

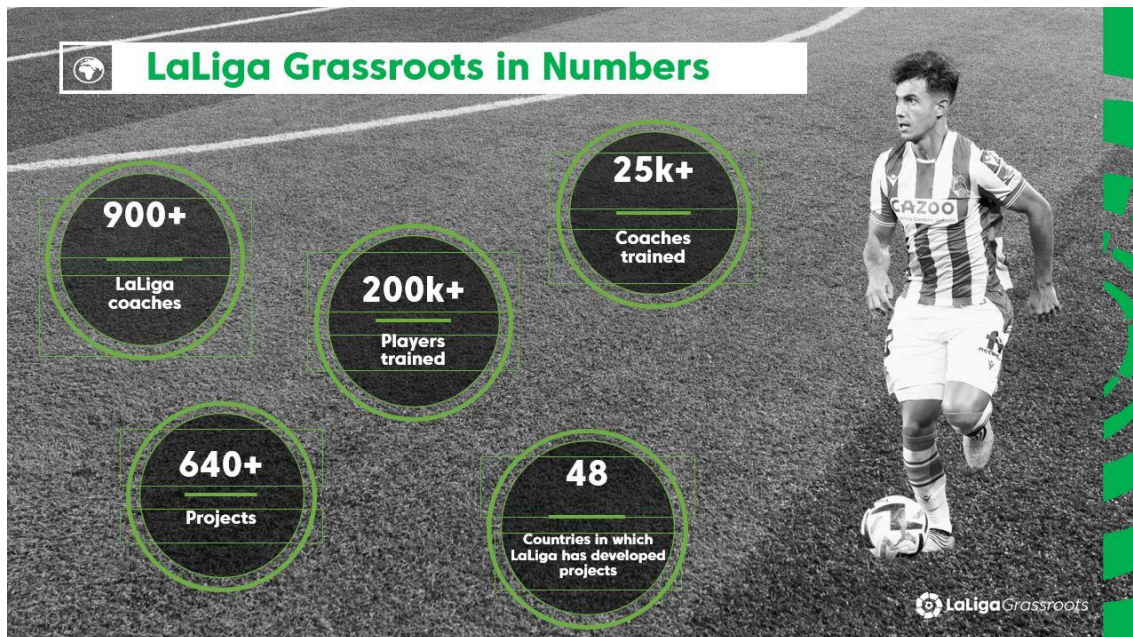


LaLiga Grassroots 2022/23

Global Communication



WHAT IS LALIGA GRASSROOTS?



LaLiga Grassroots is the initiative under which LaLiga has brought together the know-how, experience and projects to promote grassroots football through the Sports Projects department, created in 2015 and a pioneer among the major European leagues by establishing a network of academies and schools around the world focused on developing international talent through the LaLiga Methodology. Since 2021, under the organisation's International Business and Development department, LaLiga Grassroots has promoted different areas of intervention, which focus on the holistic development of young players, international training programmes for different professionals in the sector, projects to promote and support LaLiga clubs in terms of youth academies and the organisation of international tournaments.

LaLiga teams dominate the rankings of the best youth academies in Europe by prestigious institutions such as the CIES Football Observatory, the leading organisation in terms of European football data. Athletic Club, FC Barcelona, RC Celta, RCD Espanyol de Barcelona, CA Osasuna, Real Sociedad and Valencia CF are in the Top 15 teams of the five big European leagues that placed most importance on home-grown players in the 21-22 season, with an

exclusively Spanish podium, led by Athletic Club, Real Sociedad and RC Celta. Within the 5 big leagues, LaLiga leads the rankings by far: during the first half of the current season, youth players had played 15.8% of the minutes in the competition, compared to 12.4% in Ligue 1, 11.8% in the Premier League, and much further back, 7.1% in the Bundesliga and 5.5% in Serie A, making LaLiga the leading example of grassroots football in Europe.

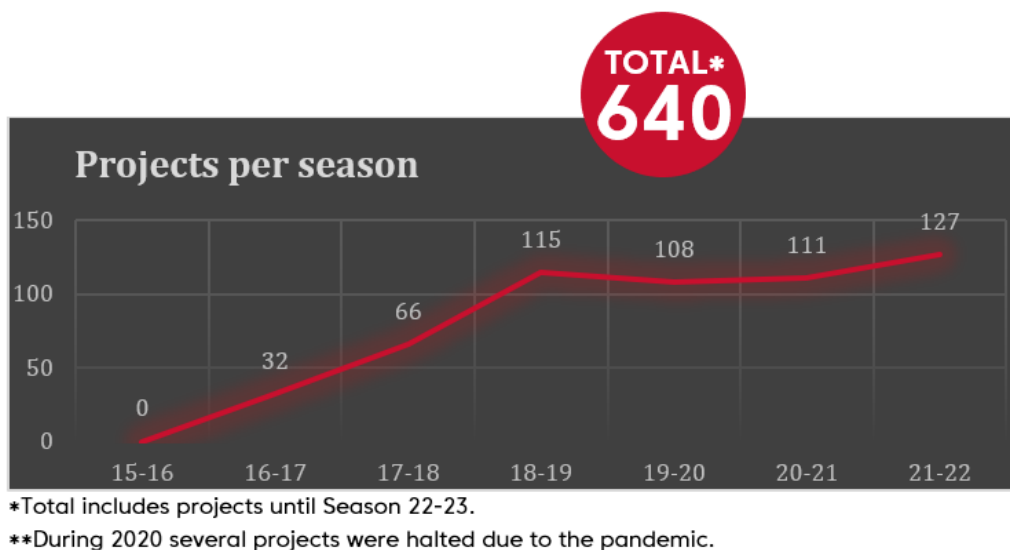
Leagues -> Big-5

% minutes	Club	Club-trained
55.8%	 Athletic Club (ESP)	15
43.9%	 Real Sociedad (ESP)	17
41.2%	 Celta Vigo (ESP)	11
35.6%	 AS St-Etienne (FRA)	16
34.5%	 Montpellier HSC (FRA)	9
33.1%	 Olympique Lyonnais (FRA)	8
32.9%	 FSV Mainz 05 (GER)	7
31.7%	 FC Barcelona (ESP)	12
31.3%	 SC Freiburg (GER)	7
29.9%	 RCD Espanyol (ESP)	13
29.7%	 CA Osasuna (ESP)	10
27.6%	 Manchester United (ENG)	7
25.4%	 Chelsea FC (ENG)	6
23.9%	 Genoa CFC (ITA)	8
23.3%	 Valencia CF (ESP)	8

Atlético de Madrid, FC Barcelona, Real Madrid and Valencia CF share a place in this season's top 15 most productive youth academies among the 5 major European leagues. The LaLiga Methodology integrates many of the elements that have made LaLiga Grassroots a global benchmark, and many of the LaLiga Grassroots coaches have club experience, helping to export this shared LaLiga brand know-how. The clubs' youth academies also participate in many of the international LaLiga Grassroots projects, with matches, training

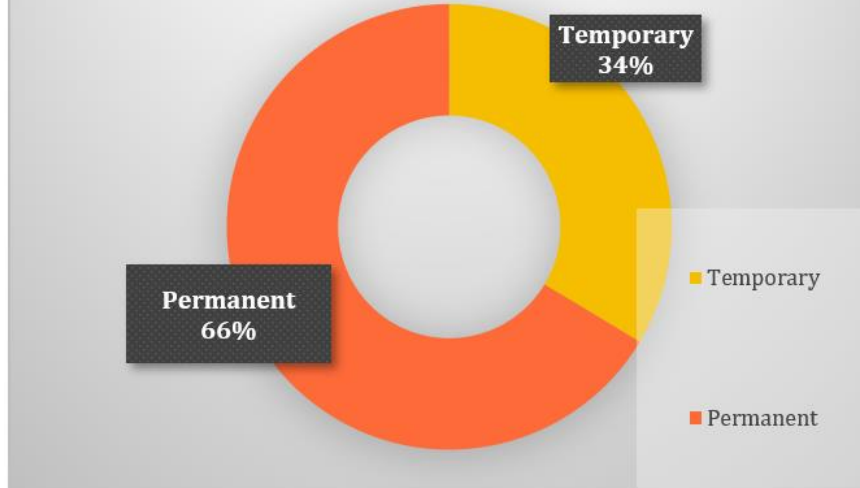
sessions or even associate centres, which promotes exchange, contact and presence on an international level.

Currently there are more than 640 permanent and temporary projects developed by the department, from introductory to high performance, led by more than 900 of the best coaches in the world, selected for their outstanding qualifications (university graduates, UEFA Pro licensed coaches), national and international experience and values in line with LaLiga: compassion, effort and adaptability. More than 25,000 local coaches and more than 200,000 international players and players of different categories and levels have been trained in this methodology across LaLiga's different centres and projects in over 48 countries.



All this work culminated in the 2021-22 season with the launch of the new LaLiga Grassroots programmes in Spain under the umbrella of the integration of this new business unit and thanks to the construction of a state-of-the-art complex in Madrid with the capacity to host LaLiga's most innovative programmes yet: The ESC LaLiga & NBA Centre, which opened its doors to host the first graduating class of LaLiga Academy Madrid in September 2022.

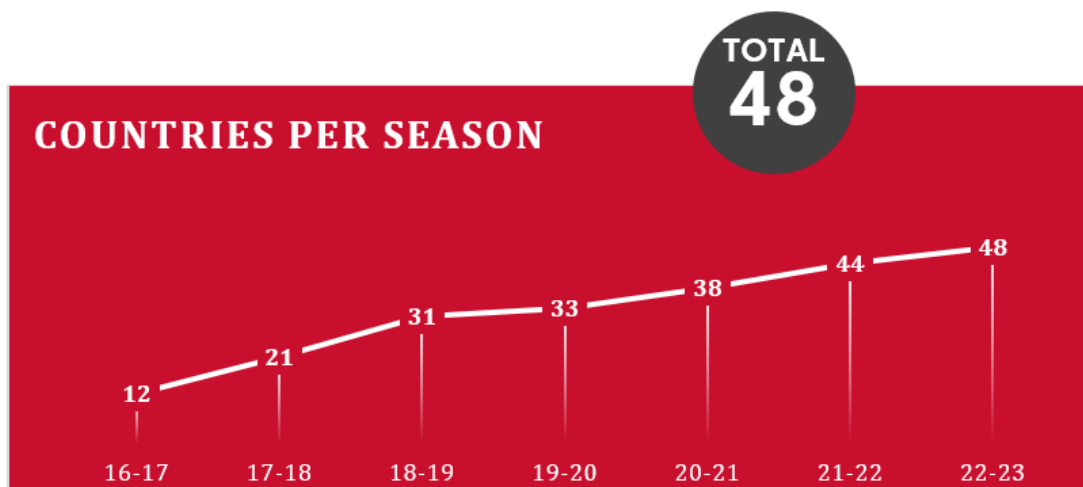
Temporality of Projects



LaLiga Grassroots is both an initiative to promote grassroots football at a national and international level and a business venture, but the main objective is to develop talent at a global level, as well as to promote the LaLiga brand and its competitions, and to export the LaLiga Methodology. In addition, the Madrid complex will serve as an asset for LaLiga clubs, as they will be able to carry out visits, activities and establish various partnerships with LaLiga projects.



The growth of sports projects on an international level has been boosted significantly since the launch of LaLiga Grassroots, with a presence on all continents and with key long-term projects which are particularly significant. With the opening of the ESC LaLiga & NBA Centre in Madrid and thanks to the in-house created software LaLiga Academy Manager, all projects are interconnected and are supervised and coordinated directly from LaLiga's headquarters in Madrid, thus maintaining the highest quality standards and providing the opportunity for thousands of football players from all over the world to train in Spain.



* During 2020 several projects were halted due to the pandemic.

Future plans include launching new temporary and permanent projects in more countries, boosting the use of technology in all projects, increasing the number of training scholarships awarded to young talents and consolidating Madrid as the nerve centre of world grassroots football.

LaLiga Grassroots featured programmes	
LaLiga Academy Madrid	<p>/ Long-term programme at LaLiga's international academy at the ESC LaLiga & NBA Centre in Madrid for boys and girls eager to improve their skills through the LaLiga Methodology.</p>
LaLiga Football Schools & LaLiga Academy Internacional	<p>/ Permanent projects where we work with a structured training process adapted to each phase of the players' development and their specific situation, through the LaLiga Training Methodology.</p>
LaLiga Training Stages	<p>/ High performance visits to Spain for groups, teams and international players in order to improve their collective and individual preparation and development.</p>
LaLiga Camps	<p>/ Training football camps in Spain and abroad, in countries such as the UK, Peru, USA and Japan.</p>

<p>LaLiga Scouting and LaLiga Tryouts</p>	<ul style="list-style-type: none"> / Tryouts and talent detection and development programmes led by LaLiga coaches and scouts.
<p>Programmes for the training of coaches</p>	<ul style="list-style-type: none"> / Special courses structured by level, knowledge areas and based on the LaLiga Training Methodology. / Individual sessions for coaches on specific topics. / Intensive training visits in Spain for coaches: technical visits, presence at matches/competitions and unique training sessions by LaLiga professionals and their clubs.

LALIGA ACADEMY MADRID, EXCELLENCE IN TRAINING AT THE LALIGA & NBA ESC CENTRE



LaLiga Academy Madrid is the long-term academic and sports programme for young football players that opened its doors in September 2022 to welcome its first players in Madrid, who will live, train and study during the 22-23 academic year at the ESC LaLiga & NBA Centre. The 36 young players from 24 different countries, including Mexico, France, Lebanon, Poland and Japan, study in a school integrated into the Centre and train under the LaLiga Methodology with top-level coaches coordinated directly from the organisation's headquarters in Madrid who are in constant contact with the Centre. The athletes, aged between 14 and 17, are in Madrid to enhance their skills, focusing on excellence and the integral development of their performance in both the academic and sporting spheres.

LaLiga Academy Madrid is the first annual programme launched by LaLiga in Spain, and joins the more than 640 grassroots sports projects across more than 48 countries that have been developed since 2015, now united within LaLiga Grassroots, the project launched in 2021 to promote global grassroots football. LaLiga is a pioneer among the major competitions for having created a network

of permanent academies based on its own training system, which is especially valued at international level, forged from the wealth of knowledge accumulated in Spanish grassroots football.



In addition, during the 2021-22 season, tryouts linked to the programme to identify talent were held in countries such as Mexico, Puerto Rico and the United Arab Emirates, and two of the players selected were awarded full scholarships to cover their entire training stay in Spain. Nevertheless, the programme is open to all players looking to reach their full potential in a programme and facilities that are unique in the world.

THE ESC LALIGA & NBA CENTRE: A COMPLEX OF SPORTING EXCELLENCE IN MADRID



The new programmes started in September 2022 at the ESC LaLiga & NBA Madrid Centre, a complex of sporting and academic excellence with accommodation for more than 450 people and 24-hour security, an international school equipped with an auditorium, library and laboratory, a clinic and several areas for games, relaxation and study. The complex also houses two state-of-the-art football pitches and different training spaces, a basketball court, gymnasium and swimming pool, making it the ideal place to achieve the union between sports and academic training that LaLiga Grassroots projects pursue. These facilities are also an asset available to all LaLiga clubs for exclusive training programmes, brand internationalisation projects and other needs.



The centre opened its doors in the summer of 2022. The complex's facilities are state-of-the-art, with the latest advances in this sector, and include technological innovations such as smart tactical cameras to enable data work and analysis of training sessions, as well as cameras that also allow family members to follow their child's matches. Moreover, it should not be forgotten that the complex has the enormous advantage of combining sporting and academic training in the same facility.



Thus, it is a centre of sporting and academic excellence, where programmes are developed that seek to obtain the maximum performance from the

individual's abilities, developing the best possible player and creating an environment that promotes the LaLiga experience and the creation of opportunities for their development and profile with a view to their future.



LALIGA CAMPS, A COMMITMENT TO GRASSROOTS FOOTBALL FOR EVERYONE



LaLiga Camps are football training camps integrated into LaLiga Grassroots. Following their success in different countries, these summer camps will also be held in Spain from July 2023 at the ESC LaLiga & NBA complex in Madrid. This is a pioneering initiative, as there are no other camps of this kind run by other major European leagues in their own facilities dedicated to grassroots football. Thanks to the facilities of this innovative centre, participants will be immersed in the LaLiga ecosystem surrounded by a multicultural football environment.

LaLiga Camps arrives in Spain after its success in several countries such as the United Kingdom, Japan, South Africa, Kuwait, Peru as well as up to 8 different locations in the United States, from Dallas (Texas) to Las Vegas (Nevada). Around 900 players of different levels and ages have already passed through them.



The camps are based on the LaLiga Methodology to help players on their way to reaching their full potential while enjoying a recreational summer experience with LaLiga.

The camps, with day or overnight options, have durations of 1, 2 or 3 weeks, and aim to provide for players of all levels, aged between 8 and 17 years old, with some of the resources and common elements that make the youth academies of LaLiga clubs a global benchmark.

The Madrid edition also has several distinguishing features:

- **Immersion in the LaLiga ecosystem**, which directly coordinates the camps and selects the technical staff at its headquarters in Madrid, headed by coaches who meet the highest UEFA requirements and have national and international experience.
- **Multicultural environment:** Throughout the year, the ESC LaLiga & NBA Centre welcomes youngsters from more than 20 different countries to its long-term LaLiga Academy Madrid programme, and will open its doors

in the summer to male and female players from all over the world, including football academies from countries on all five continents.

- **State-of-the-art centre:** the ESC LaLiga & NBA Madrid centre has accommodation for more than 450 people with 24-hour security, an international school equipped with an auditorium, library and laboratory, a clinic and several areas for games, relaxation and study. It also houses two state-of-the-art football fields and different training spaces, a basketball court, gymnasium and swimming pool.



One of the keys of the LaLiga Methodology is the comprehensive training of the player and, in the case of LaLiga Camps, the pillars of this methodology are maintained, focusing on the technical, tactical, physical and psycho-emotional development of all participating boys and girls, always using football as an ideal means of transmitting values to the youngsters in a fun and educational environment.

In addition, as part of this commitment to all-round training, language workshops and the possibility of having the experience in English have been included in the camps. LaLiga's coaches have international experience and

speaking different languages, so the combination of academics and sports also works for these short-term experiences.

LALIGA SCOUTING, TALENT FROM FIVE CONTINENTS

LaLiga Scouting integrates the various international talent detection and development processes carried out by LaLiga coaches and scouts through tests, pre-established competitions and Tryout events. They are aimed at male and female players with a high level of performance with the objective of selecting young talents and creating a context of opportunities for growth, visibility and improvement of the level of competition for these players. The most prominent projects within talent detection are:



LaLiga Tryouts: a very demanding selection process led by LaLiga's coaches from the organisation and with criteria based on the 4 pillars of the Methodology. The programme is linked to long-term projects in Madrid, especially LaLiga Academy. Each year, full training scholarships are offered for top talents to raise their competitive level in Spain within the ESC LaLiga & NBA Centre programmes in Madrid.

LaLiga Select: a talent scouting and development programme launched in 2021 by LaLiga North America in partnership with ISL Agency. Football players from the USA and Canada between the ages of 13 and 19 are selected by

LaLiga Grassroots scouts from thousands of participants in a series of events



and tournaments that, in recent years, have taken place in areas such as Texas, New York and Las Vegas (Nevada). The selected players, between 100 and 200 in each edition, undergo an intensive training camp in Madrid. In the last edition of the training camp in 2022, more than 100 footballers, divided into 7 teams, faced matches with youth teams from LaLiga clubs such as Atlético de Madrid, Rayo Vallecano, Getafe CF, CF Fuenlabrada and CD Leganés and also trained with some of them. Three of the players received scholarships for temporary

placements in the youth academies of RC Celta, Deportivo Alavés and Levante UD.

LALIGA TRAINING STAGES: PROMOTING INTERNATIONAL TEAMS



K League (2022)



Wakatake Group (2019/20/22)



UTR! Singapore (2022)



Alianza (2019/2020)

LaLiga Training Stages is a continuous programme of intensive training periods in Spain for clubs, coaches or players from other countries to train under the LaLiga methodology for a period of time ranging from one to several weeks. The participants will live at the ESC LaLiga & NBA Centre and will enjoy the LaLiga experience at first hand.

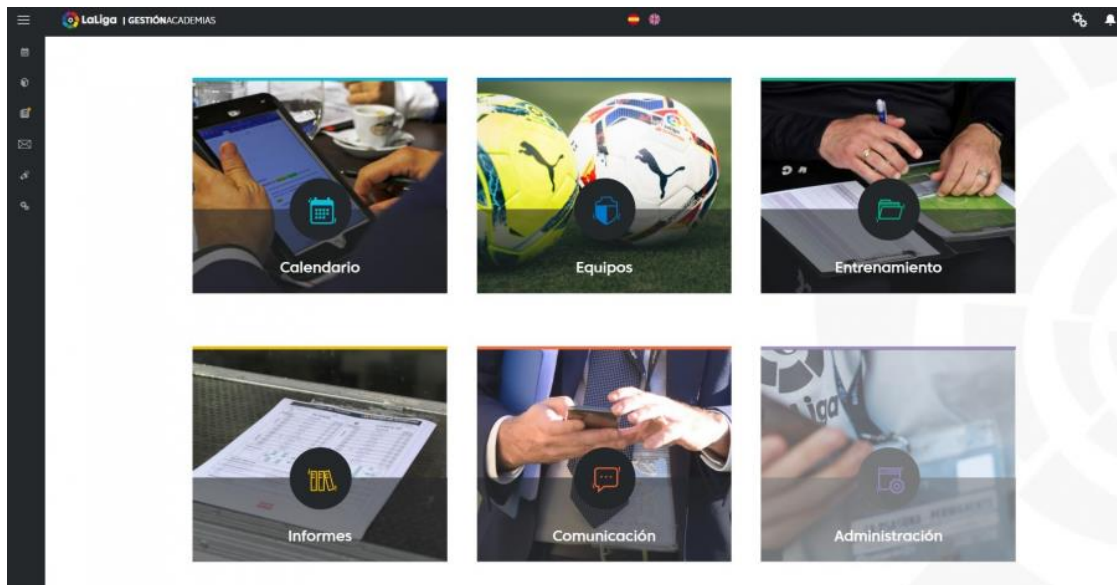
Many of these stages also include training and matches with LaLiga clubs, an exchange of knowledge and experience that helps teams from other countries to improve by learning from world-class youth academies, such as those of LaLiga, and for LaLiga clubs to come into contact with youth academies of clubs from other countries.

In the 2022-23 season there have been some LaLiga Training Stages of special importance, such as Wakatake Group (Japan), K League (South Korea) and UTR! (Singapore). In these stages, youth teams from clubs such as Athletic Club, Deportivo Alavés, Getafe CF, Villarreal CF, Rayo Vallecano, Atlético de Madrid, CF Fuenlabrada, Sevilla FC, Real Betis, Valencia CF, RC Celta, RCD Espanyol de Barcelona, Real Sociedad and UD Levante took part.



TECHNOLOGY AND DIGITALISATION IN LALIGA GRASSROOTS FOOTBALL

LaLiga Grassroots has projects in almost 50 countries around the world. Due to the complexity of this global project network, there were no management and coordination tools on the market that could be adapted to the international context in which the LaLiga Grassroots Sports Projects department operates, therefore, at LaLiga Tech, LaLiga's technological subsidiary, an ad-hoc tool was designed internally with the team to cover their management and communication needs in real time with the different people in charge of the projects, as well as being able to supervise the application of LaLiga's methodology and the training principles in the projects.



Así, On a digital level, LaLiga Grassroots manages its projects from LaLiga's headquarters in Madrid thanks to LaLiga Academy Manager, an Academy Management and Control Software that has been developed entirely in-house thanks to LaLiga Tech's Business Intelligence team, and which is already being used in the many sports projects it has around the world (USA, United Arab Emirates, India, China...).

As a result, it has been possible to centralise the processes of control, supervision and evaluation of the activity of the coaches. The tool, designed for greater usability and time optimisation, also allows for the formalisation of communication and reporting protocols. Some of the functionalities are calendar management, planning of training sessions, and information on teams and players.

In addition, due to the clubs' interest in the software, it is in the process of being adapted to their needs so that the clubs' youth academies can use it in their day-to-day work. Some of them have already implemented it in their youth teams.

THE METHODOLOGY OF LALIGA



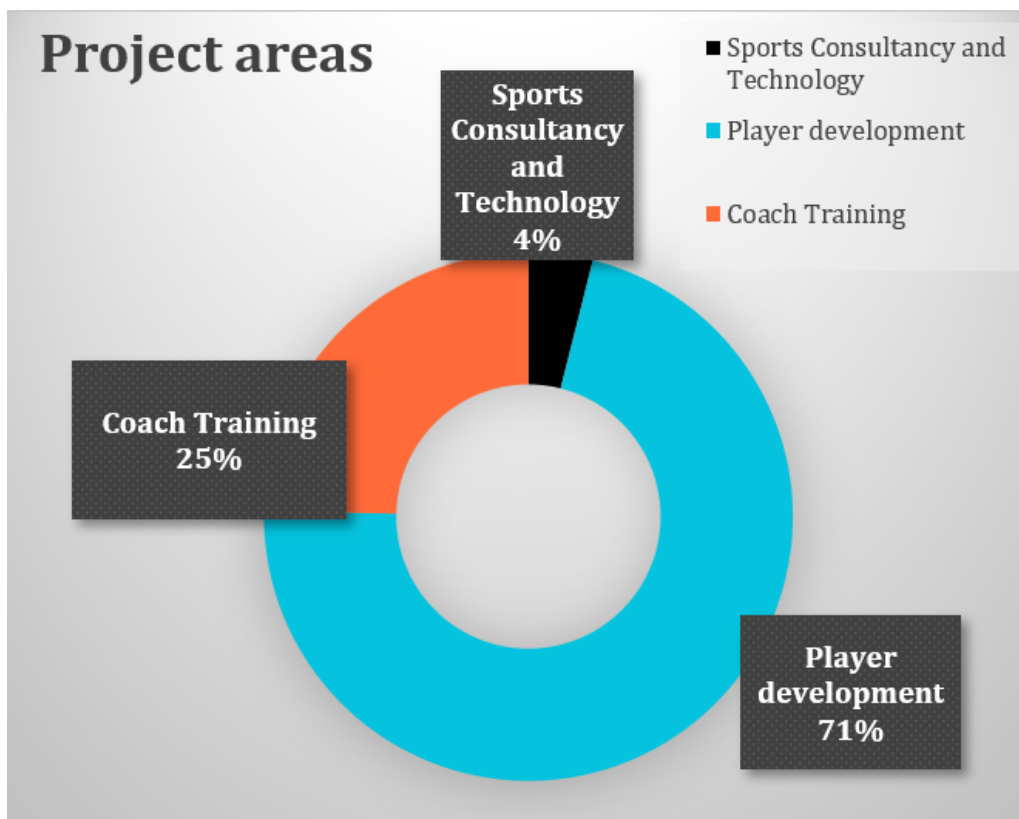
LaLiga, through its Sports Projects department, has been exporting a methodology and youth player development model to the whole world for more than 7 years, based on the elements that have positioned Spanish clubs as international leaders in youth academy development. Although each club or youth academy has its own model, largely adapted to its particular situation, philosophy and specific needs or objectives, there are elements common to all of them, and differentiating factors that explain much of this success:

1. Processes focused on comprehensive training: addressing all areas of the young player's development (technical, tactical and


physical, but also academic, personal, psychological and emotional).

2. Processes for attracting and detecting talent: in an increasingly globalised football environment where vast amounts of data and content are available to everyone, the correct and early detection of talent is one of the main drivers of a club's sporting performance.

3. Individualisation and personalisation of the training process: Currently, and even more so than collective objectives, the player is the project. As each player is different and has different needs, the ability to adapt and personalise the development process to each individual player becomes a crucial differential element in today's football.



**Areas where the Methodology is applied.*



The 4 pillars of the Methodology, areas of direct influence on the player's development that combine more than 100 training concepts, are: tactical-cognitive, technical-coordinative, physical-conditional, psycho-socio-affective.

MAJOR WORLDWIDE PROJECTS



IN NUMBERS

SINCE 2015:

+ 640

Sports Projects in 48
different countries



+ 200.000

Players trained in the
LaLiga Methodology

+ 900

LaLiga trainers sent
abroad



+25.000

Local coaches trained
by LaLiga experts

More info on:

www.laligagrassroots.com

UK:

LaLiga Camps: are training football camps that convert some of the elements that make the youth academies of the world's leading clubs in training football into educational and recreational tools. These short-term training programmes

are an immersion into the LaLiga experience to help players of different levels and ages to reach their full potential under the guidance of LaLiga professionals and the LaLiga methodology. The first edition was held in summer 2022 in Sussex.

India:

LaLiga Football Schools India: LaLiga Football Schools is one of the main projects under the LaLiga Grassroots umbrella, and is based on the use of football as an educational tool for children between the ages of 6 and 16 in the case of India (the first, opened in 2018), of all levels and genders. It's developed through agreements with local schools via In-School and After School programmes. F11, F7 and F5 are played, and tournaments and friendlies are organised between the different schools.

The data to date in the country is very powerful: around 2,000 children train every week under the LaLiga Methodology in some 23 centres in different metropolitan areas (e.g. Dehli, Mumbai), and more than 14,700 children have already been trained since the start of the project, some from particularly poor areas such as the Tripura region (there are currently around 8 centres in Tripura). A total of 700 local coaches have been trained, of which 50 have taken an active part in the project in different locations. There are educational centres associated with clubs, which bring the "cantera" experience of LaLiga to these children and help promote the clubs outside Spain. In India there are five centres associated with clubs: Real Betis, RC Celta, Sevilla FC, D. Alavés and Cádiz CF.

China and Southeast Asia:

Agreement with the Ministry of Education: There has been an agreement between LaLiga Grassroots and the Chinese Ministry of Education since 2015-16. LaLiga provides coaches to schools to teach the subject of football, train teams and train local coaches together with the Ministry and CEAIE (China Educational Association of International Exchange). It's a commitment to

football as a key sport in the education of young Chinese people, which in turn promotes the enjoyment and practice of football in the country.

LaLiga Club Academy Yixing: a permanent training centre under LaLiga's Methodology has been established in the city of Yixing with a LaLiga coach stationed there.

Vietnam: LaLiga Academy Vietnam and LaLiga Football Schools Vietnam started two permanent projects in the country this season 2022-23, with great growth projections.


LaLiga Academy Indonesia: one of LaLiga's permanent academies is located in this country. Here, young players train under the LaLiga Methodology with a coach at their destination (Jakarta) and supplementary activities.

(Region) Singapore: In December 2021, Unleash the Roar! was announced, an ambitious sports partnership and consultancy project with the Football Association of Singapore and the Singapore Sports Council. There were several Spanish coaches sent to the destination, and in November 2022 a selection of players from Singapore came to Spain to spend a month with their coaches at the ESC Centre, receiving intensive training from LaLiga and playing matches in Spanish regions with different LaLiga clubs.

(Region) LaLiga Football Schools Hong Kong SAR: in Hong Kong there is a permanent project, LaLiga Football Schools Hong Kong, which opened in December 2021. LaLiga Football Schools is one of the main projects within the LaLiga Grassroots umbrella, and is based on the use of football as an educational tool for children between 6 and 18 years of age of all levels and genders. It is developed through agreements with educational centres and partners at the local level.

USA:

LaLiga Academy NY, Dallas and Vermont LaLiga Academy: There are two permanent LaLiga Academies, LaLiga Academy in New York and Dallas. In



addition, an agreement was signed in 2022, which launched a third project: Vermont Academy LaLiga, a permanent training programme within an existing academy.

Agreement with US Club Soccer: LaLiga has had a collaboration agreement since 2015 (renewed until 2024) with the association of clubs - US Club Soccer, focused on grassroots football. The agreement includes training activities for coaches and advice for clubs affiliated to US Club Soccer. This commitment is part of the strategy to support the growth of football in the USA in view of the opportunity to strengthen the sport in light of the 2026 World Cup. It is expected to generate high visibility for football in the country, the growth of the game and therefore the demand for coaches trained to the highest level, as well as greater opportunities for the early identification of talent and the holistic development of players to their full potential. In this sense, the new agreement is based on two pillars: continuing to strengthen the area of Coaching Education, one of the pillars of LaLiga Grassroots, through its educational programme LaLiga Formation Methodology, and the creation of a wider collaborative network in the region with LaLiga clubs.

LaLiga Select: is one of the leading talent spotting and development programmes, launched in 2021 by LaLiga North America and LaLiga Grassroots together with ISL Agency. The players, aged between 13 and 19, are selected by LaLiga Grassroots scouts for training camps in Spain. In the 2021-22 season, 118 players were selected from a total of 12,000 participants across 14 events and tournaments in places such as Texas, New York and Las Vegas (Nevada). These 118 players did a training camp in Madrid and, among them, 3 were selected to return to Spain and train for two weeks with the youth teams of 3 LaLiga clubs: RC Celta, D. Alavés and UD Levante.

LaLiga Camps: are football camps that convert some of the elements that characterise the youth academies of the world's leading clubs in football development into educational and recreational tools. These short-term training placements are an immersion into the LaLiga experience to help players of different levels and ages reach their full potential under the guidance of LaLiga

professionals and methodology. In 2022, the first edition was held in 8 different locations in the USA, from Washington to Las Vegas.

Mexico:


LaLiga Tryouts México: LaLiga Tryouts, launched in 2022 in Mexico by LaLiga Grassroots in partnership with LaLiga North America and Elevate Football, is a pioneering official grassroots scouting programme in the country promoted by an international football institution. A total of 27 players were selected from more than 500 participants aged 12 to 17 following an exhaustive talent selection process carried out by LaLiga Grassroots scouts and coaches in Guadalajara, Monterrey and Mexico City in May. Of the 27, 1 received a full scholarship to train during the current season at LaLiga Academy Madrid. Repeat events are planned for 2023.

Brazil:

LaLiga Football Schools Brazil: LaLiga Football Schools is one of the main projects within the LaLiga Grassroots umbrella, and is based on the use of football as an educational tool for children between 6 and 18 years old of all levels and genders (in India between 9 and 15 years old). In addition to Brazil, the project exists in India, Vietnam and Hong Kong. It is developed through agreements with local schools through In-School and After School programmes. F11, F7 and F5 are played, and tournaments and friendlies are organised between the different schools.

South Africa:

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took place between March 28 and April 3, 2022, this time in Cape Town, following the success of the first edition in 2021 in Johannesburg, where more than 165 children were trained.

MENA (Middle East and North Africa):

The *MENA region* is a future commitment, emphasised by the creation of the recent joint venture in the area, which will promote more projects in this region. In fact, several important grassroots football projects are already underway in MENA. The most notable is **LaLiga Academy Dubai**, LaLiga's first permanent international academy, which currently has locations in Dubai and Abu Dhabi and last season had more than 1000 registrations, a record number that has already been surpassed as of January 2023, so a new milestone is expected to be reached by the end of the season; **LaLiga Camps Kuwait** and **LaLiga Camps Egypt**, which run football training camps in these countries; and the social project in the **Za'atari refugee camp** in Jordan, which includes training coaches, organising training sessions, competitions and activities for children in the camp.