MANCHESTER CITY 2014-15 AT A GLANCE
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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 shrink 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 was 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. 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.

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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
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.

- **Beautiful Football**
- **Average number of minutes taken for Sergio Agüero to score a goal, making him the most efficient striker in the Premier League in 2014-15**
- **45**
  - Goals scored away from home, the highest in the Premier League
- **Clean sheets in the Premier League for Joe Hart, who won the Golden Gloves Award for the fourth time**
- **14**
- **Goals scored at home, the highest in the Premier League**
- **44**
- **44**
  - Goals scored at home, the highest in the Premier League
- **Goals for Sergio Agüero, winner of the Golden Boot for highest scorer in the Premier League**
- **26**
- **MCFC’s goal difference - the highest in the Premier League**
- **45**
- **Average number of minutes taken for Sergio Agüero to score a goal, making him the most efficient striker in the Premier League in 2014-15**
- **98**
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

- Under 9s, 10s & 11s: 8 1/3
- Under 12s, 13s, 14s, 15s & 16s: 12
- Under 18s: 14

Source: Manchester City

Academy stats for 2014-15

- Number of internationals from U16s to U19s: 26
- Number of England internationals from U16s to U19s: 14
- Number of Under 18s registered at the Connell College, comprising all the Academy players in this age group: 27

Number of players studying at St Bede’s College: 70
Overall pass rate for players taking their GCSE’s at St Bede’s College, 5 points above the national average: 73%

MCFC became the first Premier League club to become a recognised Duke of Edinburgh Award assessment centre

Source: Manchester City
The Academy celebrated one of their most successful periods to date, with accolades for every age group.

**ACADEMY ACHIEVEMENTS IN 2014-15**

**MANCHESTER CITY WOMEN’S FOOTBALL CLUB**

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

**WINNERS**
- Premier League International Tournament (U13s)
- Premier League National Cup (U14s)
- McCup Tournament in Barcelona (U15s)
- Elite Neon Cup in Greece (U15s)
- Premier League International Cup (U21s)

**CHAMPIONS**
- Under 10s National Champions
- Under 10s National Futsal Champions
- Under 13s National Champions

**9** Members of the first team who play for national squads

**3.8m** Followers on Facebook by May 2015

**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

<table>
<thead>
<tr>
<th>Cheapest season ticket</th>
<th>Most expensive season ticket</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manchester City</td>
<td>£299</td>
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<tr>
<td>Most Expensive Club</td>
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<td>Manchester City</td>
<td>£449</td>
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<tr>
<td>Most Expensive Club</td>
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</table>

Source: BBC Sport (Price of Football Survey 2014)

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

Countries from which people came to games at the Etihad Stadium

Occupancy rate for Premier League home games at the Etihad Stadium

IN TUNE WITH THE FAN BASE
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.

50,000+
Members of the new Cityzens membership scheme

80
Number of countries with Cityzens members

6,000
Fans helping to shape the matchday experience through CityVoice
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**

450+  

**of artificial turf fibres in each of the 5.5 Desso pitches**

40,000km  

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

6,500  

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

80%  

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

29 hours  

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

225  

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

5.5 Acres  

**Financial donation for public swimming facilities in Beswick Village**

£3m  

**Acres of brownfield site remediated**

46  

**Acres of managed grass, wildflower meadow and landscape**

80

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

80%

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

29 hours

**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**

225

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

5.5 Acres

**Financial donation for public swimming facilities in Beswick Village**

£3m

The IMPACT OF CITY FOOTBALL ACADEMY
The Etihad Stadium expansion has provided economic benefits to the local community.

**Economic benefits – Key CFA targets**

- **70%** Proportion of the workforce drawn from Greater Manchester
- **80%** Proportion of project value spent in the North West
- **10%** Proportion of people on site that were previously unemployed

**Economic benefits – Further construction stats**

- **3,010** Tonnes of steel work as well as precast concrete terracing holding the South Stand in place
- **64%** Employees from the North West
- **95** Apprentices and trainees working towards qualifications
- **14,000+** Hours of onsite training for workers
- **883** Contracts awarded to local companies
- **1,400** Local students engaged in the project
- **4,600** Hours of training delivered on site

*By Summer 2014*
EXTENDING ROOTS IN THE LOCAL COMMUNITY

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

£1.3m
Raised from MCFC, private funding, sponsorship and donations from supporters

81%
Proportion of MCFC fans who agree that their club makes a greater contribution in its community than five years ago

9,000+
Community sessions delivered

92%
Manchester City fans

68%
Average for fans of all Premier League Clubs

1,400
Hours of work experience placements at MCFC

675+
Local people helped by CITC to gain qualifications

1,500+
Hours of free football opportunities during school holidays and peak times of antisocial behaviour
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

0-10
10-50
50-1000
1000-4500
>4500

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

REACHING FANS AROUND THE WORLD

862,000
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

A True Global Approach
Manchester City fans feel positive towards the club and appreciate the welcoming environment the Etihad Stadium provides for all the family.

93%
Proportion of MCFC fans who feel positive towards the Club

98%
Proportion of MCFC match attenders who agree that the Club is heading in the right direction

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

8%
Proportion of female MCFC match attenders who believe the Club provides a safe and welcoming matchday environment for female fans

94%
Proportion of MCFC match attenders who believe the Club makes an effort to create a child-friendly environment

Proportion of female MCFC match attenders who believe the Club provides a safe and welcoming matchday environment for female fans

90%
Proportion of MCFC match attenders who believe the Club makes an effort to create a child-friendly environment

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

The number ones were:

1st 1st 1st 1st 1st 1st 3rd 3rd
Announcements in the stadium How welcome you’re made to feel when you arrive at the ground Cleanliness Toilet facilities Quality/range of food and drink Facilities for children (amongst those attending with children) Wi-Fi connectivity Mobile phone signal

Source: Premier League Match Attender Survey 2014-15
EXPANDING THE GLOBAL FAN BASE

Visits to mcfc.co.uk

Football fans who say they are interested in MCFC

A True Global Approach