

MANCHESTER CITY 2014-15 AT A GLANCE





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APPROACH



MESSAGE FROM THE CHAIRMAN

For everybody involved with Manchester City FC, it is hard to look back on the 2014-15 season without a degree of disappointment. Despite some strong performances, and a second place finish in the Premier League, the Club ended its domestic and European campaigns without a title to show for its efforts.

The fact that we consider last season to be below par for Manchester City is a testament to how far we have come in the last seven years. This is a level of ambition that we should not shirk or shy away from. It is right to have high expectations for this great Club and the talented group of players chosen to represent it.

Of the many things that have changed since the Club broke its trophy drought with the FA Cup in 2011, a widespread belief in our ability to compete and succeed has been one of the most significant developments. No team can expect to win every year, but competing to win in England's domestic competitions and improving our performance in the UEFA Champions League are entirely reasonable goals for Manchester City.

The desire for silverware has always been a critical element of His Highness Sheikh Mansour bin Zayed's strategy for the reinvigoration of Manchester City FC both on and off the pitch. It's a strategy predicated on long-term sustainability and the ongoing development of momentum year-after-year.

As a result of the momentum created to date, this season, Manchester City FC delivered a profit of £10.7m from record annual revenues of £351.8m and a seventh straight year of year-on-year revenue growth. Once again, the season saw the Club operating with zero financial debt.

Our transition to profitability has been a long-planned milestone - one targeted and worked diligently towards since His Highness Sheikh Mansour's acquisition of the club in 2008. As a result, to put things in their simplest terms, we are now a profitable business with no debt and no outstanding restrictions.

Financial profitability was not the only planned long-term milestone to be achieved this year. The opening, in December 2014, of the City Football Academy (CFA) saw our men's, women's and youth teams come together to train at the same site in the shadow of the newly expanded Etihad Stadium. With two-thirds of the site dedicated to youth football, our infrastructure is now contributing to a clear and strong pathway from our Academy and development squads to top-tier football.

The CFA is already having a transformational impact on the recruitment, training and development of our people. Importantly, it has also positively impacted the community in which it sits. But our belief is that the most powerful contribution that the CFA will make is to the young players who graduate from it now and in the years to come; by helping them to reach their potential both on the field and in their wider lives.

The signs are all positive. Our Academy enjoyed one of its most successful years to date with accomplishments at every age group, whilst our players participating in the St Bede's School program achieved academic success with GCSE results 5 percentage points above the national average. Ten players from our development system earned first team debuts in 2014-15 and in their inaugural season the re-launched Manchester City Women's FC won the Continental Cup, with nine members of the MCWFC first team playing for their national squads.

The CFA has global resonance and that has significantly contributed to the ongoing growth of the Manchester City brand globally. All metrics point to the right kind of accelerated commercial growth and that development is also in large part due to the City Football Group strategy that has been rolled out over the last two years. The Group creates global scale and at the same time regional and local expertise in all aspects of operations. It is a credit to all those involved and in particular to the leadership of Ferran Soriano.

Whilst last year was not the complete performance that we strove for, we continued to deliver against many of our objectives and in doing so further strengthened the foundations for future success. It is heartening to feel the shared purpose and ambition now common to everyone involved with Manchester City. The new season brings with it a welcome and renewed opportunity to test our capabilities and once again measure how far we have come as a Club.

Khaldoon Al Mubarak
Manchester City Football Club, Chairman



MESSAGE FROM THE CEO

The 2014-15 season marked a historical step in Manchester City's journey. The Club delivered an annual profit for the first time since its acquisition in 2008 whilst continuing to compete at the top of the Premier League and in the Champions League.

In the 2014-15 campaign, Manchester City's second place finish confirmed our position as the most consistently high-performing team in the Premier League over the last four years, and once again we progressed beyond the Group stage in the UEFA Champions League. These consistent results indicate we are doing a lot of things right, but they are not enough. We will never be happy about a season without trophies. The priority and the focus of our work is to convert more of these opportunities into titles in the years ahead.

In the same period, Manchester City delivered an annual profit of £10.7m on the back of a continued increase in revenue and an ongoing reduction in costs. The financial model and the strategic investment is proven to work. Manchester City is now a profitable, self-sustainable club competing at the highest level in world football.

The seeds of this year's profit were sown some years ago and many people have contributed to making it happen. They deserve to be thanked and recognized. We also know that this is not the end, but the continuation of a process that should take us to an even brighter future.

2014-15 has also been a year of other significant achievements:

The opening of the City Football Academy in December 2014 has brought all of our people together on a single site in Manchester and created a new hub for the global football operations of the City Football Group. We are not only proud of what we built, but of the effect it is having on the way we work and on its local community.

The rebranded Manchester City Women's FC completed its first season and brought home the Continental Cup in October 2014, and we remain fully committed to further development of the women's game.

Manchester City's youth teams produced another year of stellar results with our U10, U13 and U14 sides all securing silverware and our U15 team winning two international tournaments. A significant number of young, talented Manchester City players are coming our way and we are hopeful of seeing some of them in the first team in the years to come.

The Club completed the expansion of the Etihad Stadium, increasing capacity for home games to 55,000 in advance of the 2015-16 season.

A large number of Cityzens were able to influence important decisions made by the Club during 2014-15, including deciding the funding of six youth football charities around the world through the innovative Cityzens Giving initiative.

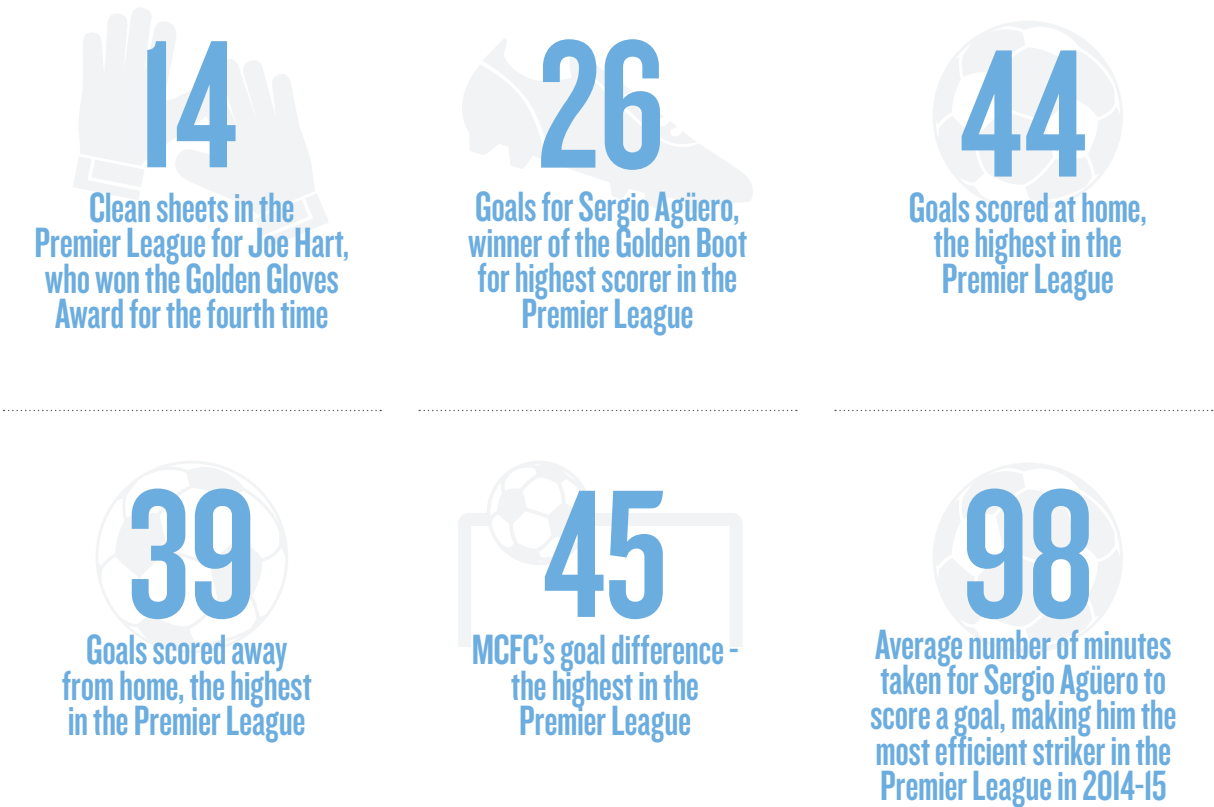
The 2014-15 season has been the first one in which all the clubs of our Group have been playing. We have developed joint initiatives with New York City FC, Melbourne City FC and Yokohama F. Marinos and we help each other on a continuous basis. We remain proud of the on-going development of our sister clubs.

Manchester City is now a club focussed squarely on the delivery of a range of exciting initiatives that have been taking place across the organisation under the guidance of the Owner, Chairman and Board. The recent developments are indicative of the progress we have made but, more importantly, of the potential that exists for Manchester City to reach even greater heights in the future.

Ferran Soriano
Manchester City Football Club, Chief Executive

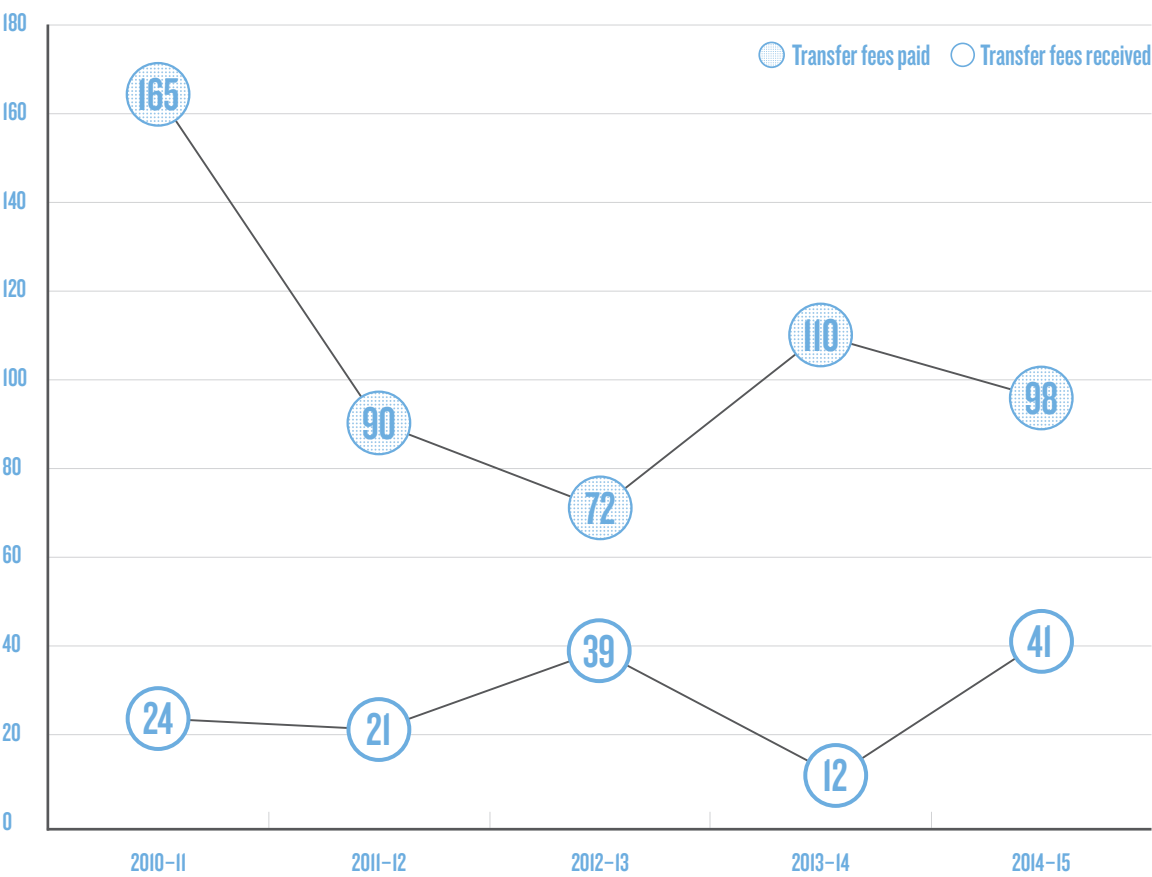
Manchester City finished the 2014-15 season in second place in the Premier League, scoring more goals than any other team

Top two finish in the Premier League for the fourth year running – the most consistent team in the league



Net transfer fee payments in 2014-15 were the second-lowest since 2008-09

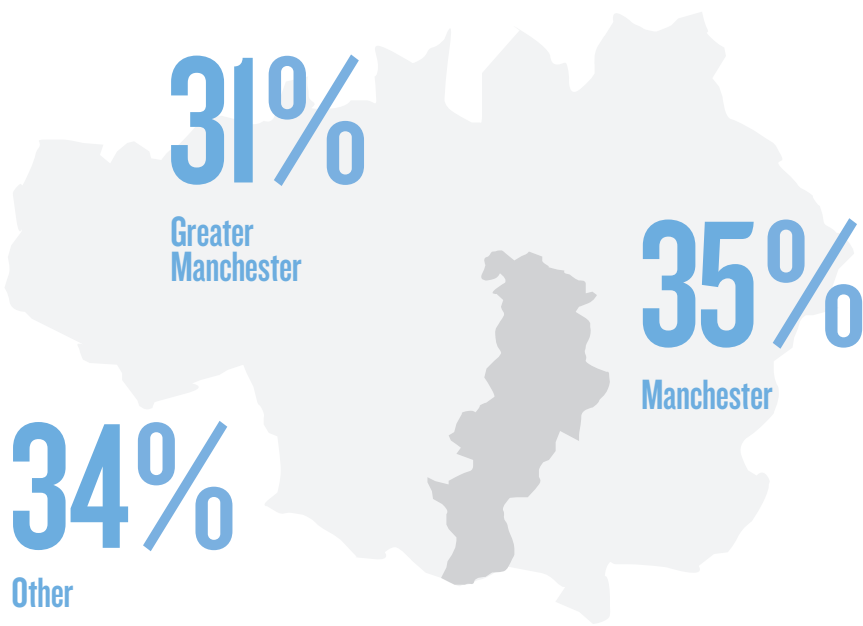
First team player transfer activity, 2010-11 to 2014-15, £ million



Source: Manchester City

Two-thirds of players in MCFC's Football Academy are drawn from the local area

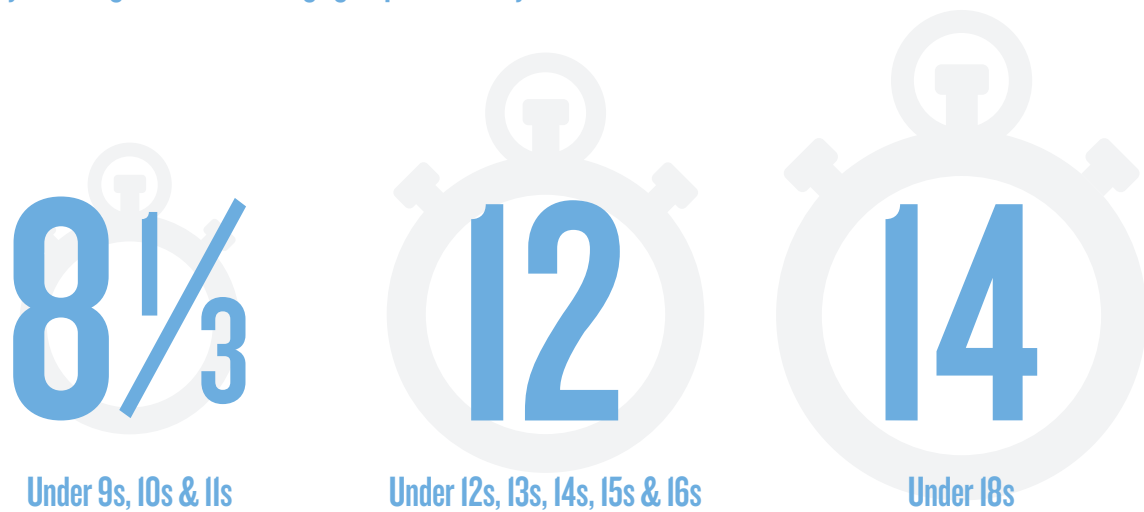
Geographical split of Academy players in 2014-15 season



Source: Manchester City

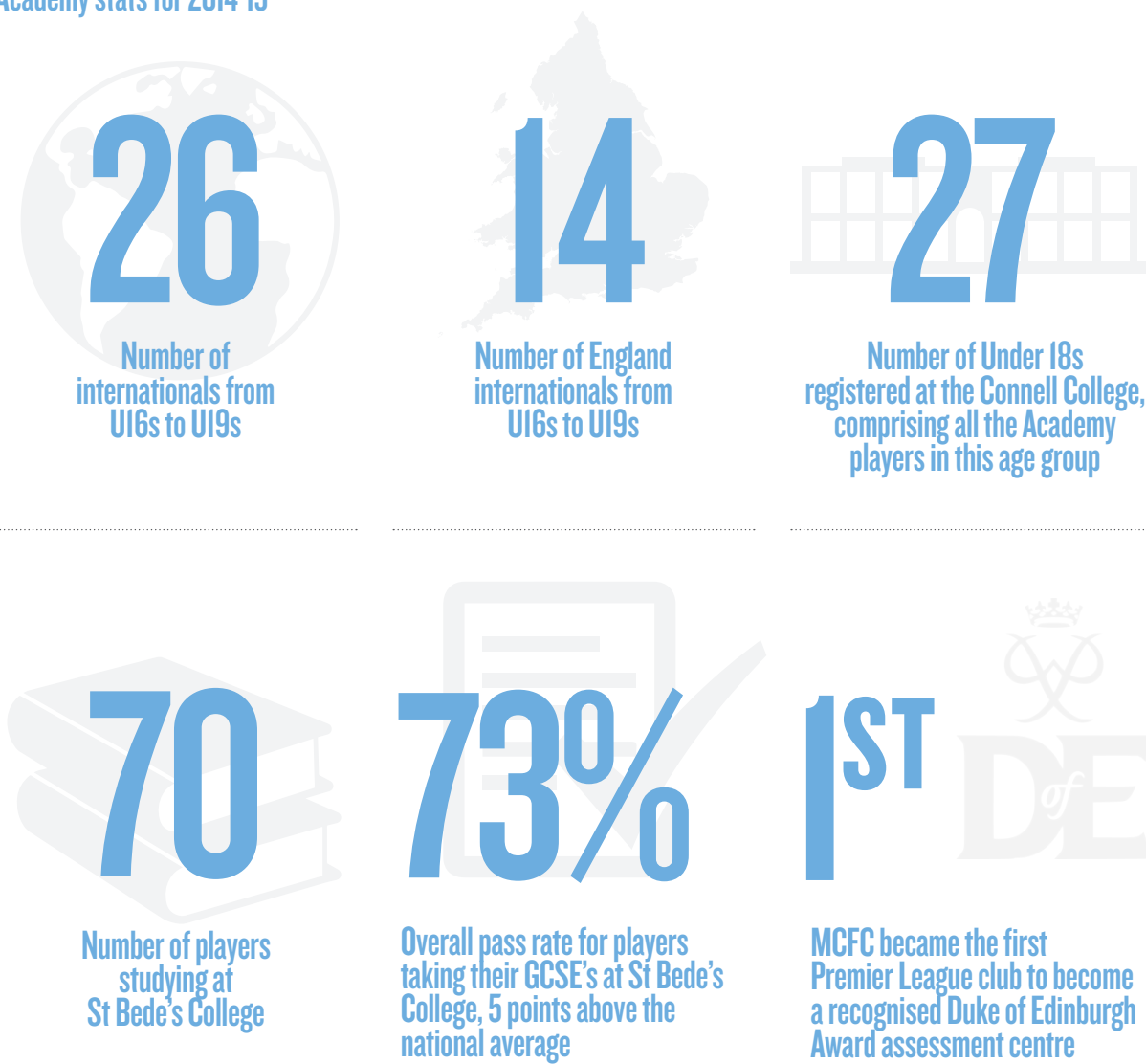
Manchester City's Academy has 169 players across all years. It provided almost 1,900 player-hours of coaching per week in 2014-15

Weekly coaching hours for each age group in Academy



Source: Manchester City

Academy stats for 2014-15



The Academy celebrated one of their most successful periods to date, with accolades for every age group



CHAMPIONS

Under 10s
National Champions



CHAMPIONS


Under 10s
National Futsal Champions



CHAMPIONS


Under 13s
National Champions

WINNERS




Premier League
International
Tournament (U13s)

WINNERS




Premier League
National
Cup (U14s)

WINNERS




MeCup
Tournament in
Barcelona (U15s)

WINNERS



Elite
Neon Cup in
Greece (U15s)

WINNERS



Premier League
International
Cup (U21s)

MCWFC ended their first season in the Women's Super League with a Continental Cup win in October 2014



3.8m
Followers on Facebook
by May 2015



9
Members of the first
team who play
for national squads



WINNERS
FA WSL
Continental Cup

Manchester City offered the cheapest adult season ticket in the Premier League in 2014-15

Cheapest and most expensive season ticket prices in 2014-15

Cheapest season ticket



Source: BBC Sport (Price of Football Survey 2014)

Most expensive season ticket



Match attendance stats for 2014-15 season

80,000+

Number of unique fans attending a home match at the Etihad Stadium across the season

54%

Proportion of MCFC fans who went to a home game that live within 10 miles of the Etihad Stadium

21 YEARS

Average time a City supporter has been a fan, the second longest period in the Premier League

9,000+

Waiting list for Seasoncards in the expanded Etihad Stadium

99%

Occupancy rate for Premier League home games at the Etihad Stadium

99

Countries from which people came to games at the Etihad Stadium

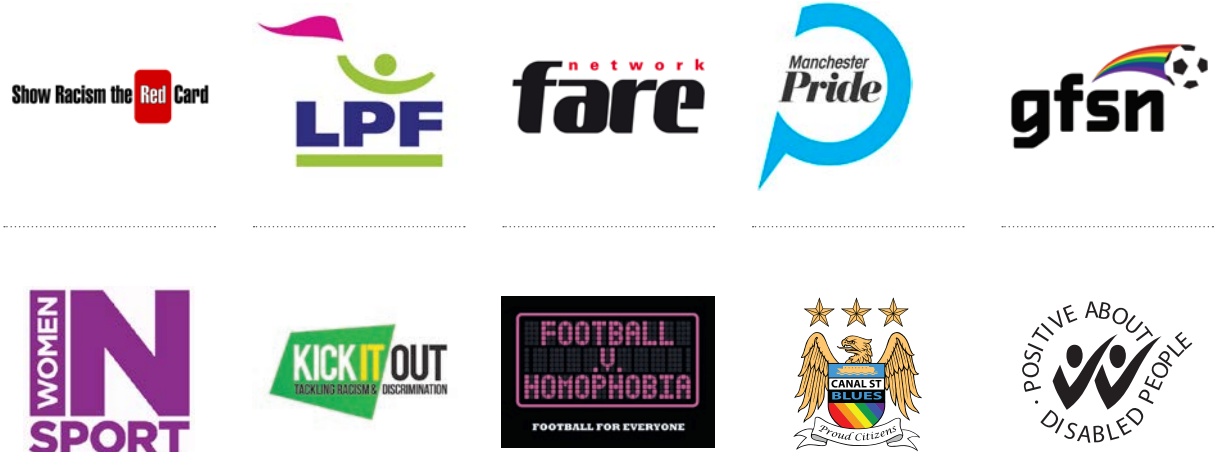
PARTICIPATION

City’s new membership community, Cityzens, brings supporters closer to the Club and enables them to participate in Club decisions



DIVERSITY AND INCLUSION

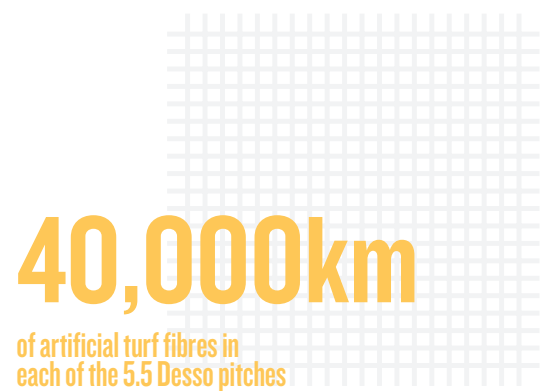
Manchester City has supported, partnered with, or been accredited by a number of organisations for its diversity and inclusion activities



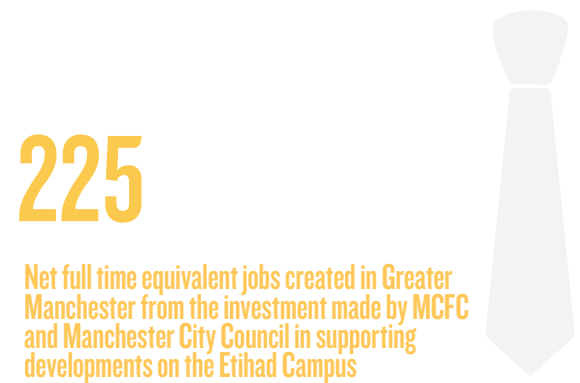
The CFA has provided social, economic and environmental benefits to the local community



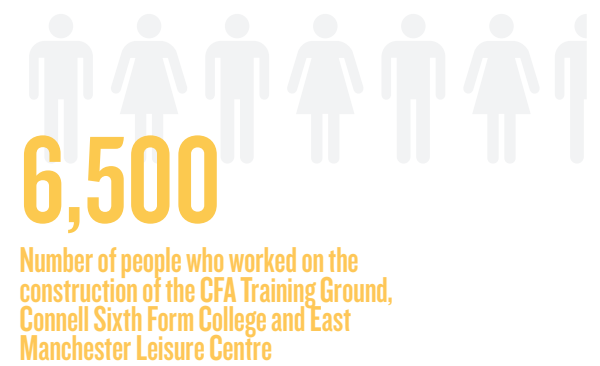
Players training every week in the Academy, from Under 6's to First Team



of artificial turf fibres in each of the 5.5 Desso pitches

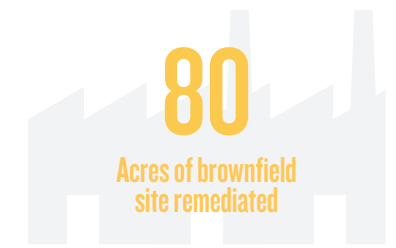


Net full time equivalent jobs created in Greater Manchester from the investment made by MCFC and Manchester City Council in supporting developments on the Etihad Campus



Number of people who worked on the construction of the CFA Training Ground, Connell Sixth Form College and East Manchester Leisure Centre

Environmental benefits & contribution to community facilities

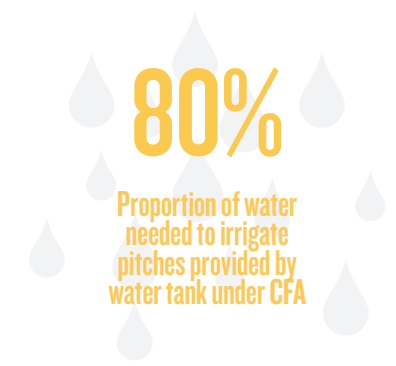


Acres of brownfield site remediated



Acres

of managed grass, wildflower meadow and landscape



Proportion of water needed to irrigate pitches provided by water tank under CFA



Time on CFA pitches each week allocated to local college, community and disability teams



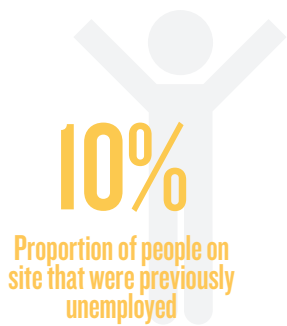
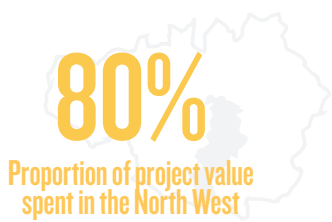
of remediated land within CFA site donated to community for Connell Sixth Form College and other community facilities



Financial donation for public swimming facilities in Beswick Village

The Etihad Stadium expansion has provided economic benefits to the local community

Economic benefits – Key CFA targets



Economic benefits – Further construction stats*



*By Summer 2014



City in the Community programmes impacted almost 45,000 people through more than 200,000 face-to-face contacts in 2014-15

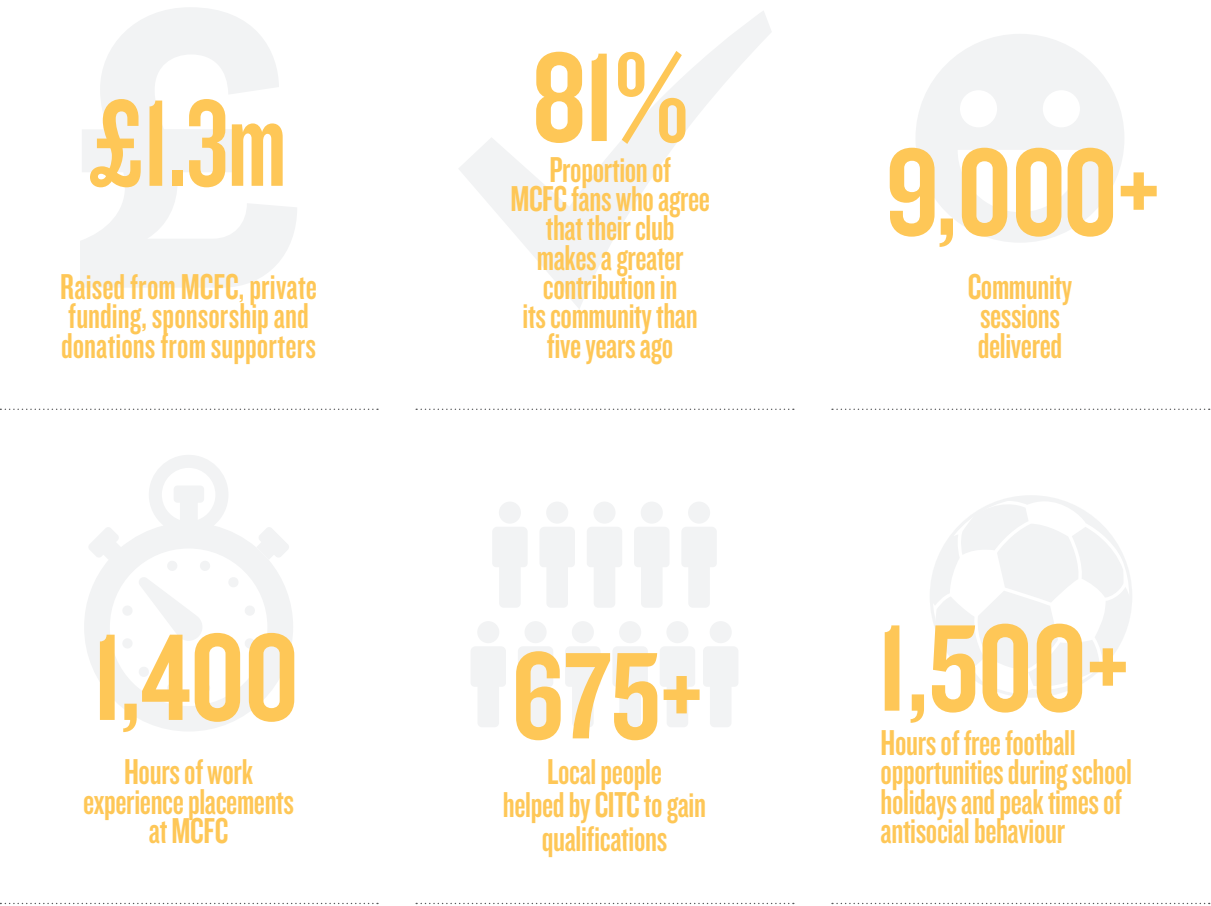
92% of MCFC fans are aware of the community initiatives run by the Club

Proportion of fans responding to Premier League survey who agreed with the following statement about the club that they support: 'My club already makes a significant contribution to the local community'



Source: Premier League Match Attender Survey 2014-15

CITC stats for 2014-15



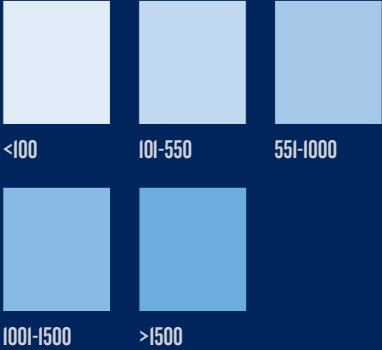
STAYING CLOSE TO OUR LOCAL ROOTS

The Etihad Stadium

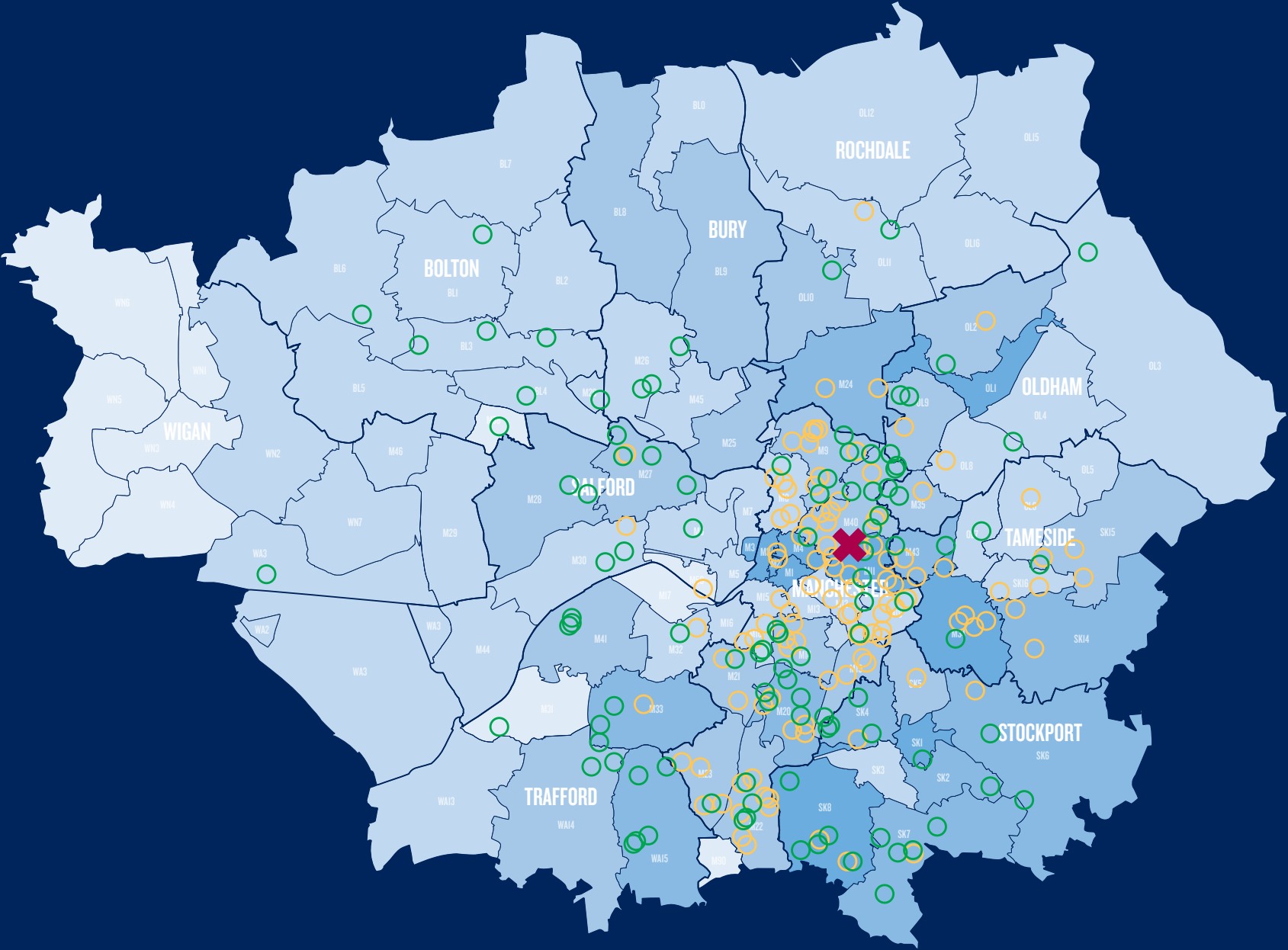
Residence of young players in the City Academy

CITC activities: schools and other sites that were visited regularly

Number of Manchester City fans who attended at least one match at the Etihad Stadium in 2014-15

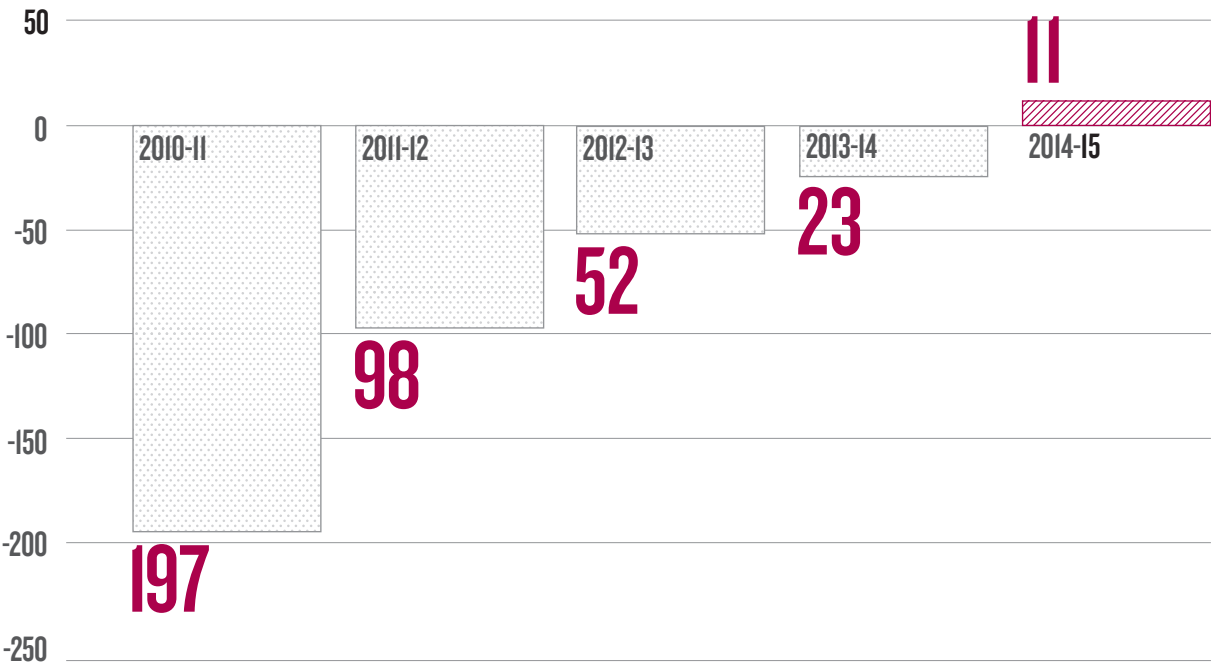


STAYING CLOSE TO OUR LOCAL ROOTS



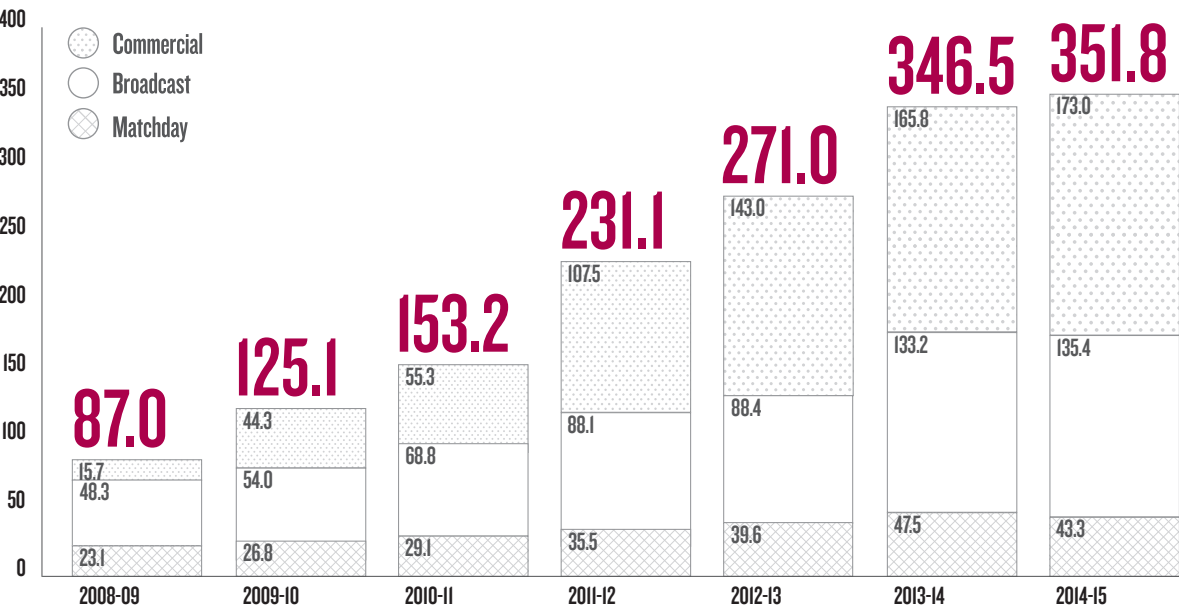
This is a milestone year with the Club returning a bottom-line profit after three consecutive years of halving losses. The £350m threshold for revenues was surpassed for the first time

MCFC net profit/(loss), £ millions



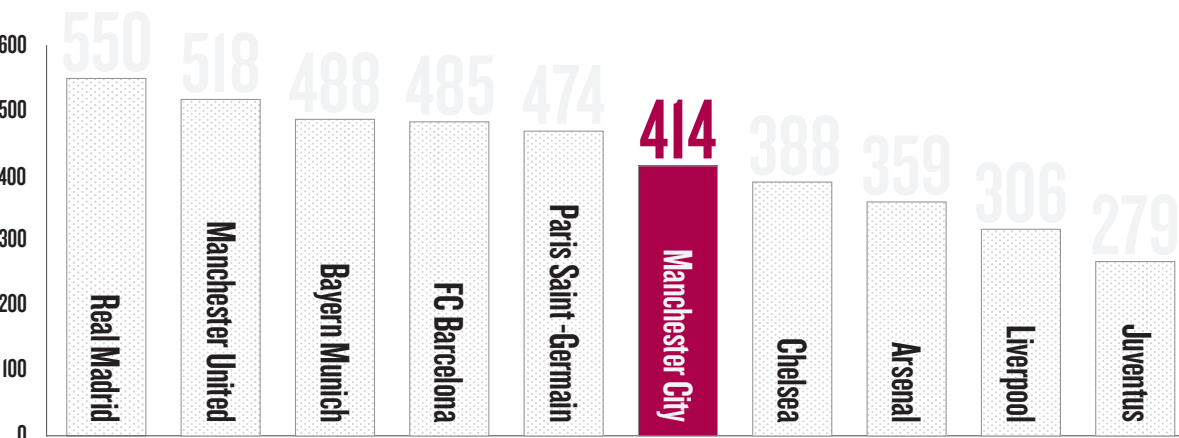
Source: Manchester City

Growth in MCFC revenues, £ millions



Source: Manchester City (Rounding differences are due to reporting to one decimal place)

Top 10 European clubs in 2015 Deloitte Money League by revenues, € millions



Source: Deloitte Football Money League 2015 (data for 2013-14 season)

Manchester City continued to find new ways to engage fans using digital and social media



Followers on Instagram, tripling year-on-year



Fastest Growing club on Facebook amongst top Premier League teams

(Arsenal, Chelsea, Liverpool, Manchester City and Manchester United)



82%

Of MCFC fans who use the official Club website at least 2 or 3 times per week, a higher proportion of fans than for any other Premier League team



74 million

Page views across all MCFC sites



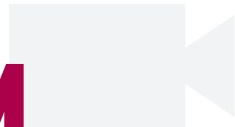
19 million

Facebook "Likes" by the end of the season



44 million

Video views on the MCFC YouTube channel



2.5 million

Twitter followers by the end of the season

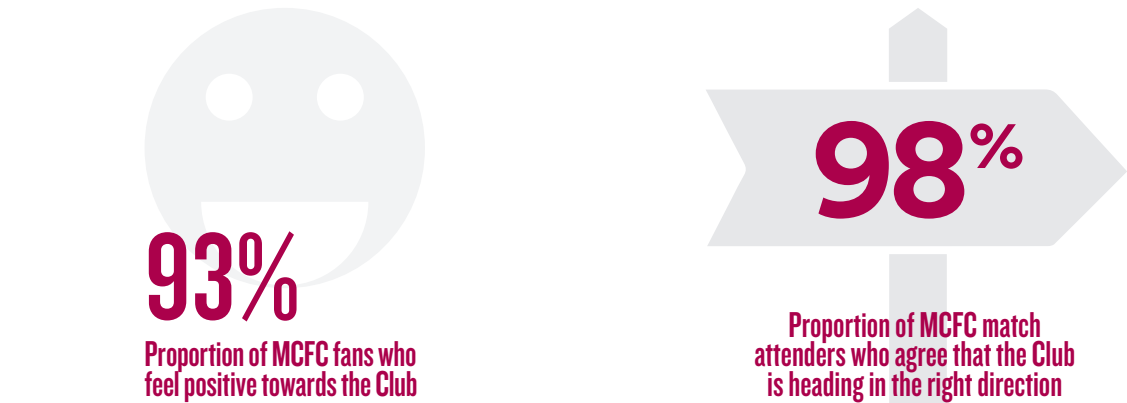


22 million

Visits to the Club's website



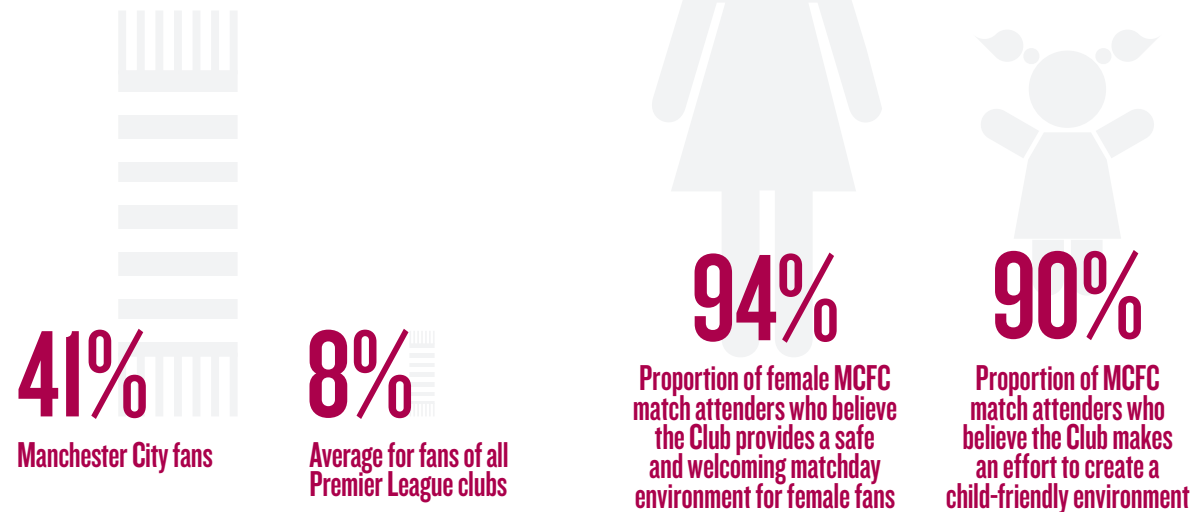
Manchester City fans feel positive towards the club and appreciate the welcoming environment the Etihad Stadium provides for all the family



Source: Premier League Match Attender Survey 2014-15

41% of MCFC match attenders generally visit City Square before entering the stadium

Proportion of match attenders who generally go to their club's fan engagement area / fan zone before entering the stadium



Source: Premier League Match Attender Survey 2014-15

Source: Premier League Match Attender Survey 2014-15

MCFC was rated in the top three for 12 out of the 20 statements on the live matchday experience surveyed by the Premier League in its latest national fan survey



Source: Premier League Match Attender Survey 2014-15

EXPANDING THE GLOBAL FAN BASE



Manchester City
Football Club
Etihad Stadium
Etihad Campus
Manchester
M11 3FF

www.mcfc.co.uk/annualreport