



ANNUAL REPORT 2022-23



HISTORY MADE
A FUTURE DEFINED

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**CHAIRMAN'S
STATEMENT**

The 2022-23 season saw Manchester City scale new heights and set new benchmarks. The reward for hard work, commitment and innovation was felt throughout the City family.

On the field, for our men's first team, there was a third successive Premier League title, an incredible FA Cup win and, on a thrilling night in Istanbul, a first-ever Champions League title to round off an historic treble. Off the pitch there were new record profits from record revenues of £713 million.

In short, last season saw Manchester City achieve the greatest football and commercial year of its storied history.

The season was the validation of a philosophy and sustained approach that has defined the Club since His Highness Sheikh Mansour became its custodian in 2008.

It's an approach that has always respected, and continuously built upon, the Club's near 130-year history. It is founded on three key elements: putting in place all of the necessary ingredients to create football teams that excite, entertain and win silverware; relentlessly strengthening the Club's sustainable commercial and financial positions; and maximising its ability to serve the growing communities of which it sits at the heart. We regard each of these elements as equally important and completely co-dependent on one another.

Behind the first team trophies and financial headlines, and against these three areas of focus, there sit less obvious, but equally important, outcomes. For our Ownership, Board and Executive Leadership these outcomes and their associated metrics demonstrate that the Club has never been stronger, nor had greater potential to continue to evolve and succeed.

For example, in the 2022-23 season, there were sixty-four graduates of the Manchester City Academy playing for teams in the top five European Leagues and the professional English Football Leagues – 13 of them in the Premier League. We are clearly creating players of high quality for our Club and English and European football. In doing so we are delivering important players and sustainable revenues for Manchester City's broader football ambitions.

We also continue to be a destination of choice for the world's best young and established male and female footballing talent. There were 16 Manchester City players at the 2022 FIFA World Cup and 14 at the 2023 FIFA Women's World Cup, which is a testament to the depth of quality across our playing staff.

The 2022-23 season saw us generate £120 million from player trading, much of which related to academy graduates. Graduates of an academy that delivered the Premier League 2 and U18 league titles for the third successive year. That's a clean sweep of Premier League titles three years in a row – a remarkable record of consistency that underpins our first team results and underlines the work and the commitment I see across our football club every single day.

It's the same record of consistency that has seen us participate in 13 consecutive campaigns in the UEFA Champions League, and be in the knock-out stages every single year for the past decade. The same consistency that has seen us win five Premier League titles in six seasons and our Women's team continuously compete for, and deliver, silverware.

There can be no greater proof of the hard work, dedication, commitment and talent across every aspect of our football club than these records of consistent performance in ever-changing circumstances. It reveals us to be constantly capable of learning from adversity and able to always challenge ourselves to successfully innovate in all areas of our football operations.

Looking away from the field of play, the Club's work is now delivered by a growing workforce of over 500 people directly employed by Manchester City, with many more people and businesses

connected through our network of suppliers and partners. They are all part of a now thriving social and economic ecosystem that sits at the heart of Manchester City's ability to succeed. At the same time, this enables us to give back to the City of Manchester and play an active role as an engine of economic growth in the wider region.

Since 2008, we have overseen over £700 million of investment into football and entertainment infrastructure on the Etihad Campus and in East Manchester. Our long-term infrastructure investment strategy is now annually contributing significantly to the sustainable football, commercial, and community outcomes that we are witnessing.

Last year, whilst work continued at pace on the Etihad Campus with the building of the Co-op Live arena, we announced that our infrastructure strategy will be expanded still further through more than £300 million of investment into East Manchester via the Club's entertainment destination, delivering 2,600 new jobs, prioritised for people from Greater Manchester.

Importantly the work of City in the Community continued with strength and saw engagement and connection with over 18,000 people in 2022-23, adding to the tens of thousands who have benefitted from CIRC's sustained engagement over the decades.

I want to take the opportunity to formally and personally thank Alex Williams who for 33 years has personified the hard work, dedication and commitment to giving back to the community that CIRC depends upon. Alex retires with the Club's ongoing gratitude and respect and with our commitment that the Club understands its responsibility to continue to replicate his work to reflect the values that Manchester City was founded on.

To that end, our approach has always been to focus on the way we do things, as much as the results we want to attain – both on and off the field. The lasting long-term economic and social benefits being created by the Club for its community are therefore fundamental to how we view our progress. We understand the significance of the ongoing direct and indirect impact to the Manchester and North West economies of a business that generates £700 million in annual revenues, and it is a responsibility that we take incredibly seriously.

The commercial momentum that now underpins the Club has always been built through innovation and ambition. The 2022-23 season saw us break new commercial thresholds in dramatic ways. Retail sales saw 85% year-on-year growth; by the end of the season the Club's social media accounts had a total of 132 million followers – with the Club's main social accounts facilitating almost 7 billion video views; and significant new commercial partners joined the City family, and existing partners renewed, making our global reach bigger than ever. These are the kind of commercial performances that helped Manchester City to be named as the most valuable football club brand in the world by the Brand Finance Football 50 report.

In the aftermath of the UEFA Champions League win in Turkey and the completion of 'The Treble' the question I was asked most often, was 'How do you top that?'

The answer is by doubling down on the proven philosophies and practices that have brought us this success and to challenge ourselves to continue to constantly innovate in order to achieve new levels of performance both on and off the field.

We will continue to question all the industry norms, we will evaluate our successes and learn from any failures. We will not be afraid to set new goals and develop new strategies that deliver for our Club, its communities and stakeholders and especially for the fans.

Success today simply means further investment for tomorrow. Our financial health and on field success mean everyone connected to Manchester City can look forward to the future with excitement. Our collective achievements give me huge confidence that together we can accomplish even more in the years to come.



**CEO'S
STATEMENT**

Winning the Treble – the Champions League (for the first time), the Premier League (the third title in a row) and the FA Cup. Achieving record revenues and record profits. Winning the Ballon d’Or for best Men’s Club of the Year and being named the most valuable football club brand in the world. We can certainly say that the 2022-23 season was the best in the history of Manchester City.

We usually never stop, but on a moment like this, we paused and took a moment to acknowledge the achievements and celebrate with our people, in Manchester, and all over the world.

Dreams became reality thanks to the amazing players and coaches we have, led by Pep Guardiola and Txiki Begiristain, but also thanks to a lot of people working very hard, and for a long period of time. Consistent results have been obtained thanks to more than a decade of intense work by everyone at Manchester City.

We always had the support and guidance of His Highness Sheikh Mansour and our shareholders. These, together with the leadership of our Chairman Khaldoon Al Mubarak and the Board, the hard work of our staff and the support of our incredible fans, have all contributed to our achievements.

Manchester City’s success went beyond our men’s first team and their Treble triumph. The EDS won the Premier League 2 and the U18s won the Premier League National League. In an incredible and unprecedented achievement, all three of Manchester City men’s teams from the first team to EDS and the U18s, won their respective leagues for the third year in a row.

Alongside our men’s team, our women’s team continues to develop and grow, and although the season ended without a trophy, we know that the team is headed in the right direction.

We always strive to offer “beautiful football” to the world, winning and playing in a way that entertains and inspires. This season, our football attracted more and more fans and helped us to continue to grow as a Club in every area.

We sold more than one million tickets, seeing our fans fill the Etihad Stadium at nearly every game. Internationally, the number of Official Cityzens Members grew by 210%, our total engagements on social media were up 87%, retail sales were up over 85% and our broadcasting revenue set a new record. Our family of commercial partners continued to grow and play a very important part in the success we achieved together.

All together, we achieved record revenues of £712.8 million, nearly £100 million more than the previous season, along with record profits of £80.4 million, that will allow us to continue to invest and grow.

The great achievements of this season will not make us complacent, that is for sure, but instead we see them as part of a journey that continues. There are many challenges and opportunities ahead of us and we are as excited and eager to meet them as ever, creating more memorable moments for our fans.



I ❤️ CITY

**OUR
TEAMS**

WINNERS

UEFA CHAMPIONS LEAGUE 2022/2023



**MEN'S
TEAM**

Men's team

Even by their own high standards 2022-23 was an extraordinary season for Manchester City's men's team – the best season in the Club's history.

The team engraved its name in history with the Treble as they won a first UEFA Champions League, a third successive Premier League title – a fifth in six years – and a seventh FA Cup.

In all, City has now secured 17 trophies in a decade of continuous improvement.

The season yielded a win percentage in excess of 72% in all competitions, no fewer than 27 clean sheets, and from February onwards an unbeaten run of 25 games that led to an era-defining end of season trophy haul.

Success was achieved in the style with which City have become synonymous, as the team averaged 63.6% ball possession over the near 11-month campaign and scored 151 goals in all competitions, at an average just shy of 2.5 goals per game.

Striker Erling Haaland, in his first season with the Club, was the man responsible for more than one-third of those goals as he marked his arrival with a string of record achievements.

The young Norwegian set new bests for the most goals by a Premier League player in all competitions in a single season with 52, and the most goals in a single Premier League campaign with 36.

Unsurprisingly, Haaland – whose haul included successive hat-tricks in three home Premier League games and 12 strikes in the UEFA Champions League – claimed the Golden Boot in those respective competitions.

His goal against Borussia Dortmund was selected by UEFA's Technical Observer Panel as their Champions League Goal of the Season. He was also voted UEFA Men's Player of the Year.

Despite these scoring feats, City's success was far from a one-man show.

Haaland himself owed a big thank you to midfielder Kevin De Bruyne, who registered 28 assists in all competitions, while creating 137 chances in his appearances over the season.

The Belgian's tally of 16 assists in the Premier League saw him deservedly win the Playmaker of the Year award and his total of seven assists in the UEFA Champions League was the most in the competition.

No fewer than seven of Pep Guardiola's all-conquering side were named in UEFA's Champions League Team of the Season which featured Kyle Walker, Rúben Dias, John Stones, De Bruyne, Rodri, Bernardo Silva, and Haaland.

That was almost replicated on the domestic front with Stones, Dias, De Bruyne, Rodri, and Haaland all listed in the Professional Footballers' Association (PFA) Premier League Team of the Year, and Haaland also winning the PFA Men's Players' Player of the Year award.

In addition, 16 City players featured in the World Cup – more than any other Premier League club – and Argentina's Julian Álvarez emerged a World Cup winner.

The man leading City, Guardiola, was named Manager of the Year by the League Managers' Association in England and clinched his own treble by also becoming Premier League Manager of the Season and UEFA Men's Coach of the Year.

When Phil Foden scored in the 3-0 win over West Ham United in May it was the 1,000th City first team goal under Guardiola's stewardship. The milestone arrived in just 404 games (150 quicker than the previous best) at an average of 2.5 goals per game.

At the end of the historic campaign, with so much to celebrate, there were some emotional goodbyes with players departing.

Captain İlkay Gündoğan, Riyad Mahrez and Aymeric Laporte all left a glorious legacy, helping City to win a whole host of trophies during their time with the Club, etching their names into the history books and the hearts of City fans all over the world.

CHAMPIONS

WINNERS

WINNERS

QUARTER-FINALISTS

2022-23 At a glance: Men

Manchester City won the Treble for the first time in the Club's history



PREMIER LEAGUE

CHAMPIONS LEAGUE

FA CUP

CARABAO CUP

Most goals by an English top-flight team in all competitions

Our goals tally this season across all competitions was the third-highest ever by a top-flight team. Remarkably, the top five rankings are all held by City.

TEAM	SEASON	GOALS SCORED
MANCHESTER CITY	2018-19	169
MANCHESTER CITY	2013-14	156
MANCHESTER CITY	2022-23	151
MANCHESTER CITY	2021-22	150
MANCHESTER CITY	2019-20	149

Source:

Player accolades

Premier League and UEFA Champions League Golden Boot winner

Premier League Player of the Season and Young Player of the Season

Record 36 goals in a single Premier League campaign

Record 52 goals in all competitions in a single season by a Premier League player

The only Premier League player with an average of more than one goal for every 90 minutes of play (min 20 goals)

Six hat-tricks in all competitions As many as every other Premier League player combined

Football Writers' Association Footballer of the Year

PFA Players' Player of the Year and Premier League Team of the Year

UEFA Men's Player of the Year



Erling Haaland

Source: Premier League, PFA, UEFA, Football Writers' Association

17,532m covered by successful passes in open play in the Premier League The biggest total distance for any goalkeeper



Ederson

Top speed of 37.31 km/hour away to Everton The highest recorded top speed of any player in the Premier League



Kyle Walker

93.2% pass completion rate

The second-highest for any player in the Premier League (min 500 passes), just behind Manuel Akanji

**PFA Premier League
Team of the Year**



John Stones

Completed 27.4 forward passes per 90 minutes in the Premier League

The most of any player



Nathan Aké

93.3% pass completion rate

The highest for any player in the Premier League to attempt at least 500 passes



Manuel Akanji

Scored opening FA Cup final goal for Manchester City after 12 seconds

The fastest ever goal scored in an FA Cup final, beating Louis Saha's strike after 25 seconds in 2009



İlkay Gündoğan

Carried the ball 320m per 90 minutes in the Premier League
The most of any player



Jack Grealish

4,068 passes completed
The most of any Premier League player in all competitions

466 times regained possession of the ball The most of any Premier League player in all competitions

PFA Premier League Team of the Year



Rodri

28 assists in all competitions
Eight more than any other player from Europe's top five leagues

Premier League Playmaker of the Season With 16 assists, four more than the second-placed player

PFA Premier League Team of the Year



Kevin De Bruyne

Covered 11.8km per 90 minutes in the Premier League The most of any Manchester City player and the third-highest in the Premier League amongst players with at least 2,000 minutes



Bernardo Silva

Made 11.5 off-ball runs into the opposition penalty area per 90 minutes in the Premier League

The most of any player who wasn't used as a centre-forward



Phil Foden

Applied 21.7 high pressures in the final third per 90 minutes in the Champions League

The most of any player in the competition



Julián Álvarez

44.9 successful passes per 90 minutes The most of any winger in the Premier League

Scored first ever FA Cup semi-final hat-trick at Wembley Stadium

And first in the semi-final of the competition overall since 1958



Riyad Mahrez

Made 93 clearances and 23 blocks in all competitions

The highest figures for any Manchester City player

PFA Premier League Team of the Year



Rúben Dias

TREBLE



WINNERS

2022/23

Source: Premier League, UEFA



72%

WIN RATIO IN ALL COMPETITIONS
WITH 44 WINS IN 61 GAMES



63.6%

BALL POSSESSION ACROSS ALL GAMES



151

GOALS IN ALL COMPETITIONS



27

CLEAN SHEETS IN ALL COMPETITIONS

Erling
Haaland



50

GOALS

FIRST PLAYER TO SCORE 50 GOALS IN
ALL COMPETITIONS SINCE 1931



Riyad
Mahrez

SCORED FIRST FA CUP SEMI-FINAL
HAT-TRICK SINCE 1958



28

PREMIER LEAGUE WINS



25

CONSECUTIVE GAMES UNBEATEN
BETWEEN FEBRUARY AND MAY



32 GOALS

LEADING GOAL SCORERS IN THE
UEFA CHAMPIONS LEAGUE

Source: Premier League, UEFA



136

BLOCKS



812

TACKLES



2673

DUELS

WON ACROSS ALL COMPETITIONS

Source: Premier League, UEFA



UNBEATEN

IN UEFA CHAMPIONS LEAGUE AND FA CUP

Source: Premier League, UEFA



WOMEN'S TEAM

Women's team

High amongst the positives during a season of change on the pitch was the sizeable increase in the average attendances for all women's games at the Joie Stadium.

The figure of 3,555 was up 84% compared to the 2021-22 season and reflected the continued rise in popularity in the women's game with City in the vanguard.

The derby against neighbours Manchester United in December 2022 saw 44,259 attend the Etihad Stadium, a rise in excess of 13,000 from the previous meeting between the two local rivals at the venue. The crowd figure represented a new Club record.

City also set a new best for the Club with a total of 1,400 season tickets sold for the campaign.

There were some outstanding individual milestones recorded over the season, with fans witnessing a number of sterling performances. Ultimately, though, they resulted in a fourth place finish in what was probably the most competitive Barclay's Women's Super League on record.

City reached the FA Women's Continental Tyres League Cup semi-finals and the Vitality Women's FA Cup quarter-finals. Sadly, they lost out in the UEFA Women's Champions League first qualifying round to Real Madrid.

After a slow start to the season, City were unbeaten in the Women's Super League from the end of September through to April, spanning 14 games with 12 wins and two draws. During that spell, the team scored 31 goals and conceded just eight.

Leading the way on the pitch was Jamaican star striker Bunny Shaw who became the record goal scorer in a single season for the women's team with a prolific 31 goals in 30 appearances in all competitions.

Shaw was one of no fewer than 14 City players called up to represent their homelands at the FIFA Women's World Cup in Australia and New Zealand this summer.

Six of those players – more than any other Women's Super League team – were in the England squad that reached the final. Alex Greenwood, Lauren Hemp and Chloe Kelly all featured in the World Cup final that England narrowly lost 1-0 to winners Spain.

Back home there were some notable milestones with City's 100th win at the Joie Stadium recorded in the 2-0 victory over eventual league champions Chelsea.

Manager Gareth Taylor, who signed a new one-year deal at the end of the campaign, also reached a century of matches in charge of the team and celebrated the landmark in style with a 3-1 win over Tottenham Hotspur.

Taylor's team played an attractive possession-based passing style, showing composure with the ball, averaging 61.6% possession throughout the season – the second highest in the league.

In terms of individuals, Greenwood completed the most passes of any player in the Women's Super League in 2022-23, finding a teammate 1,441 times from 1,676 total pass attempts. She also progressed the ball a total of 2,102 metres with her carries, the most of any central defender.

Greenwood made it into the PFA Women's Super League Team of the Year alongside City teammates Yui Hasegawa and Shaw.

In addition, Shaw pocketed three individual awards, with two Women's Super League Player of the Month trophies and one PFA Player of the Month award. Laura Coombs, Hemp and Kelly bagged one award each, with Coombs and Hemp winning PFA Player of the Month and Kelly winning Women's Super League Player of the Month.

FOURTH PLACE

SEMI-FINALISTS

QUARTER-FINALISTS

FIRST QUALIFYING
ROUND

2022-23 At a glance: Women

The women's team reached the FA Women's Continental Tyres League Cup semi-finals and the Vitality Women's FA Cup quarter-finals.



FA WSL

CONTINENTAL
TYRES CUP

FA CUP

CHAMPIONS LEAGUE

Player accolades

31 goals in 30 appearances across all competitions in a single season

A new Club record

Barclays WSL Player of the Month for October and March

PFA Player of the Month for January

PFA WSL Team of the Year



Bunny Shaw

Source: Manchester City, Premier League, PFA



Completed 89% of passes from 1126 attempts

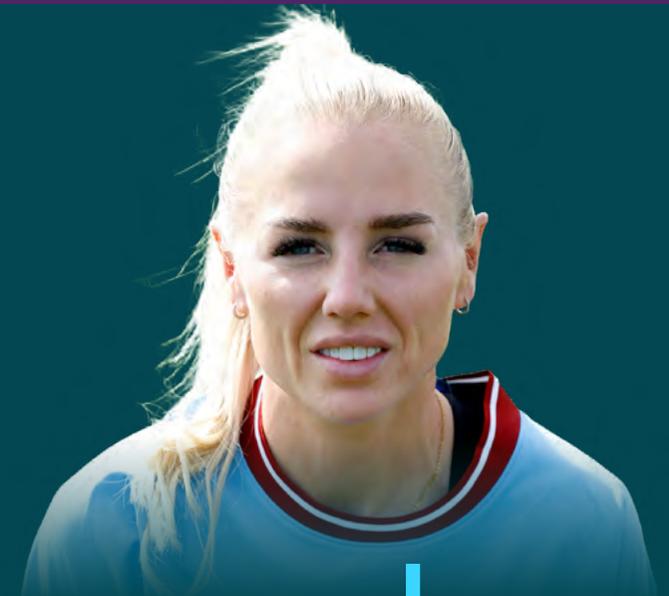
PFA WSL Team of the Year



Yui Hasegawa

Completed the most passes of any player finding a teammate 1,441 times

PFA WSL Team of the Year



Alex Greenwood



YOUTH TEAMS

Youth teams

This season City set new records as the Club won Premier League titles at first team, Elite Development Squad (EDS) and Under 18s level all in the same season for an astonishing third consecutive year.

And, those in the younger age groups had the inspiration of seeing fellow graduates progress into the first team squad and straight into Pep Guardiola's plans.

Hot on the heels of Phil Foden was Rico Lewis, who quickly established himself at senior level by scoring a goal in his first UEFA Champions League game. That goal saw him break the previous record to become the youngest player in UEFA Champions League history to score on his first start in the competition, at the age of 17 years and 346 days.

Lewis also became the youngest Englishman – at 18 years and 37 days – to start a Premier League game for City since Micah Richards in May 2006.

In completing their hat-trick of titles in Premier League 2, the EDS amassed 18 wins from 26 games and scored 80 goals.

There were triumphs right across the Academy as the Under 18s side won the Premier League National with a 2-1 extra time victory over West Ham United in the showpiece final at the Etihad Stadium. This added to their Premier League North success.

The Under 16s were the Premier League National Cup winners, the Under 13s captured the Premier League Fives and the Under 12s team were treble Premier League competition winners as they won the National Cup, the Powerplay Futsal title and the Truce Tournament North.

Local talent

City has firmly and deliberately adopted an approach to its Academy that blends both global and local talent with a particular focus on finding and developing players from within the Greater Manchester community.

The Club is particularly proud that 67% of its Academy currently comes from the Greater Manchester area.

And, it's not just the football ability that is nurtured, with personal individual development and academic performance also a high priority for the Club.

City ran a total of 215 personal development sessions for players from the Under 9s right up to the EDS over the season. Personal development sessions prepare players for life away from the pitch, supporting them to manage a lifestyle that prioritises optimal performance as well as preparing them for living independently. Sessions included career mornings for Under 15s and Under 16s.

A ground-breaking alumni programme was also launched this season in the form of a ten-year care package that provides players with access to support, expertise and guidance which is made available to Academy players who leave City post scholarship.

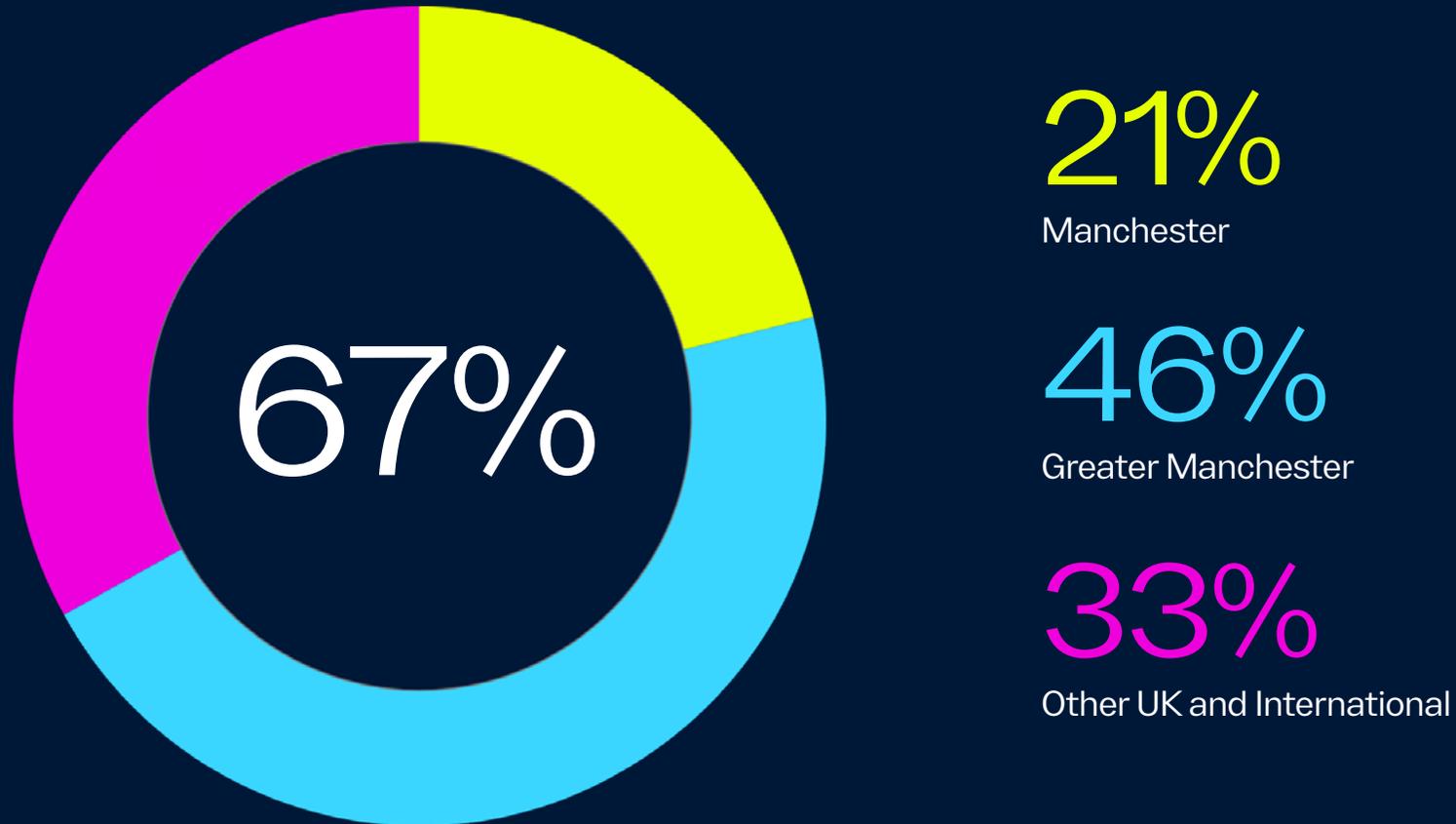
There are five pillars to the alumni strategy, comprising: training and education, mental health and wellbeing, connections and relationships, football and career advice, as well as jobs and work experience. The programme has been put in place to provide guidance and ongoing care and assistance for players, so that they can continue to thrive whether they are inside or outside of football.

2022–23 At a glance: Youth teams

EDS	U18	U16	U13	U12	U11	U10	U9
WINNERS	WINNERS	WINNERS	WINNERS	WINNERS	WINNERS	WINNERS	WINNERS
PREMIER LEAGUE 2 DIVISION 1	PREMIER LEAGUE NORTH LEAGUE PREMIER LEAGUE NATIONAL LEAGUE	PREMIER LEAGUE NATIONAL CUP	PREMIER LEAGUE FIVES	PREMIER LEAGUE NATIONAL CUP PREMIER LEAGUE POWERPLAY FUTSAL PREMIER LEAGUE TRUCE TOURNAMENT NORTH	PREMIER LEAGUE POWERPLAY FUTSAL PREMIER LEAGUE FIVES PREMIER LEAGUE FUTSAL FINALS	PREMIER LEAGUE POWERPLAY FUTSAL	PREMIER LEAGUE POWERPLAY FUTSAL PREMIER LEAGUE FUTSAL

Made in Manchester

Of the 199 players in the Academy in 2022-23 (from U9s up to U23s), 67% are local



School report

Educational achievements of the Academy players

72

Number of boys on the Full Time Training Model at St Bede's College and Barlow RC High School

83%

GCSE pass rate across full cohort of players

100%

BTEC results were on or above the target grades

14

Players who have completed their Duke of Edinburgh Bronze Award in the last year, with a further three boys awarded a certificate of achievement



**OUR
CITYZENS**



MATCHDAY

Matchday

Innovation and entertainment on the pitch at City was mirrored in the matchday offering, fired by a determination that every game be treated as a memorable event.

With an average attendance of 53,249 in the Premier League and more than one million tickets sold over the 19 home games, there was a huge audience to delight and engage.

As part of its ongoing commitment to enhance the matchday experience for fans, the Club unveiled a redesigned concourse area in the South Stand of the Etihad Stadium at the start of the season, creating multiple spaces for fans to meet, eat and drink prior to kick-off.

Alongside the concourse area, the Club launched a new bar in Level 2 of the East Stand. 'Kits' offered fans an opportunity to enjoy their matchday in a contemporary styled sports bar adorned with some of City's best-known and popular historical shirts and has proved to be extremely popular with fans of all ages.

A number of special moments were created at specific matches throughout the season which were recognised by fans in Club surveys, showing that overall matchday satisfaction improved from 8.4 out of 10 last season to 8.6 out of 10 this season.

New LED screens and improved PA systems were installed, and fresh on-stage competitions were devised for City Square. The Man City Kids Fanzone was also delivered at every weekend men's home game.

Alongside the Fanzone activities, a junior fan was selected at every game to be on the Blue Carpet as a surprise to make their matchday extra special. These lucky fans also had the chance to greet the full squad outside of the dressing room before kick-off.

For the Club's semi-final in the UEFA Champions League at home to Real Madrid, hand-held flags were placed on every seat across the stadium creating an iconic blue and white display. The Club's hugely popular light shows returned this season and took place at mid-week evening games in the UEFA Champions League and FA Cup.

Reaching the final of the UEFA Champions League in Istanbul provided the Club with an opportunity to create a dedicated screening experience in Manchester at Depot Mayfield. The event welcomed 6,000 fans who were all able to watch the historic moment together.

The Etihad Stadium itself received recognition when it was included in the UK and Ireland Football Association's formal bid to host UEFA EURO 2028. Now the proposals have been approved by UEFA, the Etihad Stadium will be one of ten stadiums to host the competition and the sole Manchester venue.

Developing a best-in-class fan experience and year-round entertainment and leisure destination at the Etihad Stadium

This season the Club announced its intention to develop a best-in-class fan experience and year-round entertainment and leisure destination at the Etihad Stadium.

As part of the Club's fan and community consultation which took place in February and March, fans were asked for their views and feedback. This feedback then helped the Club to shape its final plans before submitting a full planning application to Manchester City Council, which was subsequently approved.

The Club's plans include several connected all-weather facilities, fully integrated into the stadium, centred around an expanded North Stand. There will be one larger, single upper tier above the existing lower tier, increasing capacity to over 60,000.

Above the upper tier there will be a sky bar with views overlooking the pitch as well as a stadium roof walk experience.

A covered City Square fan zone, with capacity for 3,000 people and a wide variety of food and drink outlets, a new club shop, museum, workspace and a 400-bed hotel, will all be constructed as part of the development.

Main construction works will commence on-site towards the end of the calendar year, which will mean the North Stand itself will be complete and open during the 2025-26 football season.

The hotel, workspace and public realm works, including City Square, will subsequently complete by late 2026.

The Club's development represents over £300 million of investment into East Manchester and the creation of 2,600 jobs, prioritised for people from Greater Manchester.



Etihad Stadium

53,249 99% 8.6/10

Average Premier League home attendance at the Etihad Stadium

Occupancy rate for Premier League games

Fans attending games at the Etihad Stadium rated their overall matchday



MEMBERSHIP & SUPPORTERS CLUBS

Membership and supporters clubs

Following fantastic performances on the pitch and building on the momentum from previous seasons, the Club saw unprecedented global growth in new Cityzens Official Members.

The number of members in the scheme, which helps fans access match tickets, almost doubled, and internationally, City witnessed an exponential rise with numbers up 210% over the previous season.

There was also a 99% renewal rate for Season Ticket Members for the 2023-24 season.

In addition to matchday tickets, membership offers fans the chance to get closer to the Club they love, and over the season the team at City continued to find even more ways to create memorable moments.

Competition winners enjoyed meet and greets with stars Jack Grealish, Erling Haaland and a host of other first team players. For the Treble celebrations in Manchester, one lucky family arrived at the parade on the local Metrolink tram with Pep Guardiola, the team and the trophies. Other winning members joined the celebrations on one of City's open top buses which journeyed through the packed streets.

For those members further afield, there were a whole host of opportunities to engage with the Club too.

In the build-up to the triumphant Treble-winning weeks of May and June, millions of fans engaged with the Club, with record numbers entering competitions and creating unique personalised content, such as trophy selfie photos, social media celebration pictures and virtual tickets for the Champions League final.

This season was the first since 2019 that the Trophy Tour returned – following a hiatus caused by the global COVID-19 pandemic – and it incorporated visits to countries including South Africa, Mexico, France, Norway, Germany and Japan – bringing the Club closer to its international fans.

City's first pre-season tour following the pandemic took place in July 2022 in the USA and proved one of the Club's most successful to date with games against Club America in Houston and Bayern Munich, the latter in front of a sold-out crowd at the iconic Lambeau Field, Green Bay, Wisconsin.

Official Supporters Clubs

Away from the Club's other membership offerings, the Official Supporters Club (OSC) grew considerably this season. The OSC now has more than 350 branches worldwide, with year-on-year member growth standing at 33%.

The past season saw 34 new OSC branches formed around the world from 21 different territories, 12 of which are countries new to the OSC including Cuba, Germany, and Peru. City fans also re-established branches in Indonesia and Thailand.

Locally, City hosted a special season opener event for UK-based OSC members, at which over 100 long-standing City fans were invited to the City Football Academy for a pre-match hospitality event.

To mark the Club's appearance in the Champions League final all OSC branches received a commemorative branch pack. Alongside the gift, a Champions League digital map was created so that OSC branches could post details of their events to connect with fellow fans, with 146 branches choosing to do so.

Membership growth and renewal

88%

Growth in Official
Citizens Membership

89%

Growth in Junior
Membership

99%

Season Ticket
Membership renewal rate

Manchester City Official Supporters Clubs around the world

350+ 76

OFFICIAL SUPPORTERS CLUBS

COUNTRIES

ATV



MEDIA

Media

Entertaining fans across the world through digital channels is a core part of the Club's approach to fan engagement. This season, with the introduction of City Studios, a unique, world-class content hub at the heart of City Football Academy, the Club broadened its output through video via social media, its website and app.

Focusing on creativity and production expertise, City Studios' purpose-built content hub, Studio 1, has revolutionised the way video is produced at the Club, leading to improvements in the quality of output with long-form video and live programming boosting viewing figures.

City's Matchday Live shows have continued to evolve and progress, with top guest pundits employed for every men's first team game along with live commentary.

Games regularly draw 1.4 million views with the Club's show for the UEFA Champions League final against Inter Milan in Istanbul attracting 6.2 million.

In addition, the number of subscribers being added after each game was double the previous year's tally. Again showing the ongoing and growing interest from fans in engaging with the Club's content.

More widely, the Club had almost 25 million average monthly active users, the highest of all major European football teams on YouTube this season.

Long-form content has enjoyed a boom with a steady stream of well-crafted documentaries coming out of City Studios.

A wide variety of subjects were covered during the season, including: Together Champions Again (a seven part series); Rehab to the World Cup: Our Three Lions; Laporte ABC; The Riyadh Mahrez Story; and Feed the Goat, a documentary on former striker Shaun Goater.

As the Club's popularity has continued to grow, so too has the interest in Manchester City's Official App with downloads almost doubling compared to the previous season.

Growth on social media

City achieved impressive numbers with a widening of audiences on every platform.

Total engagements (measured as likes, shares, comments) across the four main platforms – Instagram, Facebook, X (formerly Twitter) and TikTok – were up by 87% on the previous season.

The standout highlight was Instagram Reels, which drew the highest number of engagements with 372 million (up 156% year-on-year), followed by TikTok, with 257 million (up 226% year-on-year) and X, with 158 million (up 69% year-on-year).

At the end of the season, City's main social media accounts had a total of 132 million followers, enabling fans around the world to keep up to date with the latest news and content from their Club.

In terms of followers, Instagram was the most popular social platform with 46.3 million (up 41%), followed by Facebook 42.9 million (up 5%), TikTok 20.1 million (up 147%), and X 16.4 million (up 28%). YouTube subscribers grew to 6.4 million (up 43%).

Video views on Manchester City's main social accounts increased to 6.9 billion (up 107% year-on-year).

TV broadcast

Growing global interest in City was reflected in another best-ever year for TV viewing figures, with City the most watched team in Europe when including both domestic and European games.

Across all competitions, City's total audience reached a new club record of 786 million, 28% higher than in the 2021-22 season, with the women's team contributing 5 million viewers towards this total.

No fewer than five of the six most viewed Premier League games in the past four seasons have now featured Pep Guardiola's side.

The average live UK audience of City games stood at 2 million, a 14% rise year-on-year.

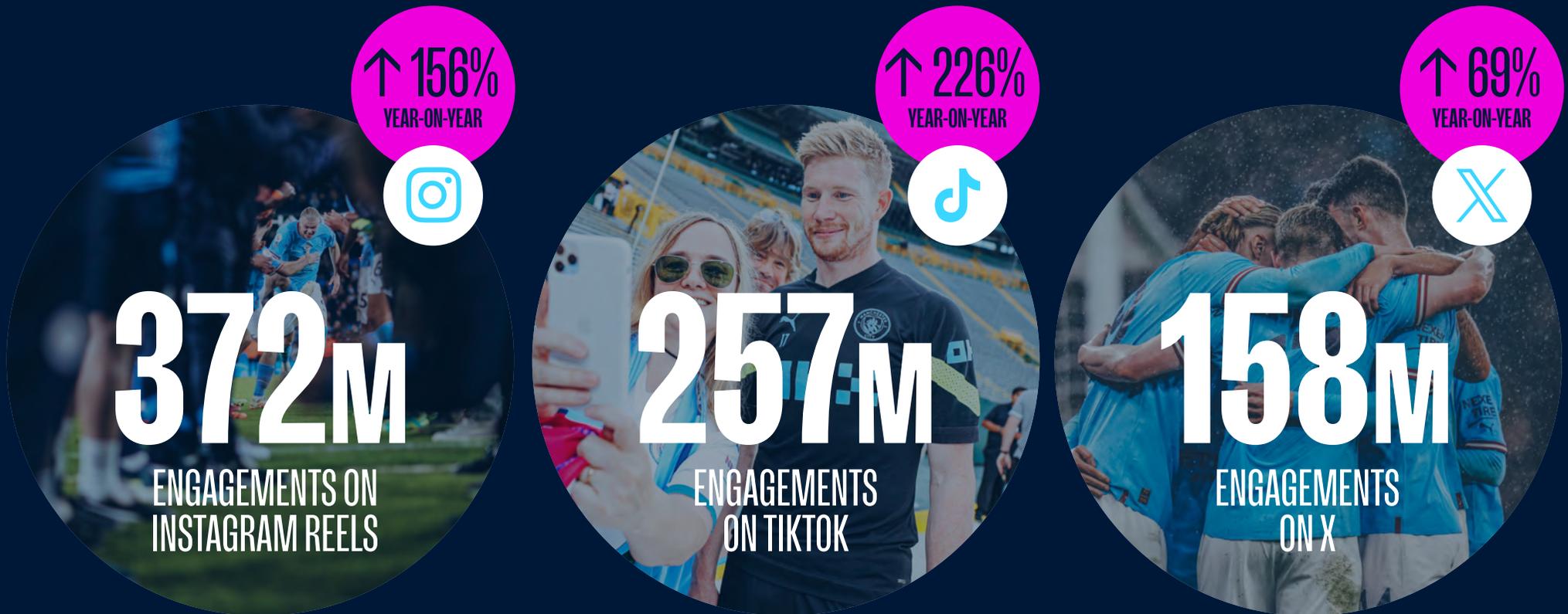
Engagement on social media

Total engagements (likes, shares, comments) across platforms up by 87% in 2022-23



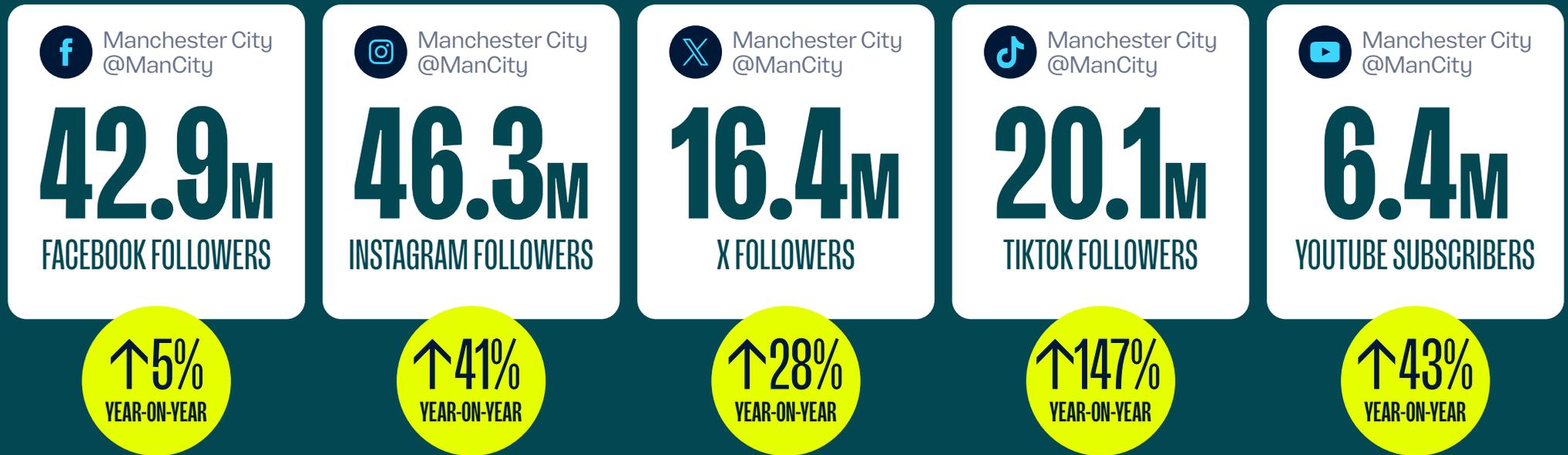
Engagement on social media

Strong increase in engagements across Instagram, TikTok and X



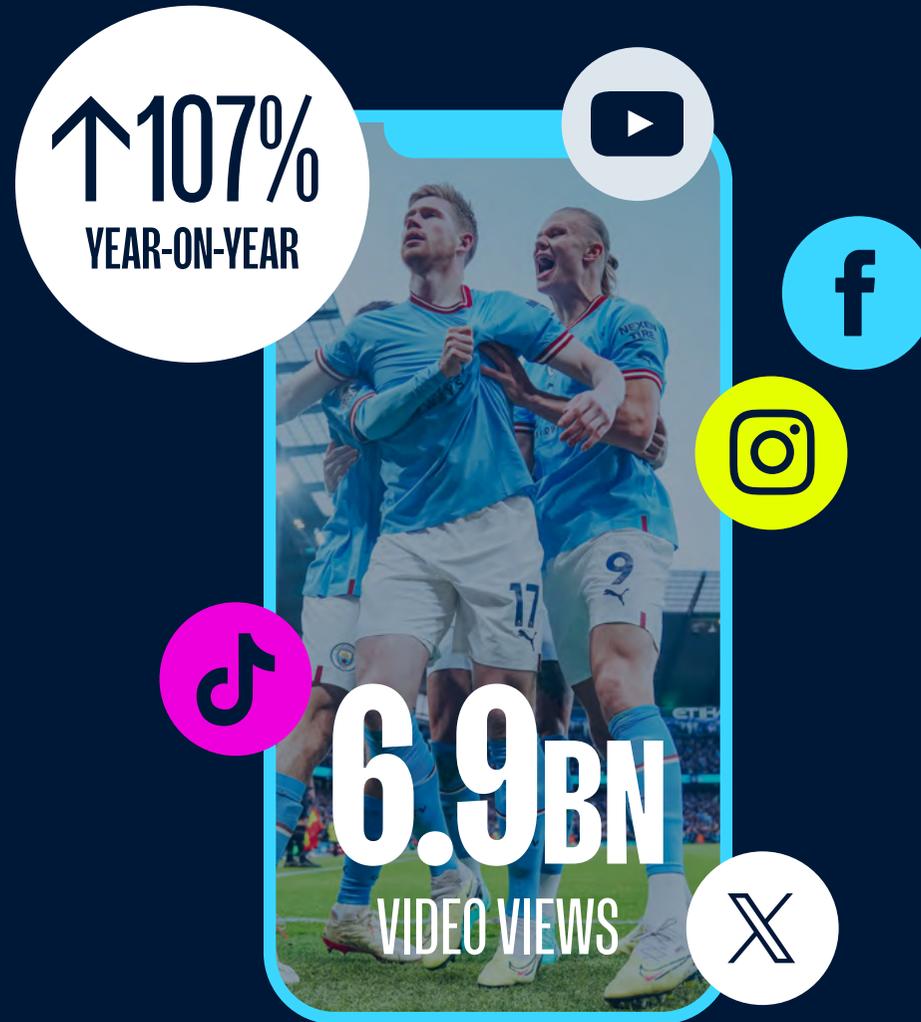
Followers on social media

132m followers across Manchester City's main social media accounts in 2022-23



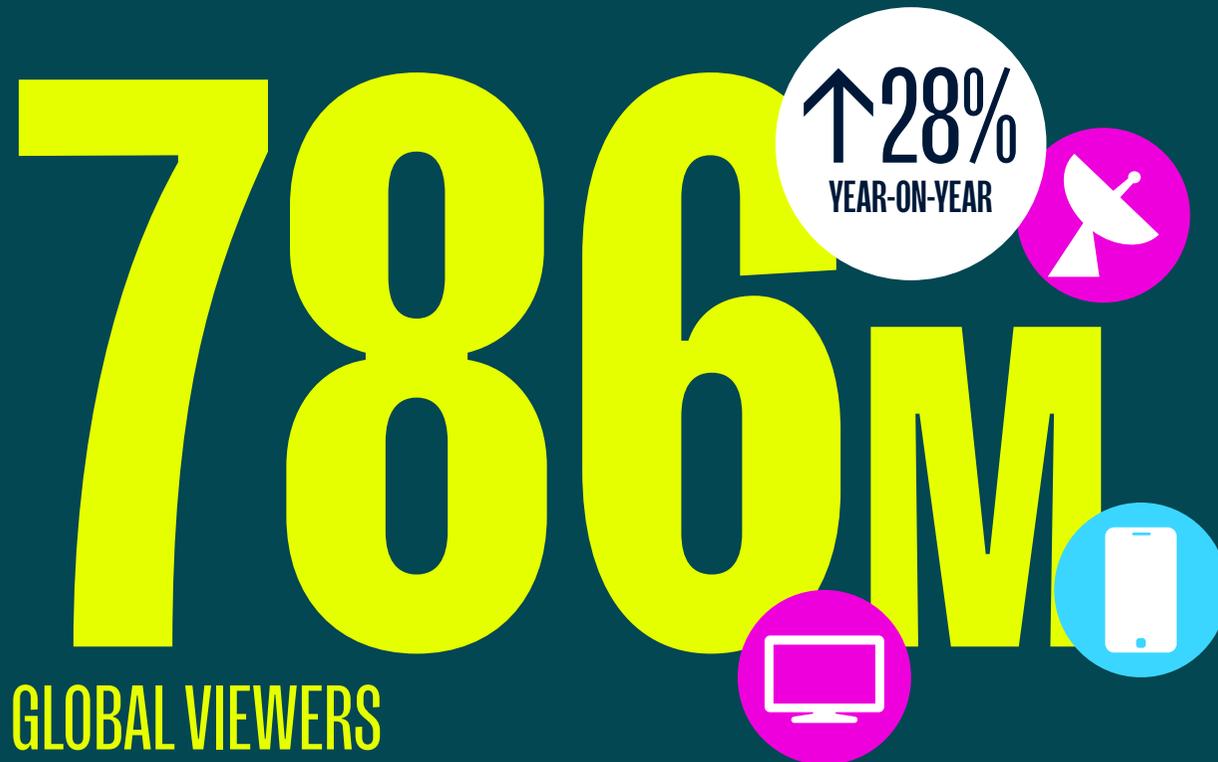
Video views

Video views on Manchester City's main social accounts increased to over 6.9bn



City on TV

Viewers of games featuring Manchester City on television in 2022-23



Note: viewing figures include live games, delayed/repeat broadcasts and highlights

ACROSS ALL COMPETITIONS, CITY'S TOTAL TV AUDIENCE FOR BOTH ITS MEN'S AND WOMEN'S TEAMS WAS 786 MILLION, 28% HIGHER THAN THE 2021-22 FIGURE AND A NEW CLUB RECORD



OUR
COMMUNITY



CITY IN THE COMMUNITY

City in the community

Manchester City's charity, City in the Community (CITC) has been in existence for over 35 years and plays an integral role across the Greater Manchester area to empower healthier lives through football, benefiting tens of thousands of participants each year.

Over the course of CITC's year, the charity delivered a total of 17 programmes – which placed physical and mental wellbeing at their core – to over 18,000 people. With an average contact time of 22 hours per participant, these programmes delivered a tangible, meaningful impact through sustained quality contact time.

With a broader aim of creating healthy futures and healthy communities, it's not just CITC's programmes that make a difference but the charity's ongoing engagement to support each individual they work with. As a result of this work, a significant number of participants achieved a range of qualifications as part of their own development – with 649 qualifications gained in total.

One of the participants who has benefitted from CITC's work is Tom Odell, who was selected for the "City Inspires" programme because of his challenging behaviour and truancy from school.

City Inspires is designed to connect with secondary school learners who are at risk of not reaching their potential, and to support them through the education system and early adulthood.

Tom spent two years on the programme after enrolling as a 15-year-old, during which time he re-engaged with school and left with excellent GCSEs, before completing CITC's BTEC course and accepting a scholarship onto the bespoke Community Football Coaching degree course jointly delivered by CITC and Manchester Metropolitan University. Following Tom's fantastic turn around, he joined CITC as a part-time member of staff and is now working with young adults in schools across Manchester to pass on the benefits of his experiences.

Thank you Alex Williams

At the end of the 2022-23 season, after an incredible 33 years of service, former player and founder of CITC, Alex Williams MBE, took well-deserved retirement.

Born in Moss Side, Manchester, Alex not only played for Manchester City – making 125 appearances between 1980 and 1986 – but also devoted over three decades to improving the lives of people in Greater Manchester through his work at CITC. His tireless contribution helped shape the charity into one of the largest and most impactful football foundations in the country today.

For the past 12 years, Alex has held the position of CITC Ambassador and has continued to play an active role in supporting the development of various programmes and initiatives that the charity delivers. He was a constant visible presence across Greater Manchester promoting CITC's work.

To honour Alex and thank him for his commitment and dedication, the Club was incredibly proud to unveil the renamed 'Alex Williams MBE Community Pitch' in celebration of the positive impact Alex has had and the legacy his work has left behind for so many people.

Known for its bright blue colour, the chosen pitch was already home to many of CITC's football programmes and is now a further symbol of Alex's commitment to the community and his work in pioneering the Club's vision to empowering better lives through football.

Prior to the pitch unveiling, Alex played a leading role in the Premier League celebrations in May, carrying the trophy out to the pitch just moments before the players, led by Captain İlkay Gündoğan, lifted it in front of the Club's cheering fans at the Etihad Stadium.



CITC outcomes

CITC delivers its programmes to thousands of people across Greater Manchester

18,000+

People engaged across
Greater Manchester

17 **22**

Programmes
delivered by CITC

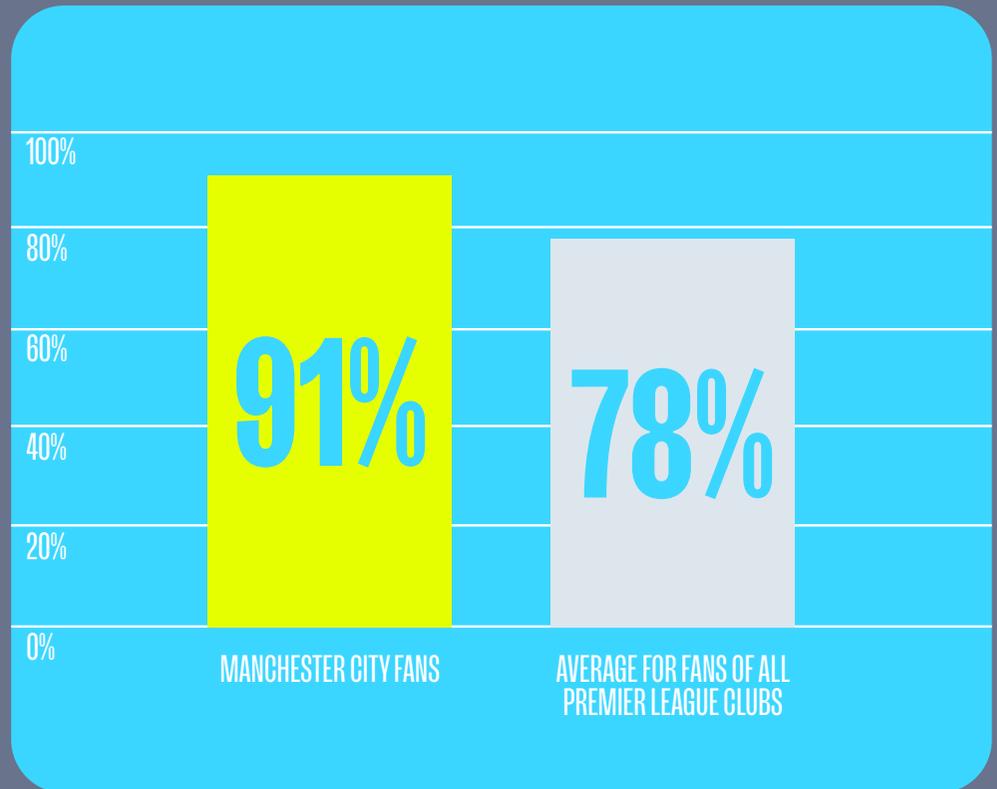
Average hours of contact
time per participant

Fan appreciation of community initiatives

Manchester City fans have a high awareness and appreciation of the Club's community work

PROPORTION OF FANS WHO AGREE:

**My club already
makes a significant
contribution to the
local community**





GLOBAL COMMUNITIES

Global communities

Over the course of the 2022-23 season the quest to improve lives through football continued apace with 14,430 participants engaging in programmes through the Club's global community work alongside the launch of a new charity initiative, Healthy Goals.

Healthy Goals focused on the creation and refurbishment of community football spaces to deliver youth-led projects, uplifting the physical and mental health of young people across cities around the world, launching with two new community pitches in Manchester.

Alongside new initiatives, a number of long-standing projects continued to be delivered. This season the Club engaged 1,100 Young Leaders in 30 cities around the world, in line with its continued commitment to create lasting change in communities.

Water Heroes Academy

Together with Club partner, Xylem, there was an expansion of the Water Heroes Academy – a global initiative in ten cities using the power of football to tackle local water challenges.

The initiative continues to deliver demonstrable life changes having now engaged more than 200 Young Leaders over the past three years, providing vital water education to 12,000 young people.

This season, Buenos Aires, Cape Coast, Kuala Lumpur, Mexico City and Melbourne were welcomed into the network, taking part in a three-day digital water summit, connecting Young Leaders and Xylem experts to share learnings on tackling water challenges through football.

A fan-vote campaign was launched with thousands voting for the project that inspired them the most. Cape Coast was the top-voted project, with Young Leaders rewarded by winning the ultimate Manchester City experience, seeing İlkay Gündoğan lift the Premier League trophy after the final home game of the season against Chelsea.

Xylem Water Heroes Academy was also recognised at the UK Sponsorship Awards this season, winning the category 'Best Use of Sponsorship to Encourage Environmental Goals'.

Legend project visits

Former City playing legends were recruited to help promote and inspire the Club's various global community projects, and Argentine defender Pablo Zabaleta took the Premier League trophy along to the El Coyolito neighbourhood in Mexico City.

During the visit, City in the Community (CITC) coaches delivered training to 40 Young Leaders in Mexico City, sharing expertise and knowledge in leadership, community football and water, sanitation and hygiene (WASH).

Alongside this, a pitch at El Coyolito was also refurbished with the support from fans from the local Official Supporters Club in Mexico City.

Another former City star, Joleon Lescott, paid a special visit to one of the Club's projects in Ghana in February to help bring clean water access and vital water education to young people in local communities.

Lescott joined a dedicated team of Xylem employee volunteers and City fans, including those from the South Ghana Official Supporters Club, to build two new water filtration towers in Cape Coast. The towers will provide 1,800 people with access to clean water.

During the week, more than 35 young leaders from Play Soccer Ghana also received training from CITC coaches and delivered a football and water education festival for 100 local children.

Continued support for the British Red Cross

Following the devastating earthquakes in Turkey and Syria, the Club worked with the Red Cross to support its emergency fundraising appeal by holding a 'text to donate' at games this season. City offered the use of matchday platforms including pitch-side LED for the 'text to donate' graphic, encouraging fans both in stadium, and watching around the world, to consider supporting the cause.

This collaboration built on the Club's 'text to donate' campaign held in aid of Ukraine following the start of the war the previous year.



TOTAL FUNDING COMMITMENT BY CITY FOOTBALL GROUP
AND ITS PARTNERS TO DELIVER LIFE-CHANGING PROJECTS
AROUND THE WORLD SINCE ITS INCEPTION IN 2015



PROGRAMME PARTICIPANTS ENGAGED ACROSS
23 CITIES AROUND THE WORLD

Global community football projects

23 youth-led projects in cities around the world



1. Bandung
2. Bangalore
3. Barranquilla
4. Beijing
5. Buenos Aires
6. Cape Coast
7. Cape Town
8. Chicago
9. Guangzhou
10. Kilifi
11. Kolkata
12. Kuala Lumpur

13. Los Angeles
14. Manchester
15. Melbourne
16. Mexico City
17. Montevideo
18. Mumbai
19. New York City
20. Philadelphia
21. São Paulo
22. Shanghai
23. Washington DC



EQUALITY, DIVERSITY & INCLUSION

Equality, diversity and inclusion

Equality, diversity and inclusion remains a hugely important pillar of Manchester City's year-round work.

New initiatives ran alongside long-established schemes as the Club again worked with industry-leading organisations and colleagues across the business to continue to build an inclusive environment for its staff, fans and the wider community.

As part of the Club's continued commitment to this area of work, it was awarded the advanced level of the Premier League Equality, Diversity and Inclusion Standard for the second time.

The Premier League's independent panel strongly commended the leadership shown by the Club and its senior leaders in driving forward equality, diversity and inclusion.

Disability

This season, City collaborated with "Field of Vision" – a company that creates devices to enhance the experience of attending football games for blind and partially-sighted fans. The Club piloted Field of Vision's sensory boards at the Etihad Stadium to allow fans with limited vision to monitor the ball's movements on the pitch and track its location so they could keep up with the flow of the game.

Meanwhile, the Club's audio description team celebrated 25 years of providing incredibly detailed live commentary. The service was available to both home and away fans at men's, women's and EDS games.

LGBTQ+

Building on the Club's commitment to engaging staff through formal networks, the City & Proud LGBTQ+ network was launched in February, to provide a forum for staff to come together in the workplace.

Alongside this, the Club was proud to once again participate in Manchester Pride activities with a flag raising ceremony outside the Etihad Stadium attended by Club representatives, the Canal Street Blues supporter's club and key figures from the LGBTQ+ community in Manchester.

Men's first team player Calvin Phillips also met with Canal Street Blues to find out more about the activities of the fan group and why Manchester Pride is such an important event in the calendar.

In addition, the Club made a donation to Pride Sports and Football vs Homophobia to support their ongoing work in Manchester to engage the LGBTQ+ community in football. A Pride flag – signed by members of the men's and women's first team squads – was also donated to the National Football Museum, as part of their exhibition on equality in sports.

International Women's Day

A whole host of activities were delivered this season in celebration of International Women's Day.

The Club created a series of content highlighting the lives of City players, how women have supported their careers and the impact players can have in terms of influencing and inspiring the next generation.

And, as part of the central theme of this year's International Women's Day #BreakTheBias, the Club's charity, City in the Community, welcomed 90 young women to the City Football Academy for a multi-sports festival, followed by a speed-networking event with City's senior women leaders from a range of departments.

Race and ethnicity

A special Iftar event at the Etihad Stadium for Muslim fans and the community to come together and break their fast during the holy month of Ramadan was held for the second successive year, with more than 100 guests in attendance.

City also became the first team in the Premier League to appoint a Muslim Chaplain to conduct weekly Jumma prayer services for its employees.

Over the course of October's Black History Month, young players Josh Wilson-Esbrand, Rico Lewis and Khiara Keating were given the opportunity to tell their stories to fans.

In a content piece created for the Club's channels, Wilson-Esbrand and Lewis sat down to talk about their personal journeys, their inspirations at home and in the sporting world, while Keating talked of her aspirations to blaze a trail for people of colour and her personal experiences of being raised in Ardwick, next door to the City Football Academy and the Etihad Stadium.

The Club also took further steps to engage Manchester's South Asian community, with approximately 1,200 South Asian young people attending the City Football Academy over the past season, providing them with fun footballing experiences to encourage their continued participation in the game.

A photograph of the Manchester City Stadium at dusk. The stadium's distinctive cable-stayed roof structure is silhouetted against a dark, twilight sky. The stadium's name, 'ETIHAD STADIUM', is visible on the facade. In the foreground, a white railing of a walkway or bridge is visible, with a few people walking. The text 'OUR BUSINESS' is overlaid in the center of the image.

OUR BUSINESS

A photograph of a modern cable-stayed stadium at dusk. The sky is a mix of deep blue and purple, with some light clouds. The stadium's structure, including its tall pylons and stay cables, is silhouetted against the sky. The stadium's roof and lower levels are dark, with some lights visible. The text 'BUSINESS PERFORMANCE' is overlaid in the lower center of the image. 'BUSINESS' is in a bright yellow, bold, sans-serif font, and 'PERFORMANCE' is in a white, bold, sans-serif font.

BUSINESS **PERFORMANCE**

Business performance

A fantastic Treble winning year on the pitch was mirrored off it as City achieved their highest ever revenue, posted record profits and was named most valuable football club brand in the Brand Finance Football 50 list.

Total revenue for the year reached a new best of almost £712.8 million, an increase of £99.8 million (16.3%) on the previous twelve months.

Commercial revenues accounted for £341.4 million, followed by broadcast at £299.4 million and then matchday at £71.9 million leading to a profit of £80.4 million - nearly double that of the previous year's record of £41.7 million.

All three income streams showed a healthy year-on-year growth.

Matchday revenue represented an increase of £17.4 million (32.0%) with stadium occupancy rates of 99% and four more home games played across all competitions. Broadcasting revenues increased by £50.4 million (20.2%), primarily due to the Club reaching and winning the finals of the UEFA Champions League and FA Cup. Other commercial revenues saw a rise of £32.0 million (10.3%) over the previous year.

Profits were also boosted by significant player trading. The £121.7 million profit City generated from the transfer of players' registrations was up a significant 79.8% on the previous twelve months.

City was named the most valuable football club brand in the world, topping the Brand Finance Football 50 report 2023 for the first time ever with a value of €1.51 billion.

The report pointed to a 34% positive growth in City's brand value since the COVID-19 pandemic, with the Premier League champions overtaking La Liga side Real Madrid for the top position. This was the first time an English club has held the number one spot since 2018.

A decade of dominance on the pitch, and the highest revenue of any of the clubs in the report were outlined as key drivers of City's rise in the rankings.

City also sat atop the Deloitte Football Money League for the second consecutive year with the biggest revenues of any football club in Europe, ahead of Real Madrid in second place.

The record revenue from the 2021-22 season (the Money League lags a year) was £613 million.

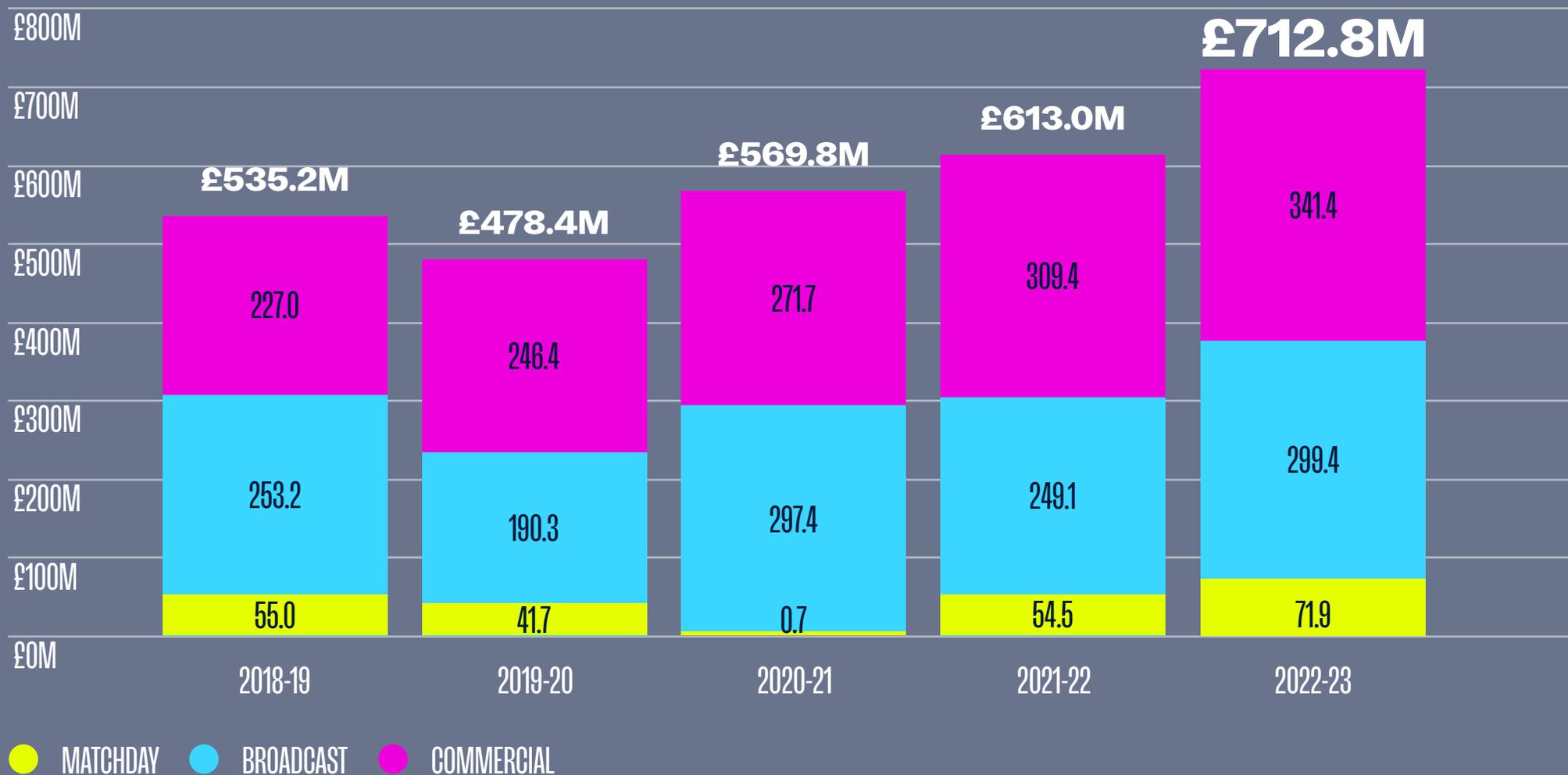
In the Premier League's independent annual fan engagement survey, no fewer than 97% of City fans agreed that the Club has a long-term vision. This was a significant 22 percentage points more than the Premier League average of 75%.

In addition, 93% of City fans agreed that the Club performed well in its investment in facilities which was 28 percentage points higher than the Premier League average of 65%.

And finally, 87% of City fans agreed that the Club has a sustainable financial policy, a full 27 percentage points higher than the Premier League average of 60%.

Club revenues

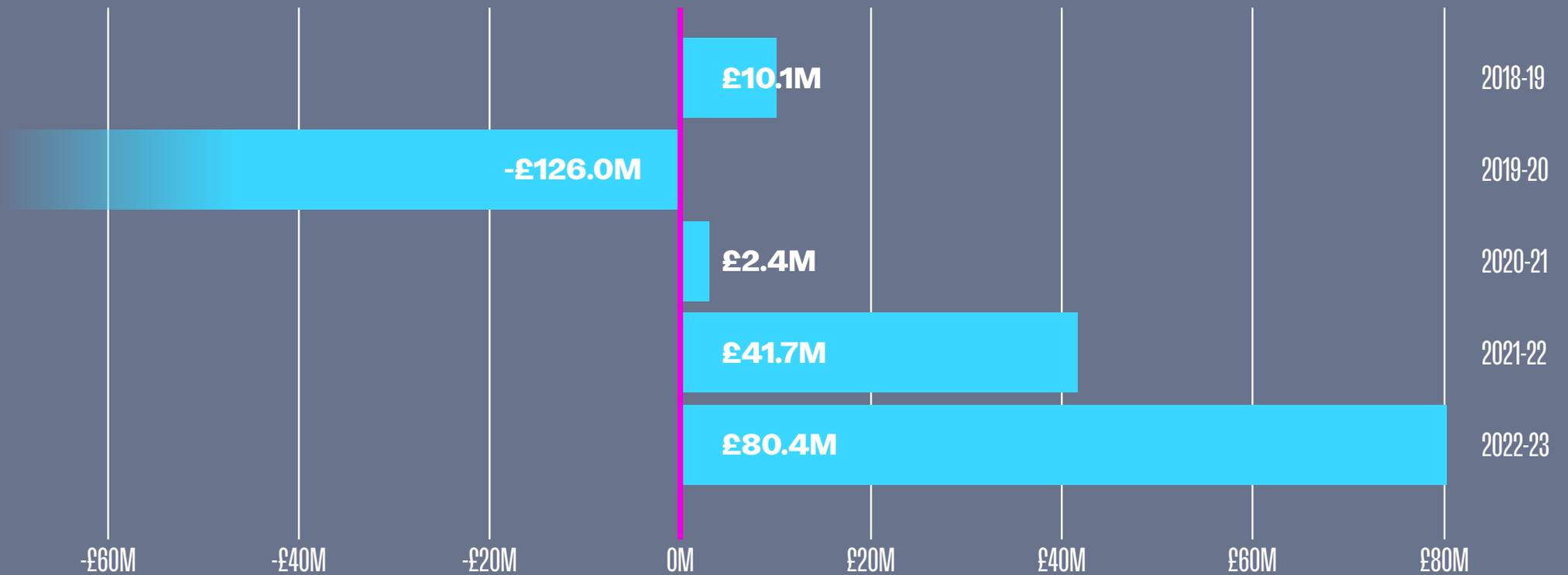
Total revenue for the year reached a record £712.8 million following a year-on-year increase of £99.8 million



2022-23 rounding differences are due to reporting to one decimal place. For full revenue breakdown please see Financial Report.

Club profits

Manchester City generated record profits in 2022-23 for the second consecutive year



Brand value

Manchester City has been named the most valuable football club brand in the world

1.		+13%	€1.51bn Manchester City FC
2.		-4%	€1.46bn Real Madrid CF
3.		+4%	€1.37bn FC Barcelona
4.		+9%	€1.36bn Manchester United FC
5.		+7%	€1.36bn Liverpool FC

Fan perceptions

Proportion of Manchester City fans surveyed who agree that their club performs well in the following areas:





COMMERCIAL

Partnerships

Another exceptionally strong year for commercial operations saw the arrival of several new partners as well as a raft of renewals by long-term, and valued partners.

Global partners including Xylem, Gatorade, Acronis, Jian Nan Chun (JNC), Unilumin, Dsquared2 and Sports Interactive all signed fresh deals. The Xylem and Acronis agreements took them beyond the five-year mark in a further endorsement of the Club's ability to deliver long-term returns for the partners it works with.

In addition, OKX further expanded their agreement by becoming Official Training Kit Partner for the 2022-23 season.

The Club's global partnership with Asahi Super Dry launched at the beginning of the season and saw Asahi Super Dry and other group brands served at the Etihad Stadium. In addition to providing a range of new beverage options at the stadium, the Club enhanced its offering in the newly renamed Asahi Super Dry Tunnel Club.

Alongside Asahi Super Dry, a host of important new regional partners joined the Club, including mobile communications partner Jio in India, Linking Entertainment in China and a portfolio of regional betting brands, counting amongst them LeoVegas in Europe.

Successes on the pitch provided partners with the opportunity to activate during high-profile sporting moments and several were integrated into City's historic winning Treble.

These included an Etihad Airways charter for the men's first team's UEFA Champions League homecoming flight, Asahi limited edition Champions beer bottles and an Asahi branded bus as part of the celebration parade around Manchester.

It was not only winning moments that gave the Club's partners an opportunity to activate, as the partnership team constantly sought new ways to engage partners year-round.

This season the Club utilised its new creative hub, City Studios to work with a range of partners to deliver high quality content. These included the Yas Island campaign, with Pep Guardiola for Aldar; the 'Home Challenge' series with consumer appliances partner Midea; and 'Etihad Travel Tales', featuring players including John Stones and Erling Haaland, delivered together with Etihad Airways.

As a result of this creative approach, City were ranked as the number one Premier League club for video views and total engagements for all partner-related content across Club social media channels. When compared to other Premier League clubs, this also meant that City sat at the top of the table for the value it delivered for its partners through branded content this season.

As the Club continued to engage with fans around the world, OKX became the presenting partner of the Trophy Tour which saw the Premier League trophy taken to ten countries. Alongside this, OKX broke new ground in a partnership activation when they launched the OKX Collective in the metaverse, enabling fans to gain access to special content.

This season City also became the first Premier League club to launch an experience on Roblox via the Blue Moon Experience, which had more than 7.6 million visits. In a first for the Club, the third kit launch and trophy tour visit all took place on the platform, engaging with a new generation of fans.

The push for innovation in esports continued too, with new additions to the esports team which led to progress in a number of competitions.

Partner content



For video views for
partner content



For total engagements of
partner content



For delivery of media value
via partner content

(non-kit partners only)

Women's team partners

As interest in the women's game continues to grow, so too does the appeal of joining the Club as a partner, with Manchester City providing a fantastic platform for partners to activate and engage with fans.

Two new dedicated partners joined this season as the Club became the first Barclay's Women's Super League side to partner with a British womenswear brand, The Fold, and baby gear brand, Joie.

The Fold became the Club's Official Formalwear Partner, providing access to a selection of quality tailoring for players, including the bestselling Clever Crepe performance suits.

And, as part of their agreement, Joie became the Club's Official Family Partner and featured on the back of the women's first team's playing shorts for all games. Joie also had the opportunity to activate on matchday to offer fans exclusive prizes and experiences. At the start of the 2023-24 season, Joie became the official stadium naming partner for the Academy Stadium, where the women's team plays its home games.



Retail

Three successful kits, which included a nod to the past, combined with an eye to the future, helped deliver record sales this season with huge year-on-year growth of over 85%, through online and physical stores.

Sales were further boosted by the Club's commitment to continually improve fans' shopping experience and offer regular new products throughout the season, as well as commemorate on pitch success.

The Club also opened an additional store in the Arndale Centre shopping complex in Manchester to provide fans with a bespoke shopping experience in the centre of the city.

The Club's 2022-23 home kit was inspired by the trophy winning City teams of the late 1960s, personified by the legendary midfielder Colin Bell. The kit paid tribute to a man who is widely regarded as one of the Club's greatest ever players.

Echoing the classic designs of the past, the Club crest was placed at the centre of the light blue jersey with signature maroon trims on the sleeve cuffs. And, inside the neckline, a crown logo honoured the man fans know as 'Colin the King'.

The kit itself set a new record as the most sold home kit in the Club's history, in a season where the team won a historic Treble of the Premier League, FA Cup and UEFA Champions League.

In addition, both the Club's away kit, launched at the National Aeronautics and Space Administration (NASA) on City's pre-season tour of the USA and a third kit launched in the metaverse, contributed to this most successful retail year to date.

The 2023-24 home kit was launched before the end of the season and produced the highest day of sales ever recorded by the Club on launch day itself, with the equivalent of one shirt sold every 12 seconds. The Club also produced a commemorative version of the 2022-23 home kit, which resulted in a record month of sales for the Club in June 2023.



Football education and recreation

Another successful year at home and abroad saw Football Education grow both its reach and numbers and deliver more programmes than ever before. New partners were added with three international football schools operational in Brisbane, Adelaide and Switzerland respectively.

More than 1,250 sessions were delivered to 7,100 children this season across the world, with schools in Indonesia and Australia having significant success in local, regional, and national competitions.

The City Football Academy in Manchester, meanwhile, was the hub for UK football programmes.

The Young Player Development Programme – a year-round initiative for players of all abilities aged 5-12 – continued to prove popular throughout the season and was supplemented by the launch of a new holiday programme.

The Club continued to provide team and matchday training sessions to visitors who wanted to expand their overall experience and train at the home of Manchester City, with a total of 3,690 players taking part throughout the season.

Digitally, there was further development of coach education programmes too. Coaching Hub – a resource for coaches across 45 countries – continued to provide a content bank of practices and tips to help coaches develop their skills and pass valuable knowledge to participants.

Innovation in Football Education

This season saw the launch of CITYPLAY, an exciting new product which combines Playermaker smart wearable performance trackers with City's football methodology.

Thousands of players in more than 100 countries have used the device since it launched in November 2022, tracking their performance during their footballing activities. This enabled them to measure their playing stats, understand their strengths and areas for development, and use City expertise to improve.

In June 2023, the Etihad Stadium hosted the Thought Leaders Forum as part of the City Football Leadership Institute, which provides invaluable insight and bespoke education for those aspiring to excel within the business of football.

The forum brought together more than 150 industry leaders, experts, and executives, to share insights, engage in topical and thought-provoking discussion panels and make valuable connections with like-minded professionals.





PEOPLE

Supporting personal growth

Enhancing communication and building connectivity between staff across the Club to support their personal development was a key area of focus this season.

Learning and development remained central to policy making and a range of opportunities in both areas was provided. There was a continued focus on emerging talent, which built on the successful graduate scheme as a new cohort of young people joined the Club.

New training initiatives were also provided for managers across the organisation to help them deliver best-practice recruitment, which included equality, diversity and inclusion training.

In addition, a leadership and management learning programme was attended by 139 managers. It covered areas relating to their own self-care, supportive conversations, and how to promote a positive mental health culture.

Sharing the work being delivered off-the-pitch so that all departments could develop and flourish remained at the forefront of planning too, with the launch of a new global staff intranet to enhance communication and collaborative working across the Club and the wider City Football Group family.

In terms of specific benefits for staff, it was further recognised that there are many variations of working parents.

The Club pledged to work with staff to support their family journey, whatever that may be, and introduced an enhanced parental leave policy, to ensure that everyone in the organisation could benefit.

As part of the new policy, staff will now be entitled to 100% pay for the first 39 weeks of parental leave, creating a new industry standard.

Supporting staff to develop their own career pathways remained an important area of focus and this season, former goalkeeper Karen Bardsley took on a new role off the pitch.

As one of the women's team's longest-serving players, Bardsley called time on her playing career having made more than 100 appearances for City, winning eight major trophies during her tenure.

She took up the new position of Project Officer at City, extending her nine-year stay at the Club to help City behind-the-scenes through her new role. Over the season Bardsley immersed herself in the work of various departments around the Club and managed specific projects to support the women's team set-up, both on and off the pitch.

Boasting a Master's degree in Sports Directorship, which she studied for during the latter stages of her playing career, the former shot-stopper illustrated the possibilities that exist within the Club for career development.

During the season, City also entered into new partnerships with several organisations to assist in the long-term development of its staff policies. This included becoming a member of the Business Disability Forum, enabling the Club to draw on the group's policy and advisory support for a whole host of initiatives in the years ahead.

The Club also joined Women in Football's corporate membership scheme as part of its strategy to identify new opportunities for staff to develop their industry learning. This built on the wide-ranging activities the Club has delivered with the staff-led Women's Network, to provide access to industry-leading training courses, bespoke leadership programmes and mentoring from expert consultants.



SUSTAINABILITY

Environmental sustainability

City's commitment to environmental sustainability forms a key part of its year-round work across the Etihad Campus with the Club's stated aim to become net zero by 2030.

Measures adopted over the past decade include zero waste to landfill, rainwater harvesting, enhanced biodiversity, use of local suppliers and service providers and encouraging the use of sustainable travel.

As part of the Club's sustainable travel work this season, shuttle bus trials took place at the Club's home match against Chelsea with transport provided to and from the stadium from hubs in the city centre.

The Club also announced that 240 new cycle stands would be installed at the Etihad Campus, and that works have commenced on improving the accessibility, wayfinding for walking and cycling routes between the Etihad Campus and Manchester city centre.

Through a major, collective effort of staff across the Club, the consumption of both gas and electricity reduced by around 6% in the year to May 2023. Meanwhile, the Club continued to procure electricity that is 100% renewable.

In addition, new LED lighting at City Football Academy and changes to lighting timings helped reduce another circa 120,000kwh, taking the Club's total reduction (per annum) to around 2 million kwh since 2019.

Waste handling was down by more than 15% year-on-year and more than 80% of the Club's water continues to be recycled through a series of rainwater attenuation systems.

Biodiversity

The Club's ecology and biodiversity programme took a huge step forward over the course of the season. New wildlife habitats were created supporting bees, butterflies, moths and beetles. Wetlands and ponds were created to both absorb carbon and create new habitats for dragonflies, crane fly and similar species.

During the summer months, an entirely new team joined City Football Academy in the form of 11 large bee posts. The posts – which are made from Douglas Fir, sourced from a 'Grown in Britain' certified independent sawmill, and manufactured by a small independent North West-based business – are designed to provide a nesting habitat for a variety of solitary bee species, solitary wasps and other invertebrates.

Before installation, 29 different species of bee had already been recorded at City Football Academy and it is hoped the new habitat initiative will boost the number of species recorded on site.

A survey conducted after just six weeks revealed that several different bee species had already nested in the posts, including leafcutter bees, mason bees and tiny, yellow-faced bees, which are not much larger than a grain of rice.

Environmental commitments



6%

A large yellow '6%' is centered over a blue lightning bolt graphic that points downwards and to the left.

Reduction in consumption
of gas and electricity



15%

A large yellow '15%' is centered over a blue grass-like graphic.

Reduction in waste handling
year-on-year



100%

A large yellow '100%' is centered over a blue recycling symbol graphic.

Renewable electricity
procurement



80%

A large yellow '80%' is centered over three blue upward-pointing arrows.

Water recycling through
attenuation systems

