OUR STORY

MANCHESTER CITY FOOTBALL CLUB

OUR YEAR AT A GLANCE 2016-17
Our story started over a century ago, with a deeply-rooted local club, its heart in the community. What follows here is another chapter in our history, a record of our year, starring our teams, our fans, our partners and our people. The report documents our sporting successes and challenges, and the continued commercial sustainability that underpins our growth.

City in the Community turns 30, the women’s team win a domestic treble, and Pep Guardiola completes his first season as manager of the men’s team. The story continues.

We hope you find it useful and enjoyable.
Chairman’s Statement

The 2016-17 season – the first under new manager Pep Guardiola – was something of a confrontation. It was a season in which no silverware was won by our first team and in which we finished third in the Premier League, only securing our Champions League position relatively late. And yet, at the same time, this was also a season of promise and of some very real highlights which will live in the memory for years to come.

For our women’s team, success came in abundance in 2016-17, including winning the domestic treble and making the semi-final of the Champions League. This was an outstanding achievement and one that is matched by the success of our men’s and women’s teams so far this season. The targeted investment in the summer transfer window, which was played at times during the season, was offset by the quality of football that was displayed by our squad. Two of the most memorable performances, such as our 4-1 victory over Arsenal in the semi-final of the FA Cup and our 2-1 win over Liverpool in the FA Cup semi-final, were instrumental in our promotion to the Champions League for the first time in our history.

Away from the pitch, we have always been clear that we will succeed in the Premier League if we continue to build on the existing connectivity in the region and developing local and South American partnerships. This was an outstanding achievement and one that is matched by the success of our men’s and women’s teams so far this season. The targeted investment in the summer transfer window, which was played at times during the season, was offset by the quality of football that was displayed by our squad. Two of the most memorable performances, such as our 4-1 victory over Arsenal in the semi-final of the FA Cup and our 2-1 win over Liverpool in the FA Cup semi-final, were instrumental in our promotion to the Champions League for the first time in our history.

Beyond Manchester, our global footprint continues to expand with our community engagement programmes reaching ever further afield, with expanded digital outreach and new international partnerships. From City Football Group’s perspective, we welcomed our fifth club, CA Torque in Montevideo, Uruguay. This investment enables our organisation to build an existing connectivity in Uruguay and helps us to expand our options in identifying and developing local and South American talent. It also allows us to create an administrative hub for our pre-existing scouting operations in the region and provides us with our first permanent presence in South America. We are pleased to welcome the Club into the Manchester City Football family.

It is important to acknowledge that this was also a year in which we were saddened by tragic events in the City of Manchester. In May of this year, Manchester experienced one of the darkest days in its recent history when the Manchester Arena was attacked. I know that many of our staff and fans were impacted either directly or indirectly by the incident. The emergency services, matches and events which followed, showed incredible bravery and resilience through this most testing of times and we remain grateful for their courage and service. The incredible generosity and selflessness of the most difficult circumstances showed the world the deep community spirit and strength of this special city that we are proud to be a part of.

The 2017-18 season will be the tenth under His Highness Sheikh Mansour’s stewardship. In the context of more than 120 years of Club history, this is a relatively short period of time, but it has been one of significant growth, with much learned and much gained on a journey that still has many ways to go. We enter this season with a justified sense of ambition and expectation. A feeling shared by everyone who is passionate about Manchester City. For me that is the greatest indicator of the progress we have made since 2008.

Shadidun Mtukurah

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CEO’S MESSAGE

One year ago, on these pages, we talked about the opening of a new chapter for Manchester City. A new manager had been presented to our fans at our first Citizens Weekend and our new badge had been unveiled and a new website launched. ‘It begins’ was the theme, meaning we were taking a new step in our journey to become, and sustain ourselves as, one of the leading football clubs in the world.

We finished the first season of this chapter without any trophies and we will never be satisfied with that, but at the same time, it was a season of promise and progress. We scored more goals, created more chances, had the highest level of possession in the league and achieved 12 points more than the previous season. More importantly, several times during the season, our team showed exactly the type of quality football we want to play, with some impressive displays. We are committed to playing beautiful football and to win. Both our theme, meaning we were taking a new step in our journey to become, and our football philosophy will continue to work hard in this area.

The performance of our women’s team deserves special praise. The team won three domestic trophies and reached the semi-final of the Champions League, with a squad which boasts 14 internationals, including, for a period, Carli Lloyd, one of the world’s best players. This team is increasingly recognised as a driving force in women’s sport, something which has seen them win men’s and women’s trophies (Melbourne), improve their final ranking by 13 places (New York) during the men’s team tour in July 2016. It has been two years since we moved into the City Football Academy, built primarily as a youth development centre, as well as home for our senior teams. We are beginning to see the results of this investment with players like Phil Foden, Brahim Diaz and Tosin Adarabioyo making their first team debuts, whilst the Academy won nine trophies across all age groups. There is certainly much more we can do to help our players bridge the gap between youth and senior football and we are committed to do to help our players bridge the gap between youth and senior football and we will continue to work hard in this area.

We now look to the 2017-18 season with ambition and optimism, with targeted recruitment, and with the hope and belief that the team can repay the incredible loyalty and commitment of Manchester City fans from all over the world.

Manchester City the first in the Premier League to announce a matchday Shirt Partnership with Nexen Tire, making the moment was the signing of a new Sleeve partner. Nexen has been a trusted partner for several years and it is testament to the strength and value of our relationship that they wanted to elevate the partnership in this way.

The 2016-17 season was another in which we welcomed new commercial partners and grew relationships with existing ones. Maybe the most significant moment was the signing of a new partnership with Nevan Time, making Manchester City the first in the Premier League to announce a matchday Shirt Sleeve partner. Nevan has been a trusted partner for several years and it is testament to the strength and value of our relationship that they wanted to elevate the partnership in this way.

2017 was a challenging year for Manchester City, following the tragic events at Manchester Arena that directly affected many families and so many people at home and around the world. Manchestians showed their unwavering strength and solidarity and Manchester City FC was humbled in standing alongside them in a community united at a time of such sorrow.

Our Year at a Glance 2016-17

The following is a summary of the key events, initiatives and achievements of Manchester City in 2016-17:

- Record revenues (£473.4 million) for the financial success. This year we achieved these investments are built upon a platform of sustained commercial and financial success. This year we achieved record revenues (£473.4 million) for the
- Budget for the first season of this chapter without any trophies and we will never be satisfied with that, but at the same time, it was a season of promise and progress. We scored more goals, created more chances, had the highest level of possession in the league and achieved 12 points more than the previous season. More importantly, several times during the season, our team showed exactly the type of quality football we want to play, with some impressive displays. We are committed to playing beautiful football and to win. Both our theme, meaning we were taking a new step in our journey to become, and our football philosophy will continue to work hard in this area.
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- We now look to the 2017-18 season with ambition and optimism, with targeted recruitment, and with the hope and belief that the team can repay the incredible loyalty and commitment of Manchester City fans from all over the world.
Manchester City’s men’s team finished the season without a trophy but managed a third-place finish in the Premier League to secure qualification for the Champions League for the seventh consecutive season.

City’s EDS finished second in Premier League 2, while the U18s won the Northern Division and once again made it to the showpiece FA Youth Cup final, and the Academy celebrated a total of nine trophies across all age groups.

Manchester City’s women’s team continued their remarkable rise. They now hold all three major domestic trophies and continue to raise the standard of the game in England whilst breaking attendance and viewing records.

The women’s team enjoyed their most successful season to date, winning a clean-sweep of domestic honours and reaching the semi-final of the Champions League in their debut campaign.

The EDS, made up primarily of U19 players, finished second in the U23s Premier League 2 and were knocked out of the UEFA Youth League by eventual winners Salzburg in a playoff to reach the quarter-final stage. The young U23 team scored more goals than any other in PL2, and two of its members, Brahim Diaz and Phil Foden, enjoyed their first team debuts.

Manchester City’s U18 boys were unbeaten for the first 21 games of the season, and won the North Division with 55 points from 22 games. For the third successive season they reached the FA Youth Cup final, where they were beaten by Chelsea.

The girls academy launched in July 2016 and is now home to 120 players from U10s up to first team.
### Key Achievements in the 2016-17 Season

#### 2016-17 Record

**Performance of Men’s First Team This Season**

- **3rd Place**
  - Premier League position

- **Round of 16**
  - Champions League (vs Monaco)

- **Round of 16**
  - Capital One Cup (vs Manchester United)

- **Semi-Finalists**
  - FA Cup (vs Arsenal)

#### Key Performance Metrics

- **80 Goals Scored**: Nine more than last season
- **43 Goals Scored**: Away from home, more than any other team
- **65% Average Possession per Game**: More than any other team
- **116KM Average Distance Covered per Match**: By all players, more than any other team

- **402 Goals Scored**: More than any other Premier League team and 37 goals more than Liverpool (in 2nd place)
- **109 Minutes Per Goal**: For Agüero, the most efficient striker in the Premier League (minimum 50 goals)

#### Five Years of Consistency

- **Manchester City was the Highest-Ranking Premier League Club Across a Host of Performance Metrics Between 2012-13 and 2016-17**

- **No. 1**
  - The highest-ranked English club by UEFA (based on last five seasons)

- **3 Trophies**
  - In five years

- **402 Goals Scored**: More than any other Premier League team and 37 goals more than Liverpool (in 2nd place)

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*Source: UEFA, Opta*
2016-17 RECORD
DOMESTIC TREBLE FOR THE WOMEN'S FIRST TEAM SQUAD

WINNERS
Women's Super League, unbeaten all season

WINNERS
Continental Tyres Cup

WINNERS
FA Women's Cup

SEMI-FINALISTS
UEFA Champions League, narrowly missing the final in their first time playing in the competition

OUR YEAR AT A GLANCE 2016-17

A RECORD YEAR
RECORD AUDIENCES FOR THE WOMEN’S TEAM IN AN AWARD-WINNING YEAR

WINNERS
FA WSL 1 Club of the Year, along with two other awards at the FA Women’s Football Awards 2016

WINNER
Professional Footballers’ Association Women’s Player of the Year (Lucy Bronze)

Source: Manchester City

WINNER
New WSL record attendance, versus Chelsea Ladies

Source: Manchester City

4,096
New WSL record attendance, versus Chelsea Ladies

50%
In home attendance with an average of 2,249, the highest in the league for the third year running

GROWTH

Source: Manchester City
Manchester City had a stellar 2016-17 season, completing the domestic treble of the FA Women’s Super League trophy (2016), the FA WSL Continental Tyres Cup (2016) and the FA Women’s Cup (2017), a remarkable achievement for a team in its third season. In addition, the squad reached the semi-final in their inaugural UEFA Women’s Champions League (UWCL) season. These trophies led to a further wave of prestigious awards given for both team and individual performances, including:

- Nick Cushing won FA WSL and North West Football Awards Manager of the Year
- Isobel Christiansen won Women’s Player of the Year at the NWFA
- The Club won WSL 1 Club of the Year at the FA Women’s Football Awards
- The team was nominated for Team of the Year at the BBC Sports Personality Awards
- Five players were named in the PFA WSL Team of the Year
- Lucy Bronze won PFA Player of the Year and WSL Player of the Year

As a result of their unbeaten WSL season, City became the first women’s football club to appear on the front page of a British national newspaper, the Guardian, and Steph Houghton later graced the cover of FourFourTwo magazine, alongside her male colleague, and Metro’s MatchZone magazine.

City’s fanbase has continued to grow, including a league-record number of seasoncard holders. Attendance at City home games increased by 50% from the previous season and is the highest in the WSL for the third consecutive year, reaching a peak at 4,096 against Chelsea Ladies in their final match of the season and breaking the previous league attendance record.

The club was the first in the UK to broadcast a competitive fixture on Facebook Live when City took on Doncaster Belles, which reached more than 3.5 million people. In the UWCL, three home fixtures were also streamed live, reaching a cumulative audience of 12.1 million people.

The shortened FA WSL Spring Series saw the signing of two-time Olympic gold medalist, Women’s World Cup winner and twice winner of FIFA World Footballer of the Year, Carli Lloyd. When she took to the field at the FA Cup Final at Wembley Stadium, more than 35,000 people saw her play in person, and 1.2 million more on national television (BBC Two).
GEOGRAPHICAL SPLIT OF ACADEMY PLAYERS

59% OF PLAYERS IN THE ACADEMY ARE LOCAL

ACADEMY SUCCESS
WINNING PERFORMANCES FROM THE YOUTH TEAMS

U9
Winners – Premier League Powerplay
Winners – Neuenheim Cup, Germany
Winners – Perle Cup, Italy
Winners – Min-Euro, France

U10
Winners – Seen Cup, USA

U14
Winners – Premier League International Tournament

U15
Winners – Premier League Floodlit Cup, Northern Division
Winners – Premier League International Tournament

U18
Northern Champions – Premier League

SCHOOL REPORT
EDUCATIONAL ACHIEVEMENTS OF THE ACADEMY PLAYERS

160 Academy players in total across all years in 2016-17

27% INTERNATIONAL
32% GREATER MANCHESTER
37% OTHER
27% MANCHESTER
4% INTERNATIONAL
37% OTHER
27% MANCHESTER
4% INTERNATIONAL
37% OTHER

26 Number of U18s registered at the local sixth form college

71 Players at St Bede’s College

73% GCSE pass rate for players at St Bede’s College, 7 points above the national average

100% Pass rate on BTEC Level 3 courses in 2016-17 for all the players who were studying at the Club

30 Players working towards completing their Duke of Edinburgh Bronze Award

Source: Manchester City

GEOGRAPHICAL SPLIT OF ACADEMY PLAYERS

59% OF PLAYERS IN THE ACADEMY ARE LOCAL

Source: Manchester City

OUR YEAR AT A GLANCE 2016-17

Source: Manchester City

ACADEMY

OUR YEAR AT A GLANCE 2016-17

Source: Manchester City
CITYZENS

The Etihad Stadium, now City’s home for 15 seasons, enjoyed a second year of record attendances, and underwent a part-refurbishment with the redevelopment of the West Stand and construction of the Tunnel Club.

The £299 seasoncard remains one of the cheapest in the league, with the most expensive, at £900, cheaper than five of the top six Premier League teams.

2016-17 was another season of significant digital innovation, with a new Facebook messenger bot, new CityVR app, two hackathons and a redesigned mobile-first website, plus the signing of eSports player Kez Brown. The Club was ranked fourth in Sports Techie’s most tech savvy sports team in the world.

City’s YouTube channel is the most subscribed-to channel in the Premier League, and third highest in world football. Fans were introduced to the new manager with ‘Pep’s Taxi’, which reached 50 million people and clocked up more than 21 million views on Facebook and YouTube.

City in the Community (CITC) proudly celebrated its 30th year with fans, players and staff. The charity kicked off new programmes and celebrated longstanding initiatives, held the first ever ‘Blue Run’ fundraiser and launched a new apprenticeship programme with the Royal Foundation.

Now employing 87 full-and-part-time staff, CITC worked with 30,000 young people across Manchester on football-based programmes to bring positive health, education and inclusion outcomes.

At the end of the 2016-17 season, the men’s first team surprised local fans in homes, workplaces and schools across the city to thank them for their support. Supporters Clubs were presented with commemorative plaques by former players, awarded according to their age – the oldest being Brooks Bar, founded in 1949. In Indonesia, Brazil, Vietnam and China, Supporters Clubs held new matchday viewing parties for thousands of fans.
**SPOTLIGHT:**

**CITYZENS WEEKEND**

In July 2016, the Club opened the doors of the City Football Academy to thousands of fans for the inaugural Cityzens Weekend, a free two-day event bringing together supporters from Manchester and around the world to celebrate the launch of the new Club badge, introduce new manager, Pep Guardiola, and reveal the new kit for the upcoming season.

Cityzens Weekend coincided with the launch of the new website, mancity.com, on which fans were able to stream a live broadcast of the Cityzens Weekend events, including Pep’s official introduction to the fans.

The new badge was first revealed on the Thursday evening before Cityzens Weekend when it was projected on to Manchester Town Hall. The Etihad Campus underwent an incredible transformation for the event, as the new badge was installed across the site. More than 100 people contributed to the process as the Etihad Stadium, Market Street City Store, City Football Academy and the community bridge were updated with the new designs. The new badge was also installed in City’s global offices, in the UK and around the world.

This new badge marked a return to its historical round shape and features a series of iconic Manchester symbols – the ship, the three rivers and the red rose of Lancashire. For the first time the Club has included the year of its foundation, 1894, as a nod to its rich history within the Manchester community. Its final design followed a consultation in which supporters were given an opportunity to have their say on whether and how they would like the badge to evolve.

Cityzens Weekend was later recognised at both the Sports Business and Stadium Business Awards – for best non-matchday use of venue, and sales and marketing respectively.
CITY’S COMMITMENT TO AFFORDABLE PRICING

FOURTH CHEAPEST ADULT SEASON TICKET IN THE PREMIER LEAGUE IN 2016-17

ETIHAD VISITOR STATS FOR 2016-17

CONTINUED RECORD ATTENDANCES AT THE ETIHAD STADIUM FOLLOWING THE STADIUM EXPANSION

CHEAPEST PREMIER LEAGUE SEASON TICKET IN 2016-17

CHEAPEST CLUB

£252

MANCHESTER CITY

£299

MOST EXPENSIVE CLUB

£1,014

CHEAPEST CLUB

£489

MANCHESTER CITY

£900

MOST EXPENSIVE CLUB

£2,013

54,019

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

21 YEARS

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

110,000+

Unique home supporters attending a match at the Etihad stadium

80 COUNTRIES

From which fans came to games at the Etihad Stadium

Source: BBC Sport’s Price of Football Survey 2016

Source: Manchester City, Premier League Match Attender Survey 2016-17

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A WELCOMING ATMOSPHERE

MANCHESTER CITY OFFERS A WELCOMING ENVIRONMENT FOR ALL FANS AT THE ETIHAD STADIUM

FAN SENTIMENT

MATCH ATTENDERS' POSITIVITY TOWARDS MANCHESTER CITY

100%
80%
60%
40%
20%
0

MANCHESTER CITY
AVERAGE FOR FANS OF ALL PREMIER LEAGUE CLUBS

74%
89%
63%
38%
11%
0

PROPORTION OF FANS WHO SAID THEY FEEL POSITIVE TOWARDS THEIR CLUB

95%
Match attenders agree that Manchester City is a club that cares about its fans

82%
Match attenders agree that Manchester City play beautiful football and are entertaining to watch

91%
Female match attenders agree that Manchester City provides a safe and welcoming matchday environment for female fans

Source: Premier League Match Attender Survey 2016-17

OUR YEAR AT A GLANCE 2016-17

A TOP-CLASS MATCHDAY EXPERIENCE

TOP 3 FOR 6/20 MATCHDAY EXPERIENCE STATEMENTS

MATCHDAY EXPERIENCE STATEMENTS

1. CLEANLINESS
2. MOBILE PHONE SIGNAL
3. SIGHT LINES IN THE STADIUM
4. FACILITIES FOR CHILDREN (ACCORDING TO FANS ATTENDING WITH CHILDREN)
5. WI-FI CONNECTIVITY
6. TOILET FACILITIES

95%
Match attenders agree that Manchester City performs well in its investment in facilities

91%
Female match attenders agree that Manchester City provides a safe and welcoming matchday environment for female fans

Source: Premier League Match Attender Survey 2016-17

Source: Premier League Match Attender Survey 2016-17

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Source: Premier League Match Attender Survey 2016-17
CITC ENGAGEMENT STATS
RECORD NUMBERS FOR CITY IN THE COMMUNITY IN 2016-17

330,000+
Face-to-face contacts recorded across all activities, 52% up year-on-year

40,000+
Number of people CITC worked with in Manchester

£2.3 MILLION
Record amount raised, including private funding, sponsorship and donations from staff and supporters

97%
Participants surveyed who enjoyed taking part in the CITC programme

CITC HIGHLIGHTS
KEY OUTCOMES IN 2016-17

1,650 HOURS
Free football and other sports opportunities during school holidays and peak times of anti-social behaviour

2,000 HOURS
Almost
Work experience and voluntary work placements

16,000
Community sessions delivered

242
Local people helped by CITC to gain qualifications

Source: Manchester City
CITY IN THE COMMUNITY TURNS 30

The 2016-17 season marked City in the Community’s (CITC) 30th year.

The foundation of CITC in 1986 formalised a century of commitment to social responsibility. 30 years on, with the support of passionate fans, CITC uses the power of football to promote health, confidence, safe spaces and pathways into training and jobs, working with 30,000 individuals in Greater Manchester each year.

To mark the 30-year milestone, City in the Community welcomed UK Sports Minister Tracey Crouch to a showcase of key projects at the City Football Academy.

The visit focused on two flagship programmes, ‘One City’ and ‘Kicks’, both of which have played a pivotal role in helping to bring greater access to sport for young and disabled people in the local community.

As part of the celebrations, BBC One documentary ‘Sister Rita to the Rescue’ featured a CITC nutrition programme in Manchester. The five-part series followed a drop-in centre in an underserved area of the city, helping to bring greater access to sport for young and disabled people in the local community.

Elihad Airways supported the 30-year celebrations with the launch of a new six-week literacy project in April 2017. City Stars is designed to build children’s confidence in reading, writing and spoken language, using examples from the world of football. This is particularly important in Manchester, where, according to the National Literacy Trust, children and young people spend less time reading a book than the national average.

A successful pilot earlier in the season showed 73% of children felt City Stars made them more confident in their literacy skills, and 69% said the project increased the likelihood of them reading outside of school.

City also created a brand new fundraising event for the anniversary year. In March 2017, the first ever ‘Blue Run’ took place at the City Football Academy, with 1,200 City fans turning themselves blue for the 5-kilometre dash, raising £40,000 for City in the Community.
CITYZENS MEMBERSHIP PROGRAMME
GIVING MANCHESTER CITY FANS A VOICE IN THE CLUB’S DECISIONS

OVER 60,000 MEMBERS
Joined by May 2017

Almost 4,000+ Young people who participated in City Football Schools in four countries in 2016-17

27,000 Number of participants working across 125 City Voice projects

£1.5 MILLION Total funding commitment to Cityzens Giving projects over last three seasons

FAN APPRECIATION OF COMMUNITY INITIATIVES
MANCHESTER CITY FANS HAVE A HIGH AWARENESS AND APPRECIATION OF THE CLUB’S COMMUNITY WORK

My club already makes a significant contribution to the local community

75%

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

67%

Source: Premier League Match Attender Survey 2016-17

CITY FOOTBALL SCHOOLS EXPANDING THEIR PRESENCE ALL OVER THE WORLD

350,000+ Pupils aged 5-19 who have taken part in the Ministry of Education schools coaching sessions in eight provinces in China delivered by City Football Schools since the programme launched in November 2015

6,300 Players in Manchester City Cup presented by Nexen Tire, in San Diego in May 2017, drawn from 422 participating boys and girls teams (up 34% on 2016). The games attracted more than 45,000 visitors

50+ COUNTRIES From which more than 1,300 young players aged 9-17 came to Manchester to train at the City Football Academy as part of the City Football Language School, City Football Performance Program and City Football Training Experience

Source: Manchester City
DIGITAL AND SOCIAL MEDIA

KEY AREAS OF GROWTH FOR MANCHESTER CITY IN 2016-17

5M
Instagram followers

60%
Year-on-year

8.1M
Twitter followers

33%
Year-on-year

79%
Mobile devices as proportion of total sessions across Manchester City web and app properties

18%
Year-on-year

9 percentage points
Year-on-year

5.5M
Video views on mancity.com

25%
Year-on-year

323M
Video views on Facebook

195%
Year-on-year

441M
Video views across all platforms, including Facebook, YouTube, Twitter, the Club website and apps, and syndication

119%
Year-on-year

Source: YouTube analytics, Facebook analytics, Brightcove analytics, Twitter analytics

ONLINE VIDEO VIEWS

MANCHESTER CITY VIDEO CONTENT ACROSS DIGITAL PLATFORMS AND FACEBOOK IN 2016-17

Our Year at a Glance 2016-17
Manchester City achieved record revenues in 2016-17 of £473 million, and reported a third consecutive annual profit of £1.1 million over an adjusted 13-month period.

The Club continues to operate with zero financial debt, and a healthy wage/revenue ratio of 56%.

City rose one place to take 5th position in the Deloitte Football Money League 2017, and according to Brand Finance, the Club’s brand value passed the $1 billion mark.

2016-17 Revenue
£473m
Change since 2015-16
+21%
MANCHESTER CITY
REVENUE GROWTH
21% INCREASE IN REVENUES IN 2016-17
Source: Manchester City

COMMERCIAL
BROADCAST
MATCHDAY
£350m
£300m
£250m
£200m
£150m
£100m
£50m
0
£271.0M
£346.5M £351.8M
£391.8M
39.6
88.4
143.0
165.8
133.2
47.5 43.3 52.5 51.9 135.5 173.0 161.4 177.9 203.5 218.0
£500m
£450m
£400m

CLUB PROFITABILITY
A THIRD CONSECUTIVE YEAR OF PROFITS IN 2016-17
(BASED ON 13 MONTHS AS THE FINANCIAL YEAR-END CHANGES FROM MAY TO JUNE)
Source: Manchester City

MANCHESTER CITY
NET PROFIT/(LOSS)
£0 –£10m
–£20m
–£30m
–£40m
–£50m
£11M –£23M –£52M
–£60m
£20M
£1M
£30m
£20m
£10m
£20M
£1M
£52M
–£23M
–£60m
£20M
Source: Manchester City

FAN PERCEPTIONS
OF THE CLUB
SUPPORT FROM MANCHESTER CITY FANS FOR THE CLUB’S PERFORMANCE OVERALL:
P| PROPORTION OF MATCH ATTENDERS SURVEYED WHO AGREE WITH THE FOLLOWING STATEMENT |
| Heading in the right direction |
| Has a long-term vision |
| Maintains the ethos and traditions of the club |

Source: Premier League Match Attender Survey 2016-17

BRAND VALUE
MANCHESTER CITY’S BRAND VALUE PASSES THE $1BN MARK, MAKING IT THE SIXTH MOST VALUABLE FOOTBALL BRAND GLOBALLY IN 2017

TOP 6 MOST VALUABLE FOOTBALL BRANDS GLOBALLY

<table>
<thead>
<tr>
<th>Rank</th>
<th>Club</th>
<th>Brand Value ($bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manchester United FC</td>
<td>1.7</td>
</tr>
<tr>
<td>2</td>
<td>Real Madrid CF</td>
<td>1.4</td>
</tr>
<tr>
<td>3</td>
<td>FC Barcelona</td>
<td>1.4</td>
</tr>
<tr>
<td>4</td>
<td>Chelsea FC</td>
<td>1.2</td>
</tr>
<tr>
<td>5</td>
<td>FC Bayern München</td>
<td>1.2</td>
</tr>
<tr>
<td>6</td>
<td>Manchester City</td>
<td>1.0</td>
</tr>
</tbody>
</table>

Source: Brand Finance Football 50, June 2017

OUR YEAR AT A GLANCE 2016-17
OUR PARTNERS

In March 2017, City became the first Premier League team to take advantage of the newly released sleeve asset when Korean tire giant Nexen Tire was announced as Official Sleeve Partner.

The Club enjoyed significant commercial success in the Asia Pacific region, and held the first-ever Asia-Pacific-specific partner forum in Shanghai in March 2017, attended by six of City’s new Chinese partners.

In May 2016, leading Australian wine brand Wolf Blass signed a multi-year partnership with Manchester City as Official Wine Partner for Asia, Middle East and Africa, and Mexico.

A co-branded campaign saw Wolf Blass’ Facebook following grow 60%, over 6 million impressions, and growth in consumer sales of nearly 200% across South East Asia. Wolf Blass also released a special edition Blue Label Manchester City-branded wine.

Hays’ theme for the 2016-17 season was ‘Match Your Ambition’, a successful multi-channel campaign that included sponsorship of the men’s team line-up announcement, the creation of ‘player CV’s and a look at the professional ambitions of City players and staff.

City and Hays were the focus of CNBC’s Marketing Media Money programme on Sponsorship in Sport, which was broadcast more than 350 times globally.

OUR YEAR AT A GLANCE 2016-17

SAP

New for the 2016-17 season, SAP designed and created the Premier League’s first fan-friendly interactive digital wall, the #CityPulse Wall, featuring touchscreen interface and video display, located in City Square – the social hub of the Etihad Stadium in Manchester.

The #CityPulse Wall has become an integral part of the fans’ matchday experience, creating an estimated number of 472,500 impressions across the 2016-17 season.

WIX

The partnership between Wix and City went from strength to strength in 2016-17, with the launch of the #CityPulse Wall and the #CityPulse competition for Latin American users, giving them the opportunity to win a commercial starring City players for their Wix-designed websites.

A winner was chosen from 15,000 designs submitted during the ten-day campaign. The commercial for the winning site featured Brazilian trio Gabriel Jesus, Fernandinho and Fernand, and Aleix Garcia.

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OUR YEAR AT A GLANCE 2016-17
ENVIRONMENTAL COMMITMENTS
MANCHESTER CITY’S FOCUS ON RECYCLING AND ENERGY EFFICIENCY

- 0% Proportion of waste that goes to landfill
- 83% Reduction in mains-sourced water at CFA, due to increased recycling and drawing of waters from bore hole
- 60% Reduction in energy consumption following further expansion of LED lights to replace conventional lighting in City@Home and City Store buildings
- 20% Reduction in energy consumption following optimisation of time the floodlights at the Etihad Stadium and CFA Academy Stadium are turned on

Source: Manchester City

P E O P L E & P L A C E S

EQUALITY AND DIVERSITY PARTNERS
MANCHESTER CITY IS COMMITTED TO TACKLING DISCRIMINATION IN ANY FORM, WORKING WITH A RANGE OF DIVERSITY PARTNERS

CITY PEOPLE
RECOGNITION FOR CITY AS A GREAT PLACE TO WORK

- TOP 30
  The only sports company recognised in the ‘Best Workplaces Large’ category by the Great Place to Work Institute in its 2017 report
  - 82% CFG staff say that taking everything into account this is a great place to work
  - 94% Staff say they are proud to tell others that they work at CFG
  - 91% UK employees are members of the corporate cash plan, offering health, fitness, wellbeing and insurance benefits

Source: Great Place to Work Institute, Manchester City

EQUALITY AND DIVERSITY PARTNERS
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OUR YEAR AT A GLANCE 2016-17

- 44 45
GLOBAL VISION

The Club’s global presence continues to grow, with local offices in eight cities in seven countries, and Cityzens Giving community projects in twelve major cities on six continents. In April 2017, City also gained a sister-club in Uruguay in April 2017 with the acquisition of FC Torque.

Following a mid-season training camp in Abu Dhabi, the men’s pre-season tour took the team to China where the new away kit was revealed for the first time on the Great Wall.

Manchester City player Aaron Mooy was sold to Huddersfield Town for a record-breaking fee in June 2017, having signed from sister-club Melbourne City the previous year.

Across the Atlantic from Manchester, Patrick Vieira completed a successful first season as Head Coach of New York City FC – following two years in charge of Man City’s EDS – with NYCFC finishing 13 positions higher than in the previous season.