



2018-19 Annual Report

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ETIHAD

PREMIER LEAGUE  
M/ CHAMP



ETIHAD STADIUM

BACK2BACK





# OUR STORY



# CHAIRMAN'S STATEMENT

## THE 2018-19 SEASON WAS EXTRAORDINARY – A SECOND CONSECUTIVE PREMIER LEAGUE WIN, NEW RECORDS BROKEN, AND AN HISTORIC TROPHY HAUL, IN ONE OF THE MOST EXCITING TITLE RACES IN RECENT YEARS.

To finish a season holding six domestic men's and women's trophies is an outcome that represents not just a season, but a decade, of hard work.

This level of sustained success is possible for many reasons, but in particular because of our people and, critically, because of our ability to plan. As intended by His Highness Sheikh Mansour, our organisation is now at a level of maturity that enables us to plan on multi-year cycles both in terms of our management of squads and more widely across the business. This strategic planning has allowed us to create an environment in which continued on-pitch success is both possible and likely, and financial sustainability is a reality.

2018-19 saw an eleventh consecutive year of revenue growth, and that is in part a product of our ongoing investment in football expertise, not just in Manchester but around the world. That investment will remain fundamental to our approach.

### WE REMAIN COMMITTED TO CONTINUING OUR INVESTMENT IN YOUTH DEVELOPMENT AND ADVANCED FACILITIES

The way we play is reflective both of the wonderful qualities of our footballers but also of those involved in defining our style of play and identifying and recruiting the talent to deliver it. Pep Guardiola, Nick Cushing, together with Ferran Soriano, Txiki Begiristain, Brian Marwood and their extended teams deserve huge credit for the football we are seeing today in Manchester and in our clubs across the globe.

We remain committed to continuing our investment in youth development and advanced facilities, but in doing so we know that the challenges of the next decade will be very different to those of the last. What therefore must also remain constant is our drive to continuously improve and innovate, be that on the pitch, commercially, in infrastructure development or in our service to fans and our community.

The passing of Bernard Halford in March, having served this Club for more than 40 years, is a reminder of the standards of dedication and service that have been set by those who have contributed to it since 1894. And as we celebrate our 125 year milestone – one of the oldest in the game – so we recognise Bernard's indelible legacy and unrivalled contribution to the Club and to the wider footballing community of Manchester. Put simply, his is the benchmark we must uphold in all aspects of our football operations, being mindful, as he was, of the privilege to play a part in creating the future history of this wonderful club.



A man in a dark suit and tie is sitting in a stadium of blue plastic seats. He is looking towards the camera with a slight smile. The background is filled with rows of empty blue seats, creating a sense of solitude. A thin orange border frames the text and the man's upper body.

# CEO'S MESSAGE

**IN JANUARY 2019, WE STOOD OUTSIDE THE DRESSING ROOM ON A DARK, COLD NIGHT AT ST JAMES' PARK AFTER WE HAD LOST 2-1 TO NEWCASTLE UNITED. WE DID NOT KNOW THEN THAT WE WERE GOING TO REQUIRE 14 VICTORIES OUT OF THE REMAINING 14 GAMES IN ORDER TO WIN THE PREMIER LEAGUE AGAIN. THAT WOULD HAVE SEEMED LIKE AN IMPOSSIBLE TASK.**

But that match became the last Premier League match we lost, and we went on to win all four domestic trophies – an unprecedented achievement – in a record-breaking season. The addition of the two trophies won by our women's team meant that Manchester City's 2018-19 season was one that will be remembered for a long time to come.

We can't guarantee that we always win, but we can all be sure that we will be focused, resilient and consistent in our approach. These victories are not accidents; they are the product of careful planning, consistent hard work and the acknowledgement of the need to stay humble and hungry.

## **IN THE LAST DECADE, WE HAVE BECOME THE MOST SUCCESSFUL ENGLISH TEAM**

Our success is measured by playing beautiful football and by fighting for titles every April and May at the season's end. In the last decade, we have become the most successful English team – in terms of titles, goals, points and Champions League qualifications – and our aim is to continue to be among the most consistently successful clubs in the world.

The strategy includes a carefully thought out recruiting effort to attract the best players and coaches who want to play our style of football. We recruit the players we believe that we need, and we do it at fair values. As a result, we have a young, motivated, talented squad that has every chance of being successful in the seasons to come.

We are also very proud to see how the football that we play and the trophies we win are widely known and recognised globally. This helps us to serve our global partners and to attract new ones. We continue to see more and more excellent organisations wanting to join our exciting football journey.

A combination of our commercial success and our cost management enabled us to exceed £500 million in revenues for the second season in a row and post a profit for the fifth season in a row. Manchester City is a consolidated, economically sustainable operation that will continue to use its financial strength to fuel its growth.

As we grow in Manchester, so the global footprint of the City Football Group continues to grow. This year we welcomed Sichuan Jiuniu to the group. Located in Chengdu, the capital of the Sichuan province in China, this is now the seventh club in the City Football family. With further opportunities for expansion globally, the future continues to look bright.

We do all of this without forgetting who we are and where we come from; a football club founded in Manchester 125 years ago to serve its community and to bring them together. That concept, so central to the Club's genesis in the 19th century, remains our focus today as we aim to serve our 21st century communities on a local and global scale.



A photograph of three Manchester City players in light blue kits celebrating on a football pitch at night. The player on the left is running with his mouth open, the middle player is also running, and the player on the right is running towards the camera. The background is a large, brightly lit stadium filled with spectators. A yellow rectangular box is overlaid on the image, containing the text 'OUR TEAMS'.

# OUR TEAMS

## MEN'S TEAM

### IN THE MOST EXCITING PREMIER LEAGUE TITLE RACE SINCE SERGIO AGÜERO SEALED IT FOR US IN 2011-12, THE MEN'S TEAM ONCE AGAIN BECAME CHAMPIONS ON THE LAST DAY OF THE SEASON FOLLOWING A REMARKABLE 14 STRAIGHT VICTORIES.

This run demonstrated the players' tenacity and willingness to fight to the end, enabling them to beat a highly competitive Liverpool team who had taken top spot for a large part of the season after City slipped back during a challenging December. In so doing, we became the first side in a decade to win back-to-back Premier League titles.

Winning the Premier League in this way would have itself made 2018-19 a remarkable season. But the team delivered even more this year: we became the first side in history to win all four English honours in a single season. And we did so in style, scoring a remarkable 169 goals in all competitions – a new top-flight English record. We also became the first English top-flight side in history to win 50 matches in a single season in all competitions, six more than in 2017-18. In the cup tournaments, we defeated Chelsea on penalties to defend our Carabao Cup crown, while a 6-0 win over Watford in the FA Cup final saw us win the competition for the sixth time in our history.

Raheem Sterling was named Football Writers' Association Footballer of the Year and PFA Young Player of the Year, recognition for a fine season in which he scored 25 goals and assisted 18 in 51 appearances across all competitions – further enhancing his reputation as one of the world's best attacking players.

### AGÜERO THIS YEAR BECAME THE NINTH STRIKER TO REACH 150 PREMIER LEAGUE GOALS WITHIN THE FEWEST MINUTES (16,095) IN COMPETITION HISTORY

Six Manchester City players were named in the prestigious PFA Team of the Year, with Ederson, Aymeric Laporte, Bernardo Silva, Fernandinho, Agüero and Sterling all selected. Agüero this year became the ninth striker to reach 150 Premier League goals within the fewest minutes (16,095) in competition history. And Pep Guardiola deservedly won the Premier League Manager of the Season award.

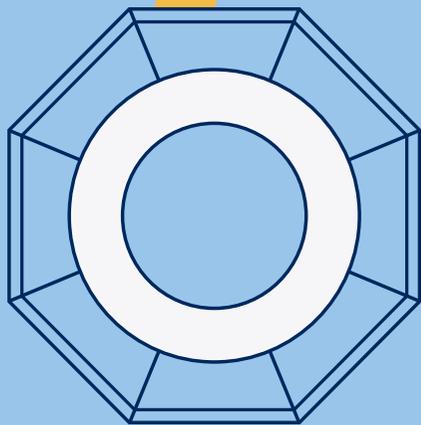
In the Champions League, City exited the competition at the quarter-final stage, losing to Tottenham on away goals after a dramatic second leg at the Etihad Stadium that will live long in the memory.



2018-19

# F URMIDABLES

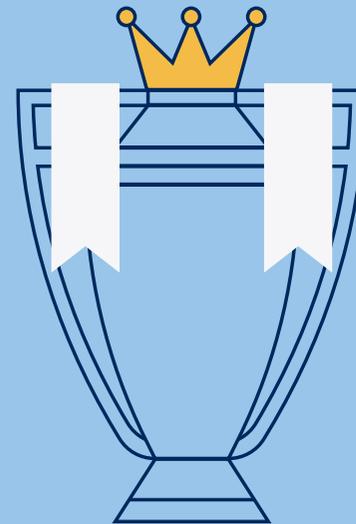
FIRST SIDE IN HISTORY TO WIN ALL FOUR ENGLISH HONOURS IN A SINGLE SEASON



COMMUNITY SHIELD



CARABAO CUP



PREMIER LEAGUE



FA CUP



PREMIER LEAGUE

# CHAMPIONS

2018-19

**2018-19 AT A  
GLANCE: MEN**

**PREMIER LEAGUE  
CHAMPIONS**

**FA CUP  
WINNERS**

vs Watford

**CARABAO CUP  
WINNERS**

vs Chelsea

**FA COMMUNITY SHIELD  
WINNERS**

vs Chelsea

**UEFA  
CHAMPIONS LEAGUE  
QUARTER FINALISTS**

vs Tottenham

*SOURCE: Manchester City*

683

SHOTS

The highest total for any team

OVER  
23K

SUCCESSFUL PASSES

The highest of any team



ONLY 10 GOALS

CONCEDED FROM OPEN PLAY

The best defensive performance in the league

69%

AVERAGE POSSESSION PER MATCH

More than any other team

SOURCE: Manchester City

5 YEARS OF  
CONSISTENCY



Highest-ranked  
English club by UEFA

coefficient based  
on last 5 seasons

Goals scored

more than any other  
Premier League team,  
with 69 more than  
2nd place Liverpool

435

Major domestic  
competitions won

(excluding Community  
Shield), more than any  
other team



6

105

Minutes per  
goal for Agüero

the most efficient striker  
in the Premier League  
(20 goals minimum)

SOURCE: UEFA, Opta

## TOP-FLIGHT HISTORY



# 9872

### POINTS

**Joint second highest points total in top-flight history** (based on three points for a win), level with Liverpool in 1978-79, and behind only City's 100 points last season

SOURCE: Opta

### GOAL DIFFERENCE

**Second highest ever in top-flight history**, behind only City's goal difference of 79 last season

## INSIGHTS



### PITCHSIDE ANALYSIS

In December 2018, we announced brand new technology to be brought to the dugout for both the men's and women's teams. Following new Premier League rules that allowed small technology devices at pitchside for the first time last season, we worked with long-term partner SAP to extend their existing technology coverage and give players access to the latest tactics and insights as they prepare to step onto the pitch.

Using a bespoke version of SAP Challenger Insights, City's analysts load up tactical plans and opposition insights onto tablets in the lead-up to games, which players consult whilst training at the City Football Academy, in the Etihad Stadium dressing room on a matchday, and now on the touchline as well.

This partnership, which sees SAP solutions helping the Club operate and perform from the boardroom to the pitch, demonstrates our pioneering use of technology as one of the first clubs to deploy real-time tactics and information as players get ready to perform.

# WOMEN'S TEAM

## NICK CUSHING'S SIDE WON BOTH DOMESTIC CUPS IN A TROPHY-LADEN SEASON FOR OUR WOMEN'S TEAM.

A shoot-out victory over Arsenal saw us lift the Continental Cup at Bramhall Lane on the same weekend the men won the Carabao Cup. And Keira Walsh, Georgia Stanway and Lauren Hemp each scored as we beat West Ham United 3-0 to lift the Women's FA Cup in front of a crowd of 43,264 at Wembley.

We finished second in the Women's Super League table, losing just one match throughout the entire campaign and qualifying for the UEFA Women's Champions League for the fourth consecutive season.

There were multiple accolades for individual players. Nikita Parris was named Football Writers' Association Women's Footballer of the Year after scoring 19 goals in 19 games in the WSL, while Stanway won PFA Young Player of the Year and Steph Houghton won the PFA Merit Award for services to football. Houghton, Demi Stokes and Parris were all named in the PFA WSL Team of the Year.

In May, eight of our then-players were named in Phil Neville's England squad for the 2019 World Cup in France, with Karen Bardsley, Houghton, Abbie McManus, Stokes, Walsh, Jill Scott, Stanway and Parris all receiving call-ups.

## HOUGHTON CLOCKED UP A CENTURY OF ENGLAND CAPS

Earlier in the season, Houghton clocked up a century of England caps in November when she captained the Lionesses against Sweden, and Stanway and Ellie Roebuck, who have both been with City for more than four years, made their England debuts.



2018-19

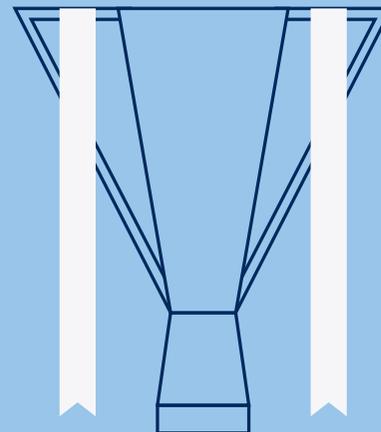
# CUP WINNERS



OF BOTH DOMESTIC CUP COMPETITIONS



FA CUP



CONTINENTAL TYRES CUP



**DOMESTIC CUP**

# WINNERS

**2018-19**

## **2018-19 AT A GLANCE: WOMEN**

### **FA WSL RUNNERS-UP**

Making City the only FA WSL team to qualify for the Champions League in each of the last four seasons

### **CONTINENTAL TYRES CUP WINNERS**

vs Arsenal

### **FA CUP WINNERS**

vs West Ham United

### **UEFA CHAMPIONS LEAGUE ROUND OF 32**

vs Atletico Madrid

*SOURCE: Manchester City*

# SUPERSTARS

37

## Goals for Nikita Parris

by the end of the season, making her Manchester City and the FA WSL's leading all-time goal scorer

18

## World Cup appearances

for Jill Scott after this summer's tournament, the highest ever for an England player, male or female

WINNER

## Steph Houghton

PFA Merit Award for services to football, the first female ever to receive this award

21%

## Increase in peak viewing

for this year's Women's FA Cup Final on BBC One, with 2.3 million people watching City win the competition

8

## Players

from the 2018-19 season called up to the England World Cup Squad 2019, more than any other WSL team

SOURCE: Manchester City, Broadcast, The FA

## FA WSL STATS



### YEARS

Number of successive seasons that City have qualified for the Champions League, the only FA WSL team to do so

### TROPHIES

Won since joining the FA WSL in 2014, more than any other team in that period

SOURCE: Manchester City

## INSIGHTS



### ESME'S JOURNEY

Manchester City defender and lifelong City fan Esme Morgan signed her first professional contract with us in June 2019, having joined the Academy at under-15 level. Since joining the Academy, she quickly progressed through the ranks, making the step up to first team football at 16 years old on the team's pre-season tour to France in 2017. She impressed manager Nick Cushing and became a regular feature in the first team squad, making 20 appearances before signing her professional deal, keeping her at Manchester City until 2022.

"I think the standard of coaching and the facilities [at City Football Academy] helped hugely for me to improve quickly and therefore get to a level where I was ready to take up any opportunity I had to play with the first team and impress Nick [Cushing] enough to keep me there.

"It's amazing to wear a City shirt with my name on the back... ready to play for the Club I support with the fans singing for us!"



## YOUTH TEAMS

### WITH NEW MANAGER PAUL HARSLEY AT THE HELM, THIS WAS A SEASON OF CONSOLIDATION FOR MANCHESTER CITY'S ELITE DEVELOPMENT SQUAD (EDS), WHILE THE ACADEMY ENJOYED ANOTHER FINE YEAR.

In the EDS, though there was a frustrating group stage exit in the UEFA Youth League, the City youngsters hugely impressed in the Checkatrade Trophy before bowing out at Sunderland in the quarter-finals. Five EDS players also made their first team debuts over the course of the campaign.

### FIVE EDS PLAYERS ALSO MADE THEIR FIRST TEAM DEBUTS OVER THE COURSE OF THE CAMPAIGN

The Academy celebrated a number of tournament wins across the age groups. Guided by manager Gareth Taylor, the U18s won the Premier League Under-18 Cup, beating Middlesbrough 1-0 in the final at the Riverside thanks to a wonderful strike from Felix Nmecha.

Taylor's young charges also demonstrated their ability and character by reaching the FA Youth Cup final – our fourth appearance in the showpiece game in five years – only to lose out to Liverpool 5-3 on penalties after the game ended 1-1 after 90 minutes and extra time.

A total of 51 players represented their country from U14-23, including 25 England players.

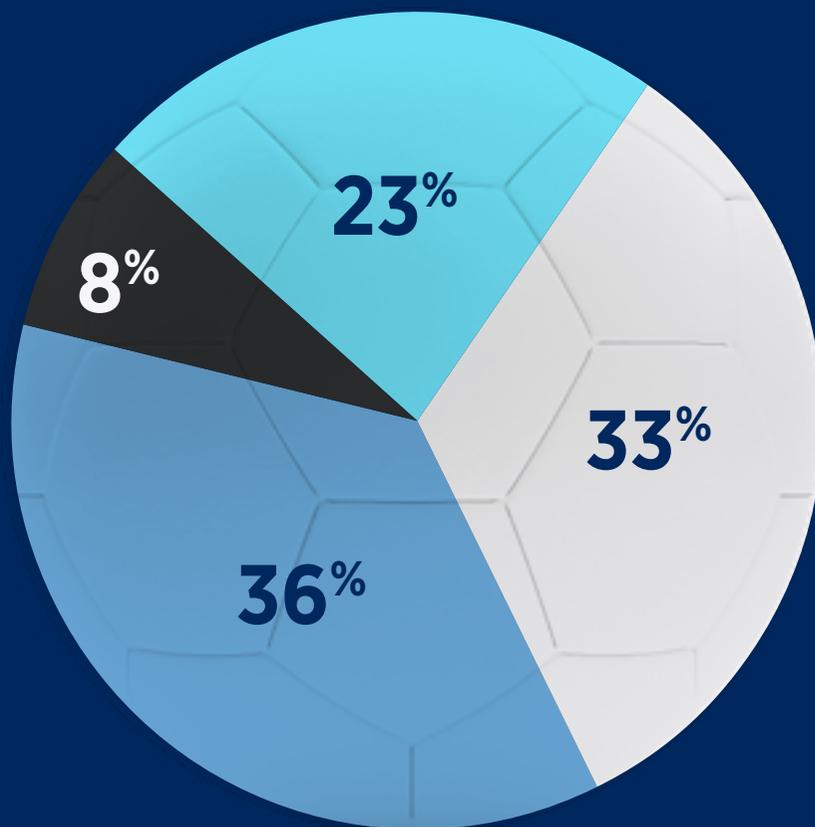


Winning performances from the boys' teams across age groups

ACADEMY  
SUCCESS



SOURCE: Manchester City



Manchester Greater Manchester Other UK International

## GEOGRAPHICAL SPLIT OF ACADEMY PLAYERS

56%

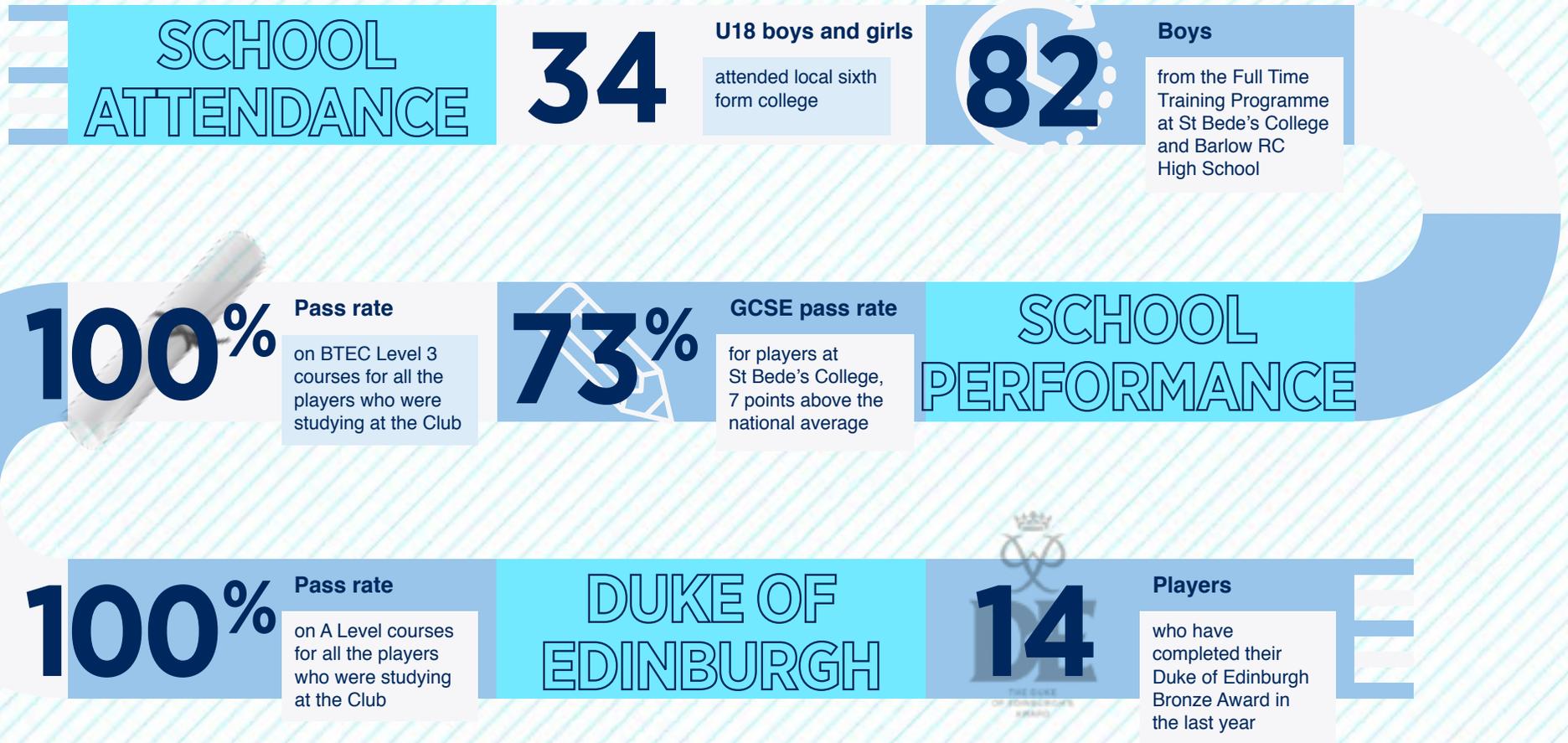
Of players in the Academy are local (from Manchester or the Greater Manchester area)

183

Academy players in total across all years (U9s to U23s) in 2018-19

SOURCE: Manchester City

Educational achievements of the Academy players in 2018-19



SOURCE: Manchester City



## DEVELOPING OUR YOUNG PLAYERS

For Jason Wilcox, Academy Director, the Academy's ultimate objective is to create players for the first team. Alongside this, Manchester City also places a heavy focus on creating well-rounded and capable young people. Player development is built around three pillars:

- Football – Developing style, identity and technical excellence
- Performance – Ensuring that players are physically and psychologically able to cope with the demands of the modern game
- The person – Developing the individual and how they conduct and represent themselves.

“We say to the players, ‘You’re at one of the world’s leading academies – how are you going to make yourself the best?’

“Our Academy is a high-performance environment, but within that, we try to create an environment in which players maintain their passion and love for the game. We also ask everyone to sign up to a code of conduct, so when a player or staff member joins the Academy, they know what is expected of them in terms of how they represent themselves and the football club in the wider world.

“Success is an Academy that develops – we are always working to create relevant challenges for our players and to ensure the right environment for them to grow.”



# OUR CITYZENS

## AN INCREDIBLE MEN'S TEAM PERFORMANCE ON THE PITCH WAS WITNESSED BY A RECORD-BREAKING NUMBER OF PEOPLE AT THE ETIHAD STADIUM, WITH A CUMULATIVE 1.45 MILLION MANCHESTER CITY FANS TAKING IN 19 PREMIER LEAGUE AND NINE CUP GAMES AT HOME THIS SEASON.

It's not only the football that matters on a matchday, and fans told us that we're mostly getting it right; 90% of City fans think the Etihad Stadium is a safe and welcoming environment for families and 95% of female respondents think it's welcoming for female fans. Of all the Premier League teams, City fans are the most likely to go to games with their children. As part of our work to make sure the Etihad Stadium is fully inclusive, in February, we joined the 'On The Ball' campaign to provide free sanitary products across the Etihad Campus to help address and highlight the issue of period poverty.

### A RECORD 1.45 MILLION CITY FANS WATCHED A HOME GAME THIS SEASON

games. Spending time in City Square, in the Family Stand and Man City Kids Fan Zone, which takes place before every home game on the indoor pitch at the City Football Academy, are all part of the matchday offering. The Etihad Stadium's hospitality was ranked in the top two amongst Premier League teams for hospitality for the sixth consecutive year.

In the autumn of 2018, we launched 'City Matters', to provide supporters with an opportunity to meet with senior Club representatives to discuss a range of issues and topics. The ten voluntary members of the 'City Matters' network, who were voted for by supporters, each represent a specific supporter group and meet with the Club on a monthly basis.

The women's team's double domestic trophy win and almost unbeaten season was enjoyed by an average attendance of 1,509, rising to more than 3,000 against Chelsea. A peak TV audience of 2.3 million people tuned in to the Women's FA Cup Final on BBC One, a 21% increase on the previous year's figure.

Moreover, 83% of fans thought that the matchday experience offers excellent value for money. If you look at average goals per minute in the Premier League, City fans would have witnessed 3.0 goals per home game, more than any other team, equivalent to a goal every 30 minutes.

In terms of the off-the-pitch activities, City fans' matchdays extend way beyond the 90 minutes of the



54,132

**AVERAGE PREMIER LEAGUE HOME ATTENDANCE, THE HIGHEST EVER**

**99%**

Occupancy rate for Premier League games

**20.3 YEARS**

Average time a Manchester City fan has been attending the Club's football matches, the third-highest figure in the Premier League

**130,000**

Unique home supporters attending a match at the Etihad Stadium from more than 115 countries

*SOURCE: Manchester City, Premier League Matchday Fan Experience Survey 2018-19*

# CLUB ATTITUDES

■ Manchester City fans    ■ Average for fans of all Premier League clubs



## FAN SENTIMENT

Proportion of fans who said they feel positive towards their club



## FACILITIES INVESTMENT

Proportion of fans who said the club performs well in its investment in facilities

SOURCE: Premier League Matchday Fan Experience Survey 2018-19



SOURCE: Premier League Matchday Fan Experience Survey 2018-19

# CITY'S COMMITMENT TO AFFORDABLE PRICING

Manchester City's cheapest Seasoncard cost just £310, one of the lowest adult season ticket prices in the Premier League

Cheapest 2018-19 adult season tickets of the six biggest Premier League clubs by revenues\*



\* Revenues as ranked by Deloitte's 2019 Football Money League

SOURCE: Manchester City

Top 5 ratings for Manchester City from match attenders for its facilities, customer service and hospitality

# VISIT FOOTBALL SURVEY



Overall hospitality

#2

Facilities for children

according to both those attending with children and all fans

# FAN EXPERIENCE SURVEY

#3

Toilet facilities



#3

Wi-Fi connectivity



#5

Mobile phone signal



#4

Cleanliness



SOURCE: Premier League Matchday Fan Experience Survey 2018-19, Visit Football Survey 2018-19



## KIDS RULE

More than 16,000 children and families attended the brand-new Man City Kids Fan Zone following its re-launch for 2018-19. Held on the indoor pitch at the City Football Academy before every men's weekend home fixture, it featured a range of fun activities including zorb football and an inflatable obstacle course, the Premier League and Carabao Cup trophies, Club mascots Moonbeam and Moonchester, visits from players from the boys' and girls' Academy, on-the-spot prizes such as player escort places, match tickets and much more.

Free to attend for all, the events proved a huge success and also provided the blueprint for our first Same Goals festival in March, as part of the wider Same City, Same Passion campaign. The Same Goals festival also included football clinics delivered by City coaches and meet-and-greets with women's and Academy players throughout the day, before a 'march to the match' to see Manchester City take on Watford at the Etihad Stadium.

## **MORE PEOPLE THAN EVER BEFORE ENGAGED WITH US THROUGH DIGITAL AND BROADCAST PLATFORMS IN THIS SECOND CONSECUTIVE RECORD-BREAKING SEASON. OUR MEDIA STRATEGY WAS DESIGNED TO CAPITALISE ON THOSE ON-FIELD SUCCESSES, WITH CONTENT CREATED AND DISTRIBUTED TO SUIT SPECIFIC AUDIENCES IN A TARGETED WAY.**

We executed new creative content campaigns around major matches like the Manchester Derby and the Carabao and Continental Cup-winning weekends, and for the title run-in we set out to 'paint the internet blue' by going outside of our own media channels to distribute our content. This meant working closely with broadcasters; taking a fresh approach to paid media, influencers, esports and syndication; and engaging with cultural moments like the final season of the 'Game of Thrones' TV series and the launch of the 'Avengers: Endgame' movie.

There was significant uplift across our platforms, most notably Instagram, but also in our broadcast figures, where we now have the third biggest international TV audience for the Premier League. Our global audience for live Premier League games was up by 15%.

In our efforts to continually try to better serve our different audiences, we teamed up with Copa 90 to conduct an in-depth international research study designed to gain a better understanding of the audience for women's football. The report identified the global commonalities and the regional nuances in the introduction, behaviours, emotions and attitudes of fans around the world.

We celebrated the launch of our new over-the-top (OTT) platform, Man City for TV, with the release of an exclusive City TV documentary, 'Fight 'til the end', documenting the nail-biting climax of the last 30 days of the 2018-19 season.

Our initiative to inspire the next generation of female footballers, #SameGoals, returned for a second season, where we once again delivered footballs to every girl who sent us a video of themselves scoring or saving a goal. Fresh for 2019, we also hosted a series of Football Festivals in Manchester, the US, Abu Dhabi and China.

Manchester City's FIFA 19 and FIFA Online 4 teams have made great progress this season, although it is our sister-club NYCFC's esports player who has the most to celebrate, receiving the \$100,000 prize for winning the inaugural eChampions League in Madrid the day before the UEFA Champions League final.

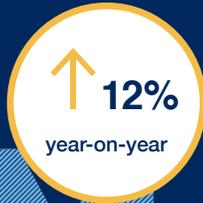


Viewers of live Premier League games featuring Manchester City on television in 2018-19

36M

HOME

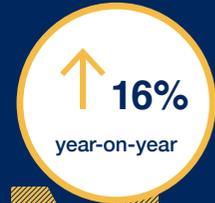
Cumulative TV viewers in the UK



193M

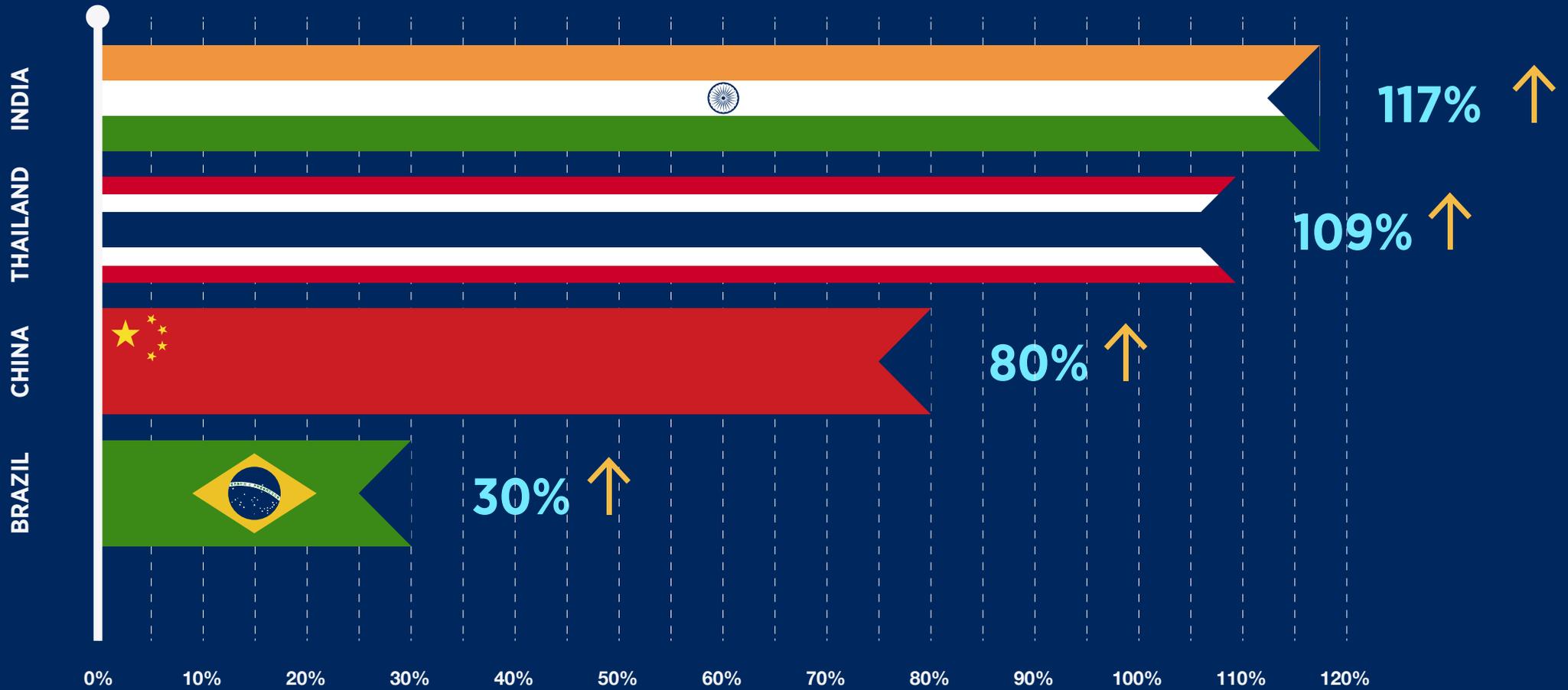
AWAY

Cumulative TV viewers overseas



SOURCE: Manchester City

## Key growth territories



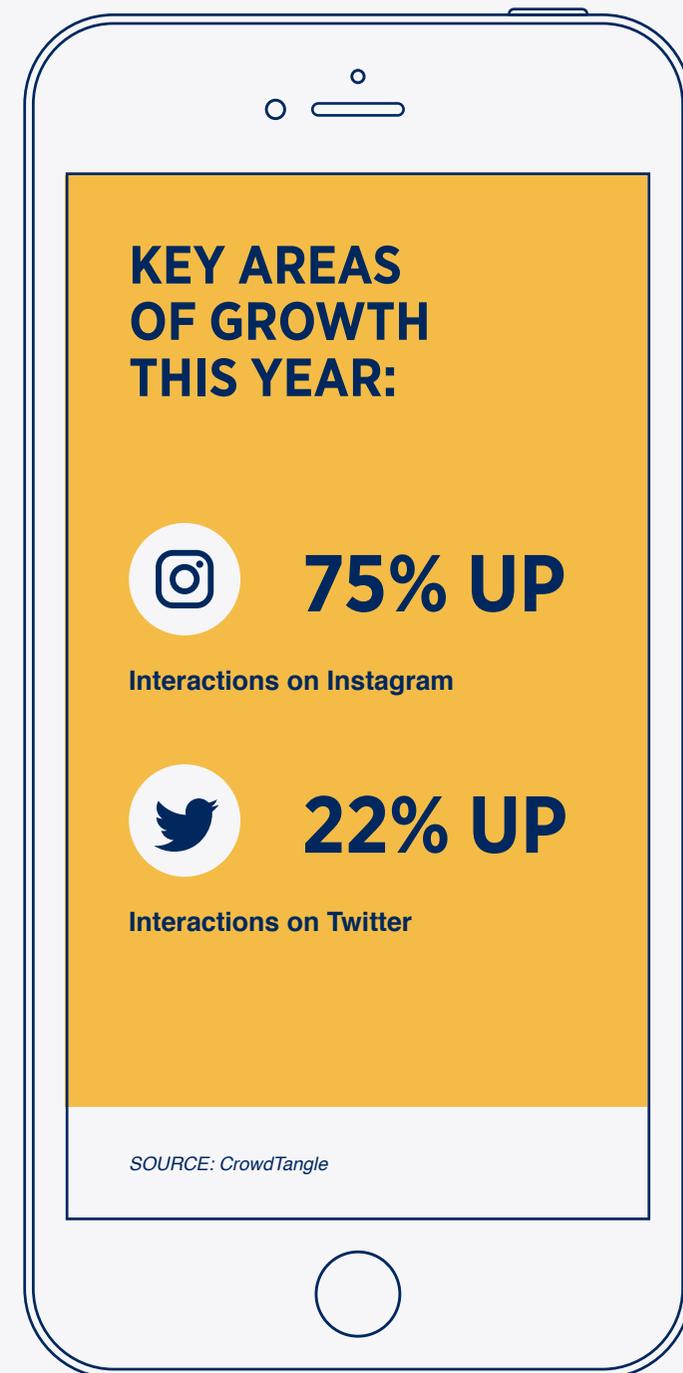
SOURCE: Nielsen

## ENGAGEMENT

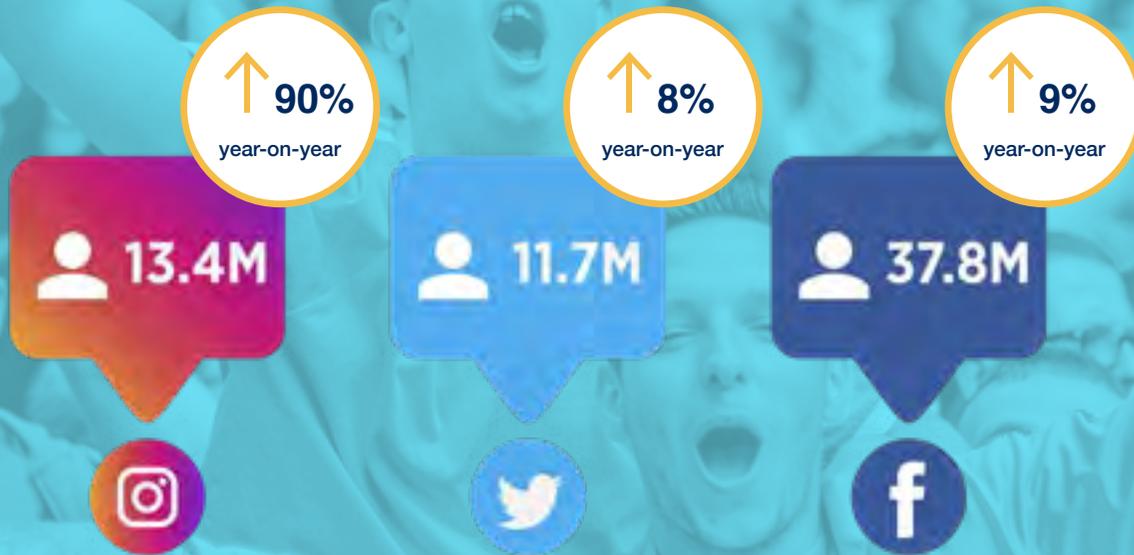
Interactions (likes, shares, comments, etc.) across key platforms up by almost 50% in 2018-19



INTERACTIONS ACROSS INSTAGRAM,  
FACEBOOK AND TWITTER



## FOLLOWERS



### Growth of Manchester City social media accounts in 2018-19

SOURCE: CrowdTangle

## INSIGHTS



### ALL OR NOTHING

The 2017-18 season saw unprecedented success on the pitch, dozens of records broken, and footballing history made. To capture the story of the season, we partnered with Amazon Studios to create a series documenting what would become a truly incredible year.

'All or Nothing: Manchester City' was released exclusively on Amazon Prime in August 2018 and launched in Manchester at a premiere screening that was attended by the full men's squad and backroom staff, women's players and Club representatives. Each episode of the eight-part series offered unparalleled insight into Pep Guardiola's team, with Amazon's cameras at every training session, team meeting and match in the dressing room. Amazon also interviewed key Club executives and players, to get their thoughts on how the season was going and what could be achieved.

The Mail described it as "truly compelling", while Match Of The Day presenter Gary Lineker tweeted that it was "way beyond the like we've seen before from a successful club". Rated 4.5 stars on Amazon Prime and 8.4/10 on IMDB, and nominated for a Sports Emmy, 'All or Nothing: Manchester City' has become a benchmark for fly-on-the-wall sports documentaries and provides a timeless look into one of football's most ground-breaking seasons.

# MEMBERSHIP AND SUPPORTERS' CLUBS

**WHAT A SEASON TO BE A CITYZEN. AND IT SEEMS THAT MANY PEOPLE AGREE, WITH THE COMMUNITY GROWING BY 74% IN 2018-19. WHEREVER THEY ARE IN THE WORLD, WE WANT CITYZENS TO HAVE THE BEST POSSIBLE EXPERIENCE, AND SO WE HAVE SIGNIFICANTLY SCALED UP OUR IN-PERSON ENGAGEMENT IN KEY MARKETS, AS WELL AS OFFERING NEW WAYS FOR FANS TO ENGAGE WITH US THROUGH OUR DIGITAL AND SOCIAL CHANNELS.**

This year, members were given the opportunity to vote on a range of initiatives. These included the Etihad Player of the Month and Player of the Season – with both receiving a record number of votes – along with alternative designs for the 125th anniversary shirt and the Trophy Tour destinations. A highlight for many was a chance to vote on the design of the banners to be unveiled at Wembley for the Carabao Cup Final, at which photographs submitted by Cityzens also adorned the dressing room walls. Competition winners were flown in from around the world to see games in Manchester, and from Manchester to attend European away games. We also held a Cityzens v Supporters Club match, played on the pitch at the Etihad.

Junior Cityzens were offered some unbelievable experiences, including taking part in the Christmas photoshoot, grilling Vincent Kompany at a Junior Press Conference, and leading the team out on matchdays throughout the season. Two young fans had the surprise of their lifetimes when David Silva and Phil Foden turned up on their doorstep to help decorate their house for Christmas before joining them for a back-garden kickabout.

2019 sees our Official Supporters Club (OSC) celebrate its 70-year milestone, having been founded in 1949. By June this year, its membership had reached almost 22,000 members from 277 branches in 57 different countries. It grew its membership by 17% in the last season alone.

Ask any member of the OSC what's most important and you're likely to hear that it's about getting together with other City fans to watch and enjoy games, but it's really important to us to make their experiences supporting City better still.

To that end, we have worked with 210 branches (and counting) to produce custom plaques for them, and as many as 50 branches welcomed the Premier League trophy at their regular venues. City executives went on the road six times in 2018-19 to visit OSC branches in Manchester. OSC members from around the world who visited the Etihad Stadium this year were given the chance to put on their boots and step on the hallowed turf for a 'Play on the Pitch' experience.

And of course, the OSC had a very special part to play in the Premier League Trophy Parade in Manchester in May, presenting the Etihad Player of the Season award on stage at the Trophy Parade, and driving through the city centre just behind the players in their own bus.

City Football Schools, which offer coaching to young fans around the world, continued their international growth, with two new programmes opening in Beijing and the first ever joint Manchester City-New York City courses delivered in the US.

## GLOBAL PRESENCE



SOURCE: Manchester City

### TROPHY TOUR

**28** **14**  
Cities Countries

### PRE-SEASON TOUR

**USA**  
Chicago, New York and Miami

### CITYZENS GIVING PROJECTS

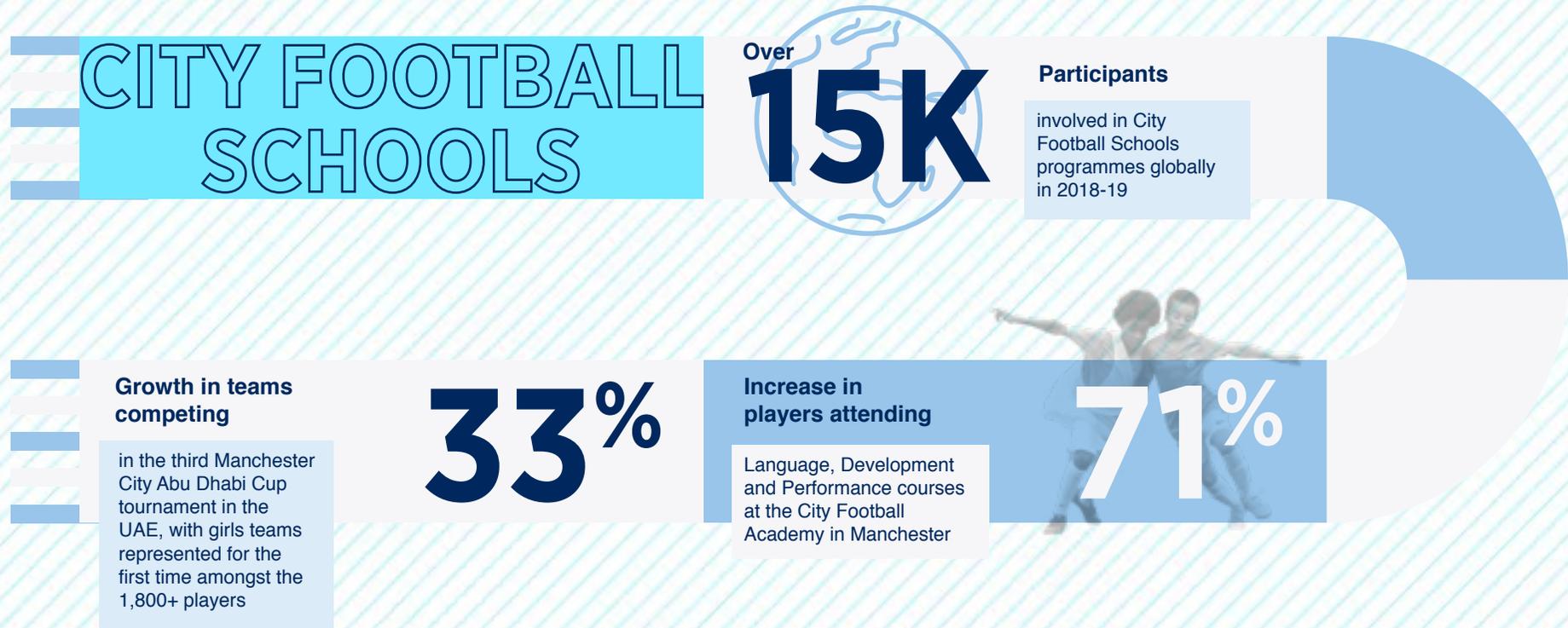
**20**  
Community projects

### SUPPORTERS' CLUBS

**277**  
Supporters' clubs

**21,180**  
Members

**57**  
Countries



SOURCE: Manchester City

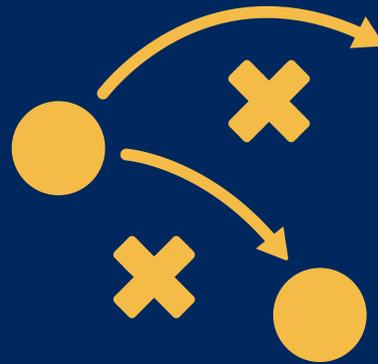
## CITYZENS MEMBERSHIP PROGRAMME

Giving City fans a voice in the Club's decisions



### GLOBAL FANBASE

Cityzens signed up around the world. Growth was strongest in Brazil, India and Algeria



ALMOST 30K

### TEAM EFFORT

Number of fans participating in a total of 121 City Voice projects

SOURCE: Manchester City

## INSIGHTS



## GLOBETROTTING TROPHIES

To celebrate the success of the record-breaking 2017-18 season, the two trophies were taken on a global tour, presented by Etihad Airways, to visit fans in cities around the world. Club legends Paul Dickov and Joleon Lescott also travelled with the trophies to meet fans, host events and share their thoughts on an incredible season.

The trophies visited 28 cities in 14 countries, spending a total of 100 days on the Centurions Tour. Events were put on in each location, including football festivals, City Live! match screenings and the opportunity for fans to have their picture taken with the silverware. To mark the end of the 100 days, fans from China, India, Brazil and the UAE were invited to the Etihad Stadium for a finale event in December, where they watched a match and met their favourite City players.



# OUR COMMUNITY

### WITH 45% OF CHILDREN IN MANCHESTER GROWING UP IN POVERTY (ACCORDING TO THE 2019 END CHILD POVERTY REPORT), THE WORK OF THE CITY IN THE COMMUNITY (CITC) FOUNDATION IS ESSENTIAL FOR UNDERSERVED COMMUNITIES ON OUR DOORSTEP.

Over the course of the last three seasons, the charity has doubled its funding, engaged an additional 5,000 young people and more than tripled contact hours to an extraordinary 800,000 hours.

CITC now works with children from age two right up to adulthood. At the youngest end, CITC staff work in 188 nurseries across Greater Manchester on physical literacy and fundamental movements and continue right through every stage of school. In September 2018, a Community Coaching degree was launched in partnership with Manchester Metropolitan University. Men over 50 have participated in CITC's Walking Football programme since 2016, and this year we launched a women-only session for the first time. We also launched a new disability programme, 'Dwarfism football', as part of the 10-year anniversary of One City.

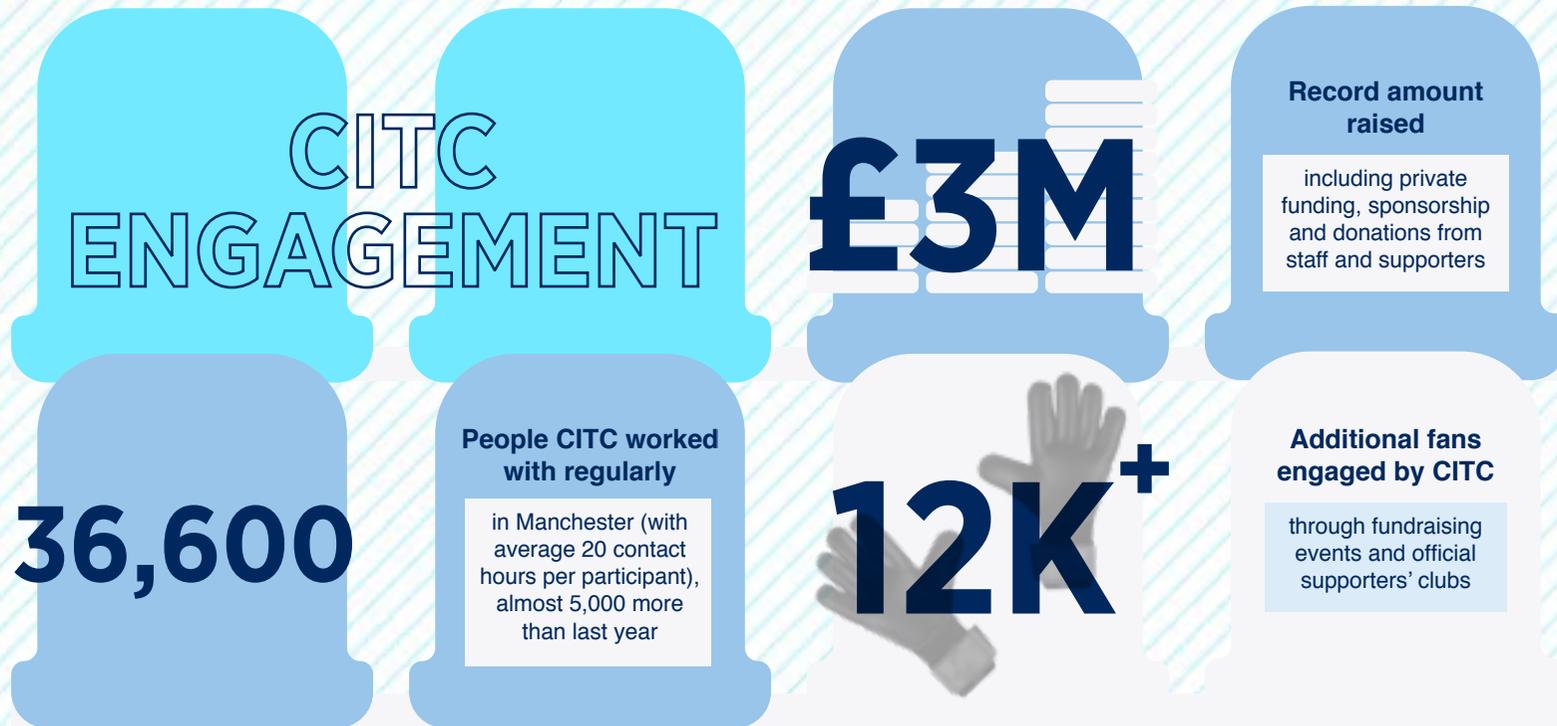
It is not just players and fans who recognise the incredible work of the charity's 105 staff. In 2018-19, CITC won "Leading Organisation Making a Difference in the Community" at This is Manchester Awards and received a commendation from The High Sheriff of Greater Manchester, Dr Robina Shah, for their dedication and commitment to the local community. To further support their efforts, club partner Nissan donated six brand new minibuses to CITC.

Manchester City's global community work also continues to grow, providing funding and training to youth-led community football projects in 20 cities around the world. Since 2014, over 1,000 Young Leaders have been trained, and they have in turn engaged over 30,000 children and young people in projects tackling health, education and inclusion.

Fans continue to play an active role in our community work, with almost two million votes cast in the annual Cityzens Giving campaign. For the first time, six City fans from around the world were also given a unique opportunity to volunteer at a Cityzens Giving project in Bangalore. Using the expertise of Manchester City's water technology partner, Xylem, they built two clean water towers, providing long-term, sustainable access to clean water for up to 1,000 people in the surrounding community.



Record levels of engagement by City in the Community



SOURCE: Manchester City

Key outputs in 2018-19

**4,750**  **HOURS**

Free football and other sports opportunities during school holidays and peak times of anti-social behaviour, more than double last year's figure



**6,600**  
**HOURS**

Work experience and voluntary work placements

**31,600**

Community sessions delivered, with CITC providing more contact time with each individual this year to increase impact

**500<sup>+</sup>**

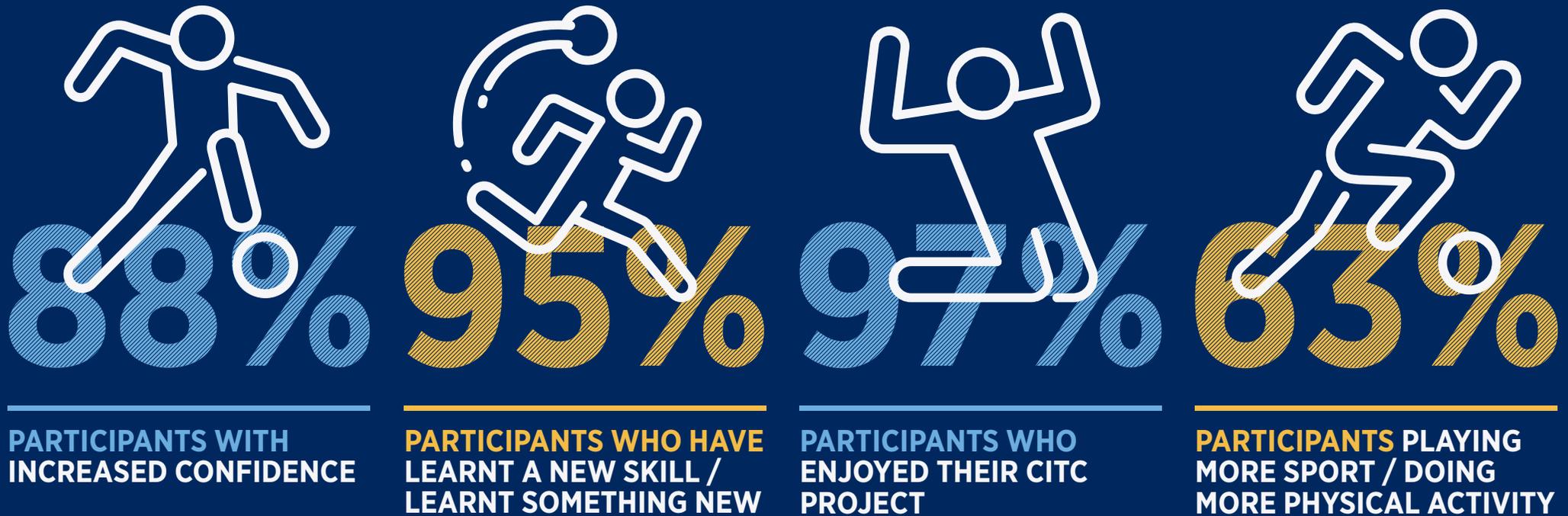
Local people helped by CITC to gain qualifications, including a new Community Coaching degree in partnership with Manchester Metropolitan University

SOURCE: Manchester City

## CITC OUTCOMES

### Results from new CITC outcomes framework

More than 3,000 participants were surveyed across nine projects running between September 2018 and April 2019



SOURCE: Manchester City

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

■ Manchester City fans    ■ Average for fans of all Premier League clubs



## CLUB COMMUNITY WORK

My club already makes a significant contribution to the local community



## COMMUNITY INITIATIVES

I am aware of community initiatives run by my club

SOURCE: Premier League Matchday Fan Experience Survey 2018-19

## CITYZENS GIVING

Giving City fans a voice in the Club's decisions

£2.8M

### TOTAL FUNDING

Commitment to Cityzens Giving projects over last five seasons

ALMOST 2M

### VOTES

Cast by fans in this season's campaign deciding how the Cityzens Giving fund was allocated, more than two and a half times last year's total

SOURCE: Manchester City



## DRIVING POSITIVE CHANGE

In a social media post in December, Raheem Sterling spoke out about the stigmatisation of footballers from different backgrounds, and where these perceptions originate. His post sparked an intense debate throughout football and beyond about the discrimination that is still very much part of the game, and how those within the sport need to work together to make a positive change.

With his comments going viral, Raheem was held up as a leading voice in the conversation about racism in football, holding a necessary and intelligent stance when doing so.

The responsibility for change does not lie with individual players alone, and we firmly believe that every football club has a shared responsibility to advocate for change. We are proud to drive, support and champion a range of initiatives, working with staff, fans, governing bodies and other clubs to ensure that real progress is made, and that everyone who interacts with Manchester City feels safe and welcome at all times.

## AS PROUD MANCUNIAN, OUR CIVIC CONTRIBUTION IS AN IMPORTANT PART OF HOW WE WERE FOUNDED 125 YEARS AGO, AND OF WHO WE ARE TODAY. WE FIND NEW WAYS TO ENGAGE WITH OUR COMMUNITY AND ARE COMMITTED TO PLAYING A ROLE IN SUPPORTING MANCHESTER'S AMBITIONS FOR FUTURE GROWTH AND DEVELOPMENT.

We want to be present and involved in major moments throughout the city, whether that's support for our LGBT Official Supporters Club – Canal Street Blues – in Manchester Pride each year or supporting Manchester City Council's Giving Something Back Award at the annual Awards for Excellence.

This season we committed to support Manchester's ambition to go carbon neutral by 2038, adding our name to the Manchester Climate Change Framework. Over the coming years we will deliver a range of new sustainability initiatives to tackle climate change, helping to make Manchester a greener city for future generations.

In response to a growing issue in the city of 'holiday hunger', we now provide every child that attends one of our free school holiday football sessions with a free, healthy meal. We also held a Food Bank Collection at the City Football Academy for local families for the first time.

Our relationship with Manchester's universities continues and this season we worked closely with Manchester Metropolitan University on a range of projects, including an initiative designed to offer unique insights into working life in a professional sports organisation. Seven groups of students responded to real world briefs from our Research and Insights team as part of their degree, working with their tutors and our staff over a 3-4 month period.





## STARTUP INNOVATION

In June 2019, City Football Group (CFG) held the Startup Challenge at the Etihad Campus in Manchester, encouraging startups to propose fresh ideas in line with five key aspects of matchdays at the Etihad Stadium:

- Sustainable Stadium – How to reduce waste, improve energy efficiencies and reduce the carbon footprint
- Easy Stadium – How to make getting around on matchdays quicker and easier by removing queues and improving access to services
- Vibrant Stadium – How to leverage home advantage and engage the crowd even more in the action
- My Stadium – How to provide each fan with a personalised experience
- Global Stadium – Ensuring all supporters feel part of a family that isn't constrained by physical location or time.

The initiative received an impressive 230 applications from companies across 37 countries, with 11 finalists invited to Manchester for a week-long acceleration programme to develop their ideas.

Alongside the 11 startups, 30 CFG staff members also participated in the collaboration, which gave each company access to relevant people within the business to help them validate their ideas, learn about the CFG business model and create credible plans that could be applicable to Manchester City.



# OUR BUSINESS

# PERFORMANCE

**HAVING PASSED THE £500 MILLION MILESTONE FOR THE FIRST TIME IN THE CLUB'S HISTORY LAST YEAR, MANCHESTER CITY INCREASED ITS REVENUES FURTHER, BY 6.9%, TO £535.2 MILLION IN 2018-19.**

For the fifth consecutive year, we are a profitable business, posting a total profit of £10.1 million. Success on the field was a major driver of revenue uplift, and we can report a 20% increase in revenue from broadcast fees.

## **CITY POSTED A PROFIT FOR THE FIFTH CONSECUTIVE YEAR**

Our wage-to-revenue ratio now sits at 58%, and we are one of only three Premier League clubs to perform significantly better than expected on the basis of player wages, when actual performance is compared to an estimate linked to investments in the squad.

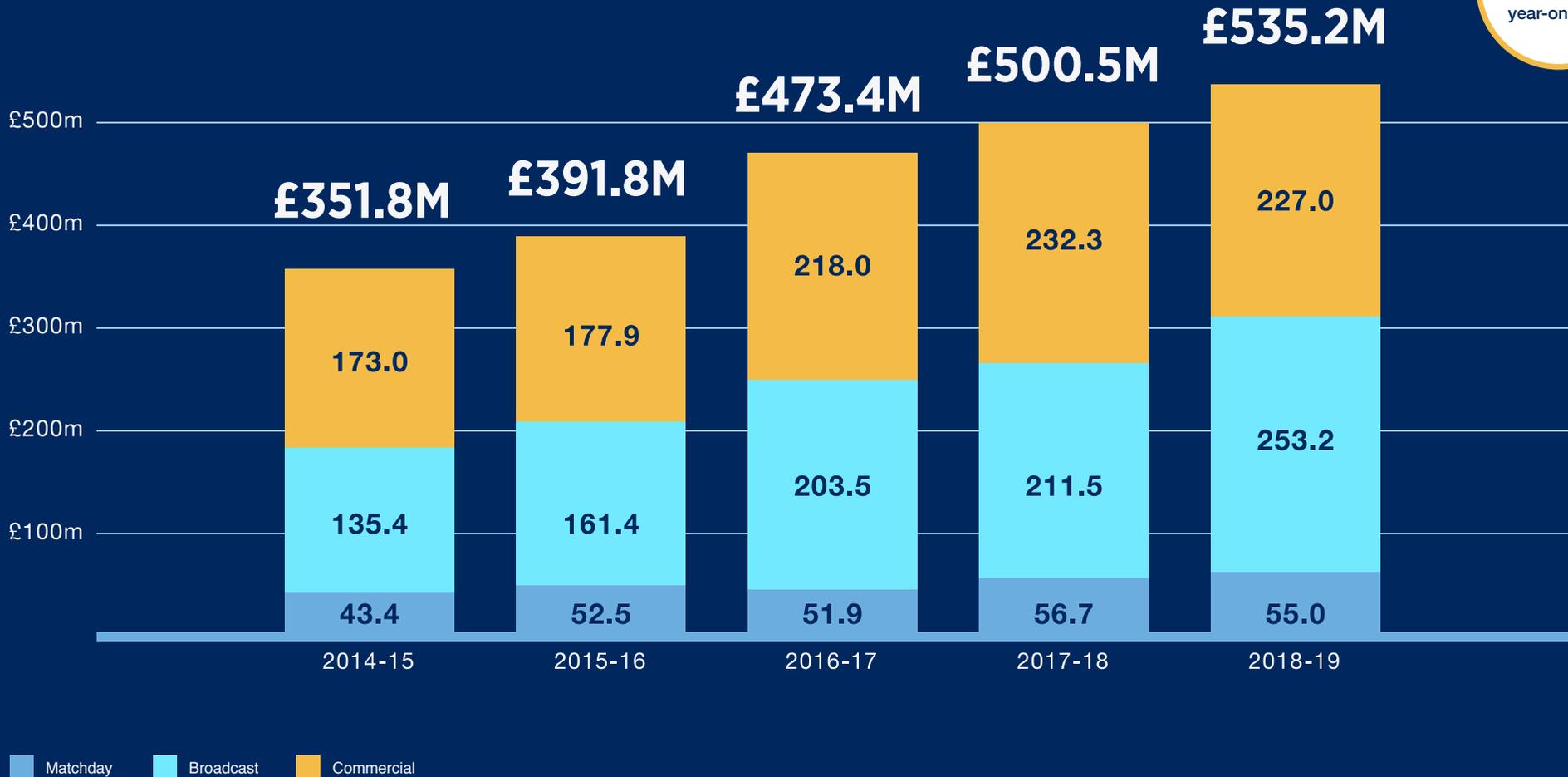
We are delighted to report that 99% of fans feel positively towards the Club, and similarly high proportions think that City is well run (99%) and has a long-term vision (98%).



# CLUB REVENUE

Continued growth in Manchester City revenues

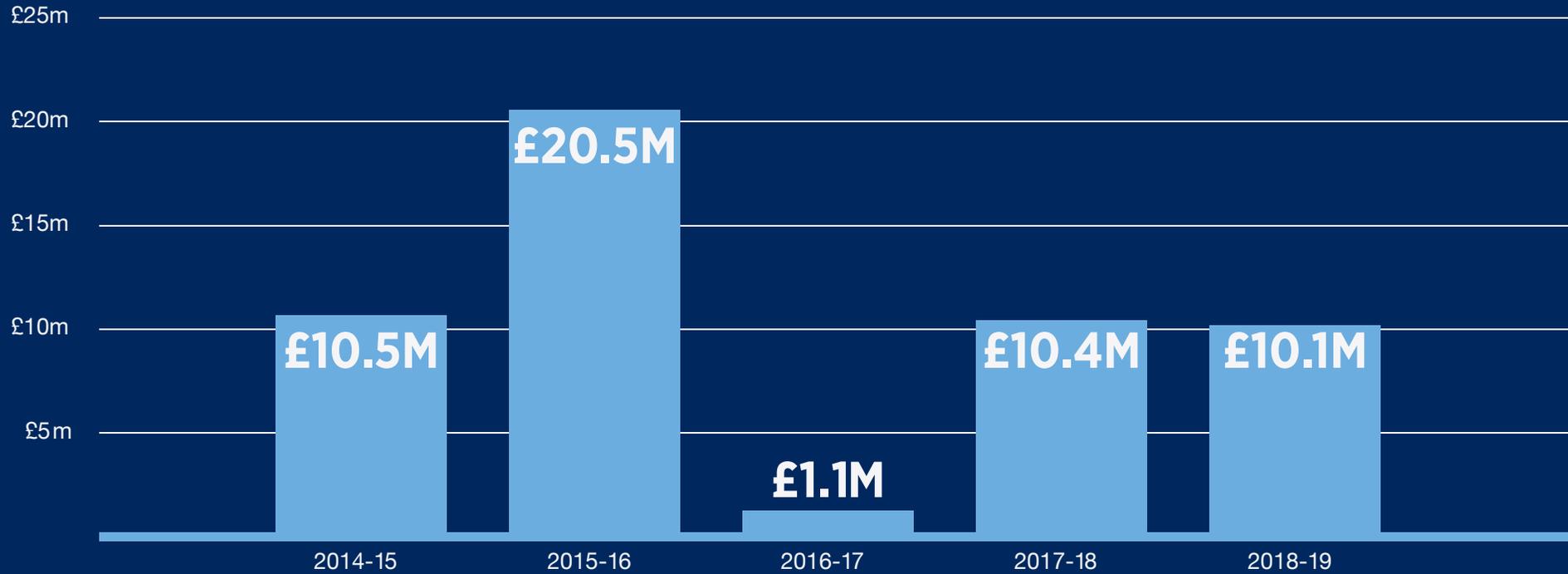
↑ 7%  
year-on-year



SOURCE: Manchester City

## CLUB PROFITABILITY

A fifth consecutive year of profits



SOURCE: Manchester City

# PERFORMANCE V WAGE COSTS

Analysis by sports intelligence agency 21st Club shows that Manchester City was one of only three Premier League clubs in 2018-19 to have performed significantly better than expected on the basis of player wages



\*Actual WSL score based on clubs' performance against other teams in domestic and international fixtures. Expected WSL score based on players wages



## PREMIER LEAGUE CLUBS' PERFORMANCE



### 3 CLUBS

Outperform expected rating by more than 50 points



### 10 CLUBS

Within 50 points of expected rating

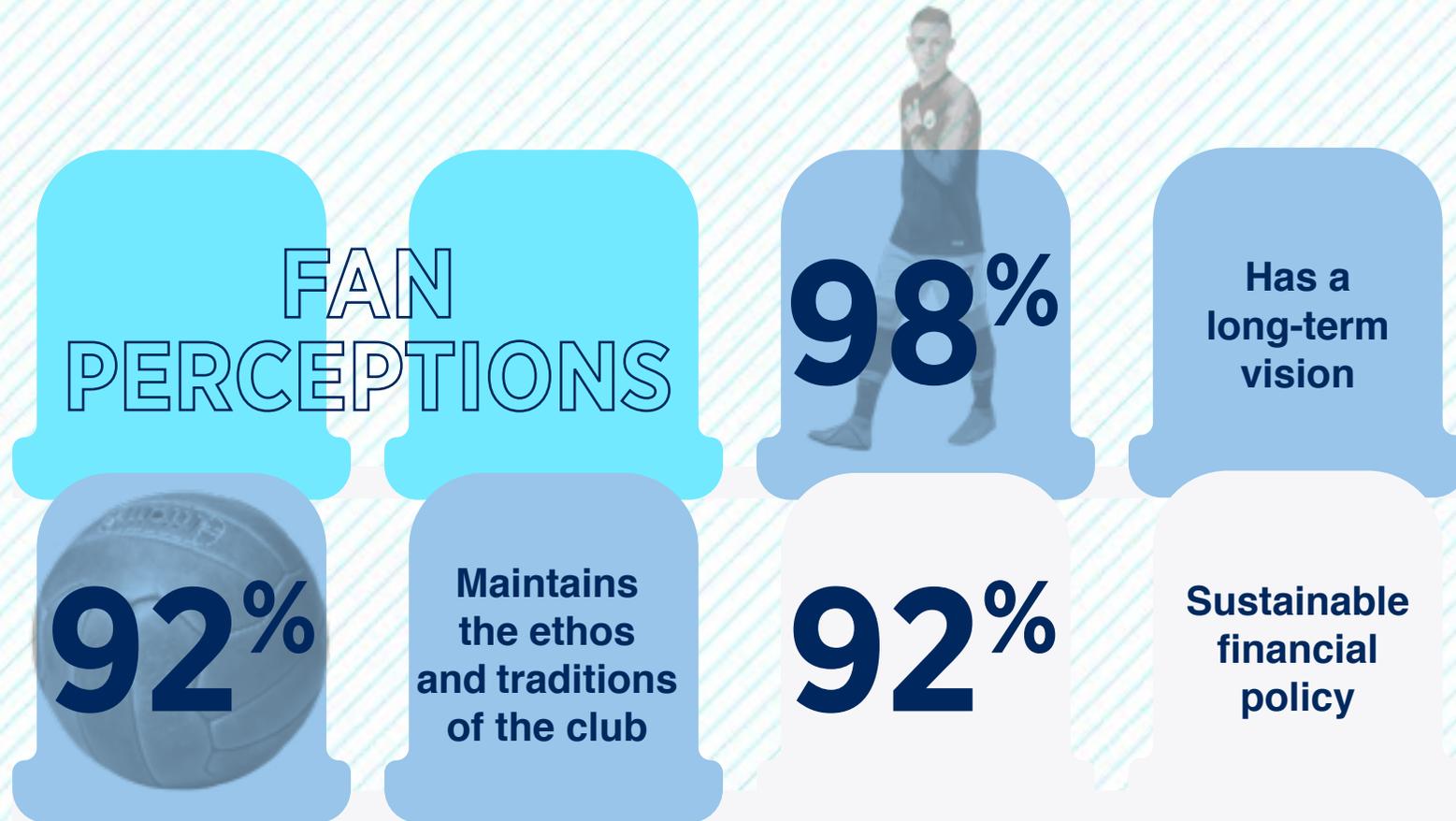


### 7 CLUBS

Underperform expected rating by more than 50 points

SOURCE: 21st Club's World Super League (WSL)

Proportion of Manchester City match attenders surveyed who agree that their club performs well in the following areas



SOURCE: Premier League Matchday Fan Experience Survey 2018-19

## BRAND VALUE

With a 2019 brand value of €1.3bn, Manchester City was the fifth most valuable football brand overall in Europe, and the second biggest English club



## MOST VALUABLE FOOTBALL BRANDS GLOBALLY

1. REAL MADRID FC  
€1.6BN

2. MANCHESTER UNITED FC  
€1.5BN

3. FC BARCELONA  
€1.4BN

4. FC BAYERN MUNICH  
€1.3BN

5. MANCHESTER CITY FC  
€1.3BN

SOURCE: Brand Finance Football 50, May 2019

## PARTNERS

**WE ARE VERY PROUD OF THE NUMBER AND BREADTH OF OUR PARTNERS, AND OF THE RELATIONSHIPS THAT ENABLE US TO ACTIVATE THOSE PARTNERSHIPS IN CREATIVE WAYS THAT PROVIDE REAL VALUE FOR OUR FANS AND FOR THE PARTNERS THEMSELVES.**

By way of testament to the success of these partnerships, 12 major partners renewed or increased their investment this season, including multi-club partners Nissan and Hays (who doubled their investment in the women's team), along with Tecno and UBTECH in China. The extension of the Hays relationship will take us to 2023, by which time we will have been working together for a decade.

We also welcomed a number of new partners, including YuYuan Art and JNC in China, a priority market for us, and Xylem, a leading US company in water treatment. Xylem aims to bring global awareness on water issues through the partnership with City, and are actively collaborating with City Football Foundation, most recently supporting the 2018-19 Cityzens Giving safe water project in Bangalore.

In February, in a major new long-term partnership that will run for the next decade, we were delighted to announce PUMA as new kit provider for Manchester City, plus our sister-clubs Melbourne City FC, Girona, Club Atletico Torque and our newest team in China, Sichuan Jiuniu.

We work hard to constantly innovate and provide new experiences for our partners, whether through innovative digital content, creative activations or straight media exposure. In 2018-19, we hit a new record in the provision of value through media exposure for partners, and successfully tested and implemented a new brand asset at the Etihad Stadium: branding on the steps of the East Stand, facing the TV cameras.

Branded content continues to deliver for both fans and partners – this season more than 30 million people viewed the Etihad Airways content series featuring men's and women's City players and world-renowned freestylers in eight global destinations. And the Hays Player content featuring the men's and women's teams produced some of the most successful metrics in the partnership's history.





## THE GREATEST VIEW

In February 2019, the Etihad Stadium became one of the first in the UK to install Intel's True View camera technology, with 38 high-definition 5k cameras around the stadium giving fans every angle of the biggest match moments. Intel True View allows us to capture every match element from every angle, recreating the action on the pitch and presenting it from an ideal vantage point or player's perspective, using Intel's unmatched data-processing capability to deliver immersive experiences to fans. Features include multi-angle views of a play, a virtual wall giving viewers a clear picture as to where players are positioned on the pitch, and 'Be the player' capabilities, where True View freezes a moment in the match to let fans see the pitch from the eyes of a player.

In one of the first games captured by True View, one of the most memorable moments of City's season was rendered perfectly from multiple angles, as Vincent Kompany struck a famous winning goal against Leicester City, keeping the Blues on track for back-to-back titles.

## BEHIND OUR ON-PITCH SUCCESSES, HUNDREDS OF TALENTED, DEDICATED AND HARD-WORKING STAFF EVERY DAY GO ABOVE AND BEYOND TO MAKE SURE OUR PLAYERS, FANS AND PARTNERS HAVE THE BEST POSSIBLE EXPERIENCE OF MANCHESTER CITY.

For the third consecutive season we held an All Staff Survey, conducted by independent research company Korn Ferry, to find how we 'build a better City' and had a 74% staff participation rate. 89% of City staff report being proud to work for City, and we closely tracked high-performing companies on staff engagement and enablement according to Korn Ferry's official benchmarking.

Where the survey highlighted opportunities for improvement, we are working hard to develop new initiatives, and as a direct result we launched 'City Talks', inviting some of the best speakers from around the UK and further afield to help find new ways to unleash new ideas, challenge perspectives and help innovate for the future.

### IN ITS ALL STAFF SURVEY, MANCHESTER CITY CLOSELY TRACKED – AND ON SOME MEASURES OUTPERFORMED – BENCHMARKS FOR HIGH-PERFORMING COMPANIES

Following last season's news that we achieved the Advanced Level of the Premier League Equality Standard, the work of our Diversity and Inclusion Working Group has continued in force, and this season the entire staff took part in a series of actor-led Diversity and Inclusion Masterclasses.

We also launched a Sustainability Forum made up of representatives from across the Club, focusing on how we become more environmentally friendly in our energy and plastic consumption, waste disposal and transport usage. One of the first initiatives was the removal of single-use plastic in matchday catering concessions, and the return rate was an impressive 95%. The initiative will be repeated and rolled out next season.

We're proud to say that we continued to send 0% of waste to landfill this season and made an 11% reduction in the waste we produce overall, plus a 7% drop in our CO<sub>2</sub> footprint thanks to the introduction of enhanced energy procurement processes. We are also able to report a total of 85 plant and wildlife species resident on our sites in 2019 – quite a change from the formerly industrial site since we moved just five years ago.

We have continued our 'BeCity' staff wellbeing programme, offering football, netball, yoga, bootcamp sessions, swimming, padel (a racquet sport popular in Spain) and, in the summer months, rounders. New for this season, we held the first ever 'BeCity FunDay' where staff invited friends and family into the City Football Academy for food, drinks, live music and activities. We also launched healthy cooking sessions, led by chefs from the City Football Academy.

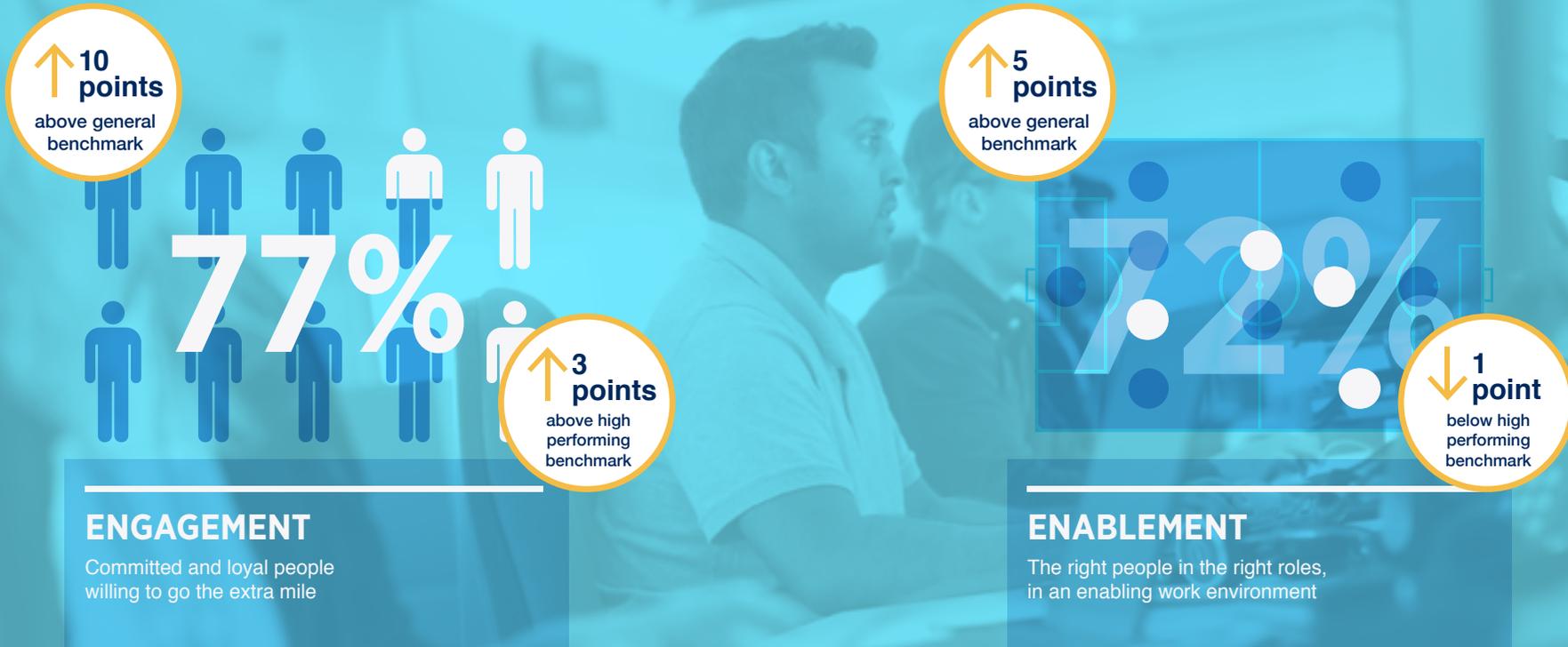
In June, we held the first ever City Football Group wellness week, with activities across CFG's global offices, culminating in a 'Blue Mile' in every location to raise funds for City in the Community.

Staff celebrated 30 years of women's football at Manchester City, attending a talk hosted by Club historian Gary James covering the long journey we took before launching a professional women's team.

We celebrated the Carabao Cup and Continental Cup wins with a joint talk from Nick Cushing and Pep Guardiola, and a champagne toast to celebrate the first time both teams held a trophy at the same time.

# CITY PEOPLE

Results for Manchester City staff (as part of CFG-wide survey) and benchmarks for general industry and high performing companies



## ENGAGEMENT

Committed and loyal people willing to go the extra mile

## ENABLEMENT

The right people in the right roles, in an enabling work environment

SOURCE: Manchester City

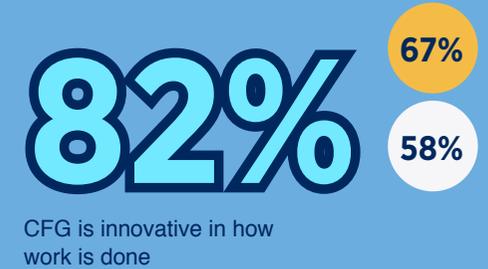
I FEEL PROUD  
TO WORK FOR  
CITY FOOTBALL  
GROUP



Results for Manchester City staff (as part of CFG-wide survey) and benchmarks for general industry and high performing companies

■ MCFC survey results   ■ High performing benchmarks   ■ General industry benchmarks

INDIVIDUAL  
STATEMENTS



SOURCE: Manchester City

# ENVIRONMENTAL COMMITMENTS

100%



## Purified rainwater

harvested from the Etihad Stadium roof used to produce a limited edition "Raining Champions" beer with water technology partner Xylem

## Return rate

of containers for beer, soft drinks and other beverages in trial to remove single-use plastics in matchday catering concessions in the South Stand. This trial will be repeated and expanded further in 2019-20

95%



## Reduction in CO<sub>2</sub> footprint

notwithstanding uplift in activity in the Etihad Stadium this year, thanks to the Club's enhanced energy procurement processes



7%

85



## Species resident in 2019

pollinator plants, wildflower and grasses attract a diversity of plant and wildlife species, boosted by new beehives and nesting sites this year

SOURCE: Manchester City

Manchester City is committed to tackling discrimination in any form, working with a range of diversity partners





## 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

## APPRECIATION



### BERNARD HALFORD, 1941-2019

A lifelong City supporter, Bernard began watching the Blues from the terraces of Maine Road as a child. Having joined his local club, Oldham Athletic, as secretary, Bernard then made the move to his beloved Blues 13 years later as Company Secretary during the 1972-73 season.

In a role he loved, Bernard was key to hundreds of transfers in and out of the Club, including the Club record transfer of Brazilian Robinho in August 2008 after the Abu Dhabi United Group completed their takeover.

In addition, Bernard worked closely in establishing our Academy, helping it become regarded with huge respect and admiration throughout the game. His passion for youth football also extended to grassroots more widely, as he worked closely with the Manchester FA and was renowned for his passion and commitment.

In 2006 Bernard was elected to the Club's Hall of Fame, the only non-player ever to be bestowed this honour. And in 2010, he was appointed Life President, becoming only the second person in that role in Club history as he celebrated 40 years of service at Manchester City.

## CITY FOOTBALL GROUP (CFG) WELCOMED ITS SEVENTH CLUB TO THE GROUP IN FEBRUARY WITH THE ACQUISITION OF SICHUAN JIUNIU, A SECOND DIVISION TEAM IN CHENGDU IN CHINA.

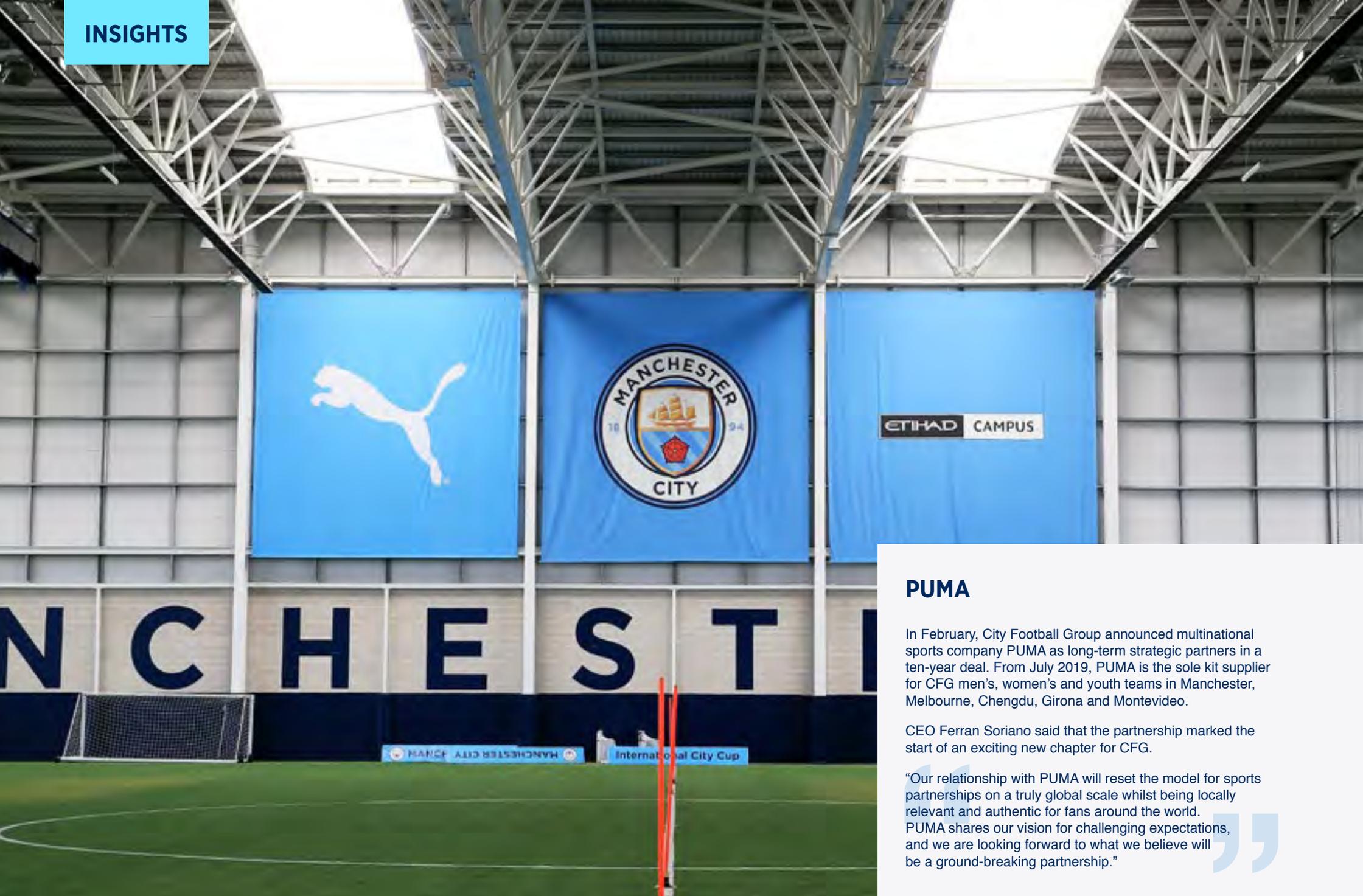
The former CEO of Melbourne City FC, Scott Munn, was appointed as CEO of CFG in China and Melbourne City's former Commercial Director, Brad Rowse, was appointed as new Melbourne City CEO. These appointments exemplify CFG's knowledge exchange model whereby knowledge and expertise – in players and staff – are shared between clubs in the network.

In January 2019, CFG was announced as anchor investor in Sapphire Sport, a US-based sport venture capital fund, which also comprises owners and investors from across major US Sports leagues (NFL, NHL, MLB, NBA and MLS) as well as from related industries. Sapphire Sport were major collaboration partners in the first ever 'Global Startup Challenge'.

In June 2018, New York City FC (NYCFC) welcomed a new coach, Domènec Torrent, who joined the Club directly from his previous role in Pep Guardiola's coaching team at Manchester City. Following the conclusion of Manchester City's 2018-19 season, Pep visited his former assistant in New York and went into the dressing rooms at Yankee Stadium to offer some words of encouragement. Under Domènec, the team finished in third place in the Eastern Conference in 2018 and are on track for another successful season. NYCFC also appointed a new CEO, Brad Sims, in December 2018.

In Australia, Melbourne City FC started their year with a pre-season visit to Kochi in India and finished the A-League season with a 5th place finish, getting knocked out in the Elimination Final with an extra time goal against Adelaide United. Manager Warren Joyce was replaced by Erick Mombaerts, former Head Coach of CFG team Yokohama F. Marinos, in June 2019. The Club also marked five years since its acquisition by CFG.





## PUMA

In February, City Football Group announced multinational sports company PUMA as long-term strategic partners in a ten-year deal. From July 2019, PUMA is the sole kit supplier for CFG men's, women's and youth teams in Manchester, Melbourne, Chengdu, Girona and Montevideo.

CEO Ferran Soriano said that the partnership marked the start of an exciting new chapter for CFG.

“Our relationship with PUMA will reset the model for sports partnerships on a truly global scale whilst being locally relevant and authentic for fans around the world. PUMA shares our vision for challenging expectations, and we are looking forward to what we believe will be a ground-breaking partnership.”

