



# ESPAI BARÇA

## A NEW VIABLE AND SUSTAINABLE PROJECT

### THE MEMBERS MUST APPROVE THE FINANCING TO MAKE IT A REALITY

The Board of Directors will propose to the delegate members called to the next Ordinary General Meeting on 17 October a motion to approve obtaining the necessary financing to execute the Espai Barça project. A project that has now become outdated and is being redesigned to ensure that it remains viable and economically sustain-

able, and so that it has the least impact possible on all members. A project that is being amended and improved to transform Espai Barça into the biggest and most innovative sports and entertainment area in a European city and to convert Camp Nou into the stadium that FC Barcelona and its members deserve.

#### 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.

### 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

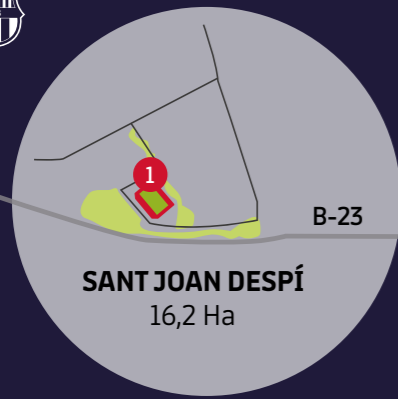
2014 but seven years on, what was approved by the members and which should have been finished this year 2021, is still an unfulfilled dream for Barcelona fans and an unavoidable urgent matter for the club's future and its viability. Only the Johan Cruyff Stadium is an operational facility, but both the 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.



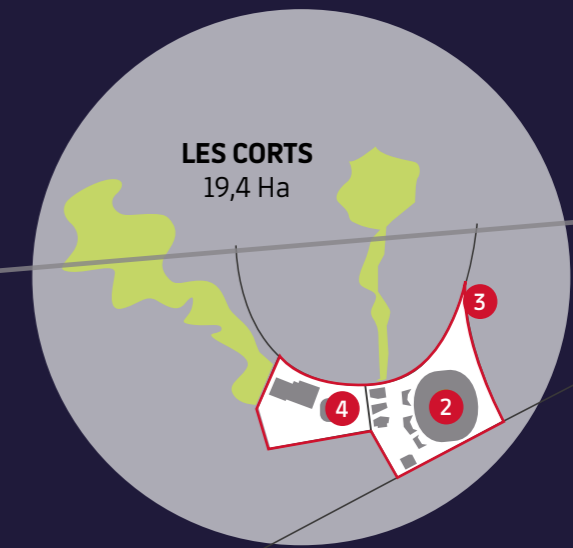


FC BARCELONA  
NEW ESPAI BARÇA

FC BARCELONA  
NEW ESPAI BARÇA



Av. Diagonal



HISTORIC ASSET:

**35,6 Ha**

# AREAS OF ACTION

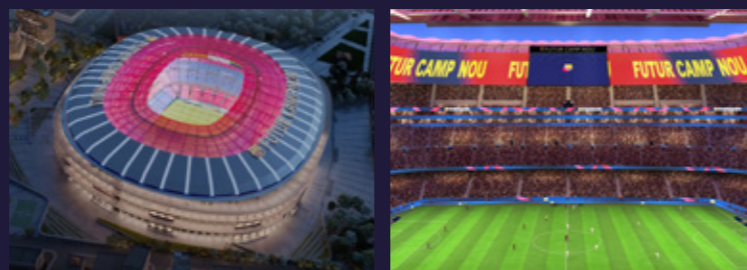
## 1 JOHAN CRUYFF STADIUM

- 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.





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NEW ESPAI BARÇA

# 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**

FOTO: @FCBARCELONA / SANTIAGO GARCÉS



## 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 discomfort 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

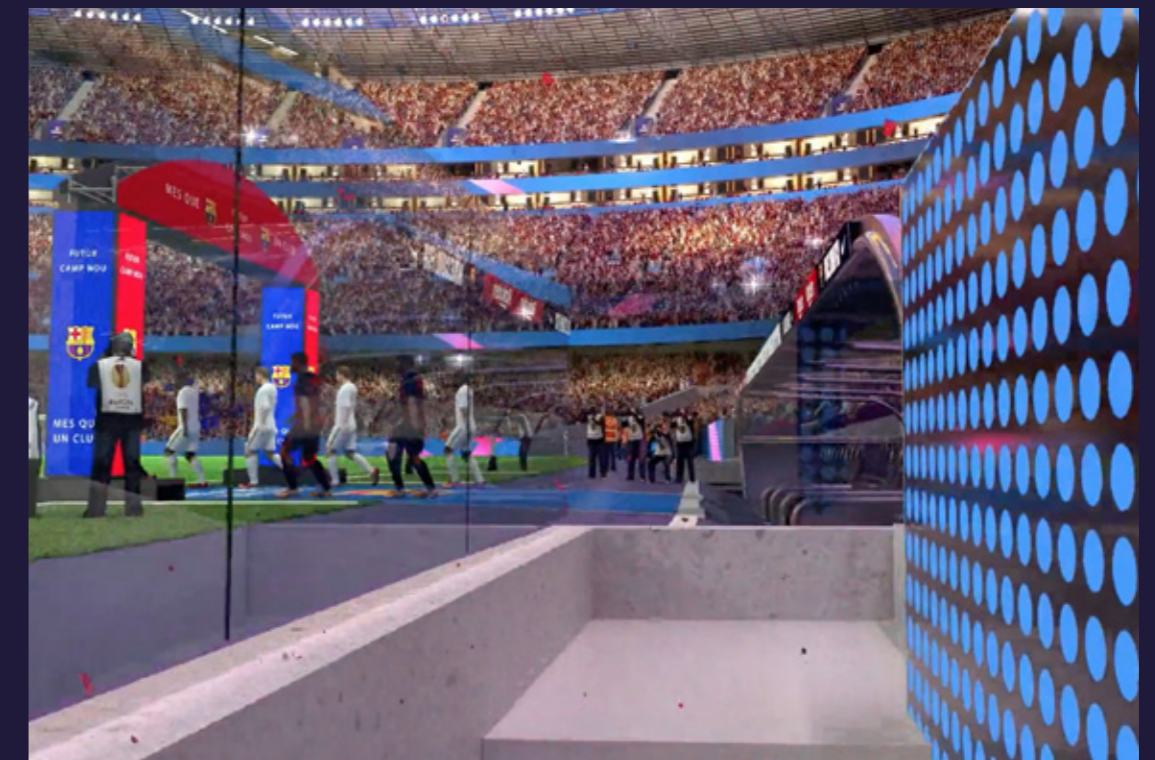
Without having structural issues as deep as those suffered by Camp Nou, the Palau is in a precarious state.

- 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

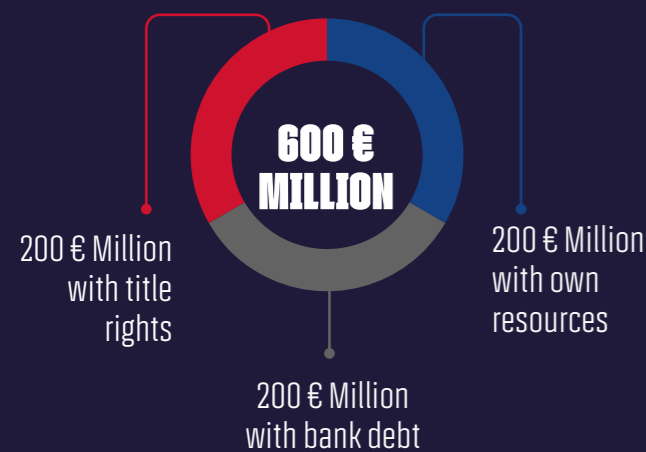
With the entry of the new Board of Directors, we have the opportunity to review and update the real costs of the project, since these do not correspond to the reality of Espai Barça as it was raised. The real cost of the financing plan approved by the members in a referendum in 2014 is now completely 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.

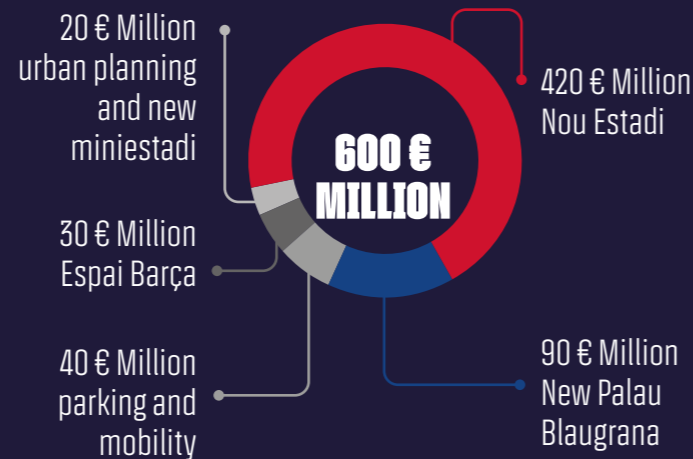
The investment costs were completely undervalued compared to other projects already executed or underway around the world and did not provide for the technological and sustainability improvements required of a project that we would like to remain up-to-date for many years. Furthermore, the only part 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.

## FINANCING OF THE ORIGINAL PROPOSAL



## SUMMARY OF THE ORIGINAL PROPOSAL'S COSTS



### 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.

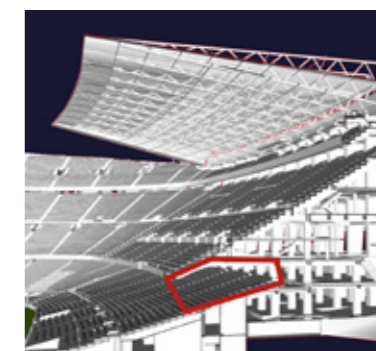
## DEFECTS HIDDEN FROM MEMBERS WHICH WERE NOT REVEALED

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.

The Club is considering different scenarios in which there is an evaluation of the possibility of playing outside Camp Nou, which would have a direct impact on the works schedule, reducing the initial construction time and thus allow a more efficient renovation to be carried out.

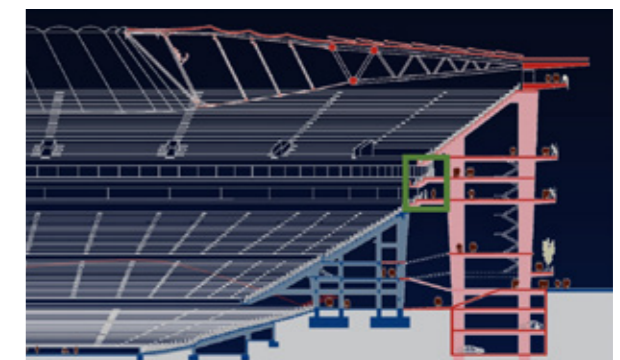
Turning to the economic scope, it is necessary to create a project that optimises revenue and makes the Club more competitive. After the pandemic, it is also necessary to review and evaluate the functionality of our facilities.

## PREVIOUS PROJECT



A VIP ring was generated forcing the displacement of 12,500 season-ticket holders to the third stand.

## IMPROVED PROJECT



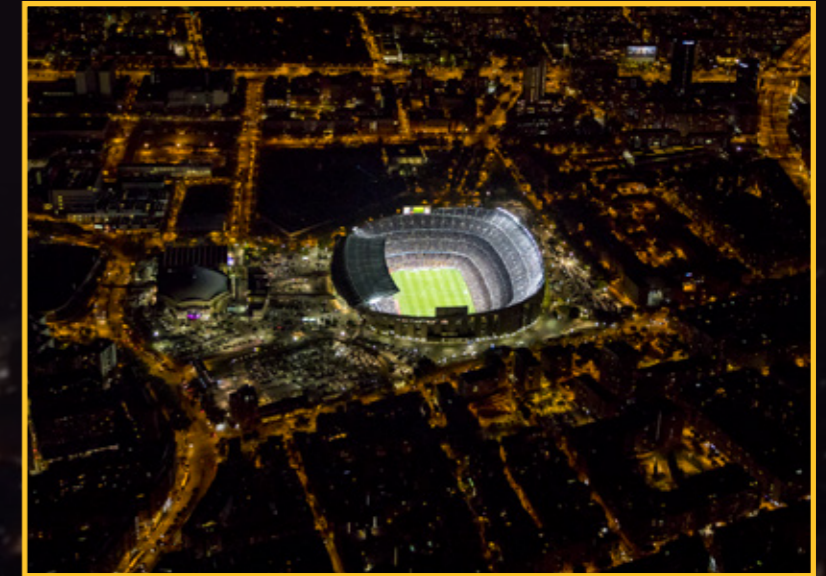
In the improved project, which creates a new third stand, this VIP area is placed over the current second stand, no longer having an impact on members.



# 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.



FUTURE  
CAMP NOU

ATTACHED  
BUILDINGS  
(HOTEL  
AND  
OFFICES)

NOU  
PALAU  
BLAUGRANA

PETIT PALAU  
AND ICE RINK

PARKING AREA  
FOR BUSES



# 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



## THE MAIN CHANGES OF THE NEW PROJECT

### 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.



On the left, view from the side of the first tier. On the right, view from the third tier.

### 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.

### 3 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.



### 4 DOUBLE VIP RING BETWEEN THE SECOND AND THIRD STAND

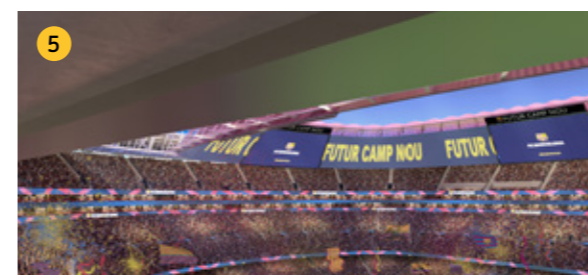
The VIP ring of the first stand will be placed higher up, between the 2nd and 3rd, with an independent double ring that will considerably increase the capacity of VIP booths, thus obtaining more revenue that will serve to finance the project. This hospitality area will not have an impact on members as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

### 5 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.

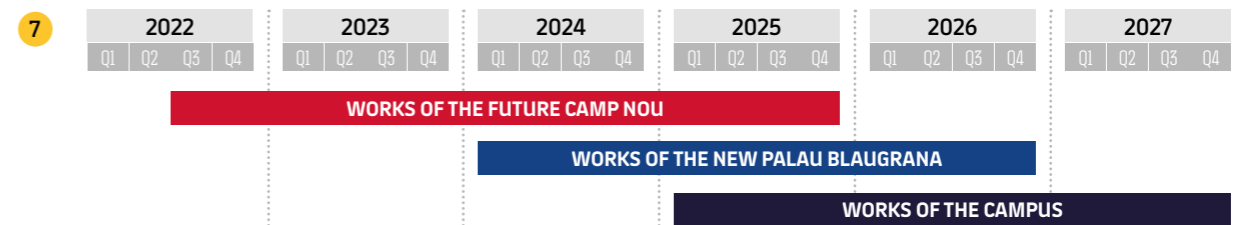
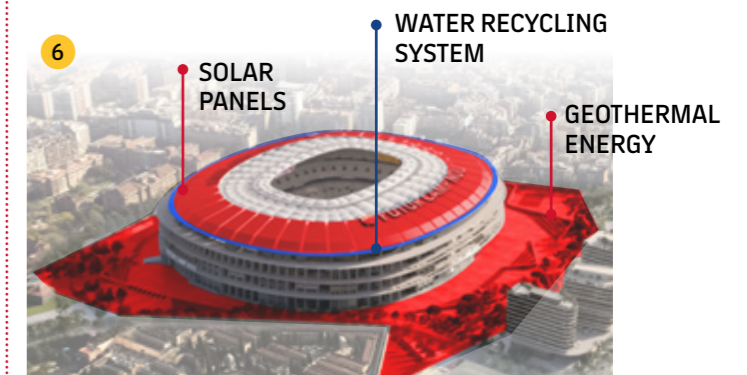


### 6 SUSTAINABILITY, IN THE STADIUMS DNA

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.

### 7 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.





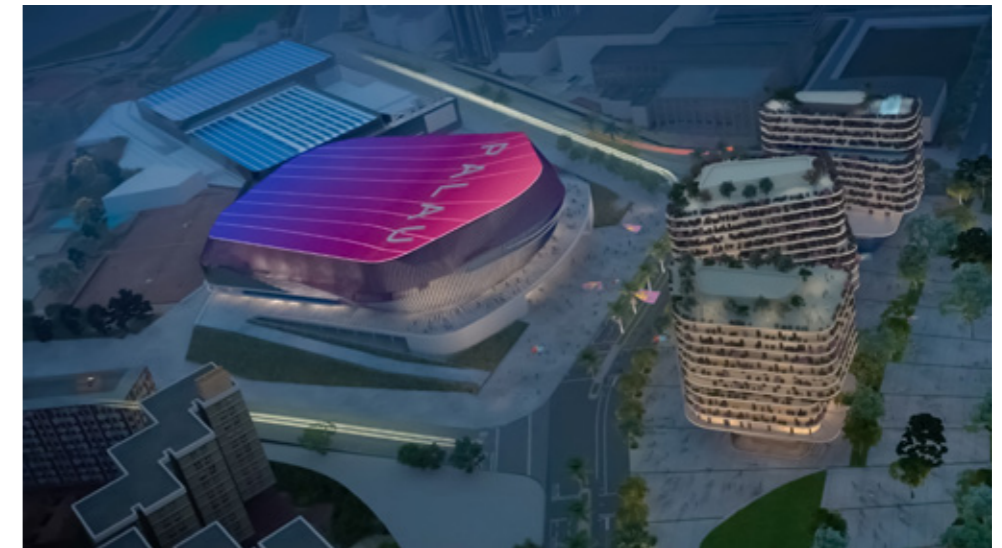
# A MULTIFUNCTIONAL PALAU BLAUGRANA FOR 15,000 SPECTATORS



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



# A CAMPUS BARÇA WHICH WILL BE A SPACE FOR SPORTS AND ENTERTAINMENT

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



## 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'

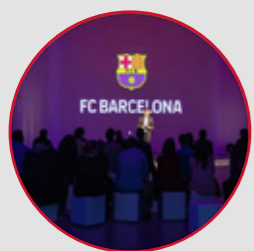
The the 'Hub' of the Stadium Stand which opens out onto the Campus Esplanade will also house the Barça Store, with 2500 m<sup>2</sup> of commercial areas and the Museum, which has an area of 3000 m<sup>2</sup> and in addition to the historic trophies, it will offer new experiences to visitors thanks to the latest generation in technology.



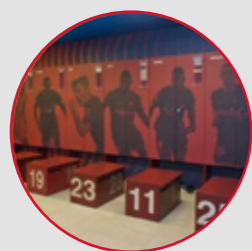
A HUB TO SERVE AS A RECEPTION POINT



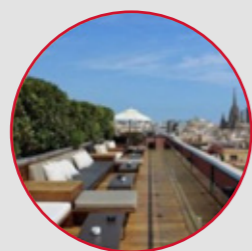
THE BARÇA STORE AND THE MUSEUM WILL FORM PART OF THE CAMPUS



Conferences



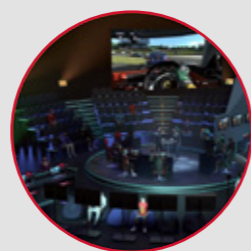
Children's play areas



Gastronomy



Children's play area



E-Sports



Multisports Tracks

# 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.

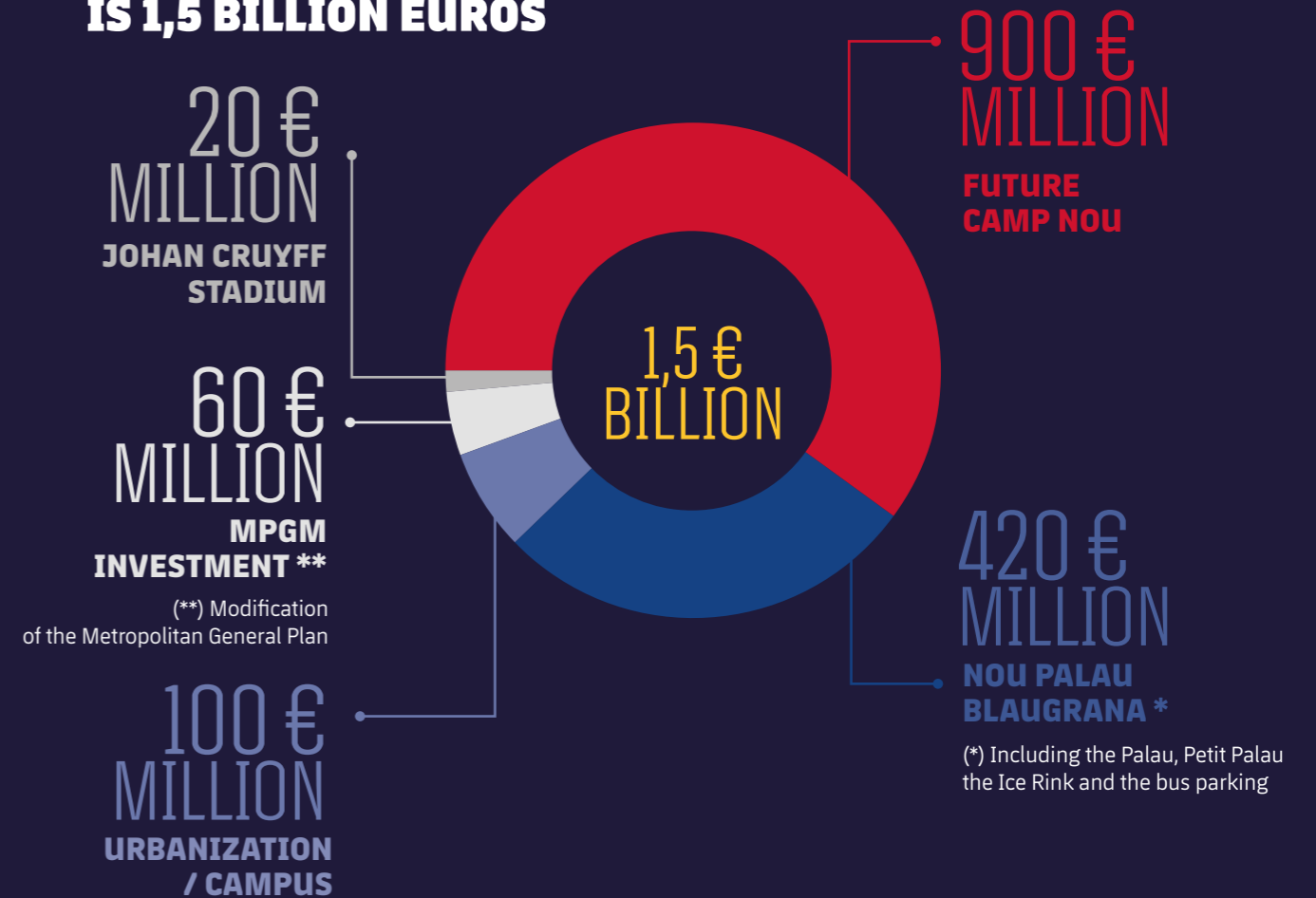
## MARKET INTEREST AND OVER 35 YEARS

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.

## OPERATION OF UP TO €1.5 BILLION

At the General Meeting on the 17th, the delegate members will be asked for authorisation to perform the necessary actions to arrange a financing operation of up to €1.5 billion.

## THE INVESTMENT ESTIMATE IS 1,5 BILLION EUROS



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

