



PRESIDENT JOSEP MARIA BARTOMEU'S SPEECH AT MWC ABOUT THE 'BARÇA INNOVATION HUB' PROJECT

Monday 27 February

It is a pleasure for me to be here today, at the Mobile World Congress.

I want to thank the organizers for giving me the opportunity to talk about a key project for FC Barcelona, which is part of our Strategic Plan approved a few months ago.

It is probably unusual for the President of a Football Club to speak at this Congress, a world reference for innovation and communications.

I do not know how many of you are interested in football, but I guess many, because this sport, without any doubt, has a global impact.

If you are asking yourselves why I'm talking about football here, let me explain that Barça is a global club based in Barcelona, with offices in Hong Kong, in New York and soon in Sao Paulo, with the mission to find new partners and new opportunities. We have 26 football academies spread over all continents and one of the largest stadiums in the world and the most visited interactive museum in Spain. More than 2,000 athletes are competing with our badge, wearing our jersey in 14 different sports.

Furthermore, we have a very active Foundation working for children worldwide in collaboration with Unicef, Bill and Belinda Gates Foundation, International Olympic Committee, Scholas Ocurrentes and Reach Out to Asia

The Club is owned by its 150,000 members, and that is key for us. So, as you may see in our statement: We are and want to keep being "More than a Club". And we are, among other reasons, because we want to generate a positive impact on society that goes beyond the playing of sports.

As a sports Club we do not only compete with other clubs in the world. The sport and its practice compete with other offers of leisure and entertainment, and also, has generated its own ecosystem.

I'm referring, for example, to many other sectors such as health, technology, communications and infrastructure. And it is at this point, where we are convinced that innovation and knowledge management play a critical role, Barça is the leading club in many categories. We are leaders in terms of

trophies, social responsibility impact, the number sports that we practise, followers in social networks, and as of this year, we are also leaders in terms of the revenues we generate.

But we will only continue to be leaders in the future if we are able to innovate, generate, attract and manage knowledge and, more importantly, if we are able to share it with the world.

And this is precisely the reason that has brought us here today. I want to introduce you to Barça Innovation Hub, a project that aims to contribute to the transformation of the world through sporting excellence.

Barça Innovation Hub is based on the fact that all the knowledge that the Club has generated over the last few years, in all matters related to sport, not just football, can now be shared.

Our constant search for excellence in sports has allowed us to develop projects such as:

- Personalized hydration and nutrition programs
- Individual physical recovery programs
- Real Estate projects, such as Espai Barça or Ciutat Esportiva, with a criteria of maximum efficiency and respect for the environment.
- The use of data, what is called Big Data, for performance analysis and management of fan engagement.

We will talk more about these points in an upcoming presentation that will take place at Camp Nou next March 22nd. We are not just talking about a project. We are talking about realities that are already being applied in different sectors.

All these projects are designed for elite athletes, but also, from now on, for the rest of the population, as a clear example of open innovation and management of the relationship with the sports ecosystem.

As Mobile World Congress has also accomplished over these years, Barça Innovation Hub aims to create a relevant ecosystem that gathers people from all around the world working together with FC Barcelona to boost innovation in the sports and related sectors.

We are aware of the huge impact of sport and its influence on multiple social spheres. Therefore, our vision is to transform the world through sports excellence. The only way to do so is through knowledge and innovation.

- Sports is one of the most important disciplines in our society and its

impact is wide-ranging and significant, creating an intricate picture that affects many areas and industries. In this picture, Barça wants to step forward and manage this complexity to benefit us and the whole society.

- We have the responsibility to promote research and innovation, to create great value for the club and the society in a wider sense.
- Building an ecosystem to support knowledge and innovation, promoting an open and collaborative culture, working closely with leading brands, universities, research centres, and start-ups from around the world.
- Bringing together researchers, thinkers, opinion leaders, professors, creators, students, athletes, investors, makers and visionaries. Leveraging collective intelligence and individual talent and implementing a culture of constant improvement.

Barça Innovation Hub wants to become the number 1 Sports Innovation Center in the world, that will generate a relevant impact in the sports industry and related industries, generating new products and services, attracting the best international talent and, ultimately, contributing to build the future of the world of sports through innovation and knowledge.

The reasons, why Barça, as a sports Club in working in this direction are:

- We have a powerful brand impact worldwide, capable of leading a sports innovation hub.
- We are also in one of the most attractive cities in the world regarding research, innovation, and design, so we are at the perfect place.
- We always have to be in a winning position. That's why we have to be at the forefront of knowledge and innovation, in order to maintain excellence and leadership, in sports and in managing performance.
- We can build and lead this ecosystem because Barça is already one of the leading sports organization regarding talent and knowledge. That is what makes us different.

So, with Barça Innovation Hub, ultimately we want to achieve different objectives:

- Maintain sports excellence and leadership
- Push the limits of knowledge
- Share our know-how with the next generation of sport professionals
- And finally, as I said before, build the future of the sports industry

One big question is how are we going to do so?

Barça Innovation Hub is made up of five key knowledge areas and four phases of action. The knowledge areas are all related to sport and they are:

Medical Services and Nutrition

- Sports Performance
- Team sports
- Technology
- Social sciences

For each knowledge area we go through four phases process:

1. **Knowledge incorporation:** exchange of ideas and knowledge with the brightest minds around the globe
2. **Knowledge generation:** develop applied research projects that push the limits of knowledge in the sports sector.
3. **Knowledge dissemination:** Our commitment is to share our knowledge with the new generation of professionals of the sports sector through a leading training program, which includes masters, courses and seminars in different fields and in collaboration with the most prestigious academic institutions, through our platform Barça Universitas.
4. **Innovation:** develop new products, services and experience that create value not only for FCB, but also for other sports clubs around the world, and for other markets and industries.

We aim to build the future of the sports industry.

If you want to join us, everyone is welcome.

For that reason, I invite you to the Barça Innovation Hub presentation on 22 March.