Accruals", either long-term or short-term, depending on the estimated accrual time limit.

The recognition as income of these contracts shall be implemented in the forthcoming years, according to the following estimate:

	Thousands of Euros	
	06/30/2022	06/30/2021
2021/2022	-	334,850
2022/2023	334,292	113,175
2023/2024	325,235	103,556
2024/2025	301,624	310,869
2025/2026 et seq.*	290,637	-
	<b>1,251,788</b>	<b>862,450</b>

\*At June 30th, 2022 it corresponds to the income for the season 2025-2026 et seq.

The marketing of the Group's services has continued to be gradually implemented, in keeping with previous years, under specific long-term contracts. Set out hereunder are the most significant goods or rights marketed and the period for which the contracts have been executed.

*a) Sponsorship of sports material*

On October 25th, 2006, a contract was signed with Nike European Operations Netherlands, BV (hereinafter, Nike), whereby the Club appointed Nike as the exclusive technical sponsor and supplier of the sports products. In addition, the Club appointed Nike as the exclusive and non-exclusive licensee to sell the sponsored products containing property rights. The contract came into force on July 1th, 2008 for an initial term of five years, however a possible extension of five additional years was reciprocally established between the Club and Nike Europe BV, which extension was approved by the General Meeting on August 29th, 2007.

On January 1th, 2011, the Club and Nike executed an addendum to the sponsorship agreement, extending the term of the contract to June 2018.

On May 20th, 2016, the Club executed an addendum to the contract, extending the term thereof, and the extension was approved at the General Meeting of Delegate Members, up to June 30th, 2028.

*b) Television transmissions*

On May 1th, 2016, the Royal Decree regulating the centralised sale of television rights in respect of football (Royal Decree-Law 5/2015, of April 30th, on urgent measures in respect of the marketing of audiovisual contents exploitation rights in respect of professional football competitions) came into force. The main purpose of this Royal Decree is to establish a joint marketing system in respect of professional football audiovisual rights.

In accordance with the new rule, no professional club can directly market its audiovisual contents exploitation rights. Participation in an official professional football competition shall necessarily entail the assignment of these rights to the competition organiser: the Professional Football League ("Liga de Fútbol Profesional -LFP-"), in the case of the first and second division League, and the Spanish Royal Football Federation ("Real Federación Española de Fútbol -RFEF-") for the Copa del Rey.

On May 19th, 2021, the Club entered into an agreement with Euroleague Properties to market the Euroleague television rights through the channel DAZN. This agreement is in force up to the end of the 2022/23 season.

#### c) Official sponsor

On January 19th, 2017, the Club entered into an agreement with Rakuten INC, granting it, inter alia, the worldwide sponsorship and exploitation right over the shirt. The agreement came into force on July 1th, 2017 and expired on June 30th, 2021. This agreement was terminated on June 30th, 2022.

On February 27th, 2022, the Club entered into an agreement with Spotify AB, whereby the Swedish company became the Main Partner of the Club and the Official Audio Streaming Partner. Spotify will appear on the front of the masculine and feminine first team shirt, as of the 2022/23 season and over the next four seasons. Spotify shall also sponsor the training shirts for both teams as of the 2022/23 season and over the next three seasons. Furthermore, as part of the collaboration, the Swedish company has become the "Title Partner" of Camp Nou, which shall modify its name and become known as Spotify Camp Nou.

## 17. FOREIGN CURRENCY

The Group does not make any significant transactions in foreign currency.

## 18. INCOME AND EXPENDITURE

### 18.1. Net turnover

The distribution of the net turnover at June 30th, 2022 and 2021, distributed by activity categories and by geographical markets, is as follows:

#### June 30th, 2022:

Activities	Thousands of Euros				
	Club's first football team	Club's sections and structure	Barça Licensing & Merchandising, S.L.U.	Produccions, S.L.U.	Total
Income from competitions:					
League gate money	26,892	2,155	-	-	29,047
Gate money other national competitions	-	-	-	-	-
Gate money international competitions	8,799	2,504	-	-	11,303
Friendly games and others	6,228	1,433	-	-	7,661
Hospitality	12,601	838	-	-	13,439
Total income from competitions	54,520	6,930	-	-	61,450
Income from members and season-ticket holders	29,834	19,129	-	-	48,963
Income from television transmissions and rights	238,453	11,268	-	472	250,193
Income from rendering services	-	205	-	-	205
Income from marketing and advertising (*)					
Marketing	32,412	29,886	51,771	-	114,069
Sponsorship	138,463	14,371	-	-	152,834
Advertising and others	-	272	-	-	272
Total income from marketing and advertising	170,875	44,529	51,771	-	267,175
<b>Total</b>	<b>493,682</b>	<b>82,061</b>	<b>51,771</b>	<b>472</b>	<b>627,986</b>

(\*) Includes income from marketing as a result of participating in the Champions League.



Geographical markets	Percentage (based on turnover)			
	Club's first football team	Club's sections and structure	Barça Licensing & Merchandising, S.L.U.	Total
National market	60%	12%	2%	74%
International market	21%	3%	2%	26%
<b>Total</b>	<b>81%</b>	<b>15%</b>	<b>4%</b>	<b>100%</b>

June 30th, 2021:

Activities	Thousands of Euros			
	Club's first football team	Club's sections and structure	Barça Licensing & Merchandising, S.L.U.	Total
Income from competitions:				
League gate money	1	127	-	128
Gate money other national competitions	7,400	-	-	7,400
Gate money international competitions	-	8	-	8
Friendly games and others	-	317	-	317
Hospitality	323	(45)	-	278
Total income from competitions	7,724	407	-	8,131
Income from members and season-ticket holders	(1,944)	17,476	-	15,532
Income from television transmissions and rights	273,499	7,932	-	281,431
Income from rendering services	271	55	(272)	54
Income from marketing and advertising (*)				
Marketing	22,383	13,845	24,304	60,532
Sponsorship	193,286	16,226	-	209,512
Advertising and others	-	255	-	255
Total income from marketing and advertising	215,669	30,326	24,304	270,299
<b>Total</b>	<b>495,219</b>	<b>56,196</b>	<b>24,032</b>	<b>575,447</b>

(\*) Includes income from marketing as a result of participating in the Champions League

Geographical markets	Percentage (based on turnover)			
	Club's first football team	Club's sections and structure	Barça Licensing & Merchandising, S.L.U.	Total
National market	48%	3%	3%	54%
International market	38%	7%	1%	46%
<b>Total</b>	<b>86%</b>	<b>10%</b>	<b>4%</b>	<b>100%</b>

## 18.2. Other operating income

The details of other operating income at June 30th, 2022 and 2021 are as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Others	7,283	4,358
Assignment and training of players (Note 5)	2,418	9,504
Operating grants	1,151	868
<b>Total</b>	<b>10,852</b>	<b>14,730</b>

### 18.3. Personnel expenses

The balance under the heading “Personnel expenses” in the years ended June 30th, 2022 and 2021 has the following structure:

June 30th, 2022:	Thousands of Euros					
	Wages and salaries	Compensation	Collective premiums	Social Security	Others (*)	Total
Wages and salaries sports personnel:						
First team players and trainers	237,632	8,146	39,161	385	13,409	298,733
All other trainers and sections	79,420	2,332	8,871	4,549	4,583	99,755
Total wages and salaries sports personnel	317,052	10,478	48,032	4,934	17,992	398,488
Wages and salaries structure personnel	44,121	3,705	-	10,280	652	58,758
<b>Total</b>	<b>361,173</b>	<b>14,183</b>	<b>48,032</b>	<b>15,214</b>	<b>18,643</b>	<b>457,246</b>

(\*) The heading “Others” in wages and salaries sports personnel corresponds, inter alia, to remuneration accrued by sports personnel in addition to annual salary which is not paid in the financial year.

	Thousands of Euros					
	Wages and salaries	Compensation	Collective premiums	Social Security	Others	Total
Amount Sports Staff Registrable PFL	237,632	8,146	39,161	385	13,409	298,733
Amount Sports Staff Not Registrable PFL	79,420	2,332	8,871	4,549	4,583	99,755
<b>Total</b>	<b>317,052</b>	<b>10,478</b>	<b>48,032</b>	<b>4,934</b>	<b>17,992</b>	<b>398,488</b>

June 30th, 2021:	Thousands of Euros					
	Wages and salaries	Compensation	Collective premiums	Social Security	Others	Total
Wages and salaries sports personnel:						
First team players and trainers	235,749	6,469	57,749	378	14,955	315,300
All other trainers and sections	71,438	11,437	34,463	5,300	1,727	124,365
Total wages and salaries sports personnel	307,187	17,906	92,212	5,678	16,682	439,665
Sueldos y salarios personal estructura	35,062	4,280	-	8,361	2,222	49,925
<b>Total</b>	<b>342,249</b>	<b>22,186</b>	<b>92,212</b>	<b>14,039</b>	<b>18,904</b>	<b>489,590</b>

(\*) The heading “Others” in wages and salaries sports personnel corresponds, inter alia, to remuneration accrued by sports personnel in addition to annual salary which is not paid in the financial year.

	Thousands of Euros					
	Wages and salaries	Compensation	Collective premiums	Social Security	Others	Total
Amount Sports Staff Registrable PFL	235,749	6,469	57,749	378	14,955	315,300
Amount Sports Staff Not Registrable PFL	71,438	11,437	34,463	5,300	1,727	124,365
<b>Total</b>	<b>307,187</b>	<b>17,906</b>	<b>92,212</b>	<b>5,678</b>	<b>16,682</b>	<b>439,665</b>



The total expenditure for sports personnel for the financial years ended June 30th, 2022 and 2021 has the following structure:

	Thousands of Euros					
	06/30/2022			06/30/2021		
	Amount Sports Staff Registrable PFL	Amount Sports Staff Not Registrable PFL	Total	Amount Sports Staff Registrable PFL	Amount Sports Staff Not Registrable PFL	Total
Wages and salaries sports personnel and Social Security	298,733	99,755	398,488	315,300	124,365	439,665
Image rights to companies	3,199	171	3,369	21,099	1,014	22,113
Expenditure for sports staff:						
Redemption of players	107,429	5,874	113,303	147,615	7,291	154,906
Players impairment expenses	32,626	3,457	36,082	163,833	1,098	164,931
Players impairment reversal	(28,784)	(1,111)	(29,895)	(3,827)	(548)	(4,375)
Loss/profit for transfer of players	(7,537)	(20,185)	(27,722)	(1,237)	(2,512)	(3,749)
Loss/profit for assignment of players	(454)	(406)	(860)	(7,045)	(1,821)	(8,866)
Others	2,988	147	3,135	15	15	30
<b>Total Cost Sports Staff</b>	<b>408,200</b>	<b>87,702</b>	<b>495,902</b>	<b>635,753</b>	<b>128,902</b>	<b>764,655</b>

As mentioned in Note 2.6, as a result of the effects of the COVID-19 pandemic, the Club's income reduced very significantly. In order to deal with this situation, a single bargaining table was set up to modify collectively the labour conditions of the personnel of the first team and Barça Atlètic. On December 17th, 2020, such single bargaining table signed a collective agreement reducing the fixed remuneration or related amounts for the 2020/21 season for the professionals who signed the said agreement, which shall be compensated with an increase in salary for the same amount, which shall accrue and fall due in the remaining contractual seasons of each professional, thus having modified the contracts of employment.

In addition, it was agreed that all of the variable remuneration based on individual or group targets that should accrue in the 2020/21 season, will be paid prorated over a period of 36 months as of July 1th, 2021. This undertaking is independent of the provisions of the previous paragraph.

The total personnel expenditure shown in the following table, includes the amounts detailed in the calculation of the personnel expenditure indicator for the sports staff registrable PFL, as defined in the PFL Regulation of Economic Control, as well as the amounts for sports staff not registrable PFL:

	Thousands of Euros	
	2021/22	2020/21
Personnel wages and salaries and others	457,246	489,590
Image rights to companies	3,370	22,113
Others	3,135	30
<b>Total</b>	<b>463,751</b>	<b>511,733</b>

#### 18.4. External services

This heading in the attached consolidated profit and loss account includes, inter alia, the amounts incurred by the Club under the heading of image rights of the players and trainers forming the Club's playing staff, in the amount of €6,503 thousand in this financial year and €22,113 thousand in the year 2020/21. The details of these expenses are as follows:

	2021/22		2020/21	
	Average term of the contracts	Thousands of Euros	Average term of the contracts	Thousands of Euros
Football	5 years	6,503	4,6 years	22,113
		<b>6,503</b>		<b>22,113</b>

With regard to the players who have assigned their image to image management companies, the Club pays them under this heading, a maximum amount of 15% of the player's total remuneration. During this financial year, the Club has recorded expenditure in the value of €3,135 thousand under the heading of remuneration for sports agents (€30 thousand in the financial year 2020/21). Such amount includes, where appropriate, the payment of the applicable taxes.

#### 18.5. Allocation and application of reserves and others

This heading in the attached consolidated profit and loss account for the year ended June 30th, 2022 and 2021 includes the following structure:

	Thousands of Euros	
	2021/22	2020/21
Allocation of reserves (Notes 13.1 and 13.2)	(9,635)	(84,064)
Non-recurring expenditure	(64)	(41)
<b>Allocation of reserves and other expenditure</b>	<b>(9,699)</b>	<b>(84,105)</b>
Reserve reversal (Notes 13.1 and 13.2)	2,265	-
Non-recurring income	173	35
<b>Application of reserves and other income</b>	<b>2,438</b>	<b>35</b>
<b>Total</b>	<b>(7,261)</b>	<b>(84,070)</b>

The heading "Allocation of reserves and other expenditure" for the financial year 2021/22 corresponds to a reserve for tax disputes and other lawsuits.

### 19. COMPANIES' CONTRIBUTION TO THE YEAR'S RESULT

The contribution of each one of the companies included in the consolidation perimeter, to the consolidated result is as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Futbol Club Barcelona	70,720	(473,027)
Barça Licensing & Merchandising, S.L.U.	572	(8,291)
Barça Produccions, S.L.U.	(283)	-
Sudburylane, S.L	-	-
<b>Total</b>	<b>71,009</b>	<b>(481,318)</b>



## 20. TRANSACTIONS AND BALANCES WITH ASSOCIATED PARTIES

### 20.1. Transactions with associated parties

The details of the transactions executed with associated parties during the 2021/22 and 2020/21 seasons, are as follows:

Company	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Contributions:</b>	<b>(3,000)</b>	<b>(4,442)</b>
Fundació Futbol Club Barcelona	(3,000)	(4,442)
<b>Services received:</b>	<b>(3,216)</b>	<b>(2,580)</b>
Fundació Futbol Club Barcelona	(3)	(1)
FC Barcelona HK Limited	(1,013)	(1,772)
FC Barcelona North America LLC	(2,200)	-
<b>Sale of fixed assets:</b>	<b>267,089</b>	<b>-</b>
Locksley Invest, S.L.	267,089	-
<b>Services rendered:</b>	<b>601</b>	<b>565</b>
Fundación Fútbol Club Barcelona	587	554
FC Barcelona North America LLC	-	11
Haikou Barça Mission Hills	14	-
<b>Financial income:</b>	<b>107</b>	<b>134</b>
FC Barcelona HK Limited	32	42
FC Barcelona North America LLC	75	92

The transactions with Locksley Invest, S.L. in the year 2021/22 correspond to the sale transaction of 10% of the Club's audiovisual rights of the professional la Liga competition (Note 6).

### 20.2. Balances with associated parties

The amount of the balances in the balance sheet with associated parties is as follows:

Company	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Long-term trade debtors and other accounts receivable:</b>	<b>47,500</b>	<b>-</b>
Locksley Invest, S.L (Note 10.2)	47,500	-
<b>Trade debtors and other accounts receivable:</b>	<b>29,682</b>	<b>634</b>
Fundación Futbol Club Barcelona (Note 10.3)	17	-
FC Barcelona HK Limited (Note 10.3)	6	30
FC Barcelona North America LLC (Note 10.3)	15	3
Haikou Barça Mission Hills (Note 10.3)	26	601
Locksley Invest, S.L. (Note 10.3)	29,584	-
<b>Trade creditors and other accounts payable:</b>	<b>(7,060)</b>	<b>(6,963)</b>
FC Barcelona 1--IK Limited (Note 14.3)	(66)	(321)
FC Barcelona North America LLC (Note 14.3)	(315)	(2)
Fundación Futbol Club Barcelona (Note 14.3)	(6,679)	(6,640)

### 20.3. Remuneration paid to the Board of Directors and the Management Committee

As established in the Club's By-laws, the members of the Board of Directors have not received or accrued any type of remuneration, or cash advances or credits on the part of the Club during the financial years 2021/22 and 2020/21.

In addition, the remuneration received by the Club's Management Committee, which is included under the heading 'wages', and the variable remuneration estimated at June 30th, 2022 and 2021, have been as follows:

June 30th, 2022:	Thousands of Euros		
	Wages	Pension Plans	Compensation for termination
Management Committee	6,127	24	3,344

The above figures correspond to all of the persons who formed part of the Management Committee during the 2021/22 season.

June 30th, 2021:	Thousands of Euros		
	Wages	Pension Plans	Compensation for termination
Management Committee	3,772	102	2,322

At June 30th, 2022 and 2021, the members of the Club's Management Committee have not received any advance payment or credit from the Club.

During the 2021/22 season, public liability insurance premiums have been paid in respect of the Board of Directors, the Management Committee and the Executive Committee in the year of the charge for the amount of €570 thousand (€2,265 thousand in the 2020/21 season).

## 21. OTHER INFORMATION

### 21.1. Personnel

The average number of persons employed by the Group during this financial year and the previous financial year, detailed by rank, is as follows:

Categories	2021/22		2020/21	
	Average number of Employees	Average number of persons with > 33% disability of total employees	Average number of Employees	Average number of persons with > 33% disability of total employees
Management Committee	17	-	13	-
Professional sports personnel	645	6	653	7
Administrative services personnel	532	5	500	3
Others (installations, medical services and others)	198	8	123	4
<b>Total</b>	<b>1,392</b>	<b>19</b>	<b>1,289</b>	<b>14</b>

In addition, the distribution by sexes at June 30th, 2022 and 2021, detailed by rank, is as follows:

#### June 30th, 2022:

Categories	06/30/2022		
	Male	Female	Total
Management Committee	17	5	22
Professional sports personnel	599	73	672
Administrative services personnel	286	253	528
Others (installations, medical services and others)	174	153	327
<b>Total</b>	<b>1,076</b>	<b>484</b>	<b>1,560</b>

#### June 30th, 2021:

Categories	06/30/2021		
	Male	Female	Total
Management Committee	9	2	11
Professional sports personnel	594	68	662
Administrative services personnel	274	228	502
Others (installations, medical services and others)	89	88	177
<b>Total</b>	<b>966</b>	<b>386</b>	<b>1,352</b>

At June 30th, 2022, the Club's Board of Directors was comprised of 18 men and 1 woman (18 men and 1 woman at June 30th, 2021).



## 21.2. Audit fees

The fees for the audit services and other services rendered by the Group's auditor in the financial years 2021/22 and 2020/21, have been as follows:

	Thousands of Euros	
	2021/22	2020/21
Audit services	333	210
Other verification services	92	110
<b>Total audit and verification services</b>	<b>425</b>	<b>320</b>
Tax services	-	93
Other services	3	15
<b>Total professional services</b>	<b>428</b>	<b>428</b>

## 21.3. Guarantees undertaken with third parties and other financial liabilities

At June 30th, 2022 and 2021, the Group had furnished guarantees in the amount of €43,902 and €43,688 thousand, respectively. The most significant guarantees at June 30th, 2022 correspond to the deeds of disagreement and the corresponding sanctions (Note 15.7).

The Board of Directors deems that the liabilities not provided for at June 30th, 2022, which may be derived from such guarantees, would not be significant.

## 21.4. Sports organizations control ratios

Set out hereunder are the main ratios established in the Regulation on Economic Control and other obligatory Rules of the National Professional Football League (PFL). For comparison purposes, the figures for the previous year are included.

At June 30th, 2022, the Club does not meet some of the ratios and requirements established in the Regulation on Economic Control of Sports Public Limited Companies and Clubs, members of the National Professional Football League. Consequently, in accordance with the said Regulation, the Club has drawn up a viability plan.

### *Equilibrium Point Indicator*

The difference between the relevant income and the relevant expenditure is the result of the equilibrium point. The total result of the equilibrium point shall be the sum of the results of the equilibrium point of each accounting period covered by the monitored period, i.e., accounting periods T, T-1 and T-2, T being the annual accounting period, in respect of which the audited annual accounts have been requested:

	Thousands of Euros		
	T	T-1	T-2
	06/30/2022	06/30/2021	06/30/2020
Relevant income	957,800	605,423	818,400
Relevant expenditure	737,791	1,046,536	871,874
Equilibrium point (+surplus, - deficit)	220,010	(441,113)	(53,474)
Total equilibrium point	(221,157)	(386,696)	157,886
Required equilibrium point	>0	>0	>0
<b>Conclusion</b>	<b>NOT MET</b>		

The calculation of the relevant income and the reconciliation thereof with these consolidated annual accounts are as follows:

	Thousands of Euros		
	T	T-1	T-2
	06/30/2022	06/30/2021	06/30/2020
Income			
Gate money, members and season-ticket holders	104.116	23.744	133.254
Sponsorship and advertising	139.008	195.198	196.522
Transmission rights	242.293	275.299	243.932
Commercial activities	113.452	60.351	122.093
Other operating income	8.232	11.887	17.367
Profits from sports intangible assets	21.329	28.813	50.687
Capital gain for the alienation of non-sport intangible assets	266.112	-	-
Financial income and exchange differences	2.310	4.236	2.496
Allocation of grants to exploitation operations	78	70	70
Other income not classified in the previous headings	58.430	5.825	51.979
Total relevant income	957.800	605.423	818.400
Consolidated annual accounts income			
Total exploitation operations income	1.009.907	-	-
Total financial income	5.667	-	-
Total consolidated annual accounts income	1.015.574	-	-
<b>Difference</b>	<b>57.773</b>	<b>-</b>	<b>-</b>
Reconciliation items	-	-	-
Income from operations not linked to professional football activity	57.773	-	-
<b>Total reconciliation items</b>	<b>57.773</b>	<b>-</b>	<b>-</b>

The calculation of the relevant expenditure and the reconciliation thereof with these consolidated annual accounts are as follows:

	Thousands of Euros		
	T	T-1	T-2
	06/30/2022	06/30/2021	06/30/2020
Relevant expenditure			
Cost of sales / materials	25,018	15,614	33,400
Staff remuneration expenses	369,039	396,531	415,159
Other exploitation operations expenses	145,661	156,021	177,067
Amortization / impairment of players' registration rights	141,765	312,090	211,274
Losses from the transfer of players' registration rights	13,792	27,576	3,850
Financial cost and dividends	38,589	54,599	30,721
Other expenditure not classified in the previous headings	3,927	84,105	403
Total relevant expenditure	737,791	1,046,536	871,874
Consolidated annual accounts expenditure			
Total exploitation operations expenditure			
Total financial expenses	879,321	-	-
Total consolidated annual accounts expenditure	38,676	-	-
Total consolidated annual accounts income	917,997	-	-
<b>Difference</b>	<b>180,206</b>	<b>-</b>	<b>-</b>
Reconciliation items			
Amortization / impairment of tangible fixed assets	29,996	-	-
Amortization / impairment of sports fixed assets	1,383	-	-
Tax expenditures (Company Tax)	26,912	-	-
Expenses in directly attributable community development activities	3,175	-	-
Other expenditure not classified in the previous reconciliation headings	118,740	-	-
<b>Total reconciliation items</b>	<b>180,206</b>	<b>-</b>	<b>-</b>



## Indicator of personnel expenses for registrable sports staff

When the annual economic amount of the personnel expenses for sports staff who can be registered for football, the Club's players and trainers, exceeds 70% of the relevant income for the season, as defined in the Regulation on Economic Control of the PFL, this is deemed to indicate a potential situation of future financial economic disequilibrium.

	Thousands of Euros	
	06/30/2022	06/30/2021
Personnel expenses for the first team staff (*)	314,169	366,064
Relevant income	957,800	605,423
Indicator of personnel expenses for registrable sports staff	33%	60%
Required indicator of personnel expenses for registrable sports staff	<70%	
<b>Conclusion</b>	<b>MET</b>	

(\*) Includes expenses under the heading of salaries, image companies and agents' remuneration.

The calculation and reconciliation of the income can be observed in the calculation of the above equilibrium point.

The reconciliation of the expenses for sports staff who can be registered for football with the total personnel expenses is as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
Personnel expenses for sports staff who can be registered for football (a)	304,919	336,413
Personnel expenses for non-sports football and structure staff in the first football team (b)	9,250	29,651
Total personnel expenses for the first football team	314,169	366,064
Personnel expenses for sports staff who cannot be registered for the PFL	90,823	95,745
Non-sports personnel expenses except for those contemplated in section (b) and registrable personnel expenses except for those contemplated in section (a)	58,758	49,924
<b>Total personnel expenses</b>	<b>463,750</b>	<b>511,733</b>

## Ratio of net debt over relevant income

As defined in the Regulation, when the net debt at June 30th, each sports season exceeds 100% of the organization's relevant income, this shall indicate a potential situation of financial economic disequilibrium.

According to the Regulation, the amount the net debt corresponds to the sum of the net debt for transfers (i.e., the net of the accounts receivable and accounts payable for the transfer of players), the amounts pending payment derived from financing received from finance companies, related parties or third parties, the advance collections accruing after a period of 1 year and debt with suppliers of fixed assets, minus cash at bank, equivalent liquid assets and temporary financial investments. Net debt does not include trade debts or other accounts payable.

	Thousands of Euros	
	06/30/2022	06/30/2021
Net debt	608,089	682,694
Relevant income	957,800	605,423
Ratio net debt over relevant income	63%	112,8%
Required ratio net debt over relevant income	<100%	
<b>Conclusion</b>	<b>MET</b>	

The structure of net debt is as follows:

	Thousands of Euros	
	06/30/2022	06/30/2021
<b>Long-term debts</b>		
Loan stock and other negotiable instruments (Note 14.1)	(596,778)	(198,586)
Debts with banks (Note 14.1)	(68,574)	(145,877)
Debts with sports organizations for transfers and assignments (Note 14.3)	(84,424)	(115,452)
Accruals (Note 16)	(6,734)	(13,391)
<b>Total long-term debts</b>	<b>(756,510)</b>	<b>(473,306)</b>
<b>Short-term debts</b>		
Loan stock and other negotiable instruments (Note 14.2)	(3,109)	(4,633)
Debts with banks (Note 14.2)	(172,197)	(183,539)
Debts with sports organizations for transfers and assignments (Note 14.3)	(108,434)	(115,742)
Other debts	(4,972)	(5,620)
<b>Total short-term debts</b>	<b>(288,712)</b>	<b>(309,534)</b>
<b>Total liabilities</b>	<b>(1,045,222)</b>	<b>(782,840)</b>
<b>Asset-side balancing items</b>		
Long-term credits with sports organizations for transfers and assignments (Note 10.1)	17,734	12,452
Short-term credits with sports organizations for transfers and assignments (Note 10.3)	40,034	25,144
Short-term cash at banks and equivalent liquid assets and financial investments	379,365	62,550
<b>Total asset-side balancing items</b>	<b>437,133</b>	<b>100,146</b>
<b>Total</b>	<b>(608,089)</b>	<b>(682,694)</b>

## 22. ANALYTICAL PROFIT AND LOSS ACCOUNT BY SPORTS SECTIONS

In the complimentary information of the consolidated analytical profit and loss account by sports sections, the Club has applied the following distribution criteria amongst the different sections:

- The income and expenditure attributable, by nature, to each sporting activity has been directly allocated to the corresponding section.

The consolidated analytical profit and loss account by sports sections for the year 2021/22 and, for comparison, the consolidated analytical profit and loss account for the year 2020/21, are set out in Annex I, which forms an integral part hereof.

## 23. BUDGET LIQUIDATION

Annex II shows the consolidated budget for the season 2021/22 and the consolidated budget for the season 2020/21 approved at the General Meetings held on October 16h, 2021 and June 30th, 2020, respectively, compared to the liquidations for the years ended June 30th, 2022 and June 30th, 2021. The liquidations show the same structure and are presented according to the same criteria as the profit and loss accounts of the corresponding annual accounts.



### 24. SUBSEQUENT EVENTS

On July 21th, 2022, the Club signed the additional sale of 15% of the audiovisual rights from the Professional Football League, which has led to it posting in the consolidated profit and loss account a capital gain of €400.4 million. As in the sale transaction executed on June 30th, 2022, in which it transferred 10% of these rights, the acquiring company was Locksley Invest, S.L., in which the Club holds 49% of the capital, the remaining 51% being held by the North American company, Sixth Street Partners. The structure of the transaction was the same as in the transaction dated June 30th, 2022, and therefore the accounting treatment is the same, the only difference being the quota of the rights transferred and the corresponding sale amount thereof. Thus, the Club has completed the authorisation received by the General Meeting of Delegate Members in order to proceed with the sale of up to a total of 25% of the said rights.

In addition, with some of the funds obtained from this sale, the Club has reduced its debt, redeeming early €125 million of the senior secured notes issued in favour of several international investors.

In order to improve its financial situation, Futbol Club Barcelona continues to work on the possible disinvestments authorised by the General Meeting of Delegate Members, to be specific, the sale of a block of shares in the companies Barça Produccions, S.L.U. and/or Barça Licensing & Merchandising, S.L.U.

During the month of July, the registration rights of the players Raphael Dias Belloli “Raphinha” and Robert Lewandowsky were acquired, to thus be able to reinforce the first football team staff.





## ANNEX I

## CONSOLIDATED ANALYTICAL PROFIT AND LOSS ACCOUNT BY SPORTS SECTIONS FOR THE YEAR ENDED JUNE 30th, 2022

(in thousands of Euros)

	Male football	Base football	Female football	Basketball	Handball	Roller Hockey	Indoor football	Non-prof.	BLM and others	Total
<b>Continuing operations</b>										
<b>Net turnover</b>	<b>494,989</b>	<b>1,409</b>	<b>7,635</b>	<b>14,308</b>	<b>2,969</b>	<b>538</b>	<b>1,232</b>	<b>1,027</b>	<b>103,879</b>	<b>627,986</b>
Income from competitions	54,520	82	1,685	3,360	146	21	202	9	1,425	61,450
Income from season-ticket holders and members	29,834	-	-	723	41	4	25	-	18,336	48,963
Income from television transmissions and rights	238,453	480	1,860	3,777	1,752	-	30	1	3,840	250,193
Income from marketing and advertising	170,875	846	4,075	6,446	1,012	513	973	1,014	81,421	267,175
Income from rendering services	1,307	1	15	2	18	-	2	3	(1,143)	205
Variation of stock of finished and unfinished products	-	-	-	-	-	-	-	-	-	-
<b>Work carried out by company for its assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,489</b>	<b>1,489</b>
<b>Supplies</b>	<b>(2,259)</b>	<b>(699)</b>	<b>(652)</b>	<b>(869)</b>	<b>(460)</b>	<b>(250)</b>	<b>(316)</b>	<b>(906)</b>	<b>(22,757)</b>	<b>(29,168)</b>
Consumption of sports material	(1,843)	(581)	(614)	(602)	(410)	(227)	(280)	(896)	(22,543)	(27,996)
Other consumptions and external expenses	(416)	(118)	(38)	(267)	(50)	(23)	(36)	(11)	(1,363)	(2,322)
Work carried out for another company	-	-	-	-	-	-	-	-	-	-
Impairment of commodities, raw materials and other supplies	-	-	-	-	-	-	-	-	1,149	1,149
<b>Other operating income</b>	<b>4,191</b>	<b>740</b>	<b>695</b>	<b>1,041</b>	<b>107</b>	<b>-</b>	<b>27</b>	<b>9</b>	<b>4,042</b>	<b>10,852</b>
Operating income and other current management income	4,191	740	61	1,041	105	-	-	-	3,563	9,701
Operating grants included in year's results	-	-	634	-	2	-	27	9	479	1,151
<b>Personnel expenses</b>	<b>(310,280)</b>	<b>(26,614)</b>	<b>(6,013)</b>	<b>(38,375)</b>	<b>(8,434)</b>	<b>(1,967)</b>	<b>(5,033)</b>	<b>(1,639)</b>	<b>(58,891)</b>	<b>(457,245)</b>
Sports personnel wages and salaries	(307,355)	(23,997)	(5,442)	(37,606)	(7,859)	(1,634)	(4,651)	(1,359)	(3,651)	(393,554)
Non-sports personnel wages and salaries	(2,108)	(897)	(119)	(240)	(200)	(73)	(77)	(1)	(44,763)	(48,478)
Social Security contributions	(768)	(1,687)	(450)	(520)	(374)	(258)	(303)	(279)	(9,180)	(13,819)
Reserves	(49)	(33)	(2)	(9)	(1)	(2)	(2)	-	(1,297)	(1,395)
<b>Other operating charges</b>	<b>(61,980)</b>	<b>(6,053)</b>	<b>(3,360)</b>	<b>(5,938)</b>	<b>(1,962)</b>	<b>(570)</b>	<b>(1,084)</b>	<b>(1,173)</b>	<b>(82,091)</b>	<b>(164,212)</b>
External services	(32,443)	(2,888)	(1,030)	(2,359)	(831)	(291)	(447)	(380)	(72,269)	(112,938)
Dues	(2,234)	-	-	(8)	(1)	-	(1)	-	(1,168)	(3,413)
Loss, impairment and variation in reserves for commercial transactions	(619)	-	-	-	-	(3)	-	-	(2,692)	(3,314)
Loss for credit impairment from commercial transactions	(984)	-	-	-	-	(3)	-	-	(3,916)	(4,903)
Reversal of credit impairment for commercial transactions	365	-	-	-	-	-	-	-	1,224	1,589
Travelling expenses	(3,278)	(1,497)	(1,273)	(2,094)	(794)	(138)	(469)	(405)	(207)	(10,155)
Players' acquisition costs	(1,225)	(153)	-	-	(21)	-	-	(159)	-	(1,558)
Other current management costs	(22,181)	(1,515)	(1,057)	(1,477)	(315)	(138)	(167)	(229)	(5,755)	(32,834)
<b>Depreciation of fixed assets</b>	<b>(107,919)</b>	<b>(5,335)</b>	<b>(24)</b>	<b>(452)</b>	<b>(218)</b>	<b>-</b>	<b>(39)</b>	<b>-</b>	<b>(25,149)</b>	<b>(139,136)</b>
<b>Allocation of non-financial fixed asset grants and others</b>	<b>76</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>77</b>
<b>Excess reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Impairment and result for fixed asset disposals</b>	<b>3,695</b>	<b>17,312</b>	<b>-</b>	<b>529</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>292,583</b>	<b>314,119</b>
Impairment and loss	(3,842)	(2,345)	-	-	-	-	-	-	-	20,382
Loss for impairment of sports intangible fixed assets	(32,626)	(3,457)	-	-	-	-	-	-	-	(36,082)
Loss for impairment of tangible fixed assets	-	-	-	-	-	-	-	-	-	-
Reversal for impairment of sports intangible fixed assets	28,784	1,111	-	-	-	-	-	-	-	29,895
Reversal for impairment of real estate investments	-	-	-	-	-	-	-	-	26,568	26,568
Results for disposals and others	7,537	19,657	-	529	-	-	-	-	266,015	293,737
Loss from tangible fixed assets	-	-	-	-	-	-	-	-	(65)	(66)
Profit from tangible fixed assets	-	-	-	-	-	-	-	-	-	-
Loss from intangible fixed assets	-	-	-	-	-	-	-	-	(32)	(32)
Profit from intangible fixed assets	-	-	-	-	-	-	-	-	266,112	266,112
Loss from sports intangible fixed assets	(13,792)	(1,227)	-	(156)	-	-	-	-	-	(15,175)
Profit from sports intangible fixed assets	21,329	20,884	-	685	-	-	-	-	-	42,898
<b>Others</b>	<b>(2,988)</b>	<b>(2,364)</b>	<b>-</b>	<b>(334)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,575)</b>	<b>(7,261)</b>
Extraordinary loss	(3,000)	(2,364)	-	(334)	-	-	-	-	(4,002)	(9,700)
Other extraordinary income	12	-	-	-	-	-	-	-	2,427	2,439
<b>OPERATING RESULT</b>	<b>17,525</b>	<b>(21,605)</b>	<b>(1,719)</b>	<b>(30,090)</b>	<b>(7,998)</b>	<b>(2,249)</b>	<b>(5,213)</b>	<b>(2,682)</b>	<b>211,534</b>	<b>157,500</b>
<b>Financial income</b>	<b>718</b>	<b>167</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>554</b>	<b>1,439</b>
<b>From stakes in financial instruments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
In companies in the Group and associated companies	-	-	-	-	-	-	-	-	-	-
Of third parties	-	-	-	-	-	-	-	-	-	-
<b>From negotiable instruments and other financial instruments</b>	<b>718</b>	<b>167</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>554</b>	<b>1,439</b>
In companies in the Group and associated companies	-	-	-	-	-	-	-	-	-	-
Of third parties	718	167	-	-	-	-	-	-	554	1,439
<b>Financing charges</b>	<b>(1,671)</b>	<b>(21)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(36,677)</b>	<b>(38,368)</b>
For debts with companies in the Group and associated companies	-	-	-	-	-	-	-	-	-	-
For debts with third parties	(1,671)	(21)	-	-	-	-	-	-	(36,677)	(38,368)
For update of reserves	-	-	-	-	-	-	-	-	-	-
<b>Variation in fair value in financial instruments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Profit in the valuation of financial instruments	-	-	-	-	-	-	-	-	-	-
Loss in the valuation of financial instruments	-	-	-	-	-	-	-	-	-	-
<b>Exchange differences</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>651</b>	<b>651</b>
Positive exchange differences	-	-	-	-	-	-	-	-	872	872
Negative exchange differences	-	-	-	-	-	-	-	-	(221)	(221)
<b>Impairment and result for financial instruments disposals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,269</b>	<b>3,268</b>
Profit from stakes in financial assets	-	-	-	-	-	-	-	-	3,356	3,355
Loss from stakes in financial assets	-	-	-	-	-	-	-	-	(86)	(87)
<b>FINANCIAL RESULT</b>	<b>(953)</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32,203)</b>	<b>(33,010)</b>
<b>PRE-TAX PROFIT</b>	<b>16,572</b>	<b>(21,459)</b>	<b>(1,719)</b>	<b>(30,090)</b>	<b>(7,998)</b>	<b>(2,249)</b>	<b>(5,213)</b>	<b>(2,682)</b>	<b>179,331</b>	<b>124,489</b>
Profit tax	-	-	-	-	-	-	-	-	(26,912)	(26,912)
<b>CONSOLIDATED YEAR'S RESULTS</b>	<b>16,572</b>	<b>(21,459)</b>	<b>(1,719)</b>	<b>(30,090)</b>	<b>(7,998)</b>	<b>(2,249)</b>	<b>(5,213)</b>	<b>(2,682)</b>	<b>152,419</b>	<b>97,577</b>

This appendix is an integral part of Note 22 to the consolidated financial statements, pursuant to Sports Act 10/1990 of October 15th and Royal Decree 1251/1999 of July 16 on Public Limited Sports Companies.

# ANNEX I CONSOLIDATED ANALYTICAL PROFIT AND LOSS ACCOUNT BY SPORTS SECTIONS FOR THE YEAR ENDED JUNE 30th, 2021

(in thousands of Euros)

	Male football	Base football	Female football	Basketball	Handball	Roller Hockey	Indoor football	Non-prof.	BLM and others	Total
<b>Continuing operations</b>										
<b>Revenue</b>	<b>495,219</b>	<b>1,518</b>	<b>4,424</b>	<b>10,669</b>	<b>1,530</b>	<b>442</b>	<b>1,374</b>	<b>898</b>	<b>59,372</b>	<b>575,447</b>
Revenue from competitions	7724	6	45	(45)	8	2	74	-	316	8,131
Revenue from season ticket holders and membership card holders	(1,945)	-	-	(156)	(9)	(1)	(4)	-	17,648	15,532
Revenue from TV broadcasts and TV rights	273,499	-	1,264	3,943	571	-	353	-	1,800	281,431
Revenue from marketing and advertising	215,669	1,512	3,116	6,927	961	441	951	898	39,825	270,299
Rendering of services	271	-	-	-	-	-	-	-	(217)	54
<b>Work performed by the entity and capitalized</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,312</b>	<b>1,312</b>
<b>Cost of sales</b>	<b>(2,609)</b>	<b>(939)</b>	<b>(625)</b>	<b>(572)</b>	<b>(388)</b>	<b>(231)</b>	<b>(349)</b>	<b>(951)</b>	<b>(13,005)</b>	<b>(19,666)</b>
Consumption of sports equipment	(2,001)	(764)	(512)	(441)	(353)	(209)	(254)	(944)	(12,572)	(18,050)
Other consumables and external expenses	(607)	(175)	(113)	(131)	(35)	(21)	(95)	(7)	(1,116)	(2,299)
Impairment of goods, raw materials and other consumables	-	-	-	-	-	-	-	-	683	683
<b>Other operating income</b>	<b>7,403</b>	<b>2,446</b>	<b>267</b>	<b>59</b>	<b>52</b>	<b>14</b>	<b>-</b>	<b>6</b>	<b>4,482</b>	<b>14,730</b>
Ancillary income	7403	2,446	18	50	52	14	-	-	3,878	13,862
Grants related to income	-	-	249	9	-	-	-	6	604	868
<b>Employee benefits expense</b>	<b>(345,481)</b>	<b>(29,982)</b>	<b>(5,482)</b>	<b>(39,401)</b>	<b>(9,502)</b>	<b>(2,202)</b>	<b>(4,940)</b>	<b>(1,550)</b>	<b>(51,050)</b>	<b>(489,590)</b>
Wages and salaries of sports squad	(343,410)	(27,211)	(4,937)	(38,461)	(8,813)	(1,844)	(4,518)	(1,259)	(3,533)	(433,986)
Wages and salaries et al. of non-sports personnel	(1,268)	(792)	(95)	(217)	(232)	(62)	(82)	-	(37176)	(39,925)
Social security costs	(803)	(1,978)	(449)	(723)	(457)	(297)	(340)	(291)	(10,341)	(15,679)
<b>Other operating expenses</b>	<b>(80,450)</b>	<b>(6,040)</b>	<b>(1,371)</b>	<b>(4,250)</b>	<b>(1,798)</b>	<b>(528)</b>	<b>(1,130)</b>	<b>(994)</b>	<b>(75,573)</b>	<b>(172,135)</b>
External services	(38,680)	(3,342)	(412)	(1,759)	(702)	(281)	(483)	(240)	(60,145)	(106,044)
Taxes	(2,269)	(415)	-	11	-	-	-	-	(810)	(3,483)
Losses on, impairment of and change in trade provisions	(17,988)	-	-	-	-	-	-	-	(8,267)	(26,255)
Impairment losses on trade receivables	(17,988)	-	-	-	-	-	-	-	(8,267)	(26,255)
Reversal of impairment losses on trade receivables	-	-	-	-	-	-	-	-	-	-
Away matches	(2,875)	(1,100)	(738)	(1,873)	(906)	(151)	(533)	(393)	(57)	(8,627)
Player acquisition expenses	-	(432)	-	(80)	(5)	-	-	(121)	-	(638)
Other current management expenses	(18,638)	(752)	(222)	(549)	(184)	(96)	(114)	(239)	(6,294)	(27,088)
<b>Depreciation and amortization</b>	<b>(147,894)</b>	<b>(6,258)</b>	<b>(21)</b>	<b>(595)</b>	<b>(511)</b>	<b>(10)</b>	<b>(74)</b>	<b>-</b>	<b>(19,482)</b>	<b>(174,844)</b>
<b>Grants related to non-financial assets and other grants</b>	<b>70</b>	<b>266</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>336</b>
<b>Impair. losses and gains (losses) on disposal of non-current assets</b>	<b>(158,769)</b>	<b>2,685</b>	<b>-</b>	<b>(600)</b>	<b>(48)</b>	<b>-</b>	<b>(75)</b>	<b>651</b>	<b>(363)</b>	<b>(156,519)</b>
Impairment losses and losses	(160,006)	-	-	(550)	-	-	-	653	(363)	(160,266)
Impairment losses on intangible sporting assets	(163,833)	(548)	-	(550)	-	-	-	-	-	(164,931)
Impairment losses on investment properties	-	-	-	-	-	-	-	-	-	-
Impairment losses on intangible non-sporting assets	-	-	-	-	-	-	-	-	(363)	(363)
Reversal of impairment losses on intangible sporting assets	3,826	548	-	-	-	-	-	-	-	4,375
Reversal of impairment losses on investment properties	-	-	-	-	-	-	-	653	-	653
Gains / (losses) on disposals	1,237	2,685	-	(50)	(48)	-	(75)	(2)	-	3,747
Losses on property, plant and equipment	-	-	-	-	-	-	-	(2)	-	(2)
Gains on property, plant and equipment	-	-	-	-	-	-	-	-	-	-
Losses on intangible sporting assets	(27,576)	(2,715)	-	(50)	(48)	-	(75)	-	-	(30,463)
Gains on intangible sporting assets	28,813	5,399	-	-	-	-	-	-	-	34,212
<b>Charges and utilization of provisions and other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(84,070)</b>	<b>(84,070)</b>
Charge of provisions and other expenses	-	-	-	-	-	-	-	-	(84,105)	(84,105)
Utilization of provisions and other income	-	-	-	-	-	-	-	-	35	35
<b>OPERATING PROFIT/(LOSS)</b>	<b>(232,511)</b>	<b>(36,304)</b>	<b>(2,808)</b>	<b>(34,689)</b>	<b>(10,664)</b>	<b>(2,514)</b>	<b>(5,193)</b>	<b>(1,940)</b>	<b>(178,376)</b>	<b>(504,999)</b>
<b>Finance income</b>	<b>3,649</b>	<b>272</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>134</b>	<b>4,055</b>
<b>From marketable securities and other financial instruments</b>	<b>3,649</b>	<b>272</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>134</b>	<b>4,055</b>
Of group companies	-	-	-	-	-	-	-	-	134	134
Of third parties	3,649	272	-	-	-	-	-	-	-	3,921
<b>Financial costs</b>	<b>(2,036)</b>	<b>(106)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(39,720)</b>	<b>(41,863)</b>
Third-party borrowings	(2,036)	(106)	-	-	-	-	-	-	(39,720)	(41,863)
<b>Exchange gains (losses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(397)</b>	<b>(397)</b>
Exchange gains	-	-	-	-	-	-	-	-	182	182
Exchange losses	-	-	-	-	-	-	-	-	(579)	(579)
<b>Impairment of and gains/(losses) on disposal of financial instruments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12,157)</b>	<b>(12,157)</b>
Losses on interest in financial assets	-	-	-	-	-	-	-	-	(12,157)	(12,157)
<b>FINANCE COST</b>	<b>1,613</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(52,140)</b>	<b>(50,362)</b>
<b>PROFIT/(LOSS) BEFORE TAX</b>	<b>(230,898)</b>	<b>(36,139)</b>	<b>(2,808)</b>	<b>(34,689)</b>	<b>(10,664)</b>	<b>(2,514)</b>	<b>(5,193)</b>	<b>(1,940)</b>	<b>(230,516)</b>	<b>(555,361)</b>
Income tax	-	-	-	-	-	-	-	-	74,043	74,043
<b>CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR</b>	<b>(230,898)</b>	<b>(36,139)</b>	<b>(2,808)</b>	<b>(34,689)</b>	<b>(10,664)</b>	<b>(2,514)</b>	<b>(5,193)</b>	<b>(1,940)</b>	<b>(156,473)</b>	<b>(481,318)</b>

This appendix is an integral part of Note 22 to the consolidated financial statements, pursuant to Sports Act 10/1990 of October 15th and Royal Decree 1251/1999 of July 16 on Public Limited Sports Companies.



## ECONOMIC REPORT

### ANNEX II CONSOLIDATED BUDGET AND BUDGET LIQUIDATION FOR THE YEAR ENDED JUNE 30th, 2022

(in thousands of Euros)

	REAL 2021/22	BUDGET 2021/22
<b>CONTINUING OPERATIONS</b>		
<b>Net turnover</b>	<b>627,987</b>	<b>683,620</b>
Income from competitions	61,450	41,129
Income from season-ticket holders and members	48,963	48,136
Income from television transmissions and rights	250,193	270,349
Income from marketing and advertising	267,175	323,657
Income from rendering services	205	350
Variation in inventories of finished products and products in progress	-	-
<b>Work carried out by company for its assets</b>	<b>1,489</b>	<b>1,167</b>
<b>Supplies</b>	<b>(29,170)</b>	<b>(32,729)</b>
Consumption of sports material	(27,997)	(29,175)
Other consumption and external expenses	(2,322)	(3,554)
Impairment of commodities, raw materials and other supplies	1,149	-
<b>Other operating income</b>	<b>10,852</b>	<b>4,479</b>
Operating income and other current management income	9,701	3,560
Operating grants included in year's results	1,151	918
<b>Personnel expenses</b>	<b>(457,245)</b>	<b>(432,359)</b>
Sports personnel wages and salaries	(393,554)	(369,361)
Wages and salaries and related amounts.	(48,478)	(45,589)
Social Security contributions	(13,819)	(15,938)
Reserves	(1,395)	(1,471)
<b>Other operating charges</b>	<b>(164,212)</b>	<b>(173,971)</b>
External services	(112,938)	(120,131)
Dues	(3,413)	(4,013)
Loss, impairment and variation in reserves for commercial transactions	(3,314)	(1,667)
Loss for credit impairment for commercial transactions	(4,903)	(1,667)
Reversal of credit impairment for commercial transactions	1,589	-
Travelling expenses	(10,155)	(10,281)
Players' acquisition costs	(1,558)	(1,864)
Other current management costs	(32,834)	(36,014)
<b>Fixed asset depreciation</b>	<b>(139,136)</b>	<b>(106,732)</b>
<b>Allocation of grants for non-financial fixed assets and others</b>	<b>78</b>	<b>70</b>
<b>Impairment and result for fixed asset disposals</b>	<b>314,117</b>	<b>41,972</b>
Impairment and loss	20,381	(4,000)
Loss for impairment of sports intangible fixed assets	(36,082)	(32,031)
Loss for impairment of tangible fixed assets	-	-
Reversal for impairment of sports intangible fixed assets	29,895	28,031
Reversal for impairment of real estate investments	26,569	-
Results for disposals and others	293,736	45,972
Loss from tangible fixed assets	(66)	-
Profit from tangible fixed assets	-	-
Loss from intangible fixed assets	(32)	-
Profit from intangible fixed assets	266,112	-
Loss from sports intangible fixed assets	(15,175)	(1,076)
Profit from sports intangible fixed assets	42,898	47,048
<b>Others</b>	<b>(7,261)</b>	<b>(4,193)</b>
Allocation of reserves and other expenditure	(9,700)	(4,611)
Application of reserves and other income	2,439	418
<b>OPERATING RESULT</b>	<b>157,498</b>	<b>(18,676)</b>
<b>Financial income</b>	<b>1,439</b>	<b>50,412</b>
<b>From negotiable instruments and other financial instruments</b>	<b>1,439</b>	<b>50,412</b>
From third parties	1,439	50,412
<b>Financing charges</b>	<b>(38,368)</b>	<b>(27,630)</b>
Debts with third parties	(38,365)	(27,630)
Reserves update	(4)	-
<b>Exchange differences</b>	<b>651</b>	<b>(110)</b>
Positive exchange differences	872	440
Negative exchange differences	(221)	(550)
<b>Impairment and result for financial instruments alienation</b>	<b>3,269</b>	<b>-</b>
Profit from stake in financial assets	3,356	-
Loss from stake in financial assets	(87)	-
<b>FINANCIAL RESULT</b>	<b>(33,009)</b>	<b>22,672</b>
<b>PRE-TAX PROFIT</b>	<b>124,489</b>	<b>3,997</b>
Profit tax	(26,912)	1,083
<b>YEAR'S RESULTS</b>	<b>97,577</b>	<b>5,080</b>

This Annex forms part of Note 23 of the annual report of the consolidated annual accounts.

## ANNEX II CONSOLIDATED BUDGET AND BUDGET LIQUIDATION FOR THE YEAR ENDED JUNE 30th, 2022

(in thousands of Euros)

	REAL 2020/21	BUDGET 2020/21
<b>CONTINUING OPERATIONS</b>		
<b>Net turnover</b>	<b>575,447</b>	<b>739,263</b>
Income from competitions	8,131	14,917
Income from season-ticket holders and members	15,532	23,724
Income from television transmissions and rights	281,431	299,441
Income from marketing and advertising	270,299	401,181
Income from rendering services	54	-
<b>Work carried out by company for its assets</b>	<b>1,312</b>	<b>1,542</b>
<b>Supplies</b>	<b>(19,666)</b>	<b>(25,203)</b>
Consumption of sports material	(18,050)	(22,600)
Other consumption and external expenses	(2,299)	(2,603)
Impairment of goods, raw materials and other supplies	683	-
<b>Other operating income</b>	<b>14,730</b>	<b>26,179</b>
Operating income and other current management income	13,862	25,526
Operating grants included in year's results	868	653
<b>Personnel expenses</b>	<b>(489,590)</b>	<b>(362,439)</b>
Sports personnel wages and salaries	(433,986)	(303,693)
Non-sports personnel wages and salaries	(39,925)	(42,190)
Social Security contributions	(15,679)	(15,027)
<b>Other operating charges</b>	<b>(172,135)</b>	<b>(175,982)</b>
External services	(106,044)	(127,169)
Dues	(3,483)	(4,163)
Loss, impairment and variation in reserves for commercial transactions	(26,255)	(3,351)
Loss for credit impairment for commercial transactions	(26,255)	(3,351)
Reversal for credit impairment for commercial transactions	-	-
Travelling expenses	(8,627)	(10,465)
Players' acquisition costs	(638)	(592)
Other current management costs	(27,088)	(30,242)
<b>Fixed asset depreciation</b>	<b>(174,844)</b>	<b>(191,886)</b>
<b>Allocation of grants for non-financial fixed assets and others</b>	<b>336</b>	<b>-</b>
<b>Impairment and result for fixed asset disposals</b>	<b>(156,519)</b>	<b>24,758</b>
Impairment and loss	(160,266)	-
Loss for impairment of sports intangible fixed assets	(164,931)	-
Reversal of impairment of sports intangible fixed assets	4,375	-
Loss for impairment of real estate investments	(363)	-
Reversal of impairment of real estate investments	653	-
Results for disposals and others	3,747	24,758
Loss from tangible fixed assets	(2)	-
Profit from tangible fixed assets	-	-
Loss from sports intangible fixed assets	(30,463)	-
Profit from sports intangible fixed assets	34,212	(34,340)
<b>Allocation and Application of reserves and others</b>	<b>(84,070)</b>	<b>(1,377)</b>
Allocation of reserves and other expenditure	(84,105)	(1,382)
Application of reserves and other income	35	5
<b>OPERATING RESULT</b>	<b>(504,999)</b>	<b>34,855</b>
<b>Financial income</b>	<b>4,055</b>	<b>301</b>
<b>From negotiable instruments and other financial instruments</b>	<b>4,055</b>	<b>301</b>
From companies in the Group	134	-
From third parties	3,921	301
<b>Financing charges</b>	<b>(41,863)</b>	<b>(34,170)</b>
With third parties	(41,863)	(34,170)
<b>Exchange differences</b>	<b>(397)</b>	<b>(200)</b>
Positive exchange differences	182	350
Negative exchange differences	(579)	(550)
<b>Impairment and result for financial instruments disposal</b>	<b>(12,157)</b>	<b>-</b>
Loss from impairment of stakes in companies in the Group	(3,670)	-
Loss from impairment of credits to companies in the Group	(3,401)	-
Loss from impairment of credits to other companies	(5,086)	-
<b>FINANCIAL RESULT</b>	<b>(50,362)</b>	<b>(34,069)</b>
<b>PRE-TAX PROFIT</b>	<b>(555,361)</b>	<b>785</b>
Profit tax	74,043	(448)
<b>CONSOLIDATED YEAR'S RESULT</b>	<b>(481,318)</b>	<b>1,233</b>

This Annex forms part of Note 23 of the annual report of the consolidated annual accounts.



# Futbol Club Barcelona and dependent companies

Consolidated Management Report  
for the year ended June 30th, 2022

## General context

The 2021-22 season is notable for having been the season for returning to normal. The reopening of the installations, partially during the first months, has allowed the Club to recover a significant part of the income that it had prior to the eruption of the pandemic. However, and due to the Club's financial situation when the Board of Directors took office (shown in the results of the Due Diligence presented on October 6th, 2021), during the month of August, a refinancing transaction was signed, consisting of the issue of €525 million of senior secured notes, and the renegotiation of the terms and conditions of 70 million previously-issued senior notes. Thus, it could cover short-term undertakings, simultaneous to reducing very significantly the average cost of the Club's financial expenses.

In addition, the Board of Directors has obtained permission to renegotiate the terms and conditions and time limits of the current bridge loan related to Espai Barça and has begun to apply its plan to reduce the payroll of the first football team, ensuring a significant reduction compared to the undertakings previously acquired.

Finally, and in order to improve the necessary financial resources and its competitive position, it has executed, with the prior consent of the General Meeting of Delegate Members, the sale of 10% of the audiovisual rights from the Professional Football League to an investor, generating a capital gain of €267 million. This, together with the impact of other measures adopted by the Board of Directors in its first year of office, has allowed the Club to close with profits for the first time in the last three years

## Operating income

With regard to the consolidated annual accounts filed, the operating income for this season has increased to €1,010 thousand, representing an increase compared to the financial year 2020/21 of €403,845 thousand. It is worth mentioning that this is the highest income obtained by the Club, exceeding that for the season 2018/19.

The lines associated to the Stadium have improved as a result of the reopening of the installations when the COVID-19 pandemic situation improved.

The income from competitions, season-ticket holders and members has increased to €110,413 thousand thanks to the public returning to the Stadium.

With regard to the income for television transmissions and rights, such income has reduced by €31,238 thousand, on the one hand, corresponding to the effect of the comparison with the income posted during the last season for games played to July and August 2020, which corresponded to the 2019/20 season. There has also been a negative impact due to the elimination of the team at the groups stage of the last Champions League, which has had the repercussion of less income in the exploitation of the rights related to European competitions.

With regard to marketing and advertising income, the heading has remained stable at €267,175 thousand, despite the compensations derived from the loss of income provoked by the pandemic.

## Non-sports investments

This season the Club has invested €27,780 thousand in non-sports investments, €16,026 thousand of which correspond to the Espai Barça project. The Club has invested in maintenance and repair works in the Stadium, as well as in different areas of Ciutat Esportiva. With regard to Information Technologies, the Club has invested in improvements to internal processes (security, data management, etc.), as well as in the improvement of work equipment and other systems.

The investment in Espai Barça has mainly been concentrated in licences and permits, as well as in investment in preparations prior to the general works. With regard to this project, much progress has been made in the negotiations regarding the financing thereof, and a plan has been determined with BSM and Barcelona City Council to be able to dispute the matches in the Estadio Olímpico installations over the period in which it is not possible to play in Spotify Camp Nou due to the works.

The Club has obtained a works' permit to be able to commence the works in Spotify Camp Nou over the next few months.

### Registration rights and Transfers

During this 2021/22 season, registration rights for players such as Ferran Torres and the first team trainer, Xavi Hernández, have mainly been acquired. In addition, variables of the first team derived from previous contracts have still been recognised, for an aggregate value of €12,461 thousand. In total, and also taking into account other investments in the rest of the professional teams and sections of the Club, the sports investment amount has ascended to €81,764 thousand. Furthermore, the Club has made sales in the value of €42,898 thousand, as a result of the deregistration of the players Coutinho, Ilaix and Jutglà, amongst others of a lesser amount and variables derived from previous contracts.

### Sports personnel expenses over operating income

Sports personnel expenses are also affected by the changes over recent years in the sector, specifically, inflation in the football market both in salaries and in acquisition cost, which has had an impact on high depreciations very difficult to absorb at present from an economic point of view.

Thus, the ratio defined by the Professional Football League (PFL), which considers football salary costs without amortizations, with regard to the relevant operating income, is still below the maximum ratio to be met, i.e. 70%.

### EBITDA and Net Debt

The consolidated operating income before amortizations, depreciation and reserves (EBITDA) for this 2021/22 season has been €19,677 thousand, significantly up (by €79,930 thousand) on the result for the previous season.

The consolidated net debt used by the Professional Football League, as well as for the different financing contracts currently existing in the Club, is €608,089 thousand at June 30th, 2022. Deducting the financing of non-recurring investment projects in tangible fixed assets (Espacio Barça), as established in Article 67 of the Club's By-laws, the net debt is €476,448 thousand.

### Year's results

The consolidated profits obtained are €124,489 thousand before tax, and €97,577 thousand, after tax.

These results, clearly positive, are mainly due to the implementation of the current Board of Directors' new strategic plan, which forecasts an increase in income in all lines and restraint in management expenses in general and sports payroll expenses in particular. Under this heading, it is worth pointing out that the arrival of new players has been subject to them accepting certain conditions tailored to the Club's new salary scheme, based on reasonable and economic efficiency criteria.

The gains obtained during this financial year only represent the beginning of the current Board of Directors' plan to rebalance the Club's net worth and ensure that the activity is sustainable once again.

### Research and development

During the financial year, the Club has carried out research and development activities in the area of information technology and sport science.

### Information on the average period for paying suppliers

The Club and Barça Licensing & Merchandising, S.L.U.'s average period for paying suppliers for the year ended June 30th, 2022 is 94 days. The balances with sports organizations and with suppliers of fixed assets are liquidated in accordance with the agreements between the parties, and the legally-established time limit for commercial transactions may be exceeded.



### Subsequent facts

On July 21th, 2022, the Club signed the additional sale of 15% of the audiovisual rights from the Professional Football League, which has led to it posting in the consolidated profit and loss account a capital gain of €400.4 million. As in the sale transaction executed on June 30th, 2022, in which it transferred 10% of these rights, the acquiring company was Locksley Invest, S.L., in which the Club holds 49% of the capital, the remaining 51% being held by the North American company, Sixth Street Partners. The structure of the transaction was the same as in the transaction dated June 30th, 2022, and therefore the accounting treatment is the same, the only difference being the quota of the rights transferred and the corresponding sale amount thereof. Thus, the Club has completed the authorisation received by the General Meeting of Delegate Members in order to proceed with the sale of up to a total of 25% of the said rights.

In addition, with some of the funds obtained from this sale, the Club has reduced its debt, redeeming early €125 million of the senior secured notes issued in favour of several international investors.

In order to improve its financial situation, Futbol Club Barcelona continues to work on the possible disinvestments authorised by the General Meeting of Delegate Members, to be specific, the sale of a block of shares in the companies Barça Produccions, S.L.U. and/or Barça Licensing & Merchandising, S.L.U.

During the month of July, the registration rights of the players Raphael Dias Belloli “Raphinha” and Robert Lewandowsky were acquired, to thus be able to reinforce the first football team staff.

### Drawing up the consolidated annual accounts and the consolidated Management Report

On July 26th, 2022, the Board of Directors draws up these consolidated annual accounts at June 30th, 2022, comprising the consolidated balance sheet, the consolidated profit and loss account, the consolidated statement of changes in net worth, the consolidated cash flow statement, the consolidated annual report, Annexes I and II of the consolidated annual report, as well as the consolidated Management Report.

Representing the Board of Directors, the following persons sign these consolidated annual accounts and the consolidated Management Report: Chairman, Joan Laporta i Estruch; Vice-Chairman-Economic Division, Eduard Romeu Barceló; Treasurer, Ferran Olivé Cànovas and, Secretary, Josep Cubells Ribé.







## COMPANIES AND SPONSORS

- DXC	- FORTINET - GCR COMUNICACIÓN	- FCC CONSTRUCCIÓN	- KNAUF - EVENTOLOGIES	- VIVE EMOCION	- SPORTIUM - CIRSA DIGITAL
- ENGEL&VOLKERS	- CIPSA	- SKEYNDOR	- IT'S SPORTS	- DAPPER - LA LIGA	- LENOVO
- GM FUEL SERVICE, S.L.	- COFIDIS	- EURODETACH HOLLAND	- IVECO	- NOREL ANIMAL NUTRITION	- TECNITASA
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