

19 DECEMBER

IF WE ALL VOTE, WE WIN!

ON-LINE
REFERENDUM



ESPAI BARÇA
FINANCING



CULERS, THE FUTURE IS NOW

The hour has come to face the most exciting challenge in the Club's history. An Espai Barça which is in line with our greatness and from which the members have everything to gain



Espai Barça



OPEN LETTER FROM THE PRESIDENT

WE NEED THE ESPAI BARÇA

For over 20 years now, the Club has repeatedly raised the need to reform the Camp Nou and its surroundings, in order to modernize and revalue it. However, not all attempts have been successful, for a number of reasons. Today, periodic maintenance and extensions are no longer sufficient. We've already wasted too much time. In the 2014 referendum, the majority of members approved the Espai Barça project to remodel the Camp Nou, build a new Palau Blaugrana, a new Campus and new stadium in the Ciutat Esportiva that would replace the current Miniestadi (Mini-stadium). Yet, seven years have passed and what should have been a collective dream for all Barcelona fans, a Club project, continues to be an outstanding issue and at the same time, an essential requirement to guarantee our competitiveness as a Club.

We can't wait any longer. We need the Espai Barça in order to maintain our position in the elite world of sport. Because only by offering facilities that match up to the Club's high standing and history, can Barça continue to compete alongside its European opponents. The vast majority of which have already done the work, building state-of-the-art stadiums or updating their current building structures, making them years ahead of us.

Since 2014, the Club has invested and pledged 145 million euros, although only 5% of the project has been completed., estimated

at around 600 million euros. Today, our obligation is to conclude this project with all the modifications and improvements that were originally demanded from day one. Because Espai Barça isn't the legacy of one directive or another, but a necessity that the best club in the world must have.

That's why we have revised the original project and improved it to adapt it to the current needs, putting members at its centre by avoiding the need to move 12,500 season-ticket holders from the first tier to the third tier. We have also incorporated technological and environmental improvements, as well as reformulated the financing operation to make it more viable and economically sustainable, turning it into the largest and most innovative sports & entertainment campus within a European city.

However, detailed analysis of the ongoing project has shown us that its cost, some 600 million euros that was distributed as 200 million (title rights), 200 (bank debt) and 200 (own resources), was completely undervalued.

The members and delegate members who met at the last Ordinary General Assembly heard the arguments presented by the Board of Directors and gave their overwhelming support to the Club's request for authorization to seek the very best financing operation. This was approved for up to a maximum of 1.5 billion euros, which is intended for remodelling the Camp Nou, building the new Palau Blau-

THE DELEGATES GAVE THEIR OVERWHELMING SUPPORT TO THE FINANCING OPERATION, HOWEVER, IN ACCORDANCE WITH THE CLUB'S DEMOCRATIC TRADITION, WE UNDERSTOOD THAT SUCH AN IMPORTANT DECISION SHOULD BE MADE BY MEANS OF A REFERENDUM. THE VERDICT WILL MAKE US STRONGER



grana, complete with Petit Palau and Ice Rink, as well as the development of the surrounding area, the Barça Campus, and the costs pledged towards modifying the General Metropolitan Plan. This investment will begin being recovered with the income generated by the Espai Barça once it has been built. Therefore, we're not talking about an expense as such, but rather an investment. An investment in the future, that will allow the Club to reap great benefits and thus continue to grow and compete at the highest of levels.

The new Espai Barça will be self-financed thanks to the additional revenue that the project will generate once it is complete, which is estimated to be 200 million euros per annum. Therefore, Espai Barça will not cost the members money, nor will it represent an increase in terms of the Club's usual expenses, endanger the institution's assets, or weaken its sports management ability. These red lines, which were voted for in the 2014 referendum, will remain unchanged.

Nevertheless, remaining faithful to the club's democratic tradition, we understood that a decision of this level of importance had to be made together, calling upon all members with the right to vote to participate in a binding referendum that, in a pioneering decision in the world of sport, will be a telematic vote to maximize participation and open it up to members located all around the world.

Therefore, and as promised in the last Assembly, Barça members will hereby be summoned to participate in a binding consultation on the third weekend of December to request their permission for the Board of Directors and executive body to obtain funding of up to a limit of 1.5 billion euros, in order to drive forward such an important project as the Espai Barça.

The verdict of the referendum will make us stronger. The Espai Barça is the legacy that we will leave our sons, daughters, and grandchildren. That's why it's time to take this final step. The moment is now!

JOAN LAPORTA I ESTRUCH
PRESIDENT OF FC BARCELONA

A REFERENDUM TO APPROVE THE FINANCING OPERATION

We call upon all members to participate in a referendum on the 19th December to ratify the decision of the Delegates Assembly, held on the 17th and 23rd October, for the purpose of authorising the Board of Directors to perform all actions considered necessary or convenient for securing adequate financing for the Espai Barça project. The amount of said financing operation should not exceed, at any moment, the limit of 1.5 billion euros.

Delegates gave their overwhelming support to the proposal for authorisation during the vote held on the second day of the Assembly, which was suspended on October 17th and eventually held on the 23rd. Members gave the proposal the green light with a very large majority of 405 votes in favour, 21 against, and 6 abstentions. This initial approval must be ratified by all members invited to participate in the referendum (approximately 110,700 members, all over the age of 18 and who have been a member for a minimum of one year).

THE FIRST TELEMATIC VOTE

This will be the third referendum in the history of the Club, after the initial one, which was held in 1950 to request authorisation to purchase the land where the Camp Nou would be built, and

the 2nd referendum, held in 2014, to propose the Espai Barça project. However, the distinctive feature of this binding vote is that, for the first time ever, this will be a telematic vote, making use of all the possibilities offered by new digital technologies. This allows the referendum to be opened up to members all around the world. Members will be able to vote from any device (computer, mobile, tablet) following just a few simple steps (see below information). The Club will also set up an on-site device at the club facilities to assist anyone who needs it, in addition to providing telephone support.



WHAT HAPPENS IF THE PROPOSAL IS NOT APPROVED?

Espai Barça is a project that is already in progress and of the 145 million invested, 120 has already been spent and the club has also pledged a further 25 million in the short term. We are talking about concepts such as the construction of the Johan Cruyff Stadium, demolition of the Mini-Stadium, the architectural design tender or the compulsory town planning licences and permits, as well as development of the surrounding streets. The modification to the Metropolitan General Plan has also been approved after years of negotiations with the administrations and neighbourhood associations, and after favourably resolving several legal proceedings. Therefore, all these investments,

both economic and bureaucratic, would be lost if the project were to be stopped as it stands today. For example, the building permit has an expiration date and would cost 1 million euros to withdraw. Let's also not forget that in order to make this investment, a 90 million euro loan was requested to ensure that the Club's regular treasury was not affected by the project. This loan must be repaid in the upcoming months. For this reason, putting an end to the Espai Barça project now would lead to an extraordinary loss in terms of money and time invested in obtaining licenses and permits. We would have to start from scratch, which could take over a decade. We can't wait any longer.

LOSS OF COMPETITIVITY

We would not be able to continue competing at an elite level in the sporting world, as other clubs generate additional revenue by exploiting their new facilities.

RISK TO VIABILITY

We would not be able to benefit from one of the Club's pillars of economic recovery and therefore, our future viability would be at risk.

DEVALUED ASSETS

We would be forced to maintain old facilities and devalued assets.

COMPROMISED COSTS

We would need to meet the previously pledged economic investment (the bridge loan of €90mil must be returned in February) and an additional investment of 220 million must be made in order to carry out basic adaptation work on the facilities, as well a further 90mil for improvements.

RED LINES OF THE 2014 REFERENDUM



Will not incur any costs for members



The project will not jeopardize sports management



Neither will the Club's assets be mortgaged as collateral



HOW MUCH WILL THE ESPAI BARÇA COST AND HOW IS IT TO BE FINANCED?

Espai Barça is an essential project to maintain FC Barcelona as a leader in world sport. In terms of facilities and sporting capacity. However, the current project is undervalued, it is not the most positive for members and, moreover, it needs to be financed by a sustainable and viable plan which

does not put the Club or the sporting management at risk. With the financing plan presented to the General Meeting, Espai Barça finances itself, with the revenue generated by the project itself the works will not cost the members any money and neither will the assets of the Club be mortgaged.

WITH THE ADDITIONAL REVENUE FROM THE NEW PROJECT

The financing is based on the additional revenue that will be contributed by the new project thanks to new VIP booths and seats, new commercial exploitation areas, new sponsors and the commercial exploitation of new assets generated by Espai Barça.

WITH GUARANTEES PROVIDED BY ESPAI BARÇA

The guarantees for this financing are the increased revenue generated by the new Espai Barça once finished. Therefore, Espai Barça will not cost the members any money and nor will it put the assets of the Club in danger or the sporting management at risk. Given that the repayment is based on additional revenue, it will not affect the day-to-day running of the Club.

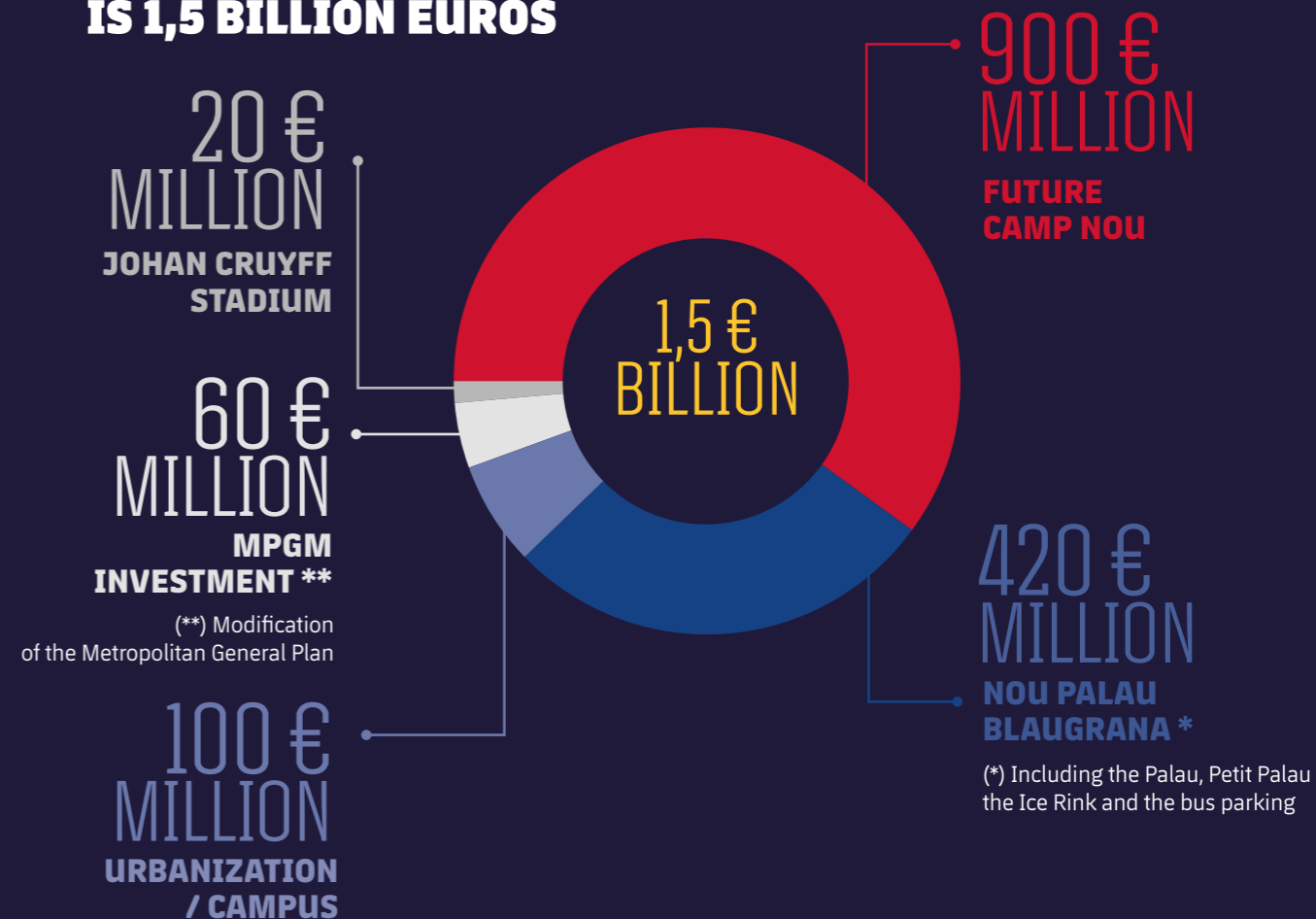
MARKET INTEREST AND OVER 35 YEARS

The Club will negotiate for financing a market interest rate via international operators with expertise in the financing of sports stadiums and facilities. Financing will take place over 35 years, 5 construction and 30 of management.

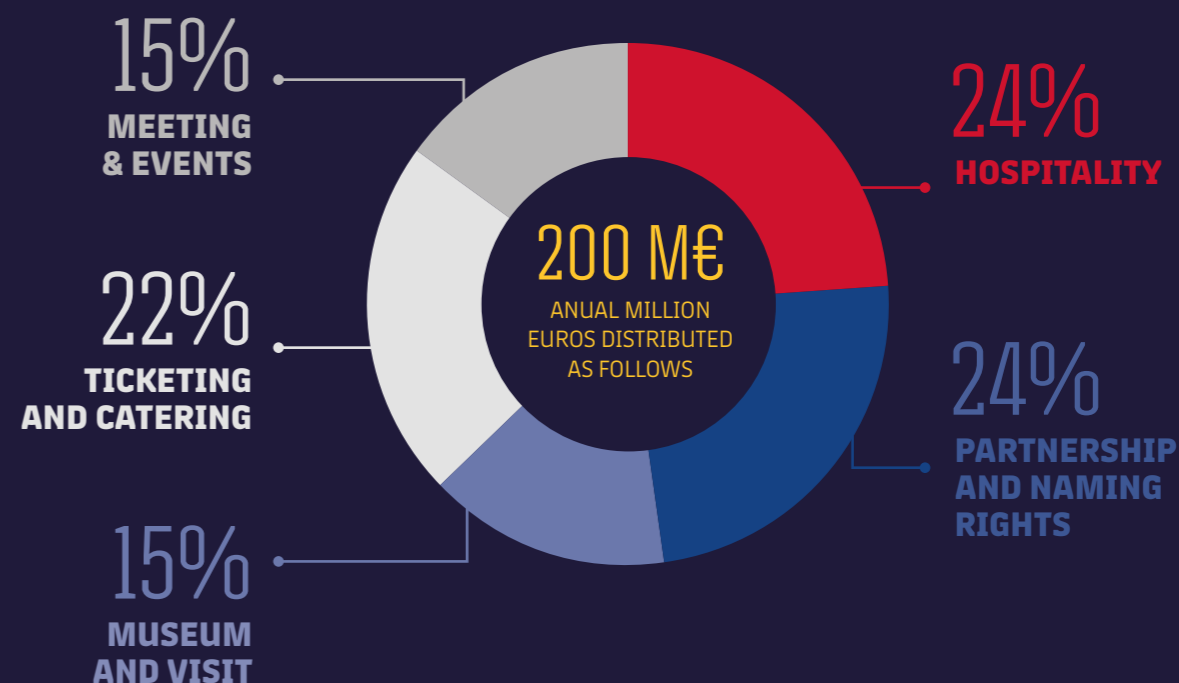
A FINANCING OPERATION OF UP TO 1.5 BILLION

At the Assembly held on October 23, the delegates approved by a large majority their authorization to carry out all the necessary actions for a financing operation of up to € 1.5 billion. This is the maximum investment figure that members will be asked to approve in the referendum.

THE INVESTMENT ESTIMATE IS 1,5 BILLION EUROS



IT IS FINANCED WITH THE ADDITIONAL INCOME GENERATED BY THE ESPAI BARÇA



ESPAI BARÇA A NEW VIABLE AND SUSTAINABLE PROJECT

THE KEY OUTSTANDING ISSUE FOR THE CLUB'S FUTURE

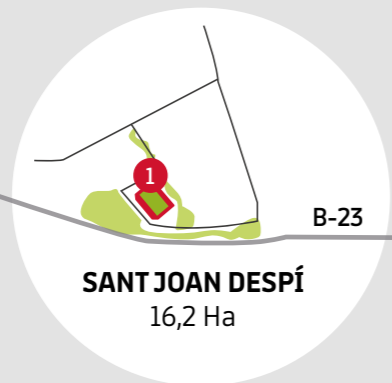
Espai Barça is the transformation project of all the facilities that FC Barcelona has in the Les Corts district in Barcelona, the Johan Cruyff Stadium, and the Ciutat Esportiva Joan Gamper in Sant Joan Despí. This project was approved by members in a referendum in

2014 but seven years on, what was approved by the members and which should have been finished this year 2021, is still an unfulfilled dream for Barcelona fans and an unavoidable urgent matter for the club's future and its viability. Only the Johan Cruyff Stadium is an operational facility, but both the comprehensive remodelling of Camp Nou, as well as the new Palau Blaugrana, Campus Barça and the adjoining buildings are still essential pending matters for the Club's future.

ORIENTATIVE IMAGES

The Club is working on improving the design projects of the future Camp Nou, the Palau Blaugrana and the Barça Campus which are in progress, therefore the images and renders that appear are merely indicative and will change as the projects evolve.

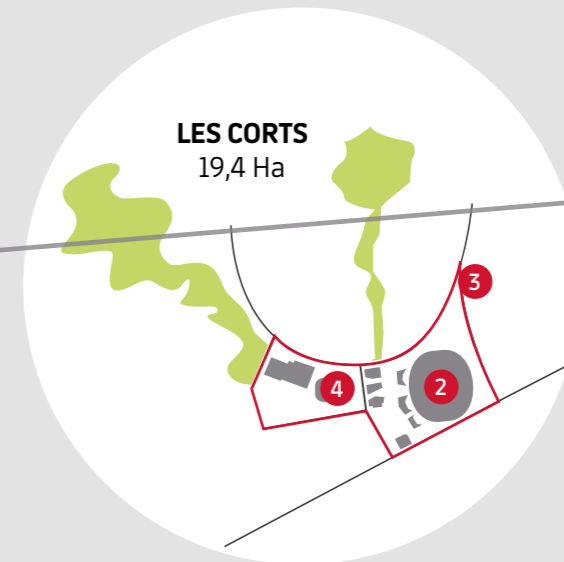




Av. Diagonal

HISTORIC ASSET:

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AREAS OF ACTION



1 JOHAN CRUYFF STADIUM

- Modern and efficient facilities for 6,000 spectators.
- Built using smart stadium criteria in line with sustainability requirements.



2 FUTURE CAMP NOU

- A covered stadium with all the latest advances for 105,000 spectators.
- The first stand will not be changed, avoiding members being distributed about the stands, but access will be improved and more seats gained.
- A new third stand is proposed, which will allow the VIP areas to be concentrated in the same area.
- The VIP ring of the first tier contemplated in the previous project will be placed higher up, between the second and third, with independent double ring will increase the capacity of VIP booths, thus increasing revenue.
- Sustainability is one of the priorities, converting the future Camp Nou into a benchmark in this category.
- Next generation technology.



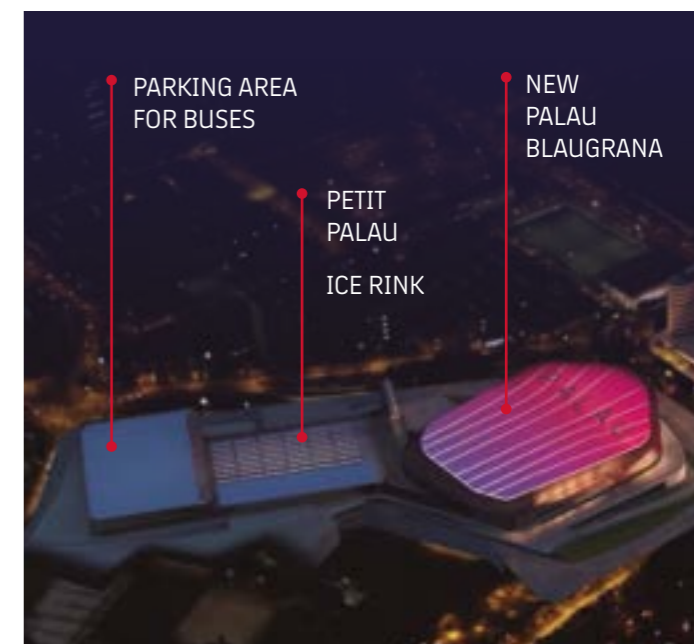
3 CAMPUS BARÇA

- A new concept to take advantage of the space to create a park with new sporting and entertainment experiences.
- A green space that serves as a meeting point with sporting activities and circuits, children's play areas, fountains and recreational areas for visitors and local residents.
- It will rearrange and improve the surrounding area, incorporating a welcome hub, with green coverings to favour its integration into the Les Corts district.
- Improved mobility and safety on match days.



4 NEW PALAU BLAUGRANA

- A project under review but with the aim of increasing the capacity from 10,000 to 15,000 seats for sports events.
- A new line of revenue given that the facilities will be able to hold cultural events.
- Located on the current grounds of the Miniestadi.



WHY IS THE ESPAI BARÇA NECESSARY? WHY NOW?

Camp Nou is the biggest stadium in Europe, an icon for the city of Barcelona which attracts hundreds of thousands of visitors every year. It is a worldwide football temple where the great stars of

football have played, but it is also the patrimonial flagship of the best club in the world and the pride of all its members. And the facilities must be up to the expectations of everything that it represents.

A CHALLENGE 15 YEARS IN THE MAKING



DURING THIS PERIOD, THE CLUB HAS INVESTED AND COMMITTED €145 MILLION TO DEVELOP 5% OF THE PROJECT



OUR COMPETITORS HAVE ALREADY DONE THE WORK

While the main sporting competitors of Barça have new, next generation stadiums with all the amenities, technological advances and construction models that allow them to obtain the maximum economic return from their facilities, the Camp Nou has become outdated and is weighed down by deficiencies typical of advanced age, causing discom-

fort for members and season-ticket holders; it does not have sufficient hospitality areas for the current demands of the UEFA and FIFA competitions; its catering services are insufficient; the labyrinthine interiors are uncomfortable and it is found lacking in areas of environmental sustainability and accessibility, as well as other deficiencies.

67

In Europe there are 67 stadiums that are more modern than Camp Nou*

58

of these have been modernised since 2003

13

In Spain's LaLiga alone, 13 stadiums were modernised during this period*

* Stadiums for more than 40,000 spectators that are comparable with Camp Nou.

BECAUSE THE STADIUM HAS DEFICIENCIES THAT ARE TYPICAL OF ADVANCED AGE

Some of these have appeared in the form of structural problems that have required urgent actions in recent months in order to ensure the safety of the people and to allow their return as the restrictions caused by the Covid-19 panic have been eased. But the Camp Nou cannot afford to wait any longer.

TO ENSURE SAFETY

- The Stadium is reaching the end of its useful life.
- All the money that we spend on repairs will be money thrown down the drain.
- This summer, we have had to repair 900 issues (€1.8 million) in order to be able to open to the public



TO OFFER MORE COMFORT AND SERVICES

- Antiquated access points and very few automated accessibility elements (only 15 public lifts and no escalators).
- Inefficient access and evacuation.
- Only 28% of seating is covered
- We have obsolete technology, which does not allow us to offer new services to spectators.

BECAUSE THE PALAU HAS BECOME DETERIORATED AND IS INSUFFICIENT

Without having structural issues as deep as those suffered by Camp Nou, the Palau is in a precarious state.

- It does not comply with the regulations of European competitions. The agreed moratorium ends soon.
- It was necessary to install additional ventilation to comply with the minimum regulations.
- It suffers the same problems of accessibility and technological obsolescence.



BECAUSE IT IS NECESSARY TO MAINTAIN THE CLUB'S SPORTING AND ECONOMIC COMPETITIVENESS

- Espai Barça will allow us to maintain the best sponsors.
- We will increase the areas for hospitality services and catering in order to boost our revenue.
- We will be able to host the finals of European and world competitions.
- Espai Barça will be the best Sporting and Entertainment Campus within a European city.



WHY SHOULD THE PROJECT BE REVIEWED?

If prior to the planning of the Espai Barça project, the Club's facilities had become obsolete in many aspects, with more than 40% of the Stadium not being renovated since its construction (1957), it is now the Espai Barça project itself that has become outdated after years of being on hold, because it did not provide for the technological, environmental, construction or social advances and innovations required by a project of this size, which must generate more opportunities for the social economic development of the Club and must have a longevity so that future generations will be able to enjoy it.

PROJECT UNDERVALUED IN TIME AND COST

With the entry of the new Board of Directors, we have the opportunity to review and update the real costs of the project, since these do not correspond to the reality of Espai Barça as it was raised. The real cost of the financing plan approved by the members in a referendum in 2014 is now completely out of date and undervalued in terms of budget with a reduction to 200 million euros of debt necessary, something which has never been achieved as the current debt is now more than 1.3 billion euros. The schedule of the project is also now outdated.

The investment costs were completely undervalued compared to other projects already executed or underway around the world and did not provide for the technological and sustainability improvements required of a project that we would like to remain up-to-date for many years. Furthermore, the only part of the facilities of the project to be completed, the Johan Cruyff Stadium, cost a lot more than what was budgeted. The €4 million that it should have cost ended up being €19 million.

The financial cutbacks suffered by the Espai Barça project has progressively damaged and impoverished the construction project and it was hoped to maintain obsolete structures for the construction of the new Stadium that negatively affected its future functionality.



CURRENT SITUATION
The Club's facilities in Les Corts today, after the demolition of the Minestadi

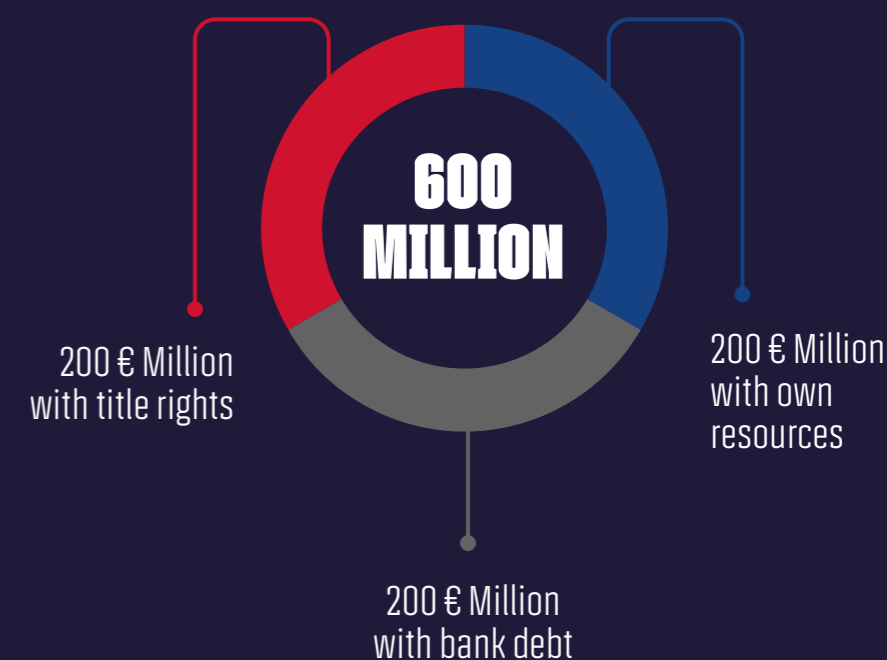


ORIGINAL PLAN
Virtual image of the current plan for Espai Barça, detailing Camp Nou, the Palau and the Campus Barça.

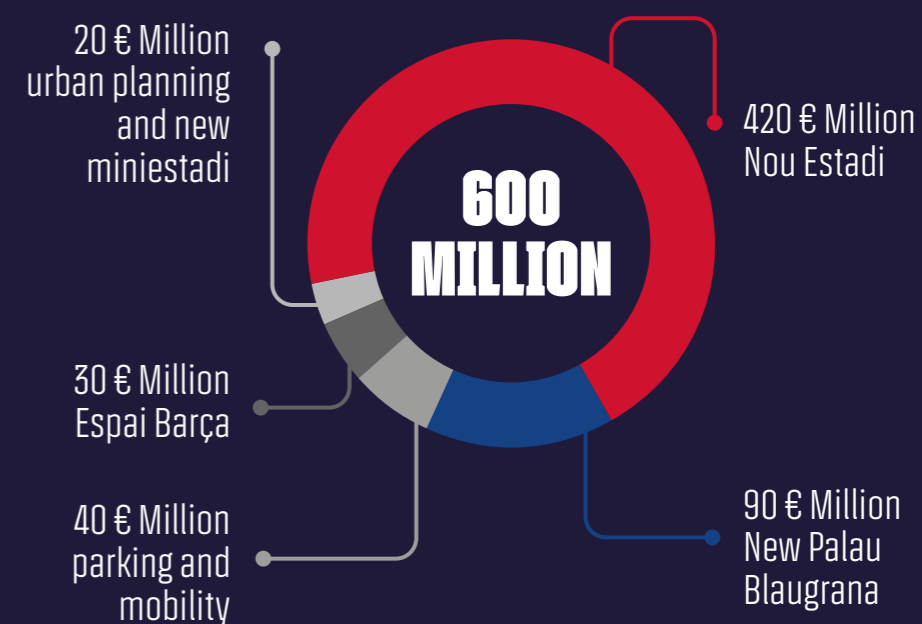


REVISED PROJECT
Virtual image of the revised original plan and improvement in viability and economic, social and environmental sustainability.

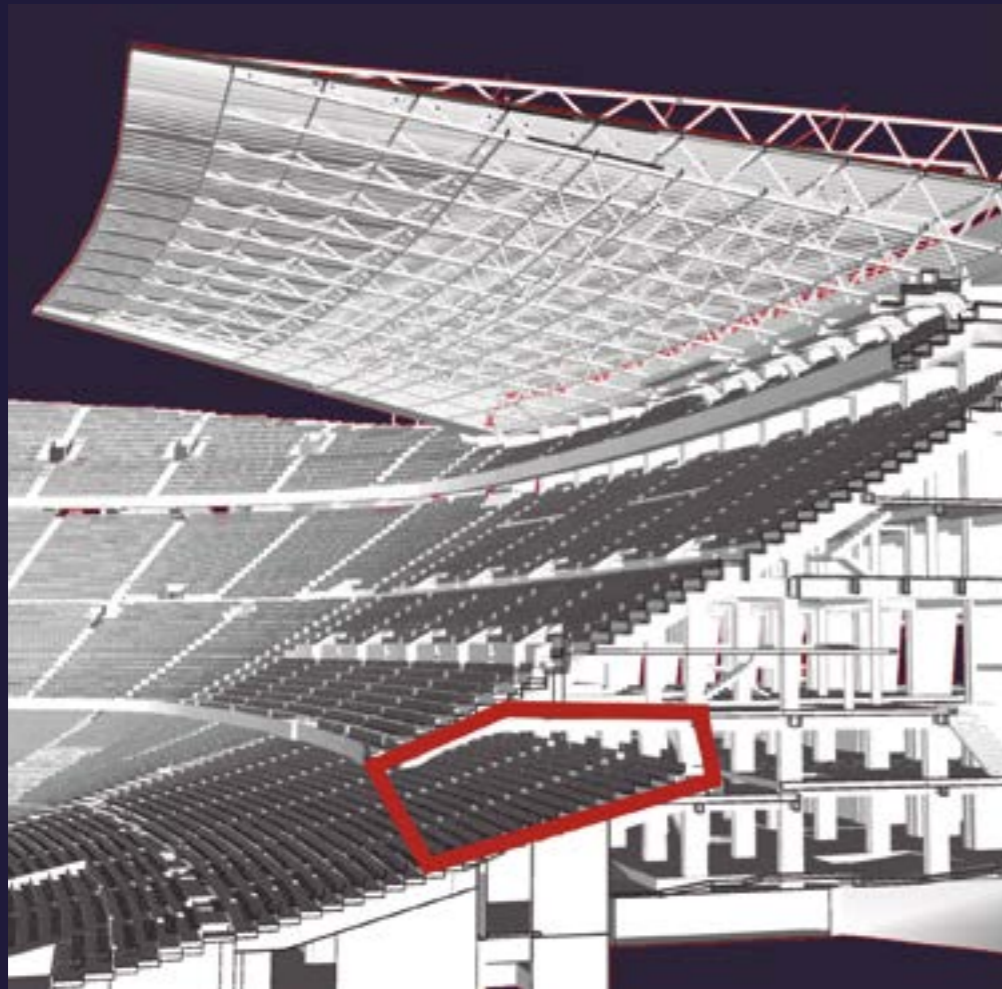
FINANCING OF THE ORIGINAL PROPOSAL



SUMMARY OF THE ORIGINAL PROPOSAL'S COSTS

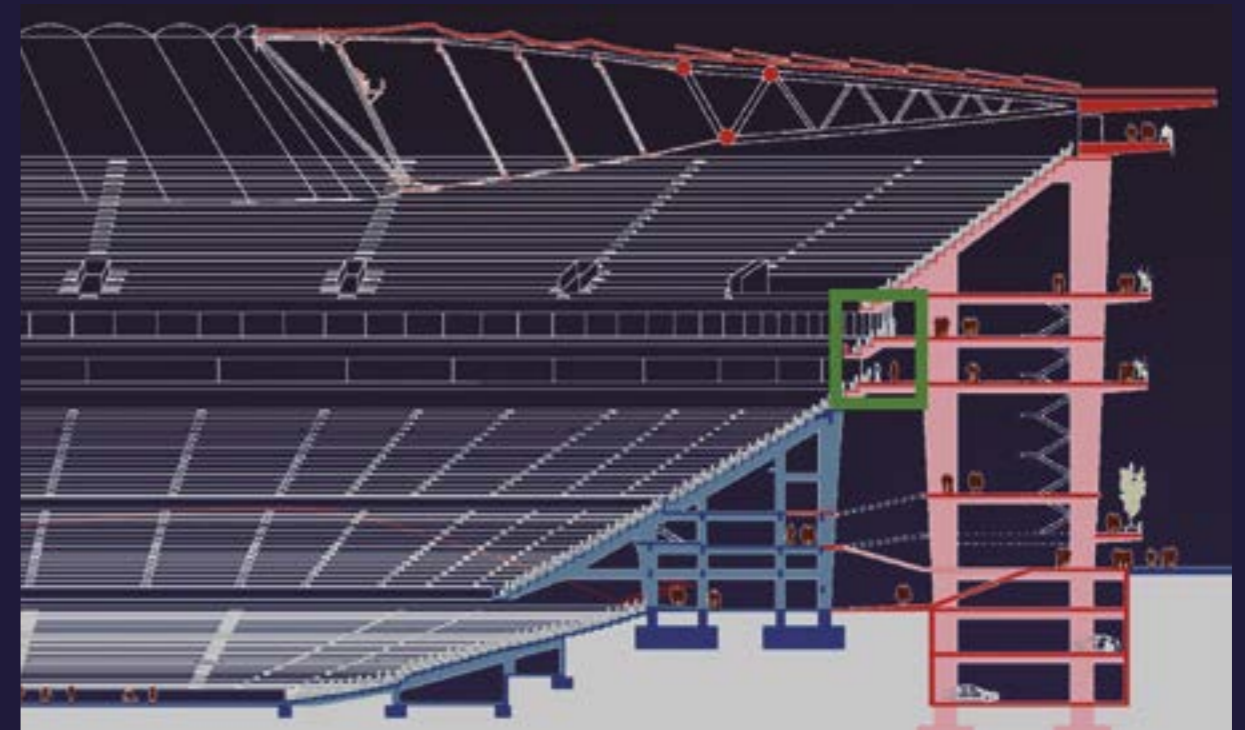


PREVIOUS PROJECT



IMPACT ON OUR 12,500 SEASON TICKET HOLDERS
A VIP ring was generated forcing the displacement of 12,500 season-ticket holders to the third stand.

IMPROVED PROJECT



THE PROJECT WILL NOT AFFECT OUR MEMBERS
In the improved project, which creates a new third stand, this VIP area is placed over the current second stand, no longer having an impact on members.

INTERVENTIONS TO THE 3RD TIER STAND

The intervention pertaining to the 3rd tier stand is the result of various factors:

- Completely new grandstand.
- To supplement the current 105,000 seating capacity. 26,037 members will remain seated in the 1st

tier stand, with substantial improvements to accessibility and evacuation safety, with an additional 22,005 members being seated on the 3rd level.

- Two new levels designated for hospitality (VIP boxes, lounges and Premium seating).



2021 CAMP NOU
En el Camp Nou actual, els espectadors accedeixen a les tribunes a través d'entrades situades al nivell 3 o al nivell 4 per a les tribunes laterals.



CURRENT PROJECT
In the current project, the pre-existing access points will be maintained on levels 3 & 4, with an additional access point created on the Skywalk level (level 5).



NEW PROPOSAL
Access to the entire 3rd tier is reduced to a single level-3 wide access point, allowing the Skywalk to act as an independent entry point.

DEFECTS HIDDEN FROM MEMBERS WHICH WERE NOT REVEALED

From a social point of view, the previous project endangered members and season-ticket holders and subjected them to safety risks that were not sufficiently explained. The impact of the project that involved the construction of a new first stand, as originally planned, forced more than 12,500 members to be moved to the third stand, and this is a red line that the Board of Directors did not want to cross as it was an affront to the season-ticket holders who were affected. With the improvements that will be implemented in the construction project, the impact will be minimal.

PROBLEMS WITH THE THIRD TIER STAND

The decision to build a new third tier was made based on several factors. On the one hand, the structure presents multiple shortcomings, which called into question its viability within a project designed to last several decades. On the other hand, its irregular geometry also complicated the construction work required for levelling out the full stand. For this reason, the decision was made to demolish it and rebuild the structure, simplifying its construction and extending its longevity. This also allows for improvements to be made to access points and avoids the need to descend to lower levels, as well as increasing emergency evacuation safety.

WHAT WILL THE NEW ESPAI BARÇA BE LIKE?

The new Espai Barça proposes a new concept for the facilities (Camp Nou, Palau Blaugrana) and Campus Barça (esplanade and adjoining buildings), transforming the patrimonial assets of the Club and their surroundings into a Barça experience, one that is integrative and now open to the city.

Night-time view of the current facilities of Barça in the Les Corts district, with Camp Nou and Palau Blaugrana.



PARKING AREA FOR BUSES

PETIT PALAU AND ICE RINK

NOU PALAU BLAUGRANA

ATTACHED BUILDINGS (HOTEL AND OFFICES)

FUTURE CAMP NOU



CAMP NOU

AN EMBLEMATIC UNIQUENESS

Camp Nou, designed in 1953 by the architects Francesc Mitjans, José Soteras and Lorenzo García Barbón, as an emblematic stadium, with a privileged view of the playing field and a uniqueness that has remained unalterable over time, turning it into a stadium that has been admired for many years.

The first plots for the Camp Nou stadium were bought on 19 December 1950, the first stone was laid on 28 March 1954 and the works began on 20 July 1955. Just over two years later, on 24 September 1957,

the Camp Nou stadium was inaugurated, with a capacity for 93,053 people.

Since then, Camp Nou has had some improvements over the years: in 1979 the wooden benches were replaced, in 1982 the sidelines were extended, in 1994 the standing areas of the first stand behind the goals were converted into seats, in 1998 the standing areas on the sidelines and goal areas of the third stand were converted into seats and since 2014 the Stadium has had a capacity of 99,354 spectators.



The architect Francesc Mitjans, the president Miró Sans and the directors of that time contemplate the model of Camp Nou.



A STADIUM

WITH ALL THE LATEST ADVANCES FOR 105,000 SPECTATORS



The new Espai Barça project will maintain its Mediterranean character, open with wide terraces, which are the hallmarks of the construction project by Nikken Sekkei, the Japanese studio that won the architectural tender. However, the original project now includes new improvements to maximise its economic potential

and, most importantly, minimise the impact on members and season-ticket holders. In addition, it updates the project in terms of innovation, technology and sustainability. Although this also increases the costs, this is inevitable if the aim is to have a stadium with next generation facilities that will last for many years.

THE STADIUM AND ITS SURROUNDINGS ARE OPEN AND INTEGRATED INTO THE DISTRICT AND THE CITY



THE 105,000 FANS WILL BE UNDER COVER



IT MAINTAINS ITS OPEN AND MEDITERRANEAN CHARACTER



IT WILL TRANSFORM THE HERITAGE INTO A BARÇA EXPERIENCE

ELS PRINCIPALS CANVIS DEL NOU PROJECTE

1 THE 1ST TIER STRUCTURE WILL NOT CHANGE

With the new proposal there will be no construction of a new first stand and therefore there will be no movements of members between the stands as in the previous project if they do not want to move. This first stand will also be improved, as a result of the access on the first floor and exit to the seats per stand. This way, the underground passages will disappear, more seats will be gained, and accessibility improved. There is the possibility of rearranging the seating in some of the areas, but in most cases, it will be possible to even improve the location of the members of the possibility of grouping families together.

2 MINIMUM IMPACT

There may be some minimum impacts, but these will be movements to the same stand, and will be carried out in line with the regulations and to ensure safety.

3 A NEW THIRD STAND IS PROPOSED

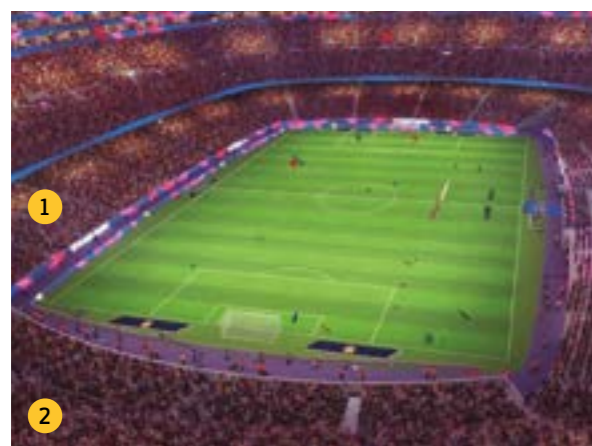
This will allow improvements to accessibility, comfort, a better operational and functional distribution, and provide more open spaces for members and the Club. It also allows the VIP spaces to be concentrated rather than having them distributed throughout the Stadium, minimising the impact on members.

4 NEW SEATING AND SPACES FOR MEMBERS

The new reconfiguration maintains the capacity at 105,000 spectators and it will be possible to make room for all those members who are on the waiting list. Members will have more amenities and they will be undercover.

5 DOUBLE VIP RING BETWEEN THE SECOND AND THIRD STAND

The VIP ring of the first stand will be placed higher up, between the 2nd and 3rd, with an independent double ring that will considerably increase the capacity of VIP booths, thus obtaining more revenue that will serve to finance the project. This hospitality area will not have an impact on members as with the previous ring on the first stand.



6 NEW SOLAR PANEL ROOF

The roof will be changed compared to the previous project in order to incorporate more elements that will help with sustainability. A new geothermal system and district heating and cooling will be installed to convert Espai Barça into a leader in sustainability. The roof will be covered with 30,000 m² of solar panels to generate solar energy.

7 NEXT GENERATION TECHNOLOGY

The future Camp Nou will be a stadium that incorporates the latest technology on the market, among them being a 360° screen inside the bowl which will offer a new experience to the public. The security and vehicle access control system will be improved, and the possibilities offered by 5G connectivity will be exploited to the maximum.

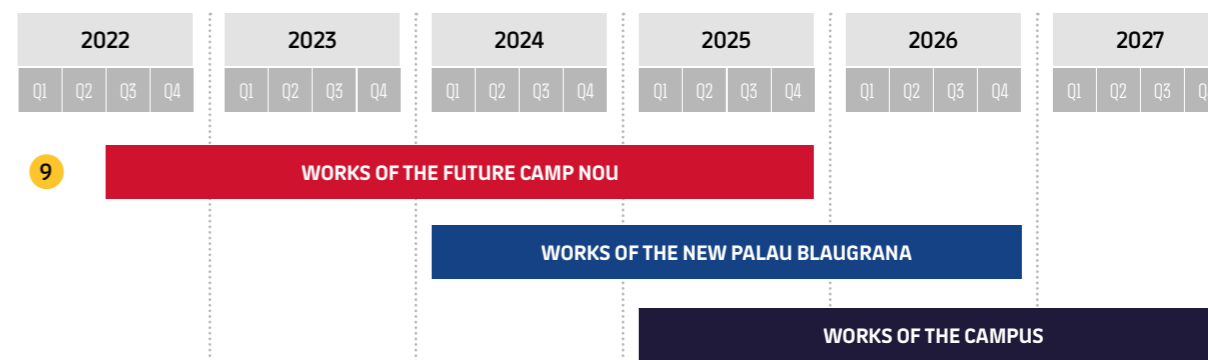
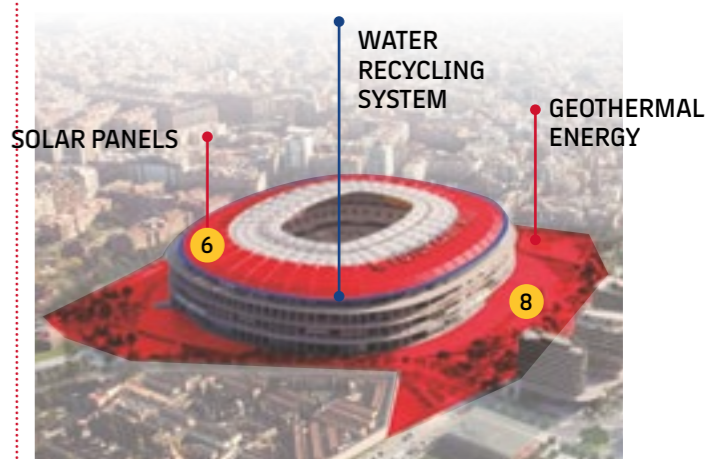


8 SUSTAINABILITY, IN THE STADIUMS DNA

One of the priorities of the new project must be sustainability, in order to convert the Camp Nou of the future into a leader in this area. The new design envisages a concept involving many more bicycles. The aim is to have more electric car parking spaces in order to provide more solutions to sustainable mobility.

9 THE WORK SCHEDULE IS REDUCED

If the members approve the new financing during the General Meeting, the approval will be obtained at the beginning of 2022 and works will be able to commence in the summer of that year. The transfer of the activities of the Camp Nou is being evaluated (either to Montjuïc, to the Johan Cruyff Stadium) or a reduction in capacity, which would reduce the time of the construction works. It is expected to finish the works towards the end of 2025.



A MULTIFUNCTIONAL PALAU BLAUGRANA FOR 15,000 SPECTATORS



The Club is studying and revising the possibilities of the current project, which in principle will maintain a large part of the exterior design, but the aim is to increase capacity from 10,000 to 15,000 spectators on match days and 18,000 overall and adapt it to the needs of professional

sports and to remain a benchmark. Flexibility will be reinforced in order to combine the sporting activity with cultural events in order to obtain new revenue flows. The new project will also maintain the Petit Palau and the Ice Rink, as well as the parking area for coaches.

THE NEW PROJECT WILL MAINTAIN A PART OF THE EXTERIOR DESIGN



A PALAU ADAPTED TO THE NEEDS OF THE TEAMS



IT WILL BE A LEADER FOR THE BEST SPORTING EVENTS

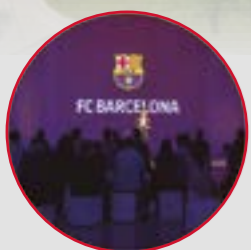
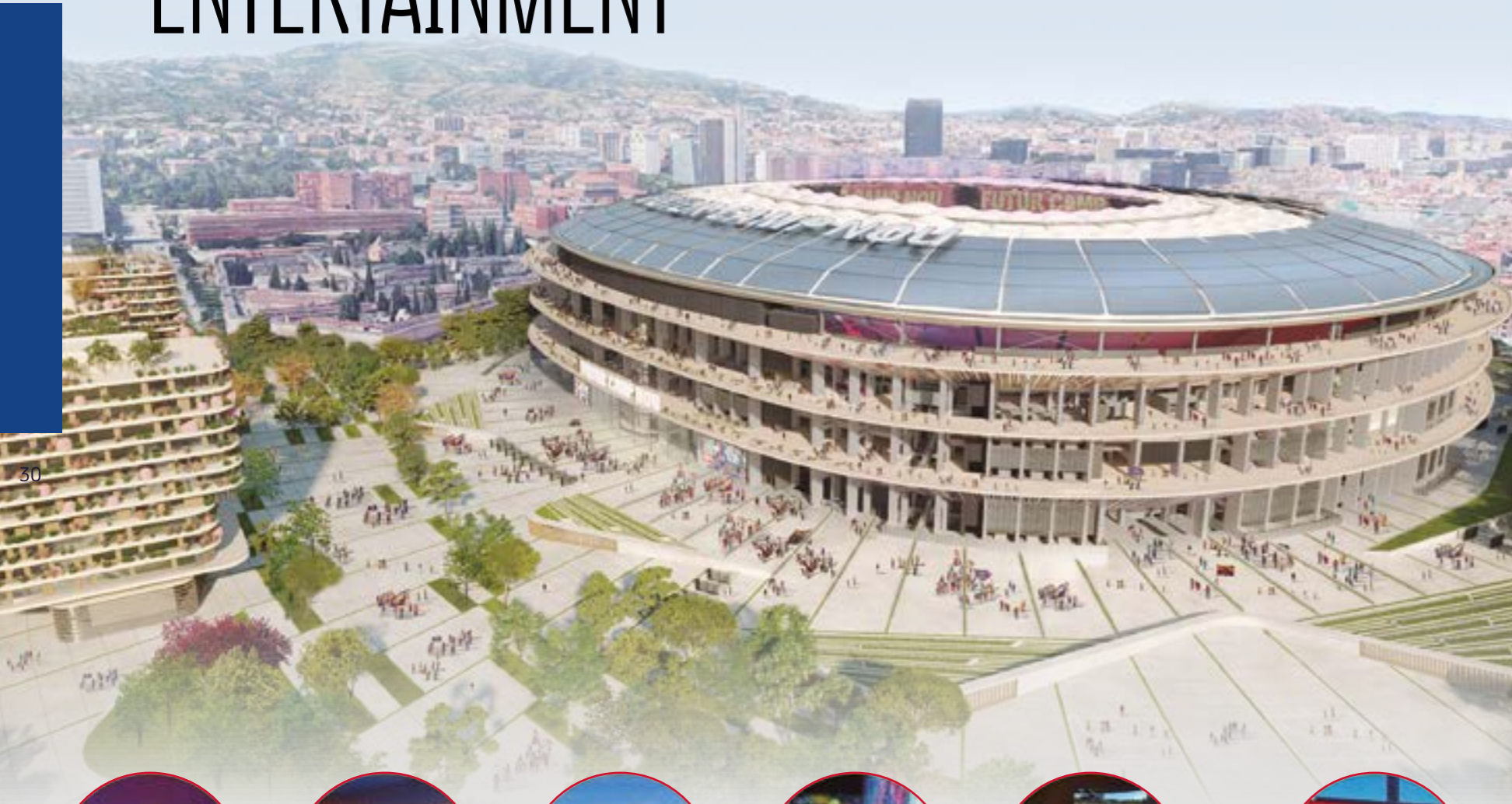


THE PALAU WILL BE ABLE TO HOST CONCERTS AND CULTURAL EVENTS

UN CAMPUS BARÇA

WHICH WILL BE A SPACE FOR SPORTS AND ENTERTAINMENT

CAMPUS BARÇA WILL OFFER A MYRIAD OF NEW SPACES, SERVICES AND OPPORTUNITIES



Conferences



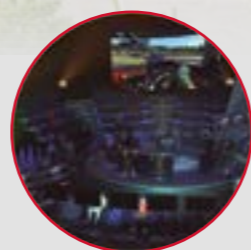
Children's play areas



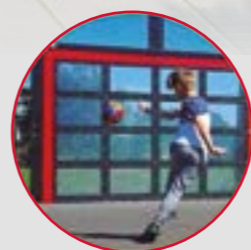
Gastronomy



Children's play areas



E-Sports



Multisports Tracks

A SPACE FOR SPORTS AND ENTERTAINMENT

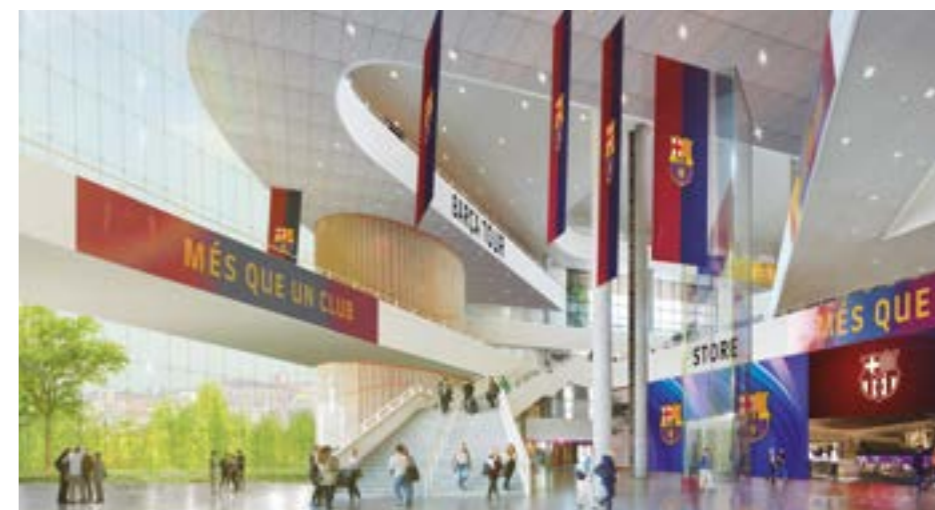
The new project maintains the integration with the district, with an open space, without barriers and which will be a new pole of attraction for the city, including a new concept to take advantage of the area to create a park offering new sporting and entertainment experiences. Members and visitors will be able to enjoy a unique experience at Campus Barça. Campus Barça is a green space that serves as a meeting point with sporting activities and circuits, children's play areas, fountains and recreational areas for visitors and local residents.

THE 'DIAMONDS' DISAPPEAR'

The new Campus Barça project says farewell to the so-called 'diamonds' to provide more focus on the green areas of the site, and will include a welcome hub within the Stand of the Stadium itself. The 'Barça Hall of Fame' will also be located on the Campus. The new project also plans to integrate the Masia de Can Planes, the building that housed the old Masia, as part of the concept of the Campus.

BARÇA STORE AND MUSEUM IN THE 'HUB'

The the 'Hub' of the Stadium Stand which opens out onto the Campus Esplanade will also house the Barça Store, with 2500 m² of commercial areas and the Museum, which has an area of 3000 m² and in addition to the historic trophies, it will offer new experiences to visitors thanks to the latest generation in technology.



EXAMPLE IMAGE OF STAND HUB



EXAMPLE IMAGE OF BARÇA STORE AND MUSEUM

MORE BENEFITS FOR MEMBERS

The members and subscribers of the Camp Nou, as well as all those who come to enjoy the experience of living a match at the Stadium, are the main beneficiaries of the improvements that are being made in the project of the future Camp Nou. The first premise of the Board of Directors was to make the necessary changes to the project so that the paid members were affected as little as possible, trying not to have to move from one tier to the other. This is achieved by maintaining the structure of the first tier and building a new third tier, which prevents the migration of 12,500 members (12,000 from the 1st tier and 500 from the 2nd tier to be relocated to the 3rd).

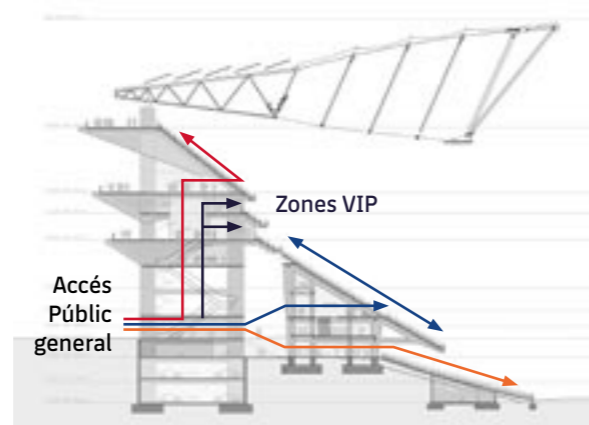
AMPLITUDE, COMFORT AND COMFORT

But in addition, the improvements include other benefits, such as comfort and spaciousness. The first tier maintains the structure and geometry, but incorporates a new arrangement in the blocks, and the seats will be 50 cm wide. The second tier maintains the current configuration, and the third tier will have a new 360° visual comfort and seats every 50 cm according to the current stadiums. The seats will be new and more comfortable, and all will be protected from rain and wind thanks to the new cover which will change the experience of watching a match and also help to improve the interior sound and minimize the acoustic impact.

BETTER ACCESSIBILITY AND MOBILITY

General accessibility and mobility within the Stadium will be significantly improved. There will be 10 elevator cores and escalators to get to the bleachers more easily and quickly. Access to the

1st tier improves security by removing the mouths that gave access to the tier from levels -2 and -3 to do so directly from the top of it, at level -1, which remains now more open and much better related to street level. Access to the second tier will be via new connections of walkways and stairs that start at street level and reach existing levels 0.5 and 1. As for the access to the new 3rd tier, it is done on a high level placed on the perimeter to which there is direct access from the street level, differentiating itself from the rest. VIP accesses are conveniently distributed differently from the general public.



MORE ADAPTED SPACES

The whole area will be adapted for people with reduced mobility. In fact, improving accessibility for this group is also a key aspect of the Espai Barça project. We will have new spaces adapted for people with reduced mobility and functional diversity and priority will be given to accesses and services without barriers.



COVER ONLY IN A TRIBUNE
Currently only Tribuna members and spectators enjoy the deck.



A NEW EXPERIENCE
The new roof, the incorporation of new technologies, including a 360° video marker, will allow you to enjoy a new experience when living a live match at the future Camp Nou.



ELECTRONIC VOTING PROCEDURE

REFERENDUM
TELEMATIC



FINANCING
ESPAI BARÇA

WHAT ARE WE
GOING TO VOTE?



THE QUESTION:

Do you ratify the decision of the Assembly of Delegate Members to authorise the Board of Directors to take the necessary steps to gain financing for the Espai Barça project for an amount not in excess of 1.5 billion euros?

WHO WILL BE
ABLE TO VOTE?



Members being of legal age (over 18) and who have been a member for at least a year until December 19

WHAT DO YOU
NEED TO VOTE?



In order to be able to exercise their right to vote, members should verify and/or update their personal details below by December 7:

1. E-mail address
2. Mobile phone number
3. Key (available on member's card)
4. Personal code/ PIN
5. Date of Birth

Members can verify/update their personal details through:

- The Club's website:
<https://www.fcbarcelona.cat/ca/socis/tramits-i-gestions>
- In person at the OAB (Member's office)
- Via telephone at: 900 1899 00

The electoral census will close on December 7.

WHAT DO YOU
HAVE TO DO TO VOTE
ON DECEMBER 19?



General method

- The majority of member have to open for the general method and enter the electronic voting platform set up on the Club's website from any type of device.
<https://www.fcbarcelona.cat>

- Then, there will three steps to authenticate personal inform

1. Member key
2. Personal code (PIN)
3. Date of birth

- A six-digit figure will be sent via SMS to the member's mobile phone.

- The six-digit number will have to be introduced. Then a screen will appear with three voting options (YES, NO, BLANK)

- Once the vote has been cast, a confirmation slip can be downloaded, or a check made to see if the vote has been counted correctly.



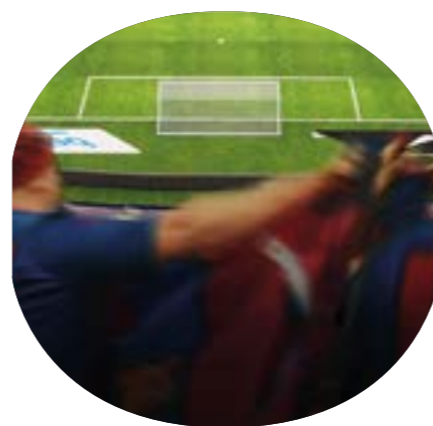
Assisted method

Those who are unfamiliar with the electronic voting system or do not have the device necessary can come to the Auditori 1899 where identification and assisted electronic voting points will be set up.

- Members will have to go to one of the identification stations with their national ID card to confirm their membership with voting rights, and they will be given a code to enter in order to vote.

- Members are then to go to one of the voting stations to access the voting platform, enter the code and vote, and once completed, they can receive confirmation that their vote was registered.

WHAT YOU NEED TO KNOW ABOUT THE PROJECT AND FUNDING



01

What is the Espai Barça?

It's the transformation project for all the facilities belonging to FC Barcelona in the Les Corts neighbourhood, which includes the comprehensive remodeling of the Camp Nou, construction of a new Palau Blaugrana, the Barça Campus, the urban redesign of the surrounding areas, and completion of the Johan Cruyff Stadium in the Joan Gamper Sports City. The Espai Barça will add value to this 35-hectare cultural treasure (19.4 of which are located in the centre of Barcelona), making this project one of the most important urban transformations in the city, as well as representing a considerable increase in green areas in the neighbourhood. Espai Barça will become the largest and most innovative sports and entertainment complex located within a European city.

02

Why is it needed?

Because the current facilities have become obsolete. The Camp Nou is already 63 years old and has many shortcomings when it comes to comfort, hospitality spaces, seat-

ing capacity, sustainability, and accessibility. Because currently, it is an empty space in Les Corts that is lifeless, totally disconnected from the rest of the neighbourhood, and presents multiple architectural barriers. The Barça Campus needs to be integrated within the city. Because it will provide additional financial resources that will allow us to continue to compete at the highest level and offer facilities that meet the Club's size and high standards.

03

What exactly was approved in the 2014 referendum?

On April 5, 2014, the Espai Barça project was submitted for approval to members, who gave their favourable support with more than 72.3% of the vote. The members approved a project that consisted of the complete remodelling of the Camp Nou, construction of a new Palau Blaugrana on the land made available after demolishing the Miniestadi Stadium, and the newly finished Johan Cruyff Stadium in the Ciutat Esportiva. The project submitted for referendum included a financial plan designed to pay the 600 million budget using the club's own resources, sponsors, and a bank loan.

04

What has been completed so far?

The project is currently 5% complete, and a total of €145 million have been invested. The Les Corts MPGM (Municipal General Town Planning Request) has been approved for the urban re-design of the area. The Johan Cruyff Stadium has been built. In July 2021, the licence for activities and environmental issues was received for the future stadium and the construction permit is expected to be received in October 2021, allowing for construction work on the stadium to commence.

05

When will construction be complete? What happens if it is delayed?

First of all, it's essential that proper financing is obtained in order to carry out the necessary construction work. The completion date for the Camp Nou is expected to be during the 2024/25 season. Some aspects of the surrounding streets will not be completed until 2029, depending on external factors (i.e. line 9). Multiple scenarios have been considered, which includes evaluating the possibility of playing outside of the Camp Nou. For example, moving play to the Estadi Olímpic de Montjuïc,

No. The Espai Barça project will not incur any additional costs for members.

07

Are local residents in agreement?

Yes, all political parties (with the exception of the CUP) voted in favour to approve the project, thus demonstrating the cross political support that Espai Barça counts on.

The project has been presented several times to the Les Corts district and its residents, and counts on coordination and complete support from the district. The CUP and the FAVB (local residents association) presented allegations against the project, with the Generalitat de Catalunya (Government of Catalonia), the Barcelona City Council, and FC Barcelona as accused parties. However, last July, the TSJC (Supreme Court of Justice of Catalonia) gave the green light for the Espai Barça project, herein ruling against the appeals presented by the CUP and FAVB.

08

What impact will it have on the environment? Noise or traffic? Traffic pacification? Parking? Which spaces will become available and be specifically designated for use by local residents?

The environmental impact will be managed in line with all the current standards relating to the impact/pollution and evaluation processes already in place to ensure that maximum levels are not exceeded. The Espai Barça Project is working hard to become a reference point in sustainable projects and to guarantee that all KPI's for sustainability and certification of the

or alternatively, playing in the Camp Nou but with a reduced seating capacity. Depending on the final decision, there will be a direct impact on the construction works schedule.

06

Will members be required to make additional one-off payments?

Barça Campus as the largest and most sustainable sporting campus within a large city are met. In terms of car parking, we are working on a transport strategy to support local residents and offer sustainable transport options.

09

Has it already been decided that play will be moved out of the Camp Nou to Montjuïc? Are there any other options being considered?

No decision has been made on this matter so far. Moving play to Montjuïc is a real possibility that would have multiple positive effects in terms of the execution of the overall project. Temporarily moving activities from the Camp Nou to Montjuïc, or remaining in the Camp Nou but with a reduced seating capacity, would benefit the project's development in many ways. Some of the main objectives of this proposal would be to improve and guarantee the safety of spectators during the demolition and structural work, as well as to reduce the initial construction time, making the renovation time-line as efficient as possible.

10

What will happen when the new stadium opens? Will the price of the season ticket increase?

In terms of seat relocations once the future Camp Nou has been built, the Club will bear in mind all seat relocation requests for anyone who wants to be seated closer to family or friends. However, all seat

changes will be clearly communicated when the permanent seating distribution plan has been established before spectators return to the new Stadium.

11

Why do we need to increase the Stadium's seating capacity when attendance is low and there has also been a reduction in the number of season ticket holders?

During the last year, we have experienced an extraordinary situation. The pandemic has had a direct impact on the Club's usual activity, as well as on other activities and services that are part of our daily lives, which have had to adapt to meet the new health restrictions. This has led to a reduction in seating capacity, and a series of other conditions that, upon the return to normality, will eventually disappear. Thanks to the new distribution plan for the 105,000 spectators, we will now be able to accommodate the members who are on the waiting list. Members will be able to enjoy a unique experience at the Stadium, with an array of new spaces and opportunities enjoy.

12

What exactly is being decided in the referendum?

Authorization for the Board of Directors to carry out any actions they deem necessary or appropriate in order to seek funding for the Espai Barça project, for an amount, that, at no time, shall exceed 1.5 billion euros.

13

How will we make this investment possible in the current economic climate?

The Espai Barça investment will be financed using additional income generated by new facilities (around 200 million euros per year), such as new ticketing and catering assets, 'meeting & events', hospitality, sponsorships & 'naming and title rights', and the Museum and Tours. It will not incur any additional running expenditures and will not compromise the Club's competitiveness, in fact, it will boost competitiveness.

14

What is the reason for the increase in cost?

The budget and timeframes proposed as part of the original project were substantially underestimated. With the entry of the new Board of Directors, it was decided that a review should be carried out to update the previous project proposal with the real and current cost of the project, as the previous proposal did not match up to the reality of the proposed Espai Barça plan. The real cost of the financial plan that was approved by partners in the 2014 Referendum is totally outdated and underestimated, both in terms of the budget and the economic conditions required. The total debt was underestimated at 200 million euros, which not only was unattainable, but has now grown far beyond that, soaring to above 1.3 billion euros. In addition,

the only facility that has been completed as part of the original project, the Johan Cruyff Stadium, ended up costing much more than what was originally budgeted for. The 4 million euros budgeted for this element ended up costing 19 million euros.

15

Why has the Board of Directors decided to do this binding vote electronically?

Members have been demanding a telematic vote for several years now, something which the Board of Directors have been open to trying in order to obtain maximum participation in such a referendum, as this method would allow members from all around the world to vote, without the need to attend in person. This is a particularly interesting proposal in the context of the current Covid-19 pandemic.

16

Who will provide the necessary technical support for carrying out this telematic vote?

The supplier chosen to offer this service is Minsait, the only multinational company listed on the stock exchange with a permanent election business unit that is exclusively dedicated to designing and delivering election and voting solutions for customers around the world. This unit has worked on over 400 projects across the world over the last 43 years, including the delivery and implementation of electoral solutions in Europe (Norway, the United Kingdom,

France, Spain, Portugal, and Bosnia & Herzegovina), the Middle East (Iraq), Africa (Angola), and Latin America (Colombia, Argentina, Chile...). In Catalonia, Minsait also has a long standing history of organizing electoral processes for regional and municipal elections. Their electronic voting solution has been the most popular among larger institutional electronic voting processes organized by the Generalitat de Catalunya (Catalunya local government), the elections for Agrarian Chambers, with Internet and electronic face-to-face voting points distributed across 200 sites throughout Catalonia.

17

How will you prevent another member from voting using my member identity (duplicate vote)? And how will you guarantee voting anonymity?

The telematic voting process includes a series of authentication measures that prevent other members from voting using your identity, thus avoiding duplicate votes, as well as ensuring the anonymity of each vote. In this sense, the platform enabled on the Club's website for the purpose of telematic voting on the day of the Referendum will require three authentication steps from each member before voting: member ID (unique member ID that is shown on their members card) and their personal identification code (PIN). Members will then be asked to confirm their date of birth, followed by a 6-digit code that will be sent via SMS to their registered mobile phone number.

18

How can I retrieve my PIN code if I can't find it?

There are 3 options for PIN code retrieval: via the web (<https://www.fcbarcelona.cat/ca/socis/tramits-i-gestions>), in person at the OAB, or via telephone by calling +34 (0) 900 1899 00.

19

What happens if the Club does not have my updated telephone number?

If you have not updated your personal details with your current and valid telephone number, you will not be able to vote as you won't receive the 6-digit number sent via SMS required for the voting authentication process.

20

What technical support will be on offer to persons who do not have an adequate command of the technology used for the telematic vote, or who do not have access to the necessary equipment?

The Club will offer an additional on-site voting system for members who are not comfortable using, or do not have access to, the technology required for telematic vote. Members will have the opportunity to attend the 1899 Auditorium in person, where assisted digital voting and identification points will be made available. In addition, on the day of the Referendum, the club will enable a telephone helpline that will be available to any members who

have questions or need to resolve issues during the telematic voting process.

21

Will there be alternatives to the telematic vote be available for older people?

No, the only voting method that will be implemented on the day of the Referendum is online. However, the Club will offer members an assisted on-site voting system for any members who are not comfortable with, or do not have access to, the technology required to process their vote online. Members will therefore have the opportunity to attend the 1899 Auditorium in person, where they can place their vote digitally via assisted voting and identification points. Additionally, on the day of the Referendum, the club will enable a telephone helpline available to any members who may have questions or need to resolve any issues during the telematic voting process.

22

Is there any way to place my vote in person?

No, the only voting method that will be implemented on the day of the Referendum is online. However, the Club will offer members an assisted on-site voting system for any members who are not comfortable with, or do not have access to, the technology required to process their vote online. Members will be able to attend the 1899 Auditorium in person, where they can place their vote digitally via assisted voting and identification points.

23

Will it be possible to vote from anywhere in the world?

Yes, as long as you are a member and have updated your person details with the correct information, you will be able to carry out your right to vote from anywhere in the world. In this sense, it is important to keep in mind that voting in the Referendum will only be available on the 19th of December, via digital means, starting from 9am in the morning until 8pm (CET - Central European Time). Therefore, members living in other countries should take this time different into account when voting.

24

What will the protocol be for exercising my right to vote? Will any prior formalities be necessary?

In order to exercise your right to vote, members must be over 18 years of age and have had their membership card for at least one year. Providing that these requirements are met, in order to exercise your electronic vote with all the usual guarantees and remain informed about the evolution of the project, it is essential that members have correctly updated their personal data, especially the fields that are essential for the electronic voting process: e-mail, members ID (unique membership number on your membership card), PIN number, date of birth and mobile phone number.

25

How can I update and verify my personal data?

On November 26, the Social Area will launch a campaign aimed at collecting and updating data, which must be submitted before December 7th, which is when the census exhibition will close. Only those who have updated their details correctly will be able to receive information and updates about the project's evolution and exercise their right to vote on the day of the referendum.

26

Will the new voting method mean that results will be released immediately?

Yes. As soon as the voting period is closed, the Advisory Board will begin counting the votes digitally. Vote counting will be carried out by the same telematic voting platform and the results will be announced in just a few minutes, as soon as the platform completes the counting process.

27

How will you guarantee vote counting transparency?

Before voting begins, five custodians will be defined, who in the case of FC Barcelona, will be the members of the Advisory Board (a member will be picked at random from all members with the right to vote -over the age of 18 and who have been a membership card holder for at least one year-). An ID creation ritual will then take place and each member will be responsible for a number of digits that

together, shall form part of a secret key code, that will also be shared with and protected by a notary public. The electronic ballot boxes will open at 9am. The only information that we will receive over the course of the day will be participation data.

28

How will votes be counted?

At 9pm, as soon as the voting period is over, the platform will automatically count all votes. In order to access the results, each custodian will be required to enter their individual key code fragment.

29

Will you be able to see who voted?

No. It's important to make it clear that all votes are completely anonymous.

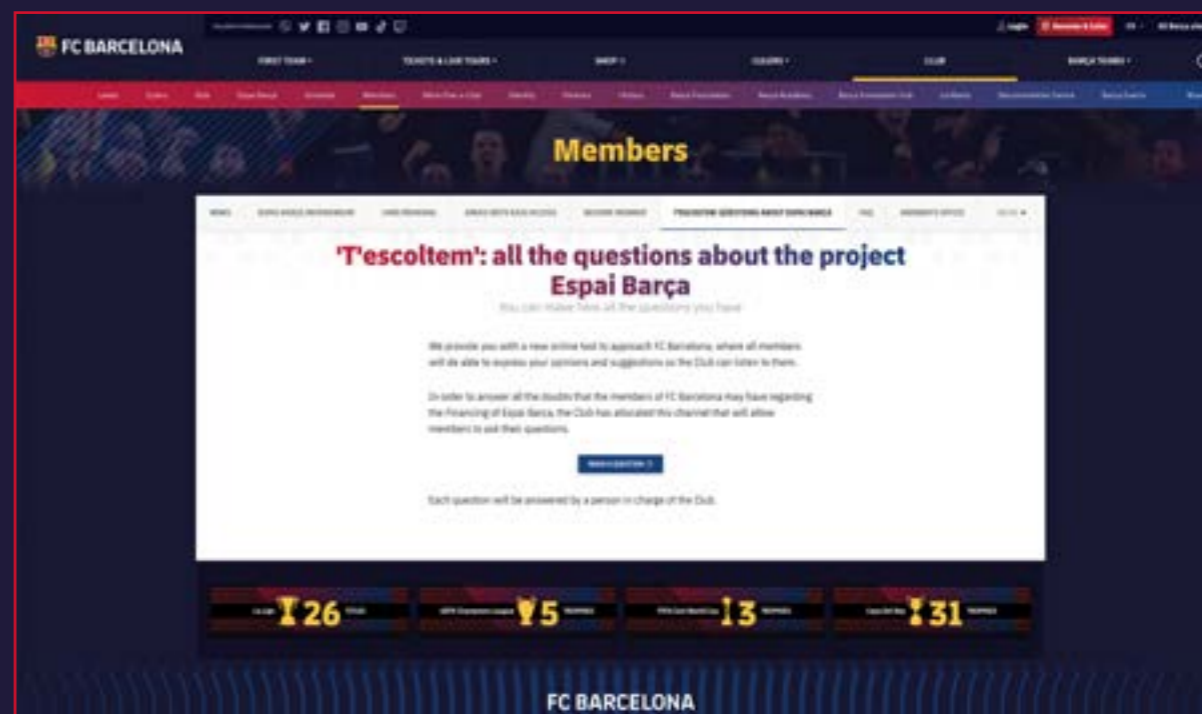
30

Com es garanteix aquest anonimats dels socis i sòcies votants?

El Sistema de Vot Electrònic per Internet compta amb un mecanisme que permet desvincular els vots emesos dels votants. Amb aquesta finalitat Minsait proporciona un mecanisme de desvinculació que segueix els passos següents:

- El mecanisme de desvinculació s'inicia quan el procés electoral ha acabat. El resultat d'aquest procediment serà utilitzat en el recompte dels vots i la verificació universal dels vots.
- El proveïdor proporciona un mecanisme que permet verificar les signatures digitals dels vots emmagatzemats i que, a més, permet separar els vots de les seves respectives firmes digitals i de la informació vinculant.

CAMPAIGN INFORMATIVE



From Saturday 27 November to the day of the consultation, the information campaign referred to in article 13 b) point one of the Statutes will be carried out and the appropriate information, promotion or communication acts will be made public. the proposal submitted for consultation.

The Club will periodically send information to members through the usual digital communication tools, the BOC (Official Club Newsletter) and the Infosocis, which are received via e-mail, will also publish a special edition of the Revista Barça which will be sent through a special BOC, a leaflet and an informative dossier that will be delivered at the Exhibition and the information can also be consulted on the Club's website and on the spe-

cial site on the consultation. Members will also receive messages via mobile phone reminders of the deadlines related to the consultation.

The Social Area has also incorporated the channel 'T'escoltem' in the website (<https://www.fcbarcelona.cat/ca/socis/tramits-i-gestions/t-escoltem>) so that members, through the mail can contact the Club directly to ask any questions related to the binding consultation on the Financing of the Barça Space. Each query will be answered in a timely manner by a Club official.

Likewise, members may also contact the Club by telephone in case of doubts and clarifications related to the voting process and mechanics. 900 1899 00.

EXHIBITION REFERENDUM

The Espai Barça Financing Referendum exhibition, which has been set up inside a 400m² tent located on the Camp Nou stand esplanade area, will be open to the public from Saturday 27, where attendees can consult the details of the financing project, any updates incorporated into the project, and information concerning the telematic voting procedure. It also includes a video about the Espai Barça, complete with simulations of how the inside and Stadium stands will look. There will also be a number of informative sessions and guided tours organized for members, senators, and members of the Penyes collectives. Members must pre-register via a form that can be found on the Referendum site, within the Club's own website.

INFORMATION

Suitable for all audiences

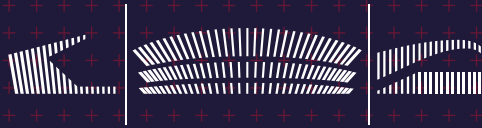
Opening times: 10am to 7pm, Monday to Saturday

Sundays from 10am to 3pm

Match days: the exhibition will close 4 hours before matches and after doors open, it will reopen again until the start of the match.

Location: Esplanade area (located between the Camp Nou and the Sala París)





Espai Barça