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Fifth Vice President – Economic Area  
(\*Until 25/11/16)

# Greetings from the President

**D**ear fellow members, You are now looking at the report from the 2017/18 season, which marks the half-way point of the term we were elected for in 2015. Three years have gone by since we set about implementing the 2015/21 Strategic Plan, and a lot has happened during that time. We have pulled through some very difficult situations, but there have been thrilling challenges along the way too. I would like to express my pride in knowing that when the last Barça Observatory took place, the majority of members rated our management very positively in areas of such crucial importance as sport, finance and social aspects. And I would also like to share my overall satisfaction with the Club and with the measures implemented to combat fraud and resales.

It is truly encouraging to see that the Club's members still have faith in this Board of Management, but we are still only mid-way through our term and we do not intend to stop here. There is so much left to do. We firmly believe we are on the right track, and knowing that the members believe this too reassures us that the Club model we are working on is a success. The next three years are going to be crucial for Barça. It will be a time of consolidation of a project that is fortunately backed by most members, but that has yet to overcome some difficult hurdles and scenarios. When they come, we will face them bravely, looking ahead, beyond the present.

We have projects to deal with of such sheer magnitude and importance as Espai Barça, an enterprise that is bound to put everyone's patience to the test. We still have to work on the brand's global expansion, promoting the Barça Academies, reaching out to more children through our Foundation, searching

for more allies through whom we can share our knowledge. This calls for us to be creative and use our imaginations to obtain new resources, making us even more sustainable and competitive. Above all, we need to look after our sports model - it is what we believe in and we must never let it go.

Each one of us needs to be aware that we are living through times that will go down in the Club's history. Sometimes, in spite of all the media attention that Barça stirs up, we fail to realise just how important these moments are. We are lucky enough to be here at the same time as Messi and a whole generation of unique players. This 2017/18 season has given us the chance to celebrate the eighth double in the Club's history, with a superiority that has never been clearer. We have given the legend that is Andrés Iniesta an unbeatable farewell, after 22 years of dedication to the Club, and we have shared in the joy of celebrating 19 titles from our professional teams, including six Copa del Rey and Copa de la Reina cups - an unprecedented feat.

But beyond our sporting achievements, you cannot imagine the pleasure it gives us to travel around the world and hear people ask how we manage to get all our boys and girls at the academies to play so well. It fills us with pride to see the admiration that the word Barça inspires, which people associate with our very own playing style, with the unique personal and sports training offered at La Masia, and with a women's team that is making history.

This is the Barça that is improving society through the positive impact of sport, social commitment, research, innovation and training. For members of our Club, what counts is that our teams win championships, and what also counts is everything that sets us apart from the rest, and defines our identity.

**Josep Maria Bartomeu i Floreta**

President of FC Barcelona



2018



DOBLET 2017-2018

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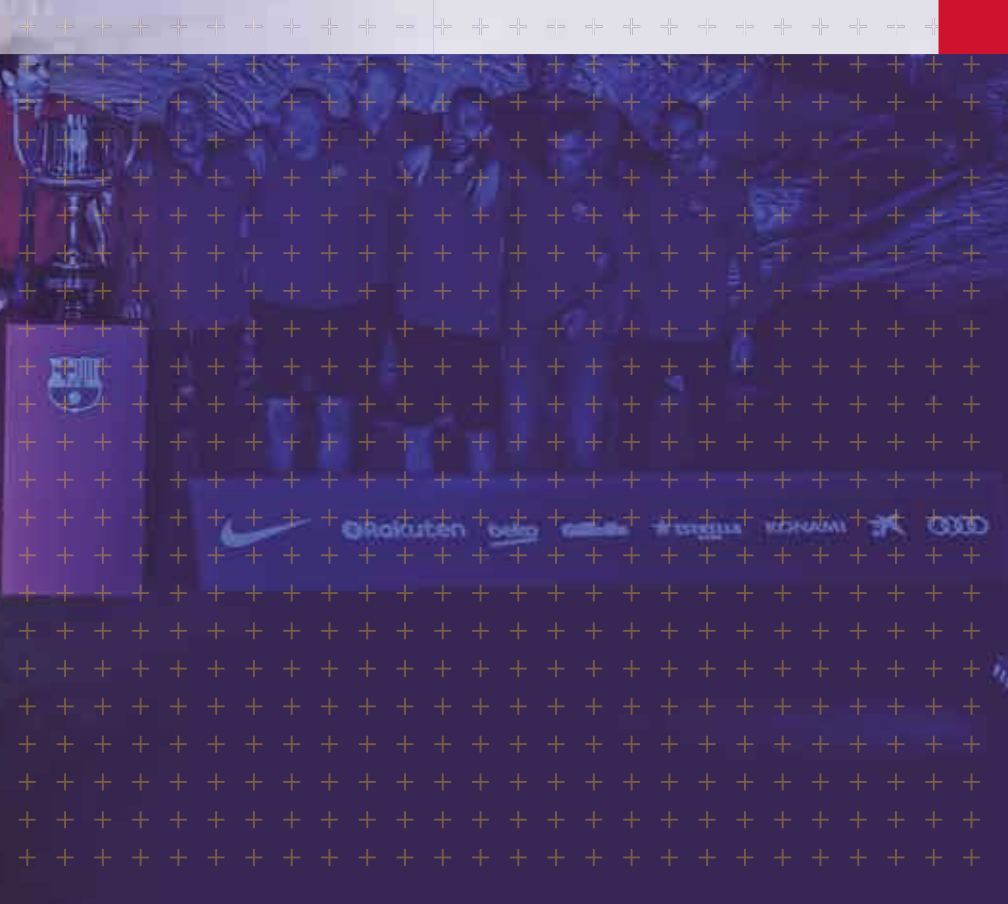


DOBLET 2017-2018



DOBLET 2018-2019

# PROFESSIONAL SPORTS





# FC BARCELONA

## 2017/18 Season Squad



ERNESTO  
VALVERDE

COACH

**COACHING TEAM**  
**ASSISTANT COACH**  
JON ASPIAZU

**TECHNICAL ASSISTANT**  
JOAN BARBARÀ

**GOALKEEPING COACH**  
JOSÉ RAMÓN DE LA FUENTE

**FITNESS COACHES**  
JOSÉ ANTONIO POZANCO, EDU PONS  
AND ANTONIO GÓMEZ

**SCOUTS**  
JORDI MELERO, ÀLEX GARCIA, RAÚL  
PELÁEZ

**MEDICAL TEAM**  
**DOCTORS**  
RICARD PRUNA AND XAVIER YAN-  
GUAS

**PHYSIOS**  
JUANJO BRAU, ROGER GIRONÈS,  
JAUME MUNILL, JORDI MESALLES,  
XAVI LÓPEZ, XAVI LINDE AND JUAN  
CARLOS PÉREZ

**ASSISTANTS**  
**DELEGATE**  
CARLES NAVAL

**MATERIAL**  
JOSÉ ANTONIO IBARZ, GABRI GALÁN  
AND JORDI DURAN

**PLAYER SERVICES OFFICE**  
PEPE COSTA



MARC-ANDRÉ  
TER STEGEN  
**GOALKEEPER**  
**1**  
30.04.92 - MÖNCHENGLADBACH (GERMANY)

NÉLSON  
SEMEDO  
**DEFENDER**  
**2**  
16.11.93 - LISBON (PORTUGAL)

GERARD  
PIQUÉ  
**DEFENDER**  
**3**  
02.02.1987 - BARCELONA

IVAN  
RAKITIC  
**MIDFIELDER**  
**4**  
10.03.88 - RHEINFELDEN (SWITZERLAND)

LUIS  
SUÁREZ  
**STRIKER**  
**9**  
24.01.87 - SALTO (URUGUAY)

LIONEL  
MESSI  
**STRIKER**  
**10**  
24.06.87 - ROSARIO (ARGENTINA)

OUSMANE  
DEMBÉLÉ  
**STRIKER**  
**11**  
15.05.97 - VERNON (FRANCE)

RAFINHA  
ALCÁNTARA  
**STRIKER**  
**12**  
12.02.93 - SÃO PAULO (BRAZIL)

PHILIPPE  
COUTINHO  
**MIDFIELDER**  
**14**  
12.06.92 - RIO DE JANEIRO (BRAZIL)

J. PAULO BEZERRA  
(PAULINHO)  
**MIDFIELDER**  
**15**  
25.07.88 - SÃO PAULO (BRAZIL)

GERARD  
DEULOFEU\*  
**STRIKER**  
**16**  
20.03.94 - RIUDARENES (GIRONA)

PACO  
ALCÁCER  
**STRIKER**  
**17**  
30.08.93 - TORRENT (VALENCIA)

SERGI  
ROBERTO  
**MIDFIELD**  
**20**  
07.02.92 - REUS (TARRAGONA)

ANDRÉ  
GOMES  
**MIDFIELDER**  
**21**  
30.07.93 - GRÍJÓ, PORTO (PORTUGAL)

ALEX  
VIDAL  
**DEFENDER**  
**22**  
21.08.89 - PUIGPELAT (TARRAGONA)

SAMUEL  
UMTITI  
**DEFENDER**  
**23**  
14.11.93 - YAOUNDÉ (CAMEROON)



SERGIO  
BUSQUETS

MIDFIELDER

5

16.07.88 - SABADELL (BARCELONA)

DENIS  
SUÁREZ

MIDFIELDER

6

06.01.94 - SALCEDA DE CASELAS (PONTEVE-

ARDA  
TURAN

MIDFIELDER

7

30.01.87 - ISTANBUL (TURKEY)

ANDRÉS  
INIESTA

MIDFIELDER

8

11.05.84 - FUENTEALBILLA (ALBACETE)

JASPER  
CILLESEN

GOALKEEPER

13

22.04.89 - GROESBEEK (NETHERLANDS)

JAVIER  
MASCHERANO

DEFENDER

14

08.06.84 - SAN LORENZO (ARGENTINA)

JORDI  
ALBA

DEFENDER

18

21.03.89 - L'HOSPITALET DE LL. (BARCELONA)

LUCAS  
DIGNE

DEFENDER

19

20.07.93 - MEAUX (FRANCE)

YERRY  
MINA

DEFENDER

24

23.09.94 - GUACHENÉ, CAUCA (COLOMBIA)

THOMAS  
VERMAELEN

DEFENDER

25

14.11.85 - KAPELLEN (BELGIUM)

## SIGNINGS

- NÉLSON **SEMEDO**  
SL BENFICA
- OUSMAINE **DEMBÉLÉ**  
BORUSSIA DORTMUND
- JOSE PAULO BEZERRA  
(**PAULINHO**)  
GUANGZHOU EVERGRANDE
- GERARD **DEULOFEU**  
AC MILAN

- THOMAS **VERMAELEN**  
AS ROMA
- PHILIPPE **COUTINHO\***  
LIVERPOOL FC
- **YERRY MINA\***  
SOCIEDADE ESPORTIVA  
PALMEIRAS

\*Coutinho: Signed on 6 January 2018  
\*Yerry Mina: Signed on 11 January 2018

## DEPARTURES

- NEYMAR **DA SILVA**  
PARIS SAINT-GERMAIN
- JEREMY **MATHIEU**  
SPORTING CP
- JORDI **MASIP**  
REAL VALLADOLID
- ARDA **TURAN\***  
ISTANBUL BASAKSEHIR

- RAFINHA **ALCÁNTARA\***  
INTER MILAN
- JAVIER **MASCHERANO\***  
HEBEI CHINA FORTUNE
- GERARD **DEULOFEU\***  
WATFORD FOOTBALL CLUB

\*Arda: Left on 13 January 2018  
\*Rafinha: Left on 22 January 2018  
\*Mascherano: Left on 24 January 2018  
\*Deulofeu: Left on 29 January 2018



# A record League!

FC Barcelona became the undisputed League champion in a tournament that it dominated from start to finish. In the first season with Ernesto Valverde as coach, the team performed splendidly, and the League will be remembered for its historic unbeaten record set by winning 36 games back-to-back. On top of this impressive run, there were seven League games in the 2016/17 season, which represented a new League record with 43 days without a loss, after 34 wins and 9 draws, meaning that they beat the previous record, held by Real Sociedad with 38 days during the 1979/80 season.

The competition got off to an exciting start with seven back-to-back wins before the visit to Wanda, where the Barcelona team drew against Atlético Madrid. This positive tally continued in the following eight matches, with six wins and two draws. By the time the Bernabéu fixture came around, the blaugra-

na side had an 11-point advantage over Real Madrid, who were one game behind. After an excellent second half, the Barça players defeated the white team 0-3, demonstrating the distance separating the two teams and took a huge step towards winning the League.

When the second round came, the Barcelona side did not leave their guard down and the title was secured mathematically by match 35, against Deportivo. Not satisfied with drawing to become champions, FC Barcelona won 2-4 to garner their 25th competition title, their seventh in ten years. The blaugrana team finished up with 93 points, with 28 wins, 9 draws and a single defeat (to Levante in the penultimate match), putting themselves 14 points clear of Atlético Madrid in second, and 17 points ahead of Real Madrid in third. What's more, Messi won the Pichichi Trophy and the Golden Boot for the fifth time, with 34 goals.





## RESULTS

| MATCH | DATE     | MATCH                             | RESULT | GOALSCORERS                            |
|-------|----------|-----------------------------------|--------|--|
| 1     | 20.08.17 | FC Barcelona - Real Betis         | 2-0    | Tosca (pen), Sergi Roberto             |
| 2     | 26.08.17 | Alavés - FC Barcelona             | 0-2    | Messi (2)                              |
| 3     | 09.09.17 | FC Barcelona - Espanyol           | 5-0    | Messi (3), Piqué, Suárez               |
| 4     | 16.09.17 | Getafe - FC Barcelona             | 1-2    | Denis Suárez, Paulinho                 |
| 5     | 19.09.17 | FC Barcelona - Eibar              | 6-1    | Messi (4), Paulinho, Denis Suárez      |
| 6     | 23.09.17 | Girona - FC Barcelona             | 0-3    | Aday (pen), Iraizoz (pen), Suárez      |
| 7     | 01.10.17 | FC Barcelona - Las Palmas         | 3-0    | Suárez, Messi (2)                      |
| 8     | 14.10.17 | Atlético de Madrid - FC Barcelona | 1-1    | Suárez                                 |
| 9     | 21.10.17 | FC Barcelona - Malaga             | 2-0    | Deulofeu, Iniesta                      |
| 10    | 28.10.17 | Athletic Club - FC Barcelona      | 0-2    | Messi, Paulinho                        |
| 11    | 04.11.17 | FC Barcelona - Seville            | 2-1    | Paco Alcácer (2)                       |
| 12    | 18.11.17 | Leganés - FC Barcelona            | 0-3    | Suárez (2), Paulinho                   |
| 13    | 26.11.17 | Valencia - FC Barcelona           | 1-1    | Jordi Alba                             |
| 14    | 02.12.17 | FC Barcelona - Celta              | 2-2    | Messi, Suárez                          |
| 15    | 10.12.17 | Villarreal - FC Barcelona         | 0-2    | Suárez, Messi                          |
| 17    | 17.12.17 | FC Barcelona - Deportivo          | 4-0    | Suárez (2), Paulinho (2)               |
| 18    | 23.12.17 | Real Madrid - FC Barcelona        | 0-3    | Suárez, Messi, Aleix Vidal             |
| 19    | 07.01.18 | FC Barcelona - Levante            | 3-0    | Messi, Suárez, Paulinho                |
| 20    | 14.01.18 | Real Sociedad - FC Barcelona      | 2-4    | Paulinho, Luis Suárez (2), Messi       |
| 21    | 21.01.18 | Real Betis - FC Barcelona         | 0-5    | Rakitic, Messi (2), Suárez (2)         |
| 22    | 28.01.18 | FC Barcelona - Alavés             | 2-1    | Messi, Suárez                          |
| 23    | 04.02.18 | Espanyol - FC Barcelona           | 1-1    | Piqué                                  |
| 24    | 11.02.18 | FC Barcelona - Getafe             | 0-0    |  |
| 16*   | 17.02.18 | Eibar - FC Barcelona              | 0-2    | Suárez, Jordi Alba                     |
| 25    | 24.02.18 | FC Barcelona - Girona             | 6-1    | Suárez (3), Messi (2), Coutinho        |
| 26    | 01.03.18 | Las Palmas - FC Barcelona         | 1-1    | Messi                                  |
| 27    | 04.03.18 | FC Barcelona - Atlético de Madrid | 1-0    | Messi                                  |
| 28    | 10.03.18 | Malaga - FC Barcelona             | 0-2    | Suárez, Coutinho                       |
| 29    | 18.03.18 | FC Barcelona - Athletic Club      | 2-0    | Paco Alcácer, Messi                    |
| 30    | 31.03.18 | Seville - FC Barcelona            | 2-2    | Luis Suárez, Messi                     |
| 31    | 07.04.18 | FC Barcelona - Leganés            | 3-1    | Messi (3)                              |
| 32    | 14.04.18 | FC Barcelona - Valencia           | 2-1    | Luis Suárez, Umtiti                    |
| 33    | 17.04.18 | Celta - FC Barcelona              | 2-2    | Dembélé, Paco Alcácer                  |
| 34    | 09.05.18 | FC Barcelona - Villarreal         | 5-1    | Coutinho, Paulinho, Messi, Dembélé (2) |
| 35    | 28.04.18 | Deportivo - FC Barcelona          | 2-4    | Coutinho, Messi (3)                    |
| 36    | 06.05.18 | FC Barcelona - Real Madrid        | 2-2    | Luis Suárez, Messi                     |
| 37    | 12.05.18 | Levante - FC Barcelona            | 5-4    | Coutinho (3), Suárez                   |
| 38    | 20.05.18 | FC Barcelona - Real Sociedad      | 1-0    | Coutinho                               |

## GOALSCORERS

|    |  |
|----|--|
| 34 | Messi  |
| 25 | Suárez   |
| 9  | Paulinho   |
| 8  | Coutinho   |
| 4  | Paco Alcácer   |
| 3  | Dembélé  |
| 2  | Denis Suárez, Jordi Alba, Piqué  |
| 1  | Sergio, Deulofeu, Iniesta, Aleix Vidal, Sergi Roberto, Rakitic, Umtiti |





# The Iniesta Cup

For the fourth year in a row, FC Barcelona won the Copa del Rey, the 30th in its history. Having resoundingly seen off Murcia in the round of thirty-two with an overall aggregate of 8-0, Ernesto Valverde's men met Celta in the last sixteen. With the away game at Vigo finishing 1-1, the tie was wide open, but the return game at Camp Nou was completely dominated by the blaugrana side with a comprehensive 5-0 score. The quarter-final against Espanyol was hotly contested. While Quique Sánchez Flores' men won the away game 1-0, Barça turned it around with a 2-0 score, with goals from Suárez and Messi. Suárez himself was responsible for the winning goal in the away game in the semi-finals against Valencia, and on the return leg, the blaugrana

side confirmed their advance to the final with another 0-2 victory in which Coutinho scored his first goal for Barcelona. This result paved the way to Barça's fifth consecutive final.

The opposition in the final, being played for the first time at the Wanda Metropolitano, turned out to be Seville. The game was a real exhibition from FC Barcelona, who left the Andalusian team with no options. Before half-time, Suárez – with a pair of goals – and Messi had decided the outcome of the final. In the second half, Barça did not let their guard down and continued to show their superiority. Andrés Iniesta crowned a magnificent game with a great goal after a pass from Messi; and Coutinho, from a penalty, made the final score 5-0.







## RESULTS

| MATCH                        | DATE     | MATCH                   | RESULT | GOALSCORERS  |
|------------------------------|----------|-------------------------|--------|--|
| Last thirty-two (first leg)  | 24.10.17 | Murcia - FC Barcelona   | 0-3    | Paco Alcácer, Deulofeu and Arnaiz                        |
| Last thirty-two (second leg) | 29.11.17 | FC Barcelona - Murcia   | 5-0    | Paco Alcácer, Piqué, Alex Vidal, Denis Suárez and Arnaiz |
| Last 16 (first leg)          | 04.01.18 | Celta - FC Barcelona    | 1-1    | Arnaiz   |
| Last 16 (second leg)         | 11.01.18 | FC Barcelona - Celta    | 5-0    | Messi (2), Jordi Alba, Luis Suárez and Rakitic           |
| Quarter-final (first leg)    | 17.01.18 | Espanyol - FC Barcelona | 1-0    |  |
| Quarter-final (second leg)   | 25.01.18 | FC Barcelona - Espanyol | 2-0    | Luis Suárez and Messi                                    |
| Semi-final (first leg)       | 01.02.18 | FC Barcelona - Valencia | 1-0    | Luis Suárez  |
| Semi-final (second leg)      | 08.02.18 | Valencia - FC Barcelona | 0-2    | Coutinho and Rakitic                                     |
| FINAL                        | 21.04.18 | FC Barcelona - Seville  | 0-5    | Luis Suárez (2), Messi, Iniesta, Coutinho                |

## GOALSCORERS

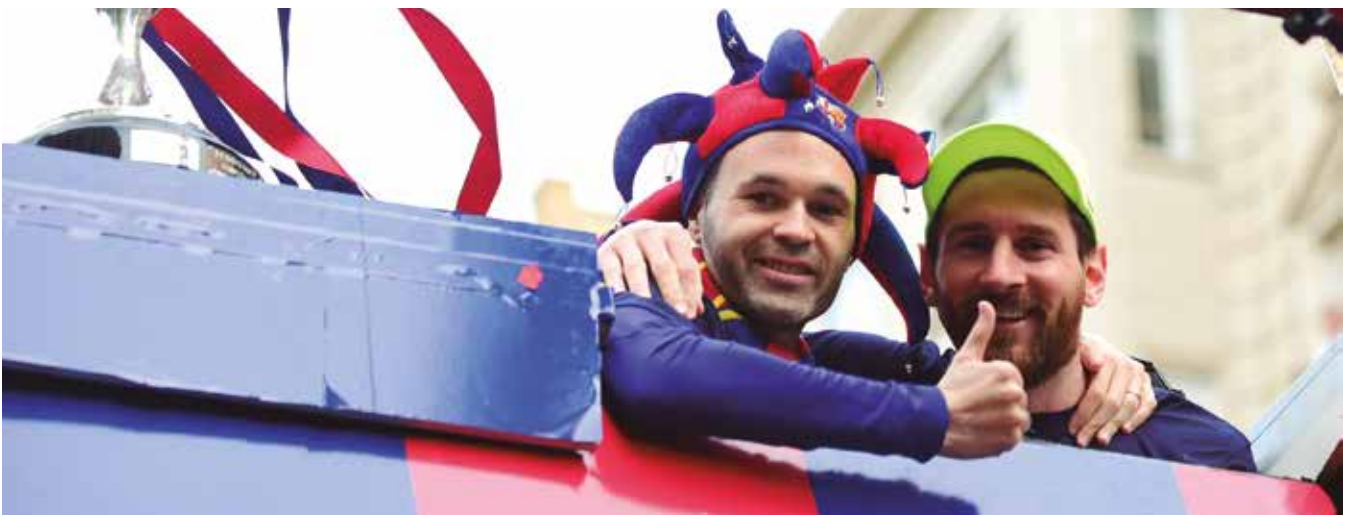
|          |             |          |  |
|----------|-------------|----------|--|
| <b>5</b> | Luis Suárez | <b>2</b> | Alcácer, Coutinho, Rakitic                                   |
| <b>4</b> | Messi       | <b>1</b> | Deulofeu, Piqué, Iniesta, A. Vidal, Jordi Alba, Denis Suárez |
| <b>3</b> | Arnaiz      |          |  |













# Knocked out in the quarter-finals

FC Barcelona were unable to contest the title as they weng out in the quarter finals of the Champions League. During the group stage, the blaugrana team ended up at the top of their group with a tally of four wins and two draws. The highlight was the 3-0 victory over Juventus in a great game, with two goals from Messi and one from Rakitic.

Down to the last 16, the blaugranes once again faced Chelsea under Conte. In the away duel, played at Stamford Bridge, nothing came easy. The English team went ahead with a goal from Willian, who in the first half had previously smashed two shots against the post. Messi made it a draw thanks to a fine assist from Iniesta in the 75th minute. With this 1-1 result, the match drew to a close, and the return leg at Camp Nou would decide the outcome of the knockout. In front of 97,183 spectators, Barça, led by the incomparable Leo Messi, won 3-0. The Argentinian star

scored two to make it a total of 100 goals scored in this competition. He also provided an assist to Dembélé, who scored for the Club for the first time.

Their opponents in the quarter-finals were Rome. In the away game played at Camp Nou, the Barcelona team earned a hard-won victory (4-1), with two own goals from the Italians, one from Piqué and another from Suárez. This result seemed to pave the way towards the semis, however it wasn't to be. A poor away game at Roma finished off blaugrana aspirations. Dzeko scored 1-0 at the beginning of the first half, a score that remained unchanged to the break. In the second half, a goal from a penalty by De Rossi and one from Manolas made it the 3-0 which turned the eliminating game around, and despite Barcelona's attempts at goal, the score remained the same and FC Barcelona were knocked out.





RESULTS

| MATCH                       | DATE     | MATCH                      | RESULT | GOALSCORERS                                       |
|-----------------------------|----------|----------------------------|--------|---|
| Group phase - D             | 12.09.17 | FC Barcelona - Juventus    | 3-0    | Messi (2), Rakitić                                |
| Group phase - D             | 27.09.17 | Sporting CP - FC Barcelona | 0-1    | Sebastián Coates (pen)                            |
| Group phase - D             | 18.10.17 | FC Barcelona - Olympiacos  | 3-1    | Dimitris Nikolaou (pen), Messi, Digne             |
| Group phase - D             | 31.10.17 | Olympiacos - FC Barcelona  | 0-0    |   |
| Group phase - D             | 22.11.17 | Juventus - FC Barcelona    | 0-0    |   |
| Group phase - D             | 05.12.17 | FC Barcelona - Sporting CP | 2-0    | Alcácer, Matthieu (pen)                           |
| Last 16 (first leg)         | 20.02.18 | Chelsea - FC Barcelona     | 1-1    | Messi   |
| Last 16 (return leg)        | 14.03.18 | FC Barcelona - Chelsea FC  | 3-0    | Messi (2), Dembélé                                |
| Quarter finals (first leg)  | 04.04.18 | FC Barcelona - AS Roma     | 4-1    | De Rossi (pen), Manolas (pen), Piqué, Luis Suárez |
| Quarter finals (return leg) | 10.04.18 | AS Roma - FC Barcelona     | 3-0    |   |

GOALSCORERS

|   |  |
|---|--|
| 6 | Messi  |
| 1 | Rakitic, Digne, Alcácer, Dembélé, Luis Suárez, Piqué |



## The away game marked the final

FC Barcelona were unable to win the first title contested in the 2017/18 season. At the end of the Spanish Supercopa, the away game proved decisive. In this dual, played at Camp Nou, an own goal from Piqué and goals from Cristiano Ronaldo and Asensio gave the white team the victory in a derby in which Barça had more opportunities, without making the right choices. After a goalless first half, an own goal from Piqué at the start of the second half made it 0-1. Valverde's men pressed and went relentlessly in search of the equaliser, which finally came through a penalty conceded by Suárez and scored by Messi. However, a goal from Cristiano Ronaldo and another from Asensio in the game's dying moments left the scoreline in favour of the Madrid men (1-3). The return match presented a major challenge to turn the result around, but this proved impossible. Valverde's men attempted it without success, and goals by Asensio and Benzema in the first half ultimately decided the title. While Barça did their best when the game resumed, when they exerted greater control, played with more clarity and had more chances than their opponent, the blaugrana side did not prove the more effective, and the scoreline remained unchanged.

### RESULTS

| DATE                    | MATCH                      | RESULT | GOALSCORERS |
|-------------------------|----------------------------|--------|-------------|
| 14.08.2017 (first leg)  | FC Barcelona - Real Madrid | 1-3    | Messi       |
| 17.08.2017 (return leg) | Real Madrid - FC Barcelona | 2-0    |             |





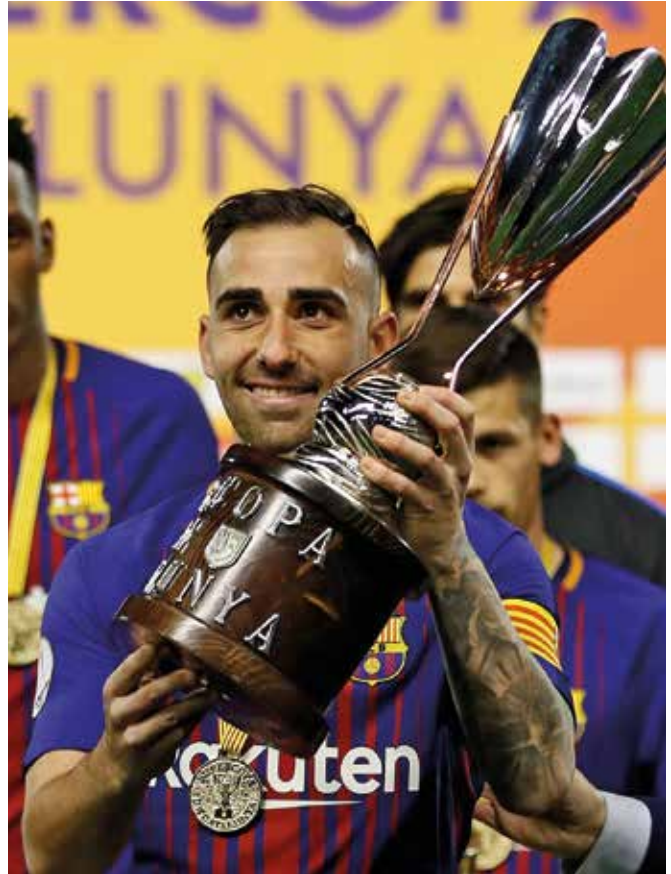
# Champions on penalties

Valverde's team secured the Catalan Supercopa trophy for the second time, in a game played in Lleida, beating Espanyol on penalties. The Barcelona team, using a combination of players from the first team who had played fewer minutes over the course of the season and players from Barça B, dominated the match at the beginning, and Paco Alcácer was presented with one great opportunity, but the ball didn't go in.

In the second half, Cillessen was the stand-out player for Barça in putting a stop to danger created by the white and blue team. They reached the end of the game at 0-0 and the title went down to penalties. The blaugrana players Paco Alcácer, Sergi Palencia, Yerry Mina and Abel Ruiz were implacable and scored with their four penalties. After a shot from Darder came off the crossbar and a save by Cillessen, Barça were proclaimed champions.

## RESULTS

| DATE     | MATCH                       | RESULT                 | GOALSCORERS  |
|----------|-----------------------------|------------------------|--|
| 07.03.18 | FC Barcelona - RCD Espanyol | 0-0 (4-2 on penalties) | Paco Alcácer, Sergi Palencia, Yerry Mina and Abel Ruiz |





# Emotional homage to the Chapecoense team

The 52nd edition of the Joan Gamper Trophy turned out to be a highly emotional day of homage paid to the Chapecoense team who were invited in November 2016 and suffered a tragic plane accident which ended the lives of 71 people. The recognition reached a high point with the service of honour given by Jackson, Neto and Ruschel, the three surviving players from the accident that shocked the sporting world, and which Barça wished to commemorate with this invitation. After the presentation of the entire team before the fans at Camp Nou, the game kicked off and was clearly dominated by Ernesto Valverde's men. Barça won 5-0 with goals from Deulofeu, Sergio Busquets, Messi, Suárez and Denis.



## RESULT

| DATE     | MATCH                      | RESULT | GOALSCORERS                                      |
|----------|----------------------------|--------|--|
| 07.08.17 | FC Barcelona - Chapecoense | 5-0    | Deulofeu, Sergio, Messi, Suárez and Denis Suárez |





# Champions of the International Champions Cup

Barça started their preparation for the new season with the International Champions Cup, a tournament simultaneously gathering the world's best teams in different cities. The first game of the Valverde era was played in New Jersey against Juventus (0-2) and ended in a blaugrana victory thanks to two great goals by Neymar Jr. Washington was the setting of the second game in the North-American tour, with Barça beating Manchester United (1-0) with another goal from Neymar Jr. The team moved on to Miami to play the headline game of the International Champions Cup, against Real Madrid, in only the second Classic in history to be played outside Spain. The blaugrana side won 2-3 in an exciting duel with goals from Messi, Rakitic and Piqué. With players still to join them, the team put on an impressive technical display, and after three victories they were proclaimed champions in the US.

Valverde's men continued their pre-season preparation with a match at the Nou Estadi at Tarragona, to mark the 125th anniversary of the Nàstic. Paco Alcácer scored a goal from a direct free kick in a match that ended in a one-all draw.

At the end of the season, they played a friendly game in South Africa to mark the centenary of the birth of Nelson Mandela. The Barcelona side beat Mamelodi Sundowns 1-3, with goals from Dembélé, Luis Suárez and André Gomes, at the FNB Stadium in Johannesburg, watched by 87,000 spectators.



## RESULTS

| DATE     | MATCH                              | RESULT | GOALSCORERS                     |
|----------|------------------------------------|--------|---------------------------------|
| 23.07.17 | Juventus - FC Barcelona            | 0-2    | Neymar Jr. (2)                  |
| 27.07.17 | FC Barcelona - Manchester United   | 1-0    | Neymar Jr.                      |
| 30.07.17 | Real Madrid - FC Barcelona         | 2-3    | Messi, Rakitic and Piqué        |
| 04.08.17 | Nàstic de Tarragona - FC Barcelona | 1-1    | Alcácer                         |
| 16.05.18 | Mamelodi Sundowns - FC Barcelona   | 1-3    | Dembélé, Suárez and André Gomes |

## GOALSCORERS

3

Neymar Jr.

1

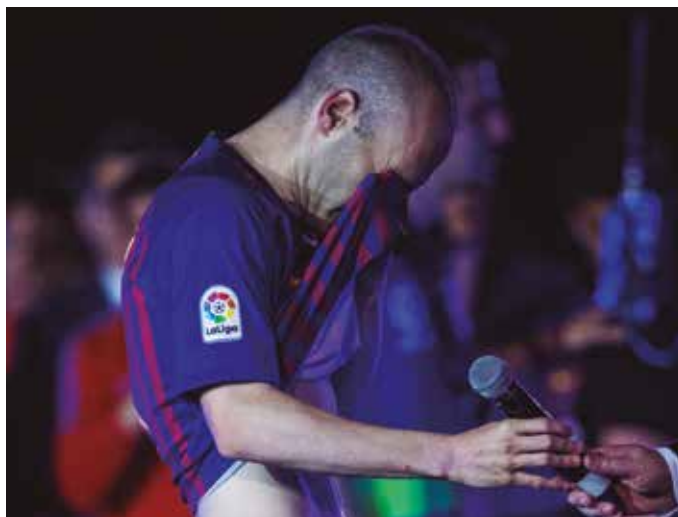
Messi, Rakitic, Piqué, Alcácer, Dembélé, Suárez and André Gomes



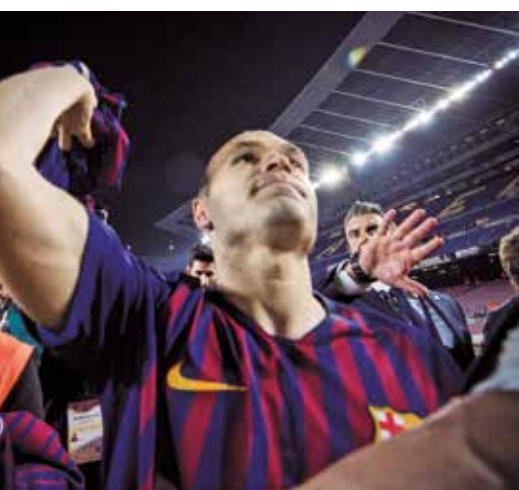


# Goodbye, Andrés!

Andrés Iniesta saw his blaugrana career come to an end this summer, after 16 years with the Club, 12 in the first team, and 32 winner's medals. The captain announced his decision on 27 April, in an emotional press conference, and experienced an emotional roller-coaster that ran to his final game on 20 May. During his time, he earned the esteem and unanimous admiration of football fans and he received a dream send-off, with an official homage and a magic night at Camp Nou, of endless recognition and celebration of the double. Iniesta defined an era for Barça and symbolises like no other the values of la Masia.











# Demotion in a year of lessons

## FINAL CLASSIFICATION

20th in Division Two – LaLiga 123

## SQUAD

**GOALKEEPER:** Jokin Ezkieta, Adrià Ortola, Alberto Varo

**DEFENCE:** Daniel Morer, Marc Cucurella, José Antonio Martínez, Rodrigo Tarín, Martin Hongla, Sergi Palencia, David Costas, Samuel Araújo, Jorge Cuenca, Juan Miranda

**MIDFIELD:** Christian Rivera, Ferran Sarsanedas, Carles Aleñá, Inigo Ruiz de Galarreta, Carles Pérez, Victor Hugo, Marcus McGuane, Oriol Busquets

**ATTACK:** Matías Nahuel, Marc Cardona, Ballou Jean-Yves, Jose Manuel Arnaiz, Abel Ruiz

**COACH:** Francesc Xavier García Pimienta

\*Gerard López (left 25 April 2018)

**ASSISTANT COACH:** Pau Martí

The blaugrana second-team dropped a division this season, returning to Second Division A. First Gerard López, and then Francesc Xavier García Pimienta, in the last six days, were unable to prevent demotion of the second team in La Liga 123, in a year in which they had the youngest squad in the category, with an average age of 21.2 years. Despite a fine start to the championship, and even after placing fifth by the fourth match, Barça B were unable to avoid demotion, ending the penultimate match with a draw at Albacete. In all, they had 44 points, with 10 victories, 14 draws and 18 defeats, scoring 46 goals and conceding 54. The run of eleven games without a win, between matches 28 and 38, with seven consecutive defeats, proved a dead weight for the team which, in decisive moments of the season showed their inexperience, in spite of reinforcements brought in from the winter transfer window. The year's good news was the Second Division A debut of youth players like Miranda, Monchu, Riqui Puig, Collado and Alejandro Marqués. The latter began the campaign with Youth B and finished up playing between Youth A and the second team. What's more, Aleñá played a number of games on Ernesto Valverde's first team, and even Arnáiz, Cucurella, Oriol Busquets and David Costas saw debuts under the blaugrana manager.







RESULTS

| MATCH | DATE     | MATCH                             | RESULT | GOALSCORERS                     |
|-------|----------|-----------------------------------|--------|---------------------------------|
| 1     | 19.08.17 | Valladolid - FC Barcelona B       | 1-2    | Choco Lozano, Marc Cardona      |
| 2     | 28.08.17 | FC Barcelona B - Tenerife         | 0-3    |                                 |
| 3     | 01.09.17 | Granada - FC Barcelona B          | 2-2    | Ruiz de Galarreta, Abel Ruiz    |
| 4     | 09.09.17 | FC Barcelona B - Cordoba          | 4-0    | Aleñá, Arnáiz (2), Choco Lozano |
| 5     | 17.09.17 | Alcorcón - FC Barcelona B         | 1-1    | Aleñá                           |
| 6     | 25.09.17 | FC Barcelona B - Lugo             | 1-2    | Aleñá                           |
| 7     | 01.11.17 | Nàstic - FC Barcelona B           | 0-0    |                                 |
| 8     | 08.10.17 | FC Barcelona B - Oviedo           | 1-1    | Arnáiz                          |
| 9     | 11.10.17 | Numancia - FC Barcelona B         | 1-0    |                                 |
| 10    | 14.10.17 | FC Barcelona B - Lorca            | 1-0    | Arnáiz                          |
| 11    | 20.10.17 | Osasuna - FC Barcelona B          | 2-2    | Concha, Aleñá                   |
| 12    | 29.10.17 | FC Barcelona B - Seville Athletic | 1-1    | Aleñá                           |
| 13    | 05.11.17 | Cultural Leonesa - FC Barcelona B | 1-1    | Lozano                          |
| 14    | 11.11.17 | FC Barcelona B - Osca             | 0-2    |                                 |
| 15    | 19.11.17 | Rayo Vallecano - FC Barcelona B   | 1-0    |                                 |
| 16    | 26.11.17 | FC Barcelona B - Almeria          | 1-1    | Lozano                          |
| 17    | 02.12.17 | Reus - FC Barcelona B             | 2-1    | Arnáiz                          |
| 18    | 08.12.17 | FC Barcelona B - Sporting         | 2-1    | Aleñá, Arnáiz                   |
| 19    | 15.12.17 | Cadiz - FC Barcelona B            | 3-1    | Marc Cardona                    |
| 20    | 19.12.17 | FC Barcelona B - Albacete         | 0-1    |                                 |
| 21    | 06.01.18 | Zaragoza - FC Barcelona B         | 1-1    | Abel Ruiz                       |
| 22    | 13.01.18 | FC Barcelona B - Valladolid       | 0-1    |                                 |
| 23    | 21.01.18 | Tenerife - FC Barcelona B         | 1-3    | Carles Pérez (3)                |
| 24    | 27.01.18 | FC Barcelona B - Granada          | 3-0    | Aleñá, Miranda, Marc Cardona    |
| 25    | 04.02.18 | Cordoba - FC Barcelona B          | 1-2    | Aleñá, Nahuel                   |
| 26    | 10.02.18 | FC Barcelona B - Alcorcón         | 0-1    |                                 |
| 27    | 18.02.18 | Lugo - FC Barcelona B             | 1-2    | Nahuel (2)                      |
| 28    | 24.02.18 | FC Barcelona B - Nàstic           | 1-1    | Marc Cardona                    |
| 29    | 02.03.18 | Oviedo - FC Barcelona B           | 0-0    |                                 |
| 30    | 11.03.18 | FC Barcelona B - Numancia         | 2-2    | Aleñá, Abel Ruiz                |
| 31    | 18.03.18 | Lorca - FC Barcelona B            | 1-1    | Cucurella                       |
| 32    | 25.03.18 | FC Barcelona B - Osasuna          | 0-2    |                                 |
| 33    | 01.04.18 | Seville Athletic - FC Barcelona B | 3-1    | Vitinho                         |
| 34    | 07.04.18 | FC Barcelona B - Cultural Leonesa | 0-1    |                                 |
| 35    | 16.04.18 | Osca - FC Barcelona B             | 2-1    | Aleñá (pen)                     |
| 36    | 22.04.18 | FC Barcelona B - Rayo Vallecano   | 2-3    | Monchu, Ballou                  |
| 37    | 28.04.18 | Almeria - FC Barcelona B          | 1-0    |                                 |
| 38    | 06.05.18 | FC Barcelona B - Reus             | 0-1    |                                 |
| 39    | 13.05.18 | Sporting - FC Barcelona B         | 2-3    | Aleñá, Marc Cardona, Nahuel     |
| 40    | 20.05.18 | FC Barcelona B - Cadiz            | 3-1    | Marc Cardona (2), Nahuel        |
| 41    | 27.05.18 | Albacete - FC Barcelona B         | 0-0    |                                 |
| 42    | 02.06.18 | FC Barcelona B - Zaragoza         | 0-2    |                                 |

GOALSCORERS

|    |              |   |                                     |
|----|--------------|---|-------------------------------------|
| 11 | Aleñá        | 4 | Choco Lozano                        |
| 7  | Marc Cardona | 3 | Carles Pérez, Abel Ruiz             |
| 6  | Jose Arnáiz  | 1 | Cucurella, R. de Galarreta, Vitinho |
| 5  | Nahuel       |   |                                     |

## YOUTH A

### FINAL CLASSIFICATION

Champions in the League Honour Division Youth Group 3  
Champions of the UEFA Youth League  
Semi-finals of the Champions Cup  
Quarter-finalists in the Copa del Rey

The League Championship became the first title won by the Youth A team in a season that saw the squad go through three different coaches. Gabri García started the championship but left the Youth bench to take charge of Swiss side FC Sion. His replacement to lead the Youth side was Francesc Xavier Garcia Pimienta, previously with the Youth B team, who would guide the team to the League trophy, a game played at the Nastic ground in Tarragona, three rounds from the final. The title came from some impeccable results: 22 wins, 6 draws and only 2 defeats. Àlex Collado was the highest goalscorer in the team, with 11, and Iñaki Peña was the most miserly goalkeeper in the League with only 13 goals conceded. Notable debuts this season were Youth players Juan Miranda, Monchu, Àlex Collado, Riqui Puig and Alejandro Marqués in the Barça B team. In the home knockout championships there was no such luck. With Denis Silva on the bench, the Youth A team were knocked out by Sporting in the semi-finals of the Champions Cup and, in the Copa del Rey, the team were eliminated in the quarter-finals by Atlético Madrid.



### SQUAD

**GOALKEEPER:** Ignacio Peña, Lazar Carevic

**DEFENCE:** Guillem Jaime, Mateu Jaume, Óscar Mingueza, Arnau Comas, Roman Tugarinov, Juan Brandáriz, Martí Vilà, Jorge Cuenca, Juan Miranda

**MIDFIELD:** Josep Calavera, Alejandro Orellana, Oriol Busquets, Ramon Rodriguez, Ricard Puig, Àlex Collador

**ATTACK:** Edgar Fernández, Javier Enrique Delgado, Juan Fernández, David Alfonso, Abel Ruiz

**COACH:** Francesc Xavier García

**ASSISTANT COACH:** Pau Martí





# UEFA Youth League Champions for the second time

The Youth A team were crowned UEFA Youth League Champions for the second time, in a European season that started out with Gabrí García on the bench, until he left in October for Swiss club FC Sion, and ended with Francesc Xavier García Pimienta guiding the brave young blaugrana players to the title in Nyon (Switzerland). This is the second UEFA Youth League won by Barça after the success of the 2013/14 season, drawing level with Chelsea's winning haul as the two teams with the most wins in this prestigious tournament.

Youth A was a faultless competition. After finishing at the top of the group with a total of five wins and a single draw, the blaugrana team defeated PSG in Paris, 0-1 in the last 16. Barça knocked out Atlético Madrid in the quarter-finals played at the Miniestadi (2-0) and reached the final four in Nyon. And there they went on to play two memorable duels. In the semi-finals they beat Manchester City 4-5 in an emotionally-charged and closely-fought match with goals from Carles Pérez (2), Collado, Riqui Puig and Marqués. And in the final they overcame Chelsea 3-0 with two goals from Marqués and one from Abel Ruiz in a genuine show of Barça DNA.

| RESULTS       |                               |        |
|---------------|-------------------------------|--------|
| ROUND         | MATCH                         | RESULT |
| Group phase   | Youth A – Juventus            | 1-0    |
|               | Sporting – Youth A            | 0-1    |
|               | Youth A – Olympiacos          | 5-0    |
|               | Olympiacos – Youth A          | 0-3    |
|               | Juventus – Youth A            | 0-1    |
|               | Youth A – Sporting            | 1-1    |
| Last 16       | Paris Saint-Germain – Youth A | 0-1    |
| Quarter-final | Youth A – Atlético Madrid     | 2-0    |
| Semi-final    | Manchester City – Youth A     | 4-5    |
| Final         | Chelsea – Youth A             | 0-3    |

## YOUTH B

**FINAL CLASSIFICATION**

Champions in the National Youth League Group 7  
Semi-finalists in the Catalan Youth Championship

The second FC Barcelona Youth team had a great season, despite competing against teams with players in their second and third year in the National League, and having to come through numerous changes of coach during the championship. The Youth B team secured the Liga title at Badalona with three games to go, and ended the championship with an 8-point advantage over Damm B with a total record of 23 wins, 5 draws and 6 defeats, scoring 95 goals while conceding 39. A title for which five players take credit: Quique Álvarez, Marcel Sans, Francesc Xavier García Pimienta, Denis Silva and Franc Artiga. The team's top goalscorers were Nils Mortimer (21) and Ansu (18), while Arnau Tenas, Sergi Rosanas, Álvaro Sanz, Adrià Bernabé and Nils Mortimer had various call-ups to the Spanish under-17 team. Nils Mortimer, Konrad, Lucas de Vega and Alejandro Marqués participated in the Youth A seasons and Marqués went so far as to debut with Barça B, playing a decisive role in the UEFA Youth League final with Youth A.



| SQUAD                   |   |
|-------------------------|---|
| <b>GOALKEEPER:</b>      | Juan Manuel Santaella, Alex Baño, Arnau Tenas   |
| <b>DEFENCE:</b>         | Sergi Rosanas, Adrià Altimira, Alejandro Marcos, Joan Rojas, Josep Jaume, Iván Bravo, Antonio Sola, Iker San Vicente de Diego |
| <b>MIDFIELD:</b>        | Álvaro Sanz, Roberto Laurel, Guillermo Amor, Adrià Bernabé, Lucas de Vega, Sergi Altamira, Ben Lederman                       |
| <b>ATTACK:</b>          | Nils Mortimer, Pau Martínez, Annsu Fati, Alejandro Marqués, Konrad de la Fuente, Adrià Obrador, Labinot Kabashi               |
| <b>COACH:</b>           | Denis Silva   |
| <b>ASSISTANT COACH:</b> | Oscar López   |



## U16 A

### FINAL CLASSIFICATION

Champions of the League Honour Division U16  
Winners of the Catalan Championship

The League was dyed blaugrana. This was the major title of the season. Because U16 A won, with Franc Artiga, the tenth consecutive Liga title. A spectacular success that demonstrated the Barcelona side's absolute control over the division. Barça carried off the championship with 11 points advantage over second-placed Espanyol, in a season in which they racked up 26 wins and 4 draws, 124 goals scored, and only 16 conceded. Pablo Moreno, with 32 goals, was the division's Pichichi winner. The U16s A were also proclaimed Champions of Catalonia, now with Carles Martínez on the bench following the promotion of Franc Artiga to Youth B, overcoming Espanyol 3-1 in the final. The team also won the Alzira Tournament, where they defeated Atlético Madrid in the final (1-0), and the All Star Cup in Prague by defeating Hertha 2-0 in the final.

### SQUAD

**GOALKEEPER:** Pablo Cuñat, Pol Tristán, Ramon Vilà

**DEFENCE:** Marc Alegre, Marc Lachevre, Gerard Gómez, Aschalew Sanmartí, Marc Faja, José Martínez, Iván Julián, Joel López

**MIDFIELD:** Álex Rico, Moriba Kourouma, Robert Navarro, Marc Doménech, Nicolás González, Martí Riera

**ATTACK:** Zacarías Ghailan, Andy Villar, Pablo Moreno, Raúl Martínez, Jaume Jardí, Anwar Mediero

**COACH:** Franc Artiga / Carles Martínez

**ASSISTANT COACH:** Xavier Franquesa / Pol Planas



## U16 B

### FINAL CLASSIFICATION

Champions of the League Preferent U16 Group 1

Sergi Milà's boys were crowned champions of the Preferent Group 1 in a fine season where they drew out a 17-point advantage over runners-up Nastic B,, and demonstrated major improvement in their training process. The year did not prove as easy as the result would appear to suggest. The team were faced in most games with second-year U16 players, a year older than the blaugrana side, and this became clear on the physical side. In any case, the U16 B marked up some very good numbers with 24 wins, 4 draws and only 2 defeats with an overall tally of 111 goals scored and 24 conceded. Fortune, however, was not on the side of the team in the tournaments contested over the season. The U16 B side lost the final of the Mecup in Menorca to Villarreal and the final of the Marveld Tournament against Ajax.

### SQUAD

**GOALKEEPER:** Raúl García-Alejo, Arnau Rafús

**DEFENCE:** Miquel Juanola, Roger Martínez, Arnau Ollé, David Navarro, Eric Canete, Eric Vega, Pau Servat, Alejandro Balde

**MIDFIELD:** Arnau Solà, Marc Casadó, Jorge Alastuey, Xavi Simons, Álex Ginard, Toni Quetglas, Marc Pelaz

**ATTACK:** Juan David Fuentes, Mamdou Saidou, Leonardo Dos Reis, Arnau Farnós

**COACH:** Sergi Milà

**ASSISTANT COACH:** Carlos López





## U14 A

### FINAL CLASSIFICATION

League Champions of the Division of Honour U14  
Winners of the Catalan Championship

The U14 A team featured in an extraordinary year. Not only on account of their playing and the enormous progress shown by their players, but also because of the amazing results earned by the team trained by Carles Martínez, in the first part of the season before being appointed manager of the U14 A, and subsequently Àlex Urrestarazu. U14 A became synonymous with the purest form of Barça DNA: 103 goals scored and only 14 conceded in a League which they won, with a 13-point advantage over Espanyol. Xavi Planas ended up as the Pichichi winner, with 26 goals. Their superiority was also made abundantly clear in the Championship of Catalonia, which they secured by beating Cornellà 3-0 in the final. The U14 A team also won the Memorial Cristina Varane (Rome), Arnedo, Zender Talent Cup (Germany) and Lennart Johansson (Sweden) tournaments.

### SQUAD

**GOALKEEPER:** Alejandro Ramos, Álvaro Aljama, Alain Martínez

**DEFENCE:** Marc Jurado, Pablo López, Diego Almeida, Pol Muñoz, Gerard González, Arnau Casas, Àlex Valle, Juan Larios

**MIDFIELD:** Adrià Capdevila, Antonio Caravaca, Aleix Garrido, Jan Oliveras, Pablo Páez

**ATTACK:** Jordi Coca, Ilias Akhomach, Adrián Bobi, Xavier Planas, Jan Coca

**COACH:** Carles Martínez / Àlex Urrestarazu

**ASSISTANT COACH:** Alex Urrestarazu / Pere Romeu



## U14 B

### FINAL CLASSIFICATION

Champions of the League Preferent U14 Group 1  
Champions of the LaLiga Christmas Promises

The League title, which came down to an agonising final in the last round at the ground of FIF Lleida, closed out a great season, the start of football 11, an U14 B side that knew how to compete in a highly complicated division in which their rivals were typically a year older than them. David Sánchez's boys fought to the end and won the Liga with a two-point advantage over Escola Sant Pere i Sant Pau, with 22 wins, 2 draws and 4 losses in a championship in which they scored 87 goals and only conceded 14. The U14 B ended the season with the LaLiga Promises title contested in Arona (Tenerife), where they overcame Valencia 1-0 in the final, with a goal from Gerard, and victory in the tournaments World Challenge Cup (Japan), St. Kevin's (Ireland), the Santander Cup (Germany), Marató TV3, Vic Riuprimer and OAR Vic.

### SQUAD

**GOALKEEPER:** Antonio Gómez, Àlex Honrubia

**DEFENCE:** Joan Anaya, Raúl Alarcón, Sergi Domínguez, Ferran Baqué, Marc Bombardó, Iker Córdoba, Denis Cruces, Roger Coll

**MIDFIELD:** Elliot Cervellera, Tomás Carbonell, Pau Ortega, Cristóbal Muñoz, Gerard Hernández, Jan Molina

**ATTACK:** Bilal Achhiba, Kareem Tunde, Amadou Balde, Solo Traoré, Iker Bravo, Joel Roca, Llorenç Ferres

**COACH:** David Sánchez

**ASSISTANT COACH:** Josep Olivé



## U12 A

### FINAL CLASSIFICATION

Champions of the League Preferent U12 Group 1  
Champions of the LaLiga National Promises

Marc Serra's team once again came away with the League in Preferent Group 1 with a great deal of authority. This time round, they finished up with 28 wins, one draw and a single unexpected defeat at Cerdanyola del Vallès. U12 A scored 192 goals and only conceded 31, which was enough for them to take the championship 14 points ahead of runners-up, Damm B. The team also performed extraordinarily well in the tournaments they contested. The most important victory was that of the 25th edition of LaLiga National Promises in Villarreal, where they overcame Espanyol in the final (1-0) with a goal from Iván Rodríguez. Other tournaments won by the U12 A team included the Gol Cup, the Atlas Energía Cup, the Cases de Ponent Cup, the Jordi Pitarque Memorial and the Fallas de Burriana International Tournament.



### SQUAD

**GOALKEEPER:** Gerard Curto, Álvaro Partal

**DEFENCE:** Héctor Fort, Alexis Olmedo, Arnau Pradas

**MIDFIELD:** Alejandro Domínguez, Pau Prim, Jan Quiles, Arnau Pradas

**ATTACK:** Marc Guiu, Jan Montes, Iván Rodríguez, Iñaki Tarba

**COACH:** Marc Serra

**ASSISTANT COACH:** Pol Planas

## U12 B

### FINAL CLASSIFICATION

Champions of the League Preferent U12 Group 2  
Runners-up in the Catalan Championship

An extraordinary season signed off by the team under Jordi Pérez. They were crowned champions of the Preferent Group 2 and beat Espanyol U12 A side by three points, a success not seen since the 2013/14 season. The U12 B played a perfect League. Impeccable. They won 28 games and drew at Damm A (3-3) and Espanyol A (2-2) in two games that proved decisive in deciding the season's outcome. The tally of 146 goals scored and 34 goals conceded made for a League in which they demonstrated spectacular progress in their play. Unfortunately, the Championship of Catalonia got away from them in Martorell against Damm (1-3). As for the tournaments contested over the season, the U12 B won the Obradors (Puig-reig) Tournament, the St. Louis Agglo Cup (France) and the Joan Aliau Memorial (Deltebre).



### SQUAD

**GOALKEEPER:** Erik Cava, Marc Rodríguez

**DEFENCE:** Jan Encuentra, Dereck López, Ethan Torreira, Pol Trigueros

**MIDFIELD:** Nicolás Expósito, Aleix Galcerán, Tomás Noel, Santos Ortiz

**ATTACK:** Daniel Tristán, Pol Montesinos

**COACH:** Jordi Pérez

**ASSISTANT COACH:** Quim Ramon



## U12 C

### FINAL CLASSIFICATION

Champions of the League First Division Group 1

Dani Horcas' boys finished off a prolific season in which not only did they win the League, with a total of 30 victories and an advantage of 22 points over runners-up, Cornellà C, but they also became the highest-scoring blaugrana side in amateur academy football. Their 285 goals scored work out at an average of 9.5 goals per game. Spectacular! The team also saw Lamine Yamal, on 70 goals, become the Pichichi winner of the League, and of the entire blaugrana training academy. U12 C also won numerous tournaments, such as the Cirera, the Gol Cup, the Sant Andreu, Jàbac and Terrassa, the Peralada F11, the Lugano and the Azpeitia. The latter, bringing together the best first-year U12 teams of Spain, was won by FC Barcelona for the first time. In both the Gol Cup and the Peralada, their opponent in the final was Real Ma-

### SQUAD

**GOALKEEPER:** Max Bonfill, Jordi Saucedo

**DEFENCE:** David Escoda, Joel Escaler, Oscar Torrellas

**MIDFIELD:** Marc Bernal, Xavi Castellanos, Landry Cephas, Gibert Jordana, Davis Sáez, Jofre Torrents

**ATTACK:** Shane Kluivert, Lamine Yamal Nasraqui

**COACH:** Daniel Horcas

**ASSISTANT COACH:** Alexis Pinto



## U12 D

### FINAL CLASSIFICATION

Champions of the League First Division Group 2

The challenge was by no means easy, but the boys under Pau Moral, who started out the 2017/18 season as first coach, pulled it off. They played some great football over the year, making enormous progress in terms of their playing style, which enabled them to win the League, with an advantage of 13 points over runners-up, Europa B, with whom they had a close rivalry during the first part of the championship, and a record of 27 wins, 2 draws and only a single defeat. The 193 goals scored (an average of 6.4 per game) and the mere 33 conceded are largely due to the attacking game played by the U12 D, who also won the Polinyà tournament and, in their first experience of football 11, forming a team with U12 C, won the tournaments of Terrassa and Peralada in a clear demonstration that the 2007 generation are growing strong.

### SQUAD

**GOALKEEPER:** Jan Lagunas, Adriano Torres

**DEFENCE:** Denis Cruz, Albert Navarro, Rubén Núñez, Gerard Ruiz

**MIDFIELD:** Xavier Espart, Quim Junyent, Jan Martínez, Guillem Víctor

**ATTACK:** Pol Caramés, Lassana Diaby, Nouhoun Sylla

**COACH:** Pau Moral

**ASSISTANT COACH:** Adrià Díaz



## U10 A

### FINAL CLASSIFICATION

Champions of the League Preferent U10 Group 1  
Winners of the Catalan Championship

Impossible to do better. Òscar Jorquera has the perfect U10 A season. Textbook! The team were not only crowned League champions with a 10-point advantage over runners-up, Cornellà B, but they also ran up a total of 30 victories and some stratospheric records: 256 goals scored (an average of 8.5 goals scored per game) and only 17 goals conceded. There was only one close game, against El Prat, which they won by the tightest margin (3-2). The remainder they all won by a difference of two or more goals. Samakou Nomoko was the highest goalscorer with 66 goals. The U10 A also won the Championship of Catalonia with their victory in the final over Espanyol (3-0), and the prestigious Íscar Cup Tournament, where they beat Real Madrid 2-0 in the final. The list of sporting success is completed by the Tres Cantos (Madrid), Can Rull, McDonald's Cup (Germany), Xilxes (Castelló) and the Memorial Josep Barceló tournaments.



### SQUAD

**GOALKEEPER:** Pau Fernández, Iker Rodríguez

**DEFENCE:** Roger Casadevall, David Julià, Madou Murcia, Albert Vicens

**MIDFIELD:** Jaume Gabriel, Raul Chiverches, Arnau Mares

**ATTACK:** Samakou Nomoko, Nil Teixidor

**COACH:** Òscar Jorquera

**ASSISTANT COACH:** Xavi Pascual

## U10 B

### FINAL CLASSIFICATION

Champions of the League Preferent U10 Group 2

If there is a season worth highlighting, it's that of U10 B coached by Juanan Gil, a team that has earned, through good play and continual sacrifice, the privilege of being considered the best U10 B in the history of FC Barcelona. They demonstrated this with their 87 points, eight more than U10 A Espanyol. Preferent Champions Group 2 in a year worth framing. A perfect season: 29 wins and a single defeat in the League with a total of 167 goals scored and 26 conceded. Impressive! And all thanks to the major progress made by some young, talented players who also won the Cebrià Benaiges (Lleida), the Santboià, the Ibercup Cascais (Portugal), the Realejos Cup (Tenerife), the Punta Umbría Cup (Huelva) and the Soliss La Manchuela Cup (Conca).



### SQUAD

**GOALKEEPER:** Gerard Sala, Xavi Vico

**MIDFIELD:** William Bousso, Adam Argemí, Biel Cabezas, Gerard Frago, Pol López

**ATTACK:** Roger Martí, Alex Cantarell, Broulaye Chama, David Juan

**COACH:** Juan Emilio Gil

**ASSISTANT COACH:** Eric Campos



## U10 C

### FINAL CLASSIFICATION

Champions of the League First Division Group 1

Albert Puig's boys' season can be defined in a single word: "Flawless". Not only did they win the League in Group 1 of the First Division, with a nine-point advantage over runners-up, Cornellà D, but they also showed some spectacular football with some truly brilliant moments. This 2009 generation, who started out with the Pre-U10, has a great future ahead, as can be seen from their records: 201 goals scored and only 20 conceded in a championship where they racked up a total of 30 wins. But the League was not to be the only sporting success of the season. The U10 C also won titles in the tournaments Josep Vilaret (Artés), Molletense, Hivern Jàbac i Terrassa, Ibercup Cascais (Portugal), Sistrells Cup (Badalona), MIC F7 (Andorra) and F7 Sergi López (Granollers).



### SQUAD

**GOALKEEPER:** Juan Carlos Melgar, Gerard Valls

**DEFENCE:** Raúl Expósito, Jordi Pesquer

**MIDFIELD:** Pau Berges, Marc García, Eloi Gómez, Pol Vila, Michal Zuk

**ATTACK:** David Obinna, Iu Martínez

**COACH:** Albert Puig

**ASSISTANT COACH:** Eric Campos

## U10 D

### FINAL CLASSIFICATION

Champions of the League First Division Group 2

In the end, luck was not on the side of these brave youngsters trained by David Sánchez. The U10 D concluded the League in second position of the U10 First Division, only two points short of Hospitalet A, despite their fine display and the efforts made, given how in most matches they were facing rivals who were a year older than them. The U10 D did not lose a single game this season. In spite of the great merits of the team, the five games drawn (four away from the Ciutat Esportiva Joan Gamper and one at home) counted against them in the end, regardless of the 25 wins achieved and the 184 goals scored against only 45 conceded. In the tournaments, the team had mixed fortunes, even though they eventually secured victory in the First Touch Tournament (Castelló) and in the Cebrià Benages Tournament (Sant Joan Despí).



### SQUAD

**GOALKEEPER:** Álvaro Fernández, Biel Fernández

**DEFENCE:** Joan Inglés

**MIDFIELD:** Pedro Demiddi, Fran Orduña, Ethan Rodríguez, Omar Boiro

**ATTACK:** Iván Campillo, Aisher Font, Ismael Ziani

**COACH:** David Sánchez

**ASSISTANT COACH:** Quim Estrada

## PRE-U10

### FINAL CLASSIFICATION

Champions of the Lliga Second Division U10 Group 5

A brilliant season in which the youngest from the outfit saw their first experience at FC Barcelona, despite losing the League on the final day, at Pubilla Casas. Dani Segovia's boys finished runners-up in U10 Second Division Group 5, merely three points behind the champions, having racked up 23 wins, 4 draws and 3 defeats, while scoring 142 goals and conceding 54. The children have developed in a positive way, given how they have understood the basic concepts of the Barça DNA as required in academy football, while frequently playing against opponents who are two years older than them. The Pre-U10 won six of the tournaments they contested: Molletense, Cambrils, Manresa, Sant Cugat, Mic F7 Andorra and Cerdanyola Mataró. The season hasn't gone too badly for the youngest ones.



### SQUAD

**GOALKEEPER:** Aitor Cazorla, Hugo Izquierdo

**DEFENCE:** Iñaki Piña, Jaime Arenas

**MIDFIELD:** Ignasi Bassas, Roc Martínez, Moaad Raihani, Erik Rodríguez

**ATTACK:** Guili Xuclà, Sergi Font, Daniel Gallego

**COACH:** Dani Segovia

**ASSISTANT COACH:** Pol Combellé

## FC BARCELONA

Squad Season 2017/18



FRAN  
SÁNCHEZ  
COACH

**COACHING TEAM**  
**ASSISTANT COACH**  
DANI SÁNCHEZ

**ANALYST AND ASSISTANT**  
LLUÍS CORTÉS

**GOALKEEPING COACH**  
ORIOL CASARES

**FITNESS COACH**  
BERTA CARLES

**MEDICAL TEAM**  
**DOCTORS**  
DAVID DOMÍNGUEZ

**PHYSIOS**  
JUDIT VALÈNCIA AND  
ISABEL ARBONÉS

**ASSISTANTS**  
**DELEGATE**  
ANNA COLL

**MATERIAL**  
SANTI BARCELÓ



LAURA  
RÀFOLS  
**GOALKEEPER**  
**1**  
23.06.90 - VILAFRANCA (BARCELONA)

LINE RØDDIK  
HANSEN  
**DEFENDER**  
**2**  
31.01.88 - COPENHAGEN (DENMARK)

RUTH  
GARCIA  
**DEFENDER**  
**3**  
26.03.87 - CAMPORROBLES (VALENCIA)

MARTA  
UNZUÉ  
**DEFENDER**  
**4**  
04.07.88 - PAMPLONA

MARIONA  
CALDENTY  
**MIDFIELDER**  
**9**  
19.03.96 - FELANITX (MALLORCA)

OLGA  
GARCÍA PÉREZ  
**ATTACKER**  
**10**  
01.06.92 - DOSRIUS (BARCELONA)

ALEXIA  
PUTELLAS  
**ATTACKER**  
**11**  
04.02.94 - MOLLET DEL VALLÈS (BARCELONA)

PATRI  
GUIJARRO  
**MIDFIELDER**  
**12**  
17.05.98 - PALMA (MALLORCA)

LEILA  
OUAHABI  
**DEFENDER**  
**15**  
22.03.93 - MATARÓ (BARCELONA)

TONI  
DUGGAN  
**STRIKER**  
**16**  
25.07.91 - LIVERPOOL (ENGLAND)

ANDRESSA  
ALVES  
**STRIKER**  
**17**  
10.11.92 - SÃO PAULO (BRAZIL)

FABIANA DA SILVA  
SIMOES  
**DEFENDER**  
**18**  
04.08.89 - SALVADOR (BRAZIL)

NATASA  
ANDONOVA  
**MIDFIELDER**  
**21**  
04.12.93 - NEGOTINO (MACEDONIA)

LIEKE  
MARTENS  
**STRIKER**  
**22**  
16.12.92 - NIEUW-BERGEN (NETHERLANDS)

AITANA  
BONMATÍ  
**MIDFIELDER**  
**24**  
18.01.98 - SANT PERE DE RIBES (BARCELONA)

ANDREA  
GIMÉNEZ  
**GOALKEEPER**  
**25**  
03.09.97 - BARCELONA





MELANIE SERRANO PÉREZ  
DEFENDER  
5  
12.10.89 - SEVILLE

VICKY LOSADA  
MIDFIELDER  
6  
05.03.91 - TERRASSA (BARCELONA)

GEMMA GILI  
MIDFIELDER  
7  
21.05.94 - CASTELLÓN DE LA PLANA (CASTELLÓ)

MARTA TORREJÓN  
DEFENDER  
8  
27.02.90 - MATARÓ (BARCELONA)

SANDRA PAÑOS  
GOALKEEPER  
13  
04.11.92 - ALICANTE

MARÍA PILAR LEÓN  
DEFENDER  
14  
13.06.95 - ZARAGOZA

BÁRBARA LATORRE VIÑALS  
STRIKER  
19  
14.03.93 - ZARAGOZA

ELISE BUSSAGLIA  
MIDFIELDER  
20  
24.09.85 - SEDAN (FRANCE)

PERLE MORRONI  
DEFENDER  
27  
15.10.97 - MONTPELLIER (FRANCE)

## SIGNINGS

- **MARÍA PILAR LEÓN**  
ATLÉTICO MADRID
- **TONI DUGGAN**  
MANCHESTER CITY
- **FABIANA DA SILVA SIMOES**  
SPORT CLUB CORINTHIANS PAULISTA
- **ELISE BUSSAGLIA**  
VFL WOLFSBURG

- NATASA **ANDONOVA**  
PARIS SAINT-GERMAIN
- LIEKE **MARTENS**  
FC ROSENGÅRD
- **PERLE MORRONI\***  
PARIS SAINT-GERMAIN

\*Perle Morroni: Signed 10 January 2018

## DEPARTURES

- **ANE BERGARA**  
ATHLETIC BERGARA
- **MIRIAM DIÉGUEZ**  
LLEVANT UD
- **JENNIFER HERMOSO**  
PARIS SAINT-GERMAIN
- **SANDRA HERNÁNDEZ**  
VALENCIA FOOTBALL CLUB

- **IRENE DEL RÍO**  
ASSISTANT  
COACH YOUTH-U16
- **KOKO ANGE N'GUESSAN**  
UGD TENERIFE
- **LEIRE LANDA**  
WITHDRAWN



# A fight to the end, without any prize, but holding their heads high

For the third consecutive season, the Women were on a verge of one of their major objectives: the League. And, as in previous campaigns, the team fought until nearly the very last second. Yet again, there were some remarkable numbers posted, as this was the seventh consecutive season in which they got 75 points out of the 90 available. This time round, it was 76, one less than the champion, Atlético Madrid. From day one, this was a passionate tug-of-war with the "mattress makers", with the greatest possible parity and with the table constantly alternating between the two. The two draws with each other decided nothing and it turned out to be slip-ups at the start of the second round that would prove mortal for Barça. In the first outing for the new technical team, led by Fran Sánchez, Barça had to live with being the team contributing most players to the national sides (with monthly international bottlenecks), with the demanding combination of League of Champions or long-term injuries of key players, such as Leila Ouahabi and Mariona Caldentey. Overall, the blaugrana outfit stood up to the very end.

## GOALSCORERS

|    |   |
|----|---|
| 12 | Andressa Alves  |
| 11 | Lieke Martens, Toni Duggan                                |
| 10 | Bárbara Latorre   |
| 9  | Patri Guijarro, Alexia Putellas                           |
| 8  | Mariona Caldentey   |
| 7  | Marta Torrejón  |
| 5  | Natasa Andonova   |
| 3  | Élise Bussaglia, Vicky Losada                             |
| 2  | Mapi León   |
| 1  | Linne Roddick, Ruth García, Fabiana Da Silva, Olga García |

## RESULTS

| MATCH | DATE     | MATCH                             | RESULT |
|-------|----------|-----------------------------------|--------|
| 1     | 03.09.17 | Zaragoza - FC Barcelona           | 0-9    |
| 2     | 09.09.17 | FC Barcelona - Albacete           | 3-0    |
| 3     | 24.09.17 | Real Sociedad - FC Barcelona      | 0-1    |
| 4     | 30.09.17 | FC Barcelona - Santa Teresa       | 10-0   |
| 5     | 08.10.17 | Athletic Club - FC Barcelona      | 1-2    |
| 6     | 14.10.17 | FC Barcelona - Valencia           | 2-1    |
| 7     | 29.10.17 | Atlético de Madrid - FC Barcelona | 1-1    |
| 8     | 04.11.17 | FC Barcelona - Huelva             | 3-0    |
| 9     | 12.11.17 | FC Barcelona - Madrid CFF         | 7-0    |
| 10    | 19.11.17 | Granadilla - FC Barcelona         | 1-0    |
| 11    | 02.12.17 | FC Barcelona - Real Betis         | 6-1    |
| 12    | 6.12.17  | Seville - FC Barcelona            | 0-2    |
| 13    | 10.12.17 | FC Barcelona - Espanyol           | 4-0    |
| 14    | 17.12.17 | Rayo Vallecano - FC Barcelona     | 1-2    |
| 15    | 07.01.18 | FC Barcelona - Levante            | 5-0    |
| 17    | 14.01.18 | FC Barcelona - Zaragoza           | 2-0    |
| 18    | 27.01.18 | Albacete - FC Barcelona           | 0-3    |
| 19    | 03.02.18 | FC Barcelona - Real Sociedad      | 0-0    |
| 20    | 10.02.18 | Santa Teresa - FC Barcelona       | 0-3    |
| 21    | 18.02.18 | FC Barcelona - Athletic Club      | 0-1    |
| 22    | 25.02.18 | Valencia - FC Barcelona           | 1-4    |
| 23    | 11.03.18 | FC Barcelona - Atlético de Madrid | 1-1    |
| 24    | 18.03.18 | Huelva - FC Barcelona             | 1-1    |
| 16*   | 25.03.18 | Madrid CFF - FC Barcelona         | 1-2    |
| 25    | 01.04.18 | FC Barcelona - Granadilla         | 3-1    |
| 26    | 15.04.18 | Real Betis - FC Barcelona         | 0-2    |
| 27    | 22.04.18 | FC Barcelona - Seville            | 5-0    |
| 28    | 28.04.18 | Espanyol - FC Barcelona           | 1-3    |
| 29    | 06.05.18 | FC Barcelona - Rayo Vallecano     | 7-0    |
| 30    | 13.05.18 | Levante - FC Barcelona            | 0-5    |



# Facing down the European tri-champion

While unable to reproduce the historic semi-finals of the previous year, Barcelona's performance in the Champions Leagues was fought with passion. In the round of thirty-two, Barça imposed themselves emphatically on Norway's Avaldsnes (6-0 aggregate), and in the last sixteen, Lithuanian club Gintra were not up to it (9-0 agg.). In the quarter-finals, however, they drew none other than the reigning champions Olympique Lyonnais, with a selection of global stars, making for a real test of where Barcelona were. And the team came up to the mark at all times. In the first leg, at Groupama Stadium, they resisted, and a goal from Patri Guijarro (2-1) created hopes for the tournament. The fans really got behind the team in the Miniestad, which was full to bursting for the second time for a women's football match. Barça did not disappoint, treating the French giants as equals, only to finally succumb to a shot from nowhere in the second half (0-1) from the team that would eventually be crowned European Champions for the third consecutive season.

## RESULTS

| ROUND                       | DATE     | MATCH                             | RESULT | GOALSCORERS                                 |
|-----------------------------|----------|-----------------------------------|--------|---|
| 6th round (first leg)       | 04.10.17 | Avaldsnes - FC Barcelona          | 0-4    | Martens, Duggan, Andressa Alves, Mariona    |
| 6th round (second leg)      | 11.10.17 | FC Barcelona - Avaldsnes          | 2-0    | Martens, Vicky Losada                       |
| Last 16 (first leg)         | 8.11.17  | Gintra - FC Barcelona             | 0-6    | Aitana, Mariona (2), Olga, Andonova, Duggan |
| Last 16 (second leg)        | 15.11.17 | FC Barcelona - Gintra             | 3-0    | Alexia, Duggan, Ana Alekperova (pen)        |
| Quarter-finals (first leg)  | 22.03.18 | Olympique Lyonnais - FC Barcelona | 2-1    | Patri </td                                  |
| Quarter-finals (second leg) | 28.03.18 | FC Barcelona - Olympique Lyonnais | 0-1    |   |







# An ecstatic Barcelona in the very last second

The high point of the season came in the final moment. Literally. The last competition the Women's side were to face was the Copa de la Reina, where they were defending champions. The adventure began with double victory, by the narrowest of margins, against Levante in the quarter finals (1-0 and 0-1). Immediately afterwards came the semi-finals against the Athletic Club, at Reus, this game going to the death, with a victory on penalties (2-2, 4-3). For the final, at the Estadio Romano in Mèrida, Atlético Madrid were waiting. This proved to be the ultimate confrontation. In front of more than 12,500 people, Barça managed to take it in an epic, agonising fashion, thanks to a goal from Mariona Caldentey in the final play of extra-time (122nd minute). There were ecstatic blaugrana celebrations on the pitch to mark their sixth Copa. As a result, Barça had the longest winner's list in the competition. The image of Laura Ràfols, retiring after 14 years at the Club, and Marta Unzué raising the Copa de la Reina would be the lasting football imagery of the season, which came to an end with the sweetest aftertaste.



## RESULTS

| ROUND                       | DATE     | MATCH                             | RESULT    | GOALSCORERS      |
|-----------------------------|----------|-----------------------------------|-----------|------------------|
| Quarter-finals (first leg)  | 20.05.18 | FC Barcelona - Levante            | 1-0       | Alexia           |
| Quarter-finals (second leg) | 23.05.18 | Levante - FC Barcelona            | 0-1       | Alexia           |
| Semi-finals                 | 26.05.18 | Athletic Club - FC Barcelona      | 2-2 (3-4) | Mariona, Martens |
| Final                       | 02.06.18 | FC Barcelona - Atlético de Madrid | 1-0       | Mariona          |







## The eighth title in nine years

The 2017/18 season thus ended as it had begun, with Barça lifting a trophy. Because it's worth remembering that the memorable Copa de la Reina was not the only title of the year. At the very outset, the team lead by Fran Sánchez won the Catalan Cup, which is played over the last weekend in August in Gavà, in a four-team format. In the semi-finals, Barça still having to play the majority of fixtures, won the Europe Cup for the Second Division, with a score of 5-0. The final included the first derby of the campaign. The Barça team were merciless, increasing their domination of the competition with a 3-0 win. This was the eighth Catalan Cup in nine years.



### RESULTS

| ROUND       | DATE     | MATCH                       | RESULT | GOALSCORERS                          |
|-------------|----------|-----------------------------|--------|--------------------------------------|
| Semi-finals | 25.08.17 | FC Barcelona - CE Europa    | 5-0    | Olga, Andressa, Pina (2), Mariona    |
| Final       | 27.08.17 | FC Barcelona - RCD Espanyol | 3-0    | Dulce (pen), Bàrbara, Patxi Guijarro |





## WOMEN'S B

### FINAL CLASSIFICATION

Champions of the Women's Second Division Group 3

The second team were crowned champions of the League for the third group in the Second Division, for the third season in a row. A well-deserved success for one of the youngest teams in the category, one that contributes the most players to the lower teams. With a very young and renewed squad, Jordi Ventura's team closed out a highly emotional League on a high note, with a 0-5 win over Espanyol. So, once again teams clearly designed for promotion came out on top, such as Seagull and Colerense.

### SQUAD

**GOALKEEPER:** Gemma Font

**DEFENCE:** Berta Bou, Helena Barco, Laia Codina, Judith Viñas, Sara Extremera

**MIDFIELD:** Sofia Hernandez, Laura Martinez, Sara Ismael, Anna Torrodà, Aida Esteve, Paula Gutierrez

**ATTACK:** Teresa Morató, Carla Armengol, Laia Muñoz, Candela Andujar, Ainoa Marín, Claudia Pina

**COACH:** Jordi Ventura

**ASSISTANT COACH:** Miguel Lorente



## WOMEN'S U18-U16

### FINAL CLASSIFICATION

League Runners-up of the Women's First Division U18-U16 Group 1, Champions of the Women's Catalan Cup

The squad, directed by Kiko Meléndez, is one of those showing the most development. While the beginning was difficult, hard work provided them with options in the last match. As a result, they were on the verge of reclaiming the title, lying only two points behind Espanyol. Over 30 matches, they scored 102 goals and conceded 25. The prize for all the work and effort would come by securing the Catalan Cup.

### SQUAD

**GOALKEEPER:** Pula Arguelaguet, Georgina López, Laura Coronado

**DEFENCE:** Jana Fernández, Alba Fernández, Jordina Colomer, Carla Aceituno, Laia Trancoso, Clara Rodríguez, Alba Ramos, Ariadna Minguez.

**MIDFIELD:** Laura Linares, Marta Vilarrasa, Bruna Vilamala, Alicia Infante

**ATTACK:** Vicky Adrianova, Maria Peña, Valeria Trujillo, Laura Mas, Claudia Gómez

**COACH:** Kiko Meléndez

**ASSISTANT COACH:** Irene del Río





## WOMEN'S U14-U12

### FINAL CLASSIFICATION

League Runners-up First Division Women's U14-U12 Group 1 and Champions of the Catalan Cup

With 20 wins from 22 games, the girls trained by Jesús López concluded a highly profitable campaign, even though those valuable numbers were not enough to make them champions. Victory went to Espanyol, who won every challenge. The final examination came in the additional tournament at the end of year, with a Barça triumph, and particularly in the Catalan Cup, where they achieved a brilliant success.

### SQUAD

**GOALKEEPER:** Meritxell Font, Patricia Pérez

**DEFENCE:** Naiara Tarifa, Mar Rodríguez, Aina Roman, Maria Calderón

**MIDFIELD:** Berta Gras, Laura Lobo, Laura Mas, Noah Bezia, Laia Martret, Nina Pou

**ATTACK:** Magali Capdevila, Ylenia Estrella

**COACH:** Jesús López

**ASSISTANT COACH:** Miquel Llorens



## WOMEN'S U12-U10

### FINAL CLASSIFICATION

Runners-up in the Women's League First Division U12-U10-Prep Group 1 and Champions of the Women's Catalan Cup.

The youngest ones, under the guidance of Pablo Álvarez, once again offered moments of great play, having adapted rapidly to the Barcelona style. The League was decided with a flick of the coin with Espanyol. And fortune didn't smile on the blaugrana side, who did however score the most and conceded the least goals in the competition. Moreover, they convincingly won the Catalan Cup at the end of the season.

### SQUAD

**GOALKEEPER:** Mar Pérez, Rocío Romano

**DEFENCE:** Martina González, Daniela Albiol, Aicha Camara, Emma Gálvez

**MIDFIELD:** Andrea Cano, Carla Casellas, Celia Segura, Lorena Cubo, Gadea Blanco, Noa Jimenez

**ATTACK:** Tatiana Pérez, Martina Pubill

**COACH:** Pablo Álvarez

**ASSISTANT COACH:** Jaume Comellas



## FC BARCELONA

### 2017/18 Season Squad



#### COACHING TEAM

##### ASSISTANT COACHES

RICARD CASAS, DAVID GARCIA AND  
ÒSCAR ORELLANA

##### FITNESS COACHES

JAIRÓ VÁZQUEZ

##### THERAPIST

JAVI RUIZ

##### MASSEUR

EDUARD TORRENT

#### MEDICAL TEAM

##### DOCTORS

DANIEL FLORIT

##### PHYSIOS

CARLES MARTÍN AND DAVID URBANO

##### ASSISTANTS

##### DELEGATE

XAVIER MONTOLIO

##### MATERIAL

MIQUEL FONT







## ARRIVALS

|  |   |   |
|--|---|---|
| • KEVIN <b>SÉRAPHIN</b><br>INDIANA PACERS    | • THOMAS <b>HEURTEL</b><br>ANADOLU EFES SK      | • ADRIEN <b>MOERMAN</b><br>DARÜŞŞAFKA SK              |
| • MARC <b>GARCIA</b><br>BETIS ENERGIA PLUS   | • RODIONS <b>KURUCS</b><br>BARÇA LASSA B        | • EDWIN <b>JACKSON*</b><br>GUANGDONG SOUTHERN TIGERS  |
| • PHIL <b>PRESSEY</b><br>SANTA CRUZ WARRIORS | • PIERRE DAVID <b>ORIOLA</b><br>VALENCIA BASKET | • JALEN <b>REYNOLDS*</b><br>GRISSIN BON REGGIO EMILIA |
| • ADAM <b>HANGA</b><br>SASKI BASKONIA        | • RAKIM <b>SANDERS</b><br>OLIMPIA MILANO        |   |

\*Jackson: Signed on 29 January 2018

\*Reynolds: Signed on 15 May 2018

## DEPARTURES

|   |  |  |
|---|--|--|
| • XAVIER <b>MUNFORD</b><br>WISCONSIN HERD   | • VÍTOR <b>FAVERANI</b><br>UCAM MURCIA                         | • ALEX <b>RENFROE</b><br>GALATASARAY               |
| • JONATHAN <b>HOLMES</b><br>CANTON CHARGE   | • MARCUS <b>ERIKSSON</b><br>HERBALIFE GRAN CANÀRIA             | • STRATOS <b>PERPEROGLU</b><br>HAPOEL JERUSALEM BC |
| • JUSTIN <b>DOELLMAN</b><br>ANADOLU EFES SK | • CHEIK MOUSSA <b>DIAGNE</b><br>MORABANC ANDORRA (TRANSFERRED) | • TYRESE <b>RICE*</b><br>SHENZHEN LEOPARDS         |
| • SHANE <b>LAWAL</b><br>SS FELICE SCANDONE  | • BRAD <b>OLESON</b><br>UCAM MURCIA                            |  |

\*Rice: Left on 15 January 2018



# The final slips away in overtime

FC Barcelona Lassa were unable to contest the final, having crashed out in the playoff semi-finals against Baskonia. Regular time was marked by highs and lows for the blaugrana side who, with the arrival of Svetislav Pesic, managed a comeback to stay in third place, with 24 wins and 20 defeats. In the playoff quarter-finals the blaugranas had to come back after MoraBanc Andorra surprised them by winning the first game at the Palau, 76-94. The second tie was very even, yet FC Barcelona Lassa were not wanting and imposed themselves with a close 81-85 score, sending the knockout phase to a third match. Pesic's men, in front of a packed Palau, convincingly beat the Andorran team, with great displays from Tomic, Hanga, Claver and Heurtel.

The semi-finals against Baskonia were marked by injuries, since the blaugranas were without Ribas, Oriola and Séraphin. After a clear win by the home team in the first game, Barça Lassa played better in the second game but, during the last quarter, good choices by Baskonia gave them victory with an 85-79 score. Pesic's men reacted in the third game, and in a great second half, led by Tomic, scorer of 15 points, achieved victory with a score of 67-65. Baskonia were dominating the final face-off until Barça Lassa, helped by the Palau's energy, succeeded in sending the game to extra time. Although Barcelona were on the point of winning and taking the knockout phase to a fifth game, Baskonia ended up winning 82-88 and Barça were knocked out.

## RESULTS

| ROUND | DATE     | MATCH  | RESULT  |
|-------|----------|--|---------|
| 1     | 29.09.17 | FC Barcelona Lassa - Baskonia                | 87-82   |
| 2     | 05.10.17 | Divina Seguros Joventut - FC Barcelona Lassa | 72-74   |
| 3     | 08.10.17 | FC Barcelona Lassa - San Pablo Burgos        | 111-81  |
| 4     | 15.10.17 | FC Barcelona Lassa - Monbus Obradorio        | 102-58  |
| 5     | 22.10.17 | Estudiantes - FC Barcelona Lassa             | 80-70   |
| 6     | 29.10.17 | FC Barcelona Lassa - UCAM Murcia             | 94-97   |
| 7     | 05.11.17 | RETAbet Bilbao Basket - FC Barcelona Lassa   | 83-104  |
| 8     | 12.11.17 | Real Madrid - FC Barcelona Lassa             | 80-84   |
| 9     | 19.11.17 | FC Barcelona Lassa - Valencia Basket         | 79-74   |
| 10    | 03.12.17 | Zaragoza - FC Barcelona Lassa                | 86-99   |
| 11    | 10.12.17 | FC Barcelona Lassa - Tenerife                | 91-93   |
| 12    | 17.12.17 | FC Barcelona Lassa - Herbalife Gran Canaria  | 77-88   |
| 13    | 2.01.18  | Guipuzcoa Delteco GBC - FC Barcelona Lassa   | 77-101  |
| 14    | 31.12.17 | FC Barcelona Lassa - Fuenlabrada             | 101-74  |
| 15    | 07.01.18 | Real Madrid - FC Barcelona Lassa             | 82-89   |
| 16    | 14.01.18 | FC Barcelona Lassa - Unicaja Malaga          | 73-76   |
| 17    | 21.01.18 | Andorra - FC Barcelona Lassa                 | 102-92  |
| 18    | 28.01.18 | FC Barcelona Lassa - Divina Seguros Youth    | 91-79   |
| 19    | 04.02.18 | Baskonia - FC Barcelona Lassa                | 96-72   |
| 20    | 11.02.18 | FC Barcelona Lassa - RETAbet Bilbao Basket   | 90-58   |
| 21    | 03.03.18 | UCAM Murcia - FC Barcelona Lassa             | 55-61   |
| 22    | 11.03.18 | FC Barcelona Lassa - Real Madrid             | 94-72   |
| 23    | 18.03.18 | San Pablo Burgos - FC Barcelona Lassa        | 101-103 |
| 24    | 25.03.18 | Monbus Obradorio - FC Barcelona Lassa        | 73-76   |
| 25    | 01.04.18 | FC Barcelona Lassa - Estudiantes             | 95-100  |
| 26    | 08.04.18 | Herbalife Gran Canaria - FC Barcelona Lassa  | 77-93   |
| 27    | 11.04.18 | FC Barcelona Lassa - Real Madrid             | 121-56  |
| 28    | 15.04.18 | Unicaja Malaga - FC Barcelona Lassa          | 80-78   |
| 29    | 22.04.18 | FC Barcelona Lassa - Guipuzcoa Delteco GBC   | 89-74   |
| 30    | 28.04.18 | Fuenlabrada - FC Barcelona Lassa             | 75-93   |
| 31    | 05.05.18 | FC Barcelona Lassa - Andorra                 | 94-70   |
| 32    | 13.05.18 | Tenerife - FC Barcelona Lassa                | 86-81   |
| 33    | 19.05.18 | Valencia Basket - FC Barcelona Lassa         | 70-71   |
| 34    | 24.05.18 | FC Barcelona Lassa - Zaragoza                | 100-84  |





PLAYOFF RESULTS

| ROUND                      | DATE     | MATCH                                 | RESULT |
|----------------------------|----------|---------------------------------------|--------|
| Quarter finals (1st match) | 27.05.18 | FC Barcelona Lassa - MoraBanc Andorra | 76-94  |
| Quarter finals (2nd match) | 30.05.18 | MoraBanc Andorra - FC Barcelona Lassa | 81-85  |
| Quarter finals (3rd match) | 01.06.18 | FC Barcelona Lassa - MoraBanc Andorra | 91-71  |
| Semi-finals (1st match)    | 04.06.18 | Baskonia - FC Barcelona               | 86-61  |
| Semi-finals (2nd match)    | 06.06.18 | Baskonia - FC Barcelona               | 85-79  |
| Semi-finals (3rd match)    | 08.06.18 | FC Barcelona - Baskonia               | 67-65  |
| Semi-finals (4th match)    | 10.06.18 | FC Barcelona - Baskonia               | 82-88  |





# Eliminated in the regular phase

The Barça Lassa basketball team were knocked out in the opening stage of the tournament without any chance of making the quarter finals of the greatest European competition. The blaugrana side were unable to sustain the demanding rhythm of the competition and were left without a chance to compete for the title. FC Barcelona Lassa finished in twelfth position, five wins away from eighth place, which was the lowest that would have allowed them into the quarter-finals.

While the Barcelona outfit performed very unevenly over the course of the tournament, it is worth highlighting the victories of at the Blaugrana Palau against teams finishing in the top four, such as CSKA Moscow, Panathinaikos and Olympiacos, also beating Athens by a wide margin, of almost 30 points. However, the blaugranas, managed since February by Serbian coach Svetislav Pesic, were unable to recover from a poor run of games that left them with 19 defeats and 11 wins out of 30 .



## RESULTS

| ROUND | DATE     | MATCH                               | RESULT |
|-------|----------|-------------------------------------|--------|
| 1     | 13.10.17 | FC Barcelona Lassa - Panathinaikos  | 98-71  |
| 2     | 20.10.17 | Estrella Roja - FC Barcelona Lassa  | 90-82  |
| 3     | 24.10.17 | FC Barcelona Lassa - Zalgiris       | 75-81  |
| 4     | 26.10.17 | Milan - FC Barcelona Lassa          | 78-74  |
| 5     | 03.11.17 | FC Barcelona Lassa - Olympiacos     | 73-51  |
| 6     | 09.11.17 | FC Barcelona Lassa - Anadolu Efes   | 85-89  |
| 7     | 15.11.17 | Brose Bamberg - FC Barcelona Lassa  | 84-81  |
| 8     | 17.11.17 | FC Barcelona Lassa - Valencia       | 89-71  |
| 9     | 23.11.17 | FC Barcelona Lassa - Maccabi        | 89-67  |
| 10    | 01.12.17 | CSKA Moscow - FC Barcelona Lassa    | 92-78  |
| 11    | 08.12.17 | FC Barcelona Lassa - Fenerbahçe     | 68-83  |
| 12    | 14.12.17 | Real Madrid - FC Barcelona Lassa    | 87-75  |
| 13    | 20.12.17 | FC Barcelona Lassa - Unicaja Malaga | 83-90  |
| 14    | 22.12.17 | Baskonia - FC Barcelona Lassa       | 85-82  |
| 15    | 29.12.17 | Khimki Moscow - FC Barcelona Lassa  | 65-79  |
| 16    | 04.01.18 | FC Barcelona Lassa - CSKA Moscow    | 85-72  |
| 17    | 11.01.18 | Panathinaikos - FC Barcelona Lassa  | 84-75  |
| 18    | 16.01.18 | Valencia - FC Barcelona Lassa       | 81-76  |
| 19    | 18.01.18 | FC Barcelona Lassa - Brose Bamberg  | 81-66  |
| 20    | 26.01.18 | Fenerbahçe - FC Barcelona Lassa     | 86-82  |
| 21    | 01.02.18 | FC Barcelona Lassa - AX Milan       | 81-83  |
| 22    | 08.02.18 | Maccabi - FC Barcelona Lassa        | 94-82  |
| 23    | 23.02.18 | FC Barcelona Lassa - Real Madrid    | 74-101 |
| 24    | 01.03.18 | Zalgiris - FC Barcelona Lassa       | 90-74  |
| 25    | 09.03.18 | FC Barcelona Lassa - Estrella Roja  | 88-54  |
| 26    | 15.03.18 | Olympiacos - FC Barcelona Lassa     | 63-90  |
| 27    | 21.03.18 | Unicaja Malaga - FC Barcelona Lassa | 95-91  |
| 28    | 23.03.18 | FC Barcelona Lassa - Baskonia       | 73-86  |
| 29    | 29.03.18 | Anadolu Efes - FC Barcelona Lassa   | 83-107 |
| 30    | 05.04.18 | FC Barcelona Lassa - Khimki Moscow  | 86-82  |









# Champions again, after five years

FC Barcelona Lassa won the basketball Copa del Rey from Las Palmas, after playing an unsurpassable tournament. With this title, the blaugranas won the 24th Copa del Rey in their history. The quarter-final match against Baskonia proved spectacular. Heurtel, on 20 points, and Ante Tomic, on 18, featured in a match decided in the closing minutes, with a close result of 94-90.

In the semi-finals, after an even first half, Pesic's team turned the score around in the third quarter to end up defeating the host team 74-87, in a display of collective strength. Once again, a stellar Heurtel, with 13 points and 14 assists, led the team by closing out the match in the final quarter. This win allowed Pesic's men to contest the Copa del Rey final for the first time in three years.

Their opponents turned out to be Madrid. After a start dominated by Madrid, little by little the blaugranas made headway and ended up dominating the game, with an 18-point margin. A great reaction from Madrid in the closing minutes allowed Laso's men to survive until the last breath, but Barça managed to equalise and took victory, with Heurtel as the tournament's MVP.



## RESULTS

| ROUND         | DATE     | MATCH                             | RESULT |
|---------------|----------|-----------------------------------|--------|
| Quarter-final | 16.02.18 | FC Barcelona Lassa - Baskonia     | 94-90  |
| Semi-finals   | 17.02.18 | Gran Canaria - FC Barcelona Lassa | 74-87  |
| Final         | 18.02.18 | Real Madrid - FC Barcelona Lassa  | 90-92  |









## Nine in a row

FC Barcelona Lassa were crowned champions of the Catalan League, their ninth consecutive trophy in this competition, having overcome MoraBanc Andorra 89-70 in Reus. Pesic's team dominated the match from the start, racking up 27-13 in the opening minutes. At the start of the second quarter, the blaugranas reached their biggest lead (36-13), and despite the Andorran team's attempts to react, Barça Lassa never relinquished control and went to the dressing rooms with a comfortable 50-35.

In the second half, Barça left no margin for error and maintained their lead. The pace of the game slowed, with both teams relaxing until ending at 89-70. Navarro, with 15 points, and Hanga and Tomic with 13, were the blaugranas' top scorers. This victory brought them their 31st title in this competition.







| RESULTS |          |                              |        |
|---------|----------|------------------------------|--------|
| ROUND   | DATE     | MATCH                        | RESULT |
| Final   | 01.05.18 | FC Barcelona Lassa - Andorra | 89-70  |



## BARÇA B

### FINAL CLASSIFICATION

12th place in the LEB Oro League  
2nd LEB Catalan League

The Barça Lassa B basketball team achieved a well-deserved placing in the LEB Oro League, the second category of national basketball. With a team of players from the blaugrana academy categories, Alfred Julbe and Jaume Comas trained a team that stood out for their talent and their fine playing style over the course of the season. With players doubling up in the first team with the B side, many young members of the youth team had debut games in the LEB Oro league this year.

What's more, the Barcelona players reached the final of the LEB Catalan League, which they lost to CB Prat in the final match, at Reus.



### SQUAD

**POINT GUARD:** Arnas Velicka, Pol Figueras

**SHOOTER/WINGER:** Denton Koon, Màxim Esteban, Marc Garcia, Aleix Font, Nedim Dedovic

**POWER FORWARD:** Luka Samanic, Sergi Martínez

**PIVOT:** Atoumane Diagne, Volodymyr Gerun

**COACH:** Alfred Julbe

## JUNIOR

### FINAL CLASSIFICATION

2nd place in the Catalan Championship  
3rd in the Spanish Championship  
2nd place in L'Hospitalet Tournament

The junior team, trained by Marc Calderón and Lubos Barton, took part in the Catalan Championship, the Spanish Championship and the Youth Tournament of L'Hospitalet. The blaugrana juniors placed second in the Catalan championship and third in the state competition. In the Tournament of L'Hospitalet, the Barcelona side reached the final and were runners-up. Six players from the junior team had their debuts this season in the LEB Oro League with Barça Lassa B.



### SQUAD

**POINT GUARD:** Antoni Liria, Hector Aza, Pavle Titic

**SHOOTER/WINGER:** Oier Ardanza, David Font, Sergio Quintana, Tom Digbeu, Pau Carreño

**POWER FORWARD:** Luka Samanic, Borja Fernandez

**PIVOT:** Nikola Zizic, Erik Kall

**COACH:** Marc Calderon

## U16 A

### FINAL CLASSIFICATION

2nd place in the Catalan Championship  
5th place in the Spanish Championship

The blaugrana U16s were runners-up in the Catalan Championship, and came fifth in the Spanish Championship. The work done was very positive and created the basis for achieving their goals in the coming season. The work was well guided by Xavier Monferrer and Ferran Anguera.



### SQUAD

**POINT GUARD:** Pol Mulio, Bernat Parés

**SHOOTER/WINGER:** Pau Tendero, Victor de Haro, David Valera, Filip Siewruk

**POWER FORWARD:** Victor Lucas, Diego Rodríguez

**PIVOT:** Lorenzo Guerrieri, Haoxiang Huang

**COACH:** Xavier Monferrer



## U16 B

### FINAL CLASSIFICATION

2nd place Preferent B

Trained by Bernat Aran and Carles Marín, the first-year blaugrana U16s were up against older players. Playing in the Catalan Preferent League, the Barcelona players finished in second place in this Preferent B league, an excellent experience and a great lesson for the coming season as second-year U16s.



### SQUAD

**POINT GUARD:** Quico Roig, Hugo Alarcón

**SHOOTER/WINGER:** Eduard Nogués, Arnau Tarrida, Jordi Aubà, David Pena, Michael Caicedo

**POWER FORWARD:** Guillem Hugue, Iñaki Ordoñez

**PIVOT:** Jeremie Manang, Guillem Carrasco

**COACH:** Bernat Aran

## U14 A

### FINAL CLASSIFICATION

Semi-finalists in the Minicopa  
Catalan Champions  
Runners-up in the Spanish Championship

The second-year U14 players had a very packed season. The Catalan competition, the national championship, the stage prior to the Minicopa, and the Minicopa itself, were the competitions Carles Flores's boys were to appear in. The blaugrana U14 team got to the Minicopa by beating Valencia in the previous stage, and they got to the finals of the Minicopa itself.

In the Catalan competition, they were proclaimed champions of Catalonia by beating the Penya by 94 points to 84. In the Spanish Championship, the Barcelona players reached the final, where they lost to Real Madrid.



### SQUAD

**POINT GUARD:** Arafà Villar, Marc Bataller

**SHOOTER/WINGER:** Pol Ruiz, Aaron Ganal, Marcel Parés, Pol Puig, Alex Almenta

**POWER FORWARD:** Joan Reda, Mateo Aghemo, Yago Sánchez

**PIVOT:** Eloi Cano

**COACH:** Carlos Flores

## U14 B

### FINAL CLASSIFICATION

3rd place at Level A

The youngest players in the section had an excellent year in the Catalan competition. The first-year U14 players reached the final stages of the Level A category. In the semi-finals they lost to Sant Josep and in the third and fourth place decider they beat Joventut de Badalona.



### SQUAD

**POINT GUARD:** Roger Fabrega, Daniel Iruela, Joan Lopez

**SHOOTER/WINGER:** Eric Estepa, Pablo Santiago, Daniel Samit, Miquel Martínez

**POWER FORWARD:** Pol Saló, Francesc Salvat

**PIVOT:** Ferran Torrelblanca, Gerard Villarejo

**COACH:** Manel Muñoz

## FC BARCELONA

### 2017/18 Season Squad



XAVI  
PASCUAL

COACH

**COACHING TEAM**  
**ASSISTANT COACH**  
OLIVER ROY

**TECHNICAL ASSISTANT**  
TONI RUBIELLA

**FITNESS COACH**  
ROGER FONT

**SCOUTING**  
JORDI ROSELL

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

**PHYSIO**  
SEBASTIÀ SALAS

**REHABILITATION COACH**  
SERGI SEDA

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

**MATERIAL**  
PABLO LESCAY



GONZALO PÉREZ  
DE VARGAS

GOALKEEPER

1

10.01.91 - TOLEDO

VÍCTOR  
TOMÁS

RIGHT WING

8

15.02.85 - BARCELONA

RAÚL  
ENTRERRÍOS

CENTRE

9

12.02.81 - GIJÓN

CEDRIC  
SORHAINDOS

PIVOT

10

07.06.84 - TRINITÉ (MARTINIQUE)

AITOR  
ARIÑO

LEFT WING

13

05.10.92 - PENARTH (UNITED KINGDOM)

VALERO  
RIVERA

LEFT WING

17

22.02.85 - BARCELONA

TIMOTHEY  
N'GUESSAN

LEFT BACK

19

18.09.92 - MASSY (FRANCE)

KAMIL  
SYPRZAK

PIVOT

21

23.07.91 - PLOCK (POLAND)

ALEXIS  
BORGES

PIVOT

22

06.10.91 - SANTA CLARA (CUBA)

JURE  
DOLENEC

RIGHT BACK

23

06.12.88 - LJUBLJANA (SLOVENIA)

DIKA  
MEM

RIGHT BACK

24

31.08.97 - PARIS (FRANCE)

VIRAN  
MORROS

LEFT BACK

27

15.12.83 - BARCELONA

YANIS  
LENNE

RIGHT WING

32

29.06.96 - COLMAR (FRANCE)

ARON  
PÁLMARSSON

CENTRE

34

19.07.90 - HAFNARFJORDUR (ICELAND)

ALEIX  
GÓMEZ

RIGHT WING

41

07.05.97 - SABADELL (BARCELONA)

WAEI  
JALLOUZ

LEFT BACK

42

03.05.91 - GROMBALIA (TUNISIA)





ASOBAL LEAGUE



COPA DEL REY



SUPERGLOBE



ASOBAL CUP

ASOBAL SUPER-  
CUPCATALAN  
SUPERCUPLASSE  
ANDERSSON

LEFT BACK

11



11.03.94 - VALBY (DENMARK)

BORKO  
RISTOVSKI

GOALKEEPER

12



02.11.82 - SKOPJE (MACEDONIA)

## ARRIVALS

### • ALEXIS BORGES

FC PORTO

### • JURE DOLENEC

MONTPELIER HB

### • YANIS LENNE

SÉLESTAT ALSACE HB

### • ALEIX GÓMEZ

BARÇA LASSA B

### • ARON PÁLMARSSON\*

MKB VESZPRÉM

\*Aron Pálmarsson: Arrived on 23 October

## DEPARTURES

### • JESPER NODDESBO

BJERRINGBRO-SILKEBORG

### • JOAN SAUBICH

RETIRED

### • FILIP JÍCHA

RETIRED

### • KIRIL LAZAROV

HBC NANTES

### • ANTONIO GARCÍA

CSM BUCUREȘTI



# 25th win and a record winning streak lasting 146 matches

The team coached by Xavi Pascual has taken home its 20th League cup in a row. This is the 25th win in the section's history. Barça Lassa dominated the competition earlier than ever before, with six match days left to go until the end of the championship. Technically, the victory was sealed with match 24 when they won at the Ciudad Encantada court. It was a close game, but Barça managed to win 27-30 and win the League yet again. After this victory, Barça lost at the Sports Palace against Granollers in match 26, which brought its winning streak to an end after 146 League matches - a record-breaking figure that represents a landmark, in the domestic competition's history, which will be difficult to beat.

Barcelona won the first 12 matches in the tournament, drawing only once, in match 13, at Guadalajara. This was the first draw in the Asobal League after four seasons, bringing a spectacular winning streak of 133 consecutive victories to an end.



## RESULTS

| ROUND | DATE     | MATCH                                   | RESULT |
|-------|----------|---|--------|
| 1     | 09.09.17 | FC Barcelona Lassa - Port Sagunt        | 34-18  |
| 2     | 13.09.17 | Bada Huesca - FC Barcelona Lassa        | 17-23  |
| 3     | 20.09.17 | FC Barcelona Lassa - Puente Genil       | 36-24  |
| 4     | 27.09.17 | Ademar León - FC Barcelona Lassa        | 21-26  |
| 5     | 04.10.17 | FC Barcelona Lassa - BM Benidorm        | 34-19  |
| 6     | 11.10.17 | Logroño La Rioja - FC Barcelona Lassa   | 25-32  |
| 7     | 18.10.17 | FC Barcelona Lassa - At. Valladolid     | 39-25  |
| 8     | 01.11.17 | F. Morrazo - FC Barcelona Lassa         | 21-31  |
| 9     | 07.11.17 | FC Barcelona Lassa - C. Encantada       | 34-27  |
| 10    | 15.11.17 | Bidasoa Irun - FC Barcelona Lassa       | 25-34  |
| 11    | 21.11.17 | BM Granollers - FC Barcelona Lassa      | 19-43  |
| 12    | 29.11.17 | FC Barcelona Lassa - Zamora             | 32-20  |
| 13    | 06.12.17 | Quabit Guadalajara - FC Barcelona Lassa | 26-26  |
| 14    | 09.12.17 | FC Barcelona Lassa - Anaitasuna         | 38-26  |
| 15    | 13.12.17 | SD Teucro - FC Barcelona Lassa          | 28-38  |
| 17    | 03.02.18 | Port Sagunt - FC Barcelona Lassa        | 29-33  |
| 18    | 07.02.18 | FC Barcelona Lassa - Bada Huesca        | 33-20  |
| 19    | 14.02.18 | Puente Genil - FC Barcelona Lassa       | 19-38  |
| 20    | 21.02.18 | FC Barcelona Lassa - Ademar León        | 28-20  |
| 21    | 28.02.18 | BM Benidorm - FC Barcelona Lassa        | 20-30  |
| 22    | 07.03.18 | FC Barcelona Lassa - Logroño La Rioja   | 37-27  |
| 23    | 17.03.18 | At. Valladolid - FC Barcelona Lassa     | 29-30  |
| 24    | 21.03.18 | FC Barcelona Lassa - F. Morrazo         | 36-21  |
| 16*   | 25.03.18 | C. Encantada - FC Barcelona Lassa       | 27-30  |
| 25    | 10.04.18 | FC Barcelona Lassa - Bidasoa Irun       | 29-26  |
| 26    | 13.04.18 | FC Barcelona Lassa - BM Granollers      | 28-29  |
| 27    | 21.04.18 | Zamora - FC Barcelona Lassa             | 23-36  |
| 28    | 09.05.18 | FC Barcelona Lassa - Quabit Guadalajara | 33-17  |
| 29    | 12.05.18 | Anaitasuna - FC Barcelona Lassa         | 26-34  |
| 30    | 19.05.18 | FC Barcelona Lassa - SD Teucro          | 41-25  |









# A proud farewell to Europe

Sadly, FC Barcelona Lassa did not make it to the quarter-finals of the Champions League in what proved to be a highly demanding season. During the group stage, Xavi Pascual's team scored 9 victories out of a possible 14, conceding only 2 draws and 3 defeats, earning them second place.

The Blaugranas took on Montpellier in the last sixteen. The start of the away game in France was dominated by Barça, but the French team picked up the pace and managed to equalise at 13-13 just before the break. The local team played efficiently and after a few final blows were delivered, the game ended 28-25. But all was not over and the final result would have to wait for the home tie at Barcelona.

At the Sports Palace, 5,114 supporters backed the team to the bitter end, but it simply was not enough. Despite Barça managing to get a six-goal lead, the efficiency of Montpellier's attack and defence made it impossible for the Blaugranas to keep the lead, ending with a final score of 30-28 that put FC Barcelona out of the competition.

## RESULTS

| ROUND                | DATE     | MATCH                                | RESULT |
|----------------------|----------|--------------------------------------|--------|
| Group phase - A      | 17.09.17 | Löwen - FC Barcelona Lassa           | 31-31  |
| Group phase - A      | 23.09.17 | FC Barcelona Lassa - Kristianstad    | 31-29  |
| Group phase - A      | 01.10.17 | Wisła Płock - FC Barcelona Lassa     | 30-37  |
| Group phase - A      | 07.10.17 | FC Barcelona Lassa - Nantes          | 31-25  |
| Group phase - A      | 14.10.17 | Vardar - FC Barcelona Lassa          | 27-24  |
| Group phase - A      | 04.11.17 | FC Barcelona Lassa - Zagreb          | 32-22  |
| Group phase - A      | 12.11.17 | FC Barcelona Lassa - Löwen           | 26-26  |
| Group phase - A      | 19.11.17 | MOL-Pick Szeged - FC Barcelona Lassa | 31-28  |
| Group phase - A      | 23.11.17 | Zagreb - FC Barcelona Lassa          | 24-32  |
| Group phase - A      | 02.12.17 | Nantes - FC Barcelona Lassa          | 29-25  |
| Group phase - A      | 10.02.18 | FC Barcelona Lassa - Vardar          | 29-28  |
| Group phase - A      | 17.02.18 | FC Barcelona Lassa - Wisła Płock     | 28-27  |
| Group phase - A      | 24.02.18 | Kristianstad - FC Barcelona Lassa    | 21-25  |
| Group phase - A      | 04.03.18 | FC Barcelona Lassa - MOL-Pick Szeged | 28-27  |
| Last 16 - Away match | 25.03.18 | Montpellier - FC Barcelona Lassa     | 28-25  |
| Last 16 - Home match | 31.03.18 | FC Barcelona Lassa - Montpellier HB  | 30-28  |









# Champions against Logroño

FC Barcelona claimed the 22nd Copa del Rey in the Club's history and the 5th consecutive victory for Xavi Pascual's team. The Blaugranas qualified for the semi-finals after defeating Atlético de Valladolid in a very close match. Although the Valladolid team dominated most of the match, and were winning by five goals in the 37th minute, Barça made a magnificent come-back with a 9-1 period that made the final score a winning 34-30.

Their opponent in the semi-finals was Puente Genil. After a close first half, the Blaugranas upped their game,

aided by a great performance by Ristovski between the posts, which saw them win by nine goals.

BM Logroño awaited them in the final. The first 30 minutes were very equal, with the first half ending in a 19-17 lead for the Blaugranas. During the second half, Barça Lassa hit the court determined to win and managed to extend its lead thanks to some fine saves from Pérez de Vargas who was on particularly good form in the first few minutes back on court. After a 7-1 period, Barça claimed the match with a clear 35 to 28 margin.

## RESULTS

| ROUND         | DATE     | MATCH                                       | RESULT |
|---------------|----------|---|--------|
| Quarter-final | 04.05.18 | FC Barcelona Lassa - Atlético de Valladolid | 34-30  |
| Semi-final    | 05.05.18 | FC Barcelona Lassa - Puente Genil           | 36-27  |
| Final         | 06.05.18 | FC Barcelona Lassa - BM Logroño La Rioja    | 35-28  |











# World champions

FC Barcelona Lassa has claimed its third Super Globe out of four attempts in the competition. Xavi Pascual's players easily took down Tunisia's Espérance team in the quarter-finals and secured their way to the final by defeating the Macedonian Vardar team 32 to 29.

The Blaugranas played the final against Füchse Berlin, the champions from the last two editions. Barça, led by

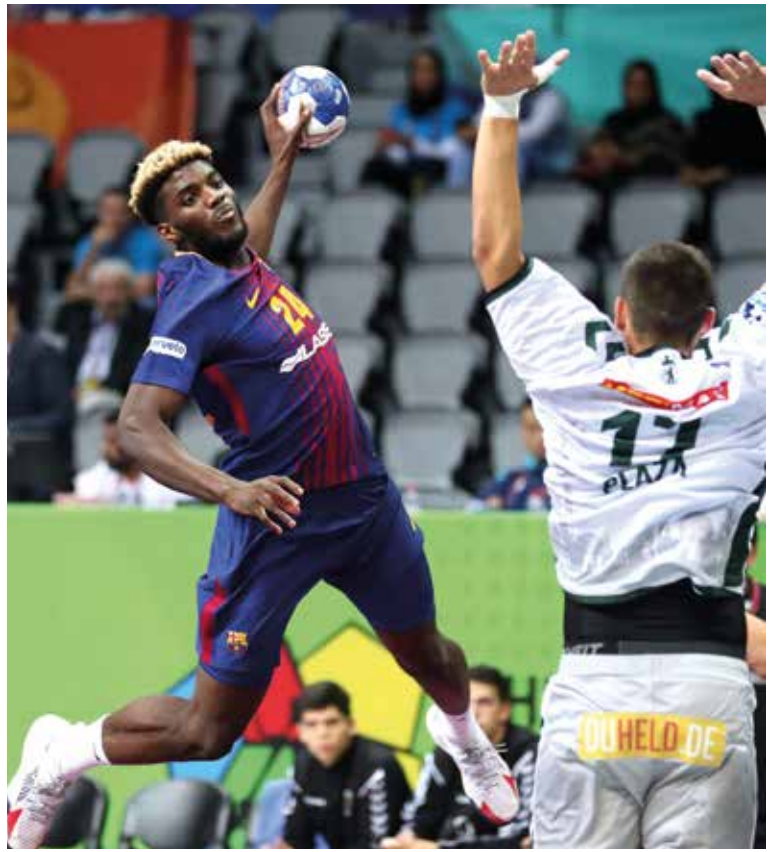
an impressive Gonzalo Pérez de Vargas and protected by some excellent defence work and a strong Valero Rivera on the offensive, took control of practically the entire game. During the second half, the Germans upped their defensive game and made a good comeback. Even so, Xavi Pascual's players regained control and settled the match in the last five minutes with a final score of 25-29.



## RESULTS

| ROUND          | DATE     | MATCH                                  | RESULT |
|----------------|----------|--|--------|
| Quarter-finals | 25.08.17 | FC Barcelona Lassa - Espérance Tunisia | 42-24  |
| Semi-finals    | 26.08.17 | Vardar - FC Barcelona Lassa            | 29-32  |
| Final          | 28.08.17 | Füchse Berlin - FC Barcelona Lassa     | 25-29  |









64

# Seventh straight victory

FC Barcelona Lassa extended its impressive record in the Asobal Cup by winning the competition for the seventh time in a row. The Blaugranas defeated Quabit Guadalajara in the semi-finals 36 to 22, during a match featuring star performances from goalkeeper, Pérez de Vargas, and N'Guessan and Ariño who scored six and seven goals respectively.

The final match was played against the host team, Ademar de León. The first half started with rock-solid Barça defence that earned them a good lead, reaching the break at 11-15. During the second half, Barcelona secured its lead and ended with a clear 22-28 win to claim their 13th Asobal Cup. Pérez de Vargas was named best goalkeeper, along with Rivera as best scorer and Entrerrios as the player of the tournament.



| RESULTS    |          |   |        |
|------------|----------|---|--------|
| ROUND      | DATE     | MATCH                                   | RESULT |
| Semi-final | 16.12.17 | FC Barcelona Lassa - Quabit Guadalajara | 36-22  |
| Final      | 17.12.17 | Abanca Ademar - FC Barcelona Lassa      | 22-28  |







# The first half sealed the final

Barça Lassa won the Asobal Super Cup for the sixth time in a row after defeating Logroño La Rioja (31-25) in a match Barcelona dominated right from the start, putting up a fantastic defence. Raúl Entreríos was named best player in the final, along with Gonzalo as best goalkeeper, and N'Guessan top scorer, with seven.

The match began very competitively, but the Blaugranas

slowly but surely strengthened their defence, with a great performance from Gonzalo at the beginning, and managed to reach minute nine with a score of 4-0. The scoreboard at the break read 17-11.

The second half was very similar to the first and Barça kept the lead all the way to the end, winning 31-25. This gave Barça its 20th victory in this competition.



## RESULTS

| ROUND | DATE     | MATCH                         | RESULT |
|-------|----------|-------------------------------|--------|
| Final | 03.09.17 | FC Barcelona Lassa - La Rioja | 31-25  |







# The last cup of the season

Barça Lassa ended a successful season by winning the Catalan Supercup; its sixth trophy of the year. During the final in Agramunt, the Blaugranas beat Fraikin BM Granollers, having dominated the game from beginning to end. Xavi Pascual's players took to the court determined to secure a quick win in the final. In fact, midway through the first half the scoreboard showed an eight-goal lead for Barcelona (14-6). The gap gradually increased to 25-14

by half-time. During the second half, Barça Lassa kept up its pace. Special mention was deserved by Ristovski, named best goalkeeper, and Valero Rivera, top scorer with 11 goals. The match ended with a spectacular 46-27 scoreline, taking home the team's fifth cup in this competition. The perfect way to bid farewell to Valero Rivera, Viran Morros, Alexis Borges and Ristovski, all playing their last match in the Blaugrana colours.



RESULTS

| ROUND | DATE     | MATCH                                      | RESULT |
|-------|----------|--|--------|
| Final | 24.05.18 | FC Barcelona Lassa - Fraikin BM Granollers | 46-27  |

## BARÇA B

### FINAL CLASSIFICATION

4th Silver Honorary Division

With a young and proficient team of players and a new coaching team under Roi Sánchez and Luis Alfonso Santos, Barça's handball B team played to win the Honorary Silver Division, Spain's second handball category. The team managed a commendable fourth place after an excellent second half, which would have earned them the chance for promotion if they were not a feeder team.

They were also in the running for the Copa del Rey at the time, but sadly stumbled at the first hurdle against Antequera.



### SQUAD

**GOALKEEPER:** Jorge Pérez, Guillem Herms, Gerard Forns

**MIDDLE BACK:** Losif-Andrei Buzle, Jordi Sancho

**BACK:** Mikel Rubiño, Joan Amigó, David Estepa, Pere Vaquer

**WINGER:** Aleix Gómez, Roger Manzano, Pau Oliveras, Mamadou Lamine, Alex Pascual

**PIVOT:** Ramon Suarez, Adria Leon, Victor Tremps

**COACH:** Roi Sanchez

## U18

### FINAL CLASSIFICATION

Catalan Championship Champions  
Spanish Championship Champions

With experienced players in the club fed from the lower categories, Ferran Porres and Ricard Asensio put together a winning team that yielded fantastic results. The Blaugranas succeeded in the Catalan Championship played at the Joan Gamper Ciutat Esportiva, against BM Granollers.

Having qualified for the Spanish Championship, they were in for a tough semi-final against Vallesans, which ended in a 30-29 overtime victory. They then defeated Agustinos in the final and took home the ultimate national cup. At the end of the season, they stood undefeated.



### SQUAD

**GOALKEEPER:** Alex Mas, Jorge Pérez

**MIDDLE BACK:** Maxim Bachkarou, Alejandro Barbeito

**BACK:** Eduardo Calle, David Roca, Pablo Vela, Didac Duran, Mamadou Lamine

**WINGER:** Alex Pascual, Daniel Fernández, Sergi Alà, Nil Montserrat, Sanoun Cisse

**PIVOT:** Theo Laverne, Pau Peyra, Robert Rosell

**COACH:** Ferran Porres

## U16 A

### FINAL CLASSIFICATION

Catalan Championship Champions  
Minicopa Champions  
4th Spanish Championship

Under Jordi Jodar, Adrià Blanco and Salvador Vila, the U16-A team added the Catalan Championship and Minicopa Championship to its list of trophies, these taking place at the same time as the Copa del Rey in Madrid. The Blaugranas made it to the state championship, ending up in fourth place. This strong and top-quality team will see many players stay on into the U18 Category and follow the path paved for their learning and improvement.



### SQUAD

**GOALKEEPER:** Carles Massot, Robert Domènech, Pau Hernández

**MIDDLE BACK:** Hector Fortuño, Mateu Moreno

**BACK:** Pau Bosch, Pol Escoda, Oriol Zarzuella, Aleix Bienert

**WINGER:** Xavier Alférez, Oriol Castander, Guillem Pallarès, Albert Camprubi, Pablo Salinas

**PIVOT:** Artur Parera, David Sotillo, Arnau Fernández, Cristian Vila

**COACH:** Jordi Jodar



## U16 B

### FINAL CLASSIFICATION

6th Catalan League  
2nd Catalan Cup

The first-year players on the Blaugrana handball U16 team competed with the most senior division in their category. Competing against players one year older than them, the team worked hard to improve and reach their targets, guided by coaches Enric Gallego and Eloi Safont.

They ended up in a commendable sixth place in the Catalan League, mainly playing against older opponents, and made it to the final of the Catalan U16 Cup, where they were defeated by BM La Roca.



### SQUAD

**GOALKEEPER:** Guillem Egea, Sergi Garcia, Bernat Bisbal

**MIDDLE BACK:**

**BACK:** Pau Lara, Fido Fernández, Sergio Massot

**WINGER:** Antonio López, Martí Soler, Arnau Puig, Marc Drescher, Jan Tarrats, Andreu Folqué

**PIVOT:** Andy Sans, Arnau Quintana, Nèstor Ruiz, Bruno Reguart, Pau Morer

**COACH:** Enrique Gallego

## U14 A

### FINAL CLASSIFICATION

1st Catalan Championship  
1st Spanish Championship

Barça Handball's U14 A-team, coached by Àlex Barbeito and Ruben Galindo, played to win the ultimate Catalan competition and completed a perfect year as winners of both the Catalan and Spanish cups.

This generation of the Barça U14 team were playing their second year, and proved to be unbeatable throughout the season. They took down BM Granollers in the Catalan final and won the Spanish Championship in Gijón by defeating Vallesans in the semi-finals. The final saw them win 34 to 15 against Urci d' Almería.



### SQUAD

**GOALKEEPER:** Eric Lubiano, Alejandro Pérez, Aitor Martínez

**MIDDLE BACK:** Pol Sanchez, Óscar Grau

**BACK:** Seka Gallart, Ivan Jerez, Ivan Cepero, Eudald Serra, Alonso Molina, Ian Barrufet, Ismael Bendres, Xavier Masot

**WINGER:** Daniel Roig, Roger Portella, Didac Botey

**PIVOT:** Marcos Montiel, Ferran Prieto

**COACH:** Alex Barbeito

## U14 B

### FINAL CLASSIFICATION

1st A-2

The most recent players to join Barça Handball are the U14 B-team. Their first season in the Club saw them competing against older players, pushing them to improve and adapt to play in the top Catalan competition for their category, guided by Xavi Romero and Pol Llompart.

In sports terms, these first-year kids managed to come first in the A-2, meaning a considerable victory for such young players who are taking their first steps in Barça handball.



### SQUAD

**GOALKEEPER:** Adrien Seguin, Marc Sans, Yanick Palacios

**MIDDLE BACK:** Alvaro Cabello, Lluç Puntas, Marc Rosales

**BACK:** Aimar Bou, Guillem Ruiz, Joel Juan, Martí Queralt, Pablo Mateo

**WINGER:** Nil Filbà, Pol Roy, Roger Giner, Victor Conesa

**PIVOT:** Arnau Guerrero, Jon Tricas

**COACH:** Xavi Romero

# FC BARCELONA

2017/18 Season  
Squad



EDUARD  
CASTRO

COACH

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

**FITNESS COACH**  
DANI FERNÁNDEZ

**MEDICAL TEAM**  
**DOCTOR**  
MINDAUGAS GUDELIS

**PHYSIO**  
VICENÇ RIZO

**ASSISTANTS**  
**DELEGATE**  
RAMON PERALTA


**MATERIAL**  
ALBERT ROIG



AITOR  
EGURROLA

GOALKEEPER

1



24.06.80 - BARCELONA

MARC  
GUAL

MIDFIELDER

3



13.12.80 - SANT SADURNÍ D'ANOIA (BARCE-

MATÍAS  
PASCUAL

DEFENDER

4



07.12.89 - SAN JUAN (ARGENTINA)

PAU  
BARGALLÓ

STRIKER

8



11.01.94 - SANT SADURNÍ D'ANOIA (BARCE-

SERGI  
PANADERO

MIDFIELDER

9



26.04.82 - VIC (BARCELONA)

SERGIO  
FERNÁNDEZ

GOALKEEPER

10



25.02.85 - CALVIÀ (PALMA DE MALLORCA)





LEAGUE



EUROLEAGUE



COPA DEL REY

SPANISH  
SUPERCUP

LUCAS  
ORDÓÑEZ

**STRIKER**

**5**

21.04.88 - SAN JUAN (ARGENTINA)



PABLO  
ÁLVAREZ

**STRIKER**

**7**

30.09.86 - SAN JUAN (ARGENTINA)



XAVIER  
BARROSO

**DEFENDER**

**26**

14.11.92 - CALDES DE MONTBUI (BARCELONA)



IGNACIO  
ALABART

**MIDFIELDER**

**33**

09.04.96 - LA CORUNYA



#### ARRIVALS

• **IGNACIO ALABART**  
CP VOLTREGÀ

#### DEPARTURES

• **EDUARD LAMAS**  
HOCKEY CLUB LICEO



# Champions with two matches to

Barça Lassa Roller Hockey has had a fantastic season, managing to win the OK League for the 5th year running; the 29th time in the section's history. Edu Castro's team won seven matches in a row during the first few days of the competition. Reus Sportiu brought their winning streak to an end in the only game the Blaugrana team lost during the tournament. But their luck returned in the next matches and the crucial game against Liceo in A Coruña ended with a 2-2 draw that kept Barcelona in the overall lead, two points ahead of the Galicians and three points ahead of Reus.

More good results were in store with a goalfest against Reus and a few stumbles by opponents, allowing Barça to come away as champions with two matches left, thanks to their victory in Lleida in match 28. Barça Lassa took the lead with a 0-3 victory and, although the locals did their best to catch up, with a 2-3 comeback, a goal by Pau Bargalló just two minutes before the end sealed the final 2-4 scoreline that would earn them the cup. Barça ended the competition with a total of 79 points, 25 victories, 4 draws and only 1 defeat.







## RESULTS

| ROUND | DATE     | MATCH                                | RESULT |
|-------|----------|--------------------------------------|--------|
| 1     | 07.10.17 | Asturhockey - FC Barcelona Lassa     | 1-9    |
| 2     | 14.10.17 | FC Barcelona Lassa - Palafrugell     | 7-1    |
| 3     | 21.10.17 | M Vendrell - FC Barcelona Lassa      | 0-5    |
| 4     | 28.10.17 | FC Barcelona Lassa - Arenys de Munt  | 2-0    |
| 5     | 01.11.17 | CH Caldes - FC Barcelona Lassa       | 0-1    |
| 6     | 07.11.17 | FC Barcelona Lassa - Citylift Girona | 4-3    |
| 7     | 11.11.17 | FC Barcelona Lassa - HC Liceo        | 3-1    |
| 8     | 18.11.17 | Reus Deportiu - FC Barcelona Lassa   | 3-2    |
| 9     | 28.11.17 | FC Barcelona Lassa - Alcoi           | 6-1    |
| 10    | 02.12.17 | CH Lloret - FC Barcelona Lassa       | 0-1    |
| 11    | 06.12.17 | FC Barcelona Lassa - Igualada HC     | 2-0    |
| 12    | 12.12.17 | CP Vic - FC Barcelona Lassa          | 3-3    |
| 13    | 15.12.17 | FC Barcelona Lassa - Lleida          | 4-1    |
| 14    | 23.12.17 | CP Voltregà - FC Barcelona Lassa     | 0-1    |
| 15    | 07.01.18 | FC Barcelona Lassa - Noia Freixenet  | 2-2    |
| 17    | 16.01.18 | FC Barcelona Lassa - Asturhockey     | 10-1   |
| 18    | 20.01.18 | Palafrugell - FC Barcelona Lassa     | 0-7    |
| 19    | 27.01.18 | FC Barcelona Lassa - M Vendrell      | 5-1    |
| 20    | 04.02.18 | Arenys de Munt - FC Barcelona Lassa  | 3-9    |
| 21    | 11.02.18 | FC Barcelona Lassa - CH Caldes       | 7-2    |
| 22    | 10.03.17 | Citylift Girona - FC Barcelona Lassa | 4-7    |
| 23    | 13.03.18 | HC Liceo - FC Barcelona Lassa        | 2-2    |
| 24    | 17.03.18 | FC Barcelona Lassa - Reus Deportiu   | 6-0    |
| 16*   | 14.04.18 | PAS Alcoi - FC Barcelona Lassa       | 2-5    |
| 25    | 21.04.18 | FC Barcelona Lassa - CH Lloret       | 8-2    |
| 26    | 28.04.18 | Igualada HC - FC Barcelona Lassa     | 4-6    |
| 27    | 01.05.18 | FC Barcelona Lassa - CP Vic          | 10-0   |
| 28    | 06.05.18 | Lleida - FC Barcelona Lassa          | 2-4    |
| 29    | 19.05.18 | FC Barcelona Lassa - CP Voltregà     | 5-5    |
| 30    | 26.05.18 | Noia Freixenet - FC Barcelona Lassa  | 3-4    |







## Europe wears the Blaugrana colours

FC Barcelona Lassa claimed its 22nd cup in the European League, meaning the ninth triple-win in the section's history. After a first stage that saw Barcelona take home a full set of victories, their opponents in the quarter-finals were Follonica. The score in the away game (3-3) left it all up to the home game at the Palau. The atmosphere at the stadium was great, helping Edu Castro's team to be victorious, with a clear 5-1 score that took them to their 7th consecutive Final Four in Oporto.

Reus, the champions of the competition at the time, would be their opponents in the semi-finals. Barça player Pau Bargalló made it 1-0 at the start, followed by a Raül Marín equaliser, shortly after. Towards the end of the first half, the Barça team proved they had the upper hand when Xavi Barroso, Lucas Ordoñez and Pablo Álvarez scored

the goals that would take them to 4-1. Back for the second half, Aitor Egurrola saved four penalty shots and proved crucial in the outcome of the match, it ending 4-2 to Barça. The final match was played against the host team, Oporto. FC Barcelona Lassa dominated the match from the outset, with Lucas Ordoñez scoring the only goal, making it 1-0 at half-time. During the second half, goals by Pablo Álvarez and Pau Bargalló made it a 3-0 lead, which the Portuguese team worked hard to beat, coming back to 3-2 in just three minutes! Fortunately, the local team's comeback did not continue, thanks to some great saves by Aitor Egurrola, who once again worked his magic between the posts. A penalty by Pau Bargalló made the final score 4-2. This victory earned the Club its 40th European Cup, in all of its sections.







RESULTS

| ROUND                       | DATE     | MATCH                                | RESULT |
|-----------------------------|----------|--------------------------------------|--------|
| Group phase - C             | 5.11.17  | FC Barcelona Lassa - Forte dei Marmi | 2-0    |
| Group phase - C             | 25.11.17 | Montreux H. C. - FC Barcelona Lassa  | 0-10   |
| Group phase - C             | 9.12.17  | Benfica - FC Barcelona Lassa         | 4-8    |
| Group phase - C             | 13.01.18 | FC Barcelona Lassa - Benfica         | 2-0    |
| Group phase - C             | 17.02.18 | Forte dei Marmi - FC Barcelona Lassa | 2-4    |
| Group phase - C             | 03.03.18 | FC Barcelona Lassa - Montreux        | 3-0    |
| Quarter-finals (first leg)  | 24.03.18 | Follonica - FC Barcelona Lassa       | 3-3    |
| Quarter-finals (second leg) | 07.04.18 | FC Barcelona Lassa - Follonica       | 5-1    |
| Semi-final                  | 12.05.18 | Reus Deportiu - FC Barcelona Lassa   | 2-4    |
| Final                       | 13.05.18 | FC Barcelona Lassa - Porto           | 4-2    |





# Third cup in a row

FC Barcelona Lassa were proclaimed winners of the Copa del Rey in Lloret de Mar for the third time running; the 22nd cup in the competition's history. During the quarter-finals, the Blaugranas defeated Citylift Girona 5-1 with goals from Álvarez, Alabart (2) and Ordóñez. In the semi-final against Reus Deportiu, Edu Castro's team were victorious by 3-1, thanks to 2 goals by Álvarez and 1 by Bargalló.

Barça and Liceo played in a spectacular final that was anybody's game until

the very end. The scoreboard remained unchanged in the first half, only progressing with second-half goals from Panadero and Pau Bargalló. After that came a shot from inside the penalty area, by Carlo di Benedetto, narrowing the gap for Liceo to 1-2. Thanks to the impressive work of goalkeeper Sergi Fernández, who saved practically every shot, and was named the most valuable player in the tournament, Barça kept their lead and were once again proclaimed champions of the Copa del Rey.

## RESULTS

| ROUND          | DATE     | MATCH                                | RESULT |
|----------------|----------|--------------------------------------|--------|
| Quarter-finals | 23.02.18 | FC Barcelona Lassa - Citylift Girona | 5-1    |
| Semi-finals    | 24.02.18 | FC Barcelona Lassa - Reus Deportiu   | 3-1    |
| Final          | 25.02.18 | Liceo - FC Barcelona Lassa           | 1-2    |











# Spanish Superchampions

FC Barcelona Lassa reeled in its tenth Spanish Supercopa. The blaugranas defeated Reus Deportiu 5-2 in the semi-finals at Sant Hipòlit de Voltregà. Goals were scored by Bargalló (2), Pablo Álvarez, Marc Gual and Lucas Ordóñez, in a match clearly dominated by the blaugranas. This took Barça straight through to the finals, where they once again played Voltregà who had won against Liceo in the previous round.

During the final, Barça proved its superior play against the hosts. So much so that just 54 seconds into the match they had already managed to tip the balance in their favour, with a goal by Pablo Álvarez (1-0). Matías Pascual took them to 2-0 before half-time, followed by Sergi Panadero's 3-0 goal and another by Bargalló right at the end, bringing the score to a final 4-0, meaning a new Spanish Supercopa win for Barça.



## RESULTS

| ROUND       | DATE     | MATCH                              | RESULT |
|-------------|----------|------------------------------------|--------|
| Semi-finals | 29.09.17 | FC Barcelona Lassa - Reus Deportiu | 5-2    |
| Final       | 30.09.17 | FC Barcelona Lassa - Voltregà      | 4-0    |



# The season's only victory slips away

The roller hockey team were sadly unable to claim their first win of the season in the Catalan League. After beating Lleida and Alcoi in the group phase, Barça Lassa took on CP Voltregà in the semi-finals. In what proved to be a very attacking game, Barcelona took a strong 8-1 lead followed by a slight relaxation that led to a final 9-5 scoreline.

The semi-final in Igualada saw Edu Castro's team play CE Noia

Freixenet. Blaugrana player Pau Bargalló set the scoreboard going, but the team from Alt Penedès soon reacted and scored three goals in just three minutes before half-time making it 1-3. During the second half, CE Noia took over the game and sealed the match, with two more goals. Alex Joseph, a player from the Barcelona academy teams, brought the game to its final 2-5 scoreline.

## RESULTS

| ROUND           | DATE     | MATCH                            | RESULT |
|-----------------|----------|----------------------------------|--------|
| Group phase - A | 08.09.17 | FC Barcelona Lassa - IGC Lleida  | 8-1    |
| Group phase - A | 15.09.17 | FC Barcelona Lassa - PAS Alcoi   | 3-1    |
| Quarter-finals  | 19.09.17 | FC Barcelona Lassa - CP Voltregà | 9-5    |
| Semi-finals     | 23.09.18 | FC Barcelona Lassa - CE Noia     | 2-5    |





## BARÇA B

### FINAL CLASSIFICATION

National Catalan Champions  
OK Silver League Promotion

The young blaugrana team progressed steadily throughout the competition. After succeeding in the first stage of the National Catalan tournament, they joined the group that would enable them to strive for promotion. Once they had qualified for the promotion play-offs, Ivan Sanz's team gradually came through round after round, all the way to the final. The Juneda team awaited them to claim the only place for promotion to the OK Silver League. The first playoff match saw the blaugranas win 6 to 1, while the second match in Juneda was a 1-1 tie followed by a successful penalty shoot-out that earned them the promotion.



### SQUAD

**GOALKEEPER:** Marc Hernández, Xavier Arcas, Xano Edo, Arnau Lopez

**DEFENDERS:** Antonio Miguélez, Narcís Roig, Marc Montilla, Manel Román, Lluç Vilà, Alex Estrada, Gerard Llobet

**MIDFIELDERS:** Ferran García, Jordi Trepà, Pablo Najera, Aleix Ordóñez, Martí Gabarró

**STRIKERS:** Rubén Ferrer, Marc Gonzalez, Alex Joseph, Aleix Borregán, Pablo Torres, Jordi Mateos

**COACH:** Iván Sanz

## BARÇA C

### FINAL CLASSIFICATION

3rd place in the 1st Catalan League

Barça B, Barça C and U16 were taken as three teams in one. The young players had three competitions to prove their worth and improve their play. As part of this philosophy, Barça C was supplied with young players from the lower categories, and competed in its 1st Catalan League, ending in third place.



### SQUAD

**GOALKEEPER:** Marc Hernández, Xavier Arcas, Xano Edo, Martí Almerich, Arnau Lopez

**DEFENDERS:** Antonio Miguélez, Narcís Roig, Marc Montilla, Manel Román, Lluç Vilà, Alex Estrada

**MIDFIELDERS:** Ferran García, Jordi Trepà, Pablo Najera, Aleix Ordóñez, Martí Gabarró

**STRIKERS:** Ruben Ferrer, Marc Gonzalez, Alex Joseph, Aleix Borregán, Pablo Torres, Jordi Mateos

**COACH:** Keko Iglesias

## U16

### FINAL CLASSIFICATION

1st League  
5th Catalan Championship

The players from the U16 section were divided into their own category's team and the two B and C teams. This training method allowed them to take first place in the League and to qualify for the Catalan Championship, where they came fifth.



### SQUAD

**GOALKEEPER:** Marc Hernández, Xavier Arcas, Xano Edo

**DEFENDERS:** Narcís Roig, Marc Montilla, Manel Román

**MIDFIELDERS:** Ferran García, Jordi Trepà, Pablo Najera

**STRIKERS:** Marc Gonzalez, Alex Joseph, Aleix Borregán

**COACH:** Iván Sanz



## U18

### FINAL CLASSIFICATION

1st League  
3rd Catalan Championship  
1st U17 Eurokey

Barça U18 players showed excellent development throughout the League competition, with their exceptional play enabling them to take first place. The Catalan Championship saw them reach the semi-finals, but the major success for the various players in the category together with U14 players was to win the official European championship for their category: Eurokey U17.



### SQUAD

**GOALKEEPER:** Martí Almerich, Arnau Lopez

**DEFENDERS:** Lluç Vilà, Alex Estrada, Gerard Llobet

**MIDFIELDERS:** Aleix Ordóñez, Martí Gabarró

**STRIKERS:** Pablo Torres

**COACH:** Keko Iglesias

## U14

### FINAL CLASSIFICATION

Minicopa Champions  
2nd League  
3rd Catalan Championship

The blaugrana U14s proved their potential by once again coming away as champions of the Minicopa, which took place in Lloret de Mar; beating the hosts 0-2. The youngster, trained by Ricard Hernáez, came second in the League and third in the Catalan Championship.



### SQUAD

**GOALKEEPER:** Arnau Martínez, Roger Casas

**DEFENDERS:** Joan Pascual, Oriol Sebrà

**MIDFIELDERS:** Carles Aguilera, Iván Pastor, Manel Hernández

**STRIKERS:** Gorka Pascual, Manel Mir, Oriol Llenas

**COACH:** Ricard Hernáez

## U12

### FINAL CLASSIFICATION

1st League  
3rd Catalan Championship

The youngest blaugrana hockey players were living proof that the standards of Barça's academy categories are rising. Thanks to Guillem Pérez's guidance, the youngest in the section managed to win the regular League and make their way to the semi-finals in Catalonia, where they were just a penalty shoot-out away from the final.



### SQUAD

**GOALKEEPER:** Eduard Jurado, Pau García

**DEFENDERS:** Guillem Belarte

**MIDFIELDERS:** Jan Curtiellas, Joel Navarro, Jan Munñé

**STRIKERS:** Albert Amores, Gabriel Cairo, Nicolás Torres, Jan Jiménez

**COACH:** Guillem Pérez

# FC BARCELONA

## 2017/18 Season Squad



ANDREU  
PLAZA

COACH

**COACHING TEAM**  
**ASSISTANT COACH**  
MIGUEL ANDRÉS

**FITNESS COACH**  
JORDI ILLA

**REHAB COACH**  
MARCEL MORENO

**MEDICAL TEAM**  
**DOCTOR**  
CARLES MIÑARRO

**PHYSIO**  
JONATHAN ALMIRALL

**ASSISTANTS**  
**DELEGATE**  
JULIO GARCIA

**MATERIAL**  
JAVIER FERNÁNDEZ



JESÚS NAZARET  
AICARDO

WINGER-DE-FENDER

2

04.12.88 - CADIZ

MARC  
TOLRÀ

DEFENDER

4

27.01.91 - BARCELONA

LÉO SANTANA  
DA SILVA

DEFENDER

5

27.03.88 - JUIZ DE FORA (BRAZIL)

SERGIO  
LOZANO

WINGER-DE-FENDER

9

09.11.88 - MADRID

MARIO RIVILLOS  
PLAZA

WINGER

10

13.12.89 - TORREJÓN DE ARDOZ (MADRID)

CARLOS VAGNER  
(FERRAO)

PIVOT

11

29.10.90 - CHAPECÓ (BRAZIL)

RAFA LÓPEZ  
EXPÓSITO

DEFENDER

17

21.07.89 - CORDOBA

MIQUEL  
FEIXAS

GOALKEEPER

26

04.09.97 - BARCELONA

PACO  
SEDANO

GOALKEEPER

28

02.12.79 - MADRID





JOAO BATISTA

WINGER-DE-FENDER

6



08.04.89 - FLORIANOPOLIS (BRAZIL)

DYEGO ENRIQUE ZUFFO

WINGER

7



05.08.89 - PALMITOS (BRAZIL)

ADOLFO FERNÁNDEZ DÍAZ

WINGER-LINE

8



19.05.93 - SANTA COLOMA (BARCELONA)

JUANJO ANGOSTO

GOALKEEPER

12



19.08.85 - MURCIA

JOSÉ ANTONIO FERNÁNDEZ

WINGER

13



01.03.91 - CADIZ

ROGER SERRANO BERNAT

WINGER

14



15.01.91 - BARCELONA

LEANDRO ESQUERDINHA

PIVOT

77



18.11.85 - CUIABÁ (BRAZIL)

## ARRIVALS

• LÉO SANTANA DA SILVA

SIBIRIAK

• MARIO RIVILLOS PLAZA

INTER MOVISTAR

• MIQUEL FEIXAS

BARÇA LASSA B

• LEANDRO ESQUERDINHA

DINA MOSCOU

## DEPARTURES

• RÓMULO ALVES

GAZPROM-UGRA YUGORSK

• D. ALEX VERONEZE (BATERIA)

MARRECO FUTSAL

# Cruel twist in the final

FC Barcelona Lassa had the League cup at its fingertips, only to see it slip away during the penalty shoot-out in the last play-off match against Movistar Inter, which happened to be Captain Paco Sedano's last game before leaving at the end of the season. In the regular League, the blaugranas made second place, with a total of 22 victories, 4 draws and 4 defeats, just one point behind Movistar Inter. In the quarter-finals, Barça defeated Zaragoza in the fast track and El Pozo Murcia in the semi-finals with two fantastic matches.

The play-off final was anybody's game until the very last minute. During the first two games, played in Torrejón de Ardoz, Barcelona deserved to win but sadly weren't victorious. The first match saw Madrid take the lead and win during the second half of overtime (4-2), as was the case in the second match,

which ended with the same score but failed to reflect the parity of the teams on the pitch.

Both games played at the Blaugrana Palace had Barça supporters spurring their team on. They managed to win 3-2 with goals from Lozano, Esquerdinha and Rivillos in the third quarter and penalties in the fourth quarter, after Dyego forced the match into overtime with a miraculous goal in the very last second. In the fifth and final game, the blaugranas were under such physical strain that five players had to leave the pitch due to injuries. In spite of it all, a goal by Dyego during the first quarter gave Barça the upper hand, which was sadly equalised just four minutes from the end. The match ended 1-1 and went into overtime, so the final score and the cup were left to the penalty shootout, where Inter won 3-1.







RESULTS

| ROUND | DATE     | MATCH                                 | RESULT |
|-------|----------|---------------------------------------|--------|
| 1     | 16.09.17 | Ribera Navarra - FC Barcelona Lassa   | 0-5    |
| 2     | 22.09.17 | FC Barcelona Lassa - Palma            | 6-3    |
| 3     | 30.09.17 | Catgas SC - FC Barcelona Lassa        | 2-3    |
| 4     | 06.10.17 | FC Barcelona Lassa - Segovia          | 8-1    |
| 5     | 03.10.17 | O Parrulo Ferrol - FC Barcelona Lassa | 1-4    |
| 6     | 22.10.17 | FC Barcelona Lassa - ElPozo Murcia    | 2-3    |
| 7     | 28.10.17 | Zaragoza - FC Barcelona Lassa         | 3-8    |
| 8     | 01.11.17 | FC Barcelona Lassa - Cartagena        | 6-1    |
| 9     | 04.11.17 | Jaén - FC Barcelona Lassa             | 1-4    |
| 10    | 10.11.17 | FC Barcelona Lassa - Osasuna Magna    | 3-3    |
| 11    | 18.11.17 | FC Barcelona Lassa - Levante          | 4-0    |
| 12    | 07.11.17 | Peníscola - FC Barcelona Lassa        | 0-1    |
| 13    | 01.12.17 | FC Barcelona Lassa - Santiago         | 3-1    |
| 14    | 09.12.17 | Movistar Inter - FC Barcelona Lassa   | 4-1    |
| 15    | 12.12.17 | FC Barcelona Lassa - Gran Canaria     | 9-2    |
| 16    | 16.12.17 | FC Barcelona Lassa - Ribera Navarra   | 6-1    |
| 17    | 22.12.17 | Palma - FC Barcelona Lassa            | 4-4    |
| 18    | 06.01.18 | FC Barcelona Lassa - Catgas SC        | 2-2    |
| 19    | 12.01.18 | Segovia - FC Barcelona Lassa          | 7-8    |
| 20    | 17.01.18 | FC Barcelona Lassa - O Parrulo Ferrol | 6-2    |
| 21    | 17.02.18 | ElPozo Murcia - FC Barcelona Lassa    | 3-1    |
| 22    | 24.02.18 | FC Barcelona Lassa - Zaragoza         | 11-1   |
| 23    | 03.03.18 | Cartagena - FC Barcelona Lassa        | 5-2    |
| 24    | 10.03.18 | FC Barcelona Lassa - Jaén             | 3-1    |
| 25    | 23.03.18 | Osasuna Magna - FC Barcelona          | 1-6    |
| 26    | 30.03.18 | Levante - FC Barcelona Lassa          | 3-9    |
| 27    | 06.04.18 | FC Barcelona Lassa - Peníscola        | 6-1    |
| 28    | 13.04.18 | Santiago - FC Barcelona Lassa         | 3-8    |
| 29    | 28.03.18 | FC Barcelona Lassa - Movistar Inter   | 3-3    |
| 30    | 28.04.18 | Gran Canaria - FC Barcelona Lassa     | 4-7    |

RESULTS

| ROUND                          | DATE     | MATCH                         | RESULT    |
|--------------------------------|----------|-------------------------------|-----------|
| Playoff - Quarter-Finals       | 12.05.18 | FC Barcelona Lassa - Zaragoza | 1-4       |
| Playoff - Quarter-Finals       | 15.05.18 | Zaragoza - FC Barcelona       | 4-1       |
| Playoff - Semi-Finals          | 26.05.18 | FC Barcelona - ElPozo Murcia  | 3-2       |
| Playoff - Semi-Finals          | 29.05.18 | ElPozo Murcia - FC Barcelona  | 2-4       |
| Playoff - Final - First match  | 07.06.18 | Movistar Inter - FC Barcelona | 4-2       |
| Playoff - Final - Second match | 09.06.18 | Movistar Inter - FC Barcelona | 4-2       |
| Playoff - Final - Third match  | 14.06.18 | FC Barcelona - Movistar Inter | 3-2       |
| Playoff - Final - Fourth match | 16.06.18 | FC Barcelona - Movistar Inter | 3-3 (3-1) |
| Playoff - Final - Fifth match  | 19.06.18 | Movistar Inter - FC Barcelona | 1-1 (3-1) |



# Title slips away in the semi-final

FC Barcelona Lassa made it to the Final Four but were taken down in the semi-finals of the top European competition. In phase one of the Main Round, Barcelona achieved two victories and one draw, earning them first place and the right to compete in the Elite Round as head of the series. In this phase, Barça won all three of their matches and made it through to the fifth Final Four in the section's history.

Their opponent in the semi-finals was Movistar Inter. At the start of the

first period, the Madrid team took the lead with a goal from Ortiz. Despite a great many attempts, Barça were unable to equalise until the second period, thanks to a goal from Esquerdinha in the 29th minute. Shortly after that, Ortiz made it 2-1, and even Andreu Plaza's efforts to undo the goalkeeper, four minutes before the end were not enough to tip the balance in Barça's favour. During the third place decider, FC Barcelona Lassa beat Győr 1-7.







| RESULTS                   |          |  |        |
|---------------------------|----------|--|--------|
| ROUND                     | DATE     | MATCH  | RESULT |
| Group Phase               | 11.10.17 | FC Barcelona Lassa - Győr ETO FC             | 7-0    |
| Group Phase               | 12.10.17 | FK Era-Pack Chrudim - FC Barcelona Lassa     | 0-2    |
| Group Phase               | 14.10.17 | FC Barcelona Lassa - Luparensë               | 3-3    |
| Elite Round               | 22.11.17 | FC Barcelona Lassa - ZVV'z Knoopunt          | 6-0    |
| Elite Round               | 23.11.17 | KMF Ekonomac Kragujevac - FC Barcelona Lassa | 2-3    |
| Elite Round               | 25.11.17 | FC Barcelona Lassa - Pescara                 | 3-1    |
| Semi-final                | 20.04.18 | Inter Movistar - FC Barcelona Lassa          | 2-1    |
| 3rd and 4th place decider | 22.04.18 | Győr ETO FC - FC Barcelona Lassa             | 1-7    |







# Champions after three years!

The Blaugrana indoor football team ended a losing streak of three seasons with a brilliant win in the Copa del Rey. The first one-match play-offs in the last sixteen and quarter-finals saw Andreu Plaza's team beat Palma Futsal and Rivas Futsal.

The semi-finals brought them up against the regular League leaders Movistar Inter, in a thrilling knockout game. In the first leg, Barça made a great comeback from a dangerous deficit of 4-1, thanks to two goals from Dyego and one from Rivillos. The final result would be decided at the Blaugrana Palace, where the teams drew yet again (3-3) after another good comeback from Barça, enabling them to go through to the final, after an absence of three years.

The final, against Jaén, was a nail-biter that went into overtime. The blaugranas got off to a brilliant start, with two quick goals from Ferrao and Esquerdinha making it 2-0. Shortly afterwards, Burrito narrowed the gap and then Léo Santana made it 3-1, but Jaén managed to equalise by the break. After an uneventful second period, a strike from Aicardo in overtime won it for Barça.



| RESULTS                  |          |                                   |        |
|--------------------------|----------|-----------------------------------|--------|
| ROUND                    | DATE     | MATCH                             | RESULT |
| Last 16                  | 24.10.17 | Palma Futsal - FC Barcelona Lassa | 0-2    |
| Quarter-final            | 14.11.17 | Rivas Futsal - FC Barcelona Lassa | 1-8    |
| Semi-finals (first leg)  | 20.02.18 | Inter Movistar - FC Barcelona     | 4-4    |
| Semi-finals (second leg) | 27.02.18 | FC Barcelona - Inter Movistar     | 3-3    |
| Final                    | 05.05.18 | FC Barcelona - Jaén Paraíso       | 4-3    |







# Eliminated in the penalty

Barça Lassa was defeated during the penalty shootout of the quarter-finals, against Ríos Renovables Zaragoza, after a 1-1 draw in regular time. During the first half, the blaugranas dominated, with most of the possession, leading to several chances that were thwarted by the skill of Zaragoza's young goalkeeper, Adrián, who proved to be the key player in the qualifying round.

Zaragoza put the scoreboard into motion with a goal from Adri Ortego in the 17th minute. Then

Ferrao scored a goal for the blaugranas, after a lot of second-half pressure, neatly assisted by Joselito. With a 1-1 draw on the scoreboard, Andreu Plaza's team struggled to gain the upper hand, but time ran out and the semi-finals would be decided by a shootout.

In the deciding moments, Aragon scored all three of their penalties, while Aicardo scored one for Barça and Rivillos was unable to follow suit due to a great save from goalkeeper Adrián.



| RESULTS        |          |                               |        |
|----------------|----------|-------------------------------|--------|
| ROUND          | DATE     | MATCH                         | RESULT |
| Quarter-finals | 16.03.18 | FC Barcelona Lassa - Zaragoza | 1-1    |







# Catalan Champions

FC Barcelona Lassa won their fifth consecutive Catalan Cup - the ninth in the indoor football section's history. After thrashing La Unión in the semi-finals, Barcelona faced Santa Coloma in the final. During the first half, Andreu Plaza's team managed to overcome the opening goal from Santa Coloma, making it to the break at

1-2, thanks to two great shots by Rivillos and Dyego.

In the second half, Barça were able to maintain their lead despite a good effort from their opponents to even out the match. With just a few seconds left, Barça player Adolfo seized on a rebound chance to make the final score 3-1.



## RESULTS

| ROUND       | DATE     | MATCH  | RESULT |
|-------------|----------|--|--------|
| Semi-finals | 07.09.16 | FC Barcelona Lassa - La Unión                    | 12-2   |
| Final       | 08.09.16 | FC Barcelona Lassa - Catgas Energía Santa Coloma | 3-1    |

## BARÇA B

### FINAL CLASSIFICATION

3rd place LNFS 2nd Division

The team coached by Xavi Closas played in the second division of the LNFS, as champions of the previous competition. The aim was to drive their young team on to steady improvement, and a series of setbacks caused by players departing were smoothly overcome by an influx of proficient younger players. The season ended with the team in third place because, despite taking the lead after their last match, their rivals' results turned the tables at the last minute.



### SQUAD

**GOALKEEPERS:** Santiago Sahuquillo, Àlex Lluch, Miquel Feixas

**DEFENCE:** Nil Closas, Oriol Santos, Xavi Cols

**WINGERS:** Luis Antonio García, Aleix Ripol, Roberto Gregorio

**PIVOT:** Khalid Bouzid

**COACH:** Xavi Closas

## U18

### FINAL CLASSIFICATION

1st League

1st Spanish Championship

1st Catalan Cup

The U18 team played a perfect season. As well as being the League Champions, and winning the Spanish Championship, they also won the Catalan Cup. The blaugranas dominated their group in the National League, taking the title. After making it through the national playoffs, they reached the competition's Final Four where they beat El Pozo and became Spanish Champions in their category. At the end of the season, they were proclaimed champions of the Catalan cup after defeating Marfil Santa Coloma.



### SQUAD

**GOALKEEPERS:** Eric Navarro, Àlex Royo, Àlex Lluch

**DEFENCE:** Marc Anton Fortún, Hugo Alonso, Christian Rodríguez, Víctor Pérez, Arnau García, Juan Francisco Hervás

**WINGERS:** Daniel Fernández, Alejandro Monteri, Pau Boladeras, Juan José Caro

**PIVOT:** Bernat Povill

**COACH:** Josep Albert Ruiz

## U16

### FINAL CLASSIFICATION

1st League

1/2 Spanish Championship

2nd Catalan Cup

The U16 team won the League, made it to the Spanish Championship semi-finals, and to the Catalan Cup final. Martí Graells' team easily dominated the Catalan competition and reaped the fruit of their hard work throughout the season. At the same time, they went straight through to the semi-finals of the Spanish Championship, as organisers, these being held at the Joan Gamper Sports City, only to be defeated by Inter Movistar.

They were also taken down by Santa Coloma 6-2 in the Catalan Cup, which ruined their chances to win the last cup of the season.



### SQUAD

**GOALKEEPERS:** David Carrasco, Àlex Royo, Oscar Dirul

**DEFENCE:** Arnau Pineda, Sergi Viedma

**WINGERS:** Adrià Sánchez, Àlex García, Javier Ribas, Aniol Vendrell, Jorge Carrasco

**PIVOT:** Nicolás Marrón, Víctor Cecilia, Àlex Ramajo

**COACH:** Martí Graells



## U14

### FINAL CLASSIFICATION

2nd League  
1st MiniCopa Championship  
1/2 Catalan Cup

The U14s sailed through the Indoor Football MiniCopa, which took place in Madrid at the same time as the Spanish Cup. The competition was dominated by the blaugranas. Xesco Cugat's team made a comeback over El Pozo's initial 0-2 lead, and ended up winning by a comfortable 4-2 scoreline.

Only the goal average prevented them from taking home the league title in the Catalan competition. A draw with Les Corts was settled based on the number of goals scored, denying Barça victory. Les Corts also deprived them of their chance to win the Catalan Cup, beating Barça 4-2 in the semi-finals.



### SQUAD

**GOALKEEPERS:** Pau López, Joan Bosch

**DEFENCE:** Antoni Cerdà, Víctor Ramos, Marc Paterna, Magí Yeves

**WINGERS:** Luis Miguel Medina, Roger Panadès, Eudald Ripollès, José Daniel González

**PIVOT:** Pol Salas, Akim Ràfols, Adrián Tapias

**COACH:** Xesco Cugat

## U12

### FINAL CLASSIFICATION

1st League  
2nd Qualifying Stage of the Spanish Championship  
1/2 Catalan Cup

The youngest in the section proved they already understand what it means to play for Barça Lassa Indoor Football, becoming League Champions in style. Luck was sadly not on their side in the Catalan Cup, where the semi-finals saw them lose to Sant Andreu de la Barca.

During the playoffs for the final phase of the Spanish Championship, the qualifying system did them no favours when a single defeat in a group of five teams left them out of the national tournament.



### SQUAD

**GOALKEEPERS:** Gerard Álvarez, Eric Díaz

**DEFENCE:** Pau Ramos, Izan Vargas, Darling Omar Díaz

**WINGERS:** Joel Molina, Nil Prieto, Aitor Santiago, Izan Sequero, Adrià Llaneli

**PIVOT:** Gaizka González, Jordi Sánchez

**COACH:** Albert Seró



## Sports Science

FC Barcelona's Sports Science department includes a Medical Service, a Performance and Physical Training Area, and an Area dedicated to Technology and Analysis Applied to Sport.

Applying know-how is paramount in this area, which is why the work invested in this field is seen as a priority. The organisational methodology implemented in all of these areas has been conceived so they can all keep track of the activities carried out by players, bearing in mind the work to be done by everyone involved.

The academic side of what the professionals do is so important that a series of seminars and courses have been arranged with various experts from all around the world, at different times throughout the season. Another highly significant factor involved collaborating with the Barça Innovation Hub - a tool that helps to apply and develop future insight. This year saw the end of the Masters in Team Sports Physiotherapy, which was organised along with the Blanquerna Foundation (from the Ramon Llull University) and is geared towards all of the Club's physiotherapists. The Foundation will also be teaching this Masters course during the upcoming academic year, as part of a postgraduate programme open to all physiotherapists.

Regarding the activities carried out, special mention should be made of the 27th Isokinetic Medical Group Conference, entitled 'Football Medicine Outcomes', which was held at Camp Nou and attended by 3,000 people.

The event also hosted the annual meeting of the FIFA Medical Centres of Excellence, where FC Barcelona introduced the Muscle Injury Guide 2018 produced together with Oslo Sports Trauma and over 30 authors. In the basketball section, the Club organised the 29th Conference of the Spanish Association of Basketball Medics and took part in the NBA Health & Performance Summit in Chicago.

This year was also the first time the Professional Football Masters was held, in collaboration with the INEFC (the Catalan Physical Education Institute) and the Catalan Football Federation. Also organised along with the INEFC, and the Complex System in Sport Association, was the 1st International Congress of the FC Barcelona Performance and Physical Training Area, entitled the Complex System in Sport.

In the Technology Area, the Club was actively involved in the Sports Technology- MIT Sloan Analytics Conference, which took place in Boston, while Barcelona hosted the 3rd edition of the Sports Tech FC Barcelona International Conference in November.

Looking ahead to 2018/19, work is currently underway to organise the Sports Science Week, as well as to prepare the next edition of Sports Tech, which will include the first ever workshop with coaches and analysts under the title 'Football coach analytics summit: "Is data helping coaches make decisions"?'.

### THE 17/18 SEASON IN NUMBERS

Last season, the Medical Service carried out:

**2.252**

medical checks

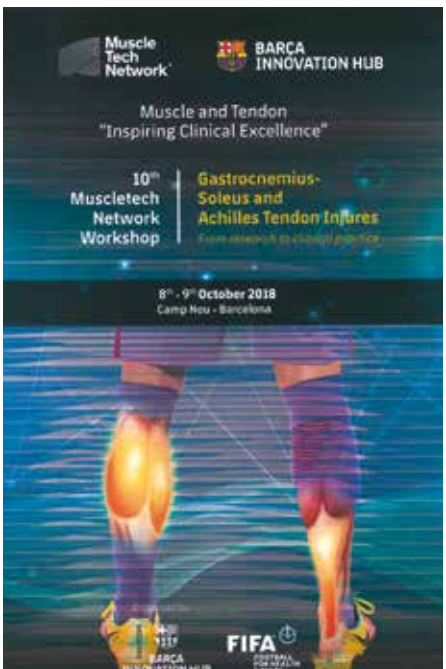
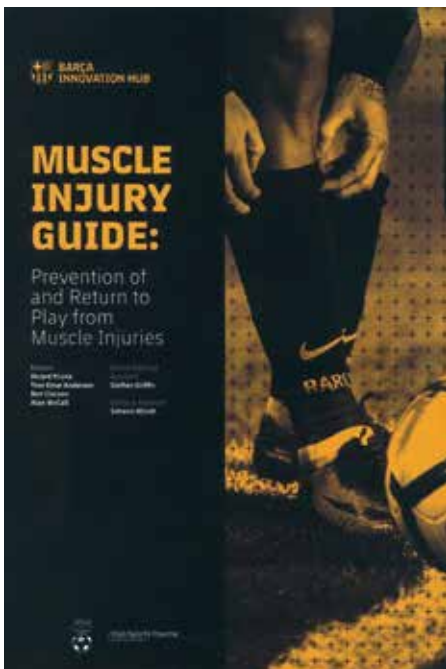
**45**

surgeries

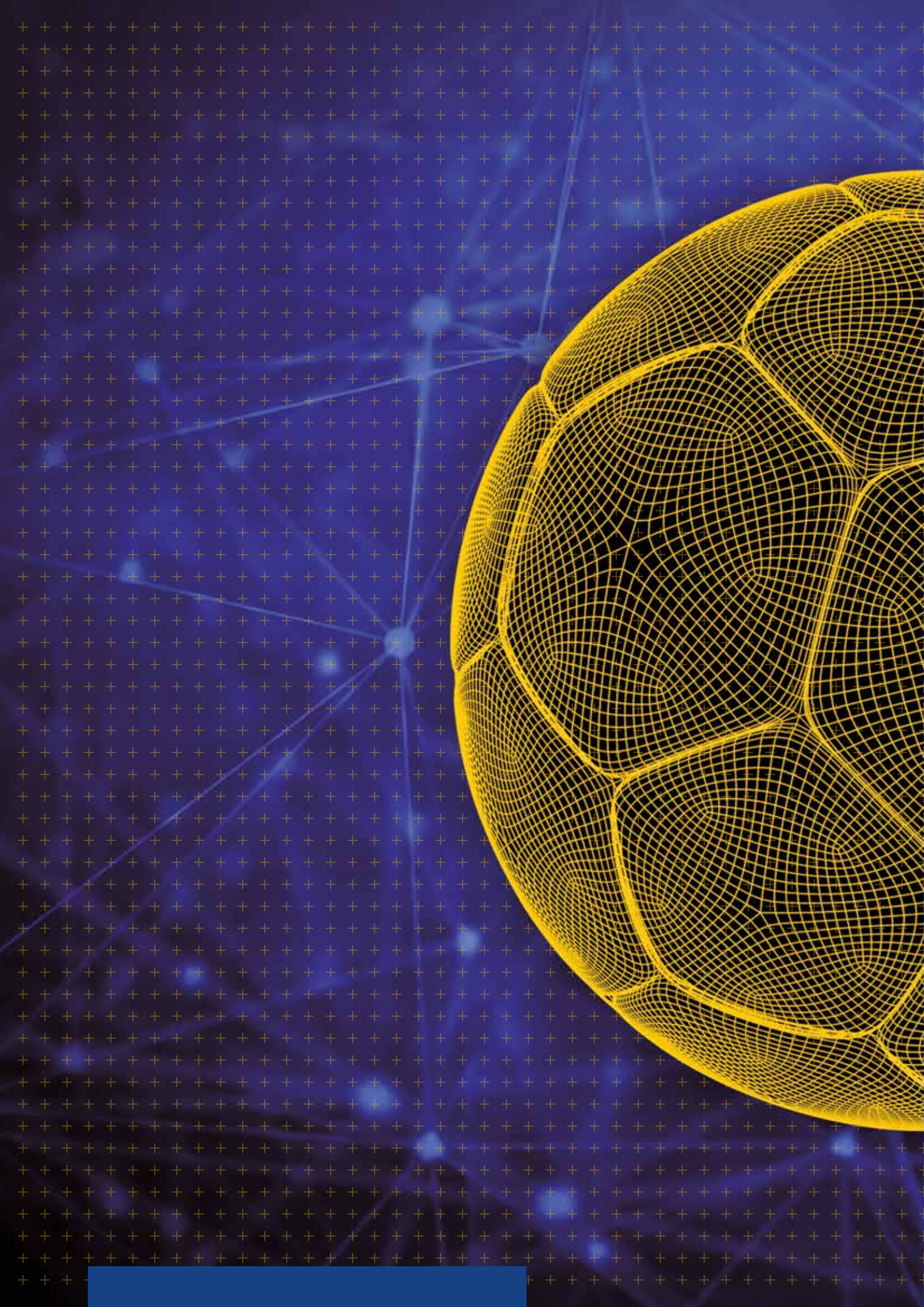
**+ de**

**250**  
player examinations  
per day













# KNOWLEDGE AREA





## THE MASIA 360 PROGRAMME HAS ESTABLISHED ITSELF SUCCESSFULLY

### We train people through sport

The Masia 360 programme first began in late October 2016. The 2017/18 season was, as a result, the first full season for 617 sportspeople from the academy teams of the Club's professional sports (men's and women's football, basketball, handball, indoor soccer and roller hockey). The results couldn't have been better. There has been a very high level of satisfaction among the families and personal circles of the professionals forming part of the Club, and among coaches and coordinators of each sport, having seen how Masia 360 successfully forms people through sport.

In terms of consolidation, this course under the Integrated Support Service for the Sportspeople, the Family and Friends Support Service and the Masia Solidarity project, it is worth noting that for the first time in FC Barcelona's history, the academy teams of the four professional sports held their presentation event in the basketball hall at Joan Gamper Sports City, and their season farewell reception in the gardens of the Masia. These two events helped to standardise professional sports with football. We are all Masia 360. The programme was also explained, for example, to the Portuguese teams of Benfica and Sporting Clube de Portugal (Sporting CP) during the workshop days run with the staff from Masia 360 this season, and in the meeting with Matías Lemmens, chairman of the Argentinian club San Lorenzo de Almagro, during his visit to the Masia.

It was also outlined by Carles Folguera, director of the Masia 360 programmes, as part of the different talks given both in Catalonia and in Colombia, where he was taking part in the Latin-America Football Summit. Also taking part in the visit were two pioneering dual-studies universities, Brussels University and the Autonomous University of Barcelona, to gain a first-hand understanding of how our sportspeople combine sport and study. Masia 360 was also presented to the world with its participation in the two major documentaries broadcast this season on ESPN and Sky TV, watched by millions of viewers.







## FIRST "DUAL STUDIES: SPORTS AND ACADEMIC EDUCATION OF THE SPORTSPERSON" OPEN DAY

### Interesting panel discussion in November at the 1899 Auditorium

In November the first "Dual Studies: Sports and Academic Education of the Sports Person" conference took place in the 1899 Auditorium at Camp Nou as part of the events of the inaugural Masia Week, which formed part of the series of events dedicated to different aspects of the comprehensive education of young sportspersons at the Masia. Albert Soler, director of the Professional Sports Department, presented the panel discussion on dual studies.

Carles Folguera, director of the Masia 360 programme, highlighted its importance for the sportsperson, as being a project dedicated to "learning, the values of sport, and support for the sportsperson." This programme commences when "the young boy or girl arrives at the Club full of fear, doubts and uncertainty, progresses through the various stages until they become professional and, once concluded, the circle is closed by those sportspeople who take on important roles in the Club as they can continue to work with us for their own benefit and that of the Club." Two examples of this can be found in Laura Ràfols, captain of the Women's first team, and Víctor Tremps, pivot with the Barça B handball team, who remain linked with the Club, although they are now practising physiotherapists.

Similarly, Folguera also talked about the various speakers. As José María Amorrortu, sports director with Lezama, the sports complex of Athletic Club, went on to explain: "We see the edu-



cation of the player in all of its dynamic complexity, within the context of a culture of learning, involvement and self-criticism geared towards performance." Susana Regüela, manager of the Training Unit at CAR Sant Cugat, said: "The academic and human education of each individual is just as, if not more, important as the sports education."

Chiara D'Angelo, psychologist with AC Milan, maintained that: "We offer our sportspeople support throughout their journey with the Club, with a comprehensive education." Pablo Borràs, coordinator of the Movistar Students nursery, made the point that, aside from this process in the sportsperson, the mentor figure is very important: "The players need to learn how to conduct themselves, and the values of respect and solidarity, how they ought to deal with social networks, and what they should do when they start earning for the first time, and all of this needs to be channelled through someone specialised in this."

## CONSOLIDATION OF THE MASIA SOLIDARITY PROGRAMME

### An initiative supported by the Club Foundation

The 617 sportspersons from the 42 football academy teams – men's and women's – and the Club's professional sports – basketball, handball, indoor football and roller hockey – took part in this Barça Foundation and the Masia 360 programmes, in which 12 organisations collaborated. The objectives of creating social awareness in the sportspeople at Masia, through personal experience, and of creating emotional well-being among the beneficiaries of the organisations they were interacting with were comfortably achieved in the 62 activities taking place during the 2017/18 season.



### Male and female players from the academy teams became aware of a different reality

When Magalí Capdevila, a striker with the girls' U12/U14 football teams, following an inclusive football session at the Joan Gamper Sports City with the girls and boys from the Itinerarium Foundation, said "it is admirable to see them overcoming their difficulties and, above all, their joy in doing so," it means that everything has been done properly, that we are encouraging our sportspeople to be thoughtful and that we are creating some awareness in them of a reality that is different from their own, and this makes them better people. Masia Solidària thus accomplished its objective in this first year, as shown by the 8.27 score earned in the satisfaction survey by the 12 organisations taking part in this innovative programme.

The result couldn't have been better. Masia Solidarity, the project made possible by the Barça Foundation and Masia 360, brought its first year of operation to a successful close. The initiative created intense moments, full of emotion, in the 62 activities run by the Club's different academy teams, with the organisations involved in the project being: the La Mallola, Blau Almeda and Onze de Setembre residences for the elderly, the Joan Salvador Gavina, Don Bosco and SaóPrat open centres, the Itinerarium Foundation, Futbol-Net Diversity, the Catalan Cerebral Palsy Foundation, the ACELL Foundation, Hospital Sant Joan de Déu and the Guttman Institute.

The youngest played dominoes and took part in memory workshops at the residences for the elderly. The under-12s



and under-14s visited and saw first hand the work done at an open centre for minors; our teenagers played basketball and 'boccia' with girls and boys with physical disabilities; the youths learned how to react with sensitivity with a child suffering from childhood cancer, and the eldest discovered at the Guttman Institute how your life can change in a mere second and how to confront adversity with the capacity to overcome. This reality asks our sportspeople to break with prejudice, stereotypes and labels, and to become better people. And today, after a season during which our 617 sportspeople visited the 12 organisations collaborating in our project, we can say that our players are better people.





## THE GUARDIAN ANGELS OF OUR YOUNG SPORTSPEOPLE

### The tutors are key figures in their development

One of the most central figures in the process of forming players in the academy teams at the Masia is the tutor. The tutor acts as the contact person and as support for the player, along with family, staff, the academic centre and the rest of the team. The team of seventeen tutors and two psychologists with Masia 360 are coordinated by Ana Merayo, head of the SAIE (Sportsperson Attention Service). These tutors work with the academy teams from the Club's different professional sports teams: men's and women's football, basketball, handball, indoor football and roller hockey.

Their first objective is to form a complete image of each player under their charge, which is to say, information on all aspects of their lives, to contribute to their sporting and personal development. They attend the players' training sessions, run personalised tutorial sessions with them, and have group sessions with the team. They collaborate with the coaches and coordinators of the different sports, and maintain direct contact with their head people at the academy.

For every new arrival at the Club, the player and the player's family are interviewed. Part of this psychosocial interview involves identifying the personal situation of both the player and their family, and informing them of how the Club is run. After this interview, a work plan is drawn up to facilitate their complete formation so that a dual education can be pursued, both sports and academic.





## OTHER EVENTS



### Barça Identity: Our sportspeople know the Club's history

Throughout the entire season, the academy categories and teams of the various professional sports completed the Barça Identity programme, from Masia 360, directed by Ricard Muñoz, ex-roller hockey coach with the Club. The pre-U10, U10 and U12 football teams and U12 indoor football team and many other teams enjoyed an unforgettable experience. The aim of the Barça Identity project is to ensure that all boys and girls forming part of FC Barcelona understand, on visiting the Club Museum, both the events that have marked the history of Barça as well as the personalities that have defined an era at the organisation: the shield, the hymn, the blaugrana jersey, the origin of the word "*culer*", the founder Joan Gamper, the phrase "More than a club", the professional sections and, of course, the great legends of "Barcelonism" such as Alcántara, Samitier, Kubala, Luis Suárez, Johan Cruyff, Ronaldinho and Messi, among many others.

The sportspeople, accompanied by their families, were not only taken on a guided tour of the Museum. At the end of the tour they met up in Camp Nou's Foundation Hall, where they had the privilege of listening to the words of some members of the Barça Players Group, such as chairman Ramon Alfonteda and players Jofre Mateu and Ferrón, who told them about their experience at the Club at the same age. Former player Patrick Kluivert, for example, was among the parents who visited the Museum, as he was accompanying his son, Shane Kluivert, who this season played with the U12 C team. This Barça Identity was an experience that the young sportspeople represented in a drawing, in which they explained the part of their visit to the Museum that had the greatest impact on them. The winner will be awarded the prize at the start of the forthcoming 2018/19 season.







### Talks addressed to the families of sportspeople

During the season a series of talks were given, aimed at the families of the 617 sportspeople in the Masia 360 programme. For example, one of those talks was focused on proper use of social networks. Francesc Grau, lecturer at the UOC Business School in the Company Management Programme in a digital environment, gave the conference talk "From children to celebrities: digital challenges for parents in educating their children before becoming elite sportspeople", where parents heard about the importance of getting involved in their children's digital education, since the Internet and social networks are like a tattoo – there is no forgetting.

### Training days with taxi drivers

The 41 taxi drivers serving the various routes that every day bring more than 250 sportspeople from Masia to train at the Joan Gamper Sports City had various training days over the course of the season, in interpersonal skills, organised by the Sportsperson Attention Service, at the Masia Auditorium, with the objective of ensuring that everyone – the sportsperson's family and friends, and the Club – are all on the same page in the education of the players. The taxi drivers readily accepted the proposal and for the first time since they have been serving at the Club, they could see how they form part of the sportsperson's family, and how their requests have been listened to.



### Practical family workshops a spectacular success

Given the great numbers who took part last season in the Educational Talks Series for Families, the Family and Friends Support Service, the Masia 360 programme added a new service to this course tailored to needs expressed by families: Family Educational Workshops aimed at expanding on educational, formative and value aspects requested by families, in a practical, powerful and facilitating way, in smaller groups run by trainers with varied experience. As a result, courses were offered in cooking and nutrition, emotional education, and also on how to understand the preoccupations of a young sportsperson.



# An educational cycle to help sportspeople to grow



Like every year, the Masia residence organised an educational cycle of activities designed to help sportspeople to grow as people. The star talk was given by the first team captain Andrés Iniesta, who shared with the young residents his personal experience from the time he entered La Masia, in 1996, to now, having become one of the great reference figures of "Barcelonism". As part of the event, Sergi Roberto talked about the patience required to make the first team: "I advise all kids at Masia to enjoy this moment, because they are the privileged ones. Patience is key. I would suggest to all these young people, if their dream is to win at Barça, then they

should stop looking at other clubs."

Another talk was given by the former Barça B player, Albert Serrano, now CEO of Privalia, who offered his thoughts in a lecture titled "What happens when not everything we wish for comes true?", on why life after sport is so difficult, and about what we can do to ensure that life is better afterwards.

Another activity that the Masia residents enjoyed was a screening of the documentary "A game called hope", which explained how the work of the Barça Foundation had changed the lives of five beneficiaries. Also at the documentary screening were Mària Vallès, director of the FC Barcelona Foundation,





## RESIDENTS OF LA MASIA

| FOOTBALL       |   |
|----------------|---|
| <b>U12 A</b>   | Alejandro Domínguez   |
| <b>U14 B</b>   | Cristóbal Muñoz, Joel Roca, Bilal Achhiba, Antonio Gómez  |
| <b>U14 A</b>   | Pablo Páez, Juan Laríos, Alejandro Ramos  |
| <b>U16 B</b>   | Leo Dos Reis, Raúl García-Alejo, Jorge Alastuey, Fermin López, Alejandro Ginard, Xavi Simons, Antoni Quetglas, Arnau Solà   |
| <b>U16 A</b>   | Alex Rico, Anwar Medeiro, Pablo Cuñat   |
| <b>U18 B</b>   | Pau Martínez, Sergi Rosanas, Iker San Vicente, Roberto Laurel, Anssumane Fati, Adrián Obrador, Álvaro Sanz, Adrià Altimira, Arnau Tenas, Sergi Altimira, Iván Bravo, Josep Jaume, Antonio Jesús Cantón, Labinot Kabashi |
| <b>U18 A</b>   | Alejandro Marqués, Nils Mortimer, Mateu Jaume Morey, Juan Miranda, Arnau Comas, Edgar Fernández, Josep Calavera   |
| <b>BARÇA B</b> | Abel Ruiz, Jorge Cuenca   |

| HANDBALL      |   |
|---------------|---|
| <b>U18</b>    | Mamadou Dicou, Jorge Pérez, Mark Daniel Bodor |
| <b>CADET</b>  | Roberto Domènech                              |
| <b>SENIOR</b> | David Estepa                                  |

| BASKETBALL    |  |
|---------------|--|
| <b>U14 A</b>  | Joan Reda, Aaron Ganai   |
| <b>CADET</b>  | Lorenzo Guerrieri, Filip Siewruk, Diego Rodríguez, Iñaki Ordóñez                               |
| <b>JUNIOR</b> | Nikola Zizic, Luka Samanic, Pavle Titic, Tom Digbeu, Oier Ardanza, Erick Kall, Borja Fernández |

| ROLLER HOCKEY |                             |
|---------------|-----------------------------|
| <b>U18</b>    | Jordi Mateos, Martí Gabarró |
| <b>JUNIOR</b> | Alejandro Castro            |

| INDOOR FOOTBALL |  |
|-----------------|--|
| <b>CADET</b>    | Jorge Carrasco                               |
| <b>U18</b>      | Daniel Fernández, Jaime Peiró, Bernat Povill |

| RESIDENCES FOR SPORTSPEOPLE AND NATIONALITIES |           |            |               |          |                 |           |
|---|-----------|------------|---------------|----------|-----------------|-----------|
|   | FOOTBALL  | BASKETBALL | ROLLER HOCKEY | HANDBALL | INDOOR FOOTBALL | T         |
| CATALONIA                                     | 15        | 1          | 2             | 1        | 2               | 21        |
| ANDALUSIA                                     | 7         |            |               | 1        |                 | 8         |
| ARAGON  | 3         |            |               |          | 1               | 4         |
| CANTABRIA                                     |           | 1          |               |          |                 | 1         |
| COMMUNITY OF                                  |           |            |               |          |                 | 4         |
| VALENCIA                                      | 3         |            |               | 1        |                 |           |
| NAVARRA                                       | 2         | 1          |               |          |                 | 3         |
| ETHIOPIA                                      | 1         |            |               |          |                 | 1         |
| VENEZUELA                                     | 1         |            |               |          |                 | 1         |
| GUINEA  | 1         |            |               |          |                 | 1         |
| NETHERLANDS                                   | 1         |            |               |          |                 | 1         |
| BALEARIC ISLANDS                              | 5         | 1          |               |          |                 | 6         |
| MURCIA  | 1         |            |               |          |                 | 1         |
| MADRID  | 1         |            |               |          | 1               | 2         |
| MOROCCO                                       | 1         |            |               |          |                 | 1         |
| MONTENEGRO                                    |           | 2          |               |          |                 | 2         |
| BASQUE COUNTRY                                |           | 2          |               |          |                 | 2         |
| POLAND  |           | 1          |               |          |                 | 1         |
| PORTUGAL                                      |           |            | 1             |          |                 | 1         |
| SENEGAL                                       |           |            |               | 1        |                 | 1         |
| HUNGARY                                       |           |            |               | 1        |                 | 1         |
| CROATIA                                       |           | 1          |               |          |                 | 1         |
| ITALY   |           | 1          |               |          |                 | 1         |
| SWEDEN  |           | 1          |               |          |                 | 1         |
| ANDORRA                                       |           | 1          |               |          |                 | 1         |
| <b>TOTAL</b>                                  | <b>42</b> | <b>13</b>  | <b>3</b>      | <b>5</b> | <b>4</b>        | <b>67</b> |

# BARÇA INNOVATION HUB

## WE CREATE KNOWLEDGE AND WE SHARE IT

Just as we pass the ball to do better, we share knowledge to improve ourselves

### HOW CAN WE DEFINE THE BIHUB?

- The BIHUB is the platform that brings together all FC Barcelona projects in research, innovation and training
- We aspire to become the world's no. 1 centre of knowledge and sports innovation.
- Promoting an open culture of collaboration.

### WHAT ARE THE PROPOSED OBJECTIVES?

- Investing in the development of knowledge in a strategic and structured way that involves the entire organisation.
- Globally expanding the Barça brand and the Club's strategic positioning.
- Building a new revenue stream via our products, services, courses, and projects with different collaborators.

### WHY?

- Because sport is one of the most popular disciplines in society, and through it we can reach many areas and industries.
- Because knowledge and innovation are an instrument for transforming the world, through sporting excellence.
- The challenge to continue winning obliges us to keep up with all new developments: in knowledge, innovation, sports management, medicine, performance... in all fields.

### WHAT ARE THE CHALLENGES PROPOSED?

- Serving as the backbone and stimulus for the knowledge industry in the sports sector, across Europe and the world.
- Making Barcelona the Silicon Valley of the sports industry.



## WHAT DOES BIHUB DO?

- 1 Scientific research projects
- 2 Innovation focused on joint development of products and services
- 3 Online training for professional development, and regulated training with Masters and postgraduate qualifications
- 4 Organisation of conferences and lectures

## HOW DOES IT WORK?

We are building an ecosystem for the world of sport



## HOW IS IT STRUCTURED?

7 areas of knowledge



## ACTIVITIES AND EVENTS

### Camp Nou is offering a Masters degree in Sports Law, in collaboration with ISDE

The Presidential Box at Camp Nou hosted the opening event of the Masters in Sports Management and Legal Expertise, from ISDE and FC Barcelona, organised by both institutions under the aegis of the Barça Innovation Hub. The masters, included as part of the BIHUB FCB Universitas platform, was devised by graduates in Law, Business Administration and Economics, and also by professionals from other fields wishing to develop their careers in the world of sports, and retired sports professionals aspiring to continue in the world of sports as directors.



### First class for the Masters in Football Business, by the Johan Cruyff Institute at Camp Nou

Last September, the Berlin Hall at Camp Nou hosted the first classes of the Masters in Football Business in partnership with FC Barcelona, under the Johan Cruyff Institute at Camp Nou. This masters degree in Football Business, integrated as part of the FCB Universitas platform, is a joint initiative and the fruit of the collaboration agreement between FC Barcelona and the Johan Cruyff Institute. Students on this Masters course have the opportunity to gain exclusive insight into the football industry through the prism of FC Barcelona, with visits, reports, case studies and projects related with the history and the day-to-day activity of the Club.



### The Club provides support to the Mobile Conference and Barcelona by being the reference point in sports innovation

The chairman of FC Barcelona, Josep M. Bartomeu, participated in the "Barcelona always Connected" event organised by Barcelona City Council to welcome the Mobile World Congress, which took place in the Saló de Cent (Hall of the Hundred) at the City Hall, to which business representatives were

invited from finance, academia and research, as well as from the diplomatic corps. The chairman reaffirmed Barça's commitment to the city, and the Mobile World Congress to making Barcelona the global reference point in innovation and sport. The blaugrana chairman explained what it meant for an organisation like FC Barcelona to be such a world-famous brand.



### Club chairman Josep Maria Bartomeu visits the Mobile World Congress

The chairman of FC Barcelona, Josep Maria Bartomeu, paid a visit to the Mobile World Congress to attend the "Enhancing the Consumer Experience" event, as part of the Sports & Entertainment Summit. Among the speakers at this event was William Mannarelli, director of the Sponsorship Department with FC Barcelona, who discussed potential uses of mobile technology for enriching the user experience in the future Barça Space.



### Bartomeu has first hand knowledge of BIHUB, with the Massachusetts Institute Technology

Club chairman Josep Maria Bartomeu visited the prestigious MIT (Massachusetts Institute of Technology), where he was shown its links with the Barça Innovation Hub and saw first-hand the project being developed, with the MIT Sports Lab focusing on sports analysis. The objective is to analyse and categorise the different forms of attack used by Spanish League teams.





### Collaboration with the OAFI in promoting osteoarthritis prevention and treatment in sport

In October, FC Barcelona and the Osteoarthritis World Association (OAFI) signed a collaboration agreement to promote the prevention and treatment of osteoarthritis in sportspeople. As part of this agreement the OAFI Foundation and FC Barcelona have committed themselves to developing collaborative projects in research and innovation in the field of osteoarthritis and joint health, as well as programmes for prevention and treatment in the field of amateur and professional sport. The agreement was presented during the 1st International Congress of Osteoarthritis Patients, organised by the OAFI Foundation, hosted by Cosmocaixa Barcelona in conjunction with La Caixa Public Works, and in which more than 150 million osteoarthritis patients from around the world were represented.



### BIHUB and CAR chosen to organise the International Forum on Elite Sport

FC Barcelona, via the Barça Innovation Hub, and CAR of Sant Cugat, are co-organising the 2019 ASPC International Forum on Elite Sport. The Forum is the biannual meeting for the International Association of Sport Performance Centres (ASPC), which brings together the most notable figures in high performance from across the world. The joint candidates were chosen at the meeting of the Board of Directors before commencement of the Forum taking place in Durban, South Africa. The joint candidature FC Barcelona and CAR, in this Forum, was presented by Francesc Cos, head of the Area of Knowledge in Sports Performance at the Barça Innovation Hub.



## SYMPOSIA AND CONFERENCES

### Conference on the transformation in applied medicine using technology

Francesc Cos, head of the Area of Knowledge in Sports Performance at the Barça Innovation Hub, took part in a conference titled *Future of Health*, in the framework of the Allianz Explorer Days 2018, celebrated during the month of March at the 1899 Auditorium at the Camp Nou, organised by the German multinational with the collaboration of FC Barcelona. The objective of this meeting was to show that technology could transform the future of health services. The meeting was attended by business people, experts in innovation and professionals from the sports and healthcare sectors.



### Conference with MIT on the future of the industry, during the US tour

FC Barcelona made the most of the US tour to discuss, in different forums, the Club's major strategic projects, such as the Barça Innovation Hub (BiHub). Massachusetts Institute of Technology (MIT), the prestigious US university and institution dedicated to research and investigation, was the ideal setting for hosting the first conference on the future of the sports industry within the framework of the BiHub. Attending the event were director Jordi Moix, director of Strategic Planning and Innovation at the Club, Javier Sobrino, and Maurici López-Felip, member of the Collective Sports Area. On behalf of MIT, the executive vice-president, Israel Ruiz, was in attendance.



### Summit on sports and football leadership at the University of Georgetown

The University of Georgetown, in Washington DC, was the scene for the Barça Innovation Hub's (BIHub) second stop during the American tour. After a lecture at MIT in Boston, the Club held a summit on sports and football leadership, at the prestigious Georgetown University. This initiative was part of the collaboration agreement signed by the two organisations in May, to explore avenues for working together, such as a lecture series on innovation in sport, sports analysis, or women's football. The event was attended by director Jordi Moix and the director of Strategic Planning and Innovation at the Club, Javier Sobrino.



### Valverde is participating in the Professional Masters under BIHUB, INEFC, and the Catalan Football Federation

Ernesto Valverde is part of the teaching staff for the Professional Masters in Football run by the Barça Innovation Hub and the Catalan Institute of Physical Education (INEFC), with the collaboration of the Catalan Football Federation, which counts among its teaching body, in addition to the football first team coach, professionals of great standing in the Area of Knowledge on Team Sports at the Club, such as Paco Seirullo. The Masters runs for 23 sessions, taking place over 18 months. It was inaugurated in January 2018 and runs until November 2019. The classes are taking place at Barcelona FC's facilities, and INEFC.



### Camp Nou hosts, for the second consecutive year, the world's foremost congress on sports medicine

Between 2 and 4 June, the facilities at Camp Nou were the meeting point for the greatest specialists from the world of sports science and football medicine, the International Conference on Sports Rehabilitation and Traumatology. This meeting was jointly organised by the Isokinetic Medical Group, with FIFA, along with participation of the Club and the Barça

Innovation Hub. The congress, now in its 27th year, was held for the second consecutive year at the blaugrana facilities, consolidated with a world-leading congress among professionals from rehabilitation, traumatology and sports medicine, bringing together 3000 attendees and 220 speakers from 97 countries.



### Third edition of the Sports Technology Symposium

In September 2017, the third edition of the Sports Technology Symposium took place, one that is considered to be the most important in the sector in Europe, and which was organised by FC Barcelona through the Barça Innovation Hub. During the conference, hosted in the 1899 Auditorium, a discussion was held on Smart Stadiums, The Game, Talent ID and Training.



## STRATEGIC AGREEMENTS

### Barça, first European sports club to form part of the Digital Innovation Hubs network

BIHUB took a major step forward in its consolidation as an innovation platform of reference in being chosen to form part of the Innovation Hub, participating in the Digital Innovation Hubs network being promoted and coordinated by the European Commission. This means being part of an exclusive group formed by more than 400 European entities who help to define the innovation plans which the European Union aims to implement over the coming years. The initiative intended to encourage technological expertise offering support to Europe's industry, institutions and organisations in managing and improving its digital transformation. BIHUB now forms part of this network, focusing on expertise and applied research into sports excellence as a tool for helping to transform society.





### **A pioneering agreement with ESADE to launch a Masters degree in sports management based on the Barça model**

Barça Innovation Hub and ESADE have signed an agreement to create academic projects to share and divulge knowledge in the area of sports management studies. As the fruit of this convention, both organisations are seeking to create the Executive Masters in Global Sports Management, a course that represents the first time that this prestigious business school has collaborated with an organisation from the world of sport. The great attraction of this Masters lies in the fact that a great portion of the content is based on the culture and sporting model of FC Barcelona, rooted in real situations, and taught by professionals who are currently working with Barça and who, within the framework of the Barça Innovation Hub project, share the knowledge and experience accumulated over years in different spheres of the Club.



### **Agreement with the Autonomous University of Barcelona (UAB) to organise a Masters in communications and sponsorship management**

The Barça Innovation Hub and the Autonomous University of Barcelona (UAB) signed a collaboration agreement to create the Masters in the Management of Communications and Sports Sponsorship with Sporting Organisations, due to commence in September 2018 and which comes under the Sport Communication Lab, an initiative aimed at training, researching and organising events linked with communications and sport. The agreement was signed by club chairman Josep Maria Bartomeu, and the rector of the UAB, Margarita Arboix. Also present at the formal event were chairman of the Social Council, Gabriel Masfurroll, and Club CEO, Òscar Grau.



### **Agreement with Blanquerna-Ramon Llull University to create a Masters in Physiotherapy**

FC Barcelona and Blanquerna-Ramon Llull University signed an agreement to create, under the Barça Innovation Hub, an innovative Masters in Physiotherapy basing its content on the work done by FC Barcelona in this field. It is titled University Masters in Team Sports Physiotherapy and will compete at an international level with other studies on the same theme, subsequent to FC Barcelona physiotherapists having run exclusively the 2016/17 and 2017/18 courses. Its academic year runs from October 2018 until July 2019 and classes will be held at the Blanquerna-URL Campus and the Joan Gamper Sports City.



### **Agreement with entities from the healthcare and academic sectors to promote sports medicine**

Four major entities located in the city of Barcelona have heavily backed energising and encouraging specialisation in physical activity and sports medicine. FC Barcelona, through its Barça Innovation Hub platform; Hospital Clínic, Hospital Sant Joan de Déu and the University of Barcelona signed a collaboration agreement to create initiatives in teaching, training and research in this field. This agreement promotes a teaching and care unit for Sports Medicine formed by Hospital Clínic and Hospital Sant Joan de Déu, which enables resident medical interns (MIR) in this specialism to train at this hospital unit.











# SOCIAL AREA

# TOTAL NUMBER OF MEMBERS

30 June 2018

# 142.323

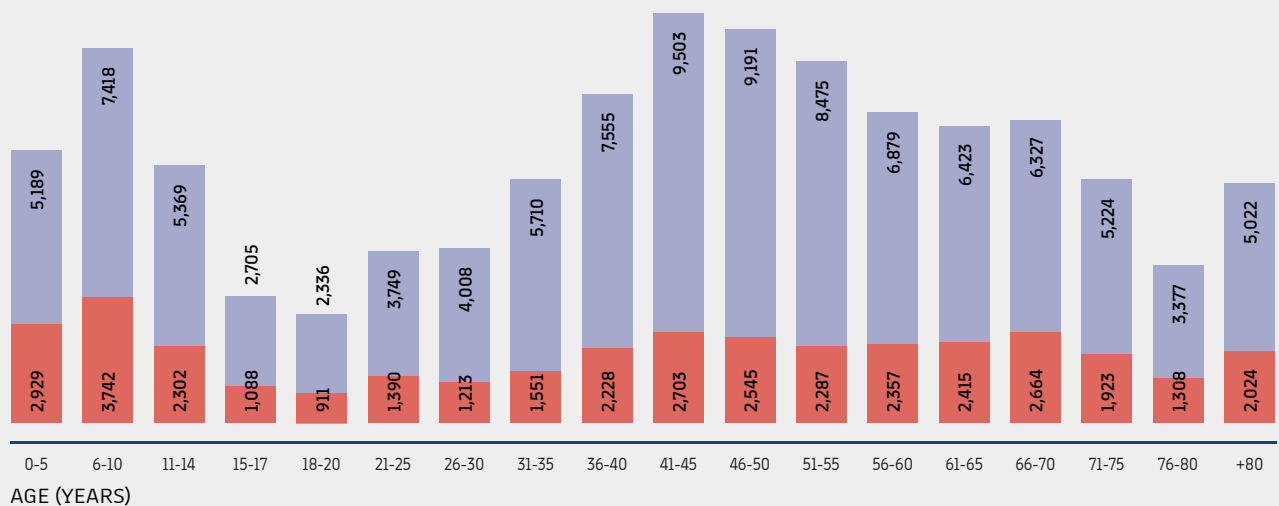
## DISTRIBUTION BY GENDER



## GEOGRAPHICAL DISTRIBUTION



## DISTRIBUTION BY AGE





# COMBATTING FRAUD

## NEW SYSTEM FOR TICKET SALES AND DELIVERY FOR THE COPA FINAL

On 21 April, over 23,000 members and supporters of FC Barcelona attended the final of the Copa del Rey between Barça and Seville at the Wanda Metropolitano stadium in Madrid. The sporting success in the final of the Copa del Rey was supported by the logistical success, with special points of interest including the pavilion of the Fira de Madrid (IFEMA), where the final match tickets allocated to Barça were distributed, and the Fan Zone that was organised close to the stadium for blaugrana supporters.

As for the distribution of tickets, this was the first time that a club handled a football final with an operation of this size in Europe, and the assessment was highly satisfactory.

On this occasion there was no lottery and every member wishing to attend the final was able to do so, by obtaining seats beforehand, with tickets being collected in Madrid the day before or on the day of the match. These tickets were allocated by name and only given out to the member whose name was featured on the seat.

At the IFEMA, the Club organised a system formed by more than 250 individuals responsible for ensuring that the entire process for collecting tickets worked perfectly, and the assessment on the whole operation of sale and distribution of tickets met every one of the objectives set. On the one hand, all members who were willing to travel were able to get tickets, and, on the other, the risk of ticket fraud and resale was minimised.

At the IFEMA some 15,000 information flyers were distributed, and 10,000 bottles of water were given out, while the Barcelonista Support Office (OAB) and the Penyista Support Office (OAP) set up 12 attention points to resolve any queries and incidents. There was also a permanent team of Red Cross personnel with an ambulance on site, and the supporters were able to use the free shuttle buses taking them from the IFEMA to the Fan Zone, where throughout the day there was a great atmosphere of Barcelonism.



## OPERATION TO COMBAT THE RESALE OF SEASON TICKETS TO THE CLÁSICO

As part of the strategy to combat fraudulent practices linked with the traffic and resale of tickets and season tickets, an anti-fraud operation was put into action at the Clásico against Real Madrid on 6 May. This operation intercepted thousands of fake tickets affecting 2,822 season-ticket holders at the Stadium. A special system was put in place for this operation, involving 120 people, who confiscated the falsified documentation at the entrance gates to the stadium. Any irregularities found could, from a disciplinary point of view, constitute a very serious infringement of member conduct as set out in the Club's constitution. The Security Department identified the owners of the season-tickets allegedly used in a fraudulent manner, and forwarded this information to the Disciplinary Committee.

This action forms part of the initiatives created to wipe out fraudulent conduct within the organisation. The updating of the census, the improvement and the regulation of the network of tour operators, or the measures implemented in the sale and distribution of tickets are among the examples



## BARÇA AND WOMEN



### "It's football, and it's for women", marking International Women's Day

Coinciding with International Women's Day, on 8 March FC Barcelona hosted a conference at the 1899 Auditorium organised by the Edelmira Calvetó Group (GEC), which under the title "It's football, and it's for women" discussed, from different experiences, the practice of sport by women, and offered an overview of women's football across all areas.

The conference was a great success based on attendance alone, with more than 200 guests packing out the room, with the participation of Club president Josep Maria Bartomeu and the deputy secretary of the Board of Directors and the president of the Edelmira Calvetó Group, Maria Teixidor.

At the first talk of the day, 'From amateurism to professionalism, the long road to recognition', two captains from the Barça Women's Team, Laura Ràfols and Marta Unzué, described their

sporting careers after joining the Club.

After that, the vice-president of the Sports Area of FC Barcelona, Jordi Mestre; the team manager of Women's Football, Markel Zubizarreta, and the ex-coach of the women's team in recent seasons and the current head of Women and Sport Projects, Xavi Llorens, also offered their opinions. Jordi Mestre reminded the audience that FC Barcelona has been working for women's football for years, and that the results achieved are team work successes for the Club as a whole.

Also taking part in the conference were the football first team coach, Ernesto Valverde, and Fran Sánchez, coach of Barça Women, together with doctors Eva Ferrer, Vanessa Mauri and Montse Bellver, physiotherapist Stephanie Kauffmann and image and communications consultant, Andrea Vilallonga.



### Edelmira Calvetó Prize

As part of the 'It's football, and it's for women' conference, the Edelmira Calvetó Group, a working group created by the Board of Directors in 2011 with the aim of establishing a role for women in the Club and in sport, awarded the prize bearing the name of the first female member of the Organisation, a distinction for persons and groups who have worked for equality and the recognition of women.

In this 2018 edition, the Edelmira Calvetó prize was presented to the pioneering communicators in televised sports journalism, represented by Mari Carmen Izquierdo, Olga Viza, Isabel Bosch, Imma Pedemonte and Mercedes Milà, who did not attend the awarding of the prize, for professional reasons.

On behalf of the entire collective of journalists who paved the way for women in TV communications, Neus Bonet, Dean of the School of Journalism, accepted the award.



### Co-creation workshop

On 15 December, the Suñol Presidential Box hosted a Co-creation Workshop for members over 18, created by the Edelmira Calvetó Group, which works to advocate and create a role for members as part of the Club.

The director and president of the Edelmira Calvetó Group, Maria Teixidor, attended the workshop alongside members of the group, such as Sister Lucía Caram. Among those attending were sportspeople with the Club, such as the goalkeeper of the women's football team, Laura Ràfols; athletes Anna Bové and Marta Galimany; basketball coach Anna Busquet; field hockey players Sandra Monje and Sandra Roura – the latter forming part of the team Mamis Culeres (Barcelona Women) – and Montse Gracia, president of the women's wheelchair basketball team, who were supporting the sixty members taking part in the second workshop created by the Edelmira Calvetó Group, to strengthen the links women have with Bar-



## INSTITUTIONAL EVENTS

### Delegate Assembly

The Ordinary General Meeting of Delegates was held on 21 October 2017 at the Palau Blaugrana. A total of 580 delegate members attended, including the presidents of supporters federations, meeting the conditions of the by-laws, and statutory committee members of the Club. The Assembly approved the assessment of the previous season and the budgets for the next financial year, and reaffirmed the alliance between FC Barcelona and Parques Reunidos and the creation of a Barça Academy in the US, which will serve as a tool for growth and expansion in such a strategic territory for the Club as the United States.



### Draw for new delegate members

At the end of two years of activity of the delegate members elected for the 2016/17 and 2017/18 seasons, election by draw of the new delegate members was held in June, for the coming two seasons. This time round, 3,597 new delegate members in all were nominated in the draw. In addition to these members, the remaining members of the Assembly are as follows: the 864 oldest members of the Club, 18 members of the Board of Directors, 6 former Club presidents; 5 members of the Economic Committee; 5 members of the Control and Transparency Committee; 4 members of the Disciplinary Committee, and, lastly, 30 presidents of the Territorial Federations of Supporters. In total, 4,529 members of the Assembly.



### Senate Meeting

In 2018, for the second year in a row, and on account of the large number of new senators nominated to the Senate, an inaugural event was held to present the diploma to the new senators. The event was held on 11 May at the Josep Suñol Presidential Box at Camp Nou, in the presence of around fifty of the 96 members invited.

On 16 May, the ordinary meeting of the Senate was held at the 1899 Auditorium, with 194 senators in attendance. Josep Maria Bartomeu presented his assessment of a season which he described as excellent, and covered different topics in Barcelona news. At the same time, the commissioner Jordi Moix presented the latests news about the Barça Space and the actions planned for the future, while football manager, Pep Segura, talked about the working methodology behind Barcelona football, which applies certain systems from the very foundations to instil in young players the values and the style that bear the hallmark of the Masia.



### Presentation of loyalty badges

A total of 1,159 members were invited over the course of the season to receive recognition for their 50 years of loyalty to the Club, and were presented with the gold badge. In all, six events were held at the 1899 Auditorium, chaired by president Josep Maria Bartomeu, and accompanied by first vice-president Jordi Cardoner. For the silver badges presented to members reaching 25 years with FC Barcelona, 2,274 recipients were invited to the 1899 Auditorium on eight separate days. Vice-president of the Social Area, Jordi Cardoner, presented the badges, accompanied at most of the events by director Pau Vilanova.

Lastly, on five occasions at the Josep Suñol Presidential Box, badges of gold and brilliants were presented to members to mark their 75 years with the Club. Club president Bartomeu took part in these events, with a total of 111 members in attendance, out of the 174 who were invited.



## ACCESSIBILITY AND INCLUSION

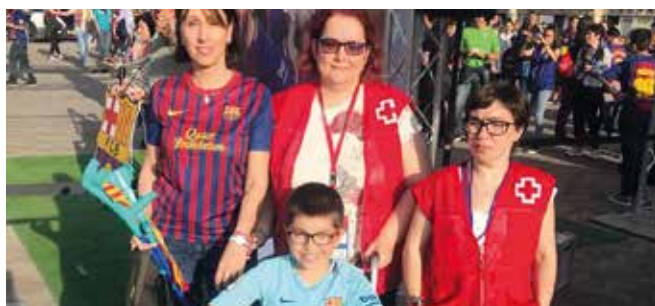
### Care from the OAE

The Specialised Support Office (OAE), with the aim of demonstrating the Club's awareness towards people affected by any form of disability or reduced mobility, continued to provide specialised care throughout the season. The face-to-face care and the number of emails and telephone calls handled continued to increase, largely because the disabled members and supporters increasingly come directly to the OAE with their queries, procedures and proposals. Assisted by the Board of Advisors, the OAE coordinates different actions to improve accessibility and to adapt facilities.



### T'Acompanyem and ticket sales

The T'Acompanyem service was further consolidated over the course of the season, under the management of Barça and the Red Cross to assist persons with mobility difficulties in attending games at Camp Nou. Again this year there was an increase in the number of interventions by a service, to the continued satisfaction of users. The total numbers of services at the stadium was 1,282, with 230 adapted transport services. Regarding tickets, the OAE handled the sale or exchange of more than 450 tickets for persons with mobility difficulties. Both the Red Cross volunteers and the access personnel offered maximum collaboration, demonstrating empathy and awareness, a fact that facilitated the task and the positive image of the service.



### 7th Supportive Member Day

For the seventh year running, coinciding with the first knockout game of the Copa against Murcia, the Club organised the 7th Supportive Member Day on 29 November. A sizeable portion of the 68,775 spectators who showed up at the stadium, marking a new record attendance figure for this Supportive Member Day, belonged to bodies and associations focused on the most disadvantaged social groups in Catalonia. With the public taking part in this event, a total of 406,762 spectators have availed of this solidarity initiative over the course of these seven years. A total of 62,000 invites were sent out to more than 2,000 social interests bodies and collectives, 98 places were reserved for people in wheelchairs and for their companions, and a group of children from the Catalan Downs Syndrome Foundation had their photo taken with players from FC Barcelona. On 27 November at the 1899 Auditorium an event hosted by vice-president Jordi Cardoner was held, to thank people who took part in this day of celebration.



### To Madrid for the final of the Copa

As happened in previous seasons, the Specialised Support Office coordinated and handled the sale of tickets and travel for 20 disabled members and their companions to the Copa del Rey football final that took place in Madrid on 21 April, against Seville. Wheelchair-user members travelled in different FCBDesplaçaments trains. In Madrid they were provided with adapted direct transport, for travelling both to and from the game, which facilitated the necessary transfers between Atocha station, the Fan Zone beside the ground, and the Wanda Metropolitano stadium. Personnel from the OAE and the Red Cross were on hand for them at all times and were responsible for looking after them upon arrival at the ground, inside the stadium and for the return.





## PROXIMITY PROJECTS

### Travelling with FCBDesplaçaments

FCBDesplaçaments, the service the Club offers its members and supporters so as to be able to accompany the football first team on its away games, was consolidated as the option preferred by members for travelling and supporting the team. A total of 5,600 people travelled with FCBDesplaçaments over the course of the season. In addition to the first-team football matches, this service was also provided at certain Euroleague basketball games and for the final four in indoor football. As for the final of the Copa del Rey, 3,800 supporters used this service, travelling to Madrid on one of the 6 trains or 25 coaches that were organised. This is the highest ever figure for members and supporters travelling using FCBDesplaçaments since the service was first launched.



### Tickets for travel

One of the measures implemented over the course of the season was collection of travel tickets in the same city where the matches were being played, whether as part of the League, the Copa del Rey, or the Champions League. Tickets were put on sale through the Club website, exclusively for members, for all fixtures played at away grounds. These tickets were nominal, and once purchased, the members who had purchased them had to collect them in person at a specific point in the city where the game was being played. By adopting this approach, the Club took another step forward in combatting resale and abuse.



### Waiting List

For the seventh consecutive year, FC Barcelona provided members on the Waiting List with 223 cancelled Camp Nou passes at the end of this season's renewal process. Season tickets issued are valid for the 2018/19 season. With the allocation of these season tickets, 2,361 members registered on the Waiting List have been assigned a season ticket since the 2011/12 season. Members included on the Waiting List can check their current position on the Club website.



### Waiting List Pass

During the 2017/18 season, subscription to the Waiting List continued to operate, as a personal and non-transferable document enabling members registered on the list to gain access to the stadium for most matches – not including categories A+ and A++. Members registered on the Waiting List who wished to could obtain this ticket and attend, by confirming beforehand, attendance at each game they wished to attend. This year saw a total of 292 members using the Waiting List ticket subscription.





### Entertainment Space

This season, the Entertainment Space that had been created last year inside the Lower North Goal End of the stadium was fully functional. The area has capacity for 1,246 places. This North Goal area is entirely segregated from the other areas, and has exclusive access doors and biometric control (fingerprint reading) to guarantee access of authorised people only. The Entertainment Area was a success and a benchmark for other teams. Moreover, its familial nature was one notable aspect of it. The groups in the Entertainment Area are: Almo-gàvers, Creu de Sant Jordi, Nostra Ensenya, Supporters Barça and Supporters Puyol.



### Open Boxes for members

The different Open Boxes organised over the course of the 2017/18 season at Camp Nou, the Palau Blaugrana and the Miniestadi allowed certain members to watch a match from the special position offered by each of these facilities. All members interested in enjoying a game involving one of the Barça teams from the Box signed up via a form, with the lucky members then being drawn by lottery. Regarding the Young Persons Open Box, which was hosted at the League game against Deportivo in Camp Nou, the young people invited to the Presidential Box were selected by lottery from all members aged between 16 and 18 years.



### Barça Elderly Persons Centre

The Barça Elderly Persons Centre received a visit from Club president Josep Maria Bartomeu, as part of the official event taking place in December in the Avantlletja of Camp Nou. Accompanied by first vice-president Jordi Cardoner and director Maria Teixidor, president Bartomeu expressed his appreciation to veteran members for their unconditional support for Barcelona and, in particular, the contribution of 10,000 euros that was made this season to the Centre for the project to create the Paediatric Cancer Centre at Hospital Sant Joan de Déu. The members of the Barça Elderly Persons Centre, founded in 1989 for the purpose of accommodating retired Club members, and currently presided by Joaquim Gabarró, were involved in other meetings at the 1899 Auditorium and various activities that were a testament to their vitality and dedication to Barça.





## CHILDREN'S AREA

### Thirteenth Barça Christmas Card Competition

For the thirteenth year in succession, FC Barcelona ran the Barça Christmas Card Competition, inviting members aged between 3 and 15 years to create a drawing inspired by the festivity. In all, 1,250 drawings were submitted this time round, and were displayed in the Christmas Space. The winner of this thirteenth Barça Christmas Card Display was a girl aged 4, Alba Vilar Masip, from Barcelona. The presentation of prizes coincided with the inauguration of the Christmas Space at the Camp Nou, with attendance of Barça directors Maria Teixidor and Xavier Vilajona, illustrator Anna Llenas, who was tasked with selecting the prize-winning drawings, singer Dàmaris Gelabert, and former football and basketball players Nacho Solozábal and José Mari Bakero.



### Photographs with the first teams

During the season, FC Barcelona continued to offer the youngest members, aged between 4 and 12 years at the time of registration, a chance to have their photo taken with their idols from the first teams of football or from each of the professional sections, before the start of a game. This season, around 2,000 boys and girls got to have their photo taken with their Barça idols. Lately, there has been a great demand to have one's photo taken with the football team, and for this reason during the year there was a waiting time of a few months between signing up and having the photo taken.



### 'Let's be family', tickets and passports

The 'Let's be family' programme continued to run during the season, being directed at families, and offering a series of advantages to members of this group, such as free member's card for the third child, as well as for those with physical disabilities. The objective of the 'Let's be family' programme is to encourage families to come to the stadium, and by the end of the season, 684 'Let's be family' cards had been issued. The number of passes issued to facilitate access to games at the stadium included 5,720 children under 7 passes, and 6,542 passes for children aged between 7 and 14. Regarding attendance, 15,561 children's passes were activated, while a total of 29,219 children's tickets were issued during the year.



### Welcome campaign for members aged between 0-5 years

Over the course of the 2017/18 season, FC Barcelona implemented a special promotion directed at children aged between 0 and 5 years, who became Club members. This promotion offered free registration to the 1,630 boys and girls who signed up during the Barça social collective and were unable to pay the first year's membership. When joining the Club, in addition to the relevant card, new members aged 0-5 years were presented with a series of welcome gifts with clear Barça connections. All young members who changed ticket category also received gifts and recognition.



## YOUNG AREA

### Offer of advantages and promotions

The Young Area membership card was launched this season for members aged between 18 and 30 years. With this card, which was sent out with renewal of the 2018 card, special advantages and promotions were offered in different areas such as education, sporting practice, entertainment and other leisure activities which can be consulted on the Club website. In the educational field, registered Young Area members were able to enjoy discounts to the online courses offered by the Barça Innovation Hub, the FC Barcelona centre for sports expertise, research, training and innovation. As for the leisure or entertainment offers, promotions were available in adventure sports, karting, sailing, gymnastic centres, escape rooms, and other leisure and sporting activities.



### Foundation volunteer programme

Members of the Young Area were given the opportunity to become actively involved in two of the social projects of the Barça Foundation: 'FutbolNet' and 'Robot Pol'. Members wishing to sign up could join one of the teams responsible for bringing these two projects to institutes and hospitals, with the objective of becoming volunteers in these activities and collaborating in the search for a more egalitarian and inclusive situation for more vulnerable children. The 'FutbolNet' programme promotes the practice of sports for social cohesion and creating values awareness among young people, while the 'Robot Pol' programme enables hospitalised children to undertake virtual visits to the Camp Nou Experience from the medical centre where they are patients.



### Second edition of MatchParty

For the second season, the League Clásico against Madrid, played at the Bernabéu stadium in December, was watched at Camp Nou by young Barça members with the Young Area card. On this occasion, 570 supporters met in the Tribune of the Stadium to participate in the MatchParty, an activity geared towards members aged 18–30 years, which made it possible to follow the televised re-broadcast of the match on a giant screen.

In addition to being able to watch the match as a group, the MatchParty offered those attending a space featuring different leisure activities, where those members could meet supporters of the same age, spend time together before and after the game, and enjoy the drinks and catering services, with table football, photocalls, video games, and music being among the entertainments provided. During the party, different draws were held for t-shirts and a pair of tickets, with travel included, to the Champions League game at Chelsea. This was the second edition of the MatchParty. Barça won both Clásicos at the Bernabéu.





## MEMBERS AND SPORT

### 'Corrent fem Barça' (Running, we're Barça)

More than 450 registered runners took part in the 'Corrent Fem Barça' (Running, we're Barça) members athletics league, with the 2017/18 season marking its sixth consecutive edition. The league was made up of ten 10 km fun runs over the season, the first being the Cursa Barça, which took place on 6 September 2017. The last was the Cursa DIR Guàrdia Urbana, which took place on 27 May 2018.

### Two editions of Cursa Barça

Owing to the change of dates, in the 2017/18 season two editions of the Cursa Barça were run, the 10 km race going through the neighbourhood of Les Corts with the finishing line on the esplanade at Camp Nou.

The first run took place on 3 September, with participation of 2,540 competitors, and incorporating the new feature of three children's runs, and the 2km inclusive run geared towards people with disabilities. The winners were Club athletes, Ibrahim Ezzaidouny and Marta Galimany.



At the end of the season, the Cursa Barça CaixaBank 2018 took place, bringing together more than 3,500 participants. Barça athlete Mohamed Zarhouny won this edition, while another Barça athlete, Marta Galimany, repeated her victory in the women's category.

It is worth noting that one of the fundamental aspects of this race was the role played by club members. In total, 500 club members took part in this 2018 edition. At the same time, this event was also marked by the children's races, with more than 300 boys and girls running in the four children's races around Camp Nou. Another demonstration of the inclusive nature of the Cursa Barça was the 2k Race, which included



participants from bodies working with persons with some form of disability.

The race, organised by FC Barcelona, with the collaboration of the district of Les Corts, Barcelona City Council, and the Catalan Athletics Federation, was also open to residents of Les Corts, and is an event that, year on year, is becoming a red-letter day on the city's race calendar.

### Basketball tournament for young members

On 27 December 2017, FC Barcelona organised the second edition of the Basketball Tournament for young people aged 7 to 13 who demonstrated that either they or their parents or tutors are members of the FCB Escola for basketball. The tournament was part of the Christmas activities organised by the Club, and took the form of a 3x3 competition held at the Palau Blaugrana, between 60 boys and girls. In the tournament final, all participants were presented with a medal and a gift bag, as well as a t-shirt marking this sporting and leisure event.



### First edition of the 'Copa Barça'

Nearly 150 boys and girls took part in the June finals of the new football tournament for Barça members. With a new competition format, the first edition of the Copa Barça was a success in allowing all those taking part over the three days to use some of the facilities at the Joan Gamper Sports City. Moreover, anyone participating received a medal and was presented with two competition t-shirts, at a prize ceremony attended by ex-player Julio Salinas. Also, the winning teams in each category will have their photo taken with the football first team, at the stadium, on one of the Copa del Rey match days of the coming season.



## AMATEUR SPORTS FIGURES



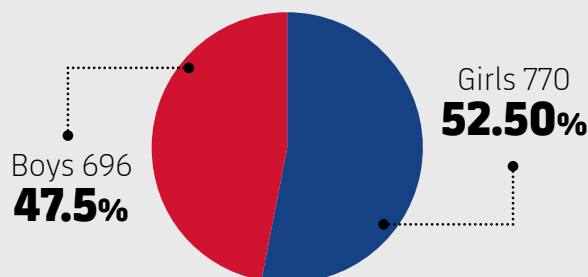
**WOMEN'S VOLLEYBALL**

Girls .....269



**SKATING**

Girls .....92  
Boys .....17



**WHEELCHAIR BASKETBALL**

Boys .....15



**WOMEN'S BASKETBALL**

Girls .....201



**FIELD HOCKEY**

Girls .....147  
Boys .....108



**MEN'S VOLLEYBALL**

Boys .....80



**ATHLETICS**

Girls .....83  
Boys .....132



**RUGBY**

Girls .....7  
Boys .....196



**ICE HOCKEY**

Girls .....10  
Boys .....109

| TOTAL                       |              |
|-----------------------------|--------------|
| ATHLETICS                   | 215          |
| FIELD HOCKEY                | 255          |
| RUGBY                       | 203          |
| MEN'S BASKETBALL            | 80           |
| WOMEN'S BASKETBALL          | 269          |
| SKATING                     | 109          |
| ICE HOCKEY                  | 119          |
| WOMEN'S BASKETBALL          | 201          |
| WHEELCHAIR BASKETBALL       | 15           |
| <b>TOTAL</b>                |              |
| <b>AMATEUR SPORTSPEOPLE</b> | <b>1,466</b> |

### Amateur Sports presentation at the Palau

The Palau Blaugrana brought together all those participating in new amateur sports for Barça, in November 2017, at the team presentations for the season, with first vice-president Jordi Cardoner in attendance, along with director in charge of those sections, Oriol Tomàs, and social committee member Jaume Carreter. More than 1,300 sportspeople, coaches, delegates and members of sports committees, accompanied by their relatives and friends, filled the stands of the Palau Blaugrana in a presentation that became a true festival for the amateur teams. The new amateur sections of FC Barcelona are athletics, wheelchair basketball, ice hockey, field hockey, skating, rugby, women's volleyball and men's volleyball.

### The Academy teams celebrate the end of the season

In June, nearly 600 young sportspeople aged 6 to 18 from all FC Barcelona amateur sections took part in the event celebrating the end of the 2017/18 season, which saw the presentation of a new location: the esplanade of the 1899 Auditorium. First vice-president Jordi Cardoner, and director responsible for the amateur sections, Oriol Tomàs, hosted the closing ceremony, which incorporated presentation of diplomas commemorating the season to all teams taking part in the training phase. The event was also attended by members of the Amateur Sections Sports Committee: Jaume Carreter, Josep Maria Mir, Santi Torres, Josep Maria Cortal, Jaume Argilés, Ferran Butxaca and Francesc Carol.







STATE REFERENCE POINTS

Once again this season Barça athletics was a reference point at state level, in a season in which they came close to a double that would have been historic. Having secured the Copa del Rey trophy for the second season in a row in the men's category, the Barça side were on the brink of snatching the League title, which was decided in the final highlight of the competition. The women's team signed off with a fine second place in the Copa and third in the Iberdrola League. The high point of the season was the 26 medals collected in the Spanish Championship – 9 gold, 9 silver and 8 bronze – placing Barça first overall in the medals table. Another highlight was the Spanish Cross Country Champions trophy.

On an individual level, mention should be made of the magnificent season had by triple jumper Yulimar Rojas, who repeated her victory in the world triple jump championships at the Worlds Indoors in Birmingham. In the same competition, Óscar Husillos took the world championship title in the 400 metres, although he was subsequently disqualified for invading the next lane. Nonetheless, Husillos set further Spanish records in the 200, 300 and 400 metres.

Pol Retamal, Aleix Porras and Jaël Bestué had a great Spanish U20 championship. Retamal posted a Spanish record in the 200 metres for this category, a record equalled by Bestué in this distance. Porras ran the fourth best U20 time in Spanish athletics, of all time, for the 400 metres.



| RESULTS          |  |          |
|------------------|--|----------|
| TEAM             | CHAMPIONSHIP                                       | POSITION |
| First Team Men   | Catalan Indoor Club Championship                   | First    |
|                  | Copa del Rey Indoor                                | First    |
|                  | Catalan Outdoor Club Championship                  | First    |
|                  | National League Division of Honour                 | Second   |
| First Team Women | Catalan Indoor Club Championship                   | First    |
|                  | Copa de la Reina Indoor                            | Third    |
|                  | Spanish Cross Country Championship                 | First    |
|                  | Catalan Outdoor Club Championship                  | First    |
|                  | National League Division of Honour                 | Third    |
| U20 Men          | U20 Catalan Clubs Championship                     | First    |
|                  | U20 Copa Indoor Clubs                              | Second   |
|                  | U20 Spanish Clubs Championship Outdoor             | Second   |
|                  | U20 Catalan Club Championship                      |          |
| Class            | Catalan Cross Country Championship (U14 boys team) | First    |







THE BEST SEASON IN 30 YEARS

The team managed by Tomy García had another historic season, breaking records that had stood for more than 30 years. In the League, the Barça side had their best placing since the 1984/85 season, finishing the competition in seventh place on 51 points, earned through their nine wins and 15 bonus points. A League that will also be remembered for the victory at the Teixonera against UE Santboiana in the second-round Catalan derby. An achievement – defeating the eternal rival – not seen in the official competition in over thirty years. At the same time, the first team also served up a fine performance in the semi-finals of the Copa, despite going down to Silverstorm El Salvador, in a match that was fought out at La Foixarda municipal venue, with more than 3,200 spectators in the stand.

In the lower categories, a mention is deserved for the Catalan U14 champions, a title that testifies to the standard of the Barça squad, currently one of the best rugby teams in Spain.

RESULTS

| TEAM     | CHAMPIONSHIP                      | POSITION      |
|----------|-----------------------------------|---------------|
| Senior A | Division of Honour                | Seventh       |
|          | Copa del Rey                      | Semi-finals   |
| Senior B | Catalan Division of Honour        | Third         |
| Senior C | Catalan First Division            | Eighth        |
| U18      | Catalan First Division            | Sixth         |
| U16      | Catalan First Division            | Fourth        |
| U14      | Catalan First Division            | First         |
| U14      | Spanish Championship              | Fourth Silver |
| U12      | Spanish Championship              | Sixth         |
| U10      | Spanish Championship              | Fifth         |
| Senior   | Catalan Championship Rugby Sevens | First         |
| U18      | Catalan Championship Rugby Sevens | Third         |
| U16      | Catalan Championship Rugby Sevens | First         |
| U14      | Catalan Championship Rugby Sevens | Second        |







## CATALAN LEAGUE AND PROGRESS TO THE SUPERLEAGUE AND THE COPA

After their seventh position in the 2016/17 season, the men's volleyball team began the season by winning the Catalan League title. In the Superleague, even though the team coached by David Lorente missed the playoffs and finished in sixth place, the Barça team were focused on the battle for fourth place into the final days. The Barça team had a great first round that enabled them to classify for the Copa del Rey, a competition they had not managed to qualify for in seven years.

In the knockout contest, the blaugrana side were on the point of creating a shock and eliminating Unicaja in a match in which Barça almost pulled off a remarkable comeback, only to come up short in the quarter finals by 3 sets to 2.

Another accolade deserving of mention is the Catalan Champions trophy won by the U18 team on winning the CV Sant Pere and Sant Pau final by 3 sets to 2.



| RESULTS     |                                 |               |
|-------------|---------------------------------|---------------|
| TEAM        | CHAMPIONSHIP                    | POSITION      |
| Superleague | Division of Honour              | Sixth         |
|             | Copa del Rey                    | Quarter-final |
|             | Catalan League                  | First         |
| Senior B    | Catalan First Division          | First         |
|             | Promotion phase to 1st National | First         |
| U18         | Catalan First U18               | Fifth         |
|             | Spanish Championship            | Tenth         |
| U16         | Catalan First U16               | Fifth         |
| U14         | Catalan First U14               | Fourth        |
| U12         | Catalan First U12               | Second        |
|             | Spanish Championship            | 23rd          |





# A BRONZE MEDAL WITH A HINT OF GOLD

Field hockey has emerged from the ashes of last season. The Barça side, with Oriol Torras as the new first team coach, have gone from salvaging themselves from the closing days of the 2016/17 League to winning bronze in the Copa del Rey this year. Barça won a magnificent KO contest, beating the Junior team in the quarter finals, and while they lost the semi-final against RC Polo, the blaugranas ultimately overcame Atlètic Terrassa by 4-3, in a game that decided by shoot-outs and which allowed Barça to take third place on the podium.

In the League, Barça finished the regular phase in sixth place, having overcome teams that lead the highest Spanish competition in field hockey, such as Atlètic Terrassa, Club de Campo and Junior. In the playoffs, Barça were unable to win the knockout stage against Club de Campo so missed out on the Final Four.

Mention must also be made of the two Catalan Indoor Hockey Championship titles, in the senior and U18 category, as well as the participation of those two categories in the Spanish Indoor Championships. While the first team finished up with bronze, the U18 team were proclaimed Spanish cham-



## RESULTS

| TEAM                  | CHAMPIONSHIP                  | POSITION |
|-----------------------|-------------------------------|----------|
| 1st TEAM MEN          | Division of Honour            | 6th      |
|                       | Catalan Field Championship    | 4th      |
|                       | Copa del Rey                  | 3rd      |
|                       | Catalan Indoor Championship   | 1st      |
| 1st TEAM WOMEN        | 1st Division Women            | 7th      |
|                       | Catalan Field Championship    | 8th      |
|                       | Catalan Indoor Championship   | 5th      |
| 2nd TEAM MEN          | Catalan Field Championship    | 10th     |
|                       | Catalan Indoor Championship   | 5th      |
| 2nd TEAM WOMEN        | Catalan Field Championship    | 8th      |
|                       | Catalan Indoor Championship   | 3rd      |
| U18 Men               | Catalan Field Championship    | 6th      |
|                       | Catalan Indoor Championship   | 6th      |
| U16 Men A             | Catalan Field Championship A  | 6th      |
|                       | Catalan Indoor Championship   | 1st      |
|                       | Spanish Indoor Championship   | 1st      |
| U16 Men B             | Catalan Field Championship B  | 9th      |
|                       | Catalan Indoor Championship C | 7th      |
| U16 Women             | Catalan Field Championship B  | 7th      |
|                       | Catalan Indoor Championship C | 3rd      |
| U14 Boys A            | Catalan Field Championship A  | Seventh  |
|                       | Catalan Indoor Championship   | Fifth    |
|                       | Federation Cup B              | Second   |
| U14 Boys B            | Catalan Field Championship C  | Second   |
|                       | Catalan Indoor Championship C | Second   |
|                       | Federation Cup C              | Third    |
| U14 Girls A           | Catalan Field Championship A  | Seventh  |
|                       | Catalan Indoor Championship   | Sixth    |
|                       | Federation Cup A              | Seventh  |
| U14 Girls B           | Catalan Field Championship C  | Fourth   |
|                       | Catalan Indoor Championship C | Seventh  |
|                       | Federation Cup C              | Fifth    |
| U12 Boys B            | Catalan Field Championship C  | Third    |
|                       | Catalan Indoor Championship   | Third    |
|                       | Federation Cup C              | Second   |
| U12 Girls             | Catalan Field Championship B  | Sixth    |
|                       | Catalan Indoor Championship   | Third    |
|                       | Federation Cup C              | Second   |
| U10 Boys              | Catalan Field Championship B  | Sixth    |
|                       | Catalan Cup B                 | Fifth    |
|                       | Federation Cup B              | Seventh  |
| U10 Girls             | Catalan Field Championship C  | Fourth   |
|                       | Catalan Cup C                 | Third    |
|                       | Federation Cup C              | Second   |
| Hockey + FCB          | BBVA League                   | First    |
| Hockey + FCB- Paideia | BBVA League                   | Third    |
| Hockey + FCB- Paideia | BBVA League                   | Ninth    |





FUTURE ASSURED

The lower categories were the major players during this ice hockey season. In fact, the U14 and U17 category achieved two doubles by winning both the League and the Copa in each category. These titles reaffirm the formative work done by the section season after season, work that guarantees the future of the ice hockey first team.

One of the other successes in the lower categories of the Barça ice hockey team saw the U14 team involved in the International Pee-wee Tournament in Canada, one of the most important tournaments in the world for junior hockey. The young blaugrana side created an upset by reaching the quarter-finals.

The first team qualified for the semi-finals of the Copa del Rey, where the blaugranas ended up losing in a very close game against CH Jaca. In the League, Barça qualified for the playoffs, having finished in third position in the regular phase with a record of 9 wins, 2 of which were in extra time, and 7 defeats. In the elimination stage against CH Jaca, the Aragonese team managed to impose themselves on Barça, knocking them out of the final.



RESULTS

| TEAM   | CHAMPIONSHIP    | POSITION    |
|--------|-----------------|-------------|
| Senior | National League | Third       |
|        | Copa del Rey    | Semi-finals |
| U20    | National League | Second      |
|        | Spanish Cup     | Second      |
| U17    | National League | First       |
|        | Spanish Cup     | First       |
| U14    | National League | First       |





CONTROL OVER THE SPANISH AND CATALAN CHAMPIONSHIPS

Once again this season, Barça figure skating showed its strength in any competition it took part in. With around seventy skaters of both sexes within the section, Barça figure skating has consolidated its position as one of the major clubs. The fruit of all of these successes was seen at the end of the season when a total of 6 female skaters were crowned Spanish champions, there were 13 Catalan champions, and a total of 31 skaters in the section won medals in these championships.



RESULTS

| ICE SKATER                  | CHAMPIONSHIP (CATEGORY)                         | POSITION |
|-----------------------------|---|----------|
| Aleix Gabara                | SPANISH CHAMPIONSHIP (Junior)                   | First    |
| Isabella Gámez / Ton Consul | SPANISH CHAMPIONSHIP (Junior pairs)             | First    |
| Olivia Smart / Adrià Díaz   | SPANISH CHAMPIONSHIP (Junior pairs)             | First    |
| Gael Foulon                 | SPANISH CHAMPIONSHIP U14 (NOVICES)              | Third    |
| Júlia Rodríguez             | SPANISH CHAMPIONSHIP U14 (Basic Novice A)       | First    |
| Guiu Oliver                 | SPANISH CHAMPIONSHIP U14 (Basic Novice A)       | Third    |
| Ariadna Sibera              | SPANISH CHAMPIONSHIP U14 (Junior 2)             | Third    |
| BALLET                      | SPANISH CHAMPIONSHIP U14 (Ballet Senior)        | First    |
| Alina Jiménez               | CATALAN REGIONAL CHAMPIONSHIP (Academy)         | First    |
| Valery Russo                | CATALAN REGIONAL CHAMPIONSHIP (Academy)         | Third    |
| Ariadna Gupta               | CATALAN REGIONAL CHAMPIONSHIP (Novices)         | First    |
| Nur Aynoa Yilmaz            | CATALAN REGIONAL CHAMPIONSHIP (Novices)         | Second   |
| Aidan Huestis               | CATALAN REGIONAL CHAMPIONSHIP (Novices)         | First    |
| Carla Sánchez               | CATALAN REGIONAL CHAMPIONSHIP (U12)             | First    |
| Laura Fluvia                | CATALAN REGIONAL CHAMPIONSHIP (U12)             | Second   |
| Juan Parra                  | CATALAN REGIONAL CHAMPIONSHIP (U12)             | First    |
| Guiu Oliver                 | CATALAN REGIONAL CHAMPIONSHIP (U14 A)           | First    |
| Annika Huestis              | CATALAN REGIONAL CHAMPIONSHIP (U16)             | First    |
| Paula Foulon                | CATALAN REGIONAL CHAMPIONSHIP (U16)             | Second   |
| Ona Fitó                    | CATALAN REGIONAL CHAMPIONSHIP (Regional Novice) | First    |
| Marina Revilla              | NATIONAL CATALAN CHAMPIONSHIP (NOVICES)         | First    |
| Mara Martínez               | NATIONAL CATALAN CHAMPIONSHIP (NOVICES)         | Third    |
| Gael Foulon                 | NATIONAL CATALAN CHAMPIONSHIP (NOVICES)         | Third    |
| Júlia Rodríguez             | NATIONAL CATALAN CHAMPIONSHIP (Basic Novice A)  | First    |
| Alexandra Martínez          | NATIONAL CATALAN CHAMPIONSHIP (Basic Novice A)  | Second   |
| Fanny Maria                 | NATIONAL CATALAN CHAMPIONSHIP (Novice Advanced) | First    |
| Marta Joly                  | NATIONAL CATALAN CHAMPIONSHIP (Novice Advanced) | Second   |
| Erika Riera                 | NATIONAL CATALAN CHAMPIONSHIP (Novice Advanced) | Third    |
| Arnau Joly                  | NATIONAL CATALAN CHAMPIONSHIP (Novice Advanced) | First    |
| Laia Bertran                | NATIONAL CATALAN CHAMPIONSHIP (Junior ISU)      | Third    |
| Sara Alberch                | NATIONAL CATALAN CHAMPIONSHIP (Junior Second)   | First    |





## PROMOTION SLIPS AWAY IN EXTRA TIME

The UNES Barça, with Oriol Claret and Jaume Vilella on the bench, were unable to secure promotion to Spanish Division One, having lost the semi-final of the Final Four against Murcia. The blaugranas forced extra time with a triple point shot in the closing seconds of the match, but in the end the wheelchair basketball team failed to make it past UCAM Murcia and missed the final. That said, it is worth mentioning the near perfect first phase played by the Barça team. In fact, UNES Barça finished in second place in their group by drawing level with CAI Deporte Adaptado, with 9 wins and only one defeat out of their 10 matches.

On the other hand, in the final trophy up for grabs in the season, UNES Barça finished second in the Catalan Cup played in Manresa. With this runner-up placing, the blaugranas were unable to repeat the title of last season. Barça won the first game against Costa Daurada, but they could not overcome Global Basket, who ended up taking the trophy.







## A YEAR OF CONSOLIDATION IN WOMEN'S LEAGUE 2

Women's basketball made it through its first year in Women's League 2 with the greatest possible momentum, having achieved a perfect promotion. The team, coached by Mateo Rubio, made an impeccable return, which enabled the blaugranas to spend the entire season right in the thick of the playoffs for promotion to the First Division. And while, in the end, the Sant Feliu team did not finish the regular phase among the top four, they had a notable season in their inaugural year in this statewide competition. Barça CBS finished the regular phase in sixth place with 14 wins out of 26 games, a result that allows the blaugranas to look optimistically towards the 2018/19 season.

In the lower categories, it is worth mentioning the participation of the U16 team in the Spanish Championship, being runner-ups in Catalonia in this category. In the state championship, the young Barça players finished fourth.



### RESULTS

| TEAM              | CHAMPIONSHIP                          | POSITION       |
|-------------------|---------------------------------------|----------------|
| Senior A          | Women's League 2                      | Seventh        |
|                   | Catalan League LF2                    | Second         |
| Senior B          | Catalan Second                        | Fourth         |
| Junior A          | Catalan Championship Preferent        | Fourth         |
|                   | Final 4 Catalan Championship          | Fourth         |
| Junior B          | Catalan Championship Level A          | First in Group |
|                   | Final Phase                           | Second         |
| U16 A             | Catalan Championship Preferent        | Second         |
|                   | Final 4 Catalan Championship          | Second         |
|                   | Spanish Championship                  | Fourth         |
| U16 B             | Catalan Interterritorial Championship | First in Group |
|                   | Final Phase                           | Fourth         |
| U16 Carmine       | Catalan Interterritorial Championship | Eighth         |
| U16 Yellow        | C.C. U16 Women                        | Fourth         |
| U14 A             | Catalan Championship Level A          | First in Group |
|                   | Final 4 Catalan Championship          | Third          |
|                   | Spanish Championship                  | Third          |
| U14 Blue          | C.C. U14 Girls                        | Second         |
|                   | Final Phase                           | Second         |
| U14 Carmine       | C.C. U14 Girls                        | Second         |
| 12-13 yrs         | Catalan Field Championship Level A2   | Third          |
|                   | Final Phase A2                        | First          |
| 10-12 yrs A       | Catalan Championship Level A          | Third          |
|                   | Final Phase A1                        | Sixth          |
| 10-12 yrs Blue    | Catalan Field Championship Level A2   | Third          |
| 10-12 yrs Carmine | Catalan Championship Level C          | Fourth         |
| 8-10 yrs A        | Territorial Championship Level A      | Second         |
| 8-10 yrs Blue     | Territorial Championship Level C      | First          |
| 8-10 yrs Carmine  | Territorial Championship Level C      | Fourth         |





ONE YEAR IN THE LEAGUE AND A STAND-OUT ROLE FOR THE LOWER CATEGORIES

This year, the team managed by Adrián Fiorenza again achieved their main objective for the season: remaining in the Iberdrola Volleyball League. The blaugranas succeeded in qualifying for the category mathematically on match day 18 of the competition, and closed out the regular phase in tenth place with 20 points, eleven more than VP Madrid (eleventh qualified). In staying up, CV Barça will play for the seventh consecutive season in the highest Spanish competition in women's volleyball. In this campaign, players from the Junior and U18 category also played an outstanding role. The former succeeded in being proclaimed champions of the Junior Superleague by beating DSV Sant Cugat (1-3), while the U18 players won the Catalan Championship in this category.



RESULTS

| TEAM/CATEGORY          | CHAMPIONSHIP                                  | POSITION   |
|------------------------|---|------------|
| Superleague            | Iberdrola League                              | Tenth      |
|                        | Catalan Superleague                           | First      |
| National First         | National Division One                         | Ninth      |
|                        | Catalan League Division of Honour             | First      |
| Catalan First Division | Catalan Division One                          | Sixth      |
| Catalan Second         | Catalan Division Two                          | Seventh    |
| U18 A                  | U18 Superleague                               | First      |
|                        | Spanish Championship                          | Third      |
|                        | Final Phase Catalan Championship Division One | First      |
| U18 Blue               | Catalan Division Two                          | First      |
| U18 Carmine            | Division Two – Survival Phase                 | First      |
| U18 Pro                | Division Three – Promotion Phase              | Sixth      |
| U16 A                  | Final Phase Catalan Championship Division One | Fourth     |
| U16 Blue               | Division Two – Promotion Phase                | Sixth      |
| U16 Carmine            | Division Two – Survival Phase                 | First      |
| U16 Pro                | Division Three – Promotion Phase              | Sixth      |
| U14 A                  | Spanish Championship                          | Eighteenth |
|                        | Final Phase Catalan Championship Division One | Third      |
| U14 Green              | Catalan Division Two                          | Fourth     |
| U14 Orange             | Division Two – Championship Phase G3          | Third      |
| U14 White              | Division Two – Championship Phase G4          | Sixth      |
| U14 Carmine            | Division Two – Championship Phase             | Sixth      |
| U14 Yellow             | Division Two – Championship Phase G2          | Eighth     |
| U14 Pink               | Division Two – Silver Phase                   | Second     |
| U14 Purple             | Division Two – Silver Phase                   | Seventh    |
| U12 A                  | Final Phase Catalan Championship              | Fourth     |

## PENYES

### The World Congress hosted more than 620 penyes

Over the weekend of 5–7 August 2017, more than 1,300 penyistes and 620 penyes of FC Barcelona met in the Catalan capital for the 38th World Congress of Penyes, the biggest concentration of the year for Barça penyes and an encounter where, once again, the sense of Barcelonism was the largest common denominator.

The main event of the World Congress of Penyes was once again held at the Palau de Congressos of Catalonia and was again split into a working session and another of a more official nature, and finished up with a gala dinner for more than a thousand guests.

The working part was headed by representatives of the territorial federations of the society and by the president of the organisation, Antoni Guil, who highlighted the importance of the penyes as the heart and soul of the Club in terms of support for FC Barcelona teams, and which remain fundamental for achieving sporting success. He also emphasised the work of movement of the embassies in the territory and their openness to all members and supporters of FC Barcelona, once again showing the wide support and sense of unity among penyes and penya members.

The second, more official part, began with speeches from president of FC Barcelona, Josep Maria Bartomeu, who praised the work of all penya members and expressed how proud the Board of Directors was to see how the penya movement has evolved, and the consolidation following the World Penya Alliance. Also taking part in the session was the director responsible for penyes, Pau Vilanova, who emphasised the idea of continuing to work to make the objectives and projects shared by the Club and the World Penya Alliance a reality.

The event also presented the second edition of the Edmundo Bazo Prize to the Barça Players Group, with the aim of promoting friendship, and presenting the Edelmira Calvetó Prize to the Mamis Culeres (Barcelona Women) Amateur Women's Field Hockey team. Lastly, penya members got to enjoy the presentation of the new first team fixtures for the season, led by coach Ernesto Valverde.

Over the course of the three days, a series of activities was also launched as part of the celebration of the Congress, which began with organisation of the Football-7 Penya Tournament, directed at boys and girls aged 8–12 years, for the purpose of promoting sport among children. The 6th Card

Tournament assembled 140 people in the 1899 Auditorium, a competition organised to combine blaugrana passion with Catalan culture and traditions.

The public dinner on the esplanade at Camp Nou was again a success with a new record for participation with 740 people, in a meal that was not short on surprises, such as the Pep Plaza event or the traditional burnt rum and the singing of Habanera songs by the Port-Bo group.

The video game competition for children aged 8–18 years, the Football Games Penya Tournament, was again held, with attendance of boys and girls from different Penya Federations from around Spain and featuring Pro Evolution Soccer 2017, from Japanese company Konami, as the official video game.

As with any other year, the Congress and all activities also promoted the 2016-21 Strategic Plan with the news plans that the World Penya Alliance is developing, in line with the directives of the 21st Century Penya Project 2016-2021.





## PROJECTS

### The Strategic Plan of the Penya Alliance

The World Penya Alliance, in conjunction with FC Barcelona, has been working for the past three years to meet the objectives set out in the 2016-21 Strategic Plan. The 21st Century Penya Project, a cornerstone of this strategic plan, includes new projects with the objective of continuing to serve as a global standard for supporters clubs, as recognised by the AFEPE (United Supporters Clubs): Alliance Plan, Communications Plan, Sponsorship Plan, "Socis, fem penya" (Fellow members, we're a penya), Penya Model Plan, City Penyes Plan, Penyes and Sport Plan, Solidarity Council Plan and International Expansion Plan.

### We continue to promote solidarity

With more than 300 solidarity events organised this season by penyes, the Alliance is making progress on its social commitment by strengthening the more supportive aspect of the penya movement with the Solidarity Council Plan.

One of the most outstanding acts of solidarity was the Alliance's involvement with the Barça Foundation, in the Supportive Members Day of Celebration, when the penyes and federations collected 6,400 kg of food purely for the purpose of encouraging solidarity among young people and making them aware of the social reality experienced by the most vulnerable groups.

At the urging of the Solidarity Council of the Alliance, a total of 15,000 penya members and people from bodies under all Catalan territorial federations took part in the initiative, something that shows the strong positioning of these entities on a regional scale, and their direct involvement in the campaign.

This year saw the inauguration of a series of talks with the penyes and their penya members throughout the territory, with the encouragement of the Alliance and with the participation of Sister Lucía Caram, patron of the Barça Foundation and promoter of the 'Invulnerables' programme, which aims to create awareness of the predicament of children and families living in the most vulnerable circumstances.

### Support for grassroots sport

The Penyes and Sport Plan was another of the projects developed over the course of the season with an innovative programme called Junts+ (Together+), which aims to provide support for grassroots sport and bringing young people into contact with the penya movement by encouraging collaboration agreements between sports bodies and penyes in their area. Activities were successfully organised this year with EF Arbúcia, FS Tecla de L'Hospitalet de Llobregat, CH Berga and CH Garbí de Palafrugell.

Also, with the aim of familiarising young people with the Penyes and Sport Plan, various rounds of the Football Games Penya Tournament were held in ten Penya Federations, in a travelling format, with the collaboration of penyes and federations across the entire territory. Konami, a premium sponsor of FC Barcelona and the World Penya Alliance, was in attendance with their PES2018 video game, which was used to hold digital sports tournaments for young people aged between 8 and 18 years.

The Penya Group, a body that brings together more than 3,000 boys and girls and which has more than 60 years of history and dedication to grassroots sport, continued with its weekly contests involving more than 200 teams, as well as the training days aimed at players and parents, which have been run for the past three years at the Club's facilities. This season, moreover, some coaches from FC Barcelona ran a series of training days for coordinators and coaches from the Group teams, on themes as important as nutrition, physical assault in sport, responsible use of social networks, etc.



### The Alliance, open to the world

Over the course of the 2017/18 season, the World Penya Alliance continued to promote the Communications Plan, which continued to expand and to strengthen the image of the Alliance with the quarterly publication of **BLAUGRANES** magazine, six editions of which have been published and where all the news can be found on the penya movement and the Alliance, with various interviews with our personalities and those from the world of sport such as Andrés Iniesta and Juan Carlos Navarro.

The Alliance also continued its work on its positioning at a global level, through social networks, with more than 5.7 million followers between Facebook and Twitter. Using the communications tools at its disposal, the organisation is working on continuing to remain open to the members of FC Barcelona and all of its supporters, and on maintaining good communications flow with all of the federations, penyes and penya members, with the aim of growing the Barcelonista family around the territory, via unity and transversality.



## EVENTS

### Over a thousand events organised

Over the year, the World Penya Alliance organised and collaborated around the world in more than 1,000 events and activities aimed at all Barcelona supporters. Aside from Penya Encounters, anniversaries and other celebrations, the blaugrana organisation promoted various events of a social and sporting nature which made clear, once again, the link between the penya organisations and the social reality of the local areas in which they exist, and their defence of the blaugrana values and identity.

One of the new features this year was the start of a series of conferences on the relationship between FC Barcelona and Catalonia, given by the Federation of Penyes of the Valencia and Marina Alta regions, Salvador Torres.

The penyes, moreover, continued to mobilise in an exemplary way, with the attendance of between 50 and 200 buses at each match at Camp Nou and supporting teams by travelling to all national and European stadiums, culminating with the massive attendance of penya members for the Copa del Rey Final, with more than 8,000 people travelling to Madrid to support FC Barcelona teams. Yet another display of the movement's commitment with all sporting disciplines of the Club.

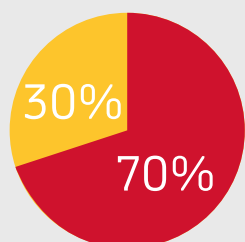
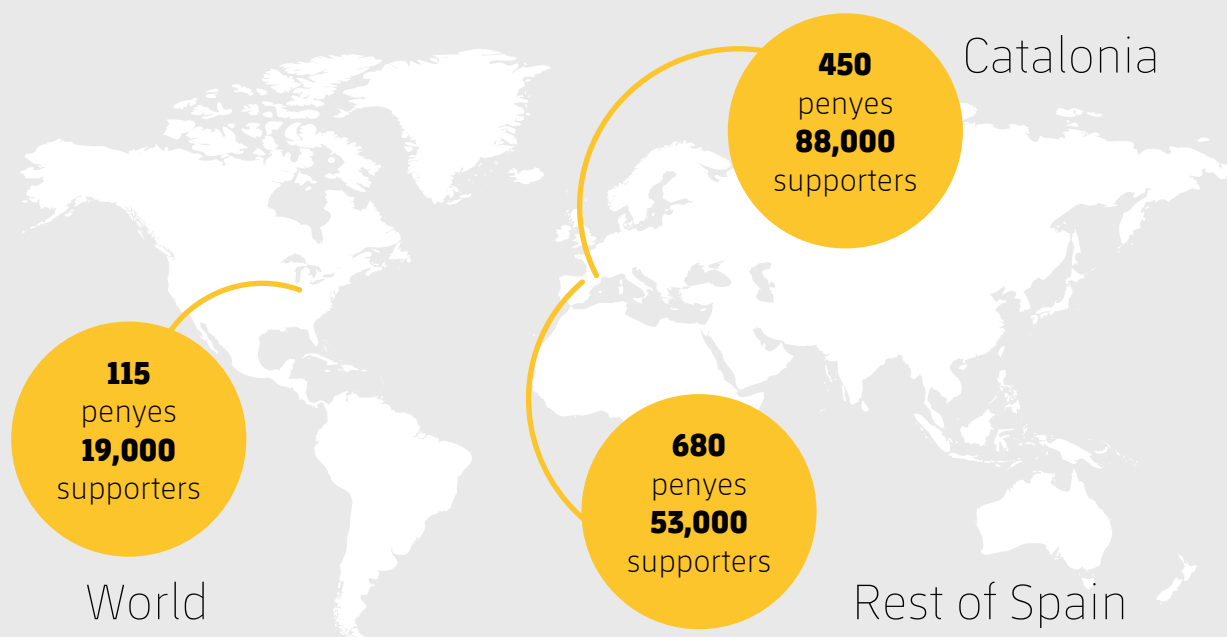
In addition to this support, the penyes, in the social sphere, continued to act as ambassadors for the Club to the territory and, in the economic sphere, they also helped to provide considerable weight in terms of tickets, member cards, subscriptions or merchandise, among other things.





## NEW PENYES

## The penyes, ambassadors to the region



Men Women

## FCB penyes

**1,245** penyes **160,000** supporters **33%** -35 yrs

## New Penyes 2017/18 Season

| NAME  | PROVINCE / COUNTRY |
|---|--------------------|
| Bali Blaugrana Peña.....                      | Indonesia          |
| Lepe Segundo Triplete Barcelona Peña.....     | Huelva             |
| Lleida Barcelona Peña 1970 .....              | Lleida             |
| Arab Blaugrana Peña of Barcelona.....         | Barcelona          |
| Baku Barcelona Peña .....                     | Azerbaijan         |
| Russian Bears Blaugrana Peña of Noginsk ..... | Russia             |
| Baghdad Blaugrana Peña.....                   | Iraq               |
| Corazón Blaugrana Peña Bogota .....           | Colombia           |
| Liege Barça Peña .....                        | Belgium            |
| Budapest Blaugrana Peña .....                 | Hungary            |
| Bonastre Barcelona Peña.....                  | Tarragona          |
| Vandebarcha Blaugrana Peña.....               | Tarragona          |
| Abrucena Barcelonista Peña.....               | Almeria            |
| Rosario Barcelonista Peña.....                | Argentina          |

## A GROUP IN THREE WORDS: RECEIVE, SHARE, GIVE

### Consolidation of the former players' team

2017/18 represented the high point for integrating the collective of new members as part of the Group, currently comprising 85 former players. The ABJ Women's team has its own sporting structure, an exclusive weekly training schedule, and played 11 matches between September and June, the most important of which was the one in Aigion (Greece). It also took part in the traditional Christmas and summer matches.

Highlights of the sporting activity include participation of the men's teams in charity games, such as the one organised in Zaragoza by the ASPANOA body for the benefit of child cancer research, and also with the Barça Innovation Hub.



The Barça Players Group is the binding link between the Club and all football supporters who have signed with the organisation in any of its categories. Its objectives are to monitor the quality of life of former players, promote the values of Barça, and safeguard the historical memory of those who have worked hard in the blaugrana jersey. The experience, expertise and values which they acquired during their time with the Club provide the energy that drives the ABJ from day to day, both inside the organisation and in all external actions in which the Group becomes the promoter of the values and the history of Barça. At the end of the 2017/18 season, the Group had 1,303 members.



### A group that stands alongside the Club

The Group is becoming more and more interlinked with the Club areas. Through the Social Area, which serves as the main link, the Group has a consolidated relationship with the Barça Foundation and the Barça School, through which they collaborate on projects such as the solidarity actions for refugees, Robot Pol, and employment placement for former players. Over the course of the 2017/18 season, a deeper relationship was developed with Masia 360, especially in the Training Area, and in putting in place the Barça Identity project.

The presence of former players at Barcelona penya events, with a service offered by the ABJ to the Club, continued at the levels of previous seasons, with 158 participations. Former players participated for the second year in a training day, and were recognised by the World Penya Alliance with the Edmundo Bazo Prize.



### Direct economic aid for former players

Of the 1.8 million euros of the Group's 2017 budget – received in large part due to the direct contribution of professional football – more than 420,000 euros were allocated, through the Barça Veterans Foundation, to direct economic assistance for former players with the Club. Assistance for former players of the club is supplemented with a Training Area that is growing year on year – more than 500 hours in the past year with 118 students – and with an active jobs pool with more than 100 registered members to promote employment placement for the collective.





### More official and social activity for the Group

- First-team player Sergi Roberto was awarded the Barça Players Prize, established by the Group to give recognition to fair play among our players.
- Calella (Maresme) hosted the Barça Players Week, a series of events for the public, culminating in the Annual Meeting of Former Club Players.
- The Group, set up the Barça Grandstand group, an initiative that involves former players with the Club watching televised games played by the first team, with sick children, in this case at the Vall d'Hebron Hospital.
- Activities for former players over 65. During the season the Folgueta was launched, a funding activity for older former players in the lower categories, which was hosted in the Vall d'Aran. Verona (Italy) hosted the Folga for former first-team players.
- The general secretary of sport, Gerard Figueras, presided at the Annual ABJ Dinner, with more than 420 guests. At the dinner, a posthumous homage was paid to former player Sergio Chavarría, who died suddenly in September, at 43.
- The Group was present at two matches of the Barça Legends, the testimonials games of Iniesta and Mascherano as first-team players, and the 'It's football and it's for women' day, and supported the Club at the funeral of Enrique Castro Quini.

• Football matches and leadership days, under the name Coach Values, are activities the Group offers to sponsoring companies and collectives.

• In the communications area, the Group has its own web page, its own programme on Barça TV, *Seguim en Joc* (Let's keep playing), and a bi-monthly supplement in *Sport* newspaper. By the end of the season, the social networks had a total of 205,000 followers.









The background of the entire image is a photograph of a soccer field, showing the green grass and white markings. Overlaid on this is a grid of small, light-colored plus signs (+) that cover the entire area. The text 'BARÇA BRAND' is positioned in the lower right quadrant of the image.

# BARÇA BRAND

# New brand project

This season, the Club will be developing a new Brand project. This includes defining a Brand Strategy, Brand Architecture, a new Brand Manual, and the new Brand Centre.

## Brand Strategy

To shape the strategy, we defined what it is that makes the Club 'more than a club' (with 144,000+ members, different sports, women's teams, its own style, a school of life, values, being rooted in Barcelona and Catalonia, social engagement, expertise and innovation) as well as establishing the brand's purpose (to change the world by leveraging excellence in sport) and its character (optimism, exemplarity, charisma, leadership, creativity, innovation, high standards, openness).

## Brand Architecture

The brand architecture has been defined based on our two different names: FC Barcelona and Barça, according to different fields of action:



## Brand Manual

We have redefined, updated and broadened the Club's identifiers (logos, colours, typography, visual system, etc.). Corporate brand manuals have been created for the Foundation, for BIHUB, for the Academy/Academy Pro, and for sponsors.

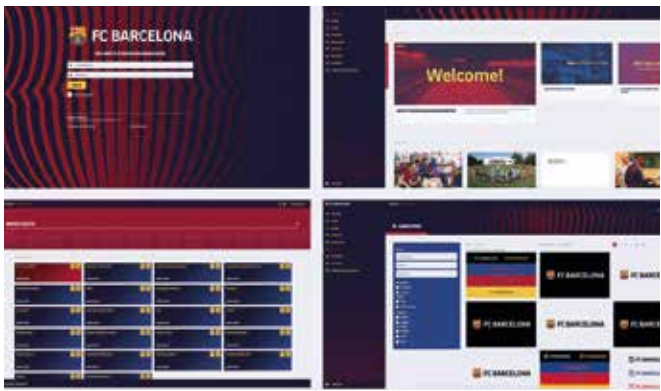


## Brand Centre

We have developed a corporate identity management tool: the Brand Centre. The tool can be accessed anytime, anywhere, ensuring the brand's corporate coherence and guaranteeing that it is applied properly by the in-house team and by external collaborators.

Current modules: Origin, Strategy, Guidelines, Brand Assets, Logos, Multimedia, Documents, Campaigns.

Users: employees of FC Barcelona, the Foundation, BLM, advertising agencies, sponsors, academies, licensees, etc.





## FOOTBALL CAMPAIGNS

### Christmas Campaign: Nujeen's Journey

During the festive season, the Club launched a ground-breaking campaign that told the story of Nujeen, a young Syrian fan who managed to make it from Syria to Germany in a wheelchair despite all the obstacles in her way.

This heart-warming campaign explained Nujeen's journey to Camp Nou to experience one of her greatest dreams: to go to a Barça match and meet the team's amazing players. The campaign earned 8.7 million video-views, fantastic feedback on social media, made a big impact in local and international media. No doubt this was a strong boost for Barça's reputation as 'more than a club'.



### Infinite Iniesta's departure

The Club was determined to bid the team's captain a fond farewell with a great campaign. A series of audiovisual clips were produced to highlight the four key factors that have made Iniesta such a unique player and such a significant figure: la Masia, his values, his success and his style of play. This gave rise to the 'Infinite Iniesta' campaign, which touched fans and media all around the world. The videos of this much-loved player were watched 110 million times.



### Double parade

The Club organised one parade to celebrate two events: winning its 25th Liga and 30th Copa del Rey.

The celebrations took the team through the streets of Barcelona in their usual open-air bus on a journey lasting an hour and a half, taking them from the World Trade Centre to Doctor Ignasi Barraquer square.

Celebration areas were set up along the way, featuring flags, confetti, music and LED screens to entertain the thousands of fans who had flocked there to congratulate the team for winning the double.



### Ticketing campaigns

The Marketing Department carried out campaigns for every game held at Camp Nou, to help boost ticket sales and fill the stadium. Two fine examples were the campaigns launched for the 4th round and quarterfinals of the Champions League. The former was the first time in the season that opposition players were used in the creative strategy, and the latter used a concept that hit home with the opposition team: 'Welcome Romans! 100,000 gladiators await you at Camp Nou'.

The video put together for the Champions League match against Roma was hugely popular on social media, with over 3.5 million video-views.



### Champions of La Liga

The Club launched a graphic and visual campaign to celebrate the Club becoming champions of La Liga in 2017/18.

The concept was '7 out of 10, A Culer Decade' drawing on the fact that Barça has won La Liga seven times in the last ten years.

The campaign was shown both on the Club's own digital media and other digital media to reach new audiences and strategic markets. The graphics were ranked in the top 25 of 2018 publications with the most engagement, both on the Club's Instagram and Twitter.



## Pre-match activities

This season saw the start of a project that involved organising activities prior to the matches at Camp Nou, to encourage people to come to the stadium and to enhance the Barça experience during the game. From March until the end of the season, fans were invited to enjoy a whole range of activities during the hour and a half that the doors are open, including concerts and drum sessions, stilt walkers, freestylers, face-painting, photocall opportunities and flags being handed out.



## Fan Zone Madrid

To celebrate the final of the Copa del Rey at Madrid's Wanda Metropolitano stadium, on 21 April the Club set up a Barça Fan Zone, a place where thousands of Culer fans got to take part in all kinds of activities, including caricature drawings, face painting, drum sessions and concerts by famous Spanish bands such as Pepet i Marieta and La Mala Rodríguez, as well as a variety of food and drinks. The fun was a great way to rev up for a fantastic victory!



## FC Barcelona Women

Once again, the Club has shown its firm belief in women's football by supporting the young women playing in the first team and making them better known to the world. The season saw campaigns to encourage people to come to the Mini-Stadium and the Ciutat Esportiva, along with special campaigns like the one organised for Women's Day, for the season's key games, for the quarterfinals of the Champions League, and for the Copa de la Reina final (the sixth in history). All of these campaigns went under the name 'Totes a per tot' (Women giving their all) and were launched through the Club's usual channels, were sent out to members and fans, and shown on social media.



## 7th FCB Escola International Tournament

The FCB Escola International Tournament (now known as BARÇA Escola or BARÇA Academy) takes place every year at Easter, so this year the Club launched the #PlayBarça campaign to support the tournament, create content and make it better known.

In line with the brand strategy, the hashtag was used to highlight one of the brand's most distinctive features and the key to the methodology taught at the Club's various schools around the world: its style of play.

The campaign was specially backed by a content plan on FCB Escola's social media, press releases, and branding at stands during events. Thanks to the inauguration photo, showing a mosaic of 7000 people at Camp Nou, and a report and headline published in the BARÇA MAGAZINE, the tournament ended with higher participation rates than ever.



## Museum

During the 2017/18 season, the Barça Museum launched a new marketing campaign with a dual purpose: to increase ticket sales and to make the product better known and better positioned.

The campaign's concept was 'Too good to miss' along with images of visitors at the different landmarks on the Tour: the pitch, the European Cups, the dressing rooms, etc. The campaign was implemented both online and offline, throughout the season. This year was the start of the Players Experience Tour, a new part of the Tour & Museum, affording access to exclusive areas such as the first team's dressing rooms.





## SECTIONS CAMPAIGNS

### Special campaigns

With the Basketball Copa del Rey on the horizon, the Club launched a campaign to boost Barça Lassa during this competition. It was largely shown on digital platforms such as the Club's websites and social media, and users interacted well.

Another campaign was organised for the Endesa League play-offs, to boost ticket sales at such a crucial time during the season.



### Palau promotions

A number of campaigns and promotions were held for the 2017/18 season, notably including the Eurolegends basketball ticket packages, the 'Give me 5 Endesa League' and the 'Give me 5 Euroleague', which went down wonderfully - especially the Euroleague packages, with 300 sold. Special promotions were also launched for Christmas, Black Friday and specific groups like Youth Card holders, Club members, Barça Fans and federations.



### This is Barça! This is the Palau!

The season's ticketing campaign for professional sports revolved around the concept THIS IS BARÇA, THIS IS THE PALAU!, adapted to each sport. The concept draws on everything the Palau has to offer, including the experience of seeing a match there. The main aim of the campaign is to sell more tickets and attract bigger audiences to make it the most feared stadium among opponents.



### Barça Rookies

During the 2017/18 season, the Barça Rookies programme brought 8,000 children to the Barça Palau. The goal of the programme is to promote basketball among youngsters and make them want to come to the Palau to watch a game.

Thanks to Barça Rookies, the children got to have their photo taken with the Barça Lassa players and take part in activities during the matches, and seven schools in the Barcelona metropolitan area were visited by their idols. Barça Rookies has a new website: [fcbrookies.cat](http://fcbrookies.cat), with content updated game-by-game, exclusive promotions, information on players, and much more.





## FC BARCELONA MUSEUM



Visits to the FC Barcelona Museum and facilities came close to 2 million for the third year running. This is undeniable proof that it has become a must for tourists from all around the world who come to Barcelona every year, as well as being the most visited museum in Catalonia and the most popular sports museum in the world. The 2017/18 season's specialities were:

### The Latest Display

Space in this display is reserved for the Club's very latest sports news, which, as always, includes the cups and trophies claimed by the first team, as well as other significant prizes. This season, standing proudly alongside the Liga and Copa del Rey cups was the Youth League trophy won by FC Barcelona's Youth A team.



### Espai Gamper-Sunyor

The Museum's temporary exhibition area is now hosting an exhibition that pays tribute to two of the key characters in the history of FC Barcelona: Joan Gamper and Josep Sunyor. Gamper was the founder and five-times President of the Barça club, while Sunyor was the club's President who was murdered in August 1936 at the beginning of the Spanish Civil War. At the opening of the Espai Gamper, current President Josep Maria Bartomeu and Vice-President Jordi Cardoner welcomed three of the Gamper family's grandchildren: Manuel, Xavier and Emma Gamper, as well as Yannik Dutruit Gamper, the founder's great-grandson, and other relatives.





### Espai Cruyff

The FC Barcelona Museum now has a new area dedicated to the great Johan Cruyff. The exhibition area traces the landmarks and key moments in this great footballer's career, both in terms of his contribution to sport and to society. The project involved the FC Barcelona Museum rearranging every item it had that was linked to Johan Cruyff, and adding new pieces borrowed from his family to reflect the true worth of this football legend and to ensure everyone who visits the Museum understands the legacy he left behind as number 14 in FC Barcelona.



### Virtual Reality Headsets

This cutting-edge experience will take the Camp Nou Tour to a whole new level. With the new Virtual Experience using VR headsets, visitors will feel like they are sitting in the stands and reliving every goal and every hair-raising moment as if they were inside the Stadium!



### Players Experience Tour

An exclusive tour where visitors become a new member of the FC Barcelona team. The official Museum guide takes them behind the scenes of the first team, to places like the dressing rooms. They get to explore the pitch at their own pace and relive the most exciting goals from the stands, thanks to virtual reality headsets. And for those hungry for more, they can always take the usual tour and visit the Museum with a multimedia guide.



## COLLABORATION

This year, the area dedicated to collaborations with other institutions lent out a series of original pieces to be shown in the following exhibitions:

- To commemorate the 90th anniversary of the birth of FC Barcelona player Ladislau Kubala, five original Barça trophies from the five Cups won in the 50s were lent to the Hungarian Ferencváros team who Kubala also played for.
- Mucem, The Museum of European and Mediterranean Civilisations, in Marseilles, put on a temporary exhibition entitled *Nous sommes Foot* (We Are Football). The Museum made its contribution by temporarily loaning three original first-team shirts from different years.

### Museum in Haikou

The FC Barcelona Museum has been collaborating with this experiential exhibition space covering 4,000 m<sup>2</sup> that is soon to open in the Chinese city of Haikou. Barça Experience Haikou intends to become a benchmark museum space featuring groundbreaking technology and experiences that revolve around conveying FC Barcelona's emotions, values and vision of sport.

### Espai Barça

With the stadium's upcoming refurbishment, the Museum will naturally be moving to the Club's facilities as part of the Espai Barça project, equipping it with the very latest in technology, as always. The idea is to produce a museum that can rise to the standards of the world's finest football club.

## RELATIONS WITH CATALAN INSTITUTIONS

### Meeting with Catalonia's provincial councillors

The Club's President, Josep Maria Bartomeu, and Vice-President Jordi Cardoner held a meeting with Catalonia's provincial councillors at the President Sunyol Box in Camp Nou before the La Liga match against Leganés.



### Celebrating 25 years since the Olympics

June 2017 marked the 25th anniversary of the Olympic Games being held in Barcelona, in 1992, - the most important sports event ever hosted by the city, bringing about an unprecedented transformation in its social and urban architecture. FC Barcelona was keen to join in the celebrations of this major landmark. President Josep Maria Bartomeu hosted a private dinner party inside the President Sunyol Box at Camp Nou with a delegation from the International Olympic Committee (IOC) led by its President, Thomas Bach.



### Flower offering on the National Day of Catalonia

FC Barcelona once again joined the commemoration of the National Day of Catalonia on the Eleventh of September and participated in the traditional floral tribute at the Rafael Casanova monument. The institutional party was led by president Josep M. Bartomeu. As well as the Club's directors, Barça also sent a delegation of players.





## DIPLOMATIC RELATIONS AND INTERNATIONAL ACTIVITIES

### Meeting with former U.S. President Barack Obama

The President of FC Barcelona, Josep Maria Bartomeu, met former U.S. President Barack Obama during the match played between Barça and Manchester United in the International Champions Cup, where Obama was the guest of honour. Bartomeu and Obama met during half-time inside one of the FedEx Field Stadium's private boxes.



### Meeting with James Costos

An agreement has been signed between the United States Ambassador in Spain and Andorra, James Costos, as part of the Club's global expansion plans. Costos will now work as the Club's strategic advisor in America, which involves three major projects: the Foundation, the Barça Innovation Hub and development of the Barça brand in the North American market.



### Visiting the United States Congress

The Vice-President of FC Barcelona, Jordi Cardoner, gave a talk at the United States Congress during a conference entitled 'How access to sport can revitalise communities'. The conference was organised by the U.S. Soccer Foundation and was attended by the Congressman and Co-President of the Congressional Football Caucus, Darin LaHood; the President and CEO of the U.S. Soccer Foundation, Ed Foster-Simeon; the Executive Director of the Aspen Institute, Tom Farrey; the Minority Leader during Barack Obama's eight-year presidency in the United States, Nancy Pelosi; Members of Congress Grace Meng, Rick Larsen, Kyrsten Sinema and Debbie Wasserman Schultz; and Senator Todd Young.



### Receiving the keys to the city of Miami

The President of FC Barcelona, Josep Maria Bartomeu, was given the keys to the city of Miami-Dade County by the Mayor himself, Carlos A. Giménez. The ceremony was held at the Hard Rock Stadium, where a Clásico match was played against Real Madrid in the pre-season. Also present at the event was the Stadium's CEO, Tom Garfinkel.



## OTHER EVENTS

### FC Barcelona Photo Awards Exhibition

In September 2017, FC Barcelona opened an exhibition at the Auditori 1899 to display the winning photographs and runners-up of the first edition of the FC Barcelona Photo Awards. Craig Easton was the winner of the Photo Awards category, along with Cristina de Middel who won the Project Awards category.



### President Bartomeu speaks at a conference at Harvard

The President of FC Barcelona, Josep Maria Bartomeu, was formally invited by Harvard, one of the world's most prestigious institutions, to give a paper about Barça's social engagement as part of a series of conferences on 'Participation, Inclusion and Social Responsibility in Global Sports' organised with Simmons College.

Bartomeu also visited the Massachusetts Institute of Technology (MIT), affirming the connection between MIT and the Barça Innovation Hub.



### Schwarzenegger and Dan Brown visit Camp Nou

The acclaimed actor Arnold Schwarzenegger came to visit the FC Barcelona Museum and the Camp Nou facilities. This is not the first time the actor has made the most of a trip to Barcelona to visit the Club. Meanwhile, Dan Brown seized the opportunity to visit Camp Nou whilst on tour to promote his latest book *Origin*. Directors Jordi Mestre and Jordi Cardoner joined him on his tour of the Culer stadium and took the chance to explain what makes the history of the Club so special.





### Celebrities in the Camp Nou boxes

This 2017/18 season, the Club's facilities and the President Sunyol Box have welcomed a list of delegations and important international figures in the political, social and cultural spheres. Worthy of special mention was the visit by John Hoffman, director of the Mobile World Congress and managing director of GSMA, and Michael O'Hara, CEO of GSMA. The pair visited

Camp Nou escorted by President Bartomeu and Vice-President Manel Arroyo. Other names included Ricardo Darín, Jorge Drexler, Bárbara Palvin, Anna Muzychuk, Father Ángel, Pau and Marc Gasol, Marc Márquez, Aleix and Pol Espargaró, and Formula 1 racers Kevin Magnussen and Checo Pérez, who also came to enjoy the Blaugrana facilities.





### Tribute to the victims of Barcelona's Rambla attacks

The Club felt compelled to express its profound sorrow and firm contempt regarding the terrorist attacks that shook La Rambla in Barcelona in August 2017. As well as sending out its most heartfelt support for the victims and their families, the flags at Camp Nou and the Ciutat Esportiva Joan Gamper were flown at half-mast and Barcelona's players wore black arm bands during the weekend's matches as a sign of mourning. Before the directors' dinner

prior to the La Liga match against Betis, institutional representatives from both teams lay flowers at the scene of the attacks.

Institutional members were also present at the President Sunyol Box, where black crepe was added to the Blaugrana flag and the Catalan flag. Fourteen seats were left empty inside the box and covered in black as a sign of mourning and as a tribute to the deceased victims.



### Visit to the MWC

President Josep Maria Bartomeu was joined by Dídac Lee on a visit to the Mobile World Congress to attend the 'Enhancing the consumer experience' session within the Sports & Entertainment Summit. One of the speakers at the event was William Mannarelli, the director of FC Barcelona's Heritage Department, who outlined the potential ways mobile technology can be used to enrich the future Espai Barça user experience.

### Catalan Football Stars Gala

FC Barcelona was one of the most prominent clubs in the sixth edition of the Catalan Football Stars Gala, which took place at the Old Estrella Damm Brewery and was led by the President Josep M. Bartomeu, directors Javier Bordas, Xavier Vilajoana, Josep Ramon Vidal-Abarca, managing director-CEO Òscar Grau, and player Sergi Roberto, who was named best player.





### Catalan Sport Festival

FC Barcelona claimed two prizes at the 21st Catalan Sport Festival. The winners were the former Barça B coach, Gerard López, and FC Barcelona Lassa Handball player Aleix Gómez. Gerard López was acknowledged as the best coach whilst Aleix Gómez was named the most promising player in the men's category. The two were backed by the President of FC Barcelona, Josep Maria Bartomeu, and by Vice-Presidents Jordi Cardoner and Manel Arroyo, along with board members Joan Bladé and Silvio Elías. Also present during the award ceremony were the CEO of FC Barcelona, Òscar Grau, and the heads of professional football training, Guillermo Amor and José Mari Barkero.



### The Great 'Mundo Deportivo' Sports Gala

FC Barcelona had a strong presence at the Great Sports Gala organised by MUNDO DEPORTIVO, which took place at the Museu Nacional d'Art de Catalunya. A host of FC Barcelona representatives attended the event, led by President Josep M. Bartomeu. Juan Carlos Navarro received recognition for his career in sport and Lieke Martens was awarded the prize for Revelation Player. Former Barça player Gary Lineker was awarded the Extraordinary Award by the jury.



### Quini's final farewell

The Barça world wished to bid a fond farewell to Enrique Castro 'Quini', who played for FC Barcelona from 1980 until 1984. Directors Silvio Elías and Pau Vilanova and former Blaugrana players Carles Rexach, José Ramon Alexanko, Tente Sánchez, Josep Maria Fusté and Luis Enrique were present during the funeral ceremony at El Molinón.



### 'Gamper, l'inventor del Barça' première

Nearly 500 guests made it to the Romea Theatre to watch the première of the 'Gamper, the inventor of Barça' documentary. The Club was widely represented by its directors, starting with the President, Josep Maria Bartomeu, Vice-President Jordi Cardoner, various board members, several representatives from the Club's different levels, and some of the founder's relatives including his grandchildren Manuel, Xavier and Emma Gamper. Joining them were a variety of highly relevant names in the Barça world, such as Michael Witty, the former President Walter Witty's grandson, and representatives from some of Spain's major sporting institutions including Gerard Figueras, the Secretary General for Sport.



### 'Mundo Deportivo' Champions Trophy Ceremony

FC Barcelona played a special role in the gala organised by MUNDO DEPORTIVO. This season, the Club was awarded 15 trophies in its different sports sections. Representing FC Barcelona were directors Silvio Elias, Joan Bladé, Javier Bordas, Josep Ramon Vidal-Abarca and Oriol Tomàs, who praised the good results achieved and the attitude of all of the club's teams.



### Agreement with CAR Sant Cugat

FC Barcelona has signed a framework agreement with CAR Sant Cugat to organise and jointly carry out the International Forum on Elite Sport, to be held from 25 to 27 September 2019 in Barcelona. This Forum is a two-yearly gathering by the International Association of Sport Performance Centres (ASPC) comprising the most outstanding high-performance agents in the world. The Blaugrana Club intends to get involved in the event's organisation through the Barça Innovation Hub, the Club's very own research, development, training and innovation platform, placing FC Barcelona at the very top of the world's sport performance sphere.



## SIGNING OF AGREEMENTS

### Agreement with the Catalan Youth Agency

FC Barcelona and the Catalan Youth Agency have teamed up to offer a new grant that will encourage good performance in sport. The aim is to get more young people aged 16 to 30 involved in this field. The training grant is intended exclusively for holders of a Young People's Card (Carnet Jove) as part of the Carnet Jove Grants programme organised annually by the Catalan Youth Agency together with some of the sector's major companies.



### Agreement with the Gran Teatre del Liceu Foundation

FC Barcelona and the Gran Teatre del Liceu Foundation have signed a collaboration agreement to develop a series of cultural activities linked to theatre throughout 2018. The arrangement was formalised inside the FC Barcelona President's office, by Josep Maria Bartomeu and Salvador Alemany, the President of the Foundation.







Enrique Castro 'Quini'

## ALWAYS IN OUR THOUGHTS

FC Barcelona wishes to extend its deepest sympathy to the relatives and friends of its deceased members, as well as to the loved ones of other key figures in the Barça world, including former footballers Enrique Castro 'Quini', José Antonio Zaldúa, Miguel Ángel Loayza and Antonio Pais; former female player Imma Cabecerán; former basketball player Joan Canals; the former president of the FC Barcelona Financial and Statutory Committee, Joan Trayter, who was also the senior head of the Managing Board that presided over the Club for a few months in 2003; director Jacint Borràs, who was a member of the Managing Boards of FC Barcelona under Agustí Montal and Joan Laporta; and former coach Joan Malgosa.



José Antonio Zaldúa



Miguel Ángel Loayza



Antonio Pais



Imma Cabecerán



Joan Canals



Joan Trayter



Jacint Borràs



Joan Malgosa

# COMMITTEES

## Disciplinary Committee

Directors in charge: Jordi Calsamiglia

Salvador Bartolomé Codina  
Josep Maria Mir Padullés  
Marta Simorra Oliver  
Alejandro Tintoré Espuny

## Strategic Economics Committee

Directors in charge: Silvío Elías

Joan Lluís García Jobal  
Miquel Lladó Casadevall  
Joan Ramon Ramos Raich  
Carles Tusquets Trias de Bes  
Josep Maria Xercavins Lluch

## Social Committee

Directors in charge: Jordi Cardoner, Pau Vilanova

Jose Maria Barnils Aguilera  
Santi Casas Bedós  
Ferran Hernández Moya  
Jaume Carreter i Felip  
Roser Tiana Leoz  
Oscar Ferreón i Mestre  
Santi de Cruylles i Arraut  
Daniel Sala Peix

## Penyes Committee

Directors in charge: Pau Vilanova

Manel Costa del Toro  
Xavier Illicheta Ferrer  
Griselda Soteras Bergada  
Manel Torrentallé i Cairó  
Elvira Pou Chifoni  
Cerni Areny i Aguilar

## Basketball Section Sports Committee

Directors in charge: Joan Bladé

Albert Buscató Costa  
Ferran Butxaca Gracia  
Pere Francitorra Ferrer  
Xavier Gomis Paserin  
Agustí Llorens Ros  
Ferran Martínez Garriga  
Sergi Piquet Estrada  
Josep Santasusana Ribó

## Handball Section Sports Committee

Directors in charge: Joan Bladé

Joan Balcells  
Salvador Canals  
Luis Duocastella Codina  
Xavier López Sautés  
Jordi Pascual

## Roller Hockey Section Sports Committee

Directors in charge: Josep Ramon Vidal-Abarca

Xavier Bosch Solé  
Alexandre Vidal-Abarca Armengol  
Daniel Vives Sáez  
Esteve Pérez García

## Indoor Football Section Sports Committee

Directors in charge: Josep Ramon Vidal-Abarca

Antonio Lozano Palazón  
Amadeo Olivart Sama  
Gabriel Sánchez Vila  
Jordi Viciano Navarro

## Amateur Sections Sports Committee

Directors in charge: Oriol Tomàs

Jaume Argilés Forne ..... Volleyball Sports Committee  
Enric Baulenas Dot ..... Wheelchair Basketball Sports Committee  
Francesc Carol Vidal ..... Field Hockey Sports Committee  
Jaume Carreter Felip ..... Social Commission - Amateur Section Sports Committee  
Josep Maria Cortal Pedra ..... Ice Hockey / Skating Sports Committee  
Josep Maria Mir Padullés ..... Athletics Sports Committee  
Santi Torres Jordi ..... Rugby Sports Committee

## Monitoring and Transparency Committee

Directors in charge: Maria Teixidor

Ramon Esteve Castellar  
Antonio Argadoña Ramiz  
Jordi Argemí Puig  
Oriol Laporte Roselló  
Ramon Palou Godall

## Football Academy Coordinating Committee

Directors in charge: Jordi Mestre, Silvío Elías, Xavier Vilajoana

Josep Castellà Deu  
Josep Cortés Queralt  
Joan Carles Hernández Fernández  
Ernest Llinós Oliva  
Susana Puell Navarro

## Barça B Sports Committee

Directors in charge: Silvío Elías

Jordi Bellmunt Fernández  
Josep Contreras Arjona ..... Barça B and RFEF Liaison Sports Committee  
Enric Crous Millet  
Josep Maria García Maranges  
Josep M. Huguet Ràmia  
Fernando Sánchez Freyre

## Football Academy Sports Committee

Directors in charge: Xavier Vilajoana

José Luis Alcón Andrés  
Eduardo Aragonés Gómez  
Pere Areñas Serra  
Antonio Castillo Barba  
Jordi Claramunt García  
Emili Coll i Güixens  
Albert Colomer Navarro  
Josep Corderas Vila  
Lluís Corretja Buyé  
Martí Dalmases i Planas  
Miquel Espert López ..... Women's Football Sports Committee  
Enric Estorch Pradell  
Joan Fabregà Viader  
Tomás Fernández Senoseain  
Joan Font Fortuny  
Simón Franch Dalmau  
Julià Freixas Depares ..... Women's Football Sports Committee



|                                     |                                   |
|-------------------------------------|-----------------------------------|
| Joaquim Gabarró Guixé               |                                   |
| Laura Hortelano Valderrama          | Women's Football Sports Committee |
| Antoni Iruela Segovia               |                                   |
| Ramon Jovells Forns                 |                                   |
| Josep Maria Jovells Forns           |                                   |
| Xavier Masgrau González             | Women's Football Sports Committee |
| Ramon Massons Llobert               |                                   |
| Josep Milián Olivé                  |                                   |
| Anna Molluna Archs                  | Women's Football Sports Committee |
| Albert Montull González             |                                   |
| Constantí Muñoz Bruach              |                                   |
| Enric Navarro Plà                   |                                   |
| Blas Parra Murillo                  | Women's Football Sports Committee |
| Ferran Pasanau Moret                | Women's Football Sports Committee |
| Eduard Pascual Casas                |                                   |
| Pere Pastor Fàbregas                |                                   |
| Marc Jordi Pelejà Vicente           | Women's Football Sports Committee |
| Jordi Perelló Menasanch             |                                   |
| Joan Perelló Soler                  |                                   |
| Eider Pérez de Caballero Valenzuela | Women's Football Sports Committee |
| Josep Pla Molins                    |                                   |
| Joan Prat Oller                     |                                   |
| Enric Prats Solé                    |                                   |
| José Manuel Pueyo Arcas             | Football Training Area Committee  |
| Albert Pujol Casadevall             |                                   |
| Andrés Ramos Alas                   |                                   |
| Antonio Redondo Camacho             |                                   |
| Enric Ricart García                 |                                   |
| Xavier Rieiro Fulquet               | Women's Football Sports Committee |
| Laura Ros Ferrer                    |                                   |
| Borja Rovira Pardo                  | Women's Football Sports Committee |
| Manuel Serrano Fuentes              | Football Training Area Committee  |
| Alicia Soler Viala                  | Women's Football Sports Committee |
| Josep Lluís Soria Romea             |                                   |
| Tomàs Termens Navarro               |                                   |
| Fernando Uriz Fina                  | Women's Football Sports Committee |
| Jordi Viader Martí                  |                                   |
| Amadeo Vilaró Mitjavila             |                                   |
| Jordi Vilarrasa Sans                |                                   |
| Miquel Vivas Giménez                |                                   |
| Sebastián Miguel Zaragoza Garriga   |                                   |

### Penyes Council

|                              |   |
|------------------------------|---|
| Antoni Guil i Román          | President of the Supporters Clubs World Confederation |
| Jordi Monturiol González     | East Barcelonès                                       |
| Salvador Balsells Alcobé     | West Barcelonès                                       |
| Joan Giménez Gabarra         | Vallès  |
| Manel Flores Viera           | Maresme   |
| Vicenç Notari Aries          | Baix Llobregat  |
| Jaume Múria Chaure           | Anoia, Alt Penedès and Garraf                         |
| Ramon Burniol Creu           | Bages, Berguedà and Cerdanya                          |
| Fsc. Xavier Canudas i Puigbó | Osona and Ripollès                                    |
| Lluís Grau i Fullà           | Empordà and North Catalonia                           |
| Joaquim Vall-Ilosera Plà     | Gironès, Selva, Garrotxa and Pla de l'Estany          |
| Ramon Fibla Barrera          | Terres de l'Ebre                                      |
| Josep Borrull Llubra         | North Tarragona                                       |
| Pere Mentrut Fanes           | North Ponent  |
| Claudi Bosch Santacreu       | South Lleida  |
| Joaquín Grifol Martínez      | Counties of Castellon                                 |
| Salvador Torres Domènech     | Counties of Valencia and Marina Alta                  |
| Francisco Baile Rodríguez    | Counties of Alicante                                  |
| Òscar Escoda Trobat          | Balearic Islands                                      |
| Tomàs Martínez Larrubia      | Andalusia, Ceuta and Melilla                          |
| Rafael Pichardo Pulido       | Andalusia, Ceuta and Melilla                          |
| Diego Peral Florido          | Andalusia, Ceuta and Melilla                          |
| Juan Carrión Tudela          | Murcia  |
| Daniel Peinado               | Castilla La Mancha                                    |

|                            |                              |
|----------------------------|------------------------------|
| Miguel Ángel Cruz Macías   | Extremadura                  |
| Estaban García Urbanos     | Madrid                       |
| Nicolas Pérez Prieto       | Castile and Leon             |
| Salvador Cerviño Juncal    | Galicia                      |
| Rufino J. Fernández Alonso | Cantabria and Asturias       |
| Gorka Muñoz Rojo           | Basque Country               |
| Miguel Iranzo Hernández    | Aragon, La Rioja and Navarre |
| Jose Yamal Hawach Vega     | Canary Islands               |
| Antonio Freire Orellana    | Global                       |
| Josep Antoni Martin        | Global                       |

### Penyes Ombudsman

Ramon Termens i Navarro

### Members' Ombudsman

Joan Trayter Jiménez

### UEFA Liaison

Amador Bernabéu

David Bellver Vives



## MEDIA FROM AROUND THE GLOBE HAVE THEIR EYES ON BARÇA

Our Club has been the centre of media attention around the world yet again. As usual, last season had plenty of journalists eager to cover the daily work of the football first team and the Club's other professional and amateur teams. Significant coverage was also given to all the economic, social and cultural information linked to the Club, which is increasingly present in the media.

Once again, this year, international media were constantly present throughout the season with numerous correspondents in the city and a large number of special envoys sent to cover the more specific sports and institutional events. Various media also produced special feature reports and programmes on FC Barcelona.

During the 2017/18 season we provided more than 11,350 press passes for football matches at the stadium, with an average attendance approaching 400 accredited media professionals per match. BBVA League match 36 between FC Barcelona and Real Madrid saw the highest number of press passes ever given out to a total of 759 accredited professionals, including writers, photographers, commentators and technicians.





## THE MEMBERS' MAGAZINE

The BARÇA MAGAZINE is the Club's two-monthly corporate publication. Producing 115,000 copies, it is extremely popular among Club members who have it sent to them. As well as revealing exclusive content about the sports teams and publishing in-depth reports on the Club's major strategic projects, it also contains useful information about services and other topics that members will find interesting.

The first issue of the season devoted its front cover to Leo Messi, having recently confirmed that he had agreed to renew his contract until 2021. It also featured information about the Club's tour of the United States, along with other current affairs. The October-November issue focussed on Andrés Iniesta, who had extended his contract with Barça for a lifetime. In the words of President Josep Maria Bartomeu, this is "an exceptional contract for an exceptional player". The same edition also discussed the laying of the first stone at the Johan Cruyff Stadium at Ciutat Esportiva Joan Gamper.

Messi once again made the front page in the season's third issue, with the signing of his contract renewal and his fourth Golden Boot. The nimble Argentinian finally made his lifetime commitment to the Club official. "I'm happy to be staying here at home," explained the player, whose new contract was agreed with a clause for €700 million. The next issue had Coutinho on the front cover after recently joining the first team over the winter. At last the Brazilian was able to make his dream come true following Liverpool's initial refusal to let him go. Meanwhile, Javier Mascherano brought his time at Barça to an end.

The April-May issue was mainly dedicated to the Club's schools, FCBescoles, because of the International Tournament they held at Easter, involving over 2,000 kids from schools all around the world. The star of the most recent issue was once again Andrés Iniesta, the team captain who raised the La Liga and Copa del Rey trophies which meant the eighth double in the Club's history. This was his last farewell from Camp Nou after 22 years at Barça - 16 on the first team - and a record of 32 trophy wins behind him.



## DOCUMENTATION AND STUDIES CENTRE

This year, the Documentation Centre continues to serve both external researchers wishing to read up about historical facts, and the Club's various departments seeking information on the history of FC Barcelona, and especially its own media, including the BARÇA MAGAZINE, the website, Barça TV and social media. On a different note, the Documentation Centre also had a hand in carrying out various Barça-themed publishing projects.

The Centre also aided in the organisation of the area inside the Club Museum dedicated to presidents Joan Gamper and Josep Sunyol, as well as supporting the Barça Museum in Haikou, China. Early in the 2017/18 season, the Documentation Centre took part in a tribute held in the Spanish town of Mondoñedo (Lugo) to honour the man who composed the first official FC Barcelona anthem in 1910, José Antonio Lodeiro Piñeiroa.

The Centre's documentation service has catalogued a total of 87,745 new images, meaning the collection has grown to include 375,000 processed images. Work also continued on receiving, selecting and dealing with the textual documentation produced by the Club's different departments, which is kept in the Centre's historical and administrative archives.

Due to maintenance and security work at Camp Nou over summer 2018, the FC Barcelona Documentation and Studies Centre was closed temporarily and its staff have been relocated to the Social Department offices. This relocation process has naturally affected customer services, meaning that only online queries could be dealt with. The final move to their new location, which is still under construction, is expected to happen in the first half of 2019.

## BARÇA TV: A SEASON FOR INFORMATION AND FEATURE REPORTS

During the 2017/18 season, the official FC Barcelona channel has taken care not only to cover all of the Club's information but also to produce feature reports and special in-depth programmes. One example is the Club's farewell to Andrés Iniesta. Barça TV provided live coverage of the captain's press conference and the institutional tribute ceremony held at Camp Nou, as well as gathering the entire team to produce the 'El último pase' (The Last Pass) programme. In this report, which was one of the highlights of the season, Iniesta's fellow players described their team mate and his career, producing a unique result. The footballers all gathered at la Masia to relive together Iniesta's whole journey through Barça.

Barça TV is still strongly backing its two key programmes: the current affairs programme 'Hora B' (B Time) which airs from Monday to Friday, and 'El Marcador' (The Scoreboard), the weekend show. Both programmes are now into their second season and include a debate section every day.



'Hora B' is presented by journalist Llorenç Tarrés, and is broadcast on weekdays at 7.30 pm. This programme covers current affairs on a daily basis, including interviews with key figures, and monitors the latest topics and news in an informative but casual tone. This season, players such as the newly contracted Sergi Roberto, Sergi Samper, Paco Sedano, Vázquez Montalbán Award winner Micheal Robinson, Viran Morros, and a string of other football celebrities were welcomed on the set.

'El Marcador' is a weekend show presented by Mario Robert and his team. It covers everything there is to discuss on Saturdays and Sundays. The programme also includes preliminaries and after-match reaction on the first team's games, including press conferences and statements by players and technicians in the mixed area and elsewhere. One of the highlights of 'El Marcador' is the 'El Barça en joc' section (Barça at Play), with the match replay with Jaume Marcet, Alex Delmás and Marc Brau, proving



extremely popular among Club members and supporters.

Also worthy of special mention are the 'Històries' feature reports shown on Fridays at 9 pm. These fortnightly reports focus on the Club's more social and charitable affairs. Some of these reports are particularly sensitive, covering the work carried out by the Foundation to help refugees and drive projects such as 'Futbol.Net i Kara Tepec United, el salvavides de cuir' (Futbol.Net and Kara Tepec United, the leather life jacket) and 'Futbol.Net: una eina per a la integració' (Futbol.Net, a tool for integration).

Barça TV also devoted a section to history in the feature report entitled 'HH: Paraula de Mag', marking the 20th anniversary since the death of Helenio Herrera, as well as special programmes to commemorate the 1981, 1990 and 1998 Copa del Rey tournaments.

Barça TV kept a close eye on all of the Club's professional teams and on its football training work. This included monitoring the Youth A team to produce a report named 'L'ADN d'un



equip campió' (The DNA of a winning team) to portray the young team's success this season.

Also still going strong this season were the programmes 'Promeses' and 'Aquí Palau', with all of the information on FC Barcelona's squad and our professional sections.

The Club's official channel is still seen as a benchmark in the sense that it offers a service, which included broadcasting the Assamblea de Socis Compromissaris meeting and the World Supporters Clubs Congress, as well as all of the Club's institutional events and key moments.

This year, mention should also be made of the coverage and TV programme recorded inside the 'Fan Zone' on the occasion of the Copa del Rey final in Madrid. Edgar Fornós and Cristina Collado were in charge of presenting the programme during over seven hours in the area reserved for Barça fans, featuring interviews, games and music performances.





## VÁZQUEZ MONTALBÁN INTERNATIONAL JOURNALISM AWARD



### The prize went to journalist Michael Robinson

The Auditori 1899 was the chosen venue to award the 2017 Vázquez Montalbán International Journalism Award to Michael Robinson in the sports journalism category. The event was attended by President Josep Maria Bartomeu and the Vice-President in charge of the Marketing and Communication Department, Manel Arroyo.

The Vázquez Montalbán International Journalism Award has existed since 2004 as a tribute to the memory of Manuel Vázquez Montalbán, seeking to show recognition for journalistic work in two categories: cultural and political journalism and sports journalism.



### Presentation of the book 'Manuel Vázquez Montalbán. Barça, cultura i esport' (Barça, Culture and Sport)

The book entitled 'Manuel Vázquez Montalbán. Barça, cultura i esport' is a collection of articles linked to Barça and its significance in sport and society, published by this writer throughout his journalistic career. During the presentation, which was attended by the President of FC Barcelona, Josep Maria Bartomeu, praise was given to the work of this Barcelona-born journalist and his vision of FC Barcelona and its symbolism.

## SOCIAL MEDIA FOLLOWERS

# 321,731,606

(figures from 30 June 2018)

Twitter  
**55,228,669**



|                  |                 |
|------------------|-----------------|
| @FCBarcelona     | @FCBhandbol     |
| 29,310,449       | 265,774         |
| @FCBarcelona_es  | @FCBarcelona_jp |
| 13,738,311       | 232,801         |
| @FCBarcelona_cat | @FCBhoquei      |
| 5,769,415        | 201,922         |
| @FCBarcelona_ara | @FCBtv          |
| 1,707,890        | 183,529         |
| @FCBarcelona_br  | @FCBPenyes      |
| 706,574          | 164,080         |
| @FCBmasia        | @FCBarcelona_tr |
| 573,366          | 154,183         |
| @FCBbasket       | @FCBFemeni      |
| 530,341          | 119,779         |
| @FCBfutbolsala   | @FCB Escola     |
| 393,831          | 94,157          |
| @FCBarcelona_fra | @FCBarcelonaB   |
| 627,491          | 45,939          |
| @FCBarcelona_id  | @FundacioFCB    |
| 379,437          | 29,400          |

YouTube  
**4,665,834**



|              |         |
|--------------|---------|
| FC Barcelona | BarçaTV |
| 4,521,132    | 144,702 |

Facebook  
**136,924,141**



|               |                   |
|---------------|-------------------|
| FC Barcelona  | Barça Fundació    |
| 102,946,581   | 5,470,698         |
| FCB Penyes    | Barça Basket      |
| 5,657,797     | 2,418,903         |
| Barça Hoquei  | FC Barcelona B    |
| 4,867,484     | 1,318,550         |
| Barça TV      | Barça Femeni      |
| 4,687,348     | 491,360           |
| Barça         | Barça Universitat |
| Futbol Sala   | 166,749           |
| 4,426,391     | Barça Academy     |
| Barça Handbol | 96,283            |
| 4,304,202     | FCBMasia          |
|               | 89,795            |

Line  
**33,061,391**



|     |            |
|-----|------------|
| JP  | 4,422,003  |
| ENG | 16,943,362 |
| ESP | 5,564,815  |
| BR  | 416,390    |
| CAT | 333,516    |
| ID  | 5,381,305  |

Instagram  
**60,698,050**



|             |                |
|-------------|----------------|
| FCBarcelona | FCBhoquei      |
| 57,466,258  | 107,251        |
| FCBBasket   | FCBAmericas    |
| 325,982     | 125,367        |
| FCBFemeni   | FCB Escola     |
| 614,266     | 78,977         |
| FCBMasia    | FCBarcelonaB   |
| 725,060     | 787,435        |
| FCBFutsal   | Barça Fundació |
| 275,472     | 47,766         |
| FCBHandbol  |                |
| 144,216     |                |

Other  
**31,135,521**



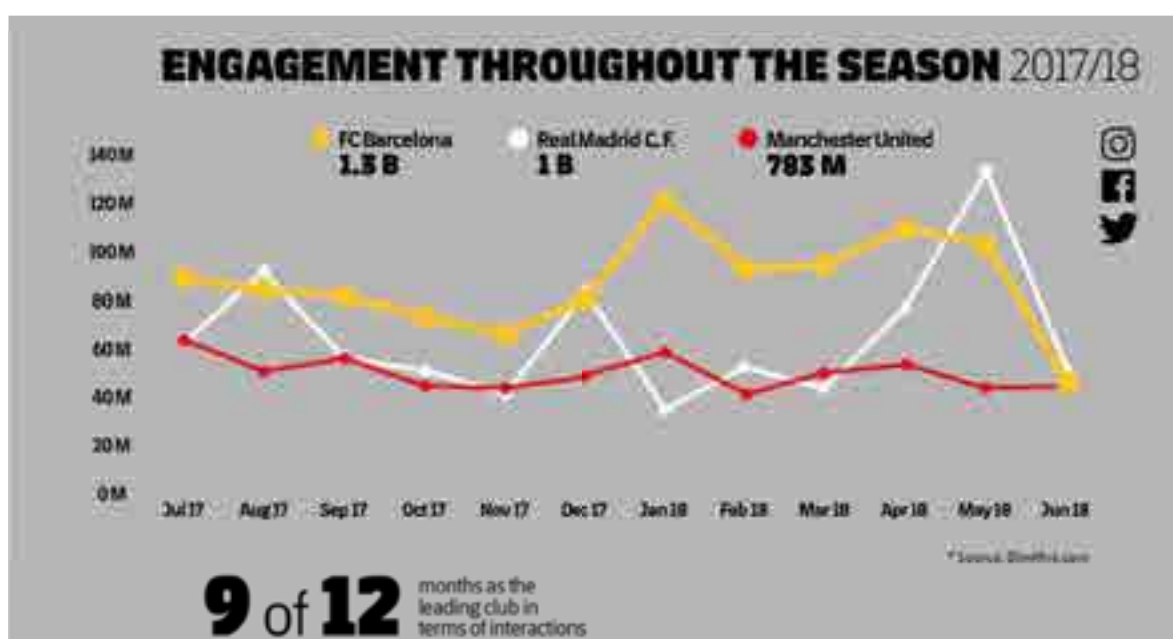
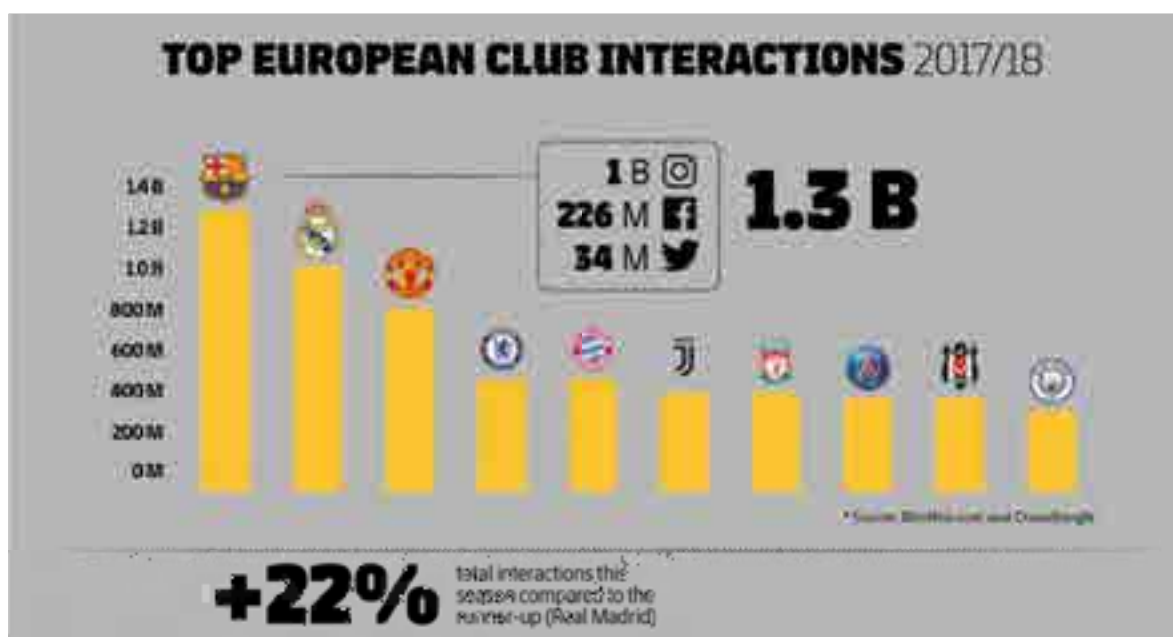
|           |           |
|-----------|-----------|
| Google+   | Periscope |
| 8,969,147 | 327,839   |
| Sina      | Snapchat  |
| 5,860,288 | 956,231   |
| Tencent   | LinkedIn  |
| 3,861,448 | 62,200    |
| WeChat    | Viber     |
| 48,302    | 5,036,066 |
| Miaopai   | Pinterest |
| 5,990,000 | 24,000    |



## FC BARCELONA IS STILL IN THE LEAD ON SOCIAL MEDIA

FC Barcelona's sporting success in the 2017/18 season extends all the way to social networks. The Club ended the season with over 1.3 billion digital interactions, amply surpassing other football clubs in global terms, not to mention clubs in any other sports disciplines. According to data by Blinkfire and Crowdtangle, the top 5 international interaction rates behind Barça were achieved by the following teams: Real Madrid (1.027), Manchester United (782), Chelsea (354) and Bayern Munich (348).

Barça's victory during the Clásico match at Santiago Bernabéu (0-3), its new winter recruits, its double in La Liga and the Copa del Rey, and Andrés Iniesta's farewell, marked the key moments that earned the Club these staggering numbers. A more detailed analysis reveals that Barça was in the leading position on the major platforms (Facebook, Twitter and Instagram) almost constantly throughout the season: Barça was the Club with the most interactions during 9 out of 12 months.

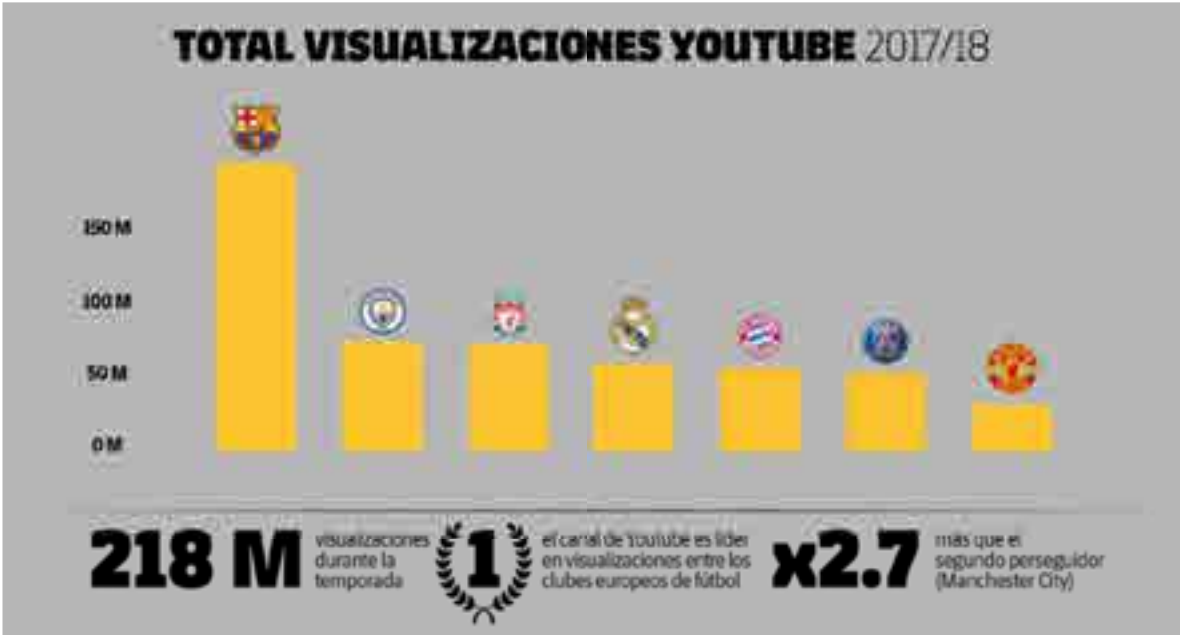


Average monthly engagement levels registered on the Blaugrana accounts (which includes likes, comments, shares, retweets and reactions to published content) stood at 110 million, only dropping below 100 million in November and June. January, when Coutinho and Mina arrived and Mascherano announced his departure, registered the highest peak with 181 million interactions.

## MORE VIDEO-VIEWS THAN ANY OTHER

Audiovisual content is the mainstay in every content campaign. Once again, FC Barcelona stands out in this area too. The figures speak for themselves: its videos were viewed 2 billion times between 1 July 2017 and 30 June 2018. In other words, we counted an average of 5.4 million daily video-views of the content published by Barça on Facebook, Instagram, Twitter and YouTube. Barcelona also ranked number 1 on YouTube, the ultimate

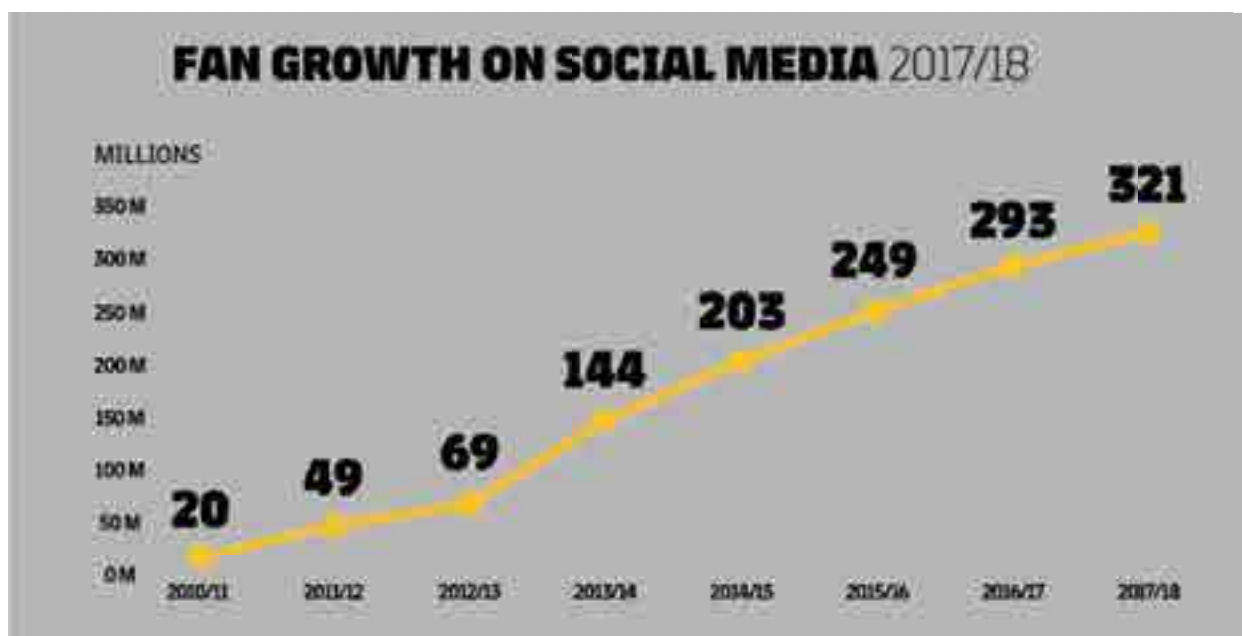
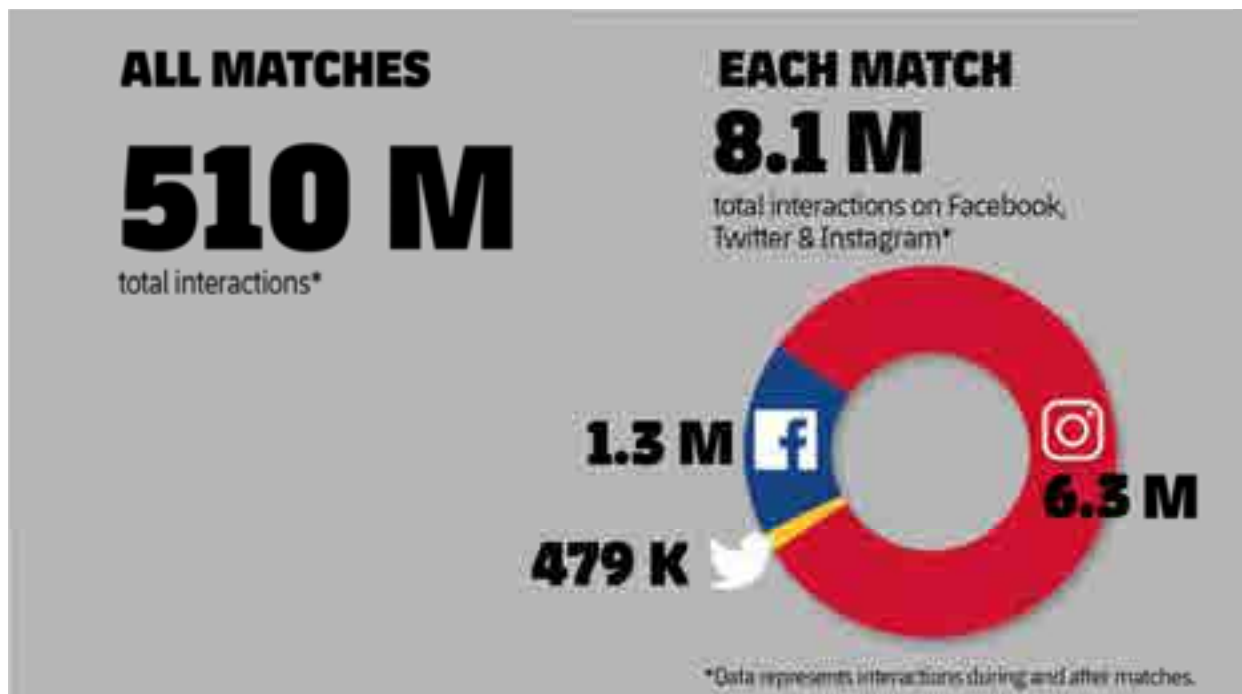
audiovisual platform that generates the most video content daily. In just one year, it scored 213 million video-views on its own channel, significantly ahead of its rivals: Premier League champions Manchester City (76 million) and Champions League finalists Liverpool (73 million). But as well as viewings, FC Barcelona also saw the greatest growth on YouTube with 1.4 million new subscribers.





### Matches - Key Moments

As in the majority of sports, fans are at their most active around a matchday. Out of the total 1.3 billion interactions this season, 39% revolved around the 58 matches played in 2017/18, both during the games and in the ensuing 24 hours.




### A 321 million-strong fan community

FC Barcelona currently has 321 million fans supporting it on social media, including all digital platforms in different language options and all of its professional teams. In the last 12 months alone, the Club's various social profiles have earned over 585,000 new fans per week. On top of its growth on social networks, what experts call engagement is becoming more and more important. The concept refers to the degree of interaction with fans, and here again Barça takes the lead by a long shot.







# GLOBAL BUSINESS AREA



## COUNTRIES



## IMPORTANT AGREEMENTS

### RAKUTEN

FC Barcelona and Rakuten Inc., a leading, dynamic, worldwide company in e-commerce, communications, digital content and FinTech services for consumers and companies around the world, reached an agreement whereby the Japanese firm would become the Club's main global sponsors. This would see Rakuten featured on the front of the first team jersey from 2017/18 onward. The agreement was signed at an event in the 1899 Auditorium, in the presence of FC Barcelona president Josep Maria Bartomeu; Manel Arroyo, the vice-president in charge of FC Barcelona Marketing and Communications, and Rakuten chairman and CEO Hiroshi Mikitani.



### EMIRATES NBD

FC Barcelona and Emirates National Bank of Dubai (ENBD) officially announced their sponsorship agreement in Barcelona in July 2017, whereby ENBD would become the Club's Regional Sponsor and their Official Bank in Egypt. During the ceremony held in Barcelona, Silvio Elías, a member of the Management Board, represented the Club and gave a short press release. One of the strategic goals behind this alliance is to launch three official Barça credit cards in Egypt, which became official in October 2017 during an event that took place in the North African country and was attended by Barça Legend Patrick Kluivert.



### NEF

FC Barcelona and NEF announced their new sponsorship agreement in Istanbul in April 2017, making NEF the Club's Regional sponsors and the Club's Official Real Estate Agents in Turkey up until June 2019. The ceremony held to present the agreement was attended by Francesco Calvo, the Chief Revenue Officer for FC Barcelona and the most senior representative of the Club. During their first year as Club Partners, NEF produced a welcome video featuring five players from the first team (Ter Stegen, Jordi Alba, André Gomes, Neymar and Messi), as well as decorating their points of sale with Barça images and making use of their hospitality rights in various matches at Camp Nou.



### SAFEGUARD

FC Barcelona and Safeguard, a brand from the Procter & Gamble group, announced a regional sponsorship agreement in Shanghai. To celebrate, legend Rivaldo travelled to the presentation ceremony along with Freddy Bharucha, Head of Marketing for P&G Asia, and Adriana Novais, Head of Sales and Retail for P&G China. Through this agreement, Safeguard would become the Official FC Barcelona Shower Gel in China up until 2019, helping to strengthen the bond between the Club and the Procter & Gamble Group, whose brands Gillette and Head & Shoulders are already on the list of FC Barcelona partners.



## HEAD & SHOULDERS

FC Barcelona and the Procter & Gamble Group brand Head & Shoulders announced a sponsorship agreement that would see H&S become the Official FC Barcelona Shampoo in China. The announcement ceremony was attended by legend Anderson Luis de Souza (Deco), the Club's Commercial Director, Xavier Asensi, the General Manager of H&S Greater China, Sinan Yuksel, and the General Manager of Procter & Gamble Beauty Practice, Olivella Liu. Under this agreement, Head & Shoulders would reinforce its ties with FC Barcelona by spreading to the regions of China, Hong Kong, Macau, Taiwan, South Korea, Indonesia, Thailand, Singapore, Malaysia, Vietnam and the Philippines.



## IMPORTANT AGREEMENT RENEWALS

### BEKO

FC Barcelona and Beko officially renewed their sponsorship agreement in an event that took place on 15 February 2018 at the 1899 Auditorium in Camp Nou. With this new sponsorship agreement, which will come into force as from the 2018/19 season, Beko will become the Club's Main Partner and Training Partner. This new alliance between the two institutions further consolidated Beko's position as a Club Partner and raised its standing within the Barça sponsorship programme. The renewal will see the Beko logotype featured on the front of the first team's training jerseys as well as on the back, where it has been showing since the 2014/15 season. It will also continue to be shown on the left sleeve of their playing jerseys. The contract with Beko will last until the end of the 2020/21 season. The event was also an opportunity to publicly announce Gerard Piqué's appointment as the ambassador of Beko's 'Eat Like a Pro' campaign, which intends to encourage healthy eating habits among children.



### NESTLÉ

Nestlé and FC Barcelona signed a sponsorship expansion agreement in January 2018 for the next three seasons. With the expansion, MILO would continue to be the global sponsor of Tonic Food Drink, while Nesquik became the global sponsor in the milk chocolate drinks category. Two new brands also joined the Barça family: Nescau and Ricacao. Nescau was made a regional sponsor in the milk chocolate drinks category in Brazil, while Ricacao entered the milk drinks category in Ecuador. During the first year, MILO started sponsoring the Club in 21 countries. Ninety kids from fifteen countries travelled to Barcelona to hold a workshop with the Academy and with Barça legend Abidal. Plus, Nesquik created collectors' items to show the world the children's creative talent and encourage them to engage in sports.





## ALLIANZ

Allianz and FC Barcelona have extended their sponsorship agreement to cover one more season, meaning the German company will keep up its position as Official Club Sponsor and as the Official FC Barcelona Insurance Company. Thanks to this renewal, Allianz will continue to hold its rights of association, image, publicity, marketing, hospitality and merchandising. New in the 2017/18 season contract was a specific section on innovation, allowing the German insurance company to work in very close collaboration with the Barça Innovation Hub. Allianz became the Club's official sponsor in 2013/14. This renewal will, therefore, consolidate its place within the FC Barcelona sponsorship programme.



## ESTRELLA DAMM

Estrella Damm and FC Barcelona announced that they would be renewing their sponsorship agreement for the next four seasons. This extends the relationship that these two institutions have held for over 25 years. The new agreement not only lengthens the Club's history with this brand of beer, but also establishes Estrella Damm as a Global FC Barcelona Partner as from 1 July 2018. Now, and for the next four seasons, Estrella Damm will carry on as the Official FC Barcelona Beer, and will continue to be present at Camp Nou and the Club's facilities. The event held to announce the new agreement was attended by Club President Josep Maria Bartomeu; Manel Arroyo, Vice-President of the Marketing and Communication Area; Jorge Villavechia, General Director of Damm; and Ramón Agenjo, Director of the Damm Foundation.



## INITIATIVES UNDERTAKEN

### RAKUTEN

#### Visit to Tokyo

In July, players Leo Messi, Neymar Jr, Gerard Piqué and Arda Turan journeyed to Tokyo along with the FC Barcelona Vice-President for Marketing and Communication, Manel Arroyo, to take part in a series of events organised to celebrate the start of the sponsorship agreement between the Club and Rakuten. These activities included meeting Rakuten's employees and having a private dinner with some of the Japanese company's key figures and guests, as well as giving a string of interviews for various media from Japan and around the world, and having conversations with Rakuten fans, using the Viber messaging app. The Club representatives also went to the Rakuten Café at the emblematic Shibuya crossroads.



#### Jersey Exhibition

From January to April, the Rakuten Café in the Japanese district of Shibuya displayed a collection of Blaugrana jerseys through history. The exhibition was supervised by the FC Barcelona Museum and aided by Agesilaos Papadopoulos, a keen Barcelona fan with one of the world's biggest collections of Barça jerseys, who lent part of his collection. As well as the jersey exhibition, some of which were signed, visitors also had the chance to try out interactive content using combined reality technology developed by the Rakuten Institute of Technology.



### Barçaviber Fan of the Year

FC Barcelona launched a chatbot on Rakuten's app, Viber, giving fans a new way of keeping up to date with the latest news and information about the Club, and a chance to take part in the 'BarçaViber Man of the Match' game. In this, Blaugrana supporters can guess the scores and vote for the man of the match from a group of six footballers selected by Opta, one of the world's major sports statistics companies. Barça fans can also take part in the 'BarçaViber Fan of the Year' contest based on their guesses in the chatbot, regarding individual or group scores and ratings. The winning fan from this first edition (the Belarusian winner) received a free ticket to the final League match and was awarded a Fan of the Year prize on the pitch.



### Goals beyond the game

Rakuten has launched a campaign named 'Goals Beyond the Game', in collaboration with the Barça Foundation and the United Nations for Sustainable Development. Children from all around the world were welcomed to take part by choosing one sustainable development goal from the list of 17 SDGs and explaining what they would do to support it. A prize draw was held and 11 lucky kids from Japan, Spain and the UK got to stand in the line-up with the first-team players, for the match against Real Sociedad.



### True Champions campaign

In May, FC Barcelona and Rakuten employed a very special initiative during the Barça match against Villa Real. Before the match, the first-team players wore jerseys bearing a message on front and back, made up of their mothers' names along with the words 'True Champions', the name of the campaign. The aim of the initiative was to wish mums around the world a happy Mother's Day.



### NIKE

#### The ball makes us more

This year, the Club's Main Partner, Nike, worked with Barça to develop a joint campaign starting in March 2018: 'The Ball Makes Us More'. It was a resounding success! The campaign is based in the city of Barcelona and its different districts, and was conceived to convey the unique bond between Barça, the city of Barcelona, and its people. When Barça have the ball, they are unstoppable. And the city shines in a special light. The campaign yielded excellent results on social media thanks to an extremely powerful video, collaborations with various players, and a string of key moments such as a mosaic display at Camp Nou on the day of the Barça-Madrid classic. The campaign will continue into the 2018/19 season, to drive new projects the two institutions are collaborating on.





### Presenting the new 18-19 strip

On 19 May 2018, the Club presented its new strip in an incomparable setting: the Montjuïc swimming pools, with the city of Barcelona as the backdrop. This location was chosen to honour the tribute the jerseys pay to the city of Barcelona, featuring 10 lines that represent the city's 10 different districts. They also contain a nod to a highly recognisable image of the Barcelona 92 Olympics. The event was headed up by President Josep Maria Bartomeu, and Mayoress of Barcelona, Ada Colau. Joining them were Club player Coutinho, and Leila Ouahabi from the Women's team.



### Shooting the "EAT LIKE A PRO" spot

Set in a casual and yet highly professional atmosphere, first-team players Piqué, Messi, Suárez, Ter Stegen, Rakitic and Umtiti all took part in making the "EatLikeAPro" video.

The action was filmed in a kitchen, where the players combined their football skills with their less well-known culinary abilities. The result was a video that proved to be a great success among Barça supporters, both on TV and social media.



## BEKO

### "EAT LIKE A PRO" campaign

Beko's initiatives linked to FC Barcelona in the 2017/18 season all revolved around the "EatLikeAPro" campaign. The initiative organised by Beko, one of the Club's Premium Partners, and supported by FC Barcelona, seeks to address issues linked to healthy eating, in order to encourage good eating habits in parents and children.

The campaign will continue in the 2018/19 season, giving families an exclusive insight into the first-team players' diet. This includes recipes in the "EatLikeAPro" book, featuring exclusive dishes by specialists such as FC Barcelona's nutritionist, Dr M<sup>a</sup> Antonia Lizárraga, plus access to the website created by Beko in order to share a range of content linked to the campaign ([www.eatlikeaprobybeko.com](http://www.eatlikeaprobybeko.com))

### IFA 2017

During IFA 2017, the most important trade fair in the world of consumer electronics and domestic appliances, hosted in Berlin, Beko presented the "EatLikeAPro" campaign and took Barça legend Patrick Kluivert to the event. At IFA, Beko launched a video shot at the Ministadium, marking the start of a campaign to raise awareness of child obesity.

### Eurocucina

Eurocucina is Europe's most important trade fair for culinary technology, and this year took place in April, in Milan. For the event, Beko invited Dr. María Antonia Lizárraga, FC Barcelona's very own nutritionist, to perform a demonstration of healthy cooking, together with Italian chef Alessandro Borghese and British actress Lisa Faulkner, who has a gastronomy blog. During the session, a variety of healthy recipes were cooked whilst Dr. Lizárraga shared some of her expertise in sports nutrition.



### Classic match at Camp Nou

For the match against Real Madrid on 6 May 2018, Beko changed its most important advertising means, which usually show its corporate logo, to display the slogan "EatLikeAPro". Bearing in mind the amount of people who watch these matches all around the world, Beko saw this Classic as a perfect opportunity to disseminate and strengthen its campaign. Some of the most significant adjustments involved changing their logo on the sleeve and on the back of the jerseys worn during training sessions, prior to the Classic. Other advertising media, such as the LED system, the pitchside banners, and the backdrops used during press releases, also bore the "EatLikeAPro" logo.



### Beko, Unicef and the Barça Foundation join forces

FC Barcelona and its Foundation decided to join in the initiative led by Beko and UNICEF, to raise funds for the "EatLikeAPro" campaign. The aim was to raise €1 million for UNICEF by encouraging people around the globe to share their healthy eating habits on social networks. The initiative was a great success, managing to reach the target in just 11 days. Ultimately, for every #EatLikeAPro publication shown on Instagram or Twitter, Beko would donate €1 to UNICEF. Those donations went to helping boys and girls all over the world through various UNICEF programmes, taking us all one step closer to lowering the world's child obesity rates.

## KONAMI

### PES competition

KONAMI and Dugout teamed together to organise a PES18 competition between different Barça players, including Luis Suárez as brand ambassador. The content was used on the social networks of the Club, KONAMI and Dugout. The initiative arose from comments made by Barça players on social media, challenging each other to compete. The players involved were Luis Suárez, André Gomes, Denis Suárez, Nelson Semedo, Paco Alcácer and Lucas Digne. The competition took place on 14 December 2017 at the Joan Campes Ciutat Esportiva.

## CAIXABANK

### Family football

Caixabank used its Family Football site to hold a prize draw giving away various Barça experiences throughout the season: VIP tickets for matches, signed jerseys and the chance to play a match at the Ministadium. A great opportunity for people to get closer to FC Barcelona, courtesy of this bank.



### Youplay

Family Football organised a promotion enabling 40 lucky winners to play a match at the Ministadium, on 19 June. Wearing the new 2018/19 strip, they took to the field with their families cheering them on from the Presidential Box. But that was not all that was in store for them... After the match, the first team's bus awaited to take them to the Stadium, where Lobo Carrasco would join them on a guided tour of the Camp Nou facilities. The trip ended with a cocktail party in the Presidential Box where they got to take pictures with the Club's trophies from this season.



### Players spot

Caixabank's various initiatives to promote their Family Football landing page included creating a video featuring Gerard Piqué, Coutinho, André Gomes, Denis Suárez and Andrés Iniesta. The videos were set like interviews with the players, asking them to explain what has made family so important throughout their lives.





## ESTRELLA DAMM

### Estrella Damm Gamper Festival

Once again, Estrella Damm were the sponsors of the 52nd Gamper Estrella Damm Festival. This edition saw FC Barcelona play against Chapecoense. The game ended with a 5-0 Blaugrana victory, with Sergio Busquets being named Star Player of the Match. Before the game, thousands of fans enjoyed some great music and entertainment courtesy of Estrella Damm. The activities included a penalty kick contest on the Camp Nou pitch, just before the match.



### Unique venue: La Platea

From 27 May to 29 July 2017, over 55,000 people visited a unique gastronomic venue: La Platea. Located in the Tribuna stands, and sponsored by Estrella Damm, La Platea afforded a unique view of the Stadium over the summer. The restaurant served pairings of Damm beer with delicious, gastronomic treats.



### Iniesta for a day

December brought an opportunity for 14 people to share the training pitch with Andrés Iniesta, thanks to a special promotion by Estrella Damm. By simply logging in to the Estrella Damm website, fans got the chance to win an unforgettable experience. The day started with a Clinic training session with Iniesta, at Ciutat Esportiva. The winners were then collected by the first team's bus and taken to Camp Nou to have lunch and to take a unique tour of the facilities.



### Celebratory parade

Once again, the celebrations of this year's double win were livened up by Estrella Damm. Following the first team's bus was the Estrella Damm bus, filling the city with the sound of beating drums and DJ tunes.



## AUDI

### An Audi for the new recruits

Once the players Barça had newly recruited this year had taken their first steps on the Camp Nou pitch, the man in charge of the Audi sponsorship, Pepe Soler Roig, delivered each player a brand new Audi, at pitch-side.



### Winter Audi Driving Experience

In February 2017, Audi organised a winter driving experience for FC Barcelona partners, at the Baqueira-Beret ski resort, including accommodation, meals and a snowy conditions driving course. The prize draw was launched in a newsletter sent to the Club's partners, offering four lucky winners and four guests the chance of an unforgettable experience.



### An Audi fleet for the entire first-team squad

In November 2017, all of the first-team players, and the coach, received the vehicles they would be driving for the rest of the season, courtesy of Audi. Guillermo Fadda, Managing Director of Audi Spain, and Vice-President of FC Barcelona, Jordi Cardoner, were there for the official handover of the vehicles. The event took place at the Barcelona-Catalunya racing tracks. Before the handover, the players were invited to have a unique driving experience with Audi instructors, in the firm's most sporty model. Also, six of the first team's players chose to have the thrill of sitting in the passenger seat alongside professional Audi Sport racers, whizzing around the famous track at Montmeló.



### Filming

Early last March, Audi recorded a new version of 'The Coffee Chat', a famous Audi advert, this time starring Ter Stegen, Coutinho, Piqué, Rakitic and Paulinho, at Ciutat Esportiva. The players were made to look 30 years older, and were filmed talking about how much the world has changed. The advert announced the launch of Audi's first 100% electric vehicle. The outcome was a video that went viral on social networks, partly thanks to FC Barcelona's help in sharing it.





### Barça Legends

In the 2017/18 season, Audi organised two events in collaboration with the Barça Legends. Later in the year, Gaizka Mendietea visited four Audi dealers in China. Audi also used the Classic at Camp Nou to organise an e-tron simulation contest between one of Barça's teams, led by a winning Barça partner and supported by legend Julio Salinas, and their rivals from Madrid, represented by a winning Real Madrid partner, and former player Iván Helguera.



GATORADE also organised a global 5x5 championship in the city of Barcelona. Drawing on the firm's alliance with FC Barcelona, more than 150 children from around the world took part in a Clinic session at the Joan Gamper Ciutat Esportiva, as well as living the Camp Nou Experience and competing for the chance to watch the Classic match, live at Camp Nou.

### GATORADE

In 2017/18, GATORADE launched the 'Everything Changes' campaign that revolved around the Russia 2018 World Cup. Every four years, everything changes when players who are usually on the same team become rivals, by playing in their national teams. The campaign focussed largely on the friendship between Leo Messi and Luis Suárez, as fellow FC Barcelona players.





### STANLEY BLACK & DECKER

This 2017/18 season, STANLEY BLACK & DECKER continued to support the FC Barcelona first team, as official sponsors, as well as sponsoring the FC Barcelona Women's Team for the first time ever. Under this alliance, STANLEY BLACK & DECKER and FC Barcelona launched a campaign on International Women's Day to promote women's football and take a stand in favour of gender equality.



thanks to its alliance with the Barça Foundation, which includes organising 'FutbolNet' festivals that 1000 kids in Latin America have already taken part in, to learn about Barça's values.



### MOVISTAR

#### #MOVISTAR Challenge

Movistar used this hashtag to launch five short videos on social media, featuring five of the first team's players (Sergi Busquets, Ivan Rakitic, Luis Suárez, Jordi Alba and Sergi Roberto) doing some apparently impossible footwork. Followers on social networks were asked to say whether the moves were real or not. The videos had almost 10 million views.



#### Night-time visits

Sixty FC Barcelona supporters got to visit the Club's facilities after nightfall, guided by Lobo Carrasco. The tour involved visiting areas usually off-limits, including the first team's dressing rooms and the Presidential Box. The initiative was part of a promotion by Movistar to boost its content page Movistarlikes.



### SCOTIABANK

This season, SCOTIABANK has launched a documentary entitled 'Somiant amb Futbol' (Dreaming About Football), where 14 kids from seven different Latin American countries at risk of social exclusion were given the opportunity to travel to Barcelona and live the complete Barça Experience: they took part in a Clinic session at the Joan Gamper Ciutat Esportiva, received a Camp Nou Experience Tour and, last but not least, watched a first-team match at Camp Nou, all thanks to the alliance between SCOTIABANK and FC Barcelona.

As in previous seasons, SCOTIABANK brought six youth league teams from different Latin American countries to Barcelona, as a prize for winning their various national championships. For the first time in history, one of them was a girl's team. Each of the teams were able to have the Barça Experience, meet former player Luis García, and play friendly matches against the Club's youth teams.

SCOTIABANK continues to support young Latin Americans



## BETFAIR

This season, Betfair once again launched their global 'Magic of Barça' campaign, which involved holding a series of contests, and activities with the players. The campaign included initiatives like 'Ultimate el Clasico', which gave fans around the world the chance to win VIP tickets to watch the Classic and join in a Youplay at Ciutat Esportiva. Rivaldo and Deco were there as the two team coaches. Some of the initiatives carried out with the players included filming at Ciutat Esportiva. This involved the players surprising fans with a virtual reality activity as part of the 'Under the Spell' campaign, which saw first-team players experiencing, first-hand, the power of hypnosis.



## ALLIANZ

### Explorer Days 2018

The Joan Gamper Ciutat Esportiva hosted the "Allianz Explorer Days 2018". The initiative took place on 16 March 2018, allowing 41 people from around the globe to have the full Blaugrana experience, including a theory session and a Clinic given by coaches from the Barça Academy. Also taking part in the Clinic was Éric Abidal. The Wimbu research platform, in coordination with the Barça Innovation Hub, offered participants the opportunity to try the Realtrack Systems technology the first-team players use. Participants came from China, Cameroon, Mexico, Philippines, Germany and Mexico.



### The future of health

As part of "Allianz Explorer Days 2018", the German insurance company have organised a conference entitled "Future of Health" along with the Barça Innovation Hub. The event was held at the 1899 Auditorium at Camp Nou and involved participation by Francesc Cos, head of the Barça Innovation Hub Sports Area; Javier Sobrino, Director of Strategy and Know-How of FC Barcelona; Marie André Destarac, Senior Robotics Engineer at Aura Robotix; Helena Torres, co-founder and General Manager of B-Wom; Isabel Pérez, General Manager of Wimbu-Real Track Systems; and Martin Meyer-Gossner, Allianz Business Consultant. The goal of the conference was to prove that technology is capable of changing the future of healthcare. The audience included businesspeople, experts in innovation, and professionals from the sports and healthcare sectors.



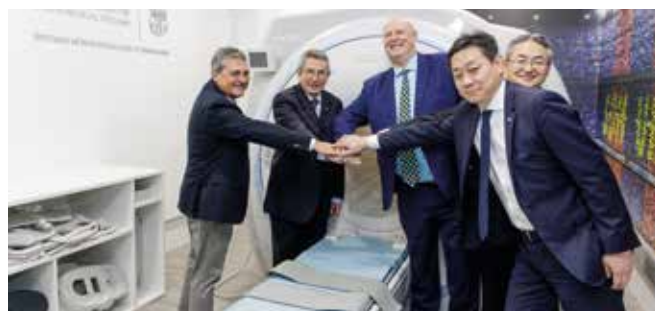
## CANON MEDICAL SYSTEMS

### A visit to the FC Barcelona Medical Service

A delegation from Canon Medical Systems, one of the Club's official sponsors, came to the Medical Service at the Joan Gamper Ciutat Esportiva, on 4 March 2018. The meeting brought together representatives from the Japanese company led by Mark Holmshaw, President of Canon Medical Systems Europe, and members of the Club's Medical Area, including Director Pau Vilanova Vila-Abadal.

The delegation from Canon Medical Systems visited the facilities of the Club's Medical Service, guided by Dr Ramon Canal, Director of Sport Sciences for FC Barcelona. The reason for the visit was to formalise the company's name change since Toshiba Medical Systems was acquired by the Canon Group in 2017, with it being consequently renamed Canon Medical Systems in 2018.

Despite this name change, the team, services and technology remain the same, and Canon Medical Systems continue to be official sponsors of FC Barcelona's medical systems. Therefore, the Club has access to Canon's Ultrasound and MRI Engineering departments, offering them the latest breakthroughs in image-based diagnosis and providing assistance and advice for FC Barcelona's doctors.



**LASSA**

During the season, Lassa worked in collaboration with FC Barcelona to carry out various initiatives involving fans of professional sport. In January, two fans were given the opportunity to travel with the basketball team and watch a Euroleague game against Fenerbahçe, which also meant a visit to Istanbul. Later in the year, May saw four lucky winners go on a trip to Portugal with the Roller Hockey team, to watch the Final Four live. Lassa also organised various activities with distributors, such as a Youplay on 19 June at the Ministadium, which was attended by Lassa sales reps and other representatives.

**SERVETO**

Last September, Serveto opened their new offices in Lleida, equipped with cutting-edge technology and an open-plan design. The new innovative premises feature various services for workers, including a gym and a lunch hall. The opening ceremony was attended by members of the Managing Board to represent FC Barcelona along with the Captain of the handball team, Víctor Tomàs.

**DEEZER**

November saw the official launch of the Barça Sound channel, where fans can access the official playlists of players from the football first-team, and the Club's other professional sports teams. Deezer has been actively involved in several of the Club's events, such as the Match Party, that was organised to celebrate the Classic played at Camp Nou, the Fan Zone for the Copa del Rey final, and the 2017/18 Champions League Parade.





## HEAD & SHOULDERS

Head & Shoulders launched a limited edition of their shampoo, bearing a picture of either Messi, Suárez, Piqué, Busquets, or Sergi Roberto, and which was exclusively available from the on-line platform and at the Double Eleven trade fair held in China in 2017. They also launched a limited edition showing Messi, Suárez, Rakitić, Piqué or Busquets, for the Indonesia region.



## SPD BANK

### Barça Dream Team Credit Card Launch

The SPD (Shanghai Pudong Development Bank) Credit Card Centre, a Partner of FC Barcelona, has launched several credit cards this season offering exclusive services and specific advantages linked to the Club, such as Barça Dream Team cards and a card to commemorate the historic double the Club won last season.



## SHIMAO GROUP

In China, in April, FC Barcelona and the Shimao group jointly presented a comic series entitled 'Whirlwind Alliance' starring FC Barcelona players and the popular Japanese comic hero 'Monkey King'. The series is made up of eleven episodes telling the adventures of two young men who get the chance to train at La Masia. The comic was developed jointly with Shimao in an effort to promote football culture using an icon of Chinese culture. In July 2017, Shimao organised a Clinic session in Barcelona, for 45 boys and girls. The activity also led to a corporate documentary shown online, receiving 200,000 views.





## A SEASON PACKED WITH NOVELTIES

The Department of Meetings & Events has risen to become a significant source of revenue, ending the season with new successes and records in terms of its own management. This 2017/18 season, FC Barcelona held over 400 events, some commercial and some internal.

Some of the major commercial events included the Isokinetic Medical Group Conference, the Business School graduation ceremonies, the Hospitality VIP Party, and over 150 other events including meetings, lunches and dinners held in different areas of the Camp Nou facilities. Internal events included

the Annual Delegates Assembly, the Match Party, the Madrid Fan Zone, the 2nd Sports Technology Symposium, the presentation of the Masia 360 project, and the International Football Tournament.

Other new product launches also proved greatly successful, ranging from the Museum Escape Room to the opening of new venues, such as the Palau Blaugrana and the Ice Rink, which were fully reconverted into VIP rooms on matchday. The Club also took part in the Barcelona IBTM Fair and the IMEX in Frankfurt.



## FOOD&BEVERAGE

Bearing in mind the number of people who visit the Camp Nou stadium in summer, and in an effort to adapt services to suit visitors' needs, new food and drink areas were set up, such as the Ben&Jerry's Food Truck and a Carte d'Or ice cream stall, set up beside the Tour sales point.

The Tour sales point itself was also refurbished in collaboration with Damm, to give it a Mediterranean look and feel, and to offer the Museum's visitors a taste of the local cuisine.

This season was also the year of the Food Trucks, an increasingly popular way of sampling top quality food served from vehicles. Trucks were parked in the Fan Zone at Madrid, at the Academy Tournament, and at the Festa de la Convivència.

Establishments were also specially decorated this year for matchdays and work is being done to further improve everything the Club has to offer, which includes innovative technology to take quality to a new level in all of the Stadium's services.





## FROM FCB MERCHANDISING TO BLM

From now on, Barça stores and products will no longer be used by FCB Merchandising, which is a company owned entirely by Nike. The contract came to an end on 30 June and the Club now once again manages all rights over the brand, via a company owned by FC Barcelona named 'Barça Licensing and Merchandising' (BLM), having taken on the staff and businesses that were run by Nike.

The reason the Club made this decision was to regain control over the Barça brand and pursue its global expansion. Merchandising is a crucial tool to strengthen Barça's position

in certain strategic markets. To achieve that, FC Barcelona is creating a 'Barça Universe' that is strongly bound to the stores, and it is important to have sales points that clearly convey the brand's identity. BLM will also boost customer loyalty among partners and local audiences.

The business currently includes three proprietary stores (the Megastore at Camp Nou, one at Passeig de Gràcia, and one in Roca del Vallès) as well as 15 licensed stores, 328 licences and over 7,000 official licensed products.

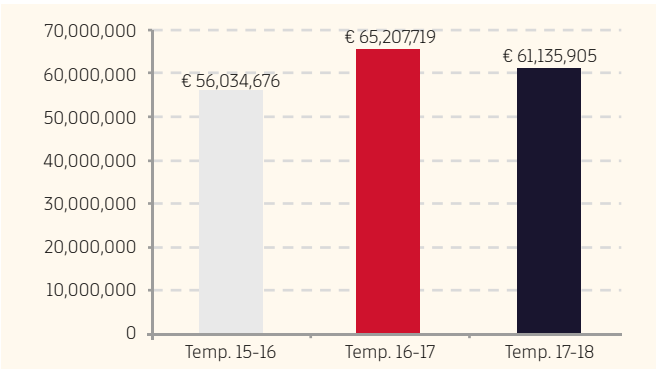


# GATE TAKINGS

Overall turnover from football tickets, fgebasketball, and other sections, stood at € 62.3 million, ending the season 8% below last year.

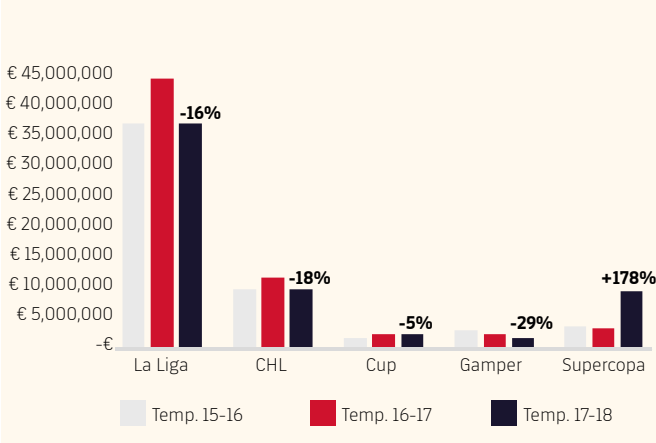
## Camp Nou ticket sales

Turnover at Camp Nou during 2017/18 did not quite reach the figure from 2016/17, ending with € 61,135,905, down 6%.

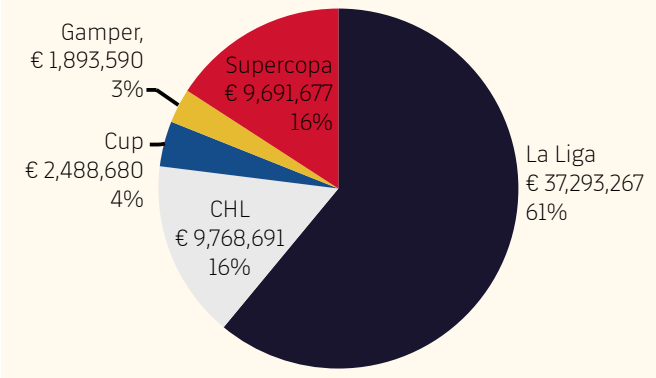


The most significant reason was a reduction in the number of tickets sold due to a drop in tourism in Barcelona. In terms of each competition, turnover also decreased in the major tournaments, except the Supercopa against Real Madrid, where there was a 178% increase over last season.

Football billing chart, by competition



Turnover per competition

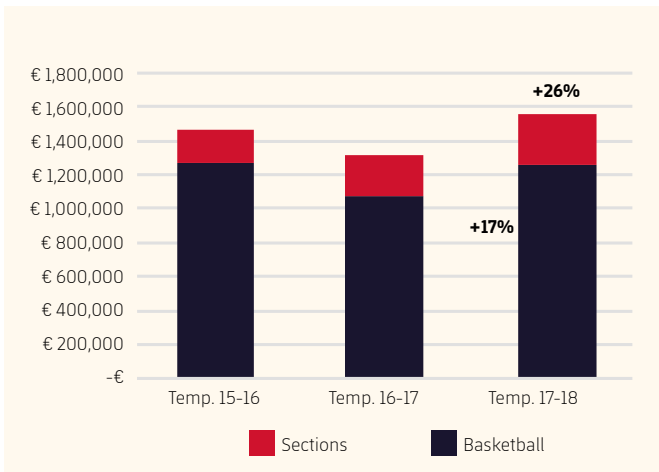


## Ticket sales at the Palau and the Ministadium

The Palau managed to improve its billing compared to 2016/17, and the year ended with a figure of € 1,563,809, up 18%. The main increase was seen in basketball ticket takings, having played four matches more, which meant a 17% rise on the previous season. All other sections, with the exception of handball - where the Club did not make it into the last 16 in the Champions League - showed a considerable increase in turnover, attaining some of the best results in the Club's history. Handball dropped by just 1%, but indoor football was up 60%, and roller hockey grew 12%, with total gate takings of € 304,351 - 26% up on the previous season.

The Ministadium raised its figures by a staggering 283% compared to last year, as its team rose to second division A, with a turnover of € 100,779.

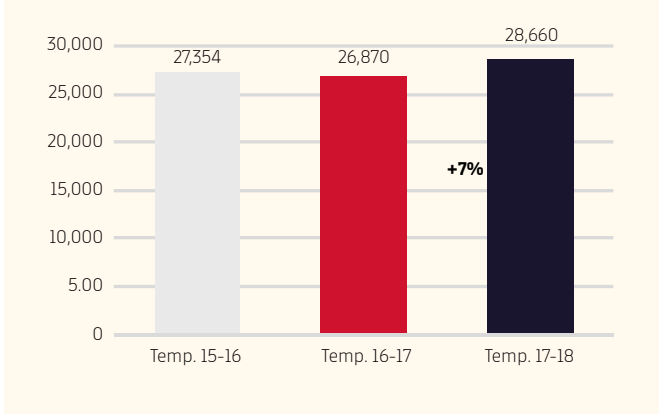
Palau billing chart



## Seient Lliure (Freed-up Seats) at Camp Nou

The use of Seient Lliure (Freed-up Seats) fell slightly among season-ticket holders, with a figure of 831,152 seats freed up, up 7% on the 2016/17 season. The average number of seats freed up for the 2017/18 season was 28,660 per match.

Chart of the average number of seats freed up per football match

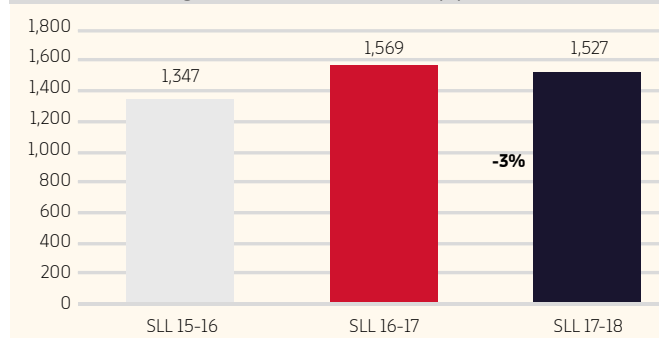




## Seient Lliure (Freed-up Seats) at the Palau

The number of freed-up seats dropped by 3% compared to the previous season. The match scores and the Club's early elimination from the Euroleague meant that less matches were played, and encouraged members to free up their seats with similar figures to 2016/17.

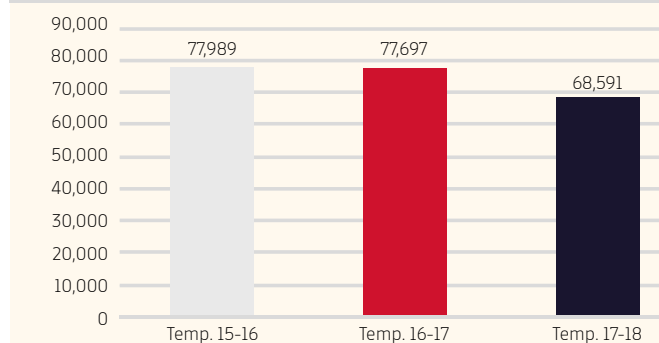
Chart of the average number of seats freed up per basketball match



## Camp Nou attendance

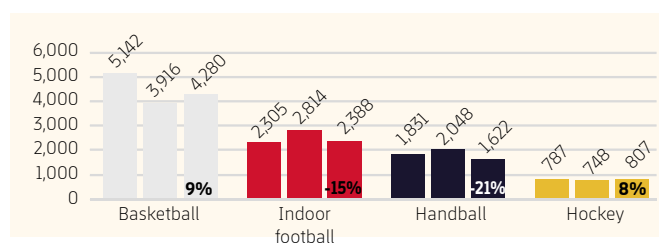
Camp Nou's attendance rates this year were 12% lower than last season. The most significant decrease was seen during the Spanish League and the Champions League, down 14% with an average of 11,266 and 12,162 less attendance per match, whilst attendance rates for the Copa remained the same. The Supercopa saw an increase of 25% as it was played against a strong opponent, Real Madrid.

Camp Nou attendance chart



## Barça Palau attendance

Attendance at the Palau reduced by 5% compared to last season. In basketball, a 9% increase was seen thanks largely to the fact that four more matches than the previous season were played. Handball, however, saw a decrease of 21% in the Asobal League, mainly due to a loss of interest caused by the team's domination, though attendance rose by 3.24% for the EHF. Indoor football attendance rates were down 15%, and roller hockey was up 8%.



## VIP PRODUCTS

The FC Barcelona Hospitality Area continued to grow and hit record billing levels for this department. The 2017/18 season saw it reach € 19 million, up 2% on 2016/17. The most noteworthy match was the Classic played against Real Madrid, exceeding last year's VIP turnover by € 3 million, with over 2,400 tickets sold - the highest ever figure for a match.

A series of networking events were organised to improve the user experience and boost customer loyalty, including the new VIP Breaks and the season-closing event at Ciutat Esportiva and La Masia. The turnout was excellent. Work was also done to enhance the experience in the boxes and VIP areas, allowing optional customisation, investing more in furniture, and encouraging one-to-one communication with the customer.

The new 'Star Pass' was also launched last season, enabling customers who had bought a match ticket for the Players Zone to enhance their experience with exclusive access to the entrance used by all of the FC Barcelona players to the Camp Nou facilities. This means they got to see all the stars from the first team close-up in a unique setting, making their visit to the match a one-off experience.

Over 250 companies once again placed their trust in FC Barcelona Hospitality as a commercial tool to build relationships with their clients, improve their brand positioning, and maximise their company's income.



## TRAINING APPS

### FCB Fantasy Manager

Sign up, train, challenge, overcome thousands of opponents, and defeat them on the pitch!

Compete with thousands of participants, measure yourself against your friends and demonstrate how you're the ideal candidate to manage FC Barcelona, in addition to training major stars like Lionel Messi, Luis Suárez, Neymar Jr, Sergio Busquets, Andrés Iniesta, and the rest of the team.

#### Google Play

<https://play.google.com/store/apps/details?id=com.fromthebenchgames.fmfc2015>

#### iTunes

<https://itunes.apple.com/es/app/fc-barcelona-fantasy-manager/id1178918185?mt=8>



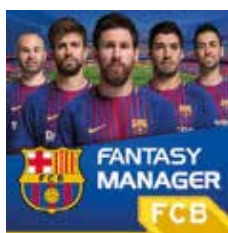
IPAD



IPHONE



ANDROID



### FCB Keyboard

The official FC Barcelona keyboard is finally ready for Barça Fans! Feel your favourite Club at your fingertips with this smart keyboard and its amazing features! The FCB Keyboard is more than just a keyboard - it comes with tunes, stickers, news and more. Everything you could possibly imagine to do with FC Barcelona and its players, at your fingertips.



IPHONE



ANDROID



#### Google Play

[https://play.google.com/store/apps/details?id=com.fromthebenchgames.fcbflip&hl=es\\_419](https://play.google.com/store/apps/details?id=com.fromthebenchgames.fcbflip&hl=es_419)

#### iTunes

<https://play.google.com/store/apps/details?id=com.kika-tech.keyboard.theme.fcbarcelona&hl>

**TOTAL DOWNLOADS  
(2017/18 SEASON)**

**3,296,296**

*FC Barcelona apps are getting great user reviews, typically scoring 4.5 out of 5 stars.*





## OTHER GAMES WHERE YOU WILL ALSO FIND FC BARCELONA

### Kings of Soccer (NEW IN!)

Create your own Dream Team from among the world's top football stars and lead them to victory in the next championship! Link: <https://www.hugogames.com/game/kings-of-soccer/>



### Football Master

Create your own team from scratch and become a world class champion using your scouting, coaching and recruitment skills, and take part in the world's biggest leagues and tournaments, in real time.

Link: <http://www.footballmaster.us/>



### Soccer Stars

Select your favourite football team and let the championship begin. The goal is for you to become a champion with your incredible dribbling and unstoppable shots.

Link: <https://www.miniclip.com/games/soccer-stars/es/>



### Football Strike (NEW IN!)

You have never played a football game like this before! Challenge your friends in the multi-player penalty shoot-out mode or become a legend yourself, in race mode.

Link: <https://www.miniclip.com/games/football-strike/en/>



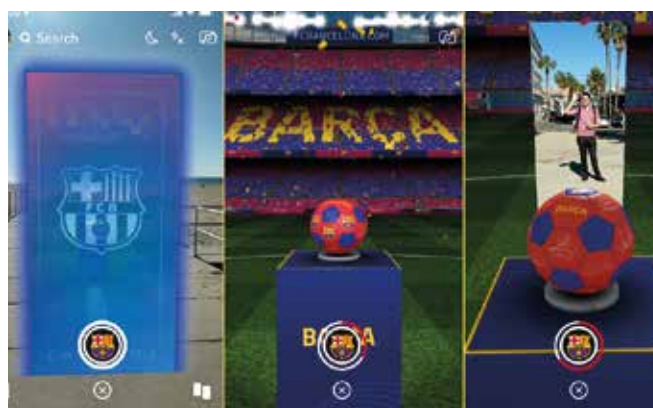
## INSIDE BARÇA

FC Barcelona has launched the 'Inside Barça' series on the Verizon Go90 platform, where you will find exclusive, top-quality weekly content for the USA only. The series provides football fans and especially FC Barcelona supporters with exclusive scenes linked to the Club. Every Friday for one year, Inside Barça has been revealing summaries, pre-matches, comments, training sessions, reactions to training and entertainment, along with original content produced by the Club itself.



## MOBILE WORLD CONGRESS

The Mobile World Congress was an opportunity to present a project developed by FC Barcelona, Google and Snapchat, using augmented reality on a mobile phone, to take users out onto the pitch at the Stadium, and to feel what it would be like to be an actual player there on matchday.



## CHANGING NAMES TO KEEP ON GROWING



The project that has so far been known as 'FCBescola' has taken yet another step forward in its international expansion, with a name change that will help it to keep on growing in strategic markets. In July 2018, it officially became the 'Barça Academy', a much more sensible name to be used around the world that will no doubt broaden its horizons all around the world. The word 'escola' will now only be used in the name Barça Escola Barcelona, which is where the entire project stemmed from.

2017/18 was the first ever season that the Barça Academy had football schools on every single continent, having opened two in the Australian cities of Brisbane and Sydney. These are FC Barcelona's first seasonal schools in Oceania, where work has already been going on for two years.

Over the past 12 months, more than 45,000 boys and girls from around the world got the chance to learn to play football according to the FC Barcelona style and values, following the guidelines of coaches that trained at the original Barça Escola Barcelona.

Now, in 2018/19, a new season begins for the Barça Academy with 45 permanent schools in 22 countries across the globe. That means a quantum leap, from just 27 schools when the year 2016/17 ended, to 45 in the new season. The past few months saw schools open in Calgary (Canada); Austin, Chicago, Columbus, Northern Virginia and San Diego (USA); Puebla (Mexico); Costa Rica; Bogotá, Cali and Medellín (Colombia); Lusaka (Zambia); Kuwait; Haikou and Chengdu (China); Nara (Japan), and Brisbane and Sydney (Australia). Altogether, the Barça Academy schools and Barça Academy Camps spanned

a total of 52 countries the world over - that's 25% of the planet.

The project also includes two PRO schools for the upcoming campaign: the Barça Academy PRO NY (USA) and the Barça Academy PRO Haikou (China), where the aim is to compete in the top leagues. At the PRO schools, the coaches are not locals; they are key members of FC Barcelona who trained as technicians at our own facilities. These projects are part of the Club's own initiatives and entail a significant investment for FC Barcelona, with players wearing the Club's official strip beyond Catalonia's borders.

This year, the Barça Residency Academy opened in Casa Grande (Arizona, USA) to overcome the challenges posed by the US market, especially because of how eager families are to get their children into the university world. This sports residency is the first permanent programme of its kind, combining sports education with preparation for university studies. Their players also wear the Club's official strip. This 2017/18 season, players from the U-17 category made it to third place in the Development Academy playoff, the most senior division in the USA.

The second season in the Barça Basketball School in Barcelona gathered nearly 200 girls and boys to carry on learning their favourite sport, under the supervision of two former players who made history for FC Barcelona: Roberto Dueñas and Nacho Solozábal. Also new this year were the international basketball and handball Barça Academy Camps, adding to the indoor football camps that already take place outside Spanish borders.



## The International Tournament approaches the figure of 2,000 players

In just seven seasons, the International Barça Academy Tournament has become a significant benchmark in terms of its complex organisation, gathering nearly 2,000 players from 22 different countries all around the world, to represent the 45 Barça Academies and Camps. The dominant teams in the 2018 edition were from Barcelona, having won two championships and three sub-championships in the four categories competing at the Joan Gamper Ciutat Esportiva and the Ministadium. The icon of the 2018 tournament was first-team player Sergi Roberto.



## Disembarking in North America

One of the most crucial expansions last season was on North-American territory, growing from six sites in the USA and Canada in 2016/17 to 15 now that 2018/19 is starting. There are now six Barça Academies in Canada (Vancouver, Edmonton, Calgary, Montreal, Ottawa and Toronto), eight in the USA (Barça Academies in Austin, Charlotte, Chicago, Columbus, Northern Virginia and San Diego, the Barça Academy PRO in New York and the Barça Residency Academy in Arizona), and the first Barça Academy in Mexico, in the city of Puebla.



## Success of the Americas tournament in Dominica

The second edition of the Barça Academy Americas tournament has become a significant part of the academy calendar in America, thanks to some exemplary organisation by the Dominican Republic Barça Academy. The competition was held on the polo fields at the Cap Cana Stables, gathering over 400 boys and girls aged 8 to 13 from seven different countries (USA, Brazil, Japan, Guatemala, Colombia, Dominican Republic and Barcelona) and representing 13 FCBAcademies and FCBCamps.



## Rakuten, a Barcelona sponsor, Japan and the Tournament

FC Barcelona's main sponsor became the official sponsor of the Barça Academy Barcelona, the Club's sites in Japan and the International Tournament that takes place at the Club's facilities during the Easter holidays. The main reason for signing this agreement with the Japanese e-commerce giant is to make the project better known and to help it to grow internationally, beyond the 50 countries where it is already present.





## BARÇA LEGENDS KEEPS ON GROWING

Barça Legends is the result of an FC Barcelona programme aimed at highlighting the worth of footballers who have worn the Club's jersey. The project is part of the Masia 360 programme and is intended to contribute to making the Barça brand and values global, via its former players, as well making the players' careers profitable after retirement.

Under orders by Albert Ferrer, the team of former Blaugrana players have played matches in Europe, Africa and South America, and the outcome for the Club has been highly positive. Out of seven matches played, Barça managed five victories, one draw, and one defeat.

The first match of the season brought them up against Old Trafford in the second leg, after the match they played at Camp Nou a few months earlier. Despite the Blaugrana team being 2-0 down at the beginning of the match, a goal from Luis Garcia and some excellent individual play by Gai-zka Mendieta, towards the end, allowed Chapi Ferrer's men to come away with a draw. The two games raised €350,546.23 which went towards the Pediatric Cancer Centre Barcelona project at Sant Joan de Déu Hospital, to help build a new centre and to pursue research into children's cancer, with the ultimate aim of ensuring quality oncology treatment for all boys and girls.

In November, the Barça Legends travelled to Bulgaria to play a match against the Stóitxkov Friends. The legendary former Culer player played half of the game on each team and scored a nice goal for the Blaugrana team. The other Barça goal was the work of Daniel Garcia Lara. This was the only defeat for Chapi's men in the whole season.

The next stop took them to Mozambique to play against the Mamba Legends. The Blaugranas claimed their victory with a spectacular goal from Portuguese player Simao Sabrosa. In April, the team played in Brazil - the first time a Blaugrana team had played on Brazilian turf in the history of FC Barcelona. The chosen destination was Recife, the birthplace of another Club Legend, Rivaldo. This Blaugrana striker played half of the match on each team, but it was a fellow Brazilian, Giovanni Silva, who scored the winning goal for Barça.

In June, Barça Legends played a three-team round robin in

the French city of Le Havre, where they were first up against a local team. Ferrer's team took the first win, with goals from Saviola and Óscar Arpón, earning them a 1-3 win. The second match of the day was against the legendary Olympique de Marseille. One goal from Giovanni and two from Arpón made them the winners of this three-team round robin.

The final match of the year was in Cluj (Romania), where the Blaugranas played a local team who they had also been up against in the 1994 USA World Cup. Barcelona's goals were scored by Gica Hagi, who played half of the match on each team, and Julio Salinas.

And the Club's former players were also busy with other FC Barcelona events around the world. During the 2017/18 season, the Legends took part in 32 events with sponsors and other Club clients.

Roughly 60 players have already been involved in some sort of event or match as members of the Barça Legends heritage, comprising a list of names that is worthy of mention: Angoy, Zambrotta, Juan Carlos Rodríguez, Popescu, Hagi, Belletti, Nadal, Edmílson, Mendieta, Goicoechea, Giuly, Julio Salinas, Ronaldinho, Luis García, Abidal, Déhu, Davids, Simao, Guzmán, Ezquerro, Estebanaraz, Frank de Boer, Ronald de Boer, Jofre, Jordi López, Juan Carlos Moreno, Aloisio, Giovanni, Sorín, Bonano, Gabri, Jorquera, Soler, Arnau, Sánchez Jara, Christanval, Rivaldo, Kluivert, Coco, Baía, Couto, Deco, Damià, Amor, Babangida, Andersson, Carrasco, Carreras, Dani, Arpón, Saviola, Sergi, Henry, Kodro, Litmanen, Sonny Anderson, Stóitxkov, Tomas, Villena, and coaches Jose Mari Bakero and 'Chapi' Ferrer.















# HERITAGE AREA ESPAI BARÇA





# Approval of the Espai Barça

The 2017/18 season brought a definite boost for the Espai Barça, owing to the administrative approvals of the urban planning that has enabled the transformation of the Club's installations in the district of Les Corts. On 27 April, Barcelona City Council approved, with a broad political consensus, Modification of the General Metropolitan Plan (MPGM) and subsequently it was definitively approved following collaboration between the council and the Club itself. Now that the administrative procedure of the Modification has been completed, FC Barcelona can begin to process the development projects and reparable and, subsequently, apply for the construction permits. The Club's aim is to begin works in summer 2019.

## Agreement of the city and approval by the Generalitat

This season saw the fruits of the Club's work, done over many months, with the urban planning, mobility and sustainability technical teams of Barcelona City Council, and the participatory process with residents of the Les Corts district, in order to debate and to reach an agreement on the characteristics contained in the MPGM document. Following the initial approval, a public consultation process was begun and work was done to improve the plan and respond to the input received by local groups and the Barcelona Neighbourhood Association Federation (FAVB),







incorporating a series of changes that had been prepared with the Club. The end result was better planning for the city, with a greater and broader consensus, which increased the public interest of the matter.

The agreement was captured on 12 April in a photo featuring the mayor Ada Colau, the president of Barça, Josep Maria Bartomeu, and the local representatives who voted in favour: Xavier Trias (Grup Municipal Demòcrata / Democratic Municipal Group), Carina Mejías (Ciutadans), Alfred Bosch (ERC), Jaume Collboni (PSC), Alberto Fernández (PP) and independent alderman, Gerard Ardanuy.

On 15 May, Barcelona's Municipal Urban Planning Subcommittee, a dependent organisation of the Generalitat of Catalonia, approved the MPGM, and the Catalan Territory and Sustainability Minister, Damià Calvet, signed the approval following his appointment, which was published on 15 June in the Official Gazette of the Generalitat of Catalonia (DOGC).

## THE MPGM IN FIGURES

### LAND (PROPERTY)

|                 | CURRENT STATUS |              |               |                | MPGM PROPOSAL  |               |                            |               |                       |              |                | DIF     |
|-----------------|----------------|--------------|---------------|----------------|----------------|---------------|----------------------------|---------------|-----------------------|--------------|----------------|---------|
|                 | FACILITIES     | GREEN AREAS  | ROADS         | TOTAL          | FACILITIES     | GREEN AREAS   | NON-COMPUTABLE GREEN AREAS | ROADS         | FACILITIES ACTIVITIES | TERTIARY     | TOTAL          |         |
| CITY COUNCIL    | 500            | 6,700        | 81,350        | 88,550         | 1,450          | 27,050        | 5,000                      | 69,700        | –                     | –            | 103,200        | 14,650  |
| FCB AND OTHERS* | 191,600        | 2,200        | 4,000         | 197,800        | 176,250        | –             | –                          | –             | 2,200                 | 4,700        | 183,150        | -14,650 |
| <b>TOTAL</b>    | <b>192,100</b> | <b>8,900</b> | <b>85,350</b> | <b>286,350</b> | <b>177,700</b> | <b>27,050</b> |                            | <b>69,700</b> | <b>2,200</b>          | <b>4,700</b> | <b>286,350</b> |         |

### USES OF LAND

|                            | CURRENT STATUS | MPGM PROPOSAL  | DIF      |
|----------------------------|----------------|----------------|----------|
| FACILITIES                 | 192,100        | 177,700        | -14,400  |
| GREEN AREAS                | 8,900          | 27,050         | 18,150   |
| NON-COMPUTABLE GREEN AREAS | 0              | 5,000          | 5,000    |
| ROADS                      | 85,350         | 69,700         | -15,650  |
| FACILITIES ACTIVITIES      | 0              | 2,200          | 2,200    |
| TERTIARY                   | 0              | 4,700          | 4,700    |
| <b>TOTAL</b>               | <b>286,350</b> | <b>286,350</b> | <b>0</b> |

#### Benefit of the approved proposal:

- The city will gain 13,900 m<sup>2</sup> of land, 18,600 m<sup>2</sup> of new green areas, 1,450 m<sup>2</sup> of land for building public facilities, and access to a large open public space of over 40,000 m<sup>2</sup>. FCB will invest €28 million in green routes and green areas in the surrounding area, and a further €75 million to build the entire car park underground and thus create a quality campus.
- The Club will increase its buildable land (Camp Nou, Nou Palau Blaugrana and the Club offices) by 104,000 m<sup>2</sup>, and land for tertiary uses (offices and hotel) by 30,000 m<sup>2</sup>.

### CEILING

|                 | CURRENT STATUS |             |          |                | MPGM PROPOSAL  |             |                            |          |                       |               |                | DIF     |
|-----------------|----------------|-------------|----------|----------------|----------------|-------------|----------------------------|----------|-----------------------|---------------|----------------|---------|
|                 | FACILITIES     | GREEN AREAS | ROADS    | TOTAL          | FACILITIES     | GREEN AREAS | NON-COMPUTABLE GREEN AREAS | ROADS    | FACILITIES ACTIVITIES | TERTIARY      | TOTAL          |         |
| CITY COUNCIL    | –              | –           | –        | 0              | –              | –           | –                          | –        | –                     | –             | 0              | 0       |
| FCB AND OTHERS* | 139,400        | 0           | 0        | 139,400        | 243,400        | 0           | –                          | 0        | 3,000                 | 28,000        | 274,400        | 135,000 |
| <b>TOTAL</b>    | <b>139,400</b> | <b>0</b>    | <b>0</b> | <b>139,400</b> | <b>243,400</b> | <b>0</b>    |                            | <b>0</b> | <b>3,000</b>          | <b>28,000</b> | <b>274,400</b> |         |

\*Includes Bowling Pedralbes and the Travessera building.



### LANDS, LAND SPACE AND ECONOMIC COSTS

- The proposal includes a gain of public land, with almost 14,681 m<sup>2</sup> more than present. The land reserved for public sports facilities will measure around 1,500 m<sup>2</sup>, and the public green area will increase by more than 23,150 m<sup>2</sup> and will measure 32,050 m<sup>2</sup>.
- As for the buildable land space, 243,400 m<sup>2</sup> are given over vertically for the private facilities of the site. This space will accommodate the future Camp Nou and the Nou Palau Blaugrana, which will add spaces earmarked for the development of additional activities, including culture, services, etc., such as the Masia and the FC Barcelona Museum.
- The intersection of Aristides Maillol and Joan XXIII is where new buildings occupying a total maximum

land space of 28,000 m<sup>2</sup> to accommodate the usage as offices, restaurants, retail and hotels, the latter taking up a maximum of 9,500 m<sup>2</sup>.

- It also includes an equipment building of land space measuring 15,585 m<sup>2</sup> where the Club management and administrative departments will be located.
- 3,000 m<sup>2</sup> are set aside for sport-related commercial activities.
- Financially speaking, the plan involves no cost to the city, given that FC Barcelona will cover all of the costs arising from the urban development works of the streets, the new public open spaces and the new open spaces for public use on site, which will have a cost of over 125 million euros.

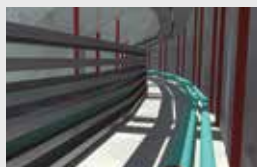
# MAINTENANCE AND SECURITY WORKS AT CAMP NOU

Over the summer, the Club has carried out certain works to improve the electrical installations and to expand the access tunnel to

## An internal circuit on the second stand.

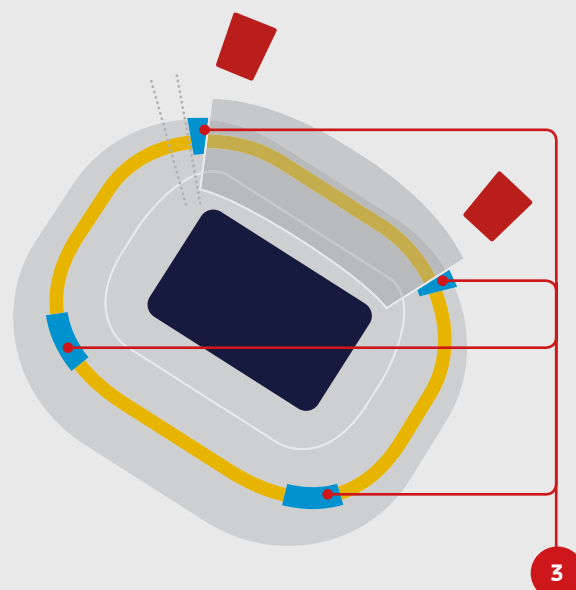


**An internal motorway**  
The new space being created with beam-and-slab floors will be accessible and separate from the general flow of the public.



**Well-ordered facilities** The cabling will be distributed to facilitate maintenance work.

1

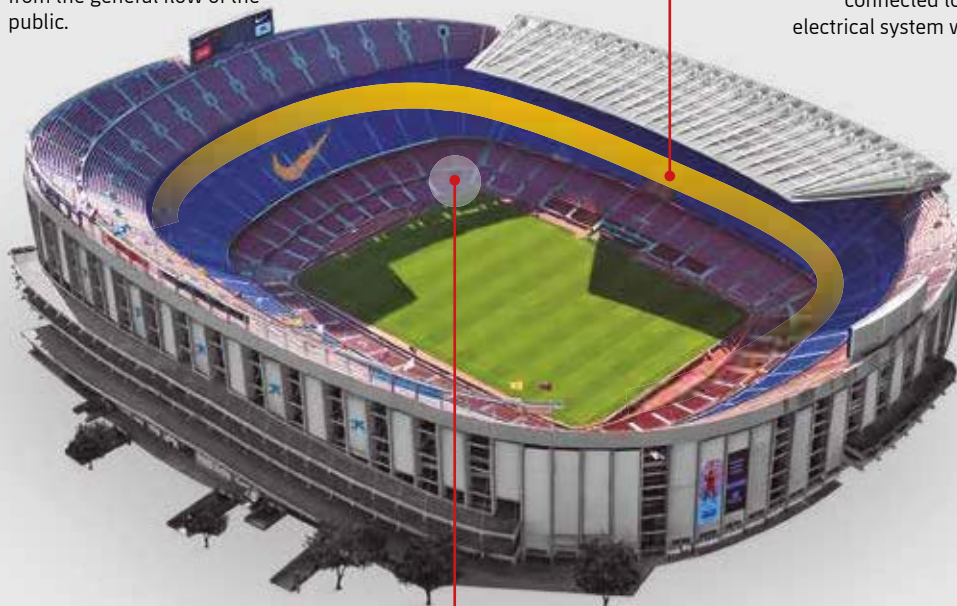


3

## Plant rooms

### Four transformer centres

The *transmission centre* is connected to four electrical plants located in the four corners, which are also connected to the internal circuit, which means the electrical system will be more efficient, with less energy loss.



4

## A higher, wider tunnel



### Removal of stairs

The process of expanding the entrance of the South Goal tunnel includes removal of some stairs.



### Greater clearance and width

With the works, the greater clearance (height) and wider opening will enable access for larger vehicles into the stadium.

2

## Electrical installations

### Grandstand esplanade area

A new Endesa underground electrical approach that will make it possible to optimise the electrical infrastructure and provide the system with more power, in line with international standards.







## Foundation stone laid

14 September went down in history as the day the Espai Barça project started to take shape, with the beginning of the most emblematic installation of the Sports City, the Johan Cruyff Stadium. The foundation stone was laid in an official ceremony on the former grounds of El Forn Tennis Courts, where the blaugrana facilities are being constructed, and which are expected to be completed within the first three months of 2019.

The Johan Cruyff Stadium, which bears the name of a towering figure in FC Barcelona's history, to honour his legacy, will be home to Barça B, Barça Women and U18 A in the Youth League, but will also be the stadium where squad players will complete their formation, and dream of making the leap across to Camp Nou.

The event was attended by the president Josep Maria Bartomeu, first vice-president Jordi Cardoner; vice-president Jordi Mestre, directors Ramon Pont, Silvio Elías, Josep Ramon Vidal-Abarca,



Jordi Calsamiglia, Maria Teixidor, Oriol Tomàs, Xavier Vilajoana, Emili Rousaud, and Club executive director, Òscar Grau. On behalf of the Cruyff family, his widow, Danny Cruyff, was present, along with their children Susila and Chantal, as well as other family members, such as their grandchildren.

The Sant Joan Despí Town Council was represented by the mayor, Antoni

Poveda. Also present at the event were representatives of the country's sporting institutions, such as the general secretary for Sport, Gerard Figueras.

Footballers also took part in the event, in the shape of captain, Andrés Iniesta, Gerard Deulofeu, Sergi Palencia, Carles Aleñá, Laura Ràfols and Marta Unzué, and representatives of the Masia and football academy.

## THE BUILDING SCHEDULE

### Foundation stone

14 September 2017 went down in history as the day when the Espai Barça project started to take shape.



1

### Prefabricated concrete structure begun

In April, work began on installing the prefabricated reinforced concrete structure for the grandstand. These are segments of considerable height.



3

### Installation of prefabricated stands begun

The upper grandstand will have a capacity of 1,000 spectators, and the lower stand for 5,000 spectators.



5

SEPTEMBER 2017

FEBRUARY 2018

MARCH 2018

APRIL 2018

MAY 2018

JUNE 2018

JULY 2018



2

### Pilings and first concrete footing begun

Two machines started setting down the foundation pilings in the area of the lateral stands, goals and grandstand.



4

### Steel structure begun

Once the slabs are installed to create the beam-and-slab floors and the steel structure reaching to the roof, the height of the stadium will become clear.



6

### Internal installations, pipes and cabling begun

The internal works on the stadium to install pipes and cabling for water, gas, wifi, and other utilities. The Johan Cruyff Stadium will be *smart* and sustainable.

## THE PROJECT

# A dream that will become reality in 2019

Building commenced on the Johan Cruyff Stadium in late September 2017, with the works due to finish, according to the planning schedule, in early 2019. The installation, that will become the jewel of the Joan Gamper Sports City in Sant Joan Despí, will cost around 12 million euros.

- A modern and efficient facility with capacity for 6,000 spectators.
- Asymmetrical profile, with a grandstand for 1,000 spectators and a fully-covered lower level for 5,000 spectators, inspired by the former ground on Indústria Street.
- These stands go right around the pitch, embracing the supporters within its perimeter, and giving a feeling of unity of the whole.
- The rounded corners mean the spectators are as close to players as can be, enabling the players to feel the fans' support.
- Access to the 6,000 seats throughout the stadium follows classic models, from the higher level of the stand, providing a general overview on arriving, and when moving around inside the ground.
- All seats have great visibility.
- The roofs and stands are predominately blue and maroon.
- Parking for 700 cars.
- A *smart* and sustainable stadium.
- Accessible: 62 places for people in wheelchairs around the entire stadium.



**Roof installation begun**

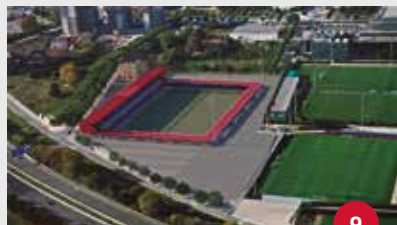
The roof and metal structure are among the most important architectural symbols of the stadium's design.



7

**Installation of playing field begun**

This process will take four months, between preparation of the ground and growing of the grass.



9

**Installation of scoreboards begun**

The scoreboards will use the latest LED screen technology.



11

AUGUST 2018

SEPTEMBER 2018

OCTOBER 2018

NOVEMBER 2018

DECEMBER 2018

JANUARY 2019

FEBRUARY 2019



8

**Installation of the façade begun**

The façade, which is 140 metres long, will be used for displaying messages such as *More than a club* or the Club's values, and will incorporate dynamic lettering as a notable feature.



10

**Installation of seats begun**

The seats in the grandstand, goal area and lateral stand will have superb visibility, complying with the new construction standards of football stadiums.

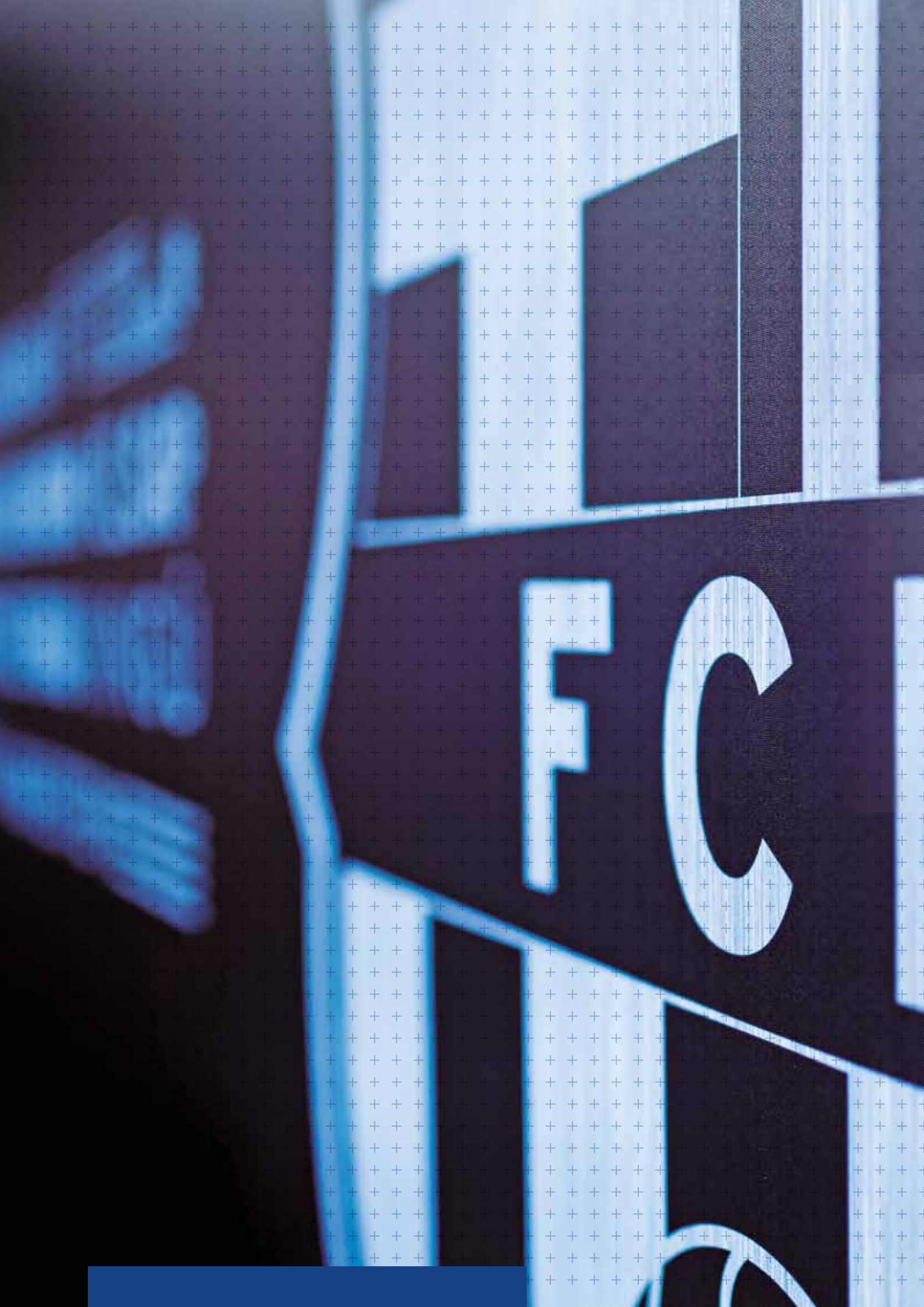


12

**Inauguration**

The works are expected to be completed by February 2019. An inauguration date will be decided thereafter.







The background features a dark blue grid of small white plus signs. Overlaid on this are several large, semi-transparent geometric shapes: a yellow rectangle on the left, a light blue rectangle in the center, and a red rectangle on the right. The text 'SUPPORT AREAS' is centered in the light blue rectangle.

# SUPPORT AREAS



## STRATEGIC PLAN 2015-2021

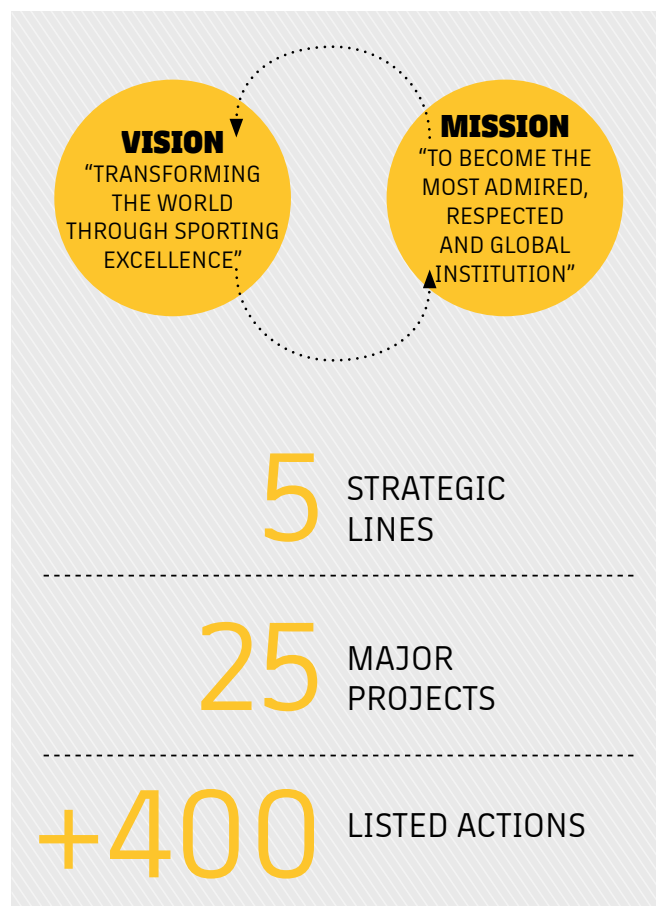
### 2017/18 Season Follow-up

Over the course of the season, the Strategic Planning department carried out an in-depth review of Strategic Plan 2015-2021, and an assessment was made of each of its constituent projects, as well as its level of implementation and the results obtained from each of them.

This review comes in response to finding ourselves, at the close of the 2017/18 season, at the midway point of the mandate, and of the six years initially set out in the plan that was prepared and approved in 2015. While the overall structure of the Strategic Plan has remained unchanged, there has been extensive revision of the 400 plus actions included, connected to achieving the objectives set.

The result of this revision has provided both the Club's executive and management structure with a faithful image of the actual level of implementation of the Strategic Plan 2015-2021, and of what are the potential areas for improvement in order to achieve those objectives.

In terms of the planning and implementation of the various actions and projects, generally speaking, it largely adheres to the plan made at the time of approval.





1

**SPORTING EXCELLENCE – Objectives****Sport**

Win 1 out of every 3 competitions in each professional section

**Women's sport**

Professionalise all sections of women's sport

**Expertise**

Make the Club into a reference point for sporting expertise

**Institutional Relations**

Structure and strengthen the relationship with sports institutions

2

**SOCIAL INVOLVEMENT – Objectives****Members**

Consolidate the Members' level of satisfaction.

Promote participation of Members in the life of the Club.

**Penyes**

Develop and structure the Penya movement.

**Amateur Sections**

Integrate and develop the amateur sections

**Barça Foundation**

Reach the figure of 1m boys and girls benefiting from Foundation projects  
Roll out Foundation activities in the 42 Catalan counties

**Relationship with non-sports bodies**

Structure and strengthen the relationship with non-sports institutions

3

**HERITAGE – Objectives****Espai Barça**

Build Espai Barça  
Comply with the €600m  
Obtain additional income of €40m

**Innovation**

Implement innovation projects in Espai Barça

**Heritage**

Increase the Club's heritage value

4

**GLOBAL POSITIONING AND BRAND – Objectives****Brand**

Consolidate brand positioning in priority markets

**Global business**

Achieve revenue of €1bn

Diversify the sources of revenue

Internationalise the sources of revenue

5

**ECONOMIC SUSTAINABILITY AND MANAGEMENT – Objectives****Economic Sustainability**

Maintain net debt < 2xEBITDA

Maintain the payroll ratio below 65%

**Processes**

Build and implement an operational efficiency model

**Innovation**

Develop the Club's innovation ecosystem

**Digital transformation**

Digitise the Club's activity

**Management**

Consolidate the Club's governance model

## CONSOLIDATE THE STRATEGIC PLAN FOR HUMAN RESOURCES

FC Barcelona's HR Department is continuing to implement the Strategic Plan, set at three years, while consolidating the actions completed over two seasons and implementing plans for the remainder.

The 2017/18 season proved key in terms of implementing the actions of the Strategic Plan on internal communications, presented in July 2017, with the following initiatives completed:



### Pillar of Expertise

– Internal communications subject to content, mainly organisational, operational and social, to publicise the structure of the Club and of the people forming part of it, to remain informed about the operational changes and internal procedures.

– Learn&Lunch: implementation of Learn&Lunch sessions, making the most of the lunch hour to learn about the Club's areas and its people, as well as projects of major impact.

### Team and Cross-sector Pillar

– Internal club events aimed at developing cross-sector work. As part of this pillar, the first Barça Leadership Meeting took place, bringing together the entire Steering Committee with the directors and heads of department. The meeting took place in a different place than usual, which enabled those attending to interact with people from other departments and areas. As part of the session, an update was provided about the areas and the projects having the greatest cross-sectoral impact, and these were communicated to all those attending the key projects. In addition, they were asked to share the information with all of their teams.

### Pillar of Upstream Communication

– A Climate Survey was conducted with all employees, with 78% participation and an 83% Overall Commitment of the Club, as a result. The overall results were presented at the 1899 Auditorium and, subsequently, workshops were held in each area in order to discuss the results, to create a comparison in the scope of the Club, and to work on proposals.

– Consolidation of Brunches with Management: a total of 12 brunches, with the Steering Committee representing all areas and with the participation of more than 150 people from the Club, with a satisfaction rating of 9 out of 10.

### Values

– Implementation of new actions helping to bring in healthy lifestyles, through positive eating habits and developing the practice of sport. This objective was aimed at introducing a nutrition programme at an individual level, with talks on topics of great interest to those attending. A day of fruit was also introduced, along with the paddle tournament and the participation of everyone interested in the Cursa Barça.



Other initiatives implemented and already consolidated include:

### FEP – Focus on Individuals

The FEP is an employee programme, enabling them to assess the season, challenges and milestones achieved. This assessment was shared with the person directly responsible, facilitating an encounter where feedback and impressions were exchanged, all as part of a framework where our values as a Club serve as a standard, and where expectations for functional and geographical mobility are also being explored, as well as needs for training and development.



### Objectives policy

The new System of Objectives was implemented at the start of the season. It is a cascade system of objectives, with a structure that accommodates the objectives for club, area, department and individuals. An IT system has been developed with notifications to facilitate staff management, so that all employees have clearly-defined objectives for the current season, as part of a system where the more objectives, the better. Achieving these objectives, which are assessed at the end of the season, defines the bonus percentage earned by each employee.

### Consolidation of the HR partners model

Such figures have become a reference point for all areas, and they serve as the contact persons in each of the areas.

### Strategic alliances

In order to recruit the best talent, the best providers in the market have been identified, ones capable of reaching out to and attracting the best talent, while simultaneously guaranteeing a selection process for the highest standards of assessment, and certification of quality levels.



## INFORMATION TECHNOLOGY DEPARTMENT

The mission of the Information Technology Department is to develop a series of strategic projects in the coming years, which will transform the technological and digital concept behind the Club. There are two objectives: To make Barça known as an international framework in which all possibilities offered by new technologies are explored in order to reach millions of fans around the world; and to transform the Club's platforms and tools in order to streamline and optimise the daily life of sportspeople and staff.

## STRATEGIC PROJECTS

### Technological innovations with the GSMA

The excellent WiFi connectivity available at Camp Nou also makes it an exceptional experimental laboratory for carrying out trials that could develop into projects for enhancing the experience of visitors to major sports venues. To that end, and thanks to the agreement reached between FC Barcelona and GSMA, various Internet of Things (IoT) and Big Data pilot programmes are being put in place. For example, in this past season, a pilot programme was run for a real-time localisation system for professionals performing security and crowd-monitoring during matches. The system is based on a small device that each professional carries around with them and which is detected by the 1,500 WiFi antennae positioned around Camp Nou, providing information about their position and mobility within the venue. The ability to provide a visual display of this real-time information would reduce response-time for taking decisions on any incident.



### Video analysis and sports performance

Incorporating the most advanced technologies on the market as part of a Club platform enables us to work in a way that is fully adaptable to the requirements of the various coaches (reviewing types of game, creating spaces, attempts made, positional improvements, etc.). The various tools for video and biometric analysis used by our teams offer an immediate vision of a player's performance, making it possible to make evaluations for taking strategic, tactical or medical decisions, before and after the game.

All of this information is stored on various systems and databases, and can be called up according to the coaches' ne-

eds. Here, you can select the cameras with the most useful angles depending on the task in hand (wide angle, close-ups, medium shots, side-on, frontal), and even detect a player putting more weight on one leg than the other.

The result is an audiovisual platform for capturing and transmitting images that offer unique viewing experiences enabling more flexible integration with the COR, the integrated management tool for FC Barcelona players.



### Collecting tickets for the Copa del Rey final

The sporting success of the Copa del Rey was matched by the logistical and technical success of the system for members and fans to collect their name-bearing tickets, at the IFEMA pavilion in Madrid, the aim being for all members wishing to travel to be able to secure tickets to support the team in the final. It was the first time the Club was playing in a football final, with an operation of this scale, in Europe, and the outcome was highly satisfactory. The operation got underway on Friday, but the acid test came on Saturday, when 88% of the 23,000 match tickets were issued, a total of 20,300 during the hours running up to the final.

The space in which the operation was set up took up 6,000 m<sup>2</sup>, and the installation of 1,500 metres of catenary cable for organising the queues, 20 ID points, 55 ticket delivery points, and 100 m<sup>2</sup> for toilet facilities. Loudspeakers and ambient music required 500 W, and there was also a metal-detector scanner installed, and two guard dogs. The operation required an immense technological effort to ensure the system was working perfectly. In all, some 15 km of wiring, 8 WiFi relay antenna relay points, 81 PDAs and 20 tablets were used, and the control room had 14 security cameras and 12 control monitors.





## FCBESCOLA International Tournament App

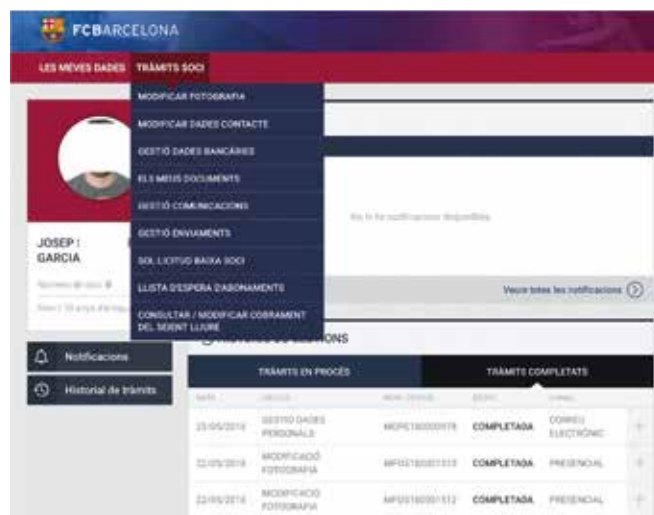
For the second year in succession, FC Barcelona and FCBESCOLA provided those attending the International Tournament of Barcelona with the tournament's mobile app. This app allows family members, coaches and sportspeople to check the tournament's results, classifications and schedule, in real time, and to see details on the teams taking part and event locations, among other information. The app also includes a social wall for participants to share photos, experiences, thoughts, congratulations, etc. As an indicator of the app's success over the four days, more than 3,000 photos and comments were posted. The app includes a points section that rewards the most active and involved users. FC Barcelona presented this year's winner with a prize.



## New platform for online member procedures

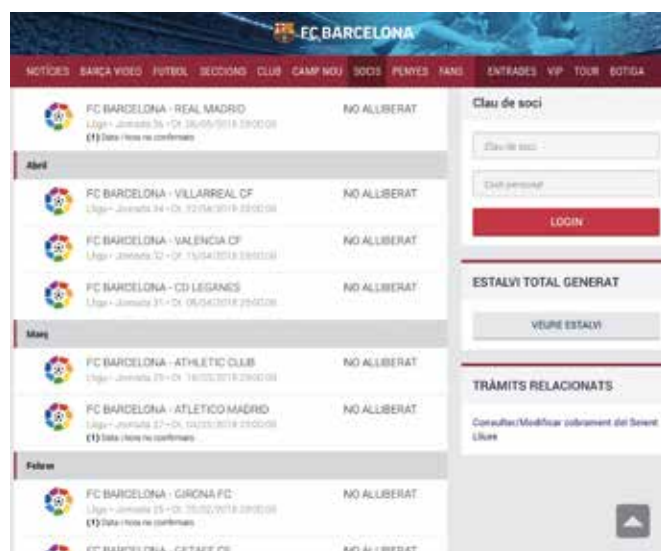
The new platform for online procedures enables FC Barcelona supporters to complete Club procedures easily, using a computer or mobile phone.

This service model makes it possible to interact with FC Barcelona at any time of the day and from anywhere, thus removing the need for travel and the timetable restrictions of a physical service.



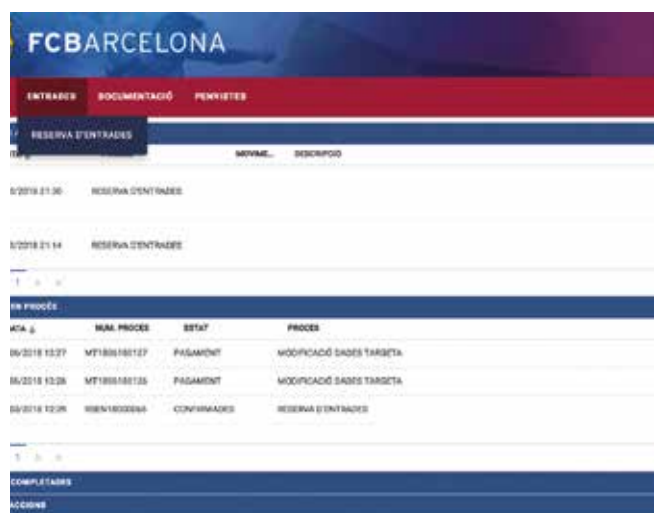
## New Seient Lliure (Free Seat) website

The new Seient Lliure (Free Seat) website significantly enhances the user experience for members, performing much better in situations of high demand. People can use the new website to check the status of the seat position, the balance accumulated, and to free up the seat or recover it when it hasn't been sold. From the second round of the League, the system for awarding Free Seats for subscribed members was changed to a new, fairer and more transparent model, and the subscription cost buffer was increased from 90% to 95%.



## Allocation and sale of tickets for penyes

FC Barcelona has introduced a new integrated process for the Penyes procedures portal for requesting, allocating and selling travel tickets for penyes. The system displays a capacity exclusively for official penyes of the Club, making it possible to buy tickets available for all matches of the season at Camp Nou. Tickets can be requested up until the very last minute, given that the process is connected in real time with the Seient Lliure (Free Seat) availability.



## FACILITIES MANAGEMENT DEPARTMENT

Among other things, the Facilities Management Department is responsible for:

- Implementing the operational and logistical aspect of all competitions being played at FC Barcelona's facilities, in which teams from the Club's various disciplines are taking part.
- Completing production tasks in all the games played at FC Barcelona facilities.
- Managing the scheduling of activities carried out at the Club's facilities: Camp Nou, Mini Estadi, Palau Blaugrana, Ciutat Esportiva, etc.
- Managing and controlling the conservation work on the turf – real and artificial – on all the Club's pitches.
- Managing and controlling the maintenance work across all the Club's facilities.

### GRASS CHANGE AT CAMP NOU

Given the good results from the 2016/17 season's hybrid grass technology, planted at the Stadium for the first time in summer 2016, and on account of the important events hosted at Camp Nou once the sporting year had drawn to a close (Members League final, 25th anniversary of Wembley with the match between FCB Legends vs. Manchester Utd. Legends, etc.), the grass was again changed, with the same hybrid system being chosen.

On the other hand, a significant investment was made in special materials, such as floodlights, increasing their power from 600 to 1,000 watts; a weather/grass analysis system for assessing the use of lights, ventilation, disease prediction, and evaluation of overall condition, one that analyses the needs of each area of the playing field; and, finally, application of a holistic system to comply with the requirements of existing standards of integrated pest control, with the aim of minimising as much as possible the application of phytosanitary products to pitches at FC Barcelona.



## MATCH FIGURES AT OUR INSTALLATIONS

### PROFESSIONAL TEAMS

#### CAMP NOU

**30**

matches

19 League  
5 UEFA Champions League  
4 Copas del Rey  
1 Spanish Super Cup  
1 Joan Gamper Trophy

#### PALAU BLAUGRANA

**101**

matches

Basketball: 36  
Handball: 23  
Indoor Football: 20  
Roller Hockey: 22

#### MINIESTADI

**36**

matches

Barça B-League  
Women's – UEFA Women's Champions League and some League games  
U18 – Youth League  
Copa del Rey

### ACADEMY TEAMS

#### SPORTS CITY

**689**

matches

Football: 399  
Basketball: 98  
Handball: 95  
Indoor Football: 97



## ICE RINK

During the 2017/18 season, the Ice Rink hosted many skaters from groups such as schools and the individual skaters from the two amateur teams (figure skating and ice hockey), as well as the large group from the skating school. The number of hours open to the public was reduced this season, while the number of training hours for the figure skating section increased. Mid-week training timetables were structured around sportspeople from the Club, both the school and the two amateur teams.

Around 1,400 skaters attended the skating school, grouped according to the various schedules and levels available. The courses were aimed at all ages and levels, and classes again being offered for people with intellectual disabilities, as they

have been since the school opened.

The Ice Rink also hosted two figure skating competitions. The two ballet teams from the skating school achieved podium places in the majority of competitions in which they took part, with the highlight of the first place of the Phoenix at Colombes and the third placing of Wonder at Bordeaux.

In June the rink organised the annual end-of-year festival for the school and the figure skating team, where 300 students took part including adults and children, and as with any other year, the stands were full of parents and family members who were there to watch the events.

The International Ice Hockey Veterans Tournament also took place. The FC Barcelona Ice Rink is proving a highly sought-after destination for this kind of team.



## IMPROVEMENT HIGHLIGHTS

The 2017/18 season, in addition to continuing the implementation of the new Liga regulations at Camp Nou, with the promotion of Barça B to the Second Division A category, also saw implementation of the same regulations in matches in this category.

Taking into consideration that this was the first season and the construction project for the new Johann Cruyff Stadium was being carried out, it wasn't necessary to apply all of the requirements. However, improvements and upgrades were made to the Miniestadi, such as:

- Improvement of the mixed zone space
- Improvement of the press room space
- Adaptation of the UTV advertising image
- Adaptation of the sideline camera area
- Location of the camera over the upper right rear seats
- Improvement of the TV Compound space

At the same time, the upgrades that had already begun to the Camp Nou in 2016/17 continued, with new camera locations (corners), and with the notable introduction of advertising assets and content in the area.



## TRAVEL DEPARTMENT

The FC Barcelona Travel Department organises all journeys of the professional and amateur football teams, professional and amateur sports areas, as well as the Club's corporate trips. In addition, official trips were also organised to the season's various events, with FCB Desplaçaments providing services for Club members, outings and trips of the FC Barcelona Foundation and the conferences organised by the Barça Innovation Hub.

In total, 703 sports outings were organised, with transport being offered on planes, trains and buses, as well as accommodation, catering services and transfers for a total of 18,672 persons, including 16,175 sportspeople and coaching team members, and 2,497 for staff, committee members and Club members.

The academy football teams used 468 coaches for their journeys, mainly around Catalonia.

In addition to the selection, negotiation and contracting of providers and ground surveys, the Travel Department made 46 sporting trips, mainly with the first team, the Basketball Euroleague games and for the finals or important matches of the section, women's football and under-age football, with assistance being provided for all FCB Desplaçaments trips.

As for the fans, travel was organised for all official competitions in which the football first team was taking part, and where the opposing side provided tickets, with a total of 5,547 fans, as well as 6 Euroleague Basketball trips, the Indoor Football Final Four trip to Zaragoza and Ice Hockey Final Four trip to Porto.

The creation, marketing and logistics of FCB Desplaçaments is the responsibility of the Travel Department with the support of the Barcelona Fan Support Office, who cover support, information and communications with supporters. All travel, with or without tickets, can be booked on the FCB Desplaçaments website, as well as registration and availing of all advantages of the FCB Desplaçaments+ Loyalty programme exclusively for members and penyistes, to facilitate the possibility of enjoying free travel.

They also handle all corporate travel for the Club and the Foundation, including those for the Scouting Department, and the necessary day-to-day trips were also organised for the Club, which meant more than 10,000 transactions, between hotels, planes and car hire...





## ACCESS, ACCREDITATIONS AND MOBILITY

### SEASON ACCREDITATIONS

Press: **60**  
Staff: **1,760**



### ACCREDITATIONS BY MATCH (AVERAGE)

Press: **310**  
Staff: **1,130**

### TARGETS MISSED AND CLEAN-UP OPERATIONS

STADIUM **621** objects found over 30 fixtures.  
(Average approx. 21 per fixture)  
**1,936** clean-up operations requested over 30 fixtures.  
(Average approx. 65 per fixture)

PALAU **68** objects found over 101 fixtures.  
(Average approx. 0.7 per fixture)  
**408** clean-up operations requested over 101 fixtures.  
(Average approx. 4 per fixture)



### COACHES ON MATCH DAYS

**114** Average coaches per match  
**3,427** Coaches throughout the season

### MEMBERS THAT HAVE VISITED THE MUSEUM

**24,013**  
Members during the 2017/18 season



### FANS LEAVING BY THE TURNSTILES AT HALF-TIME TO SMOKE

**139,252**  
Over 30 fixtures, with an average of 4,642 fans per fixture

## COURT MATTERS

FC Barcelona worked throughout the 2017/18 season to resolve the current court cases affecting the Club. During the year, the judge of instruction filed the Columbaris lawsuit, and the Provincial Court of Barcelona finally dismissed the appeal by MCM.

### Neymar Case II

The complaint (heard by the National High Court), was brought by DIS (a Brazilian investment fund), in which it accused FC Barcelona of various criminal acts in relation to the transfer of Neymar da Silva Santos Jr. This charge had been filed by judge De La Mata, but on September 23, the Criminal Chamber of the National Court forced the proceeding to continue, and an interlocutory ruling was issued to initiate an oral trial.

### Columbaris Case

A claim was lodged, by one of the partners of the company promoting the Columbaris project at the Stadium, against FC Barcelona and its President (as well as former Secretary of the Board of Directors, Mr. Toni Freixa). After the steps decreed by the Court of Instruction, both the Club and the President requested that the case be dismissed, and this was done by the Judge of Instruction.

### False passports case

The case continued in which FC Barcelona appears as an injured party at the Court of Instruction of Madrid, based on potential falsification of passports by two professional basketball players (one of whom had allegedly played with Real Madrid under a licence based on an allegedly false passport).

### MCM Case

Appeal against dismissal, during the first instance of the case brought by Muro Cortina Modular (MCM) against FC Barcelona for 100 million Euros. The Provincial Court of Barcelona finally dismissed the appeal from MCM, which filed a cassation appeal with the Supreme Court, for which the ruling is pending.

### Mediapro Case

Case brought against FCB by Mr. Jaume Roures for an alleged act of espionage. The instruction phase of the basic proceedings continued.



## COMPLIANCE OFFICER

### Crime Prevention Model

In the 2015/16 season, FC Barcelona implemented a Crime Prevention Model that was approved by the Board of Directors. Since his appointment, and up to now, the Compliance Officer, via the Compliance Committee, has ensured that the Crime Prevention and Response Handbook is applied in accordance with the values that govern the Club's activity, which are found in the Code of Ethics and Conduct of FC Barcelona. During the 2017/18 season, the model was revised by an independent external expert who confirmed that the development of the model and the preventive and control measures planned as part of it have been effectively implemented at the Club.

### Compliance Programme

During the 2017/18 season, the main activities set out under the Annual Compliance Programme have been completed. Those activities include the following:

- The Club's risk map has been updated and the process for identifying and evaluating risks has been improved.
- Internal policies and standards have been developed to allow the Club to offset and reduce the risks identified. Some policy highlights include the in-depth work on the following policies:
  - Risk prevention in sport. The aim behind this policy is to define the lines of action and prevention for potential risk situations with minors in sport.
  - *Third party due diligence*. This policy is aimed at defining how the Club evaluates the relationship between the different areas and third parties.

- Awareness, communications and training sessions have been conducted with Club personnel.
- The Compliance Programme has been supervised and monitored.
- Monitoring of the Regulatory and Ethical Compliance Channel.
- The disciplinary code has been applied in cases where it has proved necessary.

### Training programmes for Club staff

FC Barcelona has a Training Plan for its employees which includes aspects as significant as Regulatory and Ethical Compliance. During the 2017/18 season, work has continued on developing this training plan and both online and face-to-face sessions were held, provided by internal and/or external experts. General training has been provided on Ethics, the Crime Prevention Model, Integrity, Anti-corruption and Good governance; and special training has also been provided on different topics such as identification of Third Party Due Diligence, prevention of risk in sport relating to minors, safety and other employment, fiscal and financial matters.

### Data protection

As a result of introduction of the new general regulations on Data Protection, on 25 May, work was done in the 2017/18 season on bring all of the Club's areas into line with these new regulations. Various committees were created for Data Protection, to help to promote, control and inform on the actions taken by the Club on personal information matters, on a daily basis.





# SUMMARY OF ACTIVITIES 2017/18 AND OBJECTIVES FOR 2018/19





## SUMMARY OF ACTIVITIES 2017/18

### Revenue

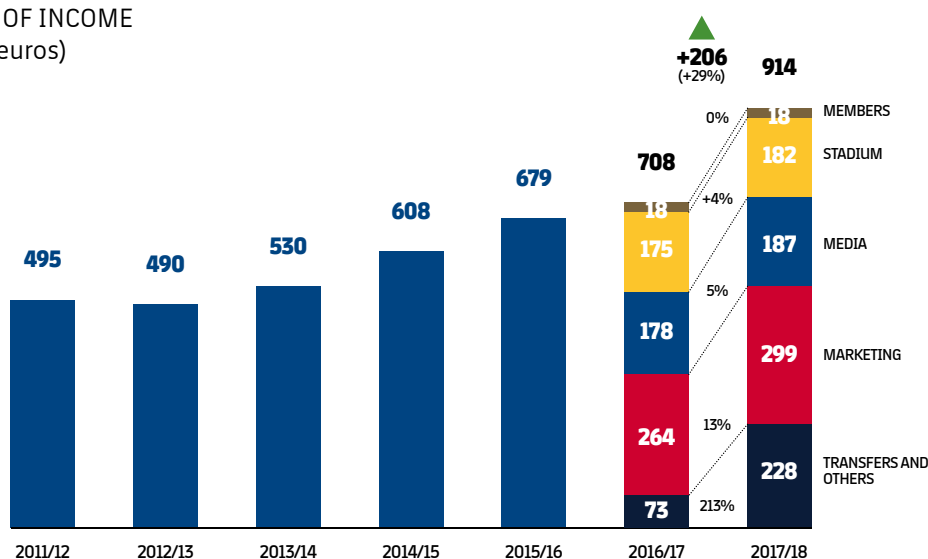
- FC Barcelona closed the 2017/18 financial year with a record figure of €914 million in operating income. This represents a very significant growth of 29% over the €708 million of the previous year (an increase of €206 million), and is also higher than the €897 million budgeted (+ 2%). This record figure – we have steadily been achieving records year after year – has enabled us to position the club among the world's leaders in income generation.

The Club has rolled out an intensive business and sustainability plan to help strengthen income growth in the future.

- The main changes from the previous year are as follows:

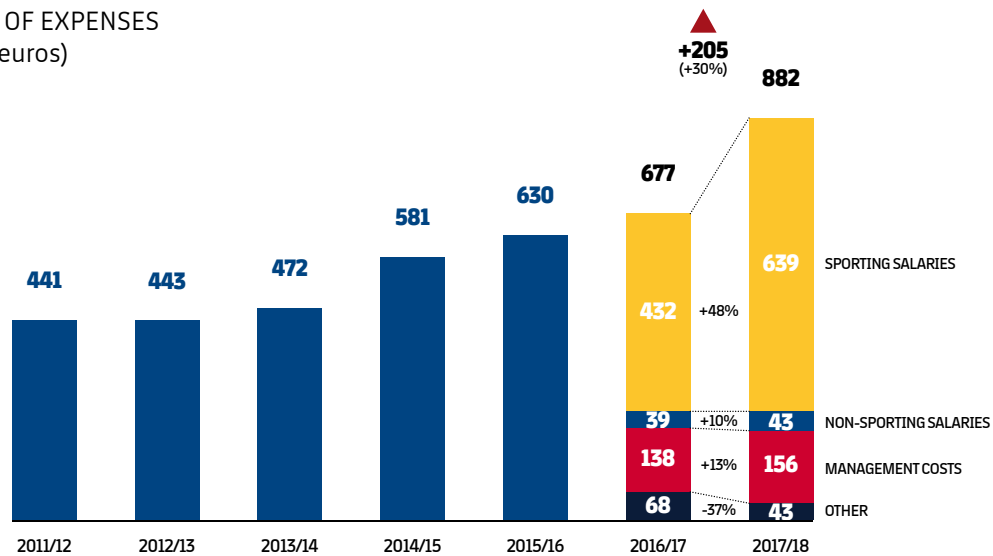
- Income from use of the Stadium and the other facilities increased by 4%. The negative effect of the attack in Barcelona, in August, along with other situational difficulties we have faced, were mostly offset by the increase in ticket sales due to the Super Cup against Real Madrid.
- Marketing revenues increased 13% over the previous season, from €264 to €299 million, mainly due to the new sponsor, and the summer tour matches.
- In the Media section, revenue from television rights for the first team and Barça B increased by 5%.
- In Transfers, sale of the federal rights of Mascherano, Gerard Deulofeu, and the departure of Neymar Jr were the outstanding events.

EVOLUTION OF INCOME  
(Millions of euros)



### Expenditure

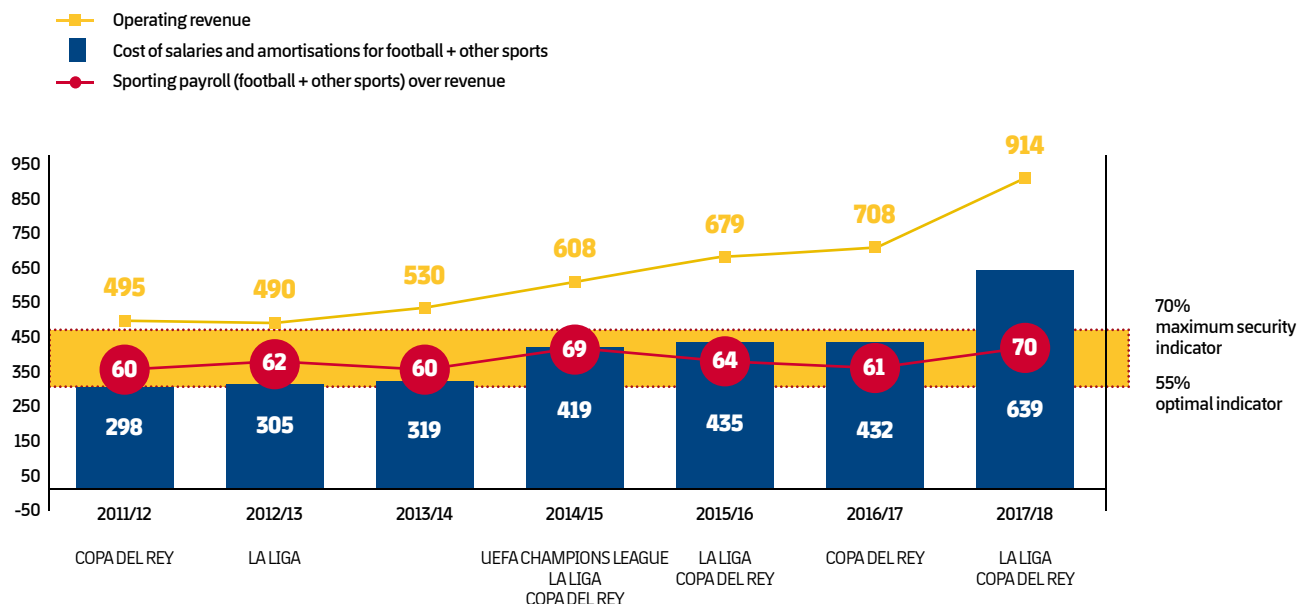
- Operating costs increased by 30% over the previous season, going from €677 million to €882 million. This growth happened in parallel with the increase in revenue.
- Sports costs increased by 48% due to new signings, and renewals of players contracts, during the year.
- The non-sports payroll increased by 10% due to organisational restructuring, and incorporation of personnel required by steady growth in the volume of operations.
- Management expenses grew by 13%. This significant rise is largely due to expenditure for the Summer Tour, maintenance of the club's sports facilities, and commercial actions, among others.
- The Other Expenses section was reduced by 37% due to the fact that season 16/17 mainly included provisions for impairment of the value of the Can Rigalt property.

EVOLUTION OF EXPENSES  
(Millions of euros)

## Evolution of sports costs

This season, sports costs have been affected due to extraordinary circumstances. Significant investment in acquiring players has meant that amortisations have almost doubled over previous seasons' figures; and this has notably increased overall sport costs. Furthermore, the inflationary situation in the soccer market, together with the consequences of the Tax Administration's new criterion regarding agents, has increased the cost of new contracts and contract renewals.

## SPORTS COSTS OVER REVENUE

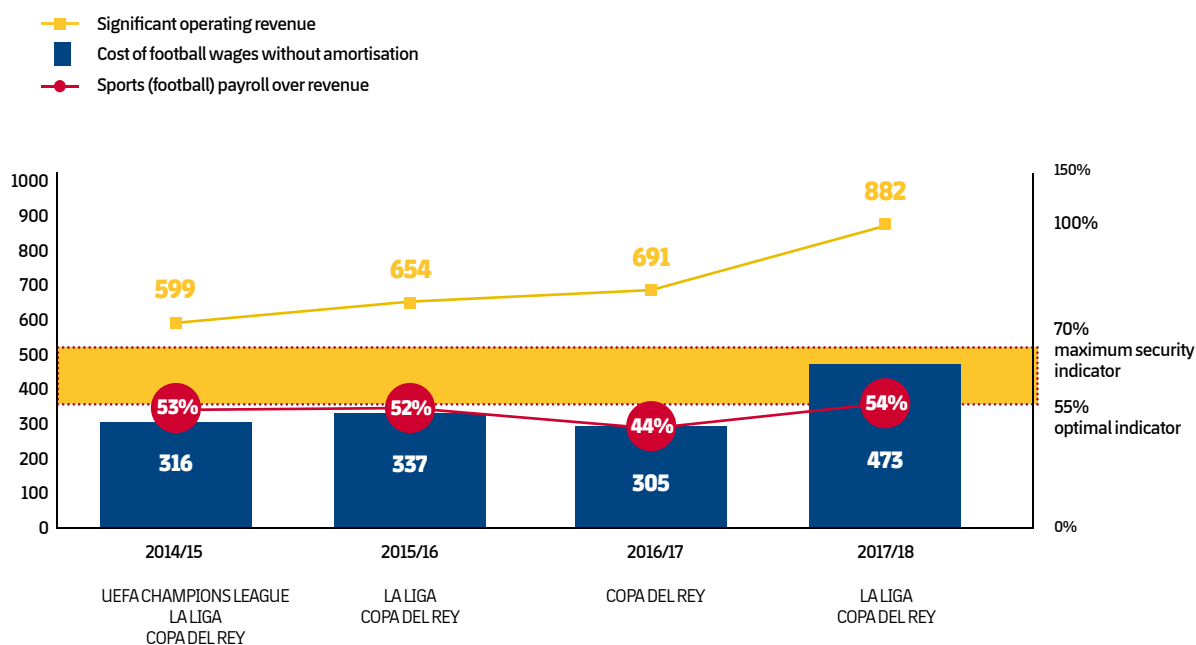




## LFP criteria

Nevertheless, the maximum recommended ratio defined by the Professional Football League (LFP) between football wage costs of sports personnel without amortisation, and the relevant operating income, is 70%, while ours is 54%.

Millions of euros



## Result

The 2017/18 financial year closed with a profit after tax of €13 million and an EBITDA of €177 million. This is the seventh consecutive year that the club has had year-end profits, this time attaining accumulated profits of €197 million.

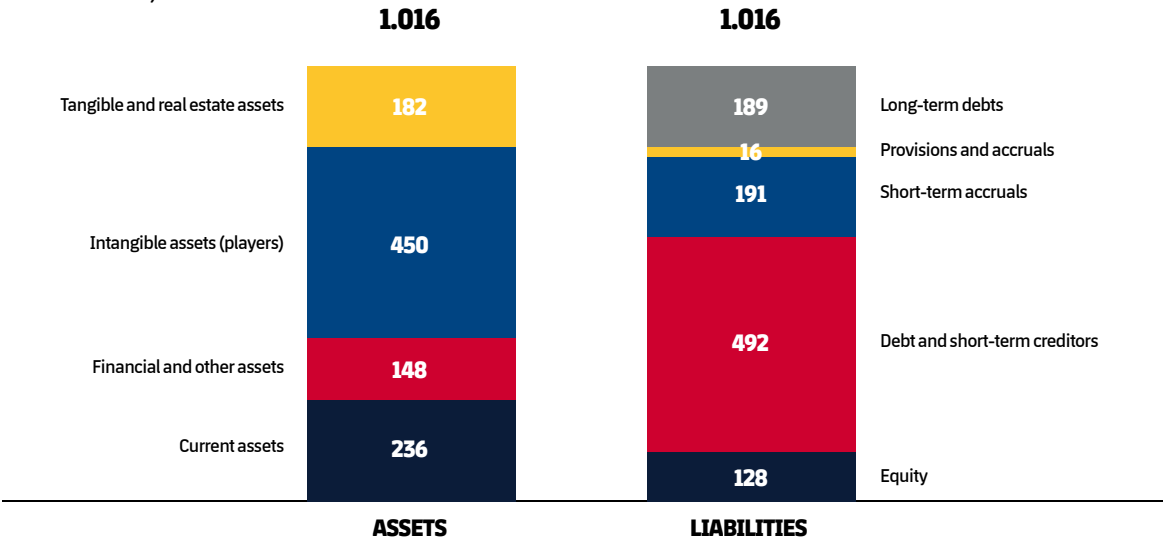
### SUMMARY OF PROFIT AND LOSS ACCOUNT AT YEAR-END 2017/18

| (In millions of euros) | REAL<br>2017/18 | BUDGET<br>2017/18 | REAL<br>2016/17 |
|------------------------|-----------------|-------------------|-----------------|
| Operating revenue      | 914             | 897               | 708             |
| Operating expenditure  | -882            | -865              | -677            |
| Operating profit       | 32              | 32                | 31              |
| Net Profit             | 20              | 27                | 31              |
| Profit after tax       | 13              | 21                | 18              |

Balance Sheet

- According to the LFP's definition, the net debt is €157 million, an increase over the previous season. This growth is mainly due to investments in players and in development of the Espai Barça project
- The net debt ratio (€157 million) to the EBITDA (€177 million) stood at 0.88. If we adjust the debt in accordance with the accumulated investments in Espai Barça, the ratio would be 0.68, easily complying with the limit established by article 67 of the Club Statutes on equity balance.
- At treasury level, the Club closed the year with €40 million in available cash. The bank debt is €65 million, largely for the loan for repurchasing the Can Rigalt land.
- The Club's net equity increased, and at the end of June stood at €128 million. The club invested around €27 million during the 2017/18 season, the bulk of which was for investments in Espai Barça. Improvements were also made to the stadium to ensure that the turf is always in good condition, and to the offices housing the Professional Sections, among others. In Information Technology, the Club invested in improvements to medical management systems, sports recording systems, and in transforming applications and developing the web.

BALANCE SHEET AT 30/06/2018  
(Millions of euros)



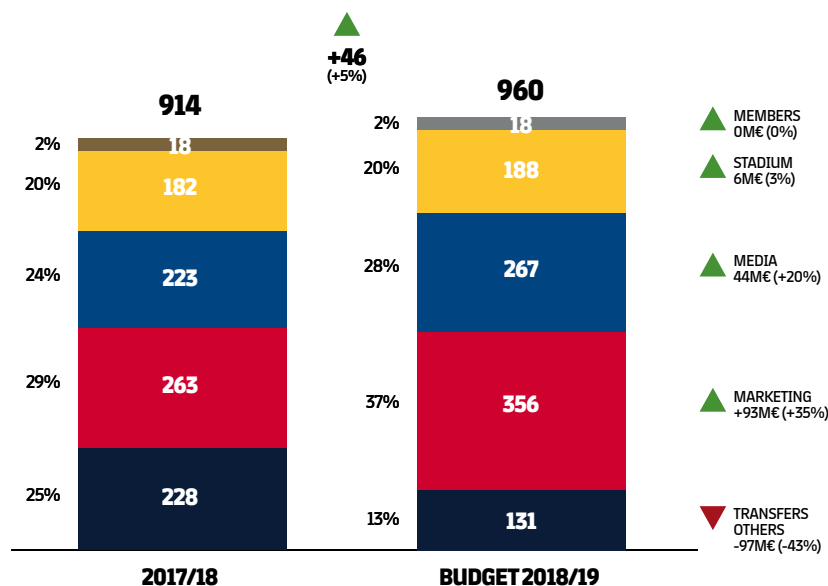


## OBJECTIVES 2018/19

### SUMMARY OF PROFIT AND LOSS ACCOUNT FOR 2018/19 BUDGET

| (In millions of euros) | BUDGET 18/19 |
|------------------------|--------------|
| Operating revenue      | 960          |
| Operating expenditure  | -929         |
| Operating profit       | 31           |
| Net Profit             | 15           |
| Profit after tax       | 11           |
| EBITDA                 | 191          |

### REVENUE ACTUAL 2017/18 vs. 2018/19 BUDGET (Millions of euros)

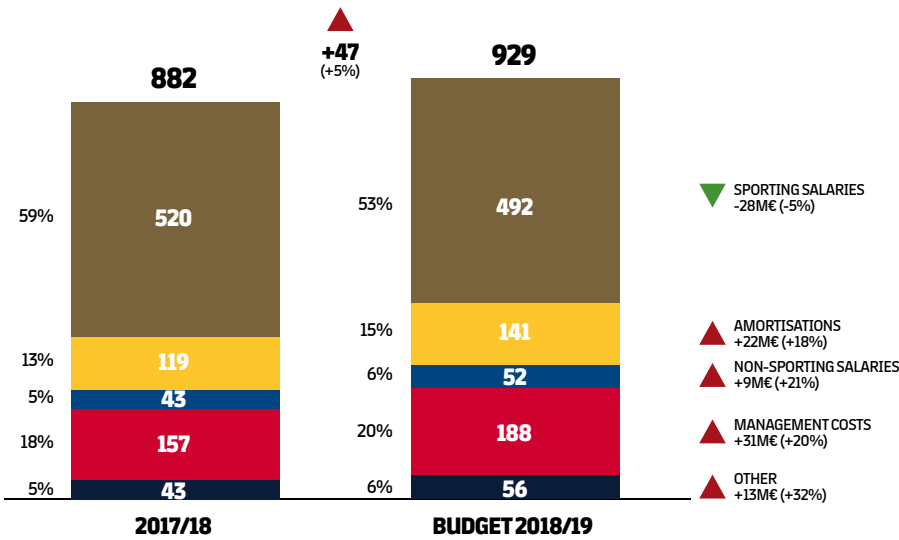


\*For comparative purposes, for the 2017/18 season, the quantity for UEFA Performance has been reclassified from Marketing to Media

## Revenue

- The budgeted revenue is expected to increase by 5% to a record high of €960 million.
- Stadium revenues increase over the previous season due to forecasts of higher earnings from match tickets and Stadium Tours (Tour Estadi).
- Media growth is derived from the new UEFA distribution.
- Marketing continues to grow and is expected to reach €356 million. In this regard, incorporation of the BLM company, the purpose of which is to market FC Barcelona merchandising and product licenses, has contributed €50 million to the increase of this item.
- Transfers decreased considerably because player Neymar Jr left the club last season.

EXPENDITURE  
ACTUAL 17/18 vs. 18/19 BUDGET  
(Millions of euros)



Expenditure

- The sports payroll has been reduced slightly. On the one hand, players leaving the Club has provided wage savings. By contrast, new signings have led to a 18% increase in amortisation.
- Non-sports wages and management expenses increased by 20%, mainly due to the consolidation of accounts with BLM.
- All this means that the estimated operating profit for the 2018/19 season stands at €31 million, which, including the financial profit/loss and taxes, represents an expected after-tax profit of €11 million.



# BUDGET FOR 2018/19 SEASON

(Thousand of euros)

|  | First Team       | Youth Football I | Basketball      | Handball       | Hockey         | Futsal         | Other sections | Other Club Activities | Total            |
|--|------------------|------------------|-----------------|----------------|----------------|----------------|----------------|-----------------------|------------------|
| <b>Continuing operations</b>   |                  |                  |                 |                |                |                |                |                       |                  |
| <b>Revenue</b>   | <b>654,857</b>   | <b>2,742</b>     | <b>10,440</b>   | <b>1,775</b>   | <b>452</b>     | <b>942</b>     | <b>1,462</b>   | <b>156,190</b>        | <b>828,861</b>   |
| Revenue from competitions  | 106,569          | 28               | 1,696           | 159            | 9              | 132            | -              | 1,400                 | 109,994          |
| Revenue from season ticket holders and membership card holders               | 41,808           | -                | 822             | 6              | -              | -              | -              | 17,963                | 60,599           |
| Revenue from TV broadcasts and TV rights                                     | 258,625          | 1,415            | 2,717           | 406            | -              | 13             | -              | 3,900                 | 267,076          |
| Revenue from marketing and advertising                                       | 247,854          | 1,299            | 5,205           | 1,204          | 442            | 798            | 1,462          | 132,927               | 391,192          |
| <b>Work performed by the entity and capitalized</b>                          | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>1,299</b>          | <b>1,299</b>     |
| <b>Cost of sales</b>   | <b>(3,584)</b>   | <b>(1,180)</b>   | <b>(653)</b>    | <b>(472)</b>   | <b>(254)</b>   | <b>(325)</b>   | <b>(994)</b>   | <b>(27,751)</b>       | <b>(35,214)</b>  |
| Consumption of sports equipment  | (1,322)          | (908)            | (480)           | (383)          | (192)          | (245)          | (986)          | (26,495)              | (31,010)         |
| Other consumption and external expenses                                      | (2,262)          | (273)            | (173)           | (89)           | (63)           | (81)           | (8)            | (1,256)               | (4,205)          |
| <b>Other operating income</b>  | <b>9,499</b>     | <b>639</b>       | <b>8</b>        | <b>34</b>      | <b>5</b>       | <b>3</b>       | <b>1</b>       | <b>895</b>            | <b>11,083</b>    |
| Ancillary income   | 9,499            | 639              | 4               | 33             | 5              | -              | -              | 123                   | 10,302           |
| Grants related to income   | -                | -                | 4               | 1              | -              | 3              | 1              | 772                   | 781              |
| <b>Employee benefits expense</b>   | <b>(391,374)</b> | <b>(27,571)</b>  | <b>(27,361)</b> | <b>(6,778)</b> | <b>(2,305)</b> | <b>(4,283)</b> | <b>(1,548)</b> | <b>(50,840)</b>       | <b>(512,061)</b> |
| Wages and salaries of sports squad   | (387,584)        | (24,362)         | (26,401)        | (6,059)        | (1,923)        | (3,807)        | (1,254)        | (3,344)               | (454,734)        |
| Wages and salaries of non-sports related personnel                           | (2,846)          | (957)            | (302)           | (229)          | (84)           | (82)           | -              | (38,690)              | (43,190)         |
| Social security costs, et al.  | (864)            | (2,215)          | (650)           | (481)          | (296)          | (391)          | (295)          | (7,585)               | (12,777)         |
| Provisions   | (79)             | (37)             | (9)             | (10)           | (2)            | (2)            | -              | (1,221)               | (1,360)          |
| <b>Other operating expenses</b>  | <b>(106,257)</b> | <b>(8,688)</b>   | <b>(6,868)</b>  | <b>(2,279)</b> | <b>(772)</b>   | <b>(1,326)</b> | <b>(1,199)</b> | <b>(62,597)</b>       | <b>(189,984)</b> |
| External services  | (63,770)         | (4,291)          | (3,333)         | (985)          | (304)          | (482)          | (291)          | (51,906)              | (125,362)        |
| Taxes  | (3,708)          | (315)            | (9)             | (2)            | -              | (1)            | -              | (1,329)               | (5,364)          |
| Losses on, impairment of and change in trade provisions                      | -                | -                | -               | -              | -              | -              | -              | (1,802)               | (1,802)          |
| Away matches   | (3,989)          | (2,351)          | (2,001)         | (1,013)        | (314)          | (620)          | (412)          | (12)                  | (10,713)         |
| Player acquisition expenses  | -                | (450)            | (240)           | (34)           | -              | -              | (122)          | -                     | (846)            |
| Other current management expenses  | (34,790)         | (1,281)          | (1,285)         | (244)          | (154)          | (223)          | (374)          | (7,547)               | (45,898)         |
| <b>Depreciation and amortization</b>   | <b>(135,985)</b> | <b>(4,012)</b>   | <b>(1,333)</b>  | <b>(359)</b>   | <b>(10)</b>    | <b>(110)</b>   | <b>-</b>       | <b>(15,000)</b>       | <b>(156,808)</b> |
| Amortization of player acquisition rights                                    | (135,406)        | (3,755)          | (1,291)         | (358)          | (10)           | (110)          | -              | -                     | (140,930)        |
| Other depreciation and amortization  | (579)            | (257)            | (42)            | (1)            | -              | -              | -              | (15,000)              | (15,878)         |
| <b>Grants related to non-financial assets and other grants</b>               | <b>70</b>        | <b>39</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>              | <b>109</b>       |
| <b>Impairment losses and gains (losses) on disposal of non-current</b>       | <b>78,539</b>    | <b>8,047</b>     | <b>760</b>      | <b>-</b>       | <b>-</b>       | <b>(13)</b>    | <b>-</b>       | <b>-</b>              | <b>87,333</b>    |
| Impairment losses and losses   | 2,500            | -                | -               | -              | -              | -              | -              | -                     | 2,500            |
| Impairment losses on intangible sporting assets                              | (31,190)         | -                | -               | -              | -              | -              | -              | -                     | (31,190)         |
| Impairment losses on property, plant and equipment                           | -                | -                | -               | -              | -              | -              | -              | -                     | -                |
| Reversal of impairment losses on intangible sporting assets                  | 33,690           | -                | -               | -              | -              | -              | -              | -                     | 33,690           |
| Gains (losses) on disposals  | 76,039           | 8,047            | 760             | -              | -              | (13)           | -              | -                     | 84,833           |
| Losses on intangible sporting assets   | (25)             | -                | -               | -              | -              | (13)           | -              | -                     | (38)             |
| Profit from intangible sporting assets                                       | 76,064           | 8,047            | 760             | -              | -              | -              | -              | -                     | 84,871           |
| <b>Charges for the year and utilization of provisions and others</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(3,500)</b>        | <b>(3,500)</b>   |
| Charges for the year and other non-recurring expenses                        | -                | -                | -               | -              | -              | -              | -              | (3,500)               | (3,500)          |
| <b>OPERATING PROFIT / (LOSS)</b>   | <b>105,764</b>   | <b>(29,984)</b>  | <b>(25,007)</b> | <b>(8,078)</b> | <b>(2,885)</b> | <b>(5,112)</b> | <b>(2,277)</b> | <b>(1,302)</b>        | <b>31,117</b>    |
| <b>Income from marketable securities and other financial instruments</b>     | <b>612</b>       | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>              | <b>612</b>       |
| Of third parties   | 612              | -                | -               | -              | -              | -              | -              | -                     | 612              |
| <b>Finance costs</b>   | <b>(623)</b>     | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(14,120)</b>       | <b>(14,742)</b>  |
| Third-party borrowings   | (623)            | -                | -               | -              | -              | -              | -              | (14,120)              | (14,742)         |
| <b>Exchange gains (losses)</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(300)</b>          | <b>(300)</b>     |
| Exchange gains   | -                | -                | -               | -              | -              | -              | -              | 250                   | 250              |
| Exchange losses  | -                | -                | -               | -              | -              | -              | -              | (550)                 | (550)            |
| <b>Impairment of and gains/(losses) on disposal of financial instruments</b> | <b>-</b>         | <b>-</b>         | <b>(9)</b>      | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(2,000)</b>        | <b>(2,009)</b>   |
| Impairment losses on interest in financial asset                             | -                | -                | (9)             | -              | -              | -              | -              | (2,000)               | (2,009)          |
| <b>FINANCE COST</b>  | <b>(11)</b>      | <b>-</b>         | <b>(9)</b>      | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(16,420)</b>       | <b>(16,440)</b>  |
| <b>PROFIT / (LOSS) BEFORE TAX</b>  | <b>105,753</b>   | <b>(29,984)</b>  | <b>(25,017)</b> | <b>(8,078)</b> | <b>(2,885)</b> | <b>(5,112)</b> | <b>(2,277)</b> | <b>(17,722)</b>       | <b>14,677</b>    |
| <b>Income tax</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(3,669)</b>        | <b>(3,669)</b>   |
| <b>PROFIT / (LOSS) FOR THE YEAR</b>  | <b>105,753</b>   | <b>(29,984)</b>  | <b>(25,017)</b> | <b>(8,078)</b> | <b>(2,885)</b> | <b>(5,112)</b> | <b>(2,277)</b> | <b>(21,391)</b>       | <b>11,008</b>    |

The amounts do not cover the distribution of income or the indirect costs by sections.





# FINANCIAL STATEMENTS FOR THE YEAR (ended june 30, 2018), AND MANAGEMENT REPORT, TOGETHER WITH THE AUDIT REPORT THEREON

*(Translation of financial statements and management report  
originally issued in Catalan. In the event of discrepancy,  
the Catalan-language version prevails)*







Ernst & Young, S.L.  
Edifici Santa Fina  
Avda. Tàrrida, 112-116  
08017 Barcelona  
Spain

Rev. 3023 0001 000  
Fax: 93 47 11 794  
EY.com

Translation of a report originally issued in Catalan based on our work performed in accordance with prevailing audit regulations in Spain and of financial statements originally issued in Catalan and prepared in accordance with the regulatory framework for financial information applicable to the Club in Spain (see Note 2.1). In the event of discrepancy, the Catalan-language version prevails.

## AUDIT REPORT ON FINANCIAL STATEMENTS ISSUED BY AN INDEPENDENT AUDITOR

To the General Assembly of Futbol Club Barcelona:

### Opinion

We have audited the financial statements of Futbol Club Barcelona (the Club), which comprise the balance sheet at June 30, 2018, the income statement, the statement of changes in equity, the cash flow statement, and the notes thereto for the year then ended.

In our opinion, the accompanying financial statements give a true and fair view, in all material respects, of the equity and financial position of Futbol Club Barcelona at June 30, 2018 and of its financial performance and its cash flows for the year then ended in accordance with the applicable regulatory framework for financial information in Spain (identified in Note 2 to the accompanying financial statements) and, specifically, the accounting principles and criteria contained therein.

### Basis for opinion

We conducted our audit in accordance with prevailing audit regulations in Spain. Our responsibilities under those regulations are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We are independent of the Club in accordance with the ethical requirements, including those related to independence, that are relevant to our audit of the financial statements in Spain as required by prevailing audit regulations. In this regard, we have not provided any non-audit services nor have any situations or circumstances arisen that might have compromised our mandatory independence in a manner prohibited by the aforementioned requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Most relevant audit issues

Most relevant audit issues are those matters that, in our professional judgment, were the most significant assessed risks of material misstatements in our audit of the financial statements of the current period. These risks were assessed in the context of our audit of the financial statements as a whole, and in forming our audit opinion thereon, and we do not provide a separate opinion on these risks.

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### *Recognition of contingent liabilities*

At June 30, 2018 the Club is involved in several legal proceedings and verification and inspection proceedings brought by the tax authorities. Based on the best available information, the Board of Directors has assessed and quantified the risks that may arise for the Club, recording a provision when the risk has been considered as probable. This assessment and quantification requires a considerable amount of judgment by the Board of Directors and has therefore been a significant matter in our audit.

As part of our audit work we have asked both the Club's legal department and external advisors for written confirmation of the assessment and quantification of the risks that may arise as a result of the proceedings mentioned in the paragraph above. Additionally, we have engaged our tax and legal experts to verify the conclusions reached by the Club's legal department and external advisors.

The information on the legal proceedings and the verification and inspection proceedings brought by the tax authorities is described in Notes 12.3 and 14.7 to the accompanying financial statements.

### *Measurement of intangible sporting assets*

At June 30, 2018 the Club has intangible sporting assets in the balance sheet, net of amortization and impairment, amounting to 450.9 million euros, which correspond to the necessary costs for the obtaining players' registration rights and other similar rights from other entities. These rights are amortized based on the term of the contracts signed. The measurement of intangible sporting assets is subject to significant judgment in order to determine whether there is an indication that these intangible assets may be impaired and, if any, estimate their recoverable amount. As a result of this circumstance, and given the relevance of the balance of this heading, we have considered this area as a relevant audit issue.

As part of our audit work, we have analyzed the procedures established by the Club for the recognition and amortization of the rights acquired, as well as for the identification of potential impairment and determination of the corresponding amount, if any, assessing the reasonableness of the assumptions and information used. Additionally, we have analyzed the main additions and derecognitions against supporting documentation, and the reasonableness of the amortization charge for the year.

### **Other information: Management report**

Other information refers exclusively to the management report for the year ended June 30, 2018, the preparation of which is the responsibility of the Club's Board of Directors and is not an integral part of the financial statements.

Our audit opinion on the financial statements does not cover the management report. In conformity with prevailing audit regulations in Spain, our responsibility in terms of the management report is to assess and report on the consistency of the management report with the financial statements based on the knowledge of the entity we obtained while auditing the financial statements, and not including any information not obtained as evidence during the course of the audit. In addition, our responsibility is to assess and

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report on whether the content and presentation of the management report are in conformity with applicable regulations. If, based on the work carried out, we conclude that there are material misstatements, we are required to disclose them.

Based on the work performed, as described in the above paragraph, the information contained in the management report is consistent with that provided in the financial statements for the year ended June 30, 2018 and their content and presentation are in conformity with applicable regulations.

### **Board of Directors' responsibility for the financial statements**

The Board of Directors is responsible for the preparation of the accompanying financial statements so that they give a true and fair view of the equity, financial position and results of the Club, in accordance with the regulatory framework for financial information applicable to the Entity in Spain, identified in Note 2 to the accompanying financial statements, and for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Club or to cease operations, or has no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with prevailing audit regulations in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with prevailing audit regulations in Spain, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Club's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Club's ability to continue as a going concern; if we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Club to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors of the entity regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

From the significant risks communicated to the Board of Directors of the entity, we determine those that were of most significance in the audit of the financial statements of the current period and are therefore the most significant assessed risks.

We describe those risks in our auditor's report unless law or regulation precludes public disclosure about the matter.

ERNST & YOUNG, S.L.  
(Registered in Spain's Official Register of  
Auditors under No. 50530)

(Original in Catalan signed by Xavier Pujol Pamies, registered in Spain's Official Register of Auditors under No. 18302)

July 18, 2018





# BALANCE SHEET AT JUNE 30, 2018

(Thousands of Euros)

| ASSETS   | Notes                    | 6/30/18        | 6/30/17        | EQUITY AND LIABILITIES                         | Notes            | 6/30/18        | 6/30/17        |
|--|--------------------------|----------------|----------------|--|------------------|----------------|----------------|
| <b>NON-CURRENT ASSETS:</b>                                       |                          |                |                | <b>EQUITY</b>                                  | <b>Nota 11</b>   |                |                |
| <b>Intangible assets</b>   |                          | <b>461,686</b> | <b>245,069</b> | <b>CAPITAL AND RESERVES</b>                    |                  | <b>125,693</b> | <b>112,762</b> |
| Intangible sporting assets                                       |                          |                |                | <b>Social Fund</b>                             |                  | <b>114,902</b> | <b>96,767</b>  |
| Player acquisition rights  | <b>Note 5</b>            | 450,880        | 236,297        | Social Fund                                    |                  | 114,902        | 96,767         |
| Intangible non-sporting assets                                   |                          |                |                | <b>Reserves</b>                                |                  | <b>(2,139)</b> | <b>(2,139)</b> |
| Software   | <b>Note 6</b>            | 10,790         | 8,482          | Other reserves                                 |                  | (2,139)        | (2,139)        |
| Intangible assets in progress                                    | <b>Note 6</b>            | 16             | 290            | <b>Profit for the year</b>                     |                  | <b>12,930</b>  | <b>18,134</b>  |
| <b>Property, plant and equipment</b>                             | <b>Note 7</b>            | <b>156,572</b> | <b>146,075</b> | <b>GRANTS, DONATIONS AND BEQUESTS RECEIVED</b> |                  | <b>2,504</b>   | <b>2,585</b>   |
| Stadiums and arenas  |                          | 70,236         | 74,752         | <b>Total equity</b>                            |                  | <b>128,197</b> | <b>115,347</b> |
| Other land and constructions                                     |                          | 37,755         | 38,683         |  |                  |                |                |
| Plant and other PP&E items                                       |                          | 14,342         | 15,118         | <b>NON-CURRENT LIABILITIES</b>                 |                  |                |                |
| Property, plant and equipment under construction and prepayments |                          | 34,239         | 17,522         | <b>Non-current provisions</b>                  | <b>Note 12.1</b> | <b>16,208</b>  | <b>3,433</b>   |
| <b>Investment property</b>                                       | <b>Note 8</b>            | <b>13,428</b>  | <b>13,165</b>  | <b>Non-current payables</b>                    | <b>Note 13.1</b> | <b>172,317</b> | <b>47,214</b>  |
| <b>Non-current investments in group companies and associates</b> | <b>Note 10.2</b>         | <b>1,080</b>   | <b>208</b>     | Bank borrowings                                |                  | 16,177         | 20,000         |
| Equity instruments   |                          | 310            | 10             | Payables to sporting entities                  | <b>Note 13.1</b> | 97,333         | 8,000          |
| Loans to companies   | <b>Note 18.2</b>         | 770            | 198            | Sports personnel                               | <b>Note 13.1</b> | 57,635         | 15,982         |
| <b>Non-current financial investments</b>                         | <b>Note 10.1</b>         | <b>22,578</b>  | <b>18,759</b>  | Other liabilities                              |                  | 1,172          | 3,232          |
| Loans to sporting entities                                       |                          | 11,852         | 8,842          | <b>Deferred tax liabilities</b>                | <b>Note 14.6</b> | <b>635</b>     | <b>1,075</b>   |
| Other financial assets   |                          | 10,726         | 9,917          | <b>Non-current accruals</b>                    | <b>Note 15</b>   | <b>16,186</b>  | <b>5,261</b>   |
| <b>Deferred tax assets</b>                                       | <b>Note 14.6</b>         | <b>20,733</b>  | <b>19,602</b>  | <b>Total non-current liabilities</b>           |                  | <b>205,346</b> | <b>56,983</b>  |
| <b>Non-current trade receivables</b>                             | <b>Notes 10.3 / 13.3</b> | <b>104,251</b> | <b>107,330</b> |  |                  |                |                |
| <b>Total non-current assets</b>                                  |                          | <b>780,328</b> | <b>550,208</b> | <b>CURRENT LIABILITIES</b>                     |                  |                |                |
|  |                          |                |                | <b>Current provisions</b>                      | <b>Note 12.2</b> | <b>874</b>     | <b>13,266</b>  |
| <b>CURRENT ASSETS:</b>   |                          |                |                | <b>Current payables</b>                        | <b>Note 13.2</b> | <b>51,019</b>  | <b>30,778</b>  |
| <b>Trade and other receivables-</b>                              | <b>Note 10.3</b>         | <b>190,443</b> | <b>112,893</b> | Bank borrowings                                |                  | 49,050         | 8,132          |
| Accounts receivable from sporting entities                       |                          | 15,716         | 30,562         | Other financial liabilities                    |                  | 1,969          | 22,646         |
| Other receivables  |                          | 94,049         | 34,484         | <b>Trade and other payables</b>                | <b>Note 13.3</b> | <b>439,969</b> | <b>395,035</b> |
| Sports personnel   | <b>Note 13.3</b>         | 61,926         | 46,798         | Suppliers                                      |                  | 67,960         | 63,789         |
| Non-sports personnel   |                          | 678            | 195            | Other payables                                 |                  | 8,425          | 9,431          |
| Current income tax assets  | <b>Note 14.1</b>         | 17,840         | 680            | Other payables to related parties              |                  | 4,127          | 3,322          |
| Other receivables from public administrations                    | <b>Note 14.1</b>         | 130            | 48             | Payables to sporting entities                  |                  | 45,076         | 55,793         |
| Prepayments to suppliers / creditors                             |                          | 104            | 126            | Sports personnel                               | <b>Note 13.3</b> | 198,186        | 186,390        |
| <b>Current financial investments</b>                             |                          | <b>2,668</b>   | <b>2,001</b>   | Non-sports personnel                           |                  | 1,388          | 3,937          |
| <b>Current accruals</b>  | <b>Note 15</b>           | <b>2,439</b>   | <b>2,280</b>   | Other payables to public administrations       | <b>Note 14.1</b> | 114,577        | 72,144         |
| <b>Cash and cash equivalents-</b>                                |                          | <b>40,347</b>  | <b>92,817</b>  | Customer advances                              |                  | 230            | 229            |
| Cash   |                          | 40,347         | 92,817         | <b>Current accruals</b>                        | <b>Note 15</b>   | <b>190,820</b> | <b>148,790</b> |
| <b>Total current assets</b>                                      |                          | <b>235,897</b> | <b>209,991</b> | <b>Total current liabilities</b>               |                  | <b>682,682</b> | <b>587,869</b> |
| <b>TOTAL ASSETS</b>  |                          |                | <b>760,199</b> | <b>TOTAL EQUITY AND LIABILITIES</b>            |                  |                | <b>760,199</b> |

Notes 1 to 22 to the accompanying financial statements are an integral part of the balance sheet at June 30, 2018.



# INCOME STATEMENT FOR THE YEAR ENDED JUNE 30, 2018

(Thousands of Euros)

|   | Notes                | SEASON<br>2017/18 | SEASON<br>2016/17  |
|---|----------------------|-------------------|--------------------|
| <b>CONTINUING OPERATIONS</b>  |                      |                   |                    |
| <b>Revenue</b>  | <b>Note 17.1</b>     | <b>686,471</b>    | <b>638,189 (*)</b> |
| Revenue from competitions   |                      | 104,001           | 92,954             |
| Revenue from season ticket holders and membership card holders                |                      | 60,008            | 50,883             |
| Revenue from TV broadcasts and TV rights                                      |                      | 187,383           | 177,959            |
| Revenue from marketing and advertising  |                      | 335,079           | 316,393            |
| <b>Work performed by the entity and capitalized</b>                           |                      | <b>1,209</b>      | <b>1,116</b>       |
| <b>Cost of sales</b>  |                      | <b>(7,871)</b>    | <b>(6,966)</b>     |
| Consumption of sports equipment   |                      | (5,365)           | (3,994)            |
| Other consumables   |                      | (2,506)           | (2,972)            |
| <b>Other operating income</b>   | <b>Note 17.2</b>     | <b>3,828</b>      | <b>10,029 (*)</b>  |
| Ancillary income  |                      | 3,300             | 9,660              |
| Grants related to income  |                      | 528               | 369                |
| <b>Employee benefits expense</b>  | <b>Note 17.3</b>     | <b>(529,121)</b>  | <b>(377,934)</b>   |
| Wages and salaries of sports personnel  |                      | (480,947)         | (334,106)          |
| Wages and salaries of non-sports personnel                                    |                      | (35,520)          | (32,035)           |
| Social security costs, et al,   |                      | (12,654)          | (11,793)           |
| <b>Other operating expenses</b>   |                      | <b>(190,289)</b>  | <b>(163,423)</b>   |
| External services   | <b>Note 17.4</b>     | (122,690)         | (104,452)          |
| Taxes   |                      | (4,772)           | (3,509)            |
| Losses on, impairment of and change in trade provisions                       | <b>Note 10.3</b>     | (1,746)           | (1,494)            |
| Impairment losses on trade receivables  |                      | (1,946)           | (1,582)            |
| Reversal of impairment losses on trade receivables                            |                      | 200               | 88                 |
| Away matches  |                      | (9,191)           | (8,596)            |
| Player acquisition expenses   |                      | (848)             | (2,138)            |
| Other current management expenses   |                      | (51,042)          | (43,234)           |
| <b>Depreciation and amortization</b>  |                      | <b>(132,441)</b>  | <b>(80,224)</b>    |
| Amortization of player acquisition rights                                     | <b>Note 5</b>        | (118,676)         | (67,045)           |
| Other depreciation and amortization   | <b>Notes 6 and 7</b> | (13,765)          | (13,179)           |
| <b>Grants related to non-financial assets and other grants</b>                | <b>Note 11.2</b>     | <b>108</b>        | <b>109</b>         |
| <b>Overprovisions</b>   |                      | <b>2,965</b>      | <b>-</b>           |
| <b>Impairment losses and gains (losses) on disposal of non-current assets</b> |                      | <b>205,362</b>    | <b>(12,193)</b>    |
| Impairment losses and losses  | <b>Note 5</b>        | (2,500)           | (33,907)           |
| Impairment losses on intangible sporting assets                               |                      | (12,042)          | (8,564)            |
| Reversal of impairment losses on intangible sporting assets                   |                      | 9,542             | 3,609              |
| Impairment losses on investment property                                      |                      | -                 | (28,952)           |
| Gains (losses) on disposals   | <b>Notes 5 and 7</b> | 207,862           | 21,714             |
| Losses on property, plant and equipment                                       |                      | (42)              | -                  |
| Gains on property, plant and equipment  |                      | 128               | -                  |
| Losses on intangible sporting assets  |                      | (1,413)           | (4,364)            |
| Gains on intangible sporting assets   |                      | 209,189           | 26,078             |
| <b>Charges for the year and utilization of provisions and others</b>          | <b>Note 17.5</b>     | <b>(8,198)</b>    | <b>22,290</b>      |
| Charge for the year and other non-recurring expenses                          |                      | (8,463)           | (6,663)            |
| Utilization of provisions and other non-recurring income                      |                      | 265               | 28,953             |
| <b>OPERATING PROFIT/(LOSS)</b>  |                      | <b>32,023</b>     | <b>30,993</b>      |
| <b>Finance income</b>   |                      | <b>715</b>        | <b>4,873</b>       |
| From marketable securities and other financial instruments                    |                      | 715               | 4,873              |
| - Of third parties  |                      | 715               | 4,873              |
| <b>Finance costs</b>  |                      | <b>(10,100)</b>   | <b>(1,996)</b>     |
| Third-party borrowings  |                      | (10,100)          | (1,996)            |
| <b>Exchange gains (losses)</b>  |                      | <b>(352)</b>      | <b>(174)</b>       |
| Exchange gains  |                      | 345               | 200                |
| Exchange losses   |                      | (697)             | (374)              |
| <b>Impairment and gains (losses) on disposal of financial instruments</b>     |                      | <b>(2,138)</b>    | <b>(2,311)</b>     |
| FINANCE COST  |                      | <b>(11,875)</b>   | <b>392</b>         |
| <b>PROFIT/(LOSS) BEFORE TAX</b>   |                      | <b>20,148</b>     | <b>31,385</b>      |
| <b>Income tax</b>   | <b>Note 14.4</b>     | <b>(7,218)</b>    | <b>(13,251)</b>    |
| <b>PROFIT/(LOSS) FOR THE YEAR</b>   |                      | <b>12,930</b>     | <b>18,134</b>      |

Notes 1 to 22 to the accompanying financial statements are an integral part of the income statement for the year ended June 30, 2018.

(\*) These figures have been restated for better comparison with the current year's figures (Note 2.6)

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED JUNE 30, 2018

### A) STATEMENT OF RECOGNIZED INCOME AND EXPENSES

(Thousands of euros)

|   | Notes            | 2017/18       | 2016/17       |
|---|------------------|---------------|---------------|
| <b>PROFIT FOR THE PERIOD (I)</b>                          |                  | 12,930        | 18,134        |
| From cash flow hedges                                     |                  |               |               |
| - Grants, donations and bequests received                 | <b>Note 11.2</b> | (108)         | (109)         |
| - Tax effect  | <b>Note 14.3</b> | 27            | 27            |
| <b>TOTAL AMOUNTS TRANSFERRED TO INCOME STATEMENT (II)</b> |                  | <b>(81)</b>   | <b>(82)</b>   |
| <b>TOTAL RECOGNIZE INCOME AND EXPENSE (I+II)</b>          |                  | <b>12,849</b> | <b>18,052</b> |

Notes 1 to 22 to the accompanying financial statements are an integral part of the statement of recognized income and expenses for the year ended June 30, 2018

### B) STATEMENT OF ALL CHANGES IN EQUITY

(Thousands of euros)

|   | Social Fund    | Reserves       | Profit/(loss) for the year | Grants, donations and bequests | Total          |
|---|----------------|----------------|----------------------------|--------------------------------|----------------|
| <b>Balance at June 30, 2016</b>             | 67,998         | (2,139)        | 28,769                     | 2,667                          | 97,295         |
| Distribution of profit for the year 2015/16 | 28,769         | -              | (28,769)                   | -                              | -              |
| Total recognized income and expenses        | -              | -              | 18,134                     | (82)                           | 18,052         |
| <b>Balance at June 30, 2017</b>             | 96,767         | (2,139)        | 18,134                     | 2,585                          | 115,347        |
| Distribution of profit for the year 2016/17 | 18,134         | -              | (18,134)                   | -                              | -              |
| Total recognized income and expenses        | -              | -              | 12,930                     | (81)                           | 12,849         |
| <b>Balance at June 30, 2018</b>             | <b>114,902</b> | <b>(2,139)</b> | <b>12,930</b>              | <b>2,504</b>                   | <b>128,197</b> |

Notes 1 to 22 to the accompanying financial statements are an integral part of the statement of all changes in equity for the year ended June 30, 2018.



# CASH FLOW STATEMENT FOR THE YEAR ENDED JUNE 30, 2018

(Thousands of euros)

|  | SEASON<br>2017/18 | SEASON<br>2016/17 |
|--|-------------------|-------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES (I)</b>                            |                   |                   |
| <b>Profit for the year before tax</b>                                      | <b>20,148</b>     | <b>31,385</b>     |
| <b>Adjustments to profit</b>   |                   |                   |
| - Depreciation and amortization  | 132,441           | 80,224            |
| - Impairment losses  | 3,983             | 35,401            |
| - Change in provisions   | 383               | 3,063             |
| - Grants released to income  | (108)             | (109)             |
| - Gains (losses) from derecognition and disposals of non-current assets    | (207,862)         | (21,714)          |
| - Gains (losses) from derecognition and disposals of financial instruments | 2,139             | 2,311             |
| - Finance income   | (715)             | (4,873)           |
| - Finance costs  | 10,100            | 1,996             |
| - Exchange gains (losses)  | 352               | 174               |
| - Liabilities accruals recognized in profit or loss, net                   | (341,294)         | (413,494)         |
| - Other income and expenses  | (1,212)           | 29,699            |
| <b>Changes in working capital</b>  |                   |                   |
| - Trade and other receivables  | (75,236)          | (42,876)          |
| - Inclusion of assets accruals   | (159)             | (3,803)           |
| - Trade and other payables   | 46,466            | 34,284            |
| - Inclusion of liabilities accruals  | 394,249           | 533,289           |
| - Other non-current assets and liabilities                                 | 44,618            | (54,543)          |
| <b>Other cash flows from operating activities</b>                          |                   |                   |
| - Interest paid  | (915)             | (929)             |
| - Interest received  | 715               | 79                |
| - Income tax receipts (payments)   | (27,148)          | (5,964)           |
|  | <b>945</b>        | <b>203,600</b>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES (II)</b>                           |                   |                   |
| <b>Payments on investments</b>   |                   |                   |
| - Intangible sporting assets   | (277,127)         | (145,287)         |
| - Intangible non-sporting assets   | (5,015)           | (3,882)           |
| - Property, plant and equipment  | (21,673)          | (16,270)          |
| - Investment property  | (22,637)          | (23,094)          |
| - Investments in group companies   | (2,987)           | (1,466)           |
| - Other assets   | (667)             | (12,000)          |
| <b>Proceeds from disposals</b>   |                   |                   |
| - Intangible sporting assets   | 239,596           | 52,064            |
| - Other assets   | -                 | 1,000             |
|  | <b>(90,510)</b>   | <b>(148,935)</b>  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES (III)</b>                          |                   |                   |
| <b>Proceeds from and payments of financial liabilities</b>                 |                   |                   |
| - Issue of bank borrowings   | 37,095            | 27,820            |
| - Issue of other borrowings  | -                 | 4,054             |
| - Repayment and redemption of bank borrowings                              | -                 | (20,658)          |
| - Repayment and redemption of other borrowings                             | -                 | (175)             |
|  | <b>37,095</b>     | <b>11,041</b>     |
| <b>NET INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS (I+II+III)</b>       | <b>(52,470)</b>   | <b>65,706</b>     |
| Cash and cash equivalents at July 1  | 92,817            | 27,111            |
| Cash and cash equivalents at June 30                                       | 40,347            | 92,817            |

Notes 1 to 22 to the accompanying financial statements are an integral part of the cash flow statement for the year ended June 30, 2018.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2018

## 1. Club Activity

Futbol Club Barcelona (hereinafter the Club) is a non-for-profit private association of individuals, with its own legal personality and full capacity, incorporated on November 29, 1899. It is domiciled in Barcelona at Avenida Aristides Maillol, s/n.

The corporate purposes of the Club are, among others, to promote soccer mainly, and sport in general, take part in competitions and foster physical and sporting events for its official members and, where appropriate, the general public.

On October 5, 2013 the Assembly approved the new Bylaws of the Club, which include an article establishing that the Board of Directors will ensure that the Club's equity is maintained.

The Club is the parent of a group, but it does not prepare consolidated financial statements since it is exempt from such obligation under prevailing regulations, as the interest it holds in subsidiaries is not material either individually or as a whole to the true and fair view of the equity, financial position and results of the Club.

Given the nature of its activities, the Club has no environmental liabilities, expenses, assets, provisions or contingencies that could have a significant effect on its equity, financial position and results. Consequently, these notes to the financial statements do not include specific disclosures related to information on environmental issues.

## 2. Basis of presentation of the financial statements

### 2.1. Regulatory Framework for Financial Information applicable to the Club

The accompanying financial statements have been authorized for issue by the Board of Directors in accordance with the regulatory framework for financial information applicable to the Club, which is set out in:

- a) The Spanish Commercial Code and other mercantile law.
- b) The Spanish General Accounting Plan approved by RD 1514/2007 of November 16, modified in 2016 by RD 602/2016, of December 2 and its industry adaptations, as well as any standards that do not violate the New General Accounting Plan and are established in the General Accounting Plan adapted to public limited sports companies.
- c) Statutory standards approved by the Spanish Accounting and Audit Institute implementing the Spanish General Accounting Plan and associated standards.
- d) Other applicable Spanish accounting regulations.

sports clubs and public limited sports companies affiliated to the Spanish Professional Soccer League (LFP by its acronym in Spanish), published in May 2014, as well all the disclosures required by the Spanish National Sports Council (Consejo Superior de Deportes) through a statement issued on February 18, 2015.

### 2.2. True and fair view

The accompanying financial statements have been prepared from the Club's accounting records in accordance with the prevailing regulatory framework for financial information applicable to the Club and, specifically, the accounting principles and criteria contained therein, to give a true and fair view of the Club's equity, financial position, results, statement of changes in equity and cash flow statements during the corresponding year.

These financial statements, which have been authorized for issue by the Club's Board of Directors, will be submitted for approval by the General Assembly of Members. It is expected that they will be approved without modification. The financial statements for the year 2016/17 were approved by the General Assembly of Members on October 21, 2017.



### 2.3. Non-mandatory accounting policies applied

The Club has not applied any non-mandatory accounting policies. Additionally, the Club's Board of Directors has prepared these financial statements in accordance with all mandatory accounting principles and standards that have a material impact thereon. All mandatory accounting policies have been applied.

### 2.4. Critical issues concerning the measurement and assessment of uncertainty

The accompanying financial statements were prepared using estimates made by the Club's Board of Directors to measure the assets, liabilities, income, expenses, and commitments recognized therein. These estimates relate basically to the following:

- The application of the going concern principle (Note 2.5).
- The assessment of possible impairment losses on certain assets (Notes 4.1, 4.2, 4.3 and 4.5).
- The useful lives of intangible assets, property, plant and equipment and investment property (Notes 4.1, 4.2 and 4.3).
- The calculation of provisions (Note 4.9).
- Analysis of the recoverability of the tax assets recorded in the accompanying balance sheet based on the future business plan prepared by the Board of Directors.

Although these estimates were made on the basis of the best information available at 2017/18 year-end, events may occur in the future that require prospective adjustments (upwards or downwards) in subsequent years.

### 2.5. Going concern

The accompanying balance sheet at June 30, 2018 shows negative working capital amounting to 446,785 thousand euros (377,878 thousand euros at June 30, 2017), which may cast doubt on the application of the going concern principle. However, the Club's Board of Directors has prepared these financial statements under the going concern principle because of the following mitigating factors:

- The Club includes current accruals in the liabilities side of the balance sheet, which at June 30, 2018 amount to 190,820 thousand euros (Note 15). These accruals do not entail any future financial obligations for the Club since they are included in the balance sheet as they are invoiced in line with the collection periods established in the agreements, and are recognized as an income on an accrual basis.
- The limit of undrawn credit facilities at June 30, 2018 amounts to 90,196 thousand euros (Note 13.2).
- There is no legal non-compliance that prevents the Club from continuing to operate normally under its equity position at June 30, 2018.
- In prior years the Club implemented a management model, the main purpose of which was to restore the equity and financial position. This management model is based on the ongoing increase in revenue and the implementation of a cost control policy. As a result of this management model, the Club's equity has increased by 12,850 thousand euros during the current year (18,052 thousand euros during the prior year).
- The Club has made a cash-flow projection for the next 12 years that shows its capacity to meet its payment commitments in the short term. The main assumption used in this projection is the renewal of the credit facilities, which mature in the short term:

|  | Millions of euros |
|--|-------------------|
| Cash and cash equivalents at July 1                    | 40                |
| Collections from operating activities                  | 772               |
| Payments from operating activities                     | (541)             |
| Purchases and sales of players                         | (20)              |
| Tax payments (including personal income tax and Social | (307)             |
| Bank borrowings  | 79                |
| Others   | (16)              |
| <b>Cash at June 30 (*)</b>                             | <b>7</b>          |

(\*) It includes the utilization of working capital financing.

## 2.6. Comparison of information

In accordance with mercantile law, for comparative purposes the Club has included the figures for the year ended June 30, 2017 in addition to those for the year ended June 30, 2018 for each item of the balance sheet, the income statement, the statement of changes in equity and the cash flow statement. The notes to the financial statements also include quantitative information, except where disallowed by an accounting standard.

In the year ended June 30, 2018 certain income (mainly from the Club museum) amounting to 57,668 thousand euros is recorded in the "Revenue" caption in the income statement, since the Board of Directors, following the Spanish Professional Soccer League's criteria, considers that said income is recurring and is part of the Club's ordinary activity and, therefore, it is more appropriate to include it in the aforementioned caption.

Consequently, the figures included in the income statement for the year ended June 30, 2017 have been restated for better comparison with the figures for the current year. The impact thereof is as follows:

|                        | Thousands of euros |
|------------------------|--------------------|
| Revenue                | 58,709             |
| Other operating income | (58,709)           |

## 2.7. Grouping of items

Certain items in the balance sheet, the income statement, the statement of changes in equity and the statement of cash flows have been aggregated to facilitate reader comprehension; however, whenever the amounts involved are material, the information is disclosed separately in the related notes.

## 3. Distribution of profit

The proposed appropriation of the 2017/18 profit, which will be submitted for approval by the General Assembly, plans to fully allocate profit to the Social Fund. Additionally, the profit for the year 2016/17 was fully allocated to the Social Fund.

## 4. Recognition and measurement standards

The main accounting policies and measurement bases used by the Club in the preparation of the financial statements for the current year, in accordance with the Spanish General Accounting Plan, were as follows:

### 4.1. Intangible assets

#### *Intangible sporting assets:*

The costs necessary for acquiring the players' registration rights from other clubs and the amounts paid of a similar nature are recognized under intangible assets and are amortized on a straight-line basis over the term of the player's first contract, excluding any residual value. Additionally, in the event that a player is renewed, amortization is prospectively reestimated in accordance with the new term of the contract.

The agreements for the acquisition of players' registration rights usually include variable remuneration which depend on the Club's and the player's sporting performance. These variable payments are recorded when the conditions they are subject to are met, and are amortized from the moment they are recognized until the end of the employment contract with in force the player.

In the event that the player is renewed, the amounts that entail higher remuneration, such as signing bonuses and signature bonuses, are considered employee benefits expense, without prejudice to the fact that since they are pending accrual they shall be recorded according to their nature for the amounts pending accrual over one year in the "Non-current trade receivables" heading, and for the amounts pending accrual within one year in the "Current trade and other receivables - Sports personnel" heading in the balance sheet. This criterion is also applied in the acquisition of player or coach image rights, which will be recorded in the income statement according to their nature as the economic benefits associated with the contract flow to the Club. Additionally, in the event



of early termination or loan of players the criteria indicated in the above headings shall apply, that is, the income or expense thereof shall be recognized in the income statements according to their nature.

As for the acquisition of preferential options on a player's registration rights, expenses are initially recorded as an asset provided that there is no reasonable doubt that the pre-emption right can be exercised or that it can be transferred, and it has economic value. Expenses shall be amortized at final acquisition on a straight-line basis over the term of the contract with the Club. Otherwise, the whole amount shall be transferred to profit or loss.

In the event of early termination of contracts, the outstanding cost is fully amortized and, together with the corresponding income, is recorded as profit or loss when the player is unregistered.

In the event of the loan of players, the cost of the loan is recorded in the income statement as the proportional portion of the amortization for the term of the loan.

No training costs for junior soccer players is capitalized.

#### *Intangible non-sporting assets:*

As a general rule, intangible non-sporting assets are initially recognized at acquisition or production cost. After initial recognition, these assets are carried at cost less accumulated amortization and any accumulated impairment. These assets are amortized over their useful lives.

Software includes the costs incurred to acquire and develop computer programs, including website development costs. Expenses for maintenance are taken to the income statement in the year incurred. Software is amortized on a straight-line basis over 5 years.

#### *Impairment of intangible assets, property, plant and equipment and investment property*

Whenever an indication of impairment is detected, the Club tests the corresponding assets to determine whether their recoverable amount has fallen below their carrying amount.

The recoverable amount is the higher of an asset's estimated fair realizable value less costs to sell and value in use.

The value in use of the players is determined considering the whole first team soccer squad as a single cash-generating unit, since the players on their own do not generate independent cash flows, except in the event that they are sold.

As a result of the foregoing, at the end of the current reporting period, Club Management have arranged for independent appraisals of its main assets recorded in the "Investment property" heading in order to verify that the recoverable amounts of these assets are equal or higher than their carrying amounts. These appraisals have been made based on the present uses of the assets included in this heading.

In the event that an impairment loss needs to be recorded, the carrying amount of the asset is reduced to the higher of fair value less costs to sell, value in use and zero.

When an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized on the asset in prior years. The reversal of an impairment loss is recognized as income.

## **4.2. Property, plant, and equipment**

Property, plant and equipment items are initially measured at acquisition price or production cost, restated up to 1996 in accordance with prevailing legislation, and are subsequently recorded net of accumulated depreciation and any impairment loss, in accordance with the criterion set forth in Note 4.1 above.

Property, plant and equipment acquired for free up to June 30, 2000 is recognized at their market value at acquisition date in accordance with the corresponding certificates and expert reports.

Expenses for repairs and maintenance of property, plant and equipment items are taken to the income statement in the year incurred. However, expenses incurred for improvements which increase the capacity or efficiency, or prolong the useful life of the asset are capitalized as an increase in the value of the item.

The Club depreciates its property, plant and equipment using the straight-line method, applying annual depreciation rates that reflect the estimated useful lives of the corresponding assets, which break down as follows:

|  | Years of estimated useful life |
|--|--------------------------------|
| Stadiums, arenas and other constructions | 25 to 50                       |
| Machinery, facilities and tools          | 3.3 to 10                      |
| Transport equipment                      | 5                              |
| Furniture and fixtures                   | 12.5                           |
| Data processing equipment                | 5                              |

### 4.3. Investment property

"Investment property" in the accompanying balance sheet reflects the values of land, buildings and other structures held either to earn rentals or for capital appreciation upon disposal due to future increases in their respective market prices.

These assets are measured according to the criteria indicated in Note 4.2 on property, plant and equipment.

### 4.4. Leases

Leases are classified as finance leases when the conditions of the lease agreement indicate that substantially all the risks and rewards incidental to ownership of the asset are transferred. All other leases are classified as operating leases.

#### *Operating leases*

Income from operating leases where the Club acts as lessor are recorded in the income statement in the year incurred.

When the Club acts as lessee in an operating lease arrangement, lease expenses are recognized in the income statement in the year incurred.

Any collection or payment that might be made when arranging an operating lease will be treated as advance collection or payment, allocated to profit or loss over the lease term in accordance with the time pattern in which the benefits of the leased asset are provided or received.

### 4.5. Financial instruments

#### 4.5.1. Financial assets

##### *Classification*

The financial assets held by the Club are classified into the following categories:

- a. Loans and receivables: financial assets arising on the sale of goods and the rendering of services in the course of the Club's trade operations; and financial assets that are neither equity instruments nor derivatives, not arising on trade transactions, with fixed or determinable payments, and which are not traded in an active market.
- b. Equity investments in group companies, jointly controlled entities and associates: group companies are companies related to the Club through relationships of control, and associates are those over which the Club exercises significant influence. Jointly controlled entities are companies that are controlled jointly by one or more venturers in accordance with an agreement.

##### *Initial measurement*

Financial assets are initially measured at the fair value of the consideration given plus directly attributable transaction costs.

In the case of equity investments in group companies that give control over the subsidiary, the fees paid to legal advisors and other professionals in connection with the acquisition have been recognized directly in the income statement since January 1, 2010.



*Subsequent measurement*

Loans and receivables are subsequently measured at amortized cost.

Equity investments in group companies, jointly controlled entities and associates are subsequently measured at cost less any accumulated impairment. Impairment loss is calculated as the difference between the carrying amount and recoverable amount, which is deemed to be the higher of fair value less costs to sell and the present value of future cash flows from the investment. Unless better evidence is available, the recoverable amount is estimated taking into account the equity of the investee, adjusted by any unrealized capital gains existing on the measurement date, including any goodwill.

At least at each reporting period, the Club tests its financial assets not measured at fair value through profit or loss for impairment. Objective evidence of impairment exists if the recoverable value of a financial asset is less than its carrying amount. Any impairment losses are recognized in the income statement.

Specifically, the criteria used by the Club for calculating any impairment losses on trade and other receivables is to monitor receivable balances individually at year end.

The Club derecognizes financial assets when the contractual rights to the cash flows from the financial asset expire or have been transferred, provided that substantially all the risks and rewards of ownership of the asset have been transferred.

However, when financial assets are transferred but related risks and rewards incidental to ownership are retained, the Club does not derecognize them. Instead, the Club recognizes a financial liability at an amount equal to the consideration received.

**4.5.2. Financial liabilities**

Financial liabilities include trade and other payables arising on the purchase of goods or services in the Club's trade operations, or those which, while not having commercial substance, cannot be considered as derivative financial instruments.

Trade and other payables are initially measured at the fair value of the consideration received, adjusted by directly attributable transaction costs. Subsequently, these financial liabilities are measured at amortized cost.

The Club derecognizes financial liabilities when the obligations are extinguished.

**4.6. Foreign currency transactions**

The Club's functional currency is the euro. Therefore, transactions in other currencies are considered to be denominated in foreign currency and are recognized at the exchange rates prevailing at the dates of the transactions.

At the end of each reporting period, monetary assets and liabilities denominated in foreign currencies are translated to euros at the rates then prevailing. Any resulting gains or losses are recognized directly in the income statement in the year in which they arise.

**4.7. Income tax**

Income tax payable or receivable includes the amount related to the expense or income from current and deferred tax.

The current income tax is the amount that the Club pays as a result of the tax returns it files each year for corporate income tax purposes. Deductions and other tax relief applicable to payable taxes, excluding withholdings and payments on account, and tax loss carryforwards applied in the current reporting period are accounted for as a reduction in current tax.

Deferred tax expense or income relates to the recognition and settlement of deferred tax assets and liabilities. These include the temporary differences, measured at the amount expected to be payable or recoverable, between the carrying amounts of assets and liabilities and their tax bases, as well as unused tax loss carryforwards and unused tax credits. These amounts are measured by applying to the relevant temporary difference or tax credit the tax rate at which they are expected to be realized or settled. Es reconeixen passius per impostos diferits per a totes les diferències temporànies imposables, excepte aquelles derivades del reconeixement inicial de fons de comerç o d'altres actius i passius en una operació que no afecta ni el resultat fiscal ni el resultat comptable i no és una combinació de negocis.

Deferred tax liabilities are recognized for all taxable temporary differences, except to the extent that they arise from the initial recognition of goodwill or the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affect neither accounting profit nor taxable profit.

Deferred tax assets are only recognized to the extent that it is considered probable that the Club will have future taxable income to enable their application.

Deferred tax assets and liabilities relating to items recognized directly in equity are recognized in equity.

Recognized deferred tax assets are reassessed at the end of each reporting period and the appropriate adjustments are made where there are doubts as to their future recoverability. Similarly, at each reporting date, the Club reassesses unrecognized deferred tax assets, recognizing a previously unrecognized deferred tax asset to the extent that it has become probable that taxable profit will be available against which the asset can be utilized.

#### 4.8. Income and expenses

Revenue and expenses are recognized on an accrual basis, i.e. when the actual flow of the related goods and services occurs, regardless of when the resulting monetary or financial flow arises. Revenue is measured at the fair value of the consideration received, less discounts and taxes.

Revenue from the sale of goods is recognized when the Club has transferred to the buyer the significant risks and rewards of ownership of the goods sold, and retains neither continuing managerial involvement nor effective control over the goods sold.

Revenue from the rendering of services is recognized based on the stage of completion of the transaction at the end of the reporting period to the extent that the outcome of the transaction can be estimated reliably.

Interest received on financial assets is recognized using the effective interest rate method. In any event, interest accrued after acquisition is recognized as income in the income statement.

#### 4.9. Provisions and contingencies

In preparing the financial statements, the Board of Directors made a distinction between:

1. Provisions: credit balances covering present obligations arising from past events, the settlement of which is likely to cause an outflow of resources, but which are uncertain as to their amount and/or timing.
2. Contingent liabilities: possible obligations arising from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more future events not wholly within the control of the Club.

The financial statements recognize all provisions for which it is considered more likely than not that the corresponding obligation will have to be settled. Contingent liabilities are not recognized in the financial statements, but they are disclosed in the accompanying notes, unless the possibility of an outflow in settlement is considered to be remote.

Provisions are measured at the present value of the best estimate of the amount required to settle the obligation or transfer it, taking into account the information available on the event and its consequences. Adjustments arising from the discounting of the provision are recognized as an expense when accrued.

The Board of Directors is responsible for estimating and quantifying the risks related to potential provisions to be recorded and contingent liabilities to be disclosed in the notes to the financial statements. The Club estimates and quantifies these risks based, among others, on the valuation made by its lawyers and other advisors.

#### 4.10. Termination benefits for dismissal, end of contract and other

In accordance with prevailing legislation, the Club is required to pay indemnities to employees whose contracts are terminated under certain circumstances. Reasonably quantifiable termination benefits for dismissals are therefore recognized as an expense in the year in which the decision to terminate employment is made and a valid expectation with respect to third parties regarding the termination has been created. The Club has not recognized any significant provision for this concept in the accompanying financial statements.

The Club has signed contracts with players that include the payment of bonuses for contract termination under certain conditions. These bonuses are measured on a straight-line basis as an expense over the term of the contract.



Additionally, there are commitments to certain players that are linked to their performance and other external factors, which are recorded when achieved.

#### 4.11. Environmental assets and liabilities

Environmental assets are deemed to be assets used on a lasting basis in the Club's operations whose main purpose is to minimize environmental impact and protect and restore the environment, including the reduction or elimination of future pollution. The Club's activities, by their very nature, do not have a significant impact on the environment.

#### 4.12. Pension commitments

The Club recognizes pension commitment costs or retirement bonuses are recognized on an accrual basis.

The cost of the commitments to retired personnel, which consists of a supplement to the Social Security pensions, and the cost of retirement bonuses are based on actuarial calculations made periodically by an independent expert and externalized through a defined benefit insurance policy. The actuarial calculation is based on the projected unit credit method using PERM/F 2000-P mortality tables and a discount rate of 2.21% for the first 480 months and 0.50% for the remaining period.

Pension commitments to active personnel are part of a pension scheme of defined contributions to Banc Sabadell 8 Pension Fund. The contributions to the Pension Fund during 2017/18 amount to 1,022 thousand euros (1,151 thousand euros at 2016/17 year end). These contributions are recorded in the income statement under "Employee benefits expense" (Note 17.3).

#### 4.13. Criteria used for the recognition and measurement of employee benefits expense

Pursuant to the standards on the preparation of the budgets for the Clubs and public limited sports companies by the Spanish Professional Soccer League, employee benefits expense shall be presented in accordance with the following measurement criteria:

##### *Non-sporting and structure employee benefits expenses*

This heading includes the following categories:

- Other technical non-sports personnel: Sport manager, technical secretary, representative, physiotherapist, equipment manager.
- Other non-sports personnel: other employees bound to the Club under an employment contract including management personnel, administrative personnel, security and access staff, marketing, communication, maintenance and other personnel.

##### *Sporting employee benefits expense*

For the purposes of these financial statements, the squad expenses include all types of remuneration (wage, salary, compensation, remuneration in kind, etc.), as well as the social security contributions paid by the company, collective bonuses and others. In the case of players received or given on loan, all income and expense thereof are included.

The following distinction shall be made:

- Expenses for squad that can be registered with the Spanish Professional Soccer League.

The squad that can be registered with the Spanish Professional Soccer League consists of the players bound to the Club under an employment contract allocated to the first team and to Barça B, that is, numbers 1 to 25 inclusive, and the players who are not allocated to any squad, as well as the coach, assistant coach and fitness coach for the first team and Barça B.

- Expenses for squad that cannot be registered with the Spanish Professional Soccer League.

The squad that cannot be registered with the Spanish Professional Soccer League consists of the players bound to the Club under an employment contract or any other type of contract allocated to the other teams and dependent on any category; coaches, assistant coaches and fitness coaches of the corresponding teams.

#### 4.14. Grants, donations and bequests

The Club uses the following criteria for the recognition of grants, donations and bequests received:

1. Measured at the fair value of the amount or asset received depending on whether they are monetary or non-monetary grants, donations and bequests, and allocated to profit in proportion with the amortization or depreciation charges for those assets, or when the assets are disposed of or impaired, except for those received from members or owners, which are recognized directly in equity and are not considered income.
2. Operating grants: taken to profit and loss when awarded, unless they are earmarked to finance operating losses for a future period, in which case they are recognized in those periods. Those awarded to finance specific expenses are recognized as the financed expenses are accrued.

#### 4.15. Current and non-current accruals

The amounts received pending recognition as income in the income statement, mainly related to TV and sponsorship contracts and membership fees, are recorded at the nominal value received under the "Non-current accruals" and "Current accruals" headings based on their allocation to profit or loss. These amounts, which do not entail any future financial obligations, are included in the balance sheet as they are invoiced in line with the collection periods established in the agreement, and are recognized as an income only in the corresponding years (accruals principle).

#### 4.16. Current / Non-current classification

Current assets comprise assets associated with the normal operating cycle, which generally is considered to be one year, as well as those expected to mature, or to be sold or realized in the short term as from the reporting date, financial assets held for trading, except financial derivatives that will be settled in more than one year, and cash and cash equivalents. All other assets are classified as non-current.

Similarly, current liabilities are liabilities associated with the normal operating cycle, financial liabilities classified as held for trading, except financial derivatives that will be settled in more than one year, and, in general, all liabilities expected to fall due or to be extinguished in the short term. All other liabilities are classified as non-current.

#### 4.17. Related-party transactions

The Club conducts all related-party transactions on an arm's length basis. In addition, transfer prices are adequately supported, so the Board of Directors considers that there are no material risks in this connection that could give rise to significant liabilities in the future.

## 5. Intangible sporting assets

This heading includes the player acquisition rights and other similar concepts. The movements in this heading during the 2017/18 and 2016/17 seasons are as follows:

|                                       | Thousands of euros |                       |   |                  |
|---------------------------------------|--------------------|-----------------------|---|------------------|
|                                       | 6/30/2017          | Additions and charges | Derecognitions, disposals and decreases | 6/30/2018        |
| <b>Cost:</b>                          |                    |                       |   |                  |
| Soccer                                | 418,437            | 347,430               | (77,960)                                | 687,907          |
| Basketball                            | 4,604              | 1,857                 | (2,961)                                 | 3,500            |
| Handball                              | 1,695              | 1,050                 | (825)                                   | 1,920            |
| Roller Hockey and other sports        | 555                | 90                    | (90)                                    | 555              |
| Advances                              | 3,450              | 5,316                 | (2,900)                                 | 5,866            |
| <b>Total cost</b>                     | <b>428,741</b>     | <b>355,743</b>        | <b>(84,736)</b>                         | <b>699,748</b>   |
| <b>Accumulated amortization:</b>      |                    |                       |   |                  |
| Soccer                                | (183,625)          | (116,611)             | 56,799                                  | (243,437)        |
| Basketball                            | (2,476)            | (1,567)               | 2,469                                   | (1,574)          |
| Handball                              | (947)              | (367)                 | 439                                     | (875)            |
| Roller Hockey and other sports        | (441)              | (131)                 | 90                                      | (482)            |
| <b>Total accumulated amortization</b> | <b>(187,489)</b>   | <b>(118,676)</b>      | <b>59,797</b>                           | <b>(246,368)</b> |
| <b>Impairment:</b>                    |                    |                       |   |                  |
| Soccer                                | (4,955)            | (12,042)              | 14,497                                  | (2,500)          |
| <b>Total impairment</b>               | <b>(4,955)</b>     | <b>(12,042)</b>       | <b>14,497</b>                           | <b>(2,500)</b>   |
| <b>Total net amount</b>               | <b>236,297</b>     | <b>225,025</b>        | <b>(10,442)</b>                         | <b>450,880</b>   |



| <u>June 30, 2017:</u>                 | Thousands of euros |                       |   |                  |
|---------------------------------------|--------------------|-----------------------|---|------------------|
|                                       | 6/30/2016          | Additions and charges | Derecognitions, disposals and decreases | 6/30/2017        |
| <b>Cost:</b>                          |                    |                       |   |                  |
| Soccer                                | 348,899            | 118,086               | (48,548)                                | 418,437          |
| Basketball                            | 2,525              | 3,553                 | (1,474)                                 | 4,604            |
| Handball                              | 1,460              | 390                   | (155)                                   | 1,695            |
| Roller Hockey and other sports        | 459                | 96                    | -                                       | 555              |
| Advances                              | 5,150              | 2,000                 | (3,700)                                 | 3,450            |
| <b>Total cost</b>                     | <b>358,493</b>     | <b>124,125</b>        | <b>(53,877)</b>                         | <b>428,741</b>   |
| <b>Accumulated amortization:</b>      |                    |                       |   |                  |
| Soccer                                | (154,004)          | (65,128)              | 35,507                                  | (183,625)        |
| Basketball                            | (1,692)            | (1,595)               | 811                                     | (2,476)          |
| Handball                              | (858)              | (244)                 | 155                                     | (947)            |
| Roller Hockey and other sports        | (363)              | (78)                  | -                                       | (441)            |
| <b>Total accumulated amortization</b> | <b>(156,917)</b>   | <b>(67,045)</b>       | <b>36,473</b>                           | <b>(187,489)</b> |
| <b>Impairment:</b>                    |                    |                       |   |                  |
| Soccer                                | -                  | (8,564)               | 3,609                                   | (4,955)          |
| <b>Total impairment</b>               | <b>-</b>           | <b>(8,564)</b>        | <b>3,609</b>                            | <b>(4,955)</b>   |
| <b>Total net amount</b>               | <b>201,576</b>     | <b>48,516</b>         | <b>(13,795)</b>                         | <b>236,297</b>   |

Player acquisition rights are considered as an expense in future seasons, net of the effect of impairment provisions, in accordance with the following estimate:

|                                  | Thousands of euros |                |
|----------------------------------|--------------------|----------------|
|                                  | 6/30/2018          | 6/30/2017      |
| <b>Season:</b>                   |                    |                |
| 2017-2018                        | -                  | 74,734         |
| 2018-2019                        | 129,512            | 69,103         |
| 2019-2020                        | 122,317            | 53,491         |
| 2020-2021                        | 103,288            | 43,924         |
| 2021-2022 and subsequent seasons | 98,263             | -              |
| <b>Total</b>                     | <b>453,380</b>     | <b>241,252</b> |

The most significant additions for the year correspond to the acquisition of players' registration rights amounting to 334,774 thousand euros (115,370 thousand euros at June 30, 2017).

At June 30, 2018 and 2017 there are contingent liabilities derived from the agreements reached with other clubs for the acquisition of the registration rights of players belonging to the first team, which are subject to the fulfillment of several conditions. The probability of occurrence depends on uncertain future events, with a maximum payable amount of 118 million euros based on the contractual agreements applicable at June 30, 2018 (40 million euros at June 30, 2017). Additionally, there are agreements with clubs over which the Club has contingent accounts receivable related to players that have been sold or loaned for a maximum amount of 5 million euros (6 million euros at June 30, 2017).

Additionally, the Club retains pre-emption rights over certain players amounting to 5,866 thousand euros (3,450 thousand euros at June 30, 2017). The Board of Directors and sport management of the Club consider that there is no indication that these pre-emption rights may be impaired.

Disposals for the current year mainly correspond to the sale of players, which have generated profit of 205,636 thousand euros, recorded in the "Gains/(losses) on disposals" heading in the accompanying income statement (profit of 21,963 thousand euros at June 30, 2017). Additionally, during the current year, the employment contracts with several players have been terminated, resulting in a loss of 1,413 thousand euros (4,364 thousand euros at June 30, 2017).

Also, the "Gains/(losses) on disposals" heading in the accompanying income statement includes other profit amounting to 3,553 thousand euros (4,115 thousand euros at June 30, 2017), mainly generated as a result of collections of variable amounts for the sporting performance agreed in the agreements for the sale of registration rights and for the sale of players who belonged to the Club in prior years.

Subsequent to June 30, 2018 and prior to the date these financial statements were authorized for issue, the Club signed the agreement for the acquisition of one player's registration rights for an amount of 31 million euros plus 9 million euros that depend on several variables. Additionally, the Club has paid the escape clause amounting to 36 million euros in one player's employment contract.

The Board of Directors is not aware of any situations that require the recognition of significant impairment losses at June 30, 2018 other than those recorded in the accompanying financial statements.

The average term of the employment contracts with the squad that can be registered with Spanish Professional Soccer League is 5 years.

At June 30, 2018 and 2017, the Club's fully amortized intangible sporting assets amount to 1,648 and 2,484 thousand euros, respectively.

The players are hired under an employment contract drawn up in conformity with Royal Decree 1006/1985 of June 26, regulating the special employment relationship of sports professionals, under the general scheme.

Income from the loan and training of players recorded under the "Other operating income" heading in the income statement during the year 2017/18 amounts to 1,177 thousand euros (5,721 thousand euros in the year 2016/17).

## 6. Intangible non-sporting assets

The movements in this heading during the 2017/18 and 2016/17 seasons are as follows:

### June 30, 2018:

|                                       | Thousands of euros |                       |   |           |                 |
|---------------------------------------|--------------------|-----------------------|---|-----------|-----------------|
|                                       | 6/30/2017          | Additions and charges | Derecognitions, disposals and decreases | Transfers | 6/30/2018       |
| <b>Cost:</b>                          |                    |                       |   |           |                 |
| Software                              | 22,416             | 4,974                 | -                                       | 315       | 27,705          |
| Intangible assets in progress         | 290                | 41                    | -                                       | (315)     | 16              |
| <b>Total cost</b>                     | <b>22,706</b>      | <b>5,015</b>          | <b>-</b>                                | <b>-</b>  | <b>27,721</b>   |
| <b>Accumulated amortization:</b>      |                    |                       |   |           |                 |
| Software                              | (13,934)           | (2,981)               | -                                       | -         | (16,915)        |
| <b>Total accumulated amortization</b> | <b>(13,934)</b>    | <b>(2,981)</b>        | <b>-</b>                                | <b>-</b>  | <b>(16,915)</b> |
| <b>Total net amount</b>               | <b>8,772</b>       | <b>2,034</b>          | <b>-</b>                                | <b>-</b>  | <b>10,806</b>   |

### June 30, 2017:

|                                       | Thousands of euros |                       |   |           |                 |
|---------------------------------------|--------------------|-----------------------|---|-----------|-----------------|
|                                       | 6/30/2016          | Additions and charges | Derecognitions, disposals and decreases | Transfers | 6/30/2017       |
| <b>Cost:</b>                          |                    |                       |   |           |                 |
| Software                              | 18,277             | 3,751                 | -                                       | 388       | 22,416          |
| Intangible assets in progress         | 612                | 131                   | (65)                                    | (388)     | 290             |
| <b>Total cost</b>                     | <b>18,889</b>      | <b>3,882</b>          | <b>(65)</b>                             | <b>-</b>  | <b>22,706</b>   |
| <b>Accumulated amortization:</b>      |                    |                       |   |           |                 |
| Software                              | (11,693)           | (2,241)               | -                                       | -         | (13,934)        |
| <b>Total accumulated amortization</b> | <b>(11,693)</b>    | <b>(2,241)</b>        | <b>-</b>                                | <b>-</b>  | <b>(13,934)</b> |
| <b>Total net amount</b>               | <b>7,196</b>       | <b>1,641</b>          | <b>(65)</b>                             | <b>-</b>  | <b>8,772</b>    |

Additions for the year 2017/18 mainly correspond to the development of the new website, the new sports video recording system, improvements to the COR project and new software licenses.

At June 30, 2018, the Club's fully amortized intangible non-sporting assets amount to 10,037 and 9,086 thousand euros, respectively.

## 7. Property, plant, and equipment

The movements in this heading during the 2017/18 and 2016/17 seasons are as follows:



**June 30, 2018:**

|   | Thousands of euros |                       |   |           |                  |
|---|--------------------|-----------------------|---|-----------|------------------|
|   | 6/30/2017          | Additions and charges | Derecognitions, disposals and decreases | Transfers | 6/30/2018        |
| <b>Cost:</b>  |                    |                       |   |           |                  |
| Stadiums and arenas   | 168,553            | 1,043                 | (63)                                    | 553       | 170,086          |
| Other land and buildings  | 51,484             | 32                    | -                                       | 4         | 51,520           |
| Plant and other property, plant, and equipment                    | 46,334             | 2,856                 | (568)                                   | 119       | 48,741           |
| Property, plant, and equipment under construction and prepayments | 17,522             | 17,742                | (349)                                   | (676)     | 34,239           |
| <b>Total cost</b>   | <b>283,893</b>     | <b>21,673</b>         | <b>(980)</b>                            | <b>-</b>  | <b>304,586</b>   |
| <b>Depreciation:</b>  |                    |                       |   |           |                  |
| Stadiums and arenas   | (93,801)           | (6,054)               | 5                                       | -         | (99,850)         |
| Other land and buildings  | (12,801)           | (964)                 | -                                       | -         | (13,765)         |
| Plant and other property, plant, and equipment                    | (31,216)           | (3,767)               | 584                                     | -         | (34,399)         |
| <b>Total accumulated depreciation</b>                             | <b>(137,818)</b>   | <b>(10,785)</b>       | <b>589</b>                              | <b>-</b>  | <b>(148,014)</b> |
| <b>Total net amount</b>   | <b>146,075</b>     | <b>10,888</b>         | <b>(391)</b>                            | <b>-</b>  | <b>156,572</b>   |

**June 30, 2017:**

|   | Thousands of euros |                       |   |           |                  |
|---|--------------------|-----------------------|---|-----------|------------------|
|   | 6/30/2016          | Additions and charges | Derecognitions, disposals and decreases | Transfers | 6/30/2017        |
| <b>Cost:</b>  |                    |                       |   |           |                  |
| Stadiums and arenas   | 166,414            | 1,910                 | -                                       | 229       | 168,553          |
| Other land and buildings  | 51,210             | 274                   | -                                       | -         | 51,484           |
| Plant and other property, plant, and equipment                    | 43,484             | 2,748                 | -                                       | 102       | 46,334           |
| Property, plant, and equipment under construction and prepayments | 8,619              | 9,234                 | -                                       | (331)     | 17,522           |
| <b>Total cost</b>   | <b>269,727</b>     | <b>14,166</b>         | <b>-</b>                                | <b>-</b>  | <b>283,893</b>   |
| <b>Depreciation:</b>  |                    |                       |   |           |                  |
| Stadiums and arenas   | (87,451)           | (6,350)               | -                                       | -         | (93,801)         |
| Other land and buildings  | (11,849)           | (952)                 | -                                       | -         | (12,801)         |
| Plant and other property, plant, and equipment                    | (27,580)           | (3,636)               | -                                       | -         | (31,216)         |
| <b>Total accumulated depreciation</b>                             | <b>(126,880)</b>   | <b>(10,938)</b>       | <b>-</b>                                | <b>-</b>  | <b>(137,818)</b> |
| <b>Total net amount</b>   | <b>142,847</b>     | <b>3,228</b>          | <b>-</b>                                | <b>-</b>  | <b>146,075</b>   |

The additions for the year 2017/18 mainly correspond to the acquisition and installation of the hybrid grass system in field nº2 of Ciutat Esportiva, the acquisition of lighting devices for the field, the acquisition of equipment for the First Team and the Medical Service, extension of catering items and office renovation works.

The most significant additions for the year 2016/17 mainly corresponded to the renovation of the stadium's field grass, improvements in the safety areas, renovation of utility lines, locker rooms and facilities, renovation of the field grass of some training pitches in Ciutat Esportiva complex and installation of match video recording infrastructure.

On April 5, 2015 the proposal for the new Espai Barça was approved by referendum, commissioning the Board of Directors with the execution of the project for the new Camp Nou, the new Palau Blaugrana and the new Espai Barça. At the date these financial statements were authorized for issue there were no significant payment commitments related to this project. At June 30, 2018 the accumulated costs incurred for this concept amount to 36,888 thousand euros (24,075 thousand euros at June 30, 2017).

During the year 2017/18 the Club has derecognized several assets, the net carrying amount of which is 391 thousand euros, and has recorded a loss of 42 thousand euros and a gain of 128 thousand euros in the income statement.

The separate cost value of the buildings and land located in the properties own by the Club at June 30, 2018 and 2017 is as follows:

|              | Thousands of euros |                |
|--------------|--------------------|----------------|
|              | 6/30/2018          | 6/30/2017      |
| Land         | 22,289             | 22,289         |
| Buildings    | 199,317            | 197,748        |
| <b>Total</b> | <b>221,606</b>     | <b>220,037</b> |

Within the project for adapting the sports grounds and facilities to the safety measures established in the Violence Prevention Regulations, in prior seasons the Club obtained free property, plant and equipment items from the Spanish Professional Soccer League for an amount of 11,081 thousand euros. These items, which are included in the "Stadiums and arenas" line, are presented at the value resulting from the works certifications issued by the Spanish Professional Soccer League with a balancing entry in the "Capital grants" heading (Note 11.2).

It is the Club's policy to take out the insurance policies necessary to cover the potential risks to which the various items of property, plant, and equipment are exposed. The Board of Directors considers that the significant risks are appropriately hedged.

At June 30, 2018 and 2017, the Club's fully depreciated items still in use amount to 52,289 and 44,237 thousand euros, respectively.

## 8. Investment property

The movements in this heading during the 2017/18 and 2016/17 seasons are as follows:

| <u>June 30, 2018:</u>                          | Thousands of euros |                                      |                 |
|--|--------------------|--------------------------------------|-----------------|
|  | 6/30/2017          | Additions and reversal of impairment | 6/30/2018       |
| <b>Cost:</b>                                   |                    |                                      |                 |
| Land in L'Hospitalet de Llobregat (Can Rigalt) | 37,236             | -                                    | 37,236          |
| Land in 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 in Viladecans                             | (15,676)           | 98                                   | (15,578)        |
| Land in L'Hospitalet de Llobregat (Can Rigalt) | (27,821)           | 165                                  | (27,656)        |
| <b>Total impairment</b>                        | <b>(43,497)</b>    | <b>263</b>                           | <b>(43,234)</b> |
| <b>Total net amount</b>                        | <b>13,165</b>      | <b>263</b>                           | <b>13,428</b>   |

| <u>June 30, 2017:</u>                          | Thousands of euros |                                      |                 |
|--|--------------------|--------------------------------------|-----------------|
|  | 6/30/2016          | Additions and reversal of impairment | 6/30/2017       |
| <b>Cost:</b>                                   |                    |                                      |                 |
| Land in L'Hospitalet de Llobregat (Can Rigalt) | 975                | 36,261                               | 37,236          |
| Land in Viladecans                             | 18,744             | -                                    | 18,744          |
| Other land                                     | 682                | -                                    | 682             |
| <b>Total cost</b>                              | <b>20,401</b>      | <b>36,261</b>                        | <b>56,662</b>   |
| <b>Impairment:</b>                             |                    |                                      |                 |
| Land in Viladecans                             | (14,545)           | (1,131)                              | (15,676)        |
| Land in L'Hospitalet de Llobregat (Can Rigalt) | -                  | (27,821)                             | (27,821)        |
| <b>Total impairment</b>                        | <b>(14,545)</b>    | <b>(28,952)</b>                      | <b>(43,497)</b> |
| <b>Total net amount</b>                        | <b>5,856</b>       | <b>7,309</b>                         | <b>13,165</b>   |

The Club's investment property corresponds to the plots of land from which future profit of any nature or gains from their sale are expected. The income statements for the current year shows no income from these plots of land.

### Can Rigalt

On July 4, 1997 the Club acquired 4 plots of land located in Hospitalet de Llobregat with an approximate area of 30,783, 23,676, 3,578 and 2,533 square meters, respectively. The two first plots are assigned to the "Modification of the PGM Sector of Can Rigalt Municipal Area to the North of Avinguda Collblanc in Pubilla Casas district".

In the year ended June 30, 2005 the Club sold an undivided portion corresponding to 76% of the 23,676 square meter plot of land to Inmobiliaria Mar, S.A. (La Llave de Oro Group), which accounted for approximately 30% of the total buildable area available to the Club from the four plots of land.

The agreement established that the plot of land must be fully developed upon delivery, and therefore the Club must take on all development costs from the development process. The Club recognized a provision for the best estimate of the aforementioned development costs. The final total fixed sale price amounted to 35,352 thousand euros.



Additionally, the purchase and sale agreement established:

- a. the possibility that an adjustment may be made entailing the sale of additional square meters by Futbol Club Barcelona measured at a similar price as the one established in this transaction, based on the final buildable area established by the project "Modification of the PGM Sector of Can Rigalt Municipal Area to the North of Avinguda Collblanc in Pubilla Casas district",
- b. carrying out the necessary acts to enable the design and subsequent approval of the plot redistribution project.

On December 13, 2007 the "Urban Improvement Plan" (PEMU) was finally approved by Generalitat de Catalunya and on June 18, 2009 the compensation board that had to manage the project was set up. The aforementioned plot redistribution project is currently being designed.

No deadline for obtaining the future buildable area was established in the agreement. Consequently, on December 10, 2012 the buyer filed a request for arbitration asking that a deadline be set. The arbitration was settled on April 30, 2013 establishing July 31, 2014 as the deadlines for the parties to meet all outstanding obligations.

On July 30, 2014 all the necessary actions for obtaining the expected buildable area had not been completed (drafting the redistribution project, project approval by L'Hospitalet de Llobregat City Council, execution of the development works and moving of the Technical Power Station), since the final execution of the aforementioned actions did not depend on the Club but L'Hospitalet de Llobregat City Council, the entities owning the Power Station and the Compensation Board for Sector Can Rigalt, in which the Club held a minority interest. However, the Club expected that the corresponding bodies and entities would carry out the outstanding actions for obtaining the buildable area established in the purchase and sale agreement.

Based on the arbitration settlement dated April 30, 2013 in November 2014 Inmobiliaria Mar, S.L. filed another arbitration suit requesting that the agreement be fulfilled or, where appropriate, that it be terminated and the corresponding amounts paid be returned. The arbitration started on June 18, 2015 at the offices of the Barcelona Arbitration Court and the arbitration rules and schedule of the proceedings were agreed. On July 1, 2016 the Club was notified of the arbitration settlement, concluding that the Club had not met the essential obligation to ensure that La Llave de Oro could acquire the property on the established date (July 31, 2014) in the first arbitration settlement, and declared the sale terminated, sentencing the Club to return the amount paid, plus interest, and La Llave de Oro to transfer the property sold and cancel the mortgage on it, imposing the payment of the arbitration costs on the Club. That is, the Club was sentenced to repurchase the property sold.

The Board of Directors and legal advisors of the Club considered and consider that this second arbitration suit should not have succeeded, and therefore:

- a. The term established by the arbitration settlement was not essential and, therefore, the obtaining of the re-utilization subsequent to July 31, 2014 should not affect the validity of the sale or fulfillment.
- b. There were only two obligations established in the agreement that applied to the Club: carrying out the necessary actions for the drafting and subsequent approval of the redistribution project and assuming the costs for the execution of the plan until the allocation of the resulting future properties.
- c. The obligations to be met by the Club established in the arbitration settlement were conditions on future events and their fulfillment did not depend exclusively on the Club's will.

During the 2016/17 year, the acquisition transaction for the plots of land was carried out in accordance with the arbitration settlement. Consequently, the additions in the "Investment property" heading included a net amount of 8,440 thousand euros, which corresponded to the fair value established by an independent expert at June 30, 2017.

At June 30, 2018 the Club's Board of Directors has arranged an update of the appraisal of the plots of land to an independent expert. The appraisal revealed that an impairment reversal had to be recorded for an amount of 165 thousand euros.

### ***Viladecans***

In the 2007/08 season, the Club acquired some plots of land in Viladecans (Barcelona), with an area of 278,544 square meters and an acquisition cost of 18,744 thousand euros.

At June 30, 2018 the Club's Board of Directors has arranged an update of the appraisal of the plots of land to an independent expert. The appraisal revealed that an impairment reversal had to be recorded for an amount of 98 thousand euros.

## 9. Leases

### 9.1 Operating leases in which the Club acts as a lessor

As a lessor, the most significant concept for which the Club records revenue from leases is the lease of the premises in which the Store is located and the occasional lease of the Club's facilities for third-party events, such as concerts and other events. The amounts received for such events vary based on the negotiations with the organizers. At year end the Club has no significant non-cancelable minimum lease payments with the lessees

### 9.2 Operating leases in which the Club acts as a lessee

The Club leases several premises, facilities and equipment in order to carry out activities related to its normal course of business. The Club has no significant non-cancelable minimum lease payments with the lessors. Additionally, the expenses from operating leases for the year are not significant.

## 10. Financial assets

### 10.1 Non-current financial investments

The breakdown of "Non-current financial investments" at June 30, 2018 and 2017 is as follows:

| Categories                 | Thousands of euros     |                        |               |                        |                        |               |
|----------------------------|------------------------|------------------------|---------------|------------------------|------------------------|---------------|
|                            | 6/30/2018              |                        |               | 6/30/2017              |                        |               |
|                            | Loans to third parties | Other financial assets | Total         | Loans to third parties | Other financial assets | Total         |
| Loans to sporting entities | 11,852                 | -                      | 11,852        | 8,842                  | -                      | 8,842         |
| Other financial assets     | -                      | 10,726                 | 10,726        | -                      | 9,917                  | 9,917         |
| <b>Total</b>               | <b>11,852</b>          | <b>10,726</b>          | <b>22,578</b> | <b>8,842</b>           | <b>9,917</b>           | <b>18,759</b> |

*Loans to sporting entities:*

The "Loans to sporting entities" heading at June 30, 2018 and 2017 mainly includes the accounts receivable from sporting entities for the sale or loan of players. The breakdown thereof is as follows:

|  | Thousands of euros |              |
|--|--------------------|--------------|
|  | 6/30/2018          | 6/30/2017    |
| Chelsea Football Club (Pedro Rodríguez)            | -                  | 1,000        |
| Arsenal, F.C. (Alexis Sánchez)                     | -                  | 3,542        |
| Santos, F.C. (Gabriel Barbosa)                     | 2,900              | 2,900        |
| Real Betis Balompíe (Cristian Tello)               | -                  | 1,200        |
| Besiktas Futbol Yatirimlari, S.A.(Adriano Correia) | -                  | 200          |
| Real Betis Balompíe (Marc Bartra)                  | 333                | -            |
| Sevilla, F.C. (Manuel Agudo)                       | 22                 | -            |
| Girona, F.C. (Marc Muniesa)                        | 97                 | -            |
| Watford, F.C. (Gerard Deulofeu)                    | 8,500              | -            |
| <b>Total</b>                                       | <b>11,852</b>      | <b>8,842</b> |

The breakdown by maturity of the items comprising "Non-current loans to sporting entities" at June 30, 2018 and 2017 is as follows:

| <u>June 30, 2018:</u>                  | Thousands of euros |                                |               |
|--|--------------------|--------------------------------|---------------|
|  | 2019/20            | 2020/21 and subsequent seasons | Total         |
| Non-current loans to sporting entities | 4,801              | 7,051                          | 11,852        |
| <b>Total</b>                           | <b>4,801</b>       | <b>7,051</b>                   | <b>11,852</b> |



| <b>June 30, 2017:</b>                  | <b>Thousands of euros</b> |                                       |              |
|--|---------------------------|---------------------------------------|--------------|
|  | <b>2018/19</b>            | <b>2019/20 and subsequent seasons</b> | <b>Total</b> |
| Non-current loans to sporting entities | 5,942                     | 2,900                                 | 8,842        |
| <b>Total</b>                           | <b>5,942</b>              | <b>2,900</b>                          | <b>8,842</b> |

#### *Other financial assets:*

The other financial assets mainly correspond to a loan granted on October 26, 2016 amounting to 12,000 thousand euros, with a repayment period of 6 years and quarterly repayments of 500 thousand euros. The interest rate is 3%. At June 30, 2018 3,000 thousand euros have been repaid and the total interest recognized in the income statement amounts to 303 thousand euros (241 thousand euros at June 30, 2017).

## **10.2. Group companies, joint ventures and associates**

The breakdown of this heading at June 30, 2018 and 2017 is as follows:

|                                       | <b>Thousands of euros</b> |                  |
|---------------------------------------|---------------------------|------------------|
|                                       | <b>6/30/2018</b>          | <b>6/30/2017</b> |
| <b>Equity instruments</b>             | <b>310</b>                | <b>10</b>        |
| <b>Loans to companies (Note 18.2)</b> | <b>770</b>                | <b>198</b>       |
| Nominal value                         | 7,831                     | 5,145            |
| Impairment losses                     | (7,061)                   | (4,947)          |
| <b>Total</b>                          | <b>1,080</b>              | <b>208</b>       |

At June 30, 2018 and 2017 the "Equity instruments" heading includes the ownership interest in the group companies FCBarcelona HK Limited and FCB North America LLC. Additionally, on March 23, 2018 a new company called Barça Licensing & Merchandising, S.L.U. was incorporated. This company is fully owned by the Club and at June 30, 2018 it has not started operating yet.

At June 30, 2018 and 2017 the "Loans to companies" heading includes contributions made to the group companies FCBarcelona HK Limited and FCB North America LLC mainly to assume the costs incurred by their offices in Hong Kong and New York, respectively.

According to the information available at the date these financial statements were authorized for issue, and due to the losses generated by these subsidiaries, the Club has decided to record an impairment loss on these receivables for an amount of 2,114 thousand euros (2,238 thousand euros at June 30, 2017), recorded under the "Impairment losses and gains (losses) on disposal of financial instruments" heading in the accompanying financial statements.

The most significant disclosures related to equity instruments corresponding to group companies, joint ventures and associates are as follows:

#### **June 30, 2018:**

| <b>Name / Address / Activity</b>                   | <b>% ownership</b> |                 | <b>Thousands of euros</b> |                      |                |                     |                     |                   |                   |
|--|--------------------|-----------------|---------------------------|----------------------|----------------|---------------------|---------------------|-------------------|-------------------|
|  | <b>Direct</b>      | <b>Indirect</b> | <b>Share capital</b>      | <b>Profit/(loss)</b> |                | <b>Other equity</b> | <b>Total equity</b> | <b>Book value</b> |                   |
|  |                    |                 |                           | <b>Operating</b>     | <b>Net</b>     |                     |                     | <b>Cost</b>       | <b>Impairment</b> |
| FCBarcelona HK Limited (Hong Kong) (*)             | 100%               | -               | 10                        | (543)                | (543)          | (1,966)             | (2,509)             | 10                | -                 |
| FCB North America LLC (Estats Units d'Amèrica) (*) | 100%               | -               | 0,09                      | (2,241)              | (2,241)        | (1,958)             | (4,199)             | 0,09              | -                 |
| Barça Licensing & Merchandising, S.L.U. (*)        | 100%               | -               | 300                       | (35)                 | (35)           | (1)                 | 264                 | 300               | -                 |
| <b>Total</b>                                       |                    |                 | <b>310</b>                | <b>(2,819)</b>       | <b>(2,819)</b> | <b>(3,925)</b>      | <b>(6,444)</b>      | <b>310</b>        | <b>-</b>          |

(\*) Unaudited amounts

**June 30, 2017**

| Name / Address / Activity                          | % ownership |          | Thousands of euros |                |                |                |                |            |            |
|--|-------------|----------|--------------------|----------------|----------------|----------------|----------------|------------|------------|
|  | Direct      | Indirect | Share capital      | Profit/(loss)  |                | Other equity   | Total equity   | Book value |            |
|  |             |          |                    | Operating      | Net            |                |                | Cost       | Impairment |
| FCBarcelona HK Limited (Hong Kong) (*)             | 100%        | -        | 10                 | 289            | 289            | (2.255)        | (1.966)        | 10         | -          |
| FCB North America LLC (Estats Units d'Amèrica) (*) | 100%        | -        | 0,09               | (1.860)        | (1.860)        | (98)           | (1.958)        | 0,09       | -          |
| <b>Total</b>                                       |             |          | <b>10</b>          | <b>(1.571)</b> | <b>(1.571)</b> | <b>(2.353)</b> | <b>(3.924)</b> | <b>10</b>  | <b>-</b>   |

(\*) Unaudited amounts

**10.3. Trade and other receivables**

The breakdown of this heading at June 30, 2018 and 2017 is as follows:

|   | Thousands of euros |                |
|---|--------------------|----------------|
|   | 6/30/2018          | 6/30/2017      |
| <b>Non-current trade receivables (Note 13.3)</b>          | <b>104,251</b>     | <b>107,330</b> |
| Accounts receivable from sporting entities                | 15,716             | 30,562         |
| Other receivables   | 94,049             | 34,484         |
| Sports personnel (Note 13.3)                              | 61,926             | 46,798         |
| Non-sports personnel                                      | 678                | 195            |
| Prepayments to suppliers / creditors                      | 104                | 126            |
| Current income tax assets (Note 14.1)                     | 17,840             | 680            |
| Other receivables from Public Administrations (Note 14.1) | 130                | 48             |
| <b>Current trade receivables</b>                          | <b>190,443</b>     | <b>112,893</b> |
| <b>Total</b>  | <b>294,694</b>     | <b>220,223</b> |

*Accounts receivable from sporting entities:*

At June 30, 2018 and 2017 the "Accounts receivable from sporting entities" line includes accounts receivable from sporting entities for the sale or loan of players and other receivables in accordance with the following breakdown:

|   | Thousands of euros |               |
|---|--------------------|---------------|
|   | 6/30/2018          | 6/30/2017     |
| <b>Accounts receivable from Spanish Professional Soccer League</b>                                      | <b>4,524</b>       | <b>5,822</b>  |
| <b>Accounts receivable from sporting entities as a result of the sale or loan of players and other:</b> |                    |               |
| Soccer:   |                    |               |
| Everton F.C. (Gerard Deulofeu)  | -                  | 1,996         |
| Arsenal F.C. (Alexis Sánchez)   | (7)                | (85)          |
| Manchester City F.C. (Claudio Bravo)  | 190                | 8,645         |
| Manchester City F.C. (Eric García)  | -                  | 1,630         |
| Manchester City F.C. (Manuel Agudo 'Nolito')  | -                  | 77            |
| Besiktas Futbol Yatirimlari, S.A.(Adriano Correia)  | 200                | 650           |
| Rubin Kazan (Ruben Rochina)   | 49                 | 49            |
| Real Betis Balompié (Cristian Tello)  | 1,200              | 3,640         |
| Real Betis Balompié (Marc Bartra)   | 182                | -             |
| A.S. Roma (Thomas Vermaelen)  | -                  | 2,000         |
| Fluminense Football Club (Gerson Santos da Silva)   | -                  | 3,200         |
| Chelsea Football Club (Pedro Rodríguez)   | 2,000              | 171           |
| Granada C.F. (Sergi Samper)   | -                  | 303           |
| ACF Fiorentina, S.P.A (Cristian Tello)  | -                  | 1,940         |
| Girona, F.C. (Anthony Rubén Lozano)   | 788                | -             |
| Girona, F.C. (Marc Muniesa)   | 97                 | -             |
| Cádiz Club de Fútbol, S.A.D. (Daniel Romera)  | 424                | -             |
| Sevilla, F.C. (Manuel Agudo)  | 22                 | -             |
| Watford Football Club (Gerard Deulofeu)   | 4,500              | -             |
|   | <b>9,645</b>       | <b>24,216</b> |
| Other sports  | 872                | 50            |
| <b>Total accounts receivable from sporting entities</b>   | <b>10,517</b>      | <b>24,266</b> |
| <b>Other federations and associations</b>   | <b>675</b>         | <b>474</b>    |
| <b>Total</b>  | <b>15,716</b>      | <b>30,562</b> |



*Other receivables:*

The breakdown of this heading at June 30, 2018 and 2017 is as follows:

|   | Thousands of euros |               |
|---|--------------------|---------------|
|   | 6/30/2018          | 6/30/2017     |
| Exclusivity contracts and sponsors                        | 74,116             | 29,729        |
| Accounts receivable for TV broadcasts and sports programs | 7,000              | 2,151         |
| Others  | 12,933             | 2,604         |
| <b>Altres</b>   | <b>94,049</b>      | <b>34,484</b> |

The impairment losses recorded at June 30, 2018 and 2017 in the "Other receivables" heading in the accompanying balance sheet amount to 4,435 and 2,689 thousand euros, respectively. The accompanying income statement for the current year includes impairment expenses for amounting to 1,746 thousand euros net (1,494 thousand euros net in the year 2016/17).

#### 10.4. Information on the nature and extent of risks arising from financial instruments

The Club centralizes financial risk management in the Finance Department and the Board of Directors, which has the necessary mechanisms in place to control exposure to fluctuations in interest and exchange rates, as well as to credit and liquidity risk. The main financial risks to which the Club is exposed are outlined below:

##### 1. Credit risk

In general, the Club holds its cash and cash equivalents at financial entities with high credit ratings. The Club performs an individual analysis of its accounts receivable, thus reducing credit risk.

##### 2. Liquidity risk

In order to guarantee liquidity and meet all payment commitments arising from its activities, the Club has available the cash and cash equivalents shown in the balance sheet, as well as the financing and credit lines described in Note 13.

##### 3. Market risk (includes interest rate risk and foreign currency risk)

The Club's cash balances and financial borrowings expose it to interest rate risk, which could have an adverse impact on its earnings performance and cash flows. The Club's Board of Directors estimates that the aforementioned risk should not result in a significant impact on the accompanying financial statements.

Foreign currency transactions are exposed to foreign currency risk. The value of monetary liabilities has been adjusted by applying the exchange rate prevailing at June 30, 2018 and the gains or losses from this measurement has been recorded in the "Exchange gains (losses)" heading.

## 11. Equity

At June 30, 2018 the Club's social fund amounts to 114,902 thousand euros (96,767 thousand euros at June 30, 2017).

### 11.1. Equity for the purposes of the Sports Law

The Sports Law of October 15, 1990 establishes that the clubs that take part in professional sports competitions shall become public limited sports companies. As an exception to this rule, the clubs taking part in official professional soccer competitions that in accordance with the audits performed by the LFP have obtained a net equity balance since the year 1985/86 can retain their current legal structure. Futbol Club Barcelona meets this condition. In this case, the aforementioned Law requires the Board of Directors to provide a bank guarantee for 15% of the Club's expense budget.

In accordance with the regulations established in Royal Decree 1251/1999 of July 16, the Club's current Board of Directors is not obliged to provide the aforementioned bank guarantee since the accumulated profit obtained during its management exceeds 15% of the expense budget for the current season.

## 11.2. Grants

The information on the grants received by the Club that form part of equity and the amounts taken to the income statement in this connection are as follows:

| <b>June 30, 2018:</b>                                       |               | <b>Thousands of euros (*)</b> |                                   |                               |                  |
|---|---------------|-------------------------------|-----------------------------------|-------------------------------|------------------|
| <b>Entity</b>   | <b>Nature</b> | <b>6/30/2017</b>              | <b>Transfer to profit or loss</b> | <b>Tax effect (Note 14.3)</b> | <b>6/30/2018</b> |
| Generalitat de Catalunya (Regional government of Catalonia) | Public        | 117                           | (6)                               | 1                             | 112              |
| Spanish Professional Soccer League (Note 7)                 | Private       | 1,870                         | (102)                             | 26                            | 1,794            |
| Works of art  | Private       | 598                           | -                                 | -                             | 598              |
|   | <b>Total</b>  | <b>2,585</b>                  | <b>(108)</b>                      | <b>27</b>                     | <b>2,504</b>     |

(\*) Net of tax effect

| <b>June 30, 2017:</b>                                       |               | <b>Thousands of euros (*)</b> |                                   |                               |                  |
|---|---------------|-------------------------------|-----------------------------------|-------------------------------|------------------|
| <b>Entity</b>   | <b>Nature</b> | <b>6/30/2016</b>              | <b>Transfer to profit or loss</b> | <b>Tax effect (Note 14.3)</b> | <b>6/30/2017</b> |
| Generalitat de Catalunya (Regional government of Catalonia) | Public        | 121                           | (6)                               | 2                             | 117              |
| Spanish Professional Soccer League (Note 7)                 | Private       | 1,948                         | (103)                             | 25                            | 1,870            |
| Works of art  | Private       | 598                           | -                                 | -                             | 598              |
|   | <b>Total</b>  | <b>2,667</b>                  | <b>(109)</b>                      | <b>27</b>                     | <b>2,585</b>     |

(\*) Net of tax effect

At June 30, 2018 and 2017 the Club had met all the requirements for receiving the above-listed grants.

## 12. Provisions and contingencies

### 12.1. Non-current provisions

The breakdown of the non-current provisions recorded in the balance sheet at June 30, 2018 and 2017 and the main movements during the year are as follows:

| <b>June 30, 2018:</b>            |                  | <b>Thousands of euros</b>  |                 |                     |                  |                  |
|----------------------------------|------------------|----------------------------|-----------------|---------------------|------------------|------------------|
| <b>Non-current provisions</b>    | <b>6/30/2017</b> | <b>Charge for the year</b> | <b>Utilized</b> | <b>Cancellation</b> | <b>Transfers</b> | <b>6/30/2018</b> |
| Provision for taxes (Note 14.7)  | -                | 13,854                     | -               | -                   | 441              | 14,295           |
| Provisions for other liabilities | 3,433            | -                          | -               | -                   | (1,520)          | 1,913            |
| <b>Total</b>                     | <b>3,433</b>     | <b>13,854</b>              | <b>-</b>        | <b>-</b>            | <b>(1,079)</b>   | <b>16,208</b>    |

| <b>June 30, 2017</b>             |                  | <b>Thousands of euros</b>  |                 |                     |                  |                  |
|----------------------------------|------------------|----------------------------|-----------------|---------------------|------------------|------------------|
| <b>Non-current provisions</b>    | <b>6/30/2016</b> | <b>Charge for the year</b> | <b>Utilized</b> | <b>Cancellation</b> | <b>Transfers</b> | <b>6/30/2017</b> |
| Provision for taxes (Note 14.7)  | 4,573            | -                          | (162)           | -                   | (4,411)          | -                |
| Provisions for other liabilities | 5,624            | -                          | -               | (191)               | (2,000)          | 3,433            |
| <b>Total</b>                     | <b>10,197</b>    | <b>-</b>                   | <b>(162)</b>    | <b>(191)</b>        | <b>(6,411)</b>   | <b>3,433</b>     |

### 12.2. Current provision

The breakdown of this heading at June 30, 2018 and 2017 is as follows:

| <b>June 30, 2018:</b>           |                  | <b>Thousands of euros</b>  |                 |                     |                  |                  |
|---------------------------------|------------------|----------------------------|-----------------|---------------------|------------------|------------------|
| <b>Current provisions</b>       | <b>6/30/2017</b> | <b>Charge for the year</b> | <b>Utilized</b> | <b>Cancellation</b> | <b>Transfers</b> | <b>6/30/2018</b> |
| Provision for taxes (Note 14.7) | 13,266           | -                          | -               | -                   | (12,392)         | 874              |
| <b>Total</b>                    | <b>13,266</b>    | <b>-</b>                   | <b>-</b>        | <b>-</b>            | <b>(12,392)</b>  | <b>874</b>       |



| <b>June 30, 2017:</b>            | <b>Thousands of euros</b> |                            |                 |                     |                  |                  |
|----------------------------------|---------------------------|----------------------------|-----------------|---------------------|------------------|------------------|
| <b>Current provisions</b>        | <b>6/30/2016</b>          | <b>Charge for the year</b> | <b>Utilized</b> | <b>Cancellation</b> | <b>Transfers</b> | <b>6/30/2017</b> |
| Provision for taxes (Note 14.7)  | -                         | 6,855                      | -               | -                   | 6,411            | 13,266           |
| Provisions for other liabilities | 40,628                    | -                          | (32,607)        | (8,021)             | -                | -                |
| <b>Total</b>                     | <b>40,628</b>             | <b>6,855</b>               | <b>(32,607)</b> | <b>(8,021)</b>      | <b>6,411</b>     | <b>13,266</b>    |

The balance of this heading in the balance sheet at June 30, 2018 consists of a provision for future tax liabilities.

At June 30, 2017 the provision for the penalty imposed by the Spanish Competition Commission was released for an amount of 3.6 million euros, since it was settled in favor of the Club.

At June 30, 2016 this heading included a the provision for the arbitration settlement on the Can Rigalt plots of land (Hospitalet de Llobregat) for an amount of 32,607 thousand euros. This provision was used by the Club to repurchase these plots of land.

The members of the Board of Directors and its advisors consider that no significant additional risks other than those recorded in these financial statements will arise.

### 12.3. Contingencies

The breakdown of the Club's contingencies at June 30, 2018 is as follows:

- During 2015 criminal pre-trial proceedings commenced at Central Court of Instruction nº 5 of the Spanish National High Court as a result of the lawsuit filed by DIS-Esportes y Organizaçao de Eventos LTDA against the Club and other members. The lawsuit is based on alleged crimes as a result of contractual simulation in the contracts entered into by the Club when signing Neymar da Silva Santos Jr. In the Order dated July 8, 2016 the Central Court of Instruction nº 5 of the Spanish National High Court dismissed the case without prejudice. Subsequently, on September 23, 2016 the Criminal Division of the National High Court decided to continue with the proceedings and, subsequently, on November 3, 2016 the Central Court of Instruction nº 5 issued an order to start an oral trial against the Club and other individuals for two crimes of corruption between individuals and fraud. The Club's Board of Directors and legal advisors consider that the risk derived from the future trial is low. Consequently, the Club has not recorded any provision for this matter at current year end.
- On October 2, 2013 the company MCM Publicidad, S.L. filed a lawsuit against the Club exercising civil action for contract termination and claiming damages of 99 million euros for the alleged breach of the contract granting MCM Publicidad, S.L. the commercial operation rights -by means of publicity inserts- over the facades of the Masia, at the Ciutat Esportiva in Sant Joan Despí (Barcelona). On January 8, 2014 the Club requested the dismissal of the lawsuit since it considered that no breach of contract had occurred. The trial took place in March 2015 and in May 2015 the ruling was issued fully dismissing MCM's lawsuit. On June 12, 2015 the Club was notified that the plaintiff had lodged an appeal to the Provincial Court, and the Club submitted the corresponding statement of defense. On June 30, 2017 the Provincial Court of Barcelona fully dismissed MCM's appeal. On October 30, 2017 MCM lodged a further appeal against this ruling on the grounds of breach of procedural law. On December 19, 2017 the Club rejected the appeal. The orders are pending to be accepted by the Spanish Supreme Court. The Club's Board of Directors and legal advisors consider that, in the event that a further appeal was lodged against the aforementioned ruling, the risk that it is modified is remote.
- In November 2009 the European Commission received a claim stating that four Spanish soccer clubs (Real Madrid CF, Athletic Club Bilbao, Club Atlético Osasuna and FC Barcelona) may have been receiving a preferential treatment regarding the income tax over public limited sports companies.

In this regard, the 1991 Sports Law required all Spanish professional sports clubs to become public limited sports companies. This measure was taken on the grounds that many clubs had been badly managed since there were no members or directors that could assume financial liability for the losses that may be generated. The purpose of establishing public limited sports companies was to create an economic and legal liability model for the clubs that carried out professional activities, thus increasing their chances of good management.

The alleged preferential tax treatment for the four Spanish clubs mentioned above, which could constitute a state aid, was based on additional provision seven of the 1990 Sports Law. This provision exempts the soccer clubs that had had a positive balance in the prior 4-5 years from mandatory restructuring. In accordance with the reasons set out by the Law, exemption is based on the fact that these clubs have proven "good management under the association system" and need not change. No further justifications are provided in the law or the reasons set out therein.

The specific position of the clubs results in a state aid pursuant to article 107, section 1 of the Treaty on the Functioning of the European Union, if it supports, by means of state funds, an economic activity, thus obtaining a selective advantage that may affect fair compe-

tion and trade between member States. The concept of state aid covers both financial expenditure and income not received by a public authority from the companies.

The European Commission considers that it cannot be justified under article 107, section 3, letter c), or any other rules enacting said article. The Club's Board of Directors and advisors consider that they have provided their statements according to prevailing regulations and that the chance that the appeal lodged by the Club is upheld is high.

- On August 11, 2017 the Club filed a lawsuit against the former FC Barcelona player Neymar Jr at Social Court of Barcelona no.15 over breach of contract. The former FC Barcelona player Neymar Jr also filed a lawsuit against the Club at Social Court of Barcelona no.32. The purpose of the lawsuit was to claim an amount of money based on section 4.1.1 of the contract signed between the Club and the player on July 1, 2016. The Club's Board of Directors and advisors consider that the risk arising from the future trial is low, since the Club has claimed the entire bonus signed by the player and the player has claimed the portion of the unpaid bonus and, therefore, the Club's position regarding the need to determine the obligation to pay the proportional amount of the bonus corresponding to the seasons during which the plaintiff/defendant played for the Club is considered to be the most plausible solution to be ruled by the Court, thus resulting in a favorable balance for the Club.

### 13. Financial liabilities

The breakdown of this heading at June 30, 2018 and 2017 is as follows:

| Categories                         | Thousands of euros |                              |                |                |                 |                              |                |                |
|------------------------------------|--------------------|------------------------------|----------------|----------------|-----------------|------------------------------|----------------|----------------|
|                                    | 6/30/2018          |                              |                |                | 6/30/2017       |                              |                |                |
|                                    | Bank borrowings    | Payables to sports personnel | Others         | Total          | Bank borrowings | Payables to sports personnel | Others         | Total          |
| Debits and items payable:          |                    |                              |                |                |                 |                              |                |                |
| Non-current payables               | 16,177             | 57,635                       | 98,505         | 172,317        | 20,000          | 15,982                       | 11,232         | 47,214         |
| <b>Non-current</b>                 | <b>16,177</b>      | <b>57,635</b>                | <b>98,505</b>  | <b>172,317</b> | <b>20,000</b>   | <b>15,982</b>                | <b>11,232</b>  | <b>47,214</b>  |
| Debits and items payable:          |                    |                              |                |                |                 |                              |                |                |
| Current payables                   | 49,050             | -                            | 1,969          | 51,019         | 8,132           | -                            | 22,646         | 30,778         |
| Trade and other payables           | -                  | 198,186                      | 241,783        | 439,969        | -               | 186,390                      | 208,645        | 395,035        |
| <b>Current</b>                     | <b>49,050</b>      | <b>198,186</b>               | <b>243,752</b> | <b>490,988</b> | <b>8,132</b>    | <b>186,390</b>               | <b>231,291</b> | <b>425,813</b> |
| <b>Total financial instruments</b> | <b>65,227</b>      | <b>255,821</b>               | <b>342,257</b> | <b>663,305</b> | <b>28,132</b>   | <b>202,372</b>               | <b>242,523</b> | <b>473,027</b> |

#### 13.1. Non-current payables

The breakdown by maturity of the items composing "Non-current payables" is as follows:

|   | Thousands of euros |               |               |                                |                |
|---|--------------------|---------------|---------------|--------------------------------|----------------|
|   | Non-current        |               |               |                                |                |
|   | 2019/20            | 2020/21       | 2021/22       | 2022/23 and subsequent seasons | Total          |
| Bank borrowings                           | 3,909              | 3,998         | 4,089         | 4,181                          | 16,177         |
| Payables to sporting entities (Note 13.3) | 30,667             | 26,667        | 39,999        | -                              | 97,333         |
| Other non-current liabilities:            |                    |               |               |                                |                |
| Compensation for contract termination     | 41,779             | 2,744         | 13,062        | 50                             | 57,635         |
| Others                                    | 98                 | -             | -             | 1,074                          | 1,172          |
| <b>Total</b>                              | <b>76,453</b>      | <b>33,409</b> | <b>57,150</b> | <b>5,305</b>                   | <b>172,317</b> |

|   | Thousands of euros |              |              |                                |               |
|---|--------------------|--------------|--------------|--------------------------------|---------------|
|   | Non-current        |              |              |                                |               |
|   | 2018/19            | 2019/20      | 2020/21      | 2022/23 and subsequent seasons | Total         |
| Bank borrowings                           | 3,823              | 3,909        | 3,998        | 8,270                          | 20,000        |
| Payables to sporting entities (Note 13.3) | 8,000              | -            | -            | -                              | 8,000         |
| Other non-current liabilities:            |                    |              |              |                                |               |
| Compensation for contract termination     | 9,807              | 5,056        | 1,119        | -                              | 15,982        |
| Suppliers of assets                       | 1,333              | -            | -            | -                              | 1,333         |
| Others                                    | 99                 | 99           | -            | 1,701                          | 1,899         |
| <b>Total</b>                              | <b>23,062</b>      | <b>9,064</b> | <b>5,117</b> | <b>9,971</b>                   | <b>47,214</b> |



**Bank borrowings:**

On June 1, 2017 the Club took out a loan amounting to 20 million euros for a period of 6 years maturing on June 1, 2023, with quarterly repayments and a 1-year grace period, linked to 12-month Euribor plus a spread.

The conditions of the loan include the fulfillment of several ratios calculated based on the Club's financial statements. At the date these financial statements were authorized for issue, the Club had met all the conditions associated with this contract.

**13.2. Current payables**

The breakdown of "current borrowings" at June 30, 2018 and 2017 is as follows:

|                 | Thousands of euros |               |
|-----------------|--------------------|---------------|
|                 | 6/30/2018          | 6/30/2017     |
| Bank borrowings | 49,050             | 8,132         |
| Others          | 1,969              | 22,646        |
| <b>Total</b>    | <b>51,019</b>      | <b>30,778</b> |

*Bank borrowings:*

The breakdown of "Bank borrowings" at June 30, 2018 and 2017 is as follows:

|   | Thousands of euros |                |               |                |
|---|--------------------|----------------|---------------|----------------|
|   | 6/30/2018          |                | 6/30/2017     |                |
|   | Nominal value      | Amortized cost | Nominal value | Amortized cost |
| Current loans from credit institutions      | 3,823              | 3,823          | -             | -              |
| Bank borrowings - credits drawn down        | 44,304             | 44,304         | 1,213         | 1,213          |
| Payables for reverse factoring transactions | 841                | 841            | 6,890         | 6,890          |
| Interest payable and other                  | 82                 | 82             | 29            | 29             |
| <b>Total</b>                                | <b>49,050</b>      | <b>49,050</b>  | <b>8,132</b>  | <b>8,132</b>   |

*Credit facilities:*

The Club has been granted credit facilities at June 30, 2018 and 2017 with the following limits:

|               | Thousands of euros |                |                   |
|---------------|--------------------|----------------|-------------------|
|               | Limit              | Undrawn Amount | Drawn-down Amount |
| June 30, 2018 | 134,500            | 90,196         | 44,304            |
| June 30, 2017 | 84,500             | 83,287         | 1,213             |

During the year the Club has taken out three new credit facilities. The credit facilities currently mature between September 2018 and November 2020 and many of them are linked to Euribor plus a market spread. These credit facilities and the loan have been granted without providing any guarantees.

**13.3. Trade and other payables**

The breakdown of the accounts included under this heading at June 30, 2018 and 2017 is as follows:

|  | Thousands of euros |                |
|--|--------------------|----------------|
|  | 6/30/2018          | 6/30/2017      |
| Suppliers  | 67,960             | 63,789         |
| Other payables                                       | 8,425              | 9,431          |
| Trade payables to related parties (Note 18.2)        | 4,127              | 3,322          |
| Payables to sporting entities                        | 45,076             | 55,793         |
| Sports personnel                                     | 198,186            | 186,390        |
| Non-sports personnel                                 | 1,388              | 3,937          |
| Other payables to public administrations (Note 14.1) | 114,577            | 72,144         |
| Customer advances                                    | 230                | 229            |
| <b>Total</b>   | <b>439,969</b>     | <b>395,035</b> |

*Payables to sporting entities:*

At June 30, 2018 and 2017 the breakdown of "Payables to sporting entities", which have arisen mainly as a result of the acquisition of players' registration rights, is as follows:

**June 30, 2018:**

|   | Thousands of euros |                |                         |                |
|---|--------------------|----------------|-------------------------|----------------|
|   | Current            |                | Non-current (Note 13.1) |                |
|   | Nominal cost       | Amortized cost | Nominal cost            | Amortized cost |
| <i>Soccer clubs:</i>                          |                    |                |                         |                |
| Sport Lisboa e Benfica (Nelson Semedo)        | 15,000             | 14,943         | -                       | -              |
| Club Deportivo Olimpia (Anthony Rubén Lozano) | 500                | 500            |                         |                |
| Everton Football Club (Gerard Deulofeu)       | 4,000              | 3,940          | 4,000                   | 4,000          |
| Liverpool Football Club (Coutinho)            | 25,408             | 25,408         | 93,333                  | 93,333         |
| Others  | 285                | 285            | -                       | -              |
| <b>Total payables to sporting entities</b>    | <b>45,193</b>      | <b>45,076</b>  | <b>97,333</b>           | <b>97,333</b>  |

**June 30, 2017:**

|  | Thousands of euros |                |                         |                |
|--|--------------------|----------------|-------------------------|----------------|
|  | Current            |                | Non-current (Note 13.1) |                |
|  | Nominal cost       | Amortized cost | Nominal cost            | Amortized cost |
| <i>Soccer clubs:</i>                         |                    |                |                         |                |
| The Arsenal FC PLC (Thomas Vermaelen)        | 1,255              | 1,255          | -                       | -              |
| Valencia CF (Paco Alcácer)                   | 15,000             | 14,897         | -                       | -              |
| Valencia CF (André Gomes)                    | 18,710             | 18,614         | -                       | -              |
| Sevilla Club de Fútbol, S.A.D. (Aleix Vidal) | 605                | 605            | -                       | -              |
| AFC Ajax NV (Jasper Cillessen)               | 8,102              | 8,102          | -                       | -              |
| Santos, F.C. (Neymar Junior)                 | 2,000              | 2,000          | -                       | -              |
| Olympique Lyonnais, S.A.S.U. (Samuel Umtiti) | 3,000              | 2,956          | -                       | -              |
| Paris Saint Germain FC (Lucas Digne)         | 5,890              | 5,890          | -                       | -              |
| Lille Olympique Sporting Club (Lucas Digne)  | 184                | 184            | -                       | -              |
| GNK Dinamo Zagreb (Alen Halilovic)           | 425                | 425            | -                       | -              |
| Everton Football Club (Gerard Deulofeu)      | -                  | -              | 8,000                   | 8,000          |
| Others                                       | 865                | 865            | -                       | -              |
| <b>Total payables to sporting entities</b>   | <b>56,036</b>      | <b>55,793</b>  | <b>8,000</b>            | <b>8,000</b>   |

*Personnel:*

The breakdown of current and non-current balances held with sports personnel is the following:

|                          | Thousands of euros              |                  |                                 |                  |
|--------------------------|---------------------------------|------------------|---------------------------------|------------------|
|                          | 6/30/2018                       |                  | 6/30/2017                       |                  |
|                          | Receivable balances (Note 10.3) | Payable balances | Receivable balances (Note 10.3) | Payable balances |
| <b>Non-current</b>       |                                 |                  |                                 |                  |
| First team players       | 102,827                         | 56,478           | 106,641                         | 15,718           |
| Other sports players     | 1,424                           | 1,157            | 689                             | 264              |
| <b>Total non-current</b> | <b>104,251</b>                  | <b>57,635</b>    | <b>107,330</b>                  | <b>15,982</b>    |
| <b>Current</b>           |                                 |                  |                                 |                  |
| First team players       | 58,877                          | 195,119          | 45,934                          | 183,343          |
| Other sports players     | 3,049                           | 3,067            | 864                             | 2,310            |
| Other sports personnel   | -                               | -                | -                               | 737              |
| <b>Total current</b>     | <b>61,926</b>                   | <b>198,186</b>   | <b>46,798</b>                   | <b>186,390</b>   |
| <b>Total</b>             | <b>166,177</b>                  | <b>255,821</b>   | <b>154,128</b>                  | <b>202,372</b>   |

At the beginning of July 2018 the most significant outstanding sporting employee benefits payable were settled.

Non-current and current receivable balances mainly include the signing bonuses for amounts pending accrual of 104,251 and 61,926 thousand euros, respectively (107,330 and 46,783 thousand euros at June 30, 2017, respectively). The additions for the year amount to 152,742 thousand euros, whereas disposals amount to 74,600 thousand euros.



Additionally, the amounts accrued for that concept have been transferred to "Employee benefits expense" and "External services" for 60,467 and 6,376 thousand euros, respectively.

### 13.4. Information on the average payment period to suppliers

The information required by Additional Provision Three of Law 15/2010 of July 5 (modified by Final Provision Second of Law 31/2014 of December 3) prepared in accordance with the Resolution by ICAC of January 29, 2016 on the information to be included in the financial statements regarding the average payment period to suppliers in trade transactions.

|                                       | 6/30/2018 | 6/30/2017 |
|---------------------------------------|-----------|-----------|
|                                       | Days      | Days      |
| Average payment period to suppliers   | 75        | 73        |
| Ratio of transactions paid            | 74        | 73        |
| Ratio of transactions pending payment | 85        | 70        |

|                            | Thousands of euros | Thousands of euros |
|----------------------------|--------------------|--------------------|
| Total payments made        | 213,764            | 157,286            |
| Total payments outstanding | 24,581             | 22,764             |

In accordance with the ICAC Resolution, the calculation of the average supplier payment period considered commercial transactions involving the delivery of goods and the rendering of services from the effective date of Law 31/2014, of December 3.

For the sole purpose of providing the information required by this Resolution, suppliers are trade creditors in respect of amounts due in exchange for goods and services supplied, which are included in the "Suppliers" heading of the current liabilities side in the balance sheet.

"Average payment period to suppliers" is the time elapsed between the delivery of the goods or the rendering of the services by the supplier and the actual payment of the transaction.

The balances with Sporting Entities and Assets Suppliers are settled in accordance with the agreements signed by the parties, and thus, the legal deadline established for trade transactions can be exceeded.

## 14. Tax matters

### 14.1. Current balances with public administrations

The breakdown of current balances with public administrations at June 30, 2018 and 2017 is as follows:

Receivable balances:

|  | Thousands of euros |            |
|--|--------------------|------------|
|  | 6/30/2018          | 6/30/2017  |
| VAT receivable from tax authorities                  | 130                | 48         |
| Corporate income tax receivable from tax authorities | 17,840             | 680        |
| <b>Total</b>   | <b>17,970</b>      | <b>728</b> |

Payable balances:

|  | Thousands of euros |               |
|--|--------------------|---------------|
|  | 6/30/2018          | 6/30/2017     |
| Current personal income tax payable to tax authorities                                       | 95,742             | 64,038        |
| Payables to Social Security entities   | 1,316              | 1,234         |
| Corporate income tax payable to tax authorities  | -                  | 1,429         |
| VAT payable to tax authorities   | 3,901              | 5,443         |
| Other concepts payable to tax authorities  | 147                | -             |
| Amounts payable to tax authorities in relation to inspection assessments signed in agreement | 13,471             | -             |
| <b>Total</b>   | <b>114,577</b>     | <b>72,144</b> |

## 14.2. Reconciliation of accounting profit and taxable income

The reconciliation of accounting profit and expected taxable income is as follows:

| <u>June 30, 2018:</u>   | Thousands of euros |                 |               |
|---|--------------------|-----------------|---------------|
|   | Increase           | Decrease        | Total         |
| Accounting profit/(loss) (before tax)                         |                    |                 | 20,148        |
| Permanent differences:  |                    |                 |               |
| Fines, penalties, donations and gifts                         | 632                | -               | 632           |
| Other   | 7,836              | (671)           | 7,165         |
| Temporary differences:  |                    |                 |               |
| Provision for risks and expenses                              | 49,986             | (25,036)        | 24,950        |
| Forward transactions  | 1,651              | -               | 1,651         |
| Non-deductible depreciation and amortization for tax purposes | -                  | (4,765)         | (4,765)       |
| Utilization of tax loss carryforwards                         | -                  | (10,935)        | (10,935)      |
| <b>Taxable income</b>   | <b>60,105</b>      | <b>(41,407)</b> | <b>38,846</b> |

| <u>June 30, 2017:</u>   | Thousands of euros |                 |               |
|---|--------------------|-----------------|---------------|
|   | Increase           | Decrease        | Total         |
| Accounting profit/(loss) (before tax)                         |                    |                 | 31,385        |
| Permanent differences:  |                    |                 |               |
| Fines, penalties, donations and gifts                         | 213                | -               | 213           |
| Other   | 31,581             | (11,675)        | 19,906        |
| Temporary differences:  |                    |                 |               |
| Provision for risks and expenses                              | 27,772             | (40,302)        | (12,530)      |
| Forward transactions  | 2,838              | -               | 2,838         |
| Non-deductible depreciation and amortization for tax purposes | -                  | (6,984)         | (6,984)       |
| Utilization of tax loss carryforwards                         | -                  | (8,707)         | (8,707)       |
| <b>Taxable income</b>   | <b>62,404</b>      | <b>(67,668)</b> | <b>26,121</b> |

The main differences between the taxable base of the income tax and the accounting profit/(loss) correspond to the provisions recorded during the current year and the adjustment of certain expenses considered non-deductible for tax purposes in prior years.

The Club has availed itself of the provisions set forth in article 11.4 of the Income Tax Law so income is considered to be obtained proportionally as the corresponding payments are collected. During the year ended June 30, 2018 temporary differences have been reversed corresponding to the sale of players in prior seasons, which have resulted in an increase in the taxable base amounting to 1,651 thousand euros, becoming taxable as the payments established by contract have been collected.

For the tax periods beginning on or after 2013 and 2014, pursuant to article 7 of Law 16/2012 the depreciation and amortization of property, plant and equipment, intangible assets and investment property could be deducted up to 70% of the depreciation and amortization that would have been deductible had this percentage not been applied. The depreciation and amortization that was not deductible according to said Law is deducted on a straight-line basis over 10 years or over the useful life of the asset as from the first tax period beginning in 2015. The reversal of non-deductible depreciation and amortization in the year ended June 30, 2018 amounts to 4,765 thousand euros.

## 14.3. Tax recognized in equity

At June 30, 2018 and 2017 the breakdown of taxes recognized directly in equity is as follows:

| <u>June 30, 2018:</u>                          | Thousands of euros |          |           |
|--|--------------------|----------|-----------|
|  | Increase           | Decrease | Total     |
| <b>Deferred tax:</b>                           |                    |          |           |
| Arising in the year-                           |                    |          |           |
| Grants (Note 11.2)                             | 27                 | -        | 27        |
| <b>Total tax recognized directly in equity</b> | <b>27</b>          | <b>-</b> | <b>27</b> |



**June 30, 2017:**

|  | Thousands of euros |          |           |
|--|--------------------|----------|-----------|
|  | Increase           | Decrease | Total     |
| <b>Deferred tax:</b>                           |                    |          |           |
| Arising in the year-                           |                    |          |           |
| Grants (Note 11.2)                             | 27                 | -        | 27        |
| <b>Total tax recognized directly in equity</b> | <b>27</b>          | <b>-</b> | <b>27</b> |

**14.4. Reconciliation of accounting profit and corporate income tax expense**

The reconciliation of accounting profit (loss) and corporate income tax expense is as follows:

|   | Thousands of euros |               |
|---|--------------------|---------------|
|   | 6/30/2018          | 6/30/2017     |
| Accounting profit/(loss) (before tax)                       | 20,148             | 31,385        |
| Permanent differences                                       | 7,797              | 20,119        |
| Total Base  | 27,945             | 51,504        |
| Tax rate  | 25%                | 25%           |
| Tax liability   | 6,986              | 12,876        |
| Deductions  | (1,152)            | (975)         |
| Other adjustments   | 268                | 1,350         |
| Adjustment of unused tax loss carryforwards                 | 1,116              | -             |
| <b>Total tax expense recognized in the income statement</b> | <b>7,218</b>       | <b>13,251</b> |

**14.5. Breakdown of corporate income tax expense**

The breakdown of the corporate income tax expense is as follows:

|                            | Thousands of euros |               |
|----------------------------|--------------------|---------------|
|                            | 6/30/2018          | 6/30/2017     |
| Current tax                |                    |               |
| For continuing operations: | 8,559              | 6,785         |
| Deferred tax               |                    |               |
| For continuing operations: | (1,341)            | 6,466         |
| <b>Total tax expense</b>   | <b>7,218</b>       | <b>13,251</b> |

At June 30, 2018 the "Corporate income tax receivable from tax authorities" heading corresponds to withholdings and payments on account amounting to 26,399 thousand euros less current tax (8,559 thousand euros).

**14.6. Deferred tax assets and liabilities**

The breakdown of the balances in these accounts at June 30, 2017/18 and 2016/17 is as follows:

| <b>June 30, 2018:</b> | Thousands of euros  |               |                          |            |
|-----------------------|---------------------|---------------|--------------------------|------------|
|                       | Deferred tax assets |               | Deferred tax liabilities |            |
|                       | Amount              | Tax effect    | Amount                   | Tax effect |
| Grants                | -                   | -             | 2,540                    | 635        |
| Temporary differences | 82,933              | 20,733        | -                        | -          |
|                       | <b>82,933</b>       | <b>20,733</b> | <b>2,540</b>             | <b>635</b> |

| <b>June 30, 2017:</b>         | Thousands of euros  |               |                          |              |
|-------------------------------|---------------------|---------------|--------------------------|--------------|
|                               | Deferred tax assets |               | Deferred tax liabilities |              |
|                               | Amount              | Tax effect    | Amount                   | Tax effect   |
| Unused tax loss carryforwards | 15,664              | 3,916         | -                        | -            |
| Grants                        | -                   | -             | 2,652                    | 663          |
| Temporary differences         | 62,744              | 15,686        | 1,648                    | 412          |
|                               | <b>78,408</b>       | <b>19,602</b> | <b>4,300</b>             | <b>1,075</b> |

There are no unused tax loss carryforwards at June 30, 2018.

At June 30, 2017 the unused tax loss carryforwards were as follows:

| Year         | Thousands of euros |                         |                           |
|--------------|--------------------|-------------------------|---------------------------|
|              | Unused             | Capitalized tax credits | Uncapitalized tax credits |
| 2009/10      | 15,113             | 3,778                   | -                         |
| 2010/11      | 551                | 138                     | -                         |
| <b>Total</b> | <b>15,664</b>      | <b>3,916</b>            | <b>-</b>                  |

In the provisional estimate of the 2017/18 income tax, tax loss carryforwards have been utilized up to the 25% limit of the previous aggregated taxable base, that is, 10,935 thousand euros. The 25% limit was set by Royal Decree Law 3/2016 of December 2, whereby tax measures were adopted to consolidate public finances as well as other urgent social measures. Additionally, Law 27/2014 of November 27 approved the elimination of the time limit on the utilization of tax loss carryforwards, which is effective for the tax periods beginning on or after January 1, 2015.

#### 14.7. Years open to inspection and tax inspections

On February 18, 2016 the tax authorities notified the Club of the beginning of verification and inspection proceedings regarding the following taxes and periods:

- a. Corporate income tax for the 2011/12, 2012/13 and 2013/14 seasons.
- b. VAT for the period comprised between January 2012 and December 2014.
- c. Withholdings / payments on account of investment income for the period comprised between January 2012 and December 2014.
- d. Withholdings / payments on account of employee/independent professionals income tax for the period comprised between January 2012 and December 2014.
- e. Withholdings / payments on account of property leases for the period comprised between January 2012 and December 2014.
- f. Withholdings / payments on account of non-residents taxation for the period comprised between January 2012 and December 2014.

On November 17, 2016 the inspection proceedings were extended to the following periods:

- a. Corporate income tax for the 2014/15 season.
- b. VAT for the period comprised between January 2015 and June 2015.
- c. Withholdings / payments on account of non-residents taxation for the period comprised between January 2015 and June 2015.
- d. Withholdings / payments on account of employee/independent professionals income tax for the period comprised between January 2015 and June 2015

Pursuant to article 148 of the General Tax Law and article 178 of General Regulations governing Tax Proceedings, these tax proceedings were considered as general and were completed on May 4, 2018, issuing notifications of assessments signed in agreement for tax liabilities for the income tax, VAT, personal income tax withholdings and non-resident withholdings amounting to 10,288 thousand euros, late payment interest amounting to 2,383 thousand euros and fines amounting to 800 thousand euros, which are recorded in the "Other payables to Public Administrations" in the liabilities side of the balance sheet.

The "Current provisions" heading in the balance sheet at June 30, 2018 includes the estimate of the fine related to the income tax assessments signed in agreement.

Additionally, on June 29, 2018 the Club was notified of settlement agreements derived from the aforementioned assessments signed in disagreement, amounting to 13,496 thousand euros, and late payment interest amounting to 3,298 thousand euros. Although in the assessments signed in disagreement the inspection authorities state that in their opinion there are indications of a tax infraction, at the date these financial statements were authorized for issue the Club has not been notified of the start of any disciplinary proceedings.

The Club's Board of Directors and its tax advisors consider that the provision recorded at June 30, 2018 in the "Non-current provision" heading of the balance sheet is sufficient to settle the liabilities that may arise as a result of the assessments signed in disagreement (Note 12).

Under prevailing tax regulations, tax returns may not be considered final until they have either been inspected by tax authorities or until the four-year inspection period has expired. At June 30, 2018 the Club is open to inspection for the following taxes and periods:



i) Corporate income tax for the years 2015/16 to 2016/17.

ii) VAT, withholdings on employee/independent professionals income tax, investment income and non-residents taxation for the period comprised between July 2015 and May 2018.

The Board of Directors of the Club considers that the above-mentioned taxes have been appropriately settled and, therefore, in the event of discrepancies in the interpretation of the tax treatment applied to transactions, any potential liabilities that could arise would not have a significant impact on the accompanying financial statements.

## 15. Accruals

The breakdown of "Non-current accruals" and "Current accruals" at June 30, 2018 and 2017 is as follows:

|                                     | Thousands of euros |                |               |              |                |              |
|-------------------------------------|--------------------|----------------|---------------|--------------|----------------|--------------|
|                                     | 6/30/2018          |                |               | 6/30/2017    |                |              |
|                                     | Assets             | Liabilities    |               | Assets       | Liabilities    |              |
|                                     | Current            | Current        | Non-current   | Current      | Current        | Non-current  |
| Multi-year contracts                | -                  | 178,966        | 11,000        | -            | 136,763        | -            |
| Season tickets and membership cards | -                  | 8,654          | -             | -            | 8,539          | -            |
| Other accruals                      | 2,439              | 3,200          | 5,186         | 2,280        | 3,488          | 5,261        |
|                                     | <b>2,439</b>       | <b>190,820</b> | <b>16,186</b> | <b>2,280</b> | <b>148,790</b> | <b>5,261</b> |

### Multi-year contracts:

The Club has awarded several exclusivity contracts that are estimated to generate future profit for the Club amounting approximately to 976,874 thousand euros at June 30, 2018 (424,978 thousand euros at June 30, 2017). Income accrued in the year from these contracts is included in the "Revenue" heading in the accompanying financial statements. The amounts received and not accrued are recorded under the "Non-current accruals" or "Current accruals" headings in the liabilities side of the accompanying balance sheet depending on the estimated time of accrual.

These contracts will be recognized as income in future seasons according to the following estimate:

|                                  | Thousands of euros |                |
|----------------------------------|--------------------|----------------|
|                                  | 6/30/2018          | 6/30/2017 (*)  |
| 2017/2018                        | -                  | 196,275        |
| 2018/2019                        | 332,134            | 100,709        |
| 2019/2020                        | 301,437            | 70,691         |
| 2020/2021                        | 284,528            | 57,303         |
| 2021/2022 and subsequent seasons | 58,775             | -              |
|                                  | <b>976,874</b>     | <b>424,978</b> |

(\*) Income from TV broadcasting rights not included.

The marketing of the services provided by the Club continues to be gradually recorded, in line with prior years, under specific multi-year contracts. Additionally, the most significant goods and rights subject to marketing and the terms of the corresponding contracts detailed below.

### a. Sponsorship of sports equipment

On October 25, 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 sports products. Additionally, the Club awarded Nike the exclusive and non-exclusive license for selling sponsorship products that bear property rights. The contract came into force on July 1, 2008 and it was initially signed for a period of 5 years, although the Club and Nike Europe BV included a potential extension of 5 additional years that was approved by the General Assembly of August 29, 2007.

On January 1, 2011 the Club and Nike signed an addendum to the sponsorship contract whereby the contract was extended to June 2018.

On May 20, 2016 the Club signed an addendum to the contract, which was approved by the General Assembly of Club Member Delegates, whereby its validity was extended to June 30, 2028.

## b. TV broadcasts

Royal Decree regulating the centralized sale of the soccer TV rights (Royal Decree Law 5/2015 of April 30, on urgent measures regarding the selling of operation rights over audiovisual content in professional soccer competitions) came into force on May 1, 2016. The main purpose of this Royal Decree is to establish a joint system for the selling of the professional soccer TV rights.

With the new law, no club can directly sell its operation rights over audiovisual content. Taking part in an official professional soccer competition shall necessarily entail the transfer of this rights to the organizer of the competition: the Spanish Professional Football League (LFP) for La Liga and La Liga 2, and the Spanish Soccer Association (RFEF) for the Spanish Cup.

## c. Official sponsor

On January 19, 2017 the Club signed a contract with Rakuten INC, granting them, among other rights, the worldwide shirt sponsorship and exploitation right. This contract came into force on July 1, 2017 and will expire on June 30, 2021.

*Season tickets and membership cards:*

The balance recorded in this heading at June 30, 2018 and 2017 mainly corresponds to the deferred portion of the membership cards for the calendar years 2018 and 2017, respectively.

## 16. Foreign currency

The Club does not carry out significant recurring transactions in foreign currencies.

## 17. Income and expenses

### 17.1. Revenue

The distribution of revenue by activity and geographical segments at June 30, 2018 and 2017 is as follows:

| <b>June 30, 2018:</b>  |                           |                                   |                |
|--|---------------------------|-----------------------------------|----------------|
| <b>Activities</b>  | <b>Thousands of euros</b> |                                   |                |
|  | <b>First team, soccer</b> | <b>Other sports and structure</b> | <b>Total</b>   |
| Revenue from competitions:                                     |                           |                                   |                |
| Gate money from La Liga matches                                | 38,447                    | 908                               | 39,355         |
| Gate money from other Spanish competitions                     | 13,683                    | 15                                | 13,698         |
| Gate money from international competitions                     | 9,768                     | 734                               | 10,502         |
| Friendly and other matches                                     | 17,523                    | 3,627                             | 21,150         |
| Hospitality  | 18,990                    | 306                               | 19,296         |
| Total revenue from competitions                                | 98,411                    | 5,590                             | 104,001        |
| Revenue from membership card holders and season ticket holders | 41,137                    | 18,871                            | 60,008         |
| Revenue from TV broadcasts and TV rights                       | 175,564                   | 11,819                            | 187,383        |
| Revenue from marketing and advertising (*):                    |                           |                                   |                |
| Marketing  | 49,731                    | 59,247                            | 108,978        |
| Sponsorship  | 214,583                   | 10,844                            | 225,427        |
| Advertising and other income                                   | 461                       | 213                               | 674            |
| Total revenue from marketing and advertising                   | 264,775                   | 70,304                            | 335,079        |
| <b>Total</b>   | <b>579,887</b>            | <b>106,584</b>                    | <b>686,471</b> |

(\*) It includes revenue from marketing as a result of participating in the Champions League

| <b>Geographical markets</b> | <b>Percentage</b>         |                                   |              |
|-----------------------------|---------------------------|-----------------------------------|--------------|
|                             | <b>First team, soccer</b> | <b>Other sports and structure</b> | <b>Total</b> |
| Spain                       | 63%                       | 7%                                | 70%          |
| International               | 27%                       | 3%                                | 30%          |
| <b>Total</b>                | <b>90%</b>                | <b>10%</b>                        | <b>100%</b>  |



**June 30, 2017:**

| Activities   | Thousands of euros |                            |                |
|--|--------------------|----------------------------|----------------|
|  | First team, soccer | Other sports and structure | Total          |
| Revenue from competitions:                                     |                    |                            |                |
| Gate money from La Liga matches                                | 45,319             | 678                        | 45,997         |
| Gate money from other Spanish competitions                     | 7,482              | -                          | 7,482          |
| Gate money from international competitions                     | 11,860             | 676                        | 12,536         |
| Friendly and other matches                                     | 7,303              | 693                        | 7,996          |
| Hospitality  | 18,673             | 270                        | 18,943         |
| Total revenue from competitions                                | 90,637             | 2,317                      | 92,954         |
| Revenue from membership card holders and season ticket holders | 32,416             | 18,467                     | 50,883         |
| Revenue from TV broadcasts and TV rights                       | 171,437            | 6,522                      | 177,959        |
| Revenue from marketing and advertising (*):                    |                    |                            |                |
| Marketing  | 43,889             | 64,773                     | 108,662        |
| Sponsorship  | 197,513            | 8,388                      | 205,901        |
| Advertising and other income                                   | 718                | 1,112                      | 1,830          |
| Total revenue from marketing and advertising                   | 242,120            | 74,273                     | 316,393        |
| <b>Total</b>   | <b>536,610</b>     | <b>101,579</b>             | <b>638,189</b> |

(\*) It includes revenue from marketing as a result of participating in the Champions Lea

| Geographical markets | Percentage         |                            |             |
|----------------------|--------------------|----------------------------|-------------|
|                      | First team, soccer | Other sports and structure | Total       |
| Spain                | 49%                | 6%                         | 55%         |
| International        | 42%                | 3%                         | 45%         |
| <b>Total</b>         | <b>91%</b>         | <b>9%</b>                  | <b>100%</b> |

**17.2. Other operating income**

The breakdown of this heading at June 30, 2018 and 2017 is as follows:

| Geographical markets | Thousands of euros |               |
|----------------------|--------------------|---------------|
|                      | 06/30/2018         | 06/30/2017    |
| Other                | 3,300              | 9,660         |
| Operating grants     | 528                | 369           |
| <b>Total</b>         | <b>3,828</b>       | <b>10,029</b> |

**17.3. Employee benefits expense**

The breakdown of this heading for the year ended June 30, 2018 and 2017 is as follows:

**June 30, 2018:**

|   | Thousands of euros |                      |                    |                 |               |                |
|---|--------------------|----------------------|--------------------|-----------------|---------------|----------------|
|   | Wages and salaries | Termination benefits | Collective bonuses | Social security | Other (*)     | Total          |
| Wages and salaries of sports personnel:             |                    |                      |                    |                 |               |                |
| First team players and coaching staff               | 303,227            | -                    | 88,087             | 366             | 20,712        | 412,392        |
| Second team players and coaching staff              | 10,164             | 257                  | 944                | 341             | 33            | 11,739         |
| Rest of coaching staff and other sports employees   | 50,097             | 1,444                | 5,378              | 4,027           | 604           | 61,550         |
| <b>Total wages and salaries of sports personnel</b> | <b>363,488</b>     | <b>1,701</b>         | <b>94,409</b>      | <b>4,734</b>    | <b>21,349</b> | <b>485,681</b> |
| Total wages and salaries of structure personnel     | 33,294             | 1,726                | -                  | 6,372           | 2,048         | 43,440         |
| <b>Total</b>  | <b>396,782</b>     | <b>3,427</b>         | <b>94,409</b>      | <b>11,106</b>   | <b>23,397</b> | <b>529,121</b> |

(\*) The "Other" column in wages and salaries of sports personnel corresponds to remuneration earned by the sports personnel in addition to the annual payroll and which is not paid during the year.

|                                | Thousands of euros |                      |                    |                 |               |                |
|--------------------------------|--------------------|----------------------|--------------------|-----------------|---------------|----------------|
|                                | Wages and salaries | Termination benefits | Collective bonuses | Social security | Other         | Total          |
| Squad registrable with LFP     | 313,391            | 257                  | 89,031             | 707             | 20,745        | 424,131        |
| Squad not registrable with LFP | 50,097             | 1,444                | 5,378              | 4,027           | 604           | 61,550         |
| <b>Total</b>                   | <b>363,488</b>     | <b>1,701</b>         | <b>94,409</b>      | <b>4,734</b>    | <b>21,349</b> | <b>485,681</b> |

**June 30, 2017:**

|   | Thousands of euros |                      |                    |                 |              |                |
|---|--------------------|----------------------|--------------------|-----------------|--------------|----------------|
|   | Wages and salaries | Termination benefits | Collective bonuses | Social security | Other (*)    | Total          |
| Wages and salaries of sports personnel:   |                    |                      |                    |                 |              |                |
| First team players and coaching staff     | 225,517            | 1,150                | 45,417             | 342             | 5,258        | 277,684        |
| Second team players and coaching staff    | -                  | -                    | -                  | -               | -            | -              |
| Rest of coaching staff and other sports   | 51,001             | 874                  | 4,889              | 4,127           | -            | 60,891         |
| <b>Total wages and salaries of sports</b> | <b>276,518</b>     | <b>2,024</b>         | <b>50,306</b>      | <b>4,469</b>    | <b>5,258</b> | <b>338,575</b> |
| Total wages and salaries of structure     | 31,516             | 519                  | -                  | 5,490           | 1,834        | 39,359         |
| <b>Total</b>                              | <b>308,034</b>     | <b>2,543</b>         | <b>50,306</b>      | <b>9,959</b>    | <b>7,092</b> | <b>377,934</b> |

(\*) The "Other" column in wages and salaries of sports personnel corresponds to remuneration earned by the sports personnel in addition to the annual payroll and which is not paid during the year.

|                                | Thousands of euros |                      |                    |                 |              |                |
|--------------------------------|--------------------|----------------------|--------------------|-----------------|--------------|----------------|
|                                | Wages and salaries | Termination benefits | Collective bonuses | Social security | Others       | Total          |
| Squad registrable with LFP     | 225,517            | 1,150                | 45,417             | 342             | 5,258        | 277,684        |
| Squad not registrable with LFP | 51,001             | 874                  | 4,889              | 4,127           | -            | 60,891         |
| <b>Total</b>                   | <b>276,518</b>     | <b>2,024</b>         | <b>50,306</b>      | <b>4,469</b>    | <b>5,258</b> | <b>338,575</b> |

The breakdown of total expenses associated with the sporting squad for the years ended June 30, 2018 and 2017 is as follows:

|  | Thousands of euros         |                                |                |                            |                                |                |
|--|----------------------------|--------------------------------|----------------|----------------------------|--------------------------------|----------------|
|  | 6/30/2018                  |                                |                | 6/30/2017                  |                                |                |
|  | Squad registrable with LFP | Squad not registrable with LFP | Total          | Squad registrable with LFP | Squad not registrable with LFP | Total          |
| Wages and salaries of sports personnel         | 424,131                    | 61,550                         | 485,681        | 277,684                    | 60,891                         | 338,575        |
| Image rights to companies                      | 31,568                     | 935                            | 32,503         | 16,544                     | 900                            | 17,444         |
| Expenses associated with the Sports personnel: |                            |                                |                |                            |                                |                |
| Amortization of players                        | 116,537                    | 2,139                          | 118,676        | 64,510                     | 2,535                          | 67,045         |
| Expenses from impairment of players            | 12,042                     | -                              | 12,042         | 8,564                      | -                              | 8,564          |
| Reversal of impairment of players              | (9,542)                    | -                              | (9,542)        | (3,609)                    | -                              | (3,609)        |
| Loss/profit on the sale of players             | (206,129)                  | (1,648)                        | (207,777)      | (15,902)                   | (5,812)                        | (21,714)       |
| Loss/profit on the loan of players             | 285                        | 626                            | 911            | (4,771)                    | 2,054                          | (2,717)        |
| Others   | 891                        | 1,716                          | 2,607          | 5,894                      | 2,805                          | 8,699          |
| <b>Total Cost of Sports Personnel</b>          | <b>369,783</b>             | <b>65,318</b>                  | <b>435,101</b> | <b>348,150</b>             | <b>64,137</b>                  | <b>412,287</b> |

The total employee benefits expense shown below includes the amounts detailed in the calculation of the indicator of employee benefits expense associated with the squad registrable with LFP, as defined by the Economic Control Regulations of the LFP, as well as the amounts associated with the squad not registrable with LFP:

|                                 | Thousands of euros |                |
|---------------------------------|--------------------|----------------|
|                                 | 2017/18            | 2016/17        |
| Wages and salaries of personnel | 529,121            | 377,934        |
| Image rights to companies       | 32,503             | 17,444         |
| Others                          | 2,607              | 8,699          |
| <b>Total</b>                    | <b>564,231</b>     | <b>404,077</b> |

#### 17.4. External services

This heading in the accompanying income statement includes, among others, the amounts incurred by the Club for the image rights of players and coaches composing the Club's sporting squads, amounting to 32,503 thousand euros in the current year and 17,444 thousand euros in the 2016/17 season. The breakdown of these costs is as follows:

|                           | 2017/18                      |                    | 2016/17                      |                    |
|---------------------------|------------------------------|--------------------|------------------------------|--------------------|
|                           | Average period of agreements | Thousands of euros | Average period of agreements | Thousands of euros |
| Soccer                    | 4.8 years                    | 31,568             | 5 years                      | 16,544             |
| Basketball                | 4.5 years                    | 859                | 3.8 years                    | 821                |
| Handball and other sports | 4 years                      | 76                 | 4 years                      | 79                 |
|                           |                              | <b>32,503</b>      |                              | <b>17,444</b>      |



As for the players that have sold their image rights to Image Management Companies, the Club pays them for this concept a maximum amount of 15% of the overall remuneration earned by the player. During the current year, the Club has recorded an expense amounting to 2,607 thousand euros corresponding to the remuneration earned by sports agents (8,699 thousand euros in the 2016/17 season). This amount includes, where appropriate, the payment of applicable taxes.

## 17.5. Charges for the year and utilization of provisions and others

The breakdown of this item in the income statement for the years ended June 30, 2018 and 2017 is as follows:

|  | Thousands of euros |                |
|--|--------------------|----------------|
|  | 2017/18            | 2016/17        |
| Charges for the year                                     | (8,463)            | (6,663)        |
| Others   | -                  | -              |
| <b>Charge for the year and other non-recurring</b>       | <b>(8,463)</b>     | <b>(6,663)</b> |
| Reversal of provisions                                   | 265                | 28,953         |
| <b>Utilization of provisions and other non-recurring</b> | <b>265</b>         | <b>28,953</b>  |
| <b>Total</b>   | <b>(8,198)</b>     | <b>22,290</b>  |

"Charge for the year" mainly consists of a provision for future tax liabilities.

"Reversal of provisions" includes the effects of the new appraisal of the plots of land in Can Rigalt (L'Hospitalet del Llobregat) and Viladecans, which has resulted in an increase in the fair value of said plots of land, thus generating a reversal of 166 and 99 thousand euros, respectively, at June 30, 2018.

"Reversal of provisions" in 2016/17 includes the effects of the lawsuit filed by the Spanish Competition Commission against the Club for an amount of 3,600 thousand euros, since it was settled in favor of the Club, and the release of the provision for the arbitration settlement on the Can Rigalt plots of land (L'Hospitalet de Llobregat) for an amount of 25,353 thousand euros, since the Club reached an agreement on the recovery of the plots of land.

## 18. Related-party transactions and balances

### 18.1. Related-party transactions

The breakdown of related-party transactions during the 2017/18 and 2016/17 seasons is as follows:

| Company                              | Thousands of euros |                   |                   |               |                   |                   |
|--------------------------------------|--------------------|-------------------|-------------------|---------------|-------------------|-------------------|
|                                      | 2017/18            |                   |                   | 2016/17       |                   |                   |
|                                      | Contributions      | Services received | Services provided | Contributions | Services received | Services provided |
| Futbol Club Barcelona Foundation     | 4,886              | 15                | 585               | 4,278         | -                 | 162               |
| FC Barcelona HK Limited              | -                  | 1,481             | -                 | -             | 1,305             | -                 |
| FC Barcelona North America LLC       | -                  | 436               | 40                | -             | 154               | 102               |
| Barça Licensing & Merchandising S.L. | -                  | -                 | 1,021             | -             | -                 | -                 |
| <b>Total</b>                         | <b>4,886</b>       | <b>1,932</b>      | <b>1,646</b>      | <b>4,278</b>  | <b>1,459</b>      | <b>264</b>        |

### 18.2. Related-party balances

The breakdown of the balances with related parties is as follows:

| Company  | Thousands of euros |                |
|--|--------------------|----------------|
|  | 6/30/2018          | 6/30/2017      |
| <b>Non-current loans to group companies and associates</b> |                    |                |
| FC Barcelona HK Limited (Note 10.2)                        | 194                | 144            |
| FC Barcelona North America LLC (Note 10.2)                 | 576                | 54             |
| <b>Trade and other payables:</b>                           |                    |                |
| Futbol Club Barcelona Foundation (Note 13.3)               | (4,127)            | (3,322)        |
| <b>Total</b>   | <b>(3,357)</b>     | <b>(3,124)</b> |

### 18.3. Board of Directors and Executive Committee remuneration

As set forth in the Club's by-laws, the members of the former Board of Directors have neither earned nor accrued any remuneration, advances or loans from the Club during the 2017/18 and 2016/17 seasons.

Additionally, the remuneration earned by the Club's Executive Committee, which is included in the wages heading, and the estimated variable remuneration at June 30, 2018 and 2017 are as follows:

| <u>June 30, 2018:</u> | Thousands of euros |                 |                      |
|-----------------------|--------------------|-----------------|----------------------|
|                       | Wages              | Pension schemes | Termination benefits |
| Executive Committee   | 3,499              | 67              | -                    |

| <u>June 30, 2017:</u> | Thousands of euros |                 |                      |
|-----------------------|--------------------|-----------------|----------------------|
|                       | Wages              | Pension schemes | Termination benefits |
| Executive Committee   | 2,888              | 27              | 94                   |

At June 30, 2018 and 2017 the members of the Club's Executive Committee have not received any advance or loan from the Club.

During the 2017/18 season directors' and executive's liability insurance premiums for damages arising in acts and omissions related to the performance of their duties have been paid for an amount of 310 thousand euros (275 thousand euros in the 2016/17 season).

## 19. Other information

### 19.1. Employees

The average headcount during the current and prior years by professional category is as follows:

| Categories                                     | 2017/18           |  | 2016/17           |  |
|--|-------------------|--|-------------------|--|
|  | Average headcount | Average headcount with a disability > 33% over total headcount | Average headcount | Average headcount with a disability > 33% over total headcount |
| Executive Committee                            | 14                | -  | 11                | -  |
| Professional sports personnel                  | 612               | 9  | 576               | 9  |
| Administrative personnel                       | 433               | 1  | 420               | 3  |
| Other employees (facilities, medical services) | 36                | 4  | 21                | 3  |
| <b>Total</b>                                   | <b>1,095</b>      | <b>14</b>  | <b>1,028</b>      | <b>15</b>  |

Additionally, the breakdown of headcount by gender at June 30, 2018 and 2017 is as follows:

| <u>June 30, 2018:</u>                          | 6/30/2018  |            |              |
|--|------------|------------|--------------|
|  | Men        | Women      | Total        |
| Executive Committee                            | 14         | -          | 14           |
| Professional sports personnel                  | 617        | 46         | 663          |
| Administrative personnel                       | 256        | 202        | 458          |
| Other employees (facilities, medical services) | 27         | 9          | 36           |
| <b>Total</b>                                   | <b>914</b> | <b>257</b> | <b>1,171</b> |

| <u>June 30, 2017:</u>                          | 6/30/2017  |            |              |
|--|------------|------------|--------------|
|  | Men        | Women      | Total        |
| Executive Committee                            | 11         | -          | 11           |
| Professional sports personnel                  | 581        | 46         | 627          |
| Administrative personnel                       | 246        | 199        | 445          |
| Other employees (facilities, medical services) | 13         | 8          | 21           |
| <b>Total</b>                                   | <b>851</b> | <b>253</b> | <b>1,104</b> |

At June 30, 2018 the Board of Directors consists of 17 men and 1 woman (19 men and 1 women at June 30, 2017).



## 19.2. Audit fees

Audit fees and the fees paid for services provided by the Club's auditor, Ernst&Young, in the 2017/18 and 2016/17 seasons are as follows:

|  | Thousands of euros |            |
|--|--------------------|------------|
|  | 2017/18            | 2016/17    |
| Audit services                               | 142                | 140        |
| Other assurance services                     | 46                 | 55         |
| <b>Total audit and verification services</b> | <b>188</b>         | <b>195</b> |
| Other services                               | 91                 | 66         |
| <b>Total professional services</b>           | <b>279</b>         | <b>261</b> |

## 19.3. Guarantee commitments to third parties and other financial liabilities

At June 30, 2018 and 2017, the Club has provided guarantees amounting to 10,803 and 16,987 thousand euros, respectively.

The Board of Directors considers that any unforeseen liabilities at June 30, 2018 that could arise from the above-mentioned guarantees, if any, would not be significant.

## 19.4. Control ratios for sporting bodies

The main ratios established in the Economic Control Regulations and other LFP mandatory standards are as follows:

### Break-even point indicator

The difference between the relevant income and expenses gives the result of break-even point. The total result of break-even point will be the sum of the break-even point results for each accounting period covered by the monitoring period, that is, the T, T-1 and T-2 accounting periods, where T is the annual accounting period, for which the audited financial statements have been requested:

|   | Thousands of euros |           |           |
|---|--------------------|-----------|-----------|
|   | T                  | T-1       | T-2       |
|   | 6/30/2018          | 6/30/2017 | 6/30/2016 |
| Relevant income                         | 881,714            | 691,083   | 654,371   |
| Relevant expenses                       | 778,245            | 582,666   | 554,672   |
| Break-even point (+ surplus, - deficit) | 103,469            | 108,417   | 99,699    |
| Total break-even point                  | 311,585            | -         | -         |
| Required break-even point               | >0                 | -         | -         |
| <b>Conclusion</b>                       | <b>MET</b>         | <b>-</b>  | <b>-</b>  |

The calculation of relevant income and its reconciliation to the accompanying financial statements are as follows:

|  | Thousands of euros |           |           |
|--|--------------------|-----------|-----------|
|  | T                  | T-1       | T-2       |
|  | 6/30/2018          | 6/30/2017 | 6/30/2016 |
| Relevant income  |                    |           |           |
| Gate money   | 159,286            | 140,211   | 138,165   |
| Sponsorship and advertising  | 216,510            | 198,682   | 190,165   |
| Broadcasting rights  | 179,464            | 175,345   | 167,798   |
| Commercial activities  | 108,723            | 51,203    | 50,024    |
| Other operating income   | 1,777              | 66,920    | 61,100    |
| Profit from intangible sporting assets                                   | 203,578            | 19,648    | 35,364    |
| Financial income and currency translation differences                    | 1,060              | 5,073     | 974       |
| Operating grants   | 100                | 235       | 221       |
| Other income not classified in the above headings                        | 11,216             | 33,766    | 10,552    |
| Total relevant income  | 881,714            | 691,083   | 654,371   |
| Income recognized in the financial statements                            |                    |           |           |
| Total operating income   | 913,908            | -         | -         |
| Total financial income   | 1,060              | -         | -         |
| Total income recognized in the financial statements                      | 914,968            | -         | -         |
| <b>Difference</b>  | <b>33,254</b>      | <b>-</b>  | <b>-</b>  |
| Reconciling items  |                    |           |           |
| Income from transactions not related to the professional soccer activity | 33,254             | -         | -         |
| <b>Total reconciling items</b>   | <b>33,254</b>      | <b>-</b>  | <b>-</b>  |

The calculation of relevant expenses and their reconciliation to the accompanying financial statements are as follows:

|  | Thousands of euros |                |                |
|--|--------------------|----------------|----------------|
|  | T                  | T-1            | T-2            |
|  | 6/30/2018          | 6/30/2017      | 6/30/2016      |
| Relevant expenses  |                    |                |                |
| Cost of sales / equipment  | 4,525              | 3,906          | 3,890          |
| Employee remuneration expense  | 462,902            | 324,285        | 322,800        |
| Other operating expenses   | 164,009            | 137,241        | 127,338        |
| Amortization / Impairment of players' registration rights            | 113,503            | 64,510         | 61,386         |
| Losses on the sale of players' registration rights                   | 200                | 3,746          | 864            |
| Finance cost and dividends   | 12,912             | 4,607          | 14,152         |
| Other expenses not classified in the above headings                  | 20,195             | 44,370         | 24,242         |
| <b>Total relevant expenses</b>                                       | <b>778,245</b>     | <b>582,666</b> | <b>554,672</b> |
| Expenses recognized in the financial statements                      |                    |                |                |
| Total operating expenses   | 881,886            | -              | -              |
| Total financial expenses   | 12,935             | -              | -              |
| Total corporate income tax   | 7,218              | -              | -              |
| Total expenses recognized in the financial statements                | 902,039            | -              | -              |
| <b>Difference</b>  | <b>123,793</b>     | <b>-</b>       | <b>-</b>       |
| Reconciling items  |                    |                |                |
| Depreciation / Impairment of property, plant, and equipment          | 13,765             | -              | -              |
| Depreciation / Impairment of sporting assets                         | 5,173              | -              | -              |
| Tax expenses (corporate income tax)                                  | 7,218              | -              | -              |
| Expenses from directly-attributable community development activities | 4,886              | -              | -              |
| Other expenses not included in the above reconciling items           | 92,751             | -              | -              |
| <b>Total reconciling items</b>                                       | <b>123,793</b>     | <b>-</b>       | <b>-</b>       |

#### Indicator of employee benefits expense related to the registrable squad

It is considered that there is an indication of a potential future economic and financial imbalance when the annual economic amount of the employee benefits expense associated with the registrable squad, players and coaches of the Club is higher than 70% of the relevant income for the season, as defined in the Economic Control Regulations of LFP.

|  | Thousands of euros |            |
|--|--------------------|------------|
|  | 6/30/2018          | 6/30/2017  |
| Employee benefits expense related to the first and second team soccer squads (*) | 473,419            | 304,995    |
| Relevant income  | 881,714            | 691,083    |
| Indicator of employee benefits expense related to the registrable squad          | 54%                | 44%        |
| Required indicator of employee benefits expense related to the registrable squad | <70%               | <70%       |
| <b>Conclusion</b>  | <b>MET</b>         | <b>MET</b> |

(\*) It includes expenses for wages, image management companies and remuneration earned by agents.

The calculation and reconciliation of income is shown in the break-even point calculation above.

The reconciliation of the expenses associated with the registrable soccer squad with the total employee benefits expense is as follows:

|  | Thousands of euros |                |
|--|--------------------|----------------|
|  | 6/30/2018          | 6/30/2017      |
| Employee benefits expense related to the registrable first team soccer squad (a)   | 456,590            | 299,360        |
| Non-sporting soccer and structure employees benefit expense related to the first and second team soccer  | 16,829             | 5,635          |
| <b>Total employee benefits expense related to the first and second team soccer squads</b>  | <b>473,419</b>     | <b>304,995</b> |
| Expenses Squad not registrable with LFP  | 47,372             | 59,723         |
| Non-sporting employee benefits expense excluding those included in section (b) and registrable employee benefits expense excluding those included in section (a) | 43,440             | 39,359         |
| <b>Total employee benefits expense</b>   | <b>564,231</b>     | <b>404,077</b> |

#### Ratio of net debt to relevant revenue

As defined in the Regulations there is an indication of a potential economic and financial imbalance when net debt at the end of each season is higher than 100% of the entity's relevant income.



In accordance with the regulations, the amount of net debt corresponds to the sum of the net debt for sales (that is, the net amount of accounts receivable and payable for the sale of players), of the amounts pending payment for the financing facilities received from banks, related parties and third parties, of the advance collections to be accrued in more than 1 year and of the amounts payable to assets suppliers less cash and cash equivalents and temporary financial investments. Net debt does not include trade and other payables.

|  | Thousands of euros |            |
|--|--------------------|------------|
|  | 6/30/2018          | 6/30/2017  |
| Net debt                                       | 157,449            | (8,190)    |
| Relevant income                                | 881,714            | 691,083    |
| Ratio of net debt to relevant revenue          | 17,9%              | -1,2%      |
| Required ratio of net debt to relevant revenue | <100%              | <100%      |
| <b>Conclusion</b>                              | <b>MET</b>         | <b>MET</b> |

The breakdown of net debt is as follows:

|   | Thousands of euros |                  |
|---|--------------------|------------------|
|   | 6/30/2018          | 6/30/2017        |
| <b>Non-current payables</b>   |                    |                  |
| Bank borrowings (Note 13.1)   | (16,177)           | (20,000)         |
| Payables to sporting entities for sales and loans of players (Note 13.3)                            | (97,333)           | (8,000)          |
| Other payables  | (99)               | (197)            |
| Accruals (Note 15)  | (16,186)           | (5,261)          |
| <b>Total non-current payables</b>   | <b>(129,795)</b>   | <b>(33,458)</b>  |
| <b>Current payables</b>   |                    |                  |
| Bank borrowings (Note 13.1)   | (49,050)           | (8,132)          |
| Payables to sporting entities for sales and loans of players (Note 13.3)                            | (45,193)           | (59,792)         |
| Other payables  | (1,333)            | (22,646)         |
| <b>Total current payables</b>   | <b>(95,576)</b>    | <b>(90,570)</b>  |
| <b>Total liabilities entries</b>  | <b>(225,371)</b>   | <b>(124,028)</b> |
| <b>Compensating assets entries</b>  |                    |                  |
| Non-current receivables from sporting entities for sales and loans of players (Notes 10.3 and 10.1) | 11,852             | 8,842            |
| Current receivables from sporting entities for sales and loans of players (Notes 10.3 and 10.1)     | 15,723             | 30,562           |
| Cash and cash equivalents   | 40,347             | 92,817           |
| <b>Total compensating assets entries</b>  | <b>67,922</b>      | <b>132,218</b>   |
| <b>Total</b>  | <b>(157,449)</b>   | <b>8,190</b>     |

## 20. Income statement by sports

In the supplementary information included in the income statement by sports, the Club has used the following criteria to allocate amounts to the reportable sports:

- The income and expenses that due to their nature can be allocated to each sports activity have been recorded directly in the corresponding sport.

The income statement by sports for the years 2017/18 and 2016/17 is shown in Appendix I, which is an integral part of this Note.

## 21. Budget settlement

Appendix II shows the budgets for the 2017/18 and 2016/17 seasons approved at the General Assemblies held on October 21, 2017 and October 29, 2016, respectively, compared to the settlements for the years ended June 30, 2018 and June 30, 2017. The settlements show the same structure and are prepared in accordance with the same criteria as the ones used in the income statements in the corresponding financial statements.

## 22. Subsequent events

Subsequent to the balance sheet date and up until the date these financial statements were authorized for issue no transactions or events have occurred which have an effect on the reading of these financial statements, except for that explained in Note 5.





# ANNEXES

## ANNEX I

## INCOME STATEMENT BY SPORT FOR THE YEAR ENDED JUNE 30, 2018

(Thousands of euros)

|   | First team       | Junior teams    | Basketball      | Handball       | Roller Hockey  | Futsal         | Other sports   | Other Club's Activities | Total            |
|---|------------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-------------------------|------------------|
| <b>CONTINUING OPERATIONS</b>  |                  |                 |                 |                |                |                |                |                         |                  |
| <b>Revenue</b>  | <b>579,885</b>   | <b>9,223</b>    | <b>9,197</b>    | <b>1,740</b>   | <b>537</b>     | <b>892</b>     | <b>897</b>     | <b>84,098</b>           | <b>686,471</b>   |
| Revenue from competitions   | 98,410           | 1,853           | 1,581           | 134            | 9              | 168            | -              | 1,845                   | 104,001          |
| Revenue from season ticket holders and membership card holders                | 41,137           | -               | 921             | 29             | 1              | 25             | -              | 17,895                  | 60,008           |
| Revenue from TV broadcasts and TV rights                                      | 175,564          | 5,281           | 2,191           | 447            | -              | -              | -              | 3,900                   | 187,383          |
| Revenue from marketing and advertising  | 264,774          | 2,088           | 4,503           | 1,130          | 528            | 699            | 897            | 60,459                  | 335,079          |
| <b>Work performed by the entity and capitalized</b>                           | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>1,209</b>            | <b>1,209</b>     |
| <b>Cost of sales</b>  | <b>(2,162)</b>   | <b>(964)</b>    | <b>(764)</b>    | <b>(448)</b>   | <b>(197)</b>   | <b>(281)</b>   | <b>(692)</b>   | <b>(2,363)</b>          | <b>(7,871)</b>   |
| Consumption of sports equipment   | (1,375)          | (805)           | (652)           | (334)          | (165)          | (233)          | (690)          | (1,111)                 | (5,365)          |
| Other consumables   | (787)            | (159)           | (112)           | (115)          | (32)           | (48)           | (2)            | (1,251)                 | (2,506)          |
| <b>Other operating income</b>   | <b>(39)</b>      | <b>1,354</b>    | <b>545</b>      | <b>49</b>      | <b>9</b>       | <b>67</b>      | <b>-</b>       | <b>1,816</b>            | <b>3,801</b>     |
| Ancillary income  | (39)             | 1,235           | 485             | 49             | 9              | 31             | -              | 1,530                   | 3,300            |
| Grants related to income  | -                | 119             | 59              | -              | -              | 37             | -              | 286                     | 501              |
| <b>Employee benefits expense</b>  | <b>(420,669)</b> | <b>(23,641)</b> | <b>(28,548)</b> | <b>(6,921)</b> | <b>(2,073)</b> | <b>(3,748)</b> | <b>(1,288)</b> | <b>(42,233)</b>         | <b>(529,121)</b> |
| Wages and salaries of sports personnel  | (417,293)        | (20,690)        | (27,718)        | (6,293)        | (1,727)        | (3,340)        | (1,084)        | (2,803)                 | (480,947)        |
| Wages and salaries of non-sports personnel                                    | (2,473)          | (963)           | (265)           | (230)          | (83)           | (85)           | -              | (31,421)                | (35,520)         |
| Social security costs   | (852)            | (1,955)         | (556)           | (389)          | (261)          | (321)          | (204)          | (7,094)                 | (11,631)         |
| Provisions  | (51)             | (34)            | (9)             | (10)           | (2)            | (2)            | -              | (915)                   | (1,022)          |
| <b>Other operating expenses</b>   | <b>(113,224)</b> | <b>(10,018)</b> | <b>(6,954)</b>  | <b>(1,708)</b> | <b>(651)</b>   | <b>(1,135)</b> | <b>(1,132)</b> | <b>(55,471)</b>         | <b>(190,293)</b> |
| External services   | (67,301)         | (3,982)         | (4,406)         | (849)          | (303)          | (489)          | (257)          | (45,104)                | (122,690)        |
| Taxes   | (4,127)          | (272)           | (8)             | -              | -              | -              | -              | (364)                   | (4,771)          |
| Losses on, impairment of and change in trade provisions                       | (990)            | -               | -               | -              | -              | -              | -              | (756)                   | (1,746)          |
| Impairment losses on trade receivables  | (1,190)          | -               | -               | -              | -              | -              | -              | (756)                   | (1,947)          |
| Reversal of impairment losses on trade receivables                            | 200              | -               | -               | -              | -              | -              | -              | -                       | 200              |
| Away matches  | (3,779)          | (2,441)         | (1,237)         | (610)          | (230)          | (441)          | (408)          | (50)                    | (9,195)          |
| Player acquisition expenses   | -                | (425)           | (240)           | (32)           | -              | -              | (121)          | (30)                    | (848)            |
| Other current management expenses   | (37,027)         | (2,897)         | (1,063)         | (218)          | (118)          | (205)          | (346)          | (9,166)                 | (51,042)         |
| <b>Depreciation and amortization</b>  | <b>(114,081)</b> | <b>(3,326)</b>  | <b>(1,608)</b>  | <b>(368)</b>   | <b>-</b>       | <b>(132)</b>   | <b>-</b>       | <b>(12,925)</b>         | <b>(132,441)</b> |
| <b>Grants related to non-financial assets and other grants</b>                | <b>100</b>       | <b>39</b>       | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>                | <b>139</b>       |
| <b>Overprovisions</b>   | <b>2,500</b>     | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>465</b>              | <b>2,965</b>     |
| <b>Impairment losses and gains (losses) on disposal of non-current assets</b> | <b>201,290</b>   | <b>5,091</b>    | <b>(643)</b>    | <b>(359)</b>   | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(16)</b>             | <b>205,362</b>   |
| Impairment losses and losses  | (2,190)          | (310)           | -               | -              | -              | -              | -              | -                       | (2,500)          |
| Impairment losses on intangible sporting assets                               | (11,732)         | (310)           | -               | -              | -              | -              | -              | -                       | (12,042)         |
| Reversal of impairment losses on intangible sporting assets                   | 9,542            | -               | -               | -              | -              | -              | -              | -                       | 9,542            |
| Gains / (losses) on disposals   | 203,479          | 5,401           | (643)           | (359)          | -              | -              | -              | (16)                    | 207,862          |
| Losses on property, plant and equipment                                       | (25)             | -               | -               | -              | -              | -              | -              | (16)                    | (42)             |
| Gains on property, plant and equipment  | 127              | -               | -               | -              | -              | -              | -              | -                       | 127              |
| Losses on intangible sporting assets  | (200)            | (210)           | (643)           | (359)          | -              | -              | -              | -                       | (1,413)          |
| Gains on intangible sporting assets   | 203,578          | 5,611           | -               | -              | -              | -              | -              | -                       | 209,189          |
| <b>Other</b>  | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(8,198)</b>          | <b>(8,198)</b>   |
| Non-recurring losses  | -                | -               | -               | -              | -              | -              | -              | (8,463)                 | (8,463)          |
| Other non-recurring income  | -                | -               | -               | -              | -              | -              | -              | 264                     | 264              |
| <b>OPERATING PROFIT / (LOSS)</b>  | <b>133,599</b>   | <b>(22,243)</b> | <b>(28,776)</b> | <b>(8,015)</b> | <b>(2,374)</b> | <b>(4,336)</b> | <b>(2,215)</b> | <b>(33,617)</b>         | <b>32,023</b>    |
| <b>Finance income</b>   | <b>671</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>43</b>               | <b>715</b>       |
| <b>From marketable securities and other financial instruments</b>             | <b>671</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>43</b>               | <b>715</b>       |
| Of third parties  | 671              | -               | -               | -              | -              | -              | -              | 43                      | 715              |
| <b>Financial costs</b>  | <b>(928)</b>     | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(9,172)</b>          | <b>(10,100)</b>  |
| Third-party borrowings  | (928)            | -               | -               | -              | -              | -              | -              | (9,172)                 | (10,100)         |
| <b>Change in fair value of financial instruments</b>                          | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>                | <b>-</b>         |
| <b>Exchange gains (losses)</b>  | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(352)</b>            | <b>(352)</b>     |
| Exchange gains  | -                | -               | -               | -              | -              | -              | -              | 345                     | 345              |
| Exchange losses   | -                | -               | -               | -              | -              | -              | -              | (697)                   | (697)            |
| <b>Impairment of and gains/(losses) on disposal of financial instruments</b>  | <b>-</b>         | <b>-</b>        | <b>(24)</b>     | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(2,115)</b>          | <b>(2,138)</b>   |
| Impairment losses on interest in financial assets                             | -                | -               | (24)            | -              | -              | -              | -              | (2,115)                 | (2,138)          |
| <b>FINANCE COST</b>   | <b>(256)</b>     | <b>-</b>        | <b>(24)</b>     | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(11,595)</b>         | <b>(11,875)</b>  |
| <b>PROFIT / (LOSS) BEFORE TAX</b>   | <b>133,343</b>   | <b>(22,243)</b> | <b>(28,799)</b> | <b>(8,015)</b> | <b>(2,374)</b> | <b>(4,336)</b> | <b>(2,215)</b> | <b>(45,212)</b>         | <b>20,148</b>    |
| Income tax  | -                | -               | -               | -              | -              | -              | -              | (7,218)                 | (7,218)          |
| <b>PROFIT / (LOSS) FOR THE YEAR</b>   | <b>133,343</b>   | <b>(22,243)</b> | <b>(28,799)</b> | <b>(8,015)</b> | <b>(2,374)</b> | <b>(4,336)</b> | <b>(2,215)</b> | <b>(52,430)</b>         | <b>12,930</b>    |

This appendix is an integral part of Note 20 to the financial statements, pursuant to Sports Law 10/1990 of October 15 and Royal Decree 1251/1999 of July 16 on Public Limited Sports Companies.



**ANNEX I**  
**INCOME STATEMENT BY SPORT FOR THE YEAR ENDED JUNE 30, 2017**  
(Thousands of euros)

|   | First team       | Junior teams    | Basketball      | Handball       | Roller Hockey  | Futsal         | Other sports   | Other Club's Activities | Total            |
|---|------------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-------------------------|------------------|
| <b>CONTINUING OPERATIONS</b>  |                  |                 |                 |                |                |                |                |                         |                  |
| <b>Revenue</b>  | <b>544,171</b>   | <b>1,284</b>    | <b>9,430</b>    | <b>1,481</b>   | <b>489</b>     | <b>778</b>     | <b>577</b>     | <b>79,979</b>           | <b>638,188</b>   |
| Revenue from competitions   | 90,636           | 33              | 1,343           | 147            | 8              | 100            | -              | 685                     | 92,952           |
| Revenue from season ticket holders and membership card holders                | 32,416           | -               | 735             | 8              | -              | 3              | -              | 17,722                  | 50,883           |
| Revenue from TV broadcasts and TV rights                                      | 171,436          | -               | 2,350           | 253            | 10             | -              | -              | 3,909                   | 177,959          |
| Revenue from marketing and advertising  | 249,683          | 1,251           | 5,002           | 1,073          | 471            | 675            | 577            | 57,663                  | 316,395          |
| <b>Work performed by the entity and capitalized</b>                           | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>1,116</b>            | <b>1,116</b>     |
| <b>Cost of sales</b>  | <b>(1,895)</b>   | <b>(932)</b>    | <b>(536)</b>    | <b>(440)</b>   | <b>(225)</b>   | <b>(314)</b>   | <b>(613)</b>   | <b>(2,011)</b>          | <b>(6,966)</b>   |
| Consumption of sports equipment   | (897)            | (767)           | (313)           | (291)          | (152)          | (210)          | (598)          | (767)                   | (3,994)          |
| Other consumption and external expenses                                       | (998)            | (165)           | (223)           | (149)          | (73)           | (103)          | (15)           | (1,245)                 | (2,972)          |
| <b>Other operating income</b>   | <b>4,959</b>     | <b>923</b>      | <b>43</b>       | <b>300</b>     | <b>39</b>      | <b>111</b>     | <b>236</b>     | <b>3,417</b>            | <b>10,029</b>    |
| Ancillary income  | 4,959            | 840             | 32              | 294            | 39             | 9              | 235            | 3,252                   | 9,660            |
| Grants related to income  | -                | 83              | 11              | 6              | -              | 102            | 1              | 165                     | 369              |
| <b>Employee benefits expense</b>  | <b>(286,906)</b> | <b>(15,357)</b> | <b>(24,620)</b> | <b>(6,443)</b> | <b>(1,921)</b> | <b>(4,188)</b> | <b>(1,121)</b> | <b>(37,379)</b>         | <b>(377,935)</b> |
| Wages and salaries of sports squad  | (283,521)        | (12,609)        | (23,820)        | (5,817)        | (1,598)        | (3,775)        | (923)          | (2,043)                 | (334,106)        |
| Wages and salaries of non-sports related personnel                            | (2,436)          | (882)           | (229)           | (222)          | (79)           | (78)           | -              | (28,108)                | (32,035)         |
| Social security costs, et al.   | (895)            | (1,833)         | (562)           | (394)          | (242)          | (333)          | (198)          | (6,184)                 | (10,642)         |
| Provisions  | (53)             | (32)            | (9)             | (9)            | (2)            | (2)            | -              | (1,043)                 | (1,151)          |
| <b>Other operating expenses</b>   | <b>(91,318)</b>  | <b>(9,959)</b>  | <b>(7,091)</b>  | <b>(2,206)</b> | <b>(751)</b>   | <b>(942)</b>   | <b>(1,043)</b> | <b>(50,114)</b>         | <b>(163,422)</b> |
| External services   | (53,479)         | (4,475)         | (4,701)         | (1,123)        | (373)          | (448)          | (225)          | (39,628)                | (104,452)        |
| Taxes   | (2,780)          | (302)           | (6)             | -              | -              | (1)            | -              | (420)                   | (3,508)          |
| Losses on, impairment of and change in trade provisions                       | (1,182)          | -               | -               | -              | -              | -              | -              | (312)                   | (1,494)          |
| Impairment losses on trade receivables  | (1,182)          | -               | -               | -              | -              | -              | -              | (400)                   | (1,582)          |
| Reversal of impairment losses on trade receivables                            | -                | -               | -               | -              | -              | -              | -              | 88                      | 88               |
| Away matches  | (3,606)          | (2,039)         | (1,250)         | (843)          | (190)          | (314)          | (334)          | (20)                    | (8,596)          |
| Player acquisition expenses   | -                | (1,629)         | (341)           | (18)           | -              | -              | (120)          | (30)                    | (2,138)          |
| Other current management expenses   | (30,272)         | (1,515)         | (792)           | (221)          | (188)          | (179)          | (363)          | (9,704)                 | (43,234)         |
| <b>Depreciation and amortization</b>  | <b>(65,343)</b>  | <b>(867)</b>    | <b>(1,637)</b>  | <b>(244)</b>   | <b>-</b>       | <b>(78)</b>    | <b>(1)</b>     | <b>(12,054)</b>         | <b>(80,224)</b>  |
| <b>Grants related to non-financial assets and other grants</b>                | <b>70</b>        | <b>39</b>       | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>                | <b>109</b>       |
| <b>Overprovisions</b>   | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>                | <b>-</b>         |
| <b>Impairment losses and gains (losses) on disposal of non-current assets</b> | <b>10,947</b>    | <b>4,634</b>    | <b>1,178</b>    | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(28,952)</b>         | <b>(12,193)</b>  |
| Impairment losses and losses  | (4,954)          | -               | -               | -              | -              | -              | -              | (28,952)                | (33,907)         |
| Impairment losses on intangible sporting assets                               | (8,564)          | -               | -               | -              | -              | -              | -              | -                       | (8,564)          |
| Impairment losses on property, plant and equipment                            | -                | -               | -               | -              | -              | -              | -              | (28,952)                | (28,952)         |
| Reversal of impairment losses on intangible sporting assets                   | 3,609            | -               | -               | -              | -              | -              | -              | -                       | 3,609            |
| Gains (losses) on disposals   | 15,902           | 4,634           | 1,178           | -              | -              | -              | -              | -                       | 21,714           |
| Losses on intangible sporting assets  | (3,746)          | (75)            | (542)           | -              | -              | -              | -              | -                       | (4,364)          |
| Profit from intangible sporting assets  | 19,648           | 4,709           | 1,720           | -              | -              | -              | -              | -                       | 26,078           |
| <b>Others</b>   | <b>-</b>         | <b>192</b>      | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>22,098</b>           | <b>22,290</b>    |
| Non-recurring losses  | -                | 192             | -               | -              | -              | -              | -              | (6,855)                 | (6,663)          |
| Other non-recurring income  | -                | -               | -               | -              | -              | -              | -              | 28,953                  | 28,953           |
| <b>OPERATING PROFIT / (LOSS)</b>  | <b>114,685</b>   | <b>(20,043)</b> | <b>(23,233)</b> | <b>(7,552)</b> | <b>(2,368)</b> | <b>(4,633)</b> | <b>(1,964)</b> | <b>(23,900)</b>         | <b>30,993</b>    |
| <b>Finance income</b>   | <b>436</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>4,438</b>            | <b>4,874</b>     |
| <b>From marketable securities and other financial instruments</b>             | <b>436</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>4,438</b>            | <b>4,874</b>     |
| Of third parties  | 436              | -               | -               | -              | -              | -              | -              | 4,438                   | 4,874            |
| <b>Finance Costs</b>  | <b>(1,067)</b>   | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(929)</b>            | <b>(1,996)</b>   |
| Third-party borrowings  | (1,067)          | -               | -               | -              | -              | -              | -              | (929)                   | (1,996)          |
| <b>Exchange gains (losses)</b>  | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>(174)</b>            | <b>(174)</b>     |
| Exchange gains  | -                | -               | -               | -              | -              | -              | -              | 200                     | 200              |
| Exchange losses   | -                | -               | -               | -              | -              | -              | -              | (373)                   | (373)            |
| <b>Impairment of and gains/(losses) on disposal of financial instruments</b>  | <b>-</b>         | <b>-</b>        | <b>(50)</b>     | <b>(3)</b>     | <b>-</b>       | <b>(20)</b>    | <b>-</b>       | <b>(2,238)</b>          | <b>(2,311)</b>   |
| Impairment losses on interest in financial assets                             | -                | -               | (50)            | (3)            | -              | (20)           | -              | (2,238)                 | (2,311)          |
| <b>FINANCE COST</b>   | <b>(631)</b>     | <b>-</b>        | <b>(50)</b>     | <b>(3)</b>     | <b>-</b>       | <b>(20)</b>    | <b>-</b>       | <b>1,097</b>            | <b>393</b>       |
| <b>PROFIT / (LOSS) BEFORE TAX</b>   | <b>114,055</b>   | <b>(20,043)</b> | <b>(23,283)</b> | <b>(7,555)</b> | <b>(2,368)</b> | <b>(4,653)</b> | <b>(1,964)</b> | <b>(22,803)</b>         | <b>31,385</b>    |
| Income tax  | -                | -               | -               | -              | -              | -              | -              | (13,251)                | (13,251)         |
| <b>PROFIT / (LOSS) FOR THE YEAR</b>   | <b>114,055</b>   | <b>(20,043)</b> | <b>(23,283)</b> | <b>(7,555)</b> | <b>(2,368)</b> | <b>(4,653)</b> | <b>(1,964)</b> | <b>(36,054)</b>         | <b>18,134</b>    |

This appendix is an integral part of Note 20 to the financial statements, pursuant to Sports Law 10/1990 of October 15 and Royal Decree 1251/1999 of July 16 on Public Limited Sports Companies.

## ANNEX II

## BUDGET AND BUDGET SETTLEMENT FOR THE YEAR ENDED JUNE 30, 2018

(Thousands of euros)

|   | REAL 2017/18     | BUDGET 2017/18   |
|---|------------------|------------------|
| <b>CONTINUING OPERATIONS</b>  |                  |                  |
| <b>Revenue</b>  | <b>686,471</b>   | <b>638,546</b>   |
| Revenue from competitions   | 104,001          | 107,022          |
| Revenue from season ticket holders and membership card holders                | 60,008           | 59,847           |
| Revenue from TV broadcasts and TV rights                                      | 187,383          | 186,151          |
| Revenue from marketing and advertising  | 335,079          | 285,526          |
| <b>Work performed by the entity and capitalized</b>                           | <b>1,209</b>     | <b>1,330</b>     |
| <b>Cost of sales</b>  | <b>(7,871)</b>   | <b>(9,055)</b>   |
| Consumption of sports equipment   | (5,365)          | (5,423)          |
| Other consumables   | (2,506)          | (3,632)          |
| <b>Other operating income</b>   | <b>3,801</b>     | <b>63,975</b>    |
| Ancillary income  | 3,300            | 63,193           |
| Grants related to income  | 501              | 782              |
| <b>Employee benefits expense</b>  | <b>(529,121)</b> | <b>(490,679)</b> |
| Wages and salaries of sports personnel  | (480,947)        | (443,079)        |
| Wages and salaries of non-sports personnel                                    | (35,520)         | (33,834)         |
| Social security costs   | (11,631)         | (12,498)         |
| Provisions  | (1,022)          | (1,267)          |
| <b>Other operating expenses</b>   | <b>(190,293)</b> | <b>(189,656)</b> |
| External services   | (122,690)        | (119,226)        |
| Taxes   | (4,771)          | (5,202)          |
| Losses on, impairment of and change in trade provisions                       | (1,746)          | (1,250)          |
| Impairment losses on trade receivables  | (1,947)          | (1,250)          |
| Reversal of impairment losses on trade receivables                            | 200              | -                |
| Away matches  | (9,195)          | (10,305)         |
| Player acquisition expenses   | (848)            | (808)            |
| Other current management expenses   | (51,042)         | (52,864)         |
| <b>Depreciation and amortization</b>  | <b>(132,441)</b> | <b>(124,380)</b> |
| <b>Grants related to non-financial assets and other grants</b>                | <b>139</b>       | <b>109</b>       |
| <b>Overprovisions</b>   | <b>2,965</b>     | <b>-</b>         |
| <b>Impairment losses and gains (losses) on disposal of non-current assets</b> | <b>205,362</b>   | <b>188,593</b>   |
| Impairment losses and losses  | (2,500)          | -                |
| Impairment losses on intangible sporting assets                               | (12,042)         | (2,628)          |
| Reversal of impairment losses on intangible sporting assets                   | 9,542            | 2,628            |
| Gains / (losses) on disposals   | 207,862          | 188,593          |
| Losses on property, plant and equipment                                       | (42)             | -                |
| Gains on property, plant and equipment  | 127              | -                |
| Losses on intangible sporting assets  | (1,413)          | (1,353)          |
| Gains on intangible sporting assets   | 209,189          | 189,946          |
| <b>Others</b>   | <b>(8,198)</b>   | <b>(47,150)</b>  |
| Non-recurring losses  | (8,463)          | (47,150)         |
| Other non-recurring income  | 264              | -                |
| <b>OPERATING PROFIT / (LOSS)</b>  | <b>32,023</b>    | <b>31,635</b>    |
| <b>Finance income</b>   | <b>715</b>       | <b>85</b>        |
| <b>From marketable securities and other financial instruments</b>             | <b>715</b>       | <b>85</b>        |
| Of third parties  | 715              | 85               |
| <b>Financial costs</b>  | <b>(10,100)</b>  | <b>(1,453)</b>   |
| Third-party borrowings  | (10,100)         | (1,453)          |
| <b>Exchange gains (losses)</b>  | <b>(352)</b>     | <b>(60)</b>      |
| Exchange gains  | 345              | 420              |
| Exchange losses   | (697)            | (480)            |
| <b>Impairment of and gains/(losses) on disposal of financial instruments</b>  | <b>(2,138)</b>   | <b>(2,881)</b>   |
| Impairment losses on interest in financial assets                             | (2,138)          | (2,881)          |
| <b>FINANCE COST</b>   | <b>(11,875)</b>  | <b>(4,309)</b>   |
| <b>PROFIT / (LOSS) BEFORE TAX</b>   | <b>20,148</b>    | <b>27,326</b>    |
| Income tax  | <b>(7,218)</b>   | <b>(6,632)</b>   |
| <b>PROFIT / (LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS</b>                | <b>12,930</b>    | <b>20,695</b>    |
| <b>PROFIT / (LOSS) FOR THE YEAR</b>   | <b>12,930</b>    | <b>20,695</b>    |

This appendix is an integral part of Note 21 to the financial statements.



## ANNEX II

## BUDGET AND BUDGET SETTLEMENT FOR THE YEAR ENDED JUNE 30, 2017

(Thousands of euros)

|   | REAL 2016/17     | BUDGET 2016/17   |
|---|------------------|------------------|
| <b>CONTINUING OPERATIONS</b>  |                  |                  |
| <b>Revenue</b>  | <b>579,480</b>   | <b>590,421</b>   |
| Revenue from competitions   | 91,705           | 84,531           |
| Revenue from season ticket holders and membership card holders                | 50,883           | 45,489           |
| Revenue from TV broadcasts and TV rights                                      | 177,959          | 181,585          |
| Revenue from marketing and advertising  | 258,933          | 278,816          |
| <b>Changes in inventory of finished goods and work in progress</b>            | <b>-</b>         | <b>-</b>         |
| <b>Work performed by the entity and capitalized</b>                           | <b>1,116</b>     | <b>-</b>         |
| <b>Cost of sales</b>  | <b>(6,966)</b>   | <b>(7,952)</b>   |
| Consumption of sports equipment   | (3,994)          | (4,158)          |
| Other consumables and external expenses                                       | (2,972)          | (3,794)          |
| Work performed by third parties   | -                | -                |
| Impairment of goods for resale, raw materials and other consumables           | -                | -                |
| <b>Other operating income</b>   | <b>68,738</b>    | <b>64,613</b>    |
| Ancillary income  | 68,369           | 64,265           |
| Grants related to income  | 369              | 348              |
| <b>Employee benefits expense</b>  | <b>(377,934)</b> | <b>(400,719)</b> |
| Wages and salaries of sports squad  | (334,106)        | (356,873)        |
| Wages, salaries of non-sports squad   | (32,035)         | (31,767)         |
| Social security costs, et al.   | (10,642)         | (11,094)         |
| Provisions  | (1,151)          | (984)            |
| <b>Other operating expenses</b>   | <b>(163,423)</b> | <b>(155,591)</b> |
| External services   | (104,452)        | (108,160)        |
| Taxes   | (3,509)          | (2,848)          |
| Losses on, impairment of and change in trade provisions                       | (1,494)          | (1,876)          |
| Impairment losses on trade receivables  | (1,582)          | (1,876)          |
| Reversal of impairment losses on trade receivables                            | 88               | -                |
| Away matches  | (8,596)          | (9,413)          |
| Player acquisition expenses   | (2,138)          | (2,008)          |
| Other current management expenses   | (43,234)         | (31,285)         |
| <b>Depreciation and amortization</b>  | <b>(80,224)</b>  | <b>(88,116)</b>  |
| <b>Grants related to non-financial assets and other grants</b>                | <b>109</b>       | <b>109</b>       |
| <b>Overprovisions</b>   | <b>-</b>         | <b>-</b>         |
| <b>Impairment losses and gains (losses) on disposal of non-current assets</b> | <b>(12,193)</b>  | <b>32,245</b>    |
| Impairment losses and losses  | (33,907)         | 4,528            |
| Impairment losses on intangible sporting assets                               | (8,564)          | (3,711)          |
| Impairment losses on property, plant and equipment                            | (28,952)         | -                |
| Reversal of impairment losses on intangible sporting assets                   | 3,609            | 3,711            |
| Gains (losses) on disposals   | 21,714           | 27,717           |
| Losses on property, plant and equipment                                       | -                | -                |
| Profit from property, plant and equipment                                     | -                | -                |
| Losses on intangible assets   | -                | -                |
| PROFIT FROM INTANGIBLE ASSETS   | -                | -                |
| Losses on intangible sporting assets  | (4,364)          | (3,821)          |
| Profit from intangible sporting assets  | 26,078           | 31,538           |
| <b>Others</b>   | <b>22,290</b>    | <b>(3,500)</b>   |
| Non-recurring losses  | (6,663)          | (3,500)          |
| Other non-recurring income  | 28,953           | -                |
| <b>OPERATING PROFIT / (LOSS)</b>  | <b>30,993</b>    | <b>31,510</b>    |
| <b>Finance income</b>   | <b>4,873</b>     | <b>271</b>       |
| <b>From equity investments</b>  | <b>-</b>         | <b>-</b>         |
| In group companies and associates   | -                | -                |
| In third parties  | -                | -                |
| <b>From marketable securities and other financial instruments</b>             | <b>4,873</b>     | <b>271</b>       |
| Of third parties  | 4,873            | 271              |
| <b>Finance costs</b>  | <b>(1,996)</b>   | <b>(2,264)</b>   |
| Third-party borrowings  | (1,996)          | (2,264)          |
| <b>Exchange gains (losses)</b>  | <b>(174)</b>     | <b>(200)</b>     |
| Exchange gains  | 200              | 750              |
| Exchange losses   | (374)            | (950)            |
| <b>Impairment of and gains/(losses) on disposal of financial instruments</b>  | <b>(2,311)</b>   | <b>(1,435)</b>   |
| Impairment losses on interest in financial assets                             | (2,311)          | (1,435)          |
| <b>FINANCE COST</b>   | <b>392</b>       | <b>(3,628)</b>   |
| <b>PROFIT (LOSS) BEFORE TAX</b>   | <b>31,385</b>    | <b>27,882</b>    |
| Income tax  | (13,251)         | (6,731)          |
| <b>PROFIT / (LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS</b>                | <b>18,134</b>    | <b>21,151</b>    |
| <b>PROFIT / (LOSS) FOR THE YEAR</b>   | <b>18,134</b>    | <b>21,151</b>    |

This appendix is an integral part of Note 21 to the financial statements.

## Futbol Club Barcelona

### Management Report for the year ended June 30, 2018

The 2017/18 season has been marked by some exceptional events and circumstances that have had a significant impact on the Club's economic activity thus affecting the several economic indicators.

#### Operating income

Operating income for the 2017/2018 season have amounted to over nine hundred million euros (913,908 thousand euros), which means an increase of 205,739 thousand euros over the prior season (29%).

This increase has occurred in all Business, Stadium, Media and Marketing areas, and on a non-recurring basis in the income from the sale of players as a result of the sale of the player Neymar Jr., which generated a net income of nearly 190 million euros.

As for the Stadium area, game attendance and consequently the income therefrom were affected by the terrorist attack occurred in Barcelona last August and the political situation in Catalonia, which caused the Barça-Las Palmas game on October 1 to be played behind closed doors, resulting in a loss of income. Despite this, the decrease in La Liga gate money in comparison with the prior season has been offset by the higher income from the Spanish Supercup game played against Real Madrid, which hit a record gate money high.

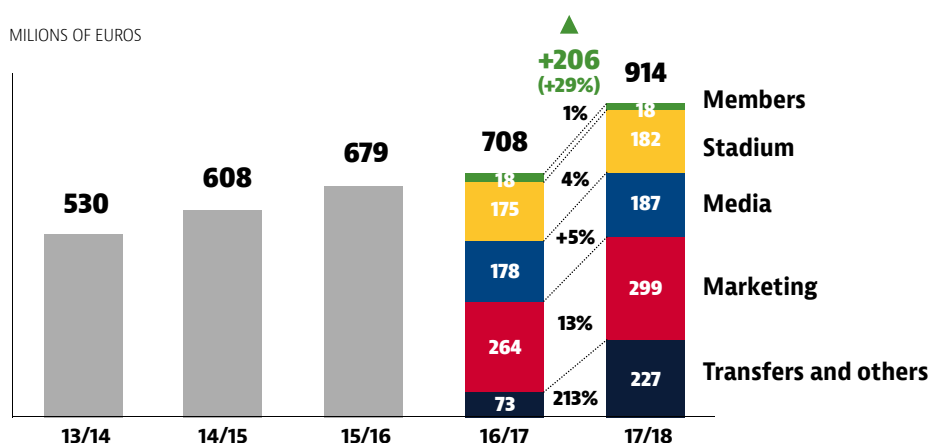
As for the Media area, income has increased due to the marketing of the TV rights for the first team and Barça B, and in the Marketing Area mainly as a result of the coming into force of the agreement with the new main sponsor.

Despite the non-recurring nature of the income obtained from the sale of players this season, it should be noted that excluding sales and other non-recurring income, operating income would have amounted to 686,471 thousand euros, clearly exceeding the 638,189 thousand euros obtained in the prior season.

The retrospective evolution of operating income depicted in the graph below shows the year-on-year sustained increase in income and its strong growth in the 2017/2018 season.

#### REVENUE EVOLUTION LAST 5 YEARS

MILIONS OF EUROS





## Investments

During the current season the Club has invested 26,684 thousand euros, of which 12,813 thousand euros correspond to the Espai Barça project. The Club has also made investments in improving the Stadium, mainly to keep the field grass always in an ideal condition. As for the Ciutat Esportiva, the Club has also made improvements to the grass of the several fields, invested in new video recording systems and refurbished the offices for the other professional sports, among other actions. In the IT area, the Club has invested in improvements to the medical management systems and in the transformation of applications and the development of the website.

Investments in Espai Barça have mainly focused on the implementation of the MPGM, the development of the Johan Cruyff Stadium in the Ciutat Esportiva and the performance of preliminary work in Les Corts area.

The equity soundness of the Club continues to increase as a result of the investments made to improve our facilities and assets.

## Registration rights and sales of players

During the 2017/2018 season the Club has mainly acquired the registration rights of Ousmane Dembélé, Paulinho, Semedo, Coutinho and Mina, which means a total investment of 355,743 thousand euros. Additionally, the Club has sold players for an amount of 251,330 thousand euros (Neymar, Deulofeu, Mascherano and Sergi Gómez, among others). The Club's season can be described as exceptional also in this chapter because of both the amount of investments and income obtained from the sale of players.

## Sports employee benefits expense over operating income

Sports employee benefits expense has also been affected by exceptional circumstances. The considerable investment in the acquisition of players caused amortizations to almost double prior seasons' figures, resulting in a significant increase in the cost of sports personnel as a whole. Additionally, inflation in the soccer market has affected the cost of new contracts and renewals, together with the new criterion applied by the tax authorities that consider agent's remuneration as remuneration in kind to players. Although the Club does not agree with this criterion, it has decided to include this cost in the players' salary in order to minimize tax risks, which has resulted in an increase in expenses.

Consequently, salaries expense for sports personnel in accordance with the ratio defined by the LFP, which considers wage costs net of amortization over relevant operating income, is 54% and is clearly below the maximum ratio of compliance, which is set at 70%.

## EBITDA and Net Debt

Earnings before interest, tax, depreciation and amortization (EBITDA) for the current 2017/2018 season have amounted to 176,910 thousand euros, which is a record high in the Club's history.

Net debt as defined by the LFP (net debt for the sale of players, plus amount pending payment for the financing facilities received from banks, owners, related parties and third parties, advance collections to be accrued in more than 1 year, less cash, cash equivalents and temporary financial investments, plus amounts payable to assets suppliers) amounts to 157,449 thousand euros at June 30, 2018.

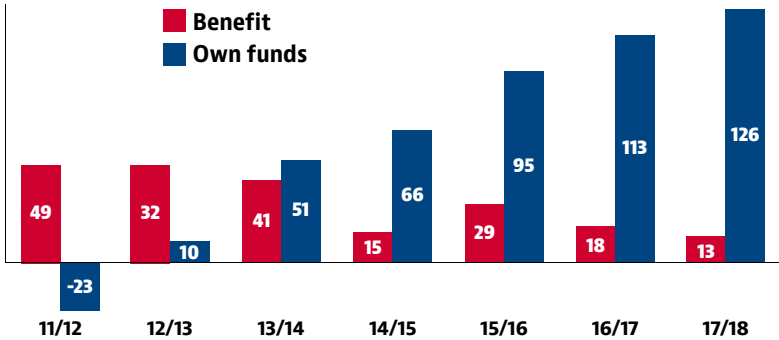
Net debt, excluding the funding of non-recurring property, plant and equipment investment projects (Espai Barça), as established in article 67 of the Club's By-laws, amounts to 120,561 thousand euros. Consequently, the net debt over EBITDA ratio has been 0.68, well below the maximum allowed, which had been established at 2.00 for the current season.

Profit / (loss) for the year

Profit before tax amounts to 20,148 thousand euros and profit after tax amounts to 12,930 thousand euros. These results mean that the Club has been obtaining profit for the last seven years, reaching positive capital and reserves of 125,693 thousand euros and total equity of 128,197 thousand euros.

PROFIT BEFORE TAX AMOUNTS

MILIONS OF EUROS



Research and development

During the current season the Club has carried out research and development activities in IT and sports science.

Information on the average payment period to suppliers

At June 30, 2018 the average payment period to suppliers is 75 days. The balances with Sporting Entities and Assets Suppliers are settled in accordance with the agreements signed by the parties, and thus, the legal deadline established for trade transactions can be exceeded.

Subsequent events

Subsequent to the balance sheet date no transactions or events have occurred which may have an effect on the reading of these financial statements, except for that explained in Note 5 to the financial statements.



**AUTHORIZATION OF THE FINANCIAL STATEMENTS FOR ISSUE**

The financial statements for the year ended June 30, 2018, which comprise the balance sheet, the income statement, the statement of changes in equity, the cash flow statement and the notes thereto (pages 1 to 58), the Appendices I and II to the Notes and the Management Report, were authorized for issue by the Board of Directors on July 16, 2018.

## COMPANIES AND SPONSORS

|                       |                        |                        |                          |                          |                            |
|-----------------------|------------------------|------------------------|--------------------------|--------------------------|----------------------------|
| · AB INBEV - GMODELO  | · CHAMPIONS TRAVEL     | · FOOTBALL & MUSIC     | · IVASCULAR              | · NECTAR SPORTS          | · SOLER & PALAU            |
| · ABANTIA - DOMINION  | · CIRSA                | · FOOTY LEGEND         | · JC DECAUX              | · NEOLITH                | · SOLVETIA                 |
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| · ADECCO              | · INFORMATICS DE       | · VERITAS TECHNOLOGIES | · KASPERSKY              | · OMEGA                  | · SPORTS TRAINING CAMPS    |
| · ADIDAS (REEBOK)     | CATALUNYA              | · GENERAL GROWTH       | · KERN PHARMA            | · ONE FOR ALL            | · SSERRI                   |
| · AGBAR               | · COSCO IBERIA S.A.    | · GESTAMP              | · KNAUF                  | · ORANGE                 | · STANLEY BLACK &          |
| · AGGITY              | · CREDIT ANDORRÀ       | · GFT                  | · KOALA FINANCIAL        | · OSA HANDLING           | DECKER                     |
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| · ALTIMA MARKETING    | · E&TB                 | · GRUPO EULEN          | · LERMON PLASTICS        | · PIRELLI                | LOGISTICS, SAU             |
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| · CAST-INFO           | · FLEX LOGISTICS SPAIN | · IT'S SPORTS          | · NAPA HOTELS AFRICA     | · SOLARCA                |                            |

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**Nestlé Nesquik**

**Canon**  
CANON MEDICAL SYSTEMS

**DEEZER**

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**Gillette**

**Estrella Damm**

**KONAMI**



### SPORTS SECTION PARTNERS



**LASSA TYRES**

MAIN PARTNER

**serveto**

OFFICIAL PARTNER



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