



OUR STORY

ANNUAL REPORT 2017-18

MANCHESTER CITY FOOTBALL CLUB

**OUR TEAMS
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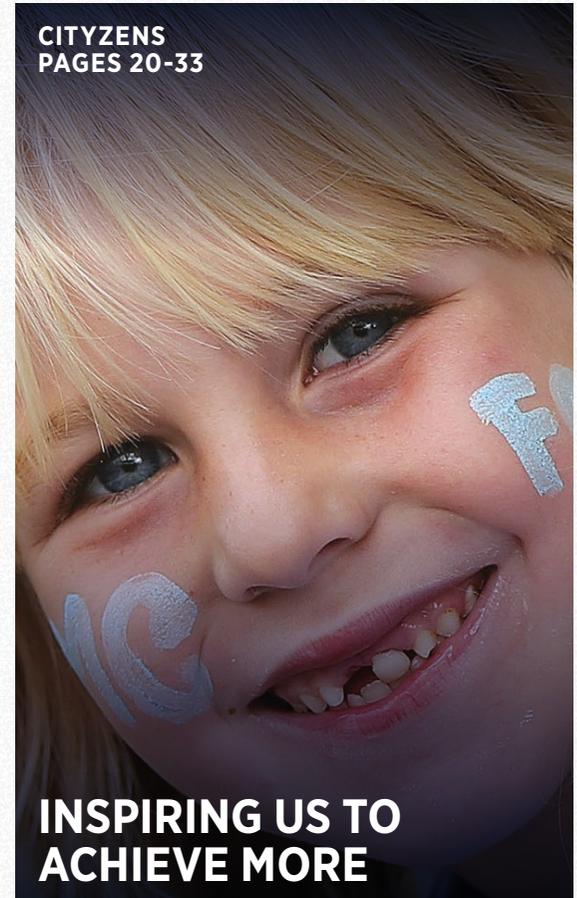
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**STRIVING
FOR MORE**



OUR CITY, OUR STORY

OUR YEAR IN REVIEW

This is the story of a year defined by record-breaking successes and historic moments. It's also an opportunity to consider how far we've come and where we're going next.

By looking back at past glories, we find inspiration for the future. By celebrating success in one area, we're motivated to achieve more in another.

Our fans, players, partners and people can be proud of many things. One of them is a shared determination to keep pushing forward together.

Join us in making future history.
On and off the pitch.
Home and away.

OUR YEAR AT A GLANCE

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CHAIRMAN'S STATEMENT

MAKING FUTURE HISTORY



DESPITE ALL OF THE WONDERFUL DEVELOPMENTS AND A TRULY INCREDIBLE SEASON WE WILL ALWAYS STRIVE FOR MORE. OUR JOURNEY IS NOT COMPLETE AND WE HAVE MORE TARGETS TO FULFIL

– Khaldoon Al Mubarak

Ten years ago this summer, Vincent Kompany joined Manchester City. Just one week after Vincent put pen to paper, His Highness Sheikh Mansour, through the Abu Dhabi United Group, agreed to the purchase of the Club.

One of the first things that Sheikh Mansour did in September 2008, was to address a letter to the fans in which he set out his vision for the Club under his stewardship; a vision which was to celebrate and respect Manchester City's rich heritage whilst focussing on building a bright future.

He had a clear sense of the elements required to deliver a sustainable and successful organisation on-and-off-the-pitch, and sought a strategy through which that vision could be realised.

At that point, Vincent and his teammates could not have known what successes were to come; nor could they have anticipated the teammates and facilities with whom and in which they would play and train, and the changes which were to be made at the Club and in the wider community.

Most of the developments visible today are the result of a carefully crafted strategy – one in which organic evolution has also been allowed to thrive – and I have come to be as proud of many of those evolutionary elements of the plan as I am of those which were meticulously planned in 2008.

It was not in the 2008 vision to have teams in six cities around the world, but the blueprint for sustainable growth that we created in Manchester enabled our expansion as City Football Group well beyond the UK, with Girona FC the latest club to join our growing family.

We have been able to transplant our playing style, our approach to youth development, our commercial know-how and, significantly, our City in the Community DNA to far flung reaches of the football world. We now have nearly 1,000 players in the City Football Group network playing and training in the beautiful football model and positively contributing to the development of football on five continents. Importantly we have also formed charities and foundations in New York and Melbourne and the Cityzens Giving programme which stretches to all four corners of the globe, empowering young people through football.

Infrastructure was always going to be a cornerstone of our long-term strategy, but we did not know at the beginning just how complementary the vision and leadership of Manchester City Council would be, nor how we would be able to come together as partners in the sports-led regeneration of East Manchester. As a result of that partnership, the economic and environmental outcomes from developments of the last ten years will be generational and we as a Club should be incredibly proud of the improved educational, health and sporting opportunities we have created in our community.

Ten years ago, the idea that 2018 would bring a fourth consecutive profitable year for Manchester City, may well have been rejected as fanciful by some commentators. That is the reality today as revenues once again reach record levels – breaking through the £500 million barrier for the first time – whilst more than 400 male and female players train and play in world-class facilities and emerging homegrown young talent begin to make their mark. We have not diverted in any way from our strategy for on-field success within a commercially and financially sustainable organisation.

The past decade has also seen the voices of our fans helping to significantly shape our development. There are obvious examples such as the design of our crest, the choosing of our international community programmes, even the road names within our City Football Academy and, most recently, the kit for next year's 125th anniversary celebration. Less overt, but hopefully equally obviously, we have remained true to Sheikh Mansour's promise to "ensure that Manchester City loses none of its role in Manchester beyond football" and "continue[s] to contribute to the community it represents."

In May, Vincent Kompany lifted our third Premier League trophy, having three months earlier celebrated the third League Cup of his City-career. He was standing alongside 17-year-old Phil Foden who joined the Club at eight years old in 2009. The men's team scored 100 points and 106 goals, breaking more than 20 long-standing club and league records as they went. The trophy was lifted in the Etihad Stadium, connected by a pedestrian bridge to the City Football Academy, both sitting on the 200-acre Etihad Campus. A lot really has happened in the last decade.

The 2017-18 season will go down in history because of the incredible football we all witnessed, and we are filled with an extraordinary sense of pride in the hard work of Pep Guardiola, the players, and the staff who work tirelessly to support them. Our aim is obviously to build on the achievements of the last year, and we know that it takes a tremendous combination of factors and effort to continuously achieve success at this level.

Despite all of the wonderful developments and a truly incredible season, we will always strive for more. Our journey is not complete and we have more targets to fulfil. There should be no doubt that we are looking forward to the challenges of the new season and those beyond it with equal commitment and determination to the ten seasons that came before.

Next year, we will celebrate 125 years since the foundation of Manchester City Football Club, and 30 years of Manchester City having an affiliated women's team. These milestones, to which we look forward and will be honoured to mark, serve as a useful reminder that we are all stewards of a club that has existed through multiple lifetimes and we must all remain as committed as ever to ensuring that it continues to grow and evolve for multiple generations of future fans to enjoy.

Khaldoon Al Mubarak

THE PAST DECADE HAS ALSO SEEN THE VOICES OF OUR FANS HELPING TO SIGNIFICANTLY SHAPE OUR DEVELOPMENT



CEO'S MESSAGE

STRIVING FOR MORE

**WE ARE VERY PROUD OF
OUR PERFORMANCES
AND OF THE TROPHIES
WON, BUT EQUALLY
RECOGNISE THE
PROCESS BY WHICH
THEY WERE ACHIEVED**

– Ferran Soriano



This season has given us much to celebrate and marks a milestone in the implementation of our long-term strategic journey – a journey founded on the wish to be a club that wins trophies by playing beautiful football.

Manchester City's men's team broke more than 25 records – League and Club – including an 18-game unbeaten streak, most points, most wins, most goals and best goal difference in Premier League history, not to mention also securing the Carabao Cup. Many ingredients of the past 12 months will be talked about for years to come. Whether it was the moment that Sergio Agüero broke the all-time City goal scoring record, the high quality of the football on display, or that incredible moment in the final seconds of the season when Gabriel Jesus' goal secured an historic 100 points – we all have our own special memories to treasure from this remarkable campaign.

The first celebration after securing the Premier League title took place at the Etihad Stadium following our game against Huddersfield, after which there was our community 'party' with the trophy parade around Manchester. We were also pleased to pay tribute to the communities around the world in which our players grew up, projecting messages of thanks and congratulations in their hometowns. From Stockport, UK to São Paulo, Brazil, 27 different communities around the world were lit up.

We are very proud of our performances and of the trophies won, but equally recognise the process by which they were achieved. *Beautiful football* is only possible because of a shared and consistent approach to the game and a Club environment that has been developed over time, including: world-class facilities, the most advanced technologies and the best professionals, all designed to ensure that our coaches and players are able to perform at the highest level.

We also recognise that the sporting challenge continues. Consistent domestic success and further development in the Champions League will be our focus in 2018-19 and the seasons to come.

Our football strategy is shared by our men's and women's teams. As the women's season moved to become a winter competition, we merged our social media channels and launched the campaign 'Same City, Same Passion' to signal how Manchester City's men and women are connected.

This season's on-field success is married with solid financial results. Our fourth consecutive year of profit – reported at £10.4 million for the financial year – together with our breaking of the £500 million barrier with record revenues of £500.5 million are pleasing returns for our off-field efforts and the wage:revenue ratio of 52% is further evidence of the underlying strength of the organisation.

Commercial revenue grew with the closing of a number of new and innovative partnerships, perhaps the most notable of which was the strategic relationship with Amazon resulting in the production of Amazon Prime's series 'All or Nothing' detailing the remarkable season that 2017-18 turned out to be. The series aired in August and represented a completely innovative way to offer unprecedented access to the Club on a globally accessible platform.

In Manchester, we continue to make strategic investments in facilities and infrastructure, which this year included the development of the West Stand of the Etihad Stadium. The central element of this redevelopment was the dressing rooms and The Tunnel Club, a brand new hospitality experience which was a fantastic success in its first season. Furthermore, match attendance once again increased, breaking last year's record.

Our global footprint continues to grow through the unique model of City Football Group, which did not exist six years ago, yet today is a truly global footballing organisation, built upon the DNA of Manchester City.

In August 2017, a sixth team, Girona FC, became a City Football Group club, and in their first La Liga season they finished in an impressive tenth place with a squad featuring several Manchester City loan players.

In Australia, 19-year-old Daniel Arzani, the youngest player to feature in the 2018 World Cup, was sold by Melbourne City to Manchester City before being loaned to Celtic, a pathway forged a year earlier by Aaron Mooy who has gone on to achieve fantastic success in the Premier League at Huddersfield Town.

Domènec Torrent transferred from Manchester City to New York City to take the role of Head Coach left vacant by Patrick Vieira, to whom we are grateful for his contributions both as a Manchester City player, and as a coach of Manchester City's youth and New York City's first team.

This year is the tenth year of operation under His Highness Sheikh Mansour who has overseen such an incredible transformation of this football club. Next year we will celebrate 125 years since Manchester City was founded. Together we look back and recognise these milestones while also firmly looking forward to the next exciting chapters in the City story. The journey continues.

Ferran Soriano

THIS SEASON'S ON-FIELD SUCCESS IS MARRIED WITH SOLID FINANCIAL RESULTS



OUR TEAMS

A photograph of Manchester City players celebrating on a football pitch. The players are wearing light blue kits with 'Premier League' and 'Etihad Airways' branding. One player in the center is shouting with his mouth wide open, and another to his right is holding up a white smartphone. The background is a large, blurred crowd of spectators in a stadium.

A group of Manchester City players in light blue kits are celebrating the Premier League trophy. They are holding the trophy high, with some players shouting and raising their arms. The trophy is a large silver cup with multiple ribbons that say "Premier League". The background is a blurred crowd of fans in a stadium.

**WE'VE ENJOYED HISTORIC MOMENTS
AND MEMORABLE VICTORIES.**

We'll remember Manchester City's 2017-18 season for a long time.

Our men's team won the Premier League with five games to spare and became the first side to register 100 points in the competition's history.

Victory in the League Cup final at Wembley brought another trophy, the third League Cup win in five seasons.

Our women's team reached the Champions League semi-final for the second year running and finished second in the FA Women's Super League. Meanwhile, our girls' development squad won the FA WSL Development League.

We've enjoyed continuing success with our youth teams too. The U23s reached the UEFA Youth League semi-final. The U16s won the Premier League Cup, and our U13s won the Riga Cup in Latvia.



MEN'S TEAM

IT'S NOT JUST WHAT WE ACHIEVED, IT'S HOW.

MEN'S TEAM

This was an historic campaign for our men's team, who won the Premier League in record-breaking style.

We saw them achieve a series of Premier League firsts, including the most points, most wins, most goals and best goal difference in a season, wrapping up the title with five matches to spare.

Our 18-match winning run between August and December set a new Premier League record for successive victories and was key to the season's overall success.

Our League Cup triumph – the fifth in the Club's history – came courtesy of a 3-0 win over Arsenal at Wembley in March.

The end-of-season awards reflected our on-pitch dominance. Five Blues were named in the PFA Team of the Year and Leroy Sane won the PFA Young Player of the Year award.

Pep Guardiola became the first City manager to win League Managers Association (LMA) Manager of the Year and LMA Premier League Manager of the Season, awarded by fellow managers and regarded as the most prestigious managerial award in English football.



OUR 18-MATCH WINNING RUN SET A NEW PREMIER LEAGUE RECORD AND WAS KEY TO THE SEASON'S OVERALL SUCCESS

MEN'S TEAM | CENTURIONS

2017-18: A RECORD- BREAKING SEASON

ALL-TIME RECORDS IN TOP FLIGHT
ENGLISH FOOTBALL (SINCE 1888)



Source: Manchester City, Opta

FIRST TEAM TO ACHIEVE

100 POINTS

Beating Liverpool's record of 98 points (adjusted for 3 points per win) in 1978-79



32 GAMES WON



Beating Tottenham's 1960-61 record by one game

RECORDS IN THE
PREMIER LEAGUE ERA
(SINCE 1992)

106

GOALS
SCORED

Beating Chelsea's
2009-10 record
by three goals



GOAL DIFFERENCE OF

79

Beating Chelsea's 2009-10 record
by eight goals

BIGGEST WINNING MARGIN OF

19 POINTS

Ahead of second-placed Manchester
United, beating United's 18-point
margin from 1999-2000



TEAMS

THAT CITY DIDN'T DEFEAT

One of only three sides ever to beat
every other team in the league in
the season, along with Manchester
United (2010-11 and 2017-18) and
Chelsea (2005-06)

MEN'S TEAM | CENTURIONS CONT.

MORE PREMIER LEAGUE ERA RECORDS



153 MINUTES

Trailing other teams across the season, the lowest ever

50 AWAY POINTS

16 AWAY WINS



5  MATCHES

To go when City won the title, the joint-earliest title win (along with Manchester United in 2000-01)

ALL-TIME CLUB RECORDS (SINCE 1880)

(IN 38 MATCHES)

100

Beats City's total of 99 points in 46 games in the First Division in 2001-02

+

Pep Guardiola beat his previous best of 99 points as a manager, with Barcelona in 2009-10

199

GOALS

For **Sergio Agüero** in 292 appearances, breaking Eric Brook's record of 177 goals in 494 appearances

18

CONSECUTIVE WINS

Smashes City's earlier record of 11 consecutive wins in 2014-15 and 2015-16

32

GAMES WON (IN 38 MATCHES)

Breaks City's record of 31 wins in a single season, achieved under Kevin Keegan in 2001-02 in 46 games in the First Division

100 POINTS



Pep Guardiola is the first Premier League manager to win 'Premier League Manager of the Month' award four months in a row



OUR STRENGTH IN NUMBERS: RECORDS SINCE OPTA DATA BEGAN
OVER THE SEASON:

INDIVIDUAL GAMES:





WOMEN'S TEAM

**WE'VE SEEN CREATIVITY, TENACITY
AND MORE GOALS THAN EVER.**

Our women's team secured another season of Champions League football by delivering a third consecutive top-two finish in the FA Women's Super League (WSL).

WOMEN'S TEAM

Source: Manchester City

Despite a fixture-heavy schedule and the league switching from summer to winter, we watched Nick Cushing's side compete valiantly in all four competitions and play some truly exceptional football.

For the second successive season our women's team made it to the Champions League semis, losing to eventual winners Lyon. We also reached a third Continental Tyres Cup final and a fourth FA Cup semi-final.

Having recruited some of Britain's most exciting and promising talent, we broke an FA WSL 1 record to become the all-time highest-scoring side in the league. That's a total of 51 goals, created through some beautiful football.



2017-18 AT A GLANCE: WOMEN

Champions League qualification for the third successive season

RUNNERS-UP

Women's Super League, qualification for Champions League

FINALISTS

Continental Tyres Cup (vs Arsenal)

SEMI-FINALISTS

SSE Women's FA Cup (vs Chelsea)

SEMI-FINALISTS

UEFA Women's Champions League (vs Lyon)



BEAUTIFUL FOOTBALL

Recognition for City's attacking, creative play

51 GOALS 
Most amount scored by a team in any one FA WSL season

TWO
City players named in UEFA's Women's Champions League Squad of the Season (**Georgia Stanway** and **Steph Houghton**)



WINNER

Georgia Stanway
FA WSL 1 Goal of the Season

WINNER

Jill Scott
FA WSL 1 Players' Player of the Year





ACADEMY & ELITE DEVELOPMENT SQUAD

ANOTHER SUCCESSFUL SEASON
SHAPING THE FUTURE.

ACADEMY & ELITE DEVELOPMENT SQUAD

Source: Manchester City

We've enjoyed another successful season at the Academy.

Our U19s made it to the UEFA Youth League finals weekend, only losing to Barcelona at the semi-final stage.

Phil Foden and Brahim Diaz made their first-team debuts in the UEFA Champions League against Feyenoord in November, and both debuted in the Premier League shortly afterwards, together with Lukas Nmecha.

Foden, Joel Latibeaudiere and Curtis Anderson were all part of England's U17 World Cup winning squad. Foden was awarded the Golden Ball prize for his performance, which included two goals in the final against Spain.

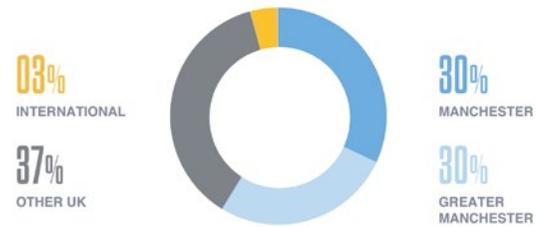


GEOGRAPHICAL SPLIT OF ACADEMY PLAYERS

165 ACADEMY PLAYERS

In total across all years in 2017-18

60% of players in the Academy are local



Youth team achievements ACADEMY SUCCESS

Winning performances from the youth teams

Boys

U9

Winners Premier League Tournament

Winners Neuenheim Cup, Germany

Winners Premier League Futsal PowerPlay

U10

Champions U10 Premier League Futsal

Winners Premier League Premier 5s Tournament

Winners IberCup, USA

Winners Premier League International Tournament

U11

Winners International City Cup

U12

Winners Prospects Cup, Florida

Winners Premier League Truce Cup Qualifiers

Winners Premier League 6-a-side

U13

Winners Riga Cup, Latvia

U16

Winners Premier League International Finals

Girls

U16

Winners Girls FA Youth Cup

Winners Southampton Cup

DEVELOPMENT SQUAD

Winners Development League Cup

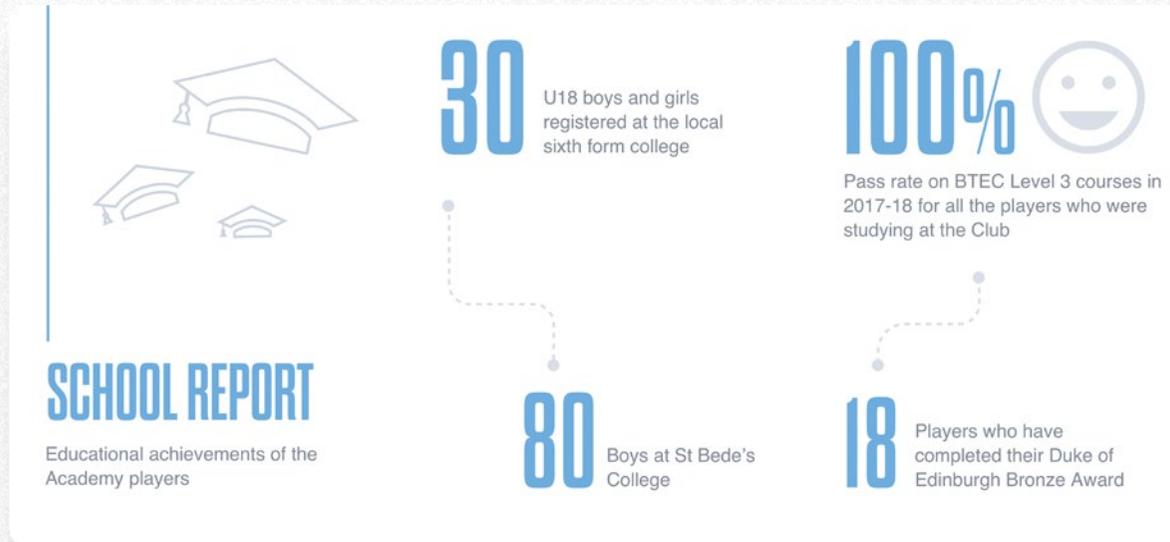
Champions FA WSL Development League – North Division

ACADEMY & ELITE DEVELOPMENT SQUAD CONT.

We witnessed many other significant accomplishments across each age group, including success for the U16s who won the Premier League Cup.

Alongside our domestic achievements, we also enjoyed international success, including victory for the U11s at the Inaugural International City Cup held at the Etihad Campus. A total of 37 players represented their country in U15-U23 age groups, including 23 England players.

Our girls' development squad won the FA WSL Development League – Northern Division and the Development League Cup, and our talented U16s won both the Girls' FA Youth Cup and the Southampton Cup.



Source: Manchester City





**WE'VE ENJOYED ANOTHER
SUCCESSFUL SEASON AT
THE ACADEMY**



CITYZENS

**THE FANS WHO FOLLOW OUR TEAMS HAVE ALWAYS
INSPIRED US TO ACHIEVE MORE.**

This season, we've worked to build ever closer connections with those who share our passion for the beautiful game. It's about community, unity and giving something back.

By creating better matchday experiences, we've achieved record attendances. By opening new supporters clubs, we're getting even more fans even closer to the action. We're bringing our game to the digital landscape too.

MANCHESTER
CITY

MATCHDAY

OUR FANS HAVE BEEN
BREAKING RECORDS TOO.

MATCHDAY

While our teams have given us some record-breaking performances, fans have been setting records of their own, with an average home attendance for Premier League matches of 54,073 (a 99% occupancy rate) and new single-game records for attendances at the Etihad Stadium in the FA Cup, League Cup and Champions League. Not to mention some of the most electric atmospheres in recent history.

Fans from 110 different countries attended matches at the Etihad Stadium, up from 80 the previous year. What's more, our new hospitality concept, Tunnel Club, officially launched offering fans unprecedented access and views into the players' tunnel.

Source: BBC Sport (Price of Football Survey 2017), Manchester City (based on known fans with Supporter Numbers), Premier League Matchday Fan Experience Survey 2017/18



ETIHAD VISITOR STATS FOR 2017-18

Record attendances at the Etihad Stadium

54,073

Average Premier League home attendance, with an occupancy rate of 99%

20 YEARS

Average time a Manchester City fan has been attending the Club's football matches



125,000+

Unique home supporters attending a match at the Etihad Stadium

110

Countries from which fans came to games at the Etihad Stadium

Fan sentiment

Proportion of fans who said they feel positive towards their club



99%
 MANCHESTER CITY FANS

76%
 AVERAGE FOR FANS OF ALL PREMIER LEAGUE CLUBS

MATCHDAY CONT.

We're proud that the Etihad Stadium is still recognised as one of the country's most inclusive and welcoming stadia. This year it was one of only five stadia in England to win the Level Playing Field Centre of Excellence Award for its accessible facilities and services.

Source: Premier League Matchday Fan Experience Survey 2017/18



A TOP-CLASS MATCHDAY EXPERIENCE

TOP 3 FOR 5/15 STATEMENTS ON FACILITIES AND CUSTOMER SERVICE

- #1 CLEANLINESS
- #2 TOILET FACILITIES
- #2 WI-FI CONNECTIVITY
- #3 QUALITY/RANGE OF FOOD & DRINK
- #3 FACILITIES FOR CHILDREN (according to fans attending with children)

97%



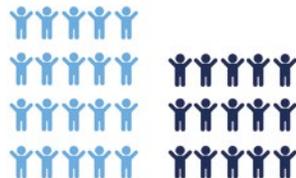
Match attenders agree that Manchester City performs well in its investment in facilities



A WELCOMING ATMOSPHERE

Manchester City offers a welcoming environment for all fans at the Etihad Stadium

My club makes an effort to make the ground a child-friendly environment



84%

MANCHESTER CITY FANS

67%

AVERAGE FOR FANS OF ALL PREMIER LEAGUE CLUBS

95%



Female match attenders agree that Manchester City provides a safe and welcoming matchday environment for female fans



MEMBERSHIP & SUPPORTERS CLUBS

**SUPPORTERS INSPIRE US, DRIVE US
FURTHER AND MAKE US WHO WE ARE.**

Fans are our lifeblood, so we were proud to open 40 new supporters club branches in 2017-18 – including five in the UK, seven in China and 11 in the US. Now we've 246 branches with 20,000 people. Members enjoyed personal trophy visits at their branch venues and were invited to an annual tournament in Manchester. They raised significant funds for City in the Community too.

MEMBERSHIP & SUPPORTERS CLUBS

Source: Manchester City

Our Cityzens vied for money-can't-buy experiences like playing at the Etihad Stadium, joining the Premier League celebration bus parade and being on the pitch during the Premier League trophy lift. More than 900,000 new fans became Cityzens this season since relaunching as a free membership in August 2017, taking the total to 1.95 million members.

Global fans certainly didn't miss out. City stars past and present including Benjamin Mendy, Paul Dickov and Shay Given met them at clubs and broadcast parties in Seoul, New York, Shenzhen, Hanoi, São Paulo, Jakarta, Abu Dhabi, Bangalore and Chiang Mai.



Cityzens

CITYZENS MEMBERSHIP PROGRAMME

Giving Manchester City fans a voice in the Club's decisions

1.95m CITYZENS

Signed up around the world, with 900,000 new fans registering this season. Growth was strongest in India, Brazil and Indonesia

770k+

Votes cast by fans in this season's campaign deciding how the Cityzens Giving fund was allocated, almost double last year's total

24k

Number of participants working across 105 Cityzens Voice projects

£2.1m

Total funding commitment to Cityzens Giving projects over last four seasons



CITY FOOTBALL SCHOOLS

Offering City Football coaching to young players and fans around the world

22,000+

Participants involved in City Football Schools programmes across the world in 2017-18

122,000+

Places at City coaching sessions in China as part of the Ministry of Education initiative

6,800+

Boys and girls taking part in the Nexen Manchester City Cup in San Diego. The games attracted more than 40,000 visitors and 400,000 viewers on TV and streaming platforms



800+

Children taking part in the first ever Health Point Healthy Lifestyle programme in Abu Dhabi

DIGITAL

**WE'VE BEEN BRINGING OUR
GAME TO MILLIONS MORE.**

DIGITAL

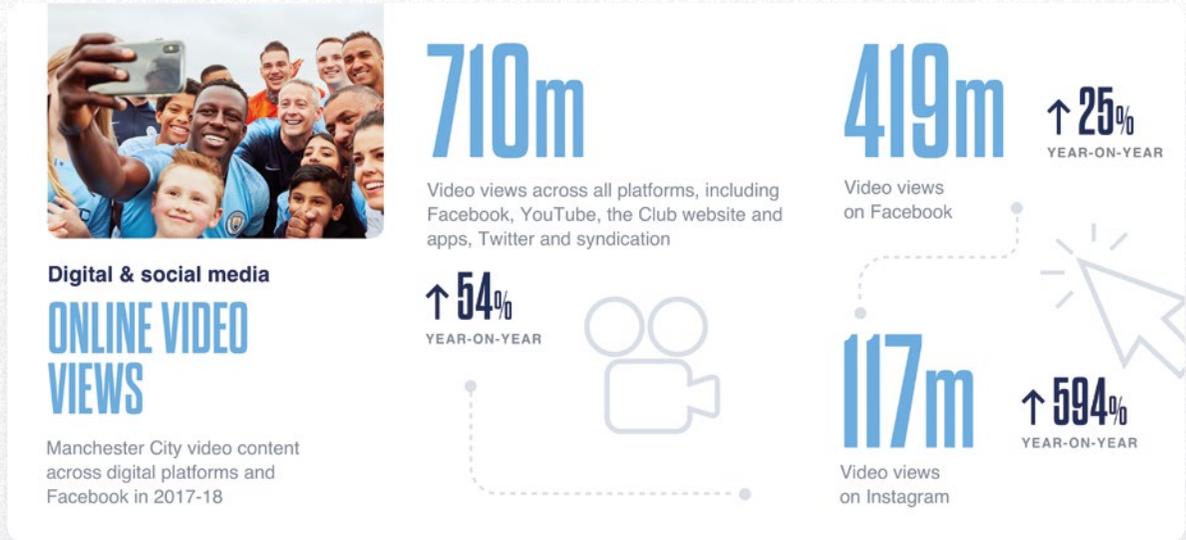
Our exceptional season on the pitch was mirrored by significant digital success off it. We launched a series of innovative projects including an all-new Cityzens platform, a competitive FIFA Online esports team in China, and a Kids App designed especially for our young fans.

In November, we announced a new Amazon Prime Video series which offers an unprecedented insight into how the Club works day-to-day. Filmed during our record breaking season, this extraordinary documentary is being shown in more than 200 countries from August 2018.

We've been going from strength to strength on social media too. City became the first Premier League team to reach one million subscribers on YouTube and our Facebook page was the fastest-growing in world football. After our title win, City TV celebrated Pep's special brand of 'Beautiful Football' with a multi-platform content campaign. This racked up over 40 million video views and 100 million social media impressions worldwide.

CITY BECAME THE FIRST PREMIER LEAGUE TEAM TO REACH ONE MILLION SUBSCRIBERS ON YOUTUBE AND OUR FACEBOOK PAGE WAS THE FASTEST-GROWING IN WORLD FOOTBALL

Source: YouTube Analytics, Facebook analytics, Brightcove analytics, Twitter analytics, CrowdTangle, Social Bakers, Google Analytics





COMMUNITY

**WE'RE GOING FURTHER
FOR THE GREATER GOOD.**

COMMUNITY

It's been a record year for our City in the Community (CITC) programme. The charity now employs more than 100 people who've helped to raise a peak figure of £2.9 million and increased face-to-face contacts by 83%.

Our youngest CITC participant in 2017-18 was a two-year-old who joined our early years programme, while the oldest was an 82-year-old walking-football player.

We've designed every single CITC programme to create better health, education and inclusion outcomes. But while we previously focused on individual areas, we're now taking a holistic and more sustainable approach.

We've seen incredible support for the charity from players, staff and fans this season. Our U11 boys played the CITC's Downs Syndrome team and our U18s played the amputee team. There were also plenty of individual staff challenges, including Dr Max's spectacular Race Across America which raised more than £80,000.

CITC gave young fundraiser Charlie Kay an experience of a lifetime at April's Manchester derby. He was the first ever wheelchair-user to lead out our men's team as a mascot.

20-year-old Shauna Miller, a coach for CITC, helped Vincent Kompany lift the Premier League trophy in May, and the medal winning men were given a guard of honour by CITC participants as they walked on to the pitch to collect the trophy.



CITC ENGAGEMENT STATS

Record numbers for City in the Community in 2017-18

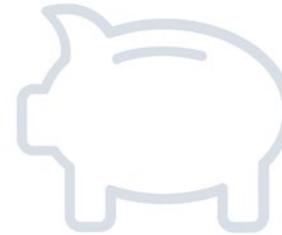
£2.9m

Record amount raised, including private funding, sponsorship and donations from staff and supporters

32k+

↑ 29%
YEAR-ON-YEAR

Number of people CITC worked with regularly in Manchester (with average 20 contact hours per participant)



11,500+

Number of additional fans engaged by CITC through fundraising events and official supporters clubs



CITC HIGHLIGHTS

Key outputs in 2017-18

2,100+
HOURS

Free football and other sports opportunities during school holidays and peak times of anti-social behaviour

↑ 30%
YEAR-ON-YEAR



2,200+ HOURS

Work experience and voluntary work placements

↑ 15%
YEAR-ON-YEAR



31k

↑ 95%
YEAR-ON-YEAR

Community sessions delivered

487

↑ 101%
YEAR-ON-YEAR

Local people helped by CITC to gain qualifications



COMMUNITY CONT.



CITC OUTCOMES

Initial results from **new outcomes framework**. Participants surveyed for projects running between Sep-Dec 2017

87%

Participants with **increased confidence** (across 9 projects)



97%

Participants who **enjoyed their CITC project** (across 7 projects)

88%

Participants who have **learnt a new skill** (across 8 projects)

62%

Participants **playing more sport/doing more physical activity** (across 2 projects)



CITY IN THE COMMUNITY NOW EMPLOYS MORE THAN 100 PEOPLE. THEY'VE HELPED TO RAISE A PEAK FIGURE OF £2.9 MILLION AND INCREASED FACE-TO-FACE CONTACTS BY 83%

Source: Manchester City, Premier League Matchday Fan Experience Survey 2017/18

Fan appreciation

FAN APPRECIATION OF COMMUNITY INITIATIVES

Manchester City fans have a high awareness and appreciation of the Club's community work

My club already makes a significant contribution to the local community



95%

MANCHESTER CITY FANS

78%

AVERAGE FOR FANS OF ALL PREMIER LEAGUE CLUBS

I am aware of community initiatives run by my club



90%

MANCHESTER CITY FANS

73%

AVERAGE FOR FANS OF ALL PREMIER LEAGUE CLUBS

81%

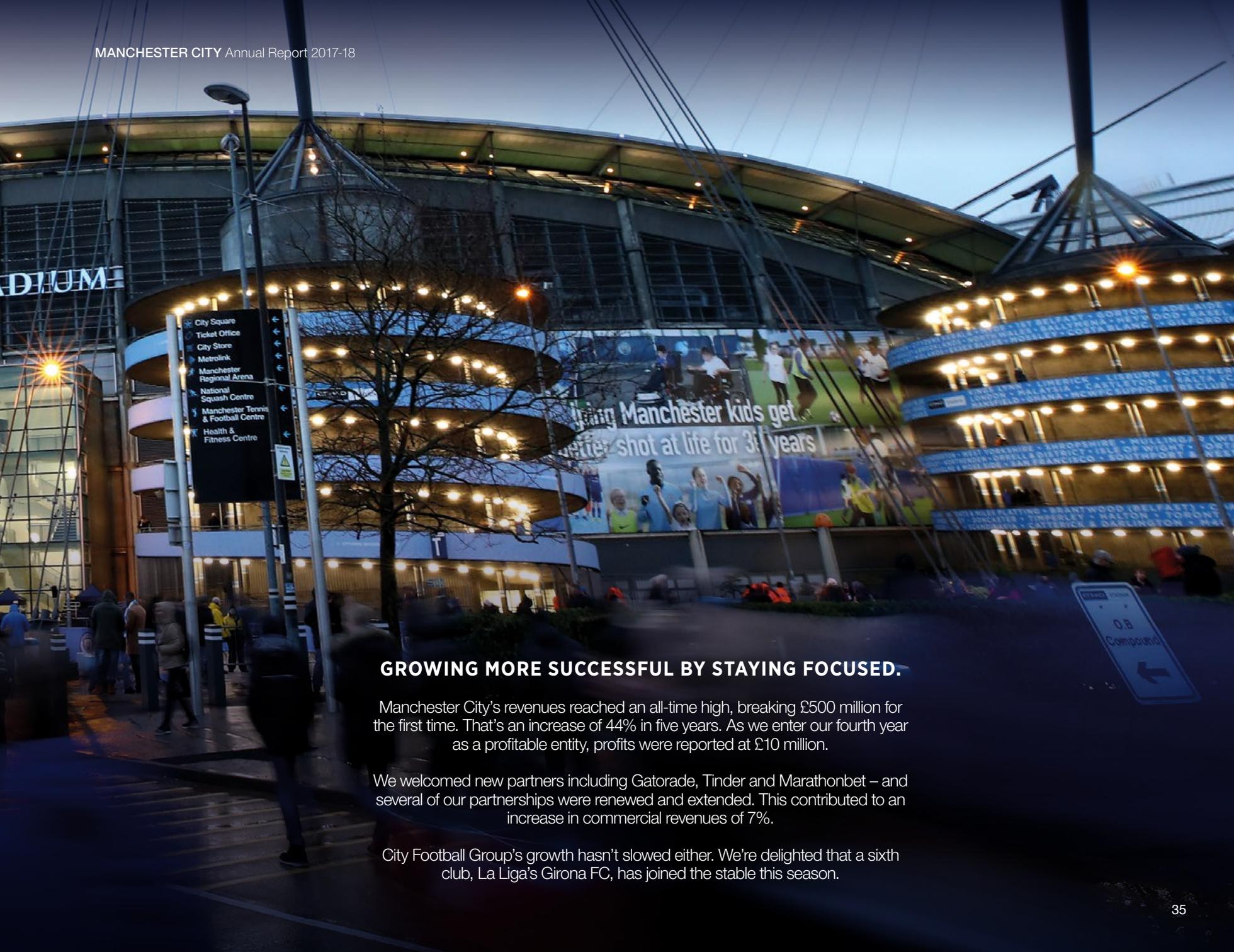
My club makes a **greater contribution** in its community than five years ago







OUR BUSINESS



GROWING MORE SUCCESSFUL BY STAYING FOCUSED.

Manchester City's revenues reached an all-time high, breaking £500 million for the first time. That's an increase of 44% in five years. As we enter our fourth year as a profitable entity, profits were reported at £10 million.

We welcomed new partners including Gatorade, Tinder and Marathonbet – and several of our partnerships were renewed and extended. This contributed to an increase in commercial revenues of 7%.

City Football Group's growth hasn't slowed either. We're delighted that a sixth club, La Liga's Girona FC, has joined the stable this season.

PERFORMANCE

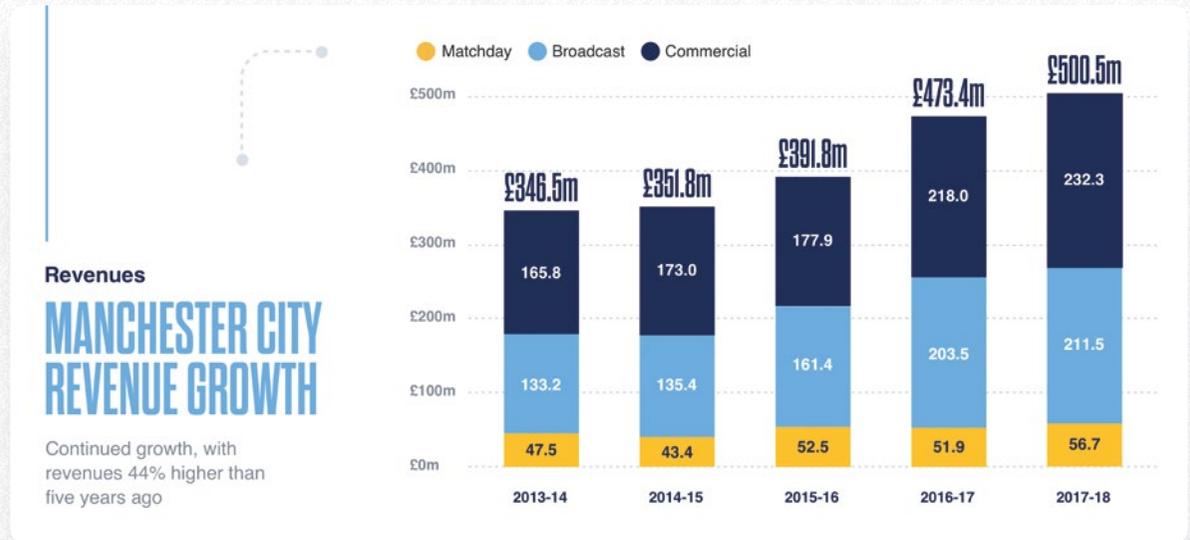
WE'VE BEEN BREAKING RECORDS OFF THE PITCH TOO.

PERFORMANCE

Source: Manchester City

Revenues exceeded £500 million for the first time in our history, driven by increases in commercial and broadcast revenue of 7% and 4% respectively. We also enjoyed the two biggest ever matchdays at the Etihad Stadium in terms of revenues. Gatorade, Tinder and Marathonbet joined us as new partners – and several of our partnerships were renewed and extended. Deloitte’s 2018 Money League shows that we’re the second biggest Premier League club and the fifth biggest in Europe (based on last season’s revenues).

When it comes to performance, an independent study estimated the total points tally of Premier League teams based on their wage bills. Manchester City outperformed every other club by some distance, beating their initial prediction of 73 by 27 points.



**REVENUES EXCEEDED
£500 MILLION FOR
THE FIRST TIME IN
OUR HISTORY**

PERFORMANCE CONT.

Source: The Times, 21st Club, Brand Finance Football 50, May 2018

Performance

PERFORMANCE VS WAGE COSTS

Consultancy 21st Club estimated each Premier League club's points if they increased in line with player wages. Comparing actual to expected points, Manchester City outperformed all other Premier League clubs in 2017-18

Performance of Premier League clubs in 2017-18: Actual points vs Expected points based on wage bills

| RANK | CLUB | WAGES VS MEDIAN | EXPECTED POINTS | ACTUAL POINTS | OVERPERFORMANCE |
|------|---|-----------------|-----------------|---------------|-----------------|
| 01 |  Manchester City | 2.5 | 73 | 100 | +27 |
| 02 |  Tottenham | 1.3 | 55 | 77 | +22 |
| 03 |  Burnley | 0.6 | 35 | 54 | +19 |
| 04 |  Huddersfield | 0.4 | 26 | 37 | +11 |
| 05 |  Liverpool | 2.1 | 69 | 75 | +6 |

WAGE/REVENUE RATIO FOR 2017-18

52%

EQUIVALENT TO A 7 PERCENTAGE POINT DECREASE

In the last five years (59% in 2013-14)

BRAND VALUE

Manchester City is the fifth most valuable football brand in Europe in 2018, with a brand value of \$1.3bn. Its brand value rose by 30%, overtaking Chelsea to become the second biggest English club

Most valuable football brands globally

| RANK | CLUB | BRAND VALUE | GROWTH |
|------|--|-------------|--------|
| 01 |  Manchester United FC | \$1.9 bn | +9% |
| 02 |  Real Madrid CF | \$1.6 bn | +11% |
| 03 |  FC Barcelona | \$1.5 bn | +7% |
| 04 |  FC Bayern München | \$1.4 bn | +15% |
| 05 |  Manchester City FC | \$1.3 bn | +30% |



A man with a beard and short hair, wearing a dark blue Manchester City polo shirt, is smiling and looking towards the camera. He is seated at a table, with his hands clasped in front of him. The background is a wall covered in various sponsor logos, including Nike, Etihad Airways, Nissan, and others. The text "OUR PARTNERS" is overlaid in large white letters across the center of the image.

OUR PARTNERS

WE'RE WINNING TOGETHER BY WORKING TOGETHER.

OUR PARTNERS

Our commercial revenues continued to grow in 2017-18. The 7% increase was driven in part by our signing of a number of significant new partners, including globally recognised brands Gatorade, Tinder and Marathonbet.

Our partners all developed engaging activations during the year, but some of the most notable were with SAP, Wix and UBTECH, which received recognition from sports industry body awards. In addition, we renewed and extended relationships with several existing partners.

PARTNER

**MARATHON
BET**

3-YEAR

Global partnership industry-leading betting brand

PARTNER

**QNET
FIRST EVER**

'Sleeve' partnership in the FA WSL

Extended its agreement to include the Manchester City Women's team

PARTNER

Wix.com

3-year partnership renewal

WINNER

Of BT Sports Industry Awards Best International Marketing Campaign

PARTNER

UBTECH
Dream With Robots

3-year partnership extension

WINNER

Of Sports Industry Awards Best Sponsorship of a Sport, Team or Event

SOME OF THE MOST NOTABLE ACTIVATIONS WERE WITH SAP, WIX AND UBTECH, WHICH RECEIVED RECOGNITION FROM SPORTS INDUSTRY BODY AWARDS



GLOBAL VISION

**BRINGING THE WORLD CLOSER THROUGH
OUR BEAUTIFUL GAME.**

GLOBAL VISION

The pre-season tour took Manchester City's men's team to Houston, Nashville and Los Angeles where they faced Real Madrid, Liverpool and Manchester United, scoring seven goals and winning two of the three games.

More than 1.7 million people tuned in for April 2018's Manchester derby, making it the most watched live Premier League game in US history.

A sixth club was added to the City Football Group stable with the acquisition of newly promoted La Liga side Girona FC. In August 2017, Manchester City travelled to Catalonia for a pre-season friendly against our newest sister-team, and five young players were loaned to the club.

Two other sister-clubs, Melbourne City and New York City FC, both welcomed new managers. Warren Joyce joined the A-League side in June 2017, and Domènec Torrent left Pep Guardiola's coaching team to join New York City FC after Patrick Vieira's departure in June 2018.

A SIXTH CLUB WAS ADDED TO THE CITY FOOTBALL GROUP STABLE WITH THE INVESTMENT IN NEWLY PROMOTED LA LIGA SIDE GIRONA FC

Source: Manchester City



12 CITYZENS GIVING PROGRAMMES

| | | |
|--------------|--------------|-------------|
| BANDUNG | CAPE TOWN | MELBOURNE |
| BARRANQUILLA | KOLKATA | MEXICO CITY |
| BEIJING | KUALA LUMPUR | NEW YORK |
| CAPE COAST | MANCHESTER | SÃO PAULO |

Manchester City summer tour

THREE CITIES

HOUSTON
LOS ANGELES
NASHVILLE

SIX CFG CLUBS

| | |
|------------|----------|
| GIRONA | NEW YORK |
| MANCHESTER | TORQUE |
| MELBOURNE | YOKAHAMA |

FOUR KEY HIGHLIGHTS

JUNE 2017
Warren Joyce appointed Head Coach of Melbourne City FC.

AUGUST 2017
City Football Group acquire 44.3% stake in Girona FC.

NOVEMBER 2017
Club Atlético Torque win promotion to the First Division, becoming the youngest team in the history of the Uruguayan Federation to do so.

JUNE 2018
Domènec Torrent joins New York City FC from Manchester City FC as Head Coach, replacing Patrick Vieira.



GLOBAL VISION

70+

EXCHANGES OF STAFF AND PLAYERS

Between eleven CFG locations



PEOPLE & PLACES

**CHAMPIONING ACCESSIBILITY AND
OPPORTUNITY AT EVERY LEVEL.**

PEOPLE & PLACES

In April, we were awarded the Level Playing Field Centre of Excellence Award in recognition of the accessible facilities and services we offer at the Etihad Stadium. To date, it's only been presented to five football stadia in the UK.

The Premier League awarded us the advanced level Equality Standard for commitment to equality and diversity at every level in June. We were commended for our "palpable enthusiasm and commitment to furthering equality and diversity and...how the Club's philosophy is closely aligned to inclusion".

In May, our men's backroom team was recognised by the Football Medicine and Performance Association who celebrated their ongoing success at an award ceremony.

From reducing waste to using water and energy more efficiently, we've been working to protect the environment at every scale. There's always more we can do, and we're determined to keep on improving for our staff, our fans and our local community.

THE PREMIER LEAGUE COMMENDED US FOR OUR "PALPABLE ENTHUSIASM AND COMMITMENT TO FURTHERING EQUALITY AND DIVERSITY"

Source: Manchester City, Premier League, Investor in People



Great place to work

CITY PEOPLE

Recognition for Manchester City and City Football Group (CFG) for leadership and diversity

ADVANCED LEVEL



Premier League Equality Standard awarded to Manchester City for progressing equality and diversity

ACCREDITATION

Awarded to CFG by Investors in People following assessment against its 'framework for excellence' in leading, supporting and managing people

DEVELOPED STATUS

Awarded to CFG by Investors in People following assessment against its 'Health and Wellbeing' framework, covering physical, social and psychological wellbeing



EQUALITY AND DIVERSITY

Manchester City is committed to tackling discrimination in any form, working with a range of partners throughout the season, including:



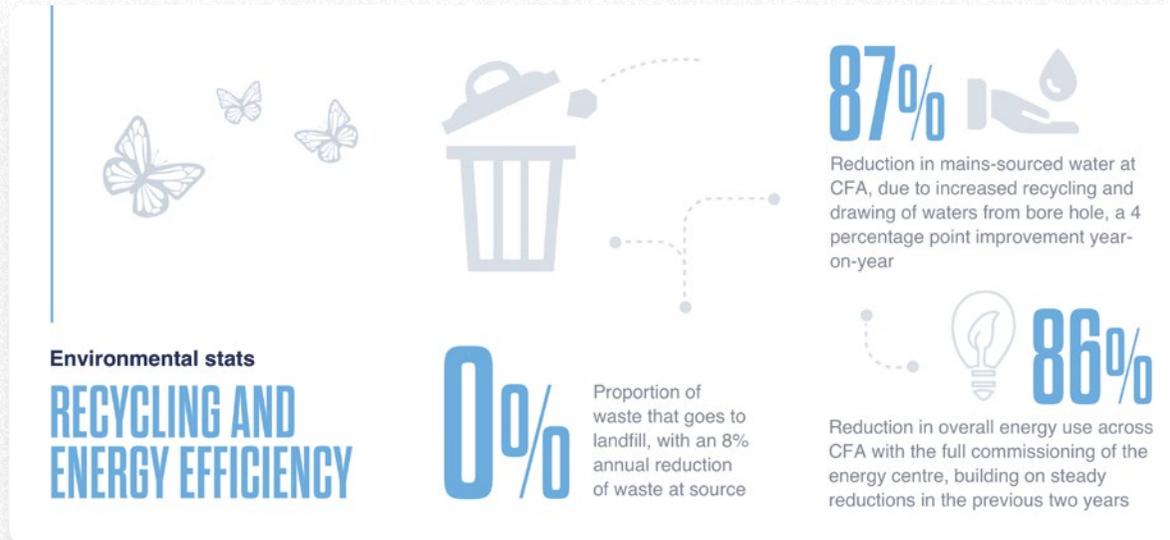
INCLUSION STANDARDS FOR DISABLED SUPPORTERS

Manchester City received the **Level Playing Field Centre of Excellence Award** in recognition of the accessible facilities and services offered at the Etihad Stadium



PEOPLE & PLACES CONT.

From reducing waste to using water and energy more efficiently, we've been working to protect the environment at every scale. There's always more we can do, so we're determined to keep on improving.



Source: Manchester City





NOTES



For further information visit:

annualreport2018.mancity.com
mancity.com