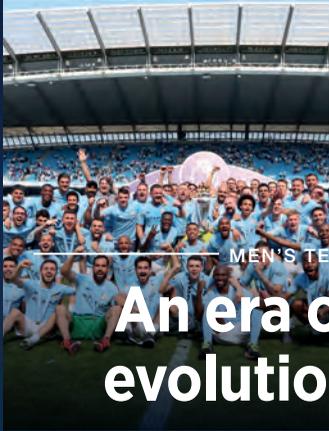




After ten years of reporting, we looked back on the journey over the last decade and found some amazing insights.



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MEN'S TEAM

An era of evolution

Page 08-13



WOMEN'S TEAM

Pioneers of the game

Page 14-19



ACADEMY AND FUTURE STARS

Passing it forward

Page 20-25



THE FANS

Heart and soul

Page 26-31



COMMUNITY

Changing lives

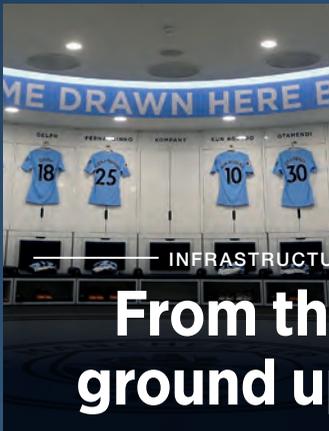
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FINANCIAL SUSTAINABILITY

Bottom line

Page 36-41



INFRASTRUCTURE

From the ground up

Page 42-45



CITY WORLDWIDE

Planet football

MEN'S TEAM

An era of evolution



Steady improvements in performance

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

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

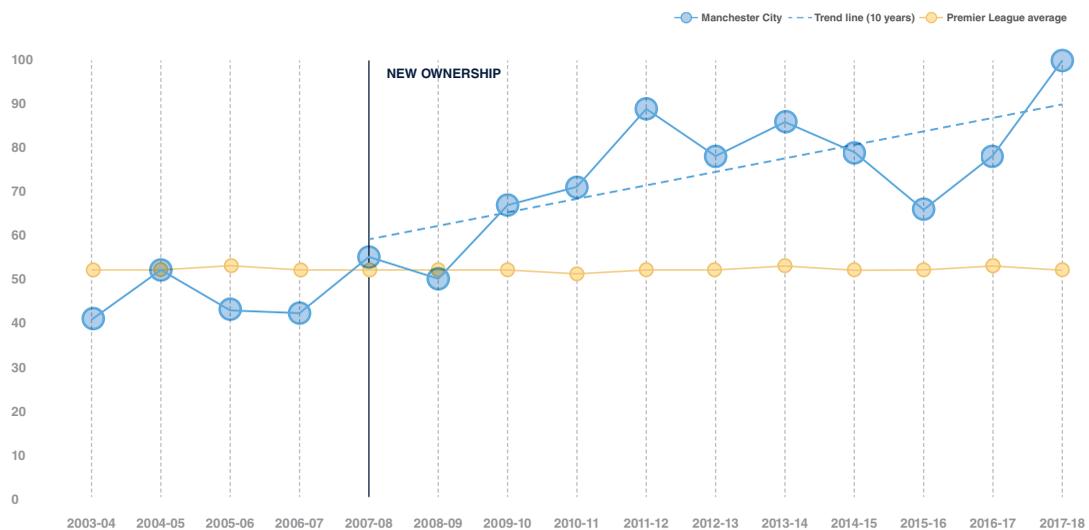
Goals scored, games won and points achieved have all trended sharply upward over the last decade, reaching record-breaking levels in 2018.

Progression in the Premier League

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



Manchester City vs Premier League average: Points per season



Source: Manchester City, Opta

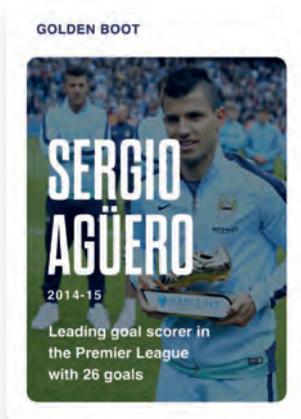
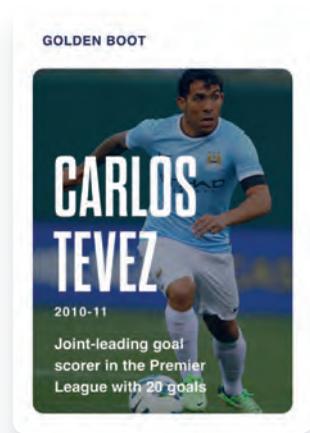
Major achievements

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

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

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

Trophies



MANCHESTER CITY HAS WON SEVEN MAJOR DOMESTIC TROPHIES OVER THE LAST TEN SEASONS. ITS PLAYERS HAVE WON TWO PREMIER LEAGUE GOLDEN BOOTS AND FOUR GOLDEN GLOVES

Source: Manchester City

All-time records

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

RANK	TEAM (SEASON)	POINTS IN LEAGUE
01	 Manchester City 2017-18	100
02	 Liverpool 1978-79	98
03	 Tottenham 1960-61	97
04	 Chelsea 2004-05  Everton 1969-70	95

Source: Opta

Premier League records

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

RANK	TEAM (SEASON)	GOALS
01	 Manchester City 2017-18	106
02	 Chelsea 2009-10	103
03	 Manchester City 2013-14	102
04	 Liverpool 2013-14	101

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

RANK	TEAM (SEASON)	GOAL DIFFERENCE
01	 Manchester City 2017-18	79
02	 Chelsea 2009-10	71
03	 Manchester City 2013-14	65
04	 Manchester City 2011-12	64

Source: Opta

The most consistent club

Manchester City are the best-performing Premier League club over the last decade across a basket of key measures.

City has scored more Premier League goals over the last ten seasons than any other club, and is the joint-leading club for top four finishes.

A decade of results



CITY HAS SCORED MORE PREMIER LEAGUE GOALS OVER THE LAST TEN SEASONS THAN ANY OTHER CLUB



Source: UEFA, Opta



Most efficient striker

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

RANK	TEAM	PLAYER	GOALS	MINUTES PER GOAL
01		Sergio Agüero	143	107
02		Harry Kane	108	113
03		Robin van Persie	116	133
04		Luis Suárez	69	139
05		Edin Džeko	50	142

WOMEN'S TEAM

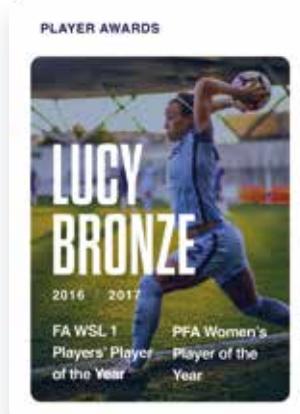
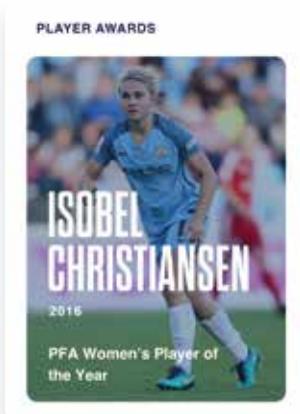
Pioneers of the game

Leading the charge

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

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

Trophies



Source: Manchester City

Leading the charge cont.

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

Highlights

To view the complete set of our women's team highlights go to decadeindata.mancity.com



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





Boosting the game

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

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

City firsts





Attracting new fans



**HIGHEST ATTENDANCE
FOR A SINGLE FA WSL GAME**

4,096 for Manchester City
vs Chelsea Ladies
(2016 season)



**HIGHEST AVERAGE WSL
LEAGUE ATTENDANCE**

2,249 for Manchester City
(2016 season)



**4.6M FOLLOWERS
ON FACEBOOK**

Before merging with the
men's account in 2018



**528% INCREASE IN
ENGAGEMENT ON FACEBOOK**

(likes, comments and shares)

Following the merger
of the men's and women's
accounts

ACADEMY AND FUTURE STARS

Passing it forward

Developing future stars

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

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

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

Highlights

To view the complete set of our Academy highlights go to decadeindata.mancity.com



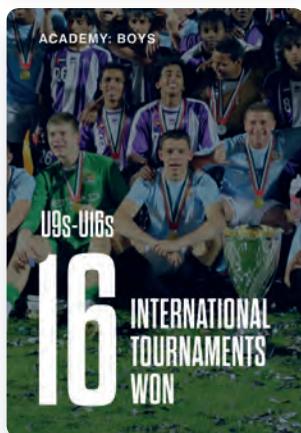
2015-16 HAVING RECEIVED STATUS AS A TIER 1 REGIONAL TALENT CLUB FROM THE FA, CITY OPEN THEIR GIRLS' ACADEMY.



Rounded individuals

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

Winning performances over the last decade



Source: Manchester City



Outcomes

Academy men's graduates from the last ten years who have developed their career path in football

NINE

PLAYED IN MANCHESTER CITY FIRST TEAM

SIX

PLAYED IN PREMIER LEAGUE FOR OTHER CLUBS

45

PLAYED IN LOWER LEAGUES IN ENGLAND

42

PLAYED FOR CLUBS IN OTHER COUNTRIES

Source: Manchester City. Players with a minimum of ten appearances or 450 minutes



**MORE THAN 100 ACADEMY GRADUATES
FROM THE LAST DECADE HAVE GONE ON
TO CAREERS IN PROFESSIONAL FOOTBALL**

Rounded individuals cont.

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

Aggregate school report

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

Source: Manchester City



THE FANS

Heart and soul

Matchday experience

Manchester City has expanded and enhanced every aspect of the matchday experience over the last decade. The Club has continued to offer affordable season tickets, even as it has invested significantly in facilities and performances on the pitch have improved.

City has gradually transformed the Etihad Stadium – with increased capacity, customer service and fan experience innovations, improved transport and catering – with matchday attendances and memberships up as a result.

Key developments in fan facilities

To see more of our key developments in infrastructure go to decadeindata.mancity.com



Matchday experience cont.

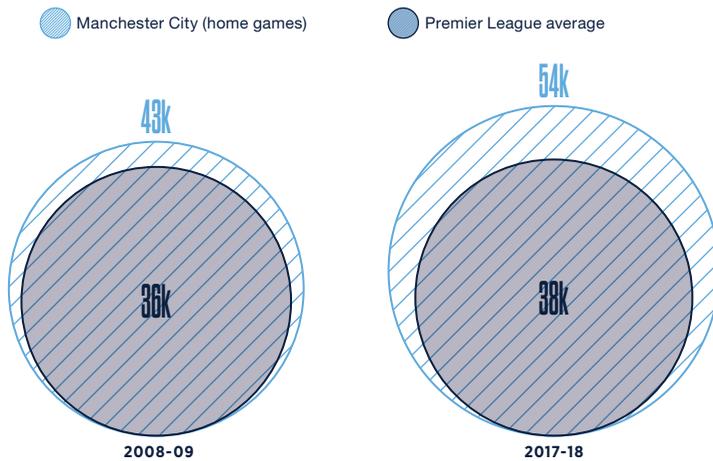
Since introducing a £250 season ticket in 2009-10, Manchester City has offered the cheapest season ticket of any of the Premier League clubs finishing in the top ten every season, apart from 2015-16 (when Stoke City's was £5 cheaper).

Average attendances for home games at the Etihad Stadium

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



Premier League matches



26%

MANCHESTER CITY GROWTH

8%

PREMIER LEAGUE AVERAGE GROWTH

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

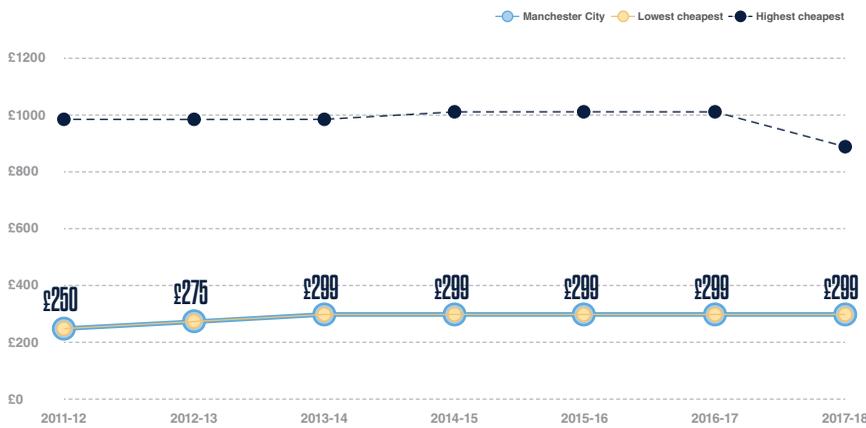
Memberships



Source: Manchester City. Growth rates based on exact numbers

MANCHESTER CITY HAS EXPANDED AND ENHANCED EVERY ASPECT OF THE MATCHDAY EXPERIENCE OVER THE LAST DECADE

Cheapest annual season ticket of top ten Premier League clubs



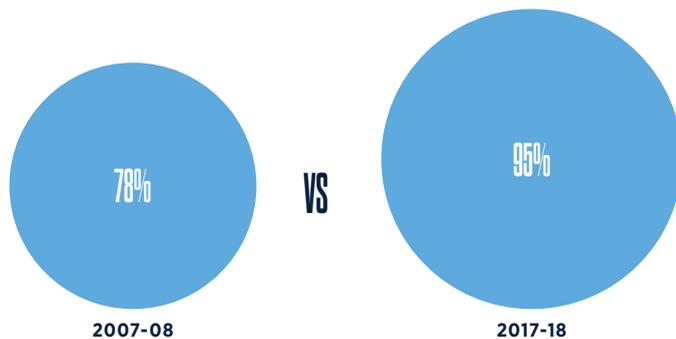
Source: Manchester City, BBC Sport (Price of Football Surveys). Premier League data collected from 2011-12

Matchday at the Etihad Stadium

To see more of our growth in matchday statistics go to decadeindata.mancity.com



Seasoncard retention rate



17pts

GROWTH OVER 10 YEARS

Source: Manchester City

Global fan engagement

Success on the pitch, combined with an innovative digital and social media strategy, have transformed the level of interest in Manchester City around the world.

Manchester City has quadrupled its global fanbase since 2010. This is reflected in greater interest in news about City and higher levels of viewing of City games on TV around the world.

Global fan base

Source: Manchester City, Nielsen Sport



City innovation in digital and social media

To see more of our TV viewing and online searches statistics go to decadeindata.mancity.com

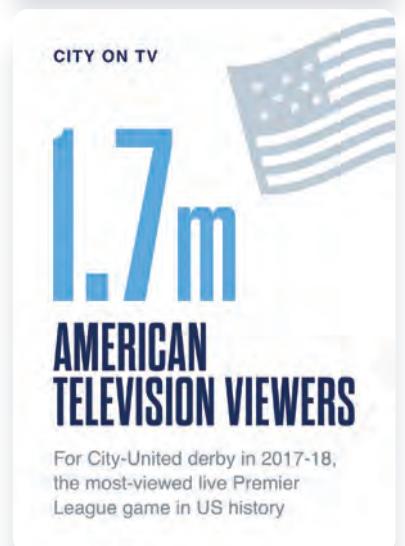


City's proactive approach to digital and social media has led to significant increases on key platforms. It is the second biggest football club in the world in terms of cumulative YouTube views.

MANCHESTER CITY HAS QUADRUPLED ITS GLOBAL FANBASE SINCE 2010

TV, digital and social media

To see more of our innovation in digital and social media go to decadeindata.mancity.com



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

COMMUNITY

Changing lives

City in the Community

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

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

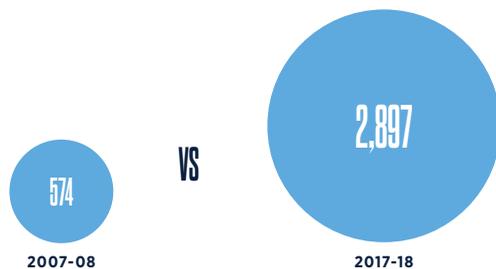
Over the last ten years, the percentage of Manchester City fans who are aware of the Club's community activities has risen by 20 percentage points to 90%, while 93% of City fans agree that community work is an important part of the Club's culture.

CITC growth

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



Turnover (£k)



5.0x
GROWTH OVER 10 YEARS

Source: Manchester City. Growth rates based on exact numbers

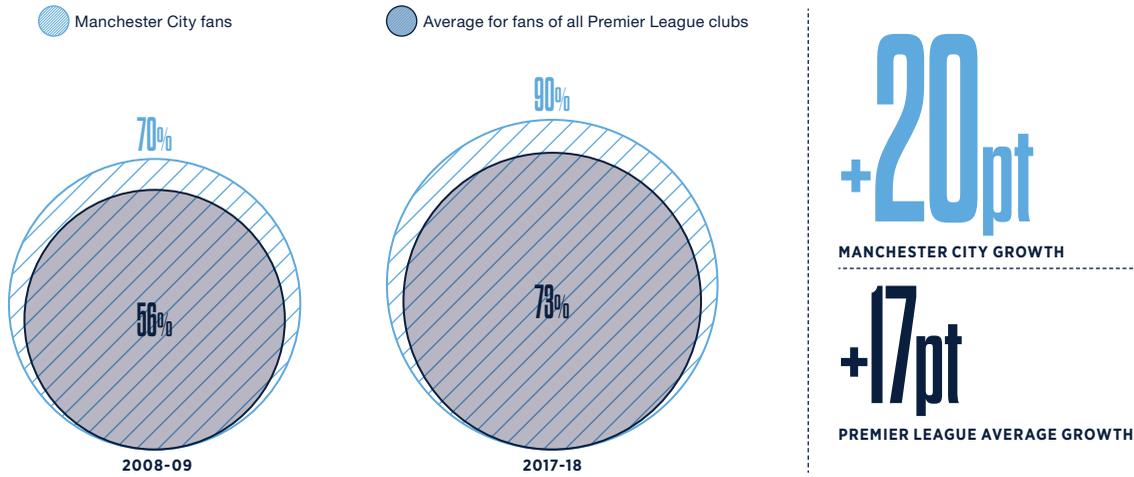
NOW MORE THAN 30 YEARS OLD, CITY IN THE COMMUNITY'S IMPACT AND REACH CONTINUES TO GROW TO RECORD LEVELS



City in the Community cont.

Fan awareness

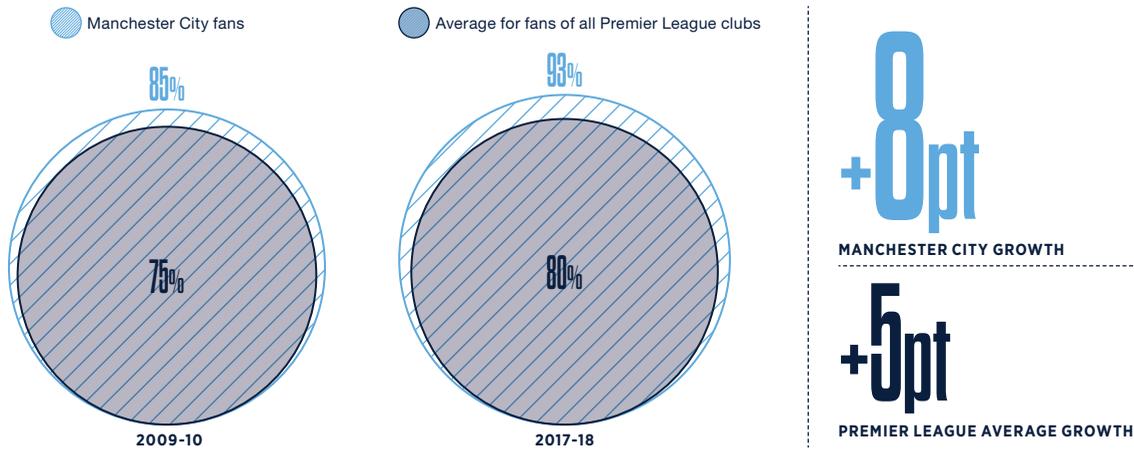
Percentage of fans who are aware of community initiatives run by their club



Source: Premier League Matchday Fan Experience Survey 2017/18

Fan appreciation

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



City in the Community globally and Cityzens Giving

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

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

City in the Community and Cityzens Giving projects

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



● City in the Community ● Cityzens Giving ● City pitches



Highlighted Cityzens Giving projects

Mexico City ●

SAFER COMMUNITIES



Cape Town ●

GIRLS' EMPOWERMENT



Kolkata ●

HEALTH & HYGIENE



Beijing ●

DISABILITY INCLUSION



Local environment

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

In its day-to-day operations, the Club continually seeks to improve its resource management and promote

eco-efficiency, through its policies on energy and water usage, and on recycling and waste.

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

Promoting eco-efficiency

ENERGY EFFICIENCY

RENEWABLE ELECTRICITY

At the Etihad Stadium and City Football Academy (since 2008)

RECYCLING

ZERO WASTE TO LANDFILL

As part of waste policy that prioritises reuse, recycling and waste-heat reuse to recover energy (since 2008)

AWARDS

WINNER

Of 2015 Football Business Award for Best CSR Scheme
For a positive impact on the environment, fans, employees and communities

ACCREDITATION

Achieved

LEED GOLD AWARD

(Leadership in Energy and Environmental Design) for CFA in 2016

RECYCLING

83% REDUCTION

In mains-sourced water at CFA due to increased recycling and drawing of waters from bore hole (since 2017)

AWARDS

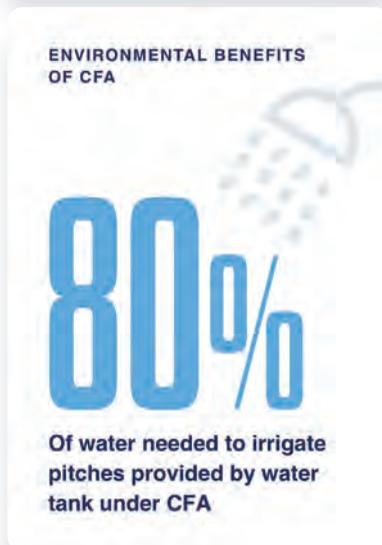
WINNER

Of three 2017 RIBA Regional Awards for the City Football Academy

- RIBA North West Award for architecture
- Special Award for Sustainability
- Special Award for Client of the Year

WORKING CLOSELY WITH THE LOCAL COMMUNITY, MANCHESTER CITY'S MAJOR CONSTRUCTION PROJECTS HAVE BROUGHT SIGNIFICANT ENVIRONMENTAL BENEFITS TO EAST MANCHESTER

City Football Academy construction project



Source: Manchester City

FINANCIAL SUSTAINABILITY

Bottom line



Commercial growth

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

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

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

Financial performance

To view additional financial data go to decadeindata.mancity.com



Manchester City: Revenues



Source: Manchester City, Deloitte

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

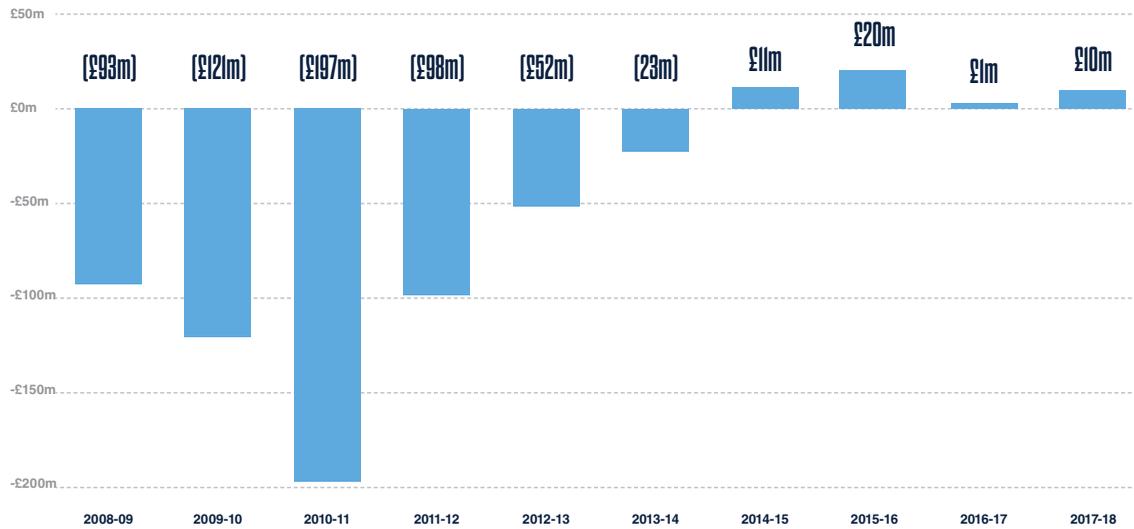
Commercial growth cont.

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

Financial performance

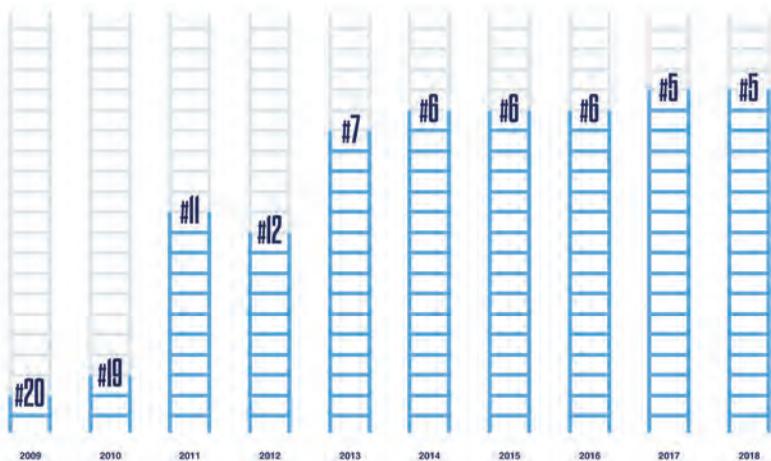
Source: Manchester City

Manchester City: Net profit/(loss)



Global football clubs revenue ranking

Manchester City's position in the Deloitte Football Money League



Source: Deloitte

Development of partnerships

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

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

Highlights

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



2008-09 ETIHAD AIRWAYS SIGN ON AS PARTNER.



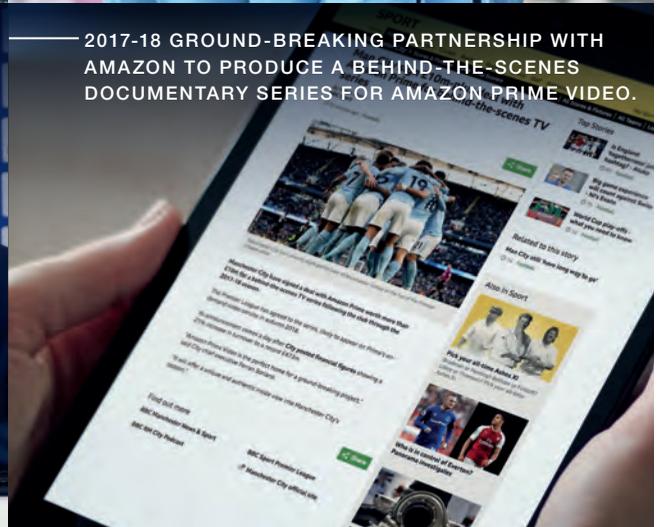
2014-15 ETIHAD AND NISSAN BECOME CITY FOOTBALL GROUP PARTNERS.



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



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



INFRASTRUCTURE

From the ground up

...RE, SOME DRAWN HERE BUT WE



Building world-class facilities

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

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

Infrastructure milestones

To see more of our world-class facilities go to decadeindata.mancity.com



Building world-class facilities cont.

Manchester City has worked closely with Manchester City Council and the local community to ensure its investments provide maximum benefits to the local economy. As part of this, each project involved stretching targets for local procurement, employment and environmental impact.

City@home

Source: Manchester City

CITY@HOME (OFFICES)

1,200 m²

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

CITY@HOME (OFFICES)

95%

Of work and materials sourced from local suppliers



Etihad Stadium expansion

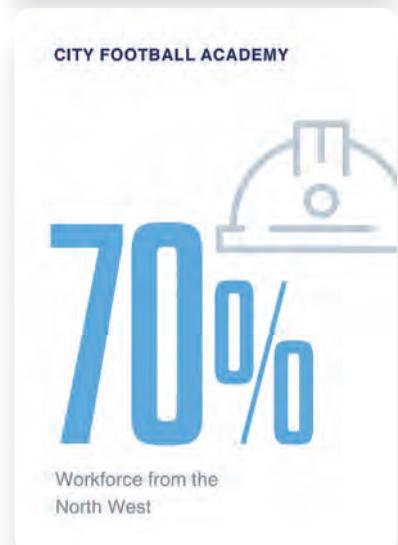
Source: Manchester City



Building world-class facilities cont.

City Football Academy

Source: Manchester City



CITY FOOTBALL ACADEMY

A TOTAL OF
16.5

Football pitches in the CFA

Academy Stadium

CITY FOOTBALL ACADEMY

12.5

Football pitches
dedicated to youth
development

CITY FOOTBALL ACADEMY

450+
PLAYERS

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

CITY FOOTBALL ACADEMY

5.5 ACRES

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

CITY WORLDWIDE

Planet football

Creating globally connected football communities

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

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

CFG clubs and offices

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



● Club and office ● Club ● Office



Our six global clubs

MANCHESTER – 2008



NEW YORK – 2013



MELBOURNE – 2014



YOKOHAMA – 2014



GIRONA – 2017



TORQUE – 2017



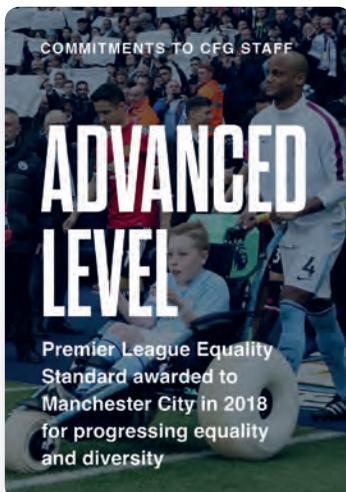
Creating globally connected football communities cont.

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

Commitments to CFG staff

Source: Manchester City

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





Knowledge exchange





For further information visit
www.decadeindata.mancity.com