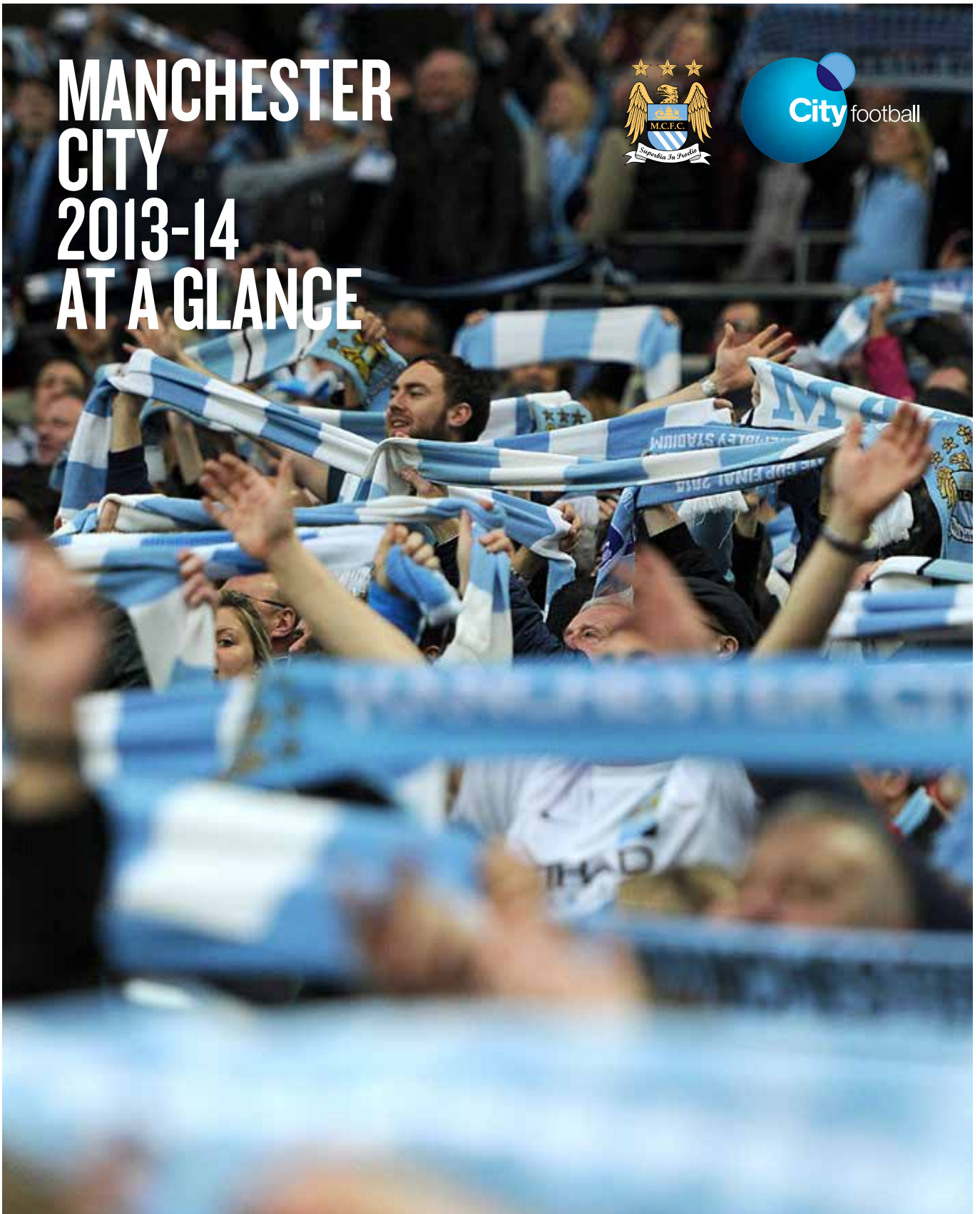


# MANCHESTER CITY 2013-14 AT A GLANCE





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## MESSAGE FROM THE CHAIRMAN

This report documents another memorable year for Manchester City Football Club. In the 2013-14 season, Manchester City won its second Barclays Premier League title in three years and also the Capital One Cup. This means the Club has now won every major domestic competition at least once in the last four seasons. Pleasingly we also progressed further in the UEFA Champions League than in previous campaigns.

We have also witnessed strong performances from our Elite Development Squad and youth teams. The achievements at every level of our Academy system demonstrate that our investment in youth development is comprehensive and effective. They should also give our supporters even greater confidence that the future of the Club is built on ever-strengthening foundations.

It is particularly encouraging that our teams of all ages have achieved these results while playing an attractive style of football. Fittingly, our first team set the tone, scoring an English record of 156 goals in all competitions in 2013-14 and exemplifying a much-admired style of play. This is the direct outcome of a well-planned and executed strategy from our football department over a number of years, and one which was designed to instil a more consistent philosophy at all levels of our coaching and development system.

The comprehensive approach we are committed to means we are never focused only on our men's first team. This year we have seen Manchester City Women's FC compete in their first season in the new FA Women's Super League. We have also deepened ties between Manchester City and its sister clubs in New York, Melbourne and Yokohama while working towards the completion of the landmark City Football Academy (CFA). Due to open in late-2014, the CFA will be among the best training and youth development facilities for any sport anywhere in the world.

We are also performing very strongly off the pitch. Consistent with our strategy, Manchester City has once again reduced its losses and has also come close to breaking even in 2013-14. Furthermore, we expect to move into profitability in the year ahead. In the last year, commercial partnerships revenue has increased by 16% to £165.8 million, broadcast revenue by 51% to £133.2 million, and matchday revenue by 20% to £47.5 million.

The establishment of the City Football Group, now with professional clubs in the UK, US, Australia and Japan, has created commercial opportunities on an entirely different scale. Today, the City Football Group is attracting global sponsors and creating what we believe is a genuinely new model for a successful sports and commercial enterprise.

Commercial success has never been an afterthought for Manchester City. It has always been an integral part of the strategy implemented under Sheikh Mansour bin Zayed Al Nahyan's direction since 2008. Now that we have moved beyond the period of heavy investment that was required to make the Club competitive again, it is commercial growth of the kind we are seeing today that will underpin and support our operations in the future. Importantly, Manchester City is entering the next phase of its development with zero financial debt.

Today our Club is where we hoped it would be when we began this transformation six years ago. Opportunities to progress in Europe remain and, as we learned two seasons ago, defending the Barclays Premier League title is a challenge unlike any other in domestic football.

However, the Club and its supporters have entered the 2014-15 season safe in the knowledge that our first trophies in decades were anything but aberrations. This is indeed a new era of stability and success for Manchester City and I am excited by what lies ahead for this great Club and everybody involved with it.

**Khaldoon Al Mubarak**  
Manchester City Football Club, Chairman





## MESSAGE FROM THE CEO

This year Manchester City has reached the levels of maturity, strength and stability that it has been working so hard towards over the past six years. The 2013-14 season marks not the end but rather the continuation of an incredible journey, with many goals and new developments ahead. In our last annual report I wrote of a transformation underway; now I believe the days of Manchester City playing catch up are over.

This season Manchester City won the Barclays Premier League for the second time in three seasons, triumphed in the Capital One Cup and improved our performance in the Champions League. Equally important, we played beautiful football, scored 156 goals, and continued to build Manchester City's reputation as one of the most exciting teams in the game today.

The Club has developed a consistent approach to the recruitment, training and development of its players. At first team level, we have a coordinated, long-term strategy to maintain stability in the squad while ensuring it remains among the best in the game. That means extending the contracts of key players, strengthening where required through well-planned, targeted recruitment, and maintaining a shared philosophy for the way we want to play football.

At youth level we are continuing to recruit, train and develop some of the best young footballers in the game with the same philosophy. A new generation of City players are on their way and are starting to show their quality with our Under 12, 14 and 18 teams all winning their leagues and national tournaments this year. The development of these young players is a key component of City's future. Making its debut this year, with a new identity, Manchester City Women's FC is seeking to bring the same kind of beautiful football to the women's game.

This year Manchester City has also reached a new level of financial sustainability. Having halved its losses season after season in the last three years, the Club has come close to breaking even in its 2013-14 operations. This year we have also accounted completely for the settlement with UEFA over disputed breaches of its Financial Fair Play regulations dating back to 2010. We have budgeted for a profit in 2014-15 and now expect to be entering the 2015-16 season with no outstanding sanctions or restrictions.

The global footprint of the City Football Group is also a key point of difference for us. With affiliated clubs in New York, Melbourne and Yokohama, and the support of a number of global partners, Manchester City now sits at the heart of an innovative and unique sporting and commercial organisation.

In addition to these positive developments, one of our most important and strategic projects, planning for which began in 2008, is nearing completion. When the City Football Academy (CFA) opens in the heart of East Manchester in late 2014 it will significantly expand the Club's ability to attract, recruit and develop the most promising young footballers both from the UK and from overseas. By providing access to world-leading facilities, coaching and education, the CFA will ensure that talented young players are given the best possible chance of succeeding in the competitive world of professional football.

However, the CFA is much more than a training facility. From the first team, to the younger players, to our non-playing staff, the majority of Club staff will be under the same roof in a facility of unparalleled size and quality, fostering an increasingly shared culture across the organisation. Additionally, the CFA will be a home away from home for those within the wider City Football family when they are visiting Manchester. We are also deepening ties with the local community by inviting supporters and members of the public to influence aspects of the new development.

As always, all of this is at the service of the growing community of City supporters that exists in Manchester, the UK and around the world. Our local and visiting fans will soon have the opportunity to experience football at an expanded and improved Etihad Stadium and at the new 7,000-capacity Academy Stadium. Those located further afield will continue to be offered new ways to engage with the Club and participate in its initiatives. This year alone, CityVoice has enabled supporters to help shape the matchday experience today, CityStories has invited them to document unforgettable moments from the past, and our new Cityzens programme will empower members to influence many decisions in the future.

There is a lot to look forward to at Manchester City. With the opening of the CFA, the expansion of the Etihad Stadium, and more quality football on the horizon, this is truly an exciting time to be a Cityzen. Allow me to take the opportunity to recognise and pay tribute to the continued support and vision of our ownership and to thank each of our supporters, our staff and partners for their ongoing commitment to Manchester City.

We continue our journey together.

**Ferran Soriano**  
Manchester City Football Club, Chief Executive

Manchester City won their second Barclays Premier League title in three seasons, as well as the Capital One Cup, scoring a record number of goals in all competitions

CHAMPIONS



WINNERS



Games lost by more than a one goal margin all season



Victories in the Premier League – more than any other team

Highest goal difference in Premier League (since 1992-93)

Rank	Team (season)	Goals
1	Chelsea (2009-10)	71
2	Manchester City (2013-14)	65
3	Manchester City (2011-12)	64

Most goals scored in Premier League (since 1992-93)

Rank	Team (season)	Goals
1	Chelsea (2009-10)	103
2	Manchester City (2013-14)	102
3	Liverpool (2013-14)	101

Goals scored in all competitions (since 1992-93)

Rank	Club (season)	Games	Goals	Goals per game
1	Manchester City (2013-14)	57	156	2.7
2	Chelsea (2012-13)	69	147	2.1
3	Chelsea (2009-10)	56	142	2.5
4	Manchester United (2002-03)	63	130	2.1
5	Manchester United (1998-99)	63	128	2.0

Source: Opta



Goals scored in all competitions – beating the previous record in the Barclays Premier League era



Goal difference – MCFC's highest ever in top-flight football

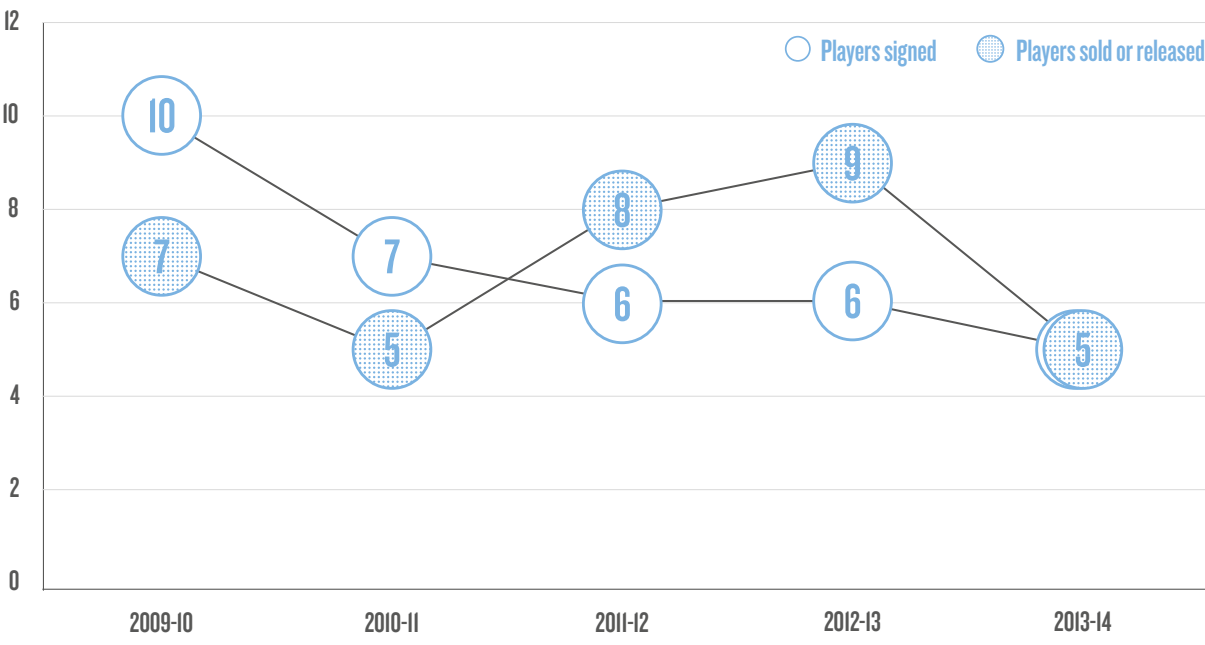


Average number of minutes taken for Sergio Aguero to score a goal, making him the most efficient striker in the Premier League in 2013-14

STABILISATION OF FIRST TEAM SQUAD

Manchester City made just five signings in 2013-14, the smallest number of new players over the last five years

Numbers of players in and out of first team squad, 2009-10 to 2013-14

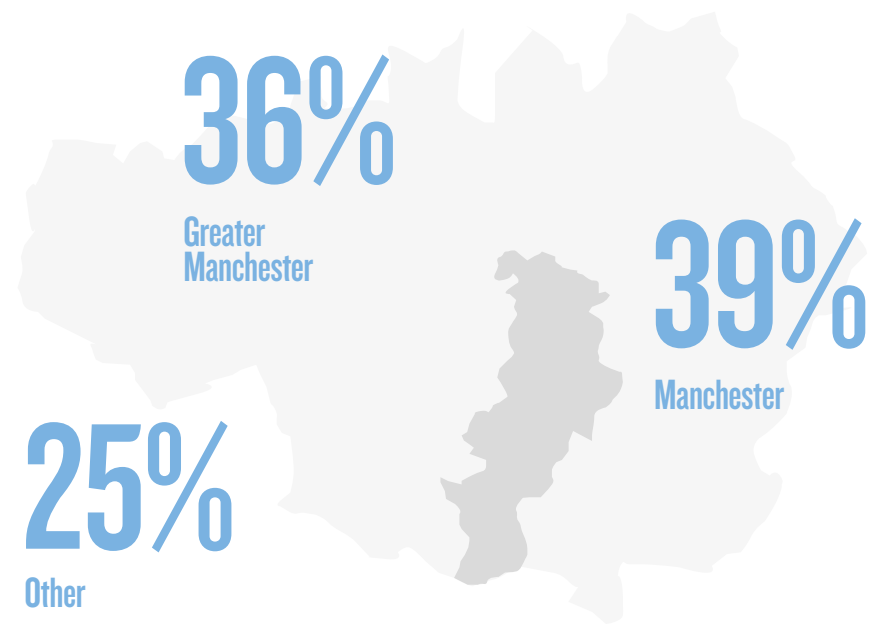


Source: Manchester City

NURTURING LOCAL TALENT IN THE ACADEMY

75% of players in MCFC's Football Academy are drawn from the local area

Geographical split of Academy players in 2013-14 season



Source: Manchester City

Manchester City's Academy has grown to 185 players across all years. It provided more than 2,000 player-hours of coaching per week in 2013-14

Weekly coaching hours for each age group in Academy

8 1/3

Under 9s, 10s & 11s

12

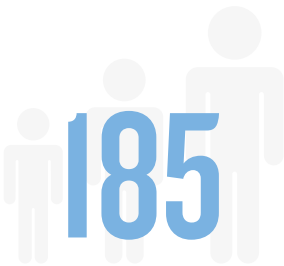
Under 12s, 13s, 14s, 15s & 16s

14

Under 18s

Source: Manchester City

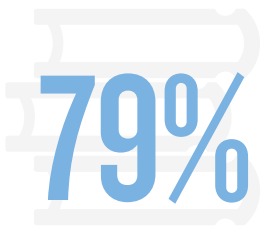
Academy stats for 2013-14



Players in Academy, from Under 9s to Under 18s



12-16 year olds in full-time schooling at St Bede's College



GCSE pass rate for first cohort of City scholars at St Bede's College, 10 points above the national average



Under 12s Premier League Truist Tournament



Under 14s Premier League Tournament



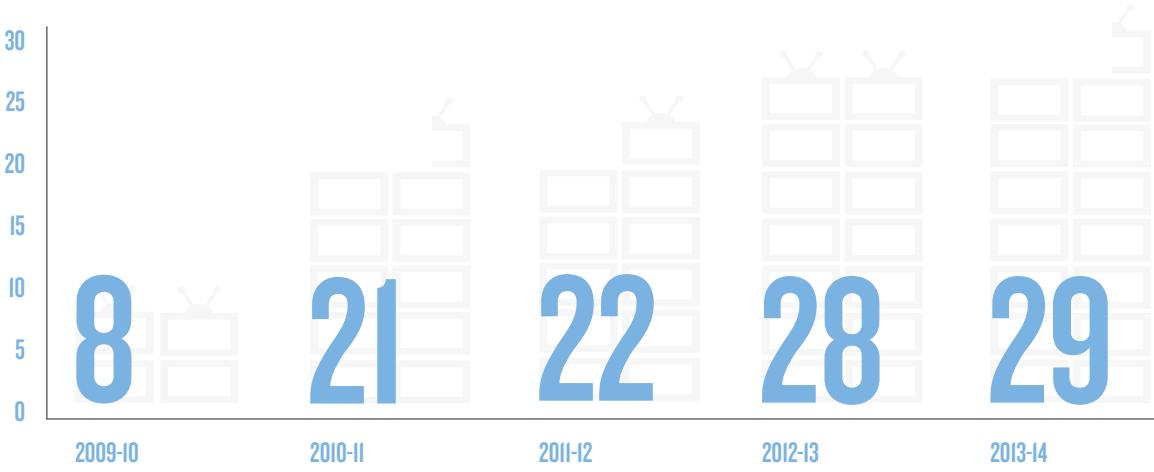
Under 18s Premier League North Division

The first team's success in recent years has led to greater TV coverage and viewing in the UK and around the world

City on TV: changes since 2008-09



Total hours of live TV coverage of games featuring Manchester City overseas (thousands)



Source: Repucom

Manchester City's new Women's team has access to the same world-leading facilities, technical expertise and commercial capabilities as those serving its men's team



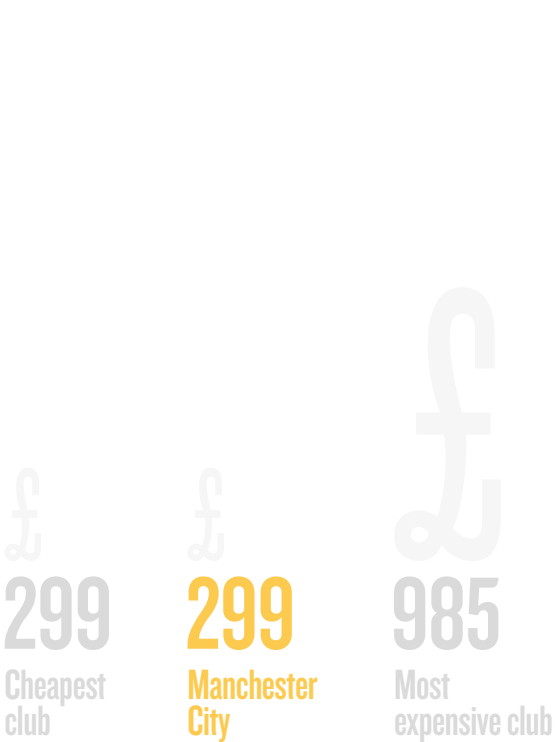


IN TUNE WITH THE LOCAL FAN BASE

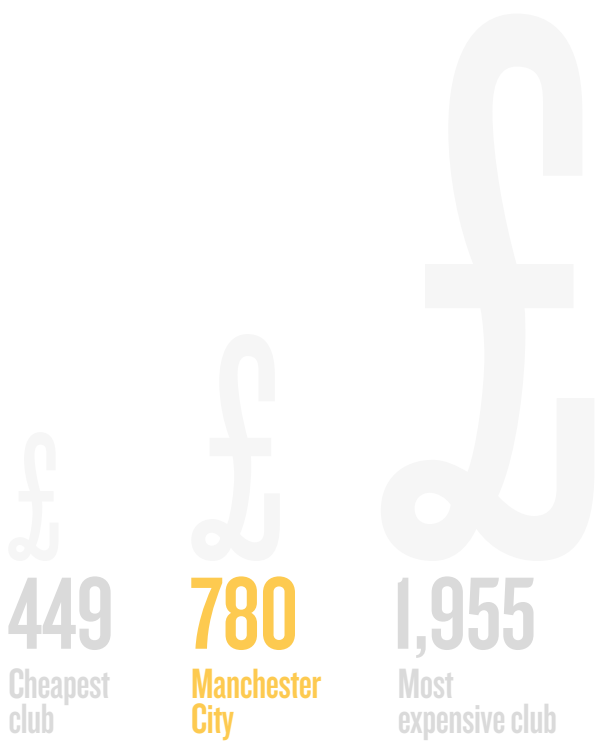
Manchester City offered the cheapest adult season ticket in the Premier League in 2013-14

Cheapest and most expensive season ticket prices in 2013-14

Cheapest season ticket



Most expensive season ticket



Source: BBC Sport (Price of Football Survey 2013)

IN TUNE WITH THE LOCAL FAN BASE

Match attendance stats for 2013-14 season

80,000

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

49%

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

7,500

Number of people who paid a deposit to join a waiting list for Seasoncards in the expanded Etihad Stadium

99%

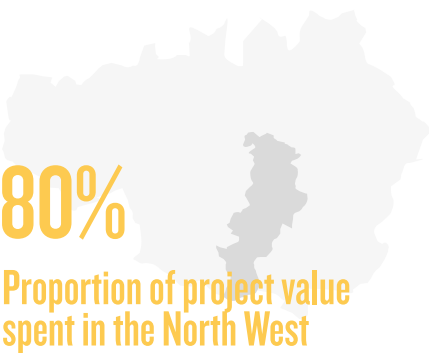
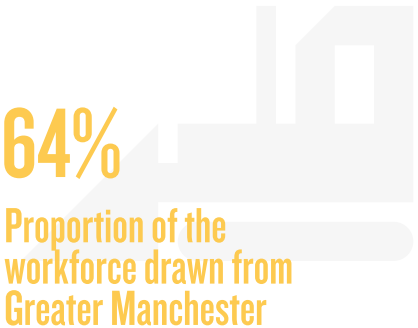
Occupancy rate for Premier League home games at the Etihad Stadium

104

Countries from which people came to games at the Etihad Stadium

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

Final stages of CFA construction



Final stages of CFA construction



City in the Community programmes impacted more than 45,000 people through more than 400,000 individual contacts in 2013-14

City in the Community: breakdown of participation by kind of activity in 2013-14 (percentage of hours of total activity)



Source: Manchester City

CITC stats for 2013-14





ACTIVE PARTICIPATION

The Club used digital and social media to engage with Manchester City fans in new ways



4,500+

Fans helping to shape the matchday experience through CityVoice



2,500


Supporters who submitted their own Manchester City memories to CityStories app

MAN OF THE MATCH


Introduction of a new voting system using Twitter following suggestions from fans


DIVERSITY AND INCLUSION


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





www.kickitout.org











STAYING CLOSE TO OUR LOCAL ROOTS

The Etihad Stadium



Residence of young players  
in the City Academy



Schools and other sites that were visited  
regularly by City in the Community



Number of Manchester City fans who attended  
at least one match at the Etihad Stadium in 2013-14

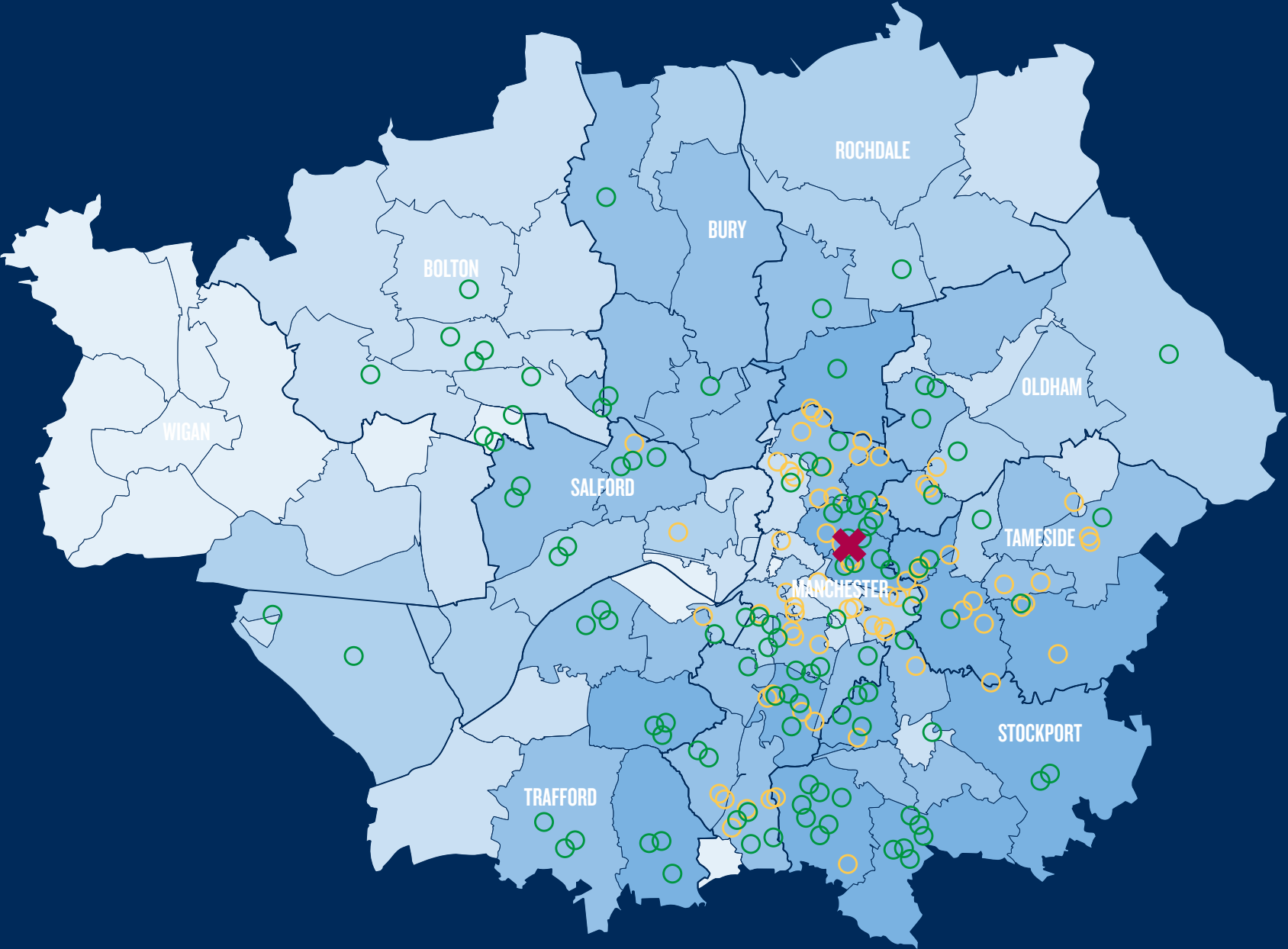


0-99 100-249 250-499



500-999 1,000-2,500

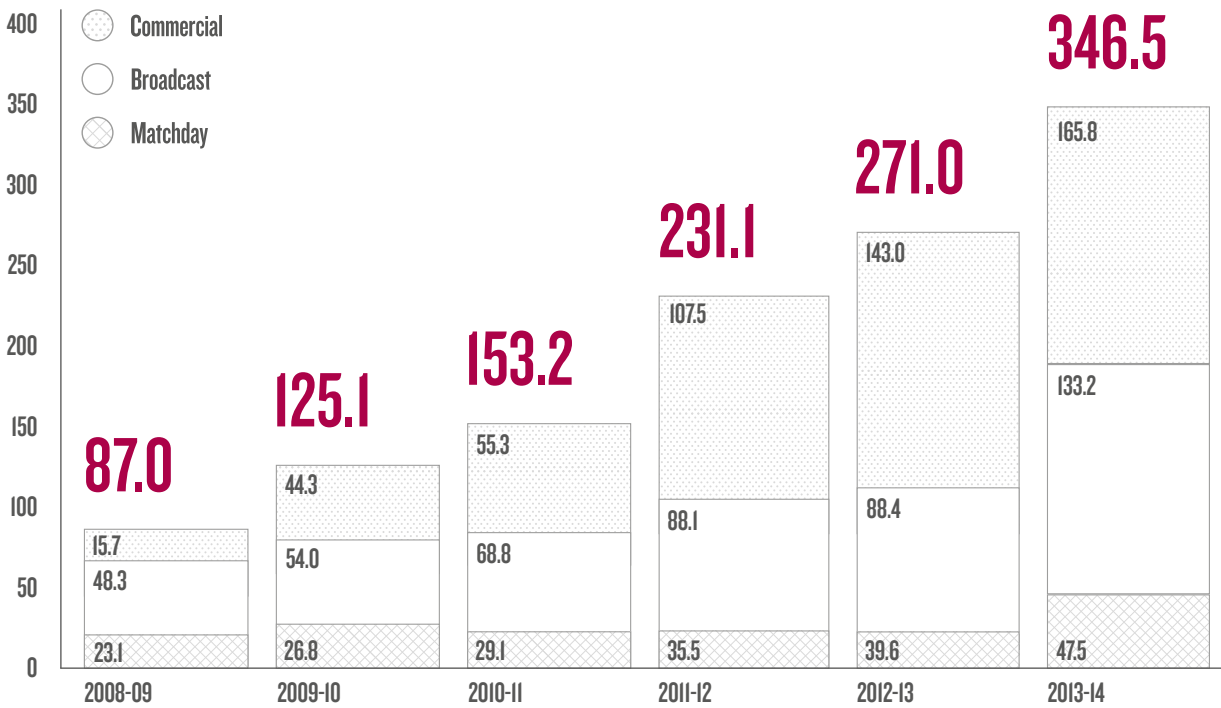
STAYING CLOSE TO OUR LOCAL ROOTS



DELIVERING OFF THE PITCH

Manchester City generated more than £345 million of revenue in 2013-14, halving its losses for the third consecutive year

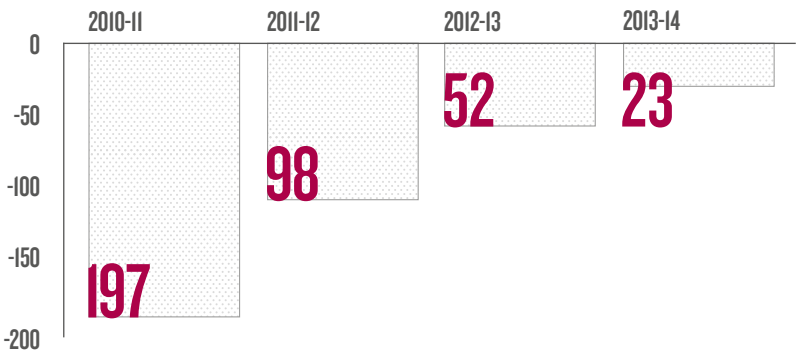
Growth in MCFC revenues (£ millions)



Source: Manchester City

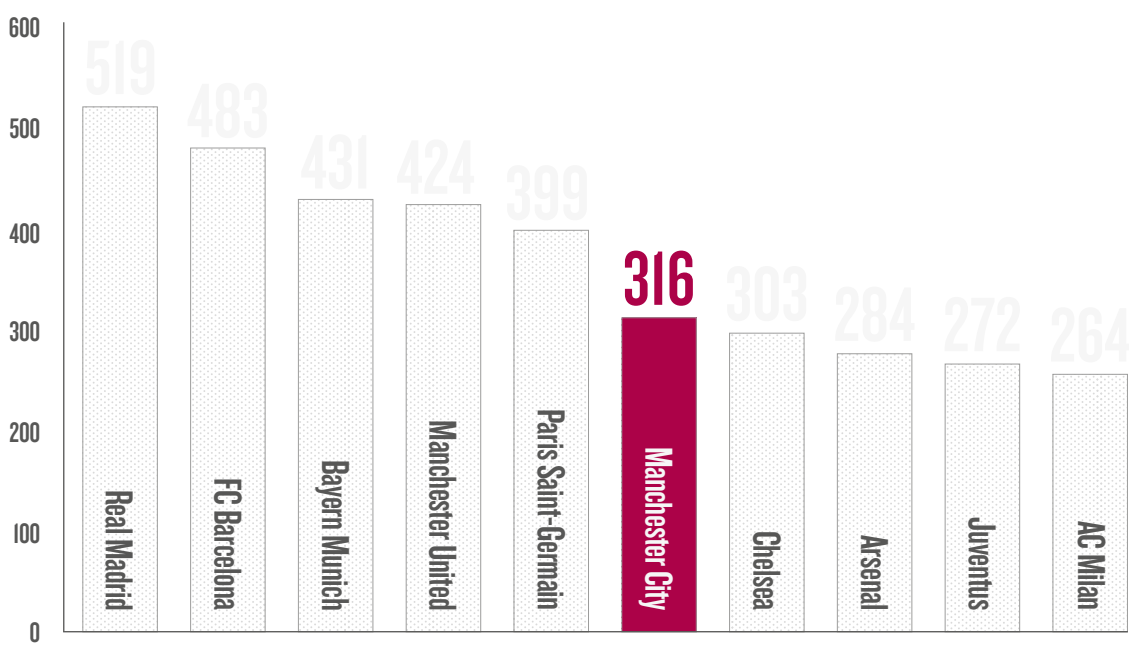
DELIVERING OFF THE PITCH

MCFC net losses for last four seasons (£ millions)



Source: Manchester City

Top 10 European clubs in 2014 Deloitte Money League by revenues (€ millions)



Source: Deloitte Football Money League 2014 (data for 2012-13 season)



# Manchester City significantly expanded its presence in non-English speaking territories in 2013-14

MCFC has more followers than any other European football club on the two main micro-blogging sites in China

European football clubs with the most followers on Sina Weibo and Tencent Weibo

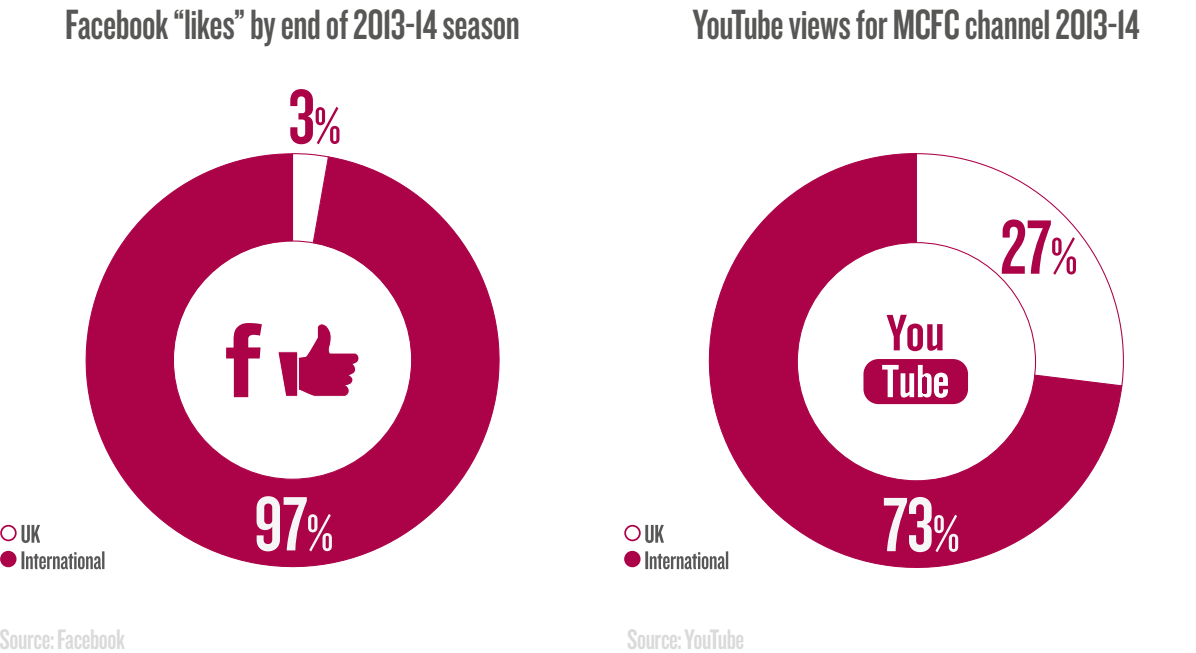
Rank	Club	Followers (millions)
1	Manchester City	9.6
2	Barcelona	3.1
3	Chelsea	2.8
4	Real Madrid	2.6
5	Liverpool	2.4

Source: Mailman Group, Red Card 2014 China Digital Champions League

## Manchester City's digital and social media presence in multiple languages



## International YouTube and Facebook stats



Manchester City was rated the best performing Premier League club for social media, based on a range of commercial and engagement criteria

Ranking of Premier League clubs by social media performance

Clubs’ social media were judged on relevance, engagement, creativity and commercialisation

Rank	Club
1	Manchester City
2	Everton
3	Southampton
4	Arsenal
5	Tottenham Hotspur

Source: Accepted Socially

86%

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

107m

Page views across all MCFC sites

13m

Facebook “likes” by the end of the season

37m

Video views on the MCFC YouTube channel

1.7m

Twitter followers by the end of the season

34m

Visits to the Club’s website

# Manchester City fans appreciate the welcoming environment the Etihad Stadium provides for all the family

97% of MCFC fans feel positive towards the club

Proportion of fans responding to Premier League survey who said they feel positive towards their club



Manchester City fans



Average for fans of all Premier League clubs

Source: Premier League Match Attender Survey 2013-14

42% of MCFC match attenders generally visit City Square before entering the stadium

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



Manchester City fans



Average for fans of all Premier League clubs



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



Proportion of MCFC match attenders who believe the Club makes an effort to make the ground a child-friendly environment

MCFC was rated in the top three for 11 out of 17 statements on the live matchday experience surveyed by the Premier League in its latest national fan survey



The number ones were:



Source: Premier League Match Attender Survey 2013-14



EXPANDING THE GLOBAL FAN BASE



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

[www.mcfc.co.uk/annualreport](http://www.mcfc.co.uk/annualreport)