Our 10-year story
After ten years of reporting, we looked back on the journey over the last decade and found some amazing insights.
MANCHESTER CITY Decade in Data

MEN’S TEAM

An era of evolution
Steady improvements in performance

Manchester City’s on-field performance has been transformed since 2008-09. Whereas in previous years, City typically sat at, or below, the Premier League average, its key statistics have risen steadily and significantly since then.

Goals scored, games won and points achieved have all trended sharply upward over the last decade, reaching record-breaking levels in 2018.

Manchester City has won seven major domestic trophies over the last ten seasons. Its players have won two Premier League Golden Boots and four Golden Gloves.

To view the games won and goals scored graphs go to decadeindata.mancity.com

Source: Manchester City, Opta
After more than 30 years without a trophy, Manchester City won seven major domestic trophies over the last decade and broke a slew of historic records.

City has been Premier League champion three times since 2011-12, more top-flight titles than in the preceding 120 years.

Manchester City are the first team in English football history to reach 100 points in the top league. In the Premier League era, City are the only club to have scored 100+ goals in two seasons, and they occupy three of the top four slots for highest goal difference.

Manchester City has won seven major domestic trophies over the last ten seasons. Its players have won two Premier League Golden Boots and four Golden Gloves.
All-time records

Most points in the top-flight league, all time
(1888-89 to present, based on three points/win)

<table>
<thead>
<tr>
<th>RANK</th>
<th>TEAM (SEASON)</th>
<th>POINTS IN LEAGUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Manchester City 2017-18</td>
<td>100</td>
</tr>
<tr>
<td>02</td>
<td>Liverpool 1978-79</td>
<td>98</td>
</tr>
<tr>
<td>03</td>
<td>Tottenham 1960-61</td>
<td>97</td>
</tr>
<tr>
<td>04</td>
<td>Chelsea 2004-05</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Everton 1969-70</td>
<td></td>
</tr>
</tbody>
</table>

Source: Opta

Premier League records

Most goals scored in Premier League era
(1992-93 to present)

<table>
<thead>
<tr>
<th>RANK</th>
<th>TEAM (SEASON)</th>
<th>GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Manchester City 2017-18</td>
<td>106</td>
</tr>
<tr>
<td>02</td>
<td>Chelsea 2009-10</td>
<td>103</td>
</tr>
<tr>
<td>03</td>
<td>Manchester City 2013-14</td>
<td>102</td>
</tr>
<tr>
<td>04</td>
<td>Liverpool 2013-14</td>
<td>101</td>
</tr>
</tbody>
</table>

Highest goal difference in Premier League era
(1992-93 to present)

<table>
<thead>
<tr>
<th>RANK</th>
<th>TEAM (SEASON)</th>
<th>GOAL DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Manchester City 2017-18</td>
<td>79</td>
</tr>
<tr>
<td>02</td>
<td>Chelsea 2009-10</td>
<td>71</td>
</tr>
<tr>
<td>03</td>
<td>Manchester City 2013-14</td>
<td>65</td>
</tr>
<tr>
<td>04</td>
<td>Manchester City 2011-12</td>
<td>64</td>
</tr>
</tbody>
</table>

Source: Opta
The most consistent club

Manchester City are the best-performing Premier League club over the last decade across a basket of key measures. City has scored more Premier League goals over the last ten seasons than any other club, and is the joint-leading club for top four finishes.

A decade of results

City has scored more Premier League goals over the last ten seasons than any other club.
**Most efficient striker**

Most efficient Premier League strikers in last decade  
(Fewest minutes to score a goal on average, for strikers with 50+ goals)

<table>
<thead>
<tr>
<th>RANK</th>
<th>TEAM</th>
<th>PLAYER</th>
<th>GOALS</th>
<th>MINUTES PER GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>🏆</td>
<td>Sergio Agüero</td>
<td>143</td>
<td>107</td>
</tr>
<tr>
<td>02</td>
<td>🏆</td>
<td>Harry Kane</td>
<td>108</td>
<td>113</td>
</tr>
<tr>
<td>03</td>
<td>🏆</td>
<td>Robin van Persie</td>
<td>116</td>
<td>133</td>
</tr>
<tr>
<td>04</td>
<td>🏆</td>
<td>Luis Suárez</td>
<td>69</td>
<td>139</td>
</tr>
<tr>
<td>05</td>
<td>🏆</td>
<td>Edin Džeko</td>
<td>50</td>
<td>142</td>
</tr>
</tbody>
</table>

Source: Opta
WOMEN’S TEAM

Pioneers of the game
Leading the charge

Manchester City’s women’s team rapidly established themselves after joining the FA Women’s Super League (FA WSL) in 2014. In fewer than five years, they have won four major domestic trophies – including a domestic treble in 2016-17 – and reached the semi-final of the UEFA Women’s Champions League for two consecutive seasons.

Manchester City Women have finished in the top two each season since 2015, ensuring Champions League qualification each year.

Trophies

Source: Manchester City
Leading the charge cont.

MANCHESTER CITY HAVE FINISHED IN THE TOP TWO EACH SEASON SINCE 2015, ENSURING CHAMPIONS LEAGUE QUALIFICATION EACH YEAR

Highlights

2014 MANCHESTER CITY JOIN THE FA WSL. FIRST WSL CLUB TO USE FULL-TIME PROFESSIONALS. FIRST SILVERWARE FOR THE TEAM, WINNING THE FA WSL CONTINENTAL TYRES CUP.
Boosting the game

Manchester City’s commitment to women’s football has brought wider benefits, helping to professionalise the sport and bringing in new fans.

The Club’s holistic approach spans its investment in training and infrastructure, in the players’ careers, and in its promotion to fans of the women’s team alongside the men’s team.

City firsts

- **First Club to...**
  - Use full-time professionals in FA WSL (2014)

- **First Club to...**
  - Have a women’s team player – captain Steph Houghton – appear on the front cover of Shoot magazine (2014)

- **First Club to...**
  - Play in a purpose-built stadium in the FA WSL (2015)

- **First Club to...**
  - Broadcast a game on Facebook Live (2016)

Source: Manchester City
Attracting new fans

**HIGHEST ATTENDANCE FOR A SINGLE FA WSL GAME**
4,096 for Manchester City vs Chelsea Ladies (2016 season)

**HIGHEST AVERAGE WSL LEAGUE ATTENDANCE**
2,249 for Manchester City (2016 season)

**4.6M FOLLOWERS ON FACEBOOK**
Before merging with the men’s account in 2018

**528% INCREASE IN ENGAGEMENT ON FACEBOOK**
(likes, comments and shares)
Following the merger of the men’s and women’s accounts

Source: Manchester City
ACADEMY AND FUTURE STARS

Passing it forward
Developing future stars

Manchester City has transformed its Academy over the last decade: improving the facilities and quality of coaching, expanding it to include girls’ teams, and co-locating it with the first teams on the Etihad Campus so that players of all ages are based on the same site.

The Academy vision – which has evolved over time – is to develop young players of the highest quality, who are rooted in the culture and style of play of Manchester City.

More than 100 boys’ Academy graduates from the last decade have gone on to careers in professional football. Nine have played (at least 450 minutes in competitive matches) for Manchester City’s first team.
Rounded individuals

Alongside football training, the Academy now includes an integrated education programme. Through this, the Academy seeks to give players the best opportunities to succeed in adult life, whether their future career lies in football or elsewhere.

Winning performances over the last decade

Source: Manchester City
Outcomes
Academy men’s graduates from the last ten years who have developed their career path in football

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NINE</strong></td>
<td><strong>SIX</strong></td>
<td><strong>45</strong></td>
<td><strong>42</strong></td>
</tr>
<tr>
<td>Played in Manchester City first team</td>
<td>Played in Premier League for other clubs</td>
<td>Played in lower leagues in England</td>
<td>Played for clubs in other countries</td>
</tr>
</tbody>
</table>

Source: Manchester City. Players with a minimum of ten appearances or 450 minutes
MORE THAN 100 ACADEMY GRADUATES FROM THE LAST DECADE HAVE GONE ON TO CAREERS IN PROFESSIONAL FOOTBALL.
Rounded individuals cont.

The programme exceeds the requirements of the Premier League’s Elite Player Performance Plan. Its purpose is to foster the talents of elite players in a holistic way – playing, personal and academic – so that they have the necessary skills for a career in professional football if they make the grade, and qualifications which they can use at any time in their lives.

Aggregate school report

Educational achievements of the Academy boys and girls over the last ten years.

- Total players (boys) at St Bede’s College since programme started in 2011: 154
- Average GCSE pass rate for players at St Bede’s College since the start of the programme: 71%
- Pass rate on BTEC Level 3 courses for all the players who were studying at the Club since 2013: 100%
- Combined total of Duke Of Edinburgh Bronze and Silver Awards for players at the Academy: 49

Source: Manchester City
THE FANS
Heart and soul
Matchday experience

Manchester City has expanded and enhanced every aspect of the matchday experience over the last decade. The Club has continued to offer affordable season tickets, even as it has invested significantly in facilities and performances on the pitch have improved. City has gradually transformed the Etihad Stadium – with increased capacity, customer service and fan experience innovations, improved transport and catering – with matchday attendances and memberships up as a result.

Key developments in fan facilities

2016-17 FIRST EVER CITYZENS WEEKEND AT THE CITY FOOTBALL ACADEMY – UNVEILING NEW MANAGER, NEW BADGE, NEW SEASON TO FANS BEFORE ANYONE ELSE. CHANGING PLACES FACILITY OPENS WITHIN THE ETIHAD STADIUM, FURTHER ENHANCING THE CLUB’S PROVISION FOR DISABLED SUPPORTERS.
Matchday experience cont.

Since introducing a £250 season ticket in 2009-10, Manchester City has offered the cheapest season ticket of any of the Premier League clubs finishing in the top ten every season, apart from 2015-16 (when Stoke City’s was £5 cheaper).

Average attendances for home games at the Etihad Stadium

To see our chart for average home attendances for Cup matches go to decadeindata.mancity.com

Source: Manchester City, Premier League. Growth rates based on exact numbers

Memberships

Source: Manchester City. Growth rates based on exact numbers
Manchester City has expanded and enhanced every aspect of the matchday experience over the last decade.

Cheapest annual season ticket of top ten Premier League clubs

Source: Manchester City, BBC Sport (Price of Football Surveys). Premier League data collected from 2011-12

Matchday at the Etihad Stadium

Seasoncard retention rate

Source: Manchester City
Global fan engagement

Success on the pitch, combined with an innovative digital and social media strategy, have transformed the level of interest in Manchester City around the world. Manchester City has quadrupled its global fanbase since 2010. This is reflected in greater interest in news about City and higher levels of viewing of City games on TV around the world.

Global fan base

Source: Manchester City, Nielsen Sport

City innovation in digital and social media

To see more of our TV viewing and online searches statistics go to decadeindata.mancity.com
City’s proactive approach to digital and social media has led to significant increases on key platforms. It is the second biggest football club in the world in terms of cumulative YouTube views.

**MANCHESTER CITY HAS QUADRUPLED ITS GLOBAL FANBASE SINCE 2010**

TV, digital and social media

- **Facebook followers**
  - 2011-12: 3m
  - 2017-18: 35m
  - Increase: 12x

- **Twitter followers**
  - 2011-12: 0.4m
  - 2017-18: 11m
  - Increase: 28x

- **Video views**
  - 2011-12: 50m
  - 2017-18: 710m
  - Increase: 14x

- **YouTube views**
  - 2011-12: 32m
  - 2017-18: 417m
  - Increase: 13x

- **UK TV viewers**
  - For City-United derby in 2011-12, Sky’s highest rating for a sporting event in its history: 4.0m

- **American television viewers**
  - For City-United derby in 2017-18, the most-viewed live Premier League game in US history: 1.7m

Source: YouTube analytics, Facebook analytics, Brightcove analytics, Twitter analytics, CrowdTangle, Sky, NBC Sports. Growth rates based on exact numbers.
COMMUNITY

Changing lives
City in the Community

Now more than 30 years old, City in the Community’s (CITC) impact and reach continues to grow to record levels. In 2018, CITC made an average of 20 hours of contact with more than 30,000 individuals in Manchester, and offered more free football than ever before during school holidays and at peak times of anti-social behaviour, totalling 2,100 plus hours each year.

More staff, closer links to Manchester City’s football, commercial and operations teams, and a greater focus on outcomes have allowed CITC to significantly grow its impact.

Over the last ten years, the percentage of Manchester City fans who are aware of the Club’s community activities has risen by 20 percentage points to 90%, while 93% of City fans agree that community work is an important part of the Club’s culture.

CITC growth

To see more of our key growth indicators go to decadeindata.mancity.com

**Turnover (£k)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>574</td>
</tr>
<tr>
<td>2017-18</td>
<td>2,897</td>
</tr>
</tbody>
</table>

**5.0x**

GROWTH OVER 10 YEARS

Source: Manchester City. Growth rates based on exact numbers

NOW MORE THAN 30 YEARS OLD, CITY IN THE COMMUNITY’S IMPACT AND REACH CONTINUES TO GROW TO RECORD LEVELS
City in the Community cont.

Fan awareness

Percentage of fans who are aware of community initiatives run by their club

Manchester City fans | Average for fans of all Premier League clubs
---|---
2008-09: 56% | 70%
2017-18: 79% | 90%

**Manchester City Growth**

\[+20\text{pt}\]

**Premier League Average Growth**

\[+17\text{pt}\]

Source: Premier League Matchday Fan Experience Survey 2017/18

Fan appreciation

Percentage of fans who agree that work in the community is an important part of the culture and philosophy of their club

Manchester City fans | Average for fans of all Premier League clubs
---|---
2009-10: 75% | 85%
2017-18: 80% | 93%

**Manchester City Growth**

\[+8\text{pt}\]

**Premier League Average Growth**

\[+5\text{pt}\]

Source: Premier League Matchday Fan Experience Survey 2017/18 (question first asked in 2009/10)
City in the Community globally and Cityzens Giving

The CITC blueprint, developed over the past 30 years, now drives City’s global initiatives to empower young people and communities around the world through football.

All three majority-owned-and-operated CFG clubs now have their own City in the Community organisations, whilst Cityzens Giving has committed £2.1 million in funding and training to 17 projects around the world over the last four seasons.

City in the Community and Cityzens Giving projects

To find out more about our global projects online go to decadeindata.mancity.com

Highlighted Cityzens Giving projects

Mexico City
SAFER COMMUNITIES

Cape Town
GIRLS’ EMPOWERMENT

Kolkata
HEALTH & HYGIENE

Beijing
DISABILITY INCLUSION

Source: Manchester City
Local environment

Manchester City has carefully managed the environmental impact of its growth over the last decade, which has resulted in enhancements to the physical landscape and biodiversity.

In its day-to-day operations, the Club continually seeks to improve its resource management and promote eco-efficiency, through its policies on energy and water usage, and on recycling and waste.

Working closely with the local community, Manchester City’s major construction projects have brought significant environmental benefits to East Manchester.

Promoting eco-efficiency

**Source:** Manchester City
WORKING CLOSELY WITH THE LOCAL COMMUNITY, MANCHESTER CITY’S MAJOR CONSTRUCTION PROJECTS HAVE BROUGHT SIGNIFICANT ENVIRONMENTAL BENEFITS TO EAST MANCHESTER

City Football Academy construction project

- **80 ACRES**
  - Of brownfield site remediated

- **2,000**
  - New mature trees brought on site

- **46 ACRES**
  - Of managed grass, wildflower meadow and landscape

- **80%**
  - Of water needed to irrigate pitches provided by water tank under CFA

Source: Manchester City
FINANCIAL SUSTAINABILITY

Bottom line
Commercial growth

Since the early years of Manchester City’s new ownership, significant strategic investments were made which culminated in the Club reaching operational profitability in 2014-15 and ensuring long-term financial sustainability.

City’s revenues have increased almost six-fold over the last decade, to more than double the Premier League average. The Club has operated at a profit for the last four seasons.

The Club has steadily climbed the ranking of top European clubs for revenues, from 20th place a decade ago to 5th place now.

Financial performance

CITY’S REVENUES HAVE INCREASED ALMOST SIX-FOLD OVER THE LAST DECADE

Source: Manchester City, Deloitte

To view additional financial data go to decadeindata.mancity.com
Commercial growth cont.

THE CLUB HAS STEADILY CLIMBED THE RANKING OF TOP EUROPEAN CLUBS FOR REVENUES, FROM 20TH PLACE A DECADE AGO TO 5TH PLACE NOW

Financial performance

Manchester City: Net profit/(loss)

Global football clubs revenue ranking

Manchester City’s position in the Deloitte Football Money League

Source: Deloitte
Development of partnerships

Manchester City has sought innovative ways to develop and commercialise its presence globally.

The Club has increased the number, quality and global nature of its commercial partnerships. Its growing success has led to a 30-fold increase in its brand value over the last decade.

Highlights

2008-09 ETIHAD AIRWAYS SIGN ON AS PARTNER.

2014-15 ETIHAD AND NISSAN BECOME CITY FOOTBALL GROUP PARTNERS.

2016-17 NEXEN RENEW PARTNERSHIP WITH CITY AND BECOME FIRST SLEEVE PARTNER IN THE EPL; TECNO MOBILE FIRST GLOBAL PARTNER FROM CHINA FOLLOWING INVESTMENT BY CMC.

2017-18 GROUND-BREAKING PARTNERSHIP WITH AMAZON TO PRODUCE A BEHIND-THE-SCENES DOCUMENTARY SERIES FOR AMAZON PRIME VIDEO.

To see more of our development of partnerships go to decadeindata.mancity.com
INFRASTRUCTURE

From the ground up
Building world-class facilities

Since 2008, Manchester City has invested strategically across the Club’s operations, creating a platform for growth and positively impacting the local economy.

Over the last decade, the Club has successfully implemented a series of ambitious infrastructure projects to create facilities that are recognised as world leading.

Infrastructure milestones

2010-11 CITY OPEN A BRAND NEW FANZONE, CITY SQUARE, FOR FANS TO ENJOY PRE-AND-POST MATCH ENTERTAINMENT.

2015-16 ETIHAD STADIUM IS EXPANDED, WITH A NEW THIRD TIER AND PITCHSIDE SEATS ADDING 6,000+ SEATS. IN AUSTRALIA, CITY FOOTBALL ACADEMY MELBOURNE OPENS.

2014-15 CITY FOOTBALL ACADEMY MANCHESTER OPENS ON THE ETIHAD CAMPUS.

2017-18 CITY FOOTBALL ACADEMY NEW YORK OPENS.

To see more of our world-class facilities go to decadeindata.mancity.com
Manchester City has worked closely with Manchester City Council and the local community to ensure its investments provide maximum benefits to the local economy. As part of this, each project involved stretching targets for local procurement, employment and environmental impact.

Building world-class facilities cont.

City@home

MANCHESTER CITY’S HQ NOW SITS ON THE 200-ACRE ETIHAD CAMPUS IN EAST MANCHESTER.

New state-of-the-art corporate offices adjacent to the Etihad Stadium built following the take-over in 2009, now one of a number of offices on the Etihad Campus.

95%
Of work and materials sourced from local suppliers.

CITY@HOME (OFFICES)

Source: Manchester City
**Etihad Stadium expansion**

- **6,000** Seats added
- **1,500** Seats around the pitch providing the closest views to the action
- **3,010 TONNES** Of steel work as well as precast concrete terracing hold the South Stand in place
- **64%** Workforce from the North West
- **4,600** Hours of on-site training delivered
- **1,400** Local students engaged in the project

Source: Manchester City
Building world-class facilities cont.

City Football Academy

7,000 CAPACITY
Of Academy Stadium for Elite Development Squad teams, Manchester City women’s team and community use

95
Apprentices and trainees working towards qualifications

883
Contracts awarded to local companies

190m
Spen of the new bridge linking the Academy to the Etihad Stadium

80%
Of project value spent in the North West

70%
Workforce from the North West

Source: Manchester City
CITY FOOTBALL ACADEMY

A TOTAL OF 16.5
Football pitches in the CFA

CITY FOOTBALL ACADEMY

12.5
Football pitches dedicated to youth development

CITY FOOTBALL ACADEMY

450+
PLAYERS
Training every week in the Academy, from Under 6's to first team

CITY FOOTBALL ACADEMY

5.5 ACRES
Of remediated land on CFA site donated to community for Connell Sixth Form College and other community facilities

Source: Manchester City
CITY WORLDWIDE

Planet football
Creating globally connected football communities

Whilst maintaining its strong local roots, Manchester City is now at the heart of a global network of football-related businesses.

The Club’s global footprint – as part of the City Football Group (CFG) – has expanded considerably over the last decade, in terms of CFG’s investments in clubs in five continents, Manchester City’s global fanbase, and the Club’s community and commercial activities.

CFG clubs and offices

To see more of our global locations go to decadeindata.mancity.com

Our six global clubs

Source: Manchester City
Creating globally connected football communities cont.

CFG’s six football clubs, and their football academies, help establish a pipeline for future talent, with players moving between clubs as their careers develop. Off the pitch, knowledge exchange is enhanced when staff move around the network to share their expertise and learn from others.

Commitments to CFG staff

CFG’s commitments to staff have been recognised by the staff themselves and by awards and accreditations from external industry bodies.

Source: Manchester City

- **TOP 30**: The only sports company recognised in the ‘Best Workplaces (Large)’ category by the Great Place to Work Institute in its 2017 report.

- **94%**: Staff who said they were proud to tell others that they work at CFG in 2017.

- **ADVANCED LEVEL**: Premier League Equality Standard awarded to Manchester City in 2018 for progressing equality and diversity.

- **BRONZE STATUS**: Awarded to Manchester City by Investors in People in 2013, the first Premier League club to receive this accreditation.

- **ACCREDITATION**: Awarded to CFG by Investors in People in 2018 following assessment against its ‘framework for excellence’ in leading, supporting and managing people.
Knowledge exchange

With 70+ exchanges of staff and players

Source: Manchester City