



Manchester City Football Club
Our year at a glance 2015-16

OUR CITY.



OUR STORY.

Our year at a glance

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OUR CITY, OUR STORY, OUR YEAR IN REVIEW

Our story started with a deeply-rooted local club, its heart in the community. Today, that story is known and embraced by fans in Manchester and around the world.

What follows here is more than words and numbers, it is the latest chapter in a proud history. A tale of passion and pride on and off the pitch starring our fans, our people, our partners and our players.

The report documents our sporting successes and challenges, and our continued commercial sustainability. It also highlights the dawning of an exciting new era for our City.

We hope you find it useful and enjoyable.

CHAIRMAN'S MESSAGE

The transformation of Manchester City under the ownership of HH Sheikh Mansour bin Zayed Al Nahyan has never been anything other than a long-term project.



We have set ambitious goals and achieved many of them faster than expected in the last eight years, but we have never underestimated the scale of the undertaking. I believe that the 2015-16 season marked the end of another important phase in that journey and the beginning of the next exciting chapter.

On the pitch, results were uneven. The Club won the Capital One Cup and progressed further than ever in the UEFA Champions League, reaching the semi-finals for the first time. We also secured a top four finish in the Barclays Premier League. That is a highly respectable season but it does not represent the sum of our ambitions today. The Premier League result in particular was squarely below expectations.

It is a reflection of how far we have come that Manchester City now enters each season with the realistic goals of winning the league, bringing home a domestic cup, and competing for European honours. That is a tall order for any first team squad, but it is also the reality of where we stand in football terms in 2016. With that in mind, I would like to recognise our former manager, Manuel Pellegrini, for the significant contributions that he made to the Club. He firmly established Manchester City as a genuine threat in European football and in doing so displayed both ambition and professionalism throughout his time with us. His achievements, including a Premier League title and two League Cups in three years, speak for themselves and will not be forgotten.





“Manchester City has now reached a level of sporting and commercial maturity that allows one to feed the other.”

The commitment to football excellence at Manchester City extends well beyond our first team. Results at Youth level were particularly promising this year, with our Academy teams winning a record number of titles across all age groups, and our U16s scoring more than 100 goals in an unbeaten season. Manchester City Women also qualified for the Champions League for the first time. Training at the landmark City Football Academy provides all of our players and coaches with in-house access to world-class facilities and expertise, and provides them with the best possible chance of performing at their highest level each week.

It has always been our view that sporting success and commercial sustainability must go hand-in-hand. On that basis, Manchester City has delivered a bottom line profit of £20.5 million in 2015-16, increased its revenues for the eighth year in succession, and continued to operate with zero financial debt. The City Football Group – which owns Manchester City, New York City FC and Melbourne City FC – was proud to announce a US\$400 million investment in December 2015 from a consortium led by China Media Capital Holdings, which valued the Group at US\$3 billion.

Importantly, Manchester City has now reached a level of sporting and commercial maturity that allows one to feed the other. That is the vision for success and sustainability that we have been working towards since 2008 under the guidance of HH Sheikh Mansour bin Zayed Al Nahyan, and its achievement represents another important breakthrough in the long-term development of the Club.

As Manchester City has expanded its international profile, it has never lost touch with its roots. Our supporters can take much of the credit for that. City fans were consulted directly on a series of changes resulting from the expansion of the Etihad Stadium to a capacity of 55,000 and were instrumental in making the project a success. Supporters also had a significant influence on the need to return the club badge to a more authentic design. Manchester City now has a modern crest that is more aligned with the Club's proud history and heritage. Our connection with fans and the people of Manchester was once again no better exemplified than in the City in the Community programmes that reached more than 35,000 people in Greater Manchester in 2015-16.

I believe the 2016-17 season represents the beginning of a critical new phase in the evolution of Manchester City. We know that we have the playing, coaching and off-field capabilities at our disposal to achieve great things in English and European football in the years ahead. In our new manager, Pep Guardiola, we have recruited a proven winner with an innate ability to identify, nurture and develop young talent. At the landmark City Football Academy, we have one of the world's most elite facilities for football training and development on our doorstep. All of this raises expectations and adds pressure on us all, but nobody expects more from Manchester City than those of us involved with and supporting our Club.

Living up to these expectations in all we do is the challenge that lies ahead of us as an organisation and as a team. I want to take this opportunity to thank all of our employees, commercial partners and supporters for their dedication and contributions in 2015-16. I also want to wish each of you the best for the season ahead. It remains a unique privilege to be a part of this exciting journey as we reach towards the next important milestone in the evolution of Manchester City.

Khaldoon Al Mubarak
Manchester City Football Club
Chairman

CEO'S MESSAGE

2015-16 was another eventful season for Manchester City and one which marked the end of one chapter and the beginning of a new one in the Club's journey.



On the pitch, we continued in our endeavours to play beautiful football. Our men's first team won the League Cup and reached the Champions League semi-final for the first time. They also ended the Premier League season in fourth place, a finish which, though disappointing for all of us, only encourages us to work harder and better in the future.

Our women's team qualified for the Champions League for the first time in its history and the Club's Academy squads won a record number of trophies across all age groups, signalling that there is a new generation of talented players that should play an important role in our Club's future. This form of sustainability – that of bringing through young talent via our Academy – has always been central to His Highness Sheikh Mansour bin Zayed Al Nahyan's vision of a flourishing Manchester City. We continue to work hard towards those goals and build on the many tangible successes that have already emerged in this area.

Long-term financial sustainability is another well-documented key objective for us and we are seeing consistent and continued evidence of this in our financial performance. In the 2015-16 season, we achieved record revenues of £391.8 million – an 11% increase on the previous season – and, once again, Manchester City FC generated a profit (of £20.5 million). These positive results were achieved in the context of a zero debt operation and a wage/revenue ratio of 50%, a figure which is among the best in the football industry.

A year ago, we spoke about the opening of the City Football Academy as a single site for all of our teams as the *hardware* of our strategy. The *software* is our consistent coaching methodology, our style of play across all of our teams and our commitment to hard work and intensity at every level. We are already beginning to see some positive results from this integrated approach, not only with the success of our Youth teams in Manchester but also with the other teams of the City Football Group.





All of our Clubs are now well established and delivering promising results. There is a network of support and openness and a culture of sharing best practice that helps us all improve. We are delighted with the progress we have made but there is clearly a lot more work to do and we must constantly adapt to new challenges and embrace fresh opportunities.

Our global network is providing unmatched benefits for our players, coaches and staff. Patrick Vieira joined Manchester City as a player in 2010, graduated to coach the EDS team for three years and this year became Head Coach of New York City FC. In addition, three players from Manchester's EDS were loaned or signed to NYCFC and had successful experiences with the Club. Frank Lampard played for both Manchester City and NYCFC, while Aaron Mooy left Melbourne City to be signed by Manchester City. These are examples that the City Football Group's truly global approach is working to benefit the development both of the game and of our people.

The curtain rose on last season with the opening of the newly expanded Etihad Stadium. This expansion enabled us to post record crowds on multiple occasions during the season. We have seen a significantly enhanced atmosphere and fan experience, noticeable, for example, when we played our Champions League games against Paris St Germain and Real Madrid. The renewed energy and atmosphere was very special.

Bringing our supporters closer to the Club and keeping our Cityzens family closer together is, and will always be, a key objective for us. Maybe the best example of this in the past 12 months was the consultation with our members on the possibility of changing the Manchester City badge, and their subsequent influence on its design. Tens of thousands took the opportunity to engage with us in creating a crest which would be most authentic and reflective of the Club and the city of Manchester itself. What emerged was considered a 'modern original', representing both the Club's rich history and its exciting future.

China deserves a very special mention. This season, we were very happy to welcome our new investors, a consortium led by China Media Capital (CMC) which injected US\$400 million into CFG, leading to a new Group valuation of US\$3 billion. Our new partners are instrumental in our ability to understand and foster the opportunities for our Group in China, at the same time as we work to help develop the game in such a vast and interesting country.

As our commercial structure continued to mature, we opened new offices in Singapore and Shanghai, taking the total number of regional offices to eight, and enabling us to serve our partners and fans around the world in more individual and localised ways.

We are confident that all these positives will make for an even better 12 months to come as we begin our next chapter. Our new manager, Pep Guardiola, is an important part of this next stage, just as Manuel Pellegrini was before him. Pep brings rich experience, a new level of tactical sophistication and intensity, with a passion and vision that will help move our Club forward with the energy and focus expected by our owners and all of the City family.

We start from a solid base, we have committed owners and partners, world-class coaches and players, superb facilities, highly talented employees, and the most passionate and enduring supporters.

Together, I believe that we are in a great position to continue making history at Manchester City.

Ferran Soriano
Manchester City Football Club
Chief Executive

THE BIG PICTURE

Three milestone moments in Manchester City's 2015-16 season – a new badge, new investment from China and an expanded Etihad Stadium.

---> City in China

In December 2015, City Football Group announced a partnership with a consortium of high profile Chinese institutional investors, led by China's leading media, entertainment, sports and internet-dedicated investment and operating company, China Media Capital (CMC) Holdings. The agreement saw the consortium of CMC Holdings and CITIC Capital invest US\$400 million to take a shareholding in CFG of just over 13%. The deal values the Group at US\$3 billion.

Earlier in the year, in October, the President of the People's Republic of China, President Xi Jinping, visited the City Football Academy in Manchester. This was the first time that a Chinese President had visited any British city outside London on an official state visit.

Welcome to City Football Academy
欢迎莅临城市足球学院



----> A modern original

On 26 December 2015, the Club revealed a new badge to fans following a 30-day consultation with Citizens supporters.

Thousands of Citizens members gave their views via an online questionnaire and dedicated consultation space at the Etihad Stadium.

The new badge, lauded as a 'modern original', marks a return to its historical round shape and features a series of iconic Manchester symbols – the ship, the three rivers and the red rose of Lancashire.



----> Stadium expansion

The newly-expanded Etihad Stadium was officially revealed at City's first home game against Chelsea in August 2015.

The opening of the new South Stand third tier was marked with a 3-0 victory against the title holders, with 8,000 additional spectators accommodated in the new stand and three additional rows of pitchside seats. The new stand was a sell-out from the opening fixture, and attendance records at the Etihad Stadium were repeatedly broken over the course of the season.



OUR TEAMS

Manchester City brought home the Capital One Cup and progressed further in the UEFA Champions League than in any previous year.

---> Beautiful football

MEN'S TEAM

Manchester City's men's team enjoyed mixed fortunes in the 2015-16 season. Despite a somewhat disappointing domestic Premier League campaign, finishing in fourth place, the Club also brought home the Capital One Cup and progressed further in the UEFA Champions League than in any previous year.



WOMEN'S TEAM

The Manchester City women's team won or drew 12 of 14 league games in the 2015 season, reaching the knockout stages of the FA WSL Continental Tyres Cup, but ultimately went home empty-handed. A last minute Chelsea goal in the FA Cup semi-final in April 2016 prevented them from reaching the final, but the women's team qualified for the Champions League for the first time in their history.



MCWFC
attracted
record highest
attendance
in the WSL

Committed to developing talent

Both the men's youth Academy and the women's team celebrated significant international success across a range of tournaments. 28 Academy players from the U15-U18 teams represented their country, including 18 England players. The bronze-winning England team at the FIFA Women's World Cup in Canada featured five women's team players, with Karen Bardsley, Lucy Bronze and captain Steph Houghton all named in the Squad of the Tournament.

Now in their second year based at the landmark City Football Academy, the Youth Academy went from strength to strength in 2015-16, winning trophies in every age group, scoring a record number of goals, and further demonstrating the depth of the Club's commitment to developing local talent.



28 ^o _x
players
representing their country in U15-U18 age groups, including

18
England players

MEN'S TEAM

2015-16 RECORD

City's performance this season



4TH PLACE

Premier League position



SEMI-FINALISTS

City's best ever Champions League performance

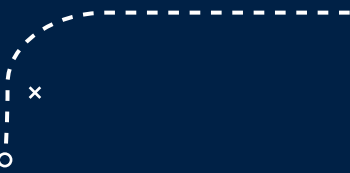
PREMIER LEAGUE STATS

Key achievements in the 2015-16 season



16 CLEAN SHEETS

Two more than last season



AGÜERO STATS

Another great season for City's top scorer

**MOST EFFICIENT STRIKER
IN PREMIER LEAGUE
IN 2015-16 SEASON
(MIN 10 GOALS)**

98.9

Minutes per goal





WINNER

Capital One Cup

5TH ROUND

FA Cup



71 GOALS

Scored, more than any other team

47 GOALS

Scored at home, more than any other team

24

Premier League goals this season

8 EDS

Players who made their first team debut



YOUTH TEAMS

ACADEMY SUCCESS

Winning performances from the youth teams

U10

- **Champions** Premier League National Futsal
- **Winners** Fortuna Wormerveer Holland
- **Winners** PT Sports, Düsseldorf
- **Winners** Raddatz, Germany

U11

- **Champions** Premier League National Finals
- **Winners** Deichmann Cup

U12

- **Winners** Champions Cup, Frankfurt

U13

- **Winners** Premier League International Tournament

SCHOOL REPORT

Educational achievements of the Academy players

30

Number of U18s registered at the local sixth form college

66

Players at St Bede's College

74

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

MORE FROM THE ACADEMY

100+

Goals scored by U16s, who are unbeaten this season



U14

- **Winners** Torneo Reino De Leon, Spain
- **Winners** Supermogh Cup

U15

- **Winners** Premier League Floodlit Cup – Northern Division
- **Winners** Premier League Floodlit Cup – Super Final
- **Winners** Cayman Islands Youth Invitational Cup

U16

- **National Champions** Premier League
- **Northern Champions** Premier League

100%

Pass rate for players at the Connell College who completed A Levels or Level 3 BTEC Sport qualifications



15

Players with Silver Duke of Edinburgh awards



61%

Proportion of players in the Academy that are local

173

Academy players in total across all years in 2015-16

WOMEN'S TEAM

2015-16 RECORD

Manchester City Women completed their second ever WSL season



QUALIFICATION

For the UEFA Women's Champions League for the first time ever

3,180

Attendance for Manchester City vs Notts County, the highest ever in the WSL

55%

Growth in home match attendance in the 2015 season, giving Manchester City the highest average attendance in the WSL



16 MEMBERS

Of the first team who play for national squads comprising 12 seniors and 4 youth internationals

4.5 MILLION

Followers on Facebook by May 2016





“We are building a structure for the future, not just a team of all stars.”
Sheikh Mansour, September 2008

CITYZENS

Manchester City is committed to offering a world-class experience for every fan, wherever they may be in the world.



---> City's matchday experience

AT THE ETIHAD STADIUM

On a matchday, a record number of City fans are now able to watch the game in the newly-expanded Etihad Stadium. Record attendances were recorded this season at both men's and women's matches.

In 2015-16, fans from further afield were brought closer to the action through City's digital innovation and global reach; the Club was the first in the Premier League to trial Virtual Reality, delivered another first for European football with a global Snapchat story covering the Manchester derby, and hosted more media than ever before for the Champions League game against Real Madrid.

Innovation in digital and social media

City's YouTube channel is now the second most watched in world football, with 82 million video views in the 2015-16 season. Fans can access Club content on more platforms than ever before; this season it launched on Snapchat, and offered new experiences including Facebook 360 and

Facebook Live streaming, amongst other new international social media channels and newsletters. To mark the Chinese New Year, Manchester City celebrated, along with its sister clubs in New York and Melbourne, by providing unique content and activities to its supporters on its English and Chinese platforms.



99%

Manchester City match attenders who feel positive towards their club



£1m

total funding commitment to Citizens Giving projects over the last two seasons

City's community commitment continues to grow

CITYZENS MEMBERSHIP

Expanding participation remains a priority for the Club. This season City fans were consulted on the historic changing of the Manchester City badge, voted on how funds were split for international community projects and, through their Citizens membership, were able to access more unique City experiences than ever before. Around the world a record 5,500 people attended City Football Schools in eight different countries.

CITY IN THE COMMUNITY

The Club maintained its commitment to the community in 2015-16. City in the Community delivered almost 10,000 community sessions to 35,000 people in Manchester, a total of nine Citizens Giving projects received funding and 30 young leaders from the Citizens Giving programme took part in the Club's Global Young Leader Summit in Manchester.



MATCHDAY

CITY'S COMMITMENT TO AFFORDABLE PRICING

Second cheapest adult season ticket in the Premier League in 2015-16

CHEAPEST PREMIER LEAGUE SEASON TICKET IN 2015-16



MOST EXPENSIVE PREMIER LEAGUE SEASON TICKET IN 2015-16



FAN SENTIMENT

Match attenders' positivity towards Manchester City



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

92%

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



ETIHAD VISITOR STATS FOR 2015-16

Record attendances at the Etihad Stadium following the stadium expansion

54,041



Average Premier League home attendance,
19% up on last season

21 YEARS

Average time a City supporter has
been a fan, the third longest period
in the Premier League

120,000+

Unique home supporters attending a match
at the Etihad Stadium

80+ 
COUNTRIES

From which fans came to games
at the Etihad Stadium

MATCHDAY

A TOP-CLASS MATCHDAY EXPERIENCE

TOP 3 FOR 12/20



matchday experience statements

The number ones were:



HOW WELCOME YOU ARE MADE TO FEEL WHEN YOU ARRIVE AT THE GROUND



FACILITIES FOR CHILDREN (ACCORDING TO FANS ATTENDING WITH CHILDREN)



QUALITY/RANGE OF FOOD AND DRINK



TOILET FACILITIES



CLUB SHOP STAFF



CLEANLINESS



WI-FI CONNECTIVITY



MOBILE PHONE SIGNAL

98%



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

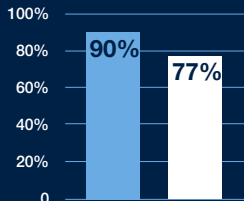
A WELCOMING ATMOSPHERE

Manchester City offers a welcoming environment for all fans at the Etihad Stadium

My club makes an effort to make the ground a **child-friendly environment**

96%

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



● MANCHESTER CITY
● AVERAGE FOR FANS OF ALL PREMIER LEAGUE CLUBS

“This scheme is far in advance of anything seen before and has had a really impressive impact on the local community.”

Judging panel, Football Business Awards 2015, on the Club’s socially responsible approach to infrastructure development around the Etihad Campus, East Manchester



COMMUNITY

CITC ENGAGEMENT STATS

Record numbers for City in the Community in 2015-16



172,000

Face-to-face contacts recorded across all activities



35,000+

Number of people CITC worked with in Manchester



CITC OUTCOME STATS

Key outcomes in 2015-16



1,700+ HOURS

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



3,600+ HOURS

Work experience and voluntary work placements at Manchester City



CITC IMPACT ANALYSIS

How two key CITC projects impacted their participants and the wider community



878

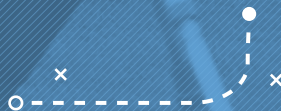


Number of individuals who took part in the programme over three years

CITC PAN DISABILITY FOOTBALL PROGRAMME

£1.63

Return on investment per pound invested



£1.65 MILLION



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



ALMOST 10,000

Community sessions delivered

850

Local people helped by CITC to gain qualifications



CITY IN THE COMMUNITY **KICKS PROJECT**

696

Fewer anti-social behaviour incidents in the areas around Kicks sites than expected



£1.98

Return on investment per pound invested



DIGITAL AND SOCIAL

DIGITAL AND SOCIAL MEDIA

Key areas of growth for Manchester City in 2015-16

3M 

Instagram followers

253%

Up year-on-year

6M 

Twitter followers

63% **123%**

Up year-on-year

Increase for international-language Twitter handles

70%

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



7 **PERCENTAGE POINTS**

Up year-on-year

ONLINE VIDEO VIEWS

Manchester City video content on YouTube and Facebook in 2015-16



OUR BUSINESS

Manchester City, as part of City Football Group, is proud to be part of a truly international sports and commercial organisation, committed to delivering world-class football performances, memorable experiences for fans, and sustainable commercial success.



---> Sporting success and commercial sustainability

In the 2015-16 season, the Club reported record £391.8 million revenues and a second consecutive annual profit of £20.5 million, while continuing to operate with zero financial debt.

There was growth across all areas of the business. Most notably, matchday revenues rose by 21%, following the Etihad Stadium expansion, while broadcast revenues were up 19%, driven by City's progression to the semi-final of the UEFA Champions League.



Serving fans and partners in Manchester and around the world with a long term vision

The Premier League match attender survey reported that 99% of Manchester City fans believe the Club is heading in the right direction, and 98% that City has a long-term vision.



City Football Group's commercial arm, City Football Marketing, has continued to grow and evolve, with new in-market offices providing tailored knowledge and experience for Clubs, partners and fans.

TOP 30

The only sports company recognised in the "Best Large Workspaces" category by the Great Place to Work Institute



ETIHAD CAMPUS DEVELOPMENT

The newly expanded Etihad Stadium opened in August 2015 with a new capacity of 55,000, and a 19% rise in average match attendance.

The Club celebrated the first year in the City Football Academy, and commissioned an independent report into the economic benefits of the investment made in developing the area around the Etihad Stadium.

£206 MILLION

saved in public value benefits over the next decade

CITY'S BUSINESS STRATEGY

Support from Manchester City fans for the Club's performance as a business: proportion of match attenders surveyed who agree with the following statements



92%

Maintains the ethos and traditions of the Club



99%

Heading in the right direction



98%

Has a long-term vision

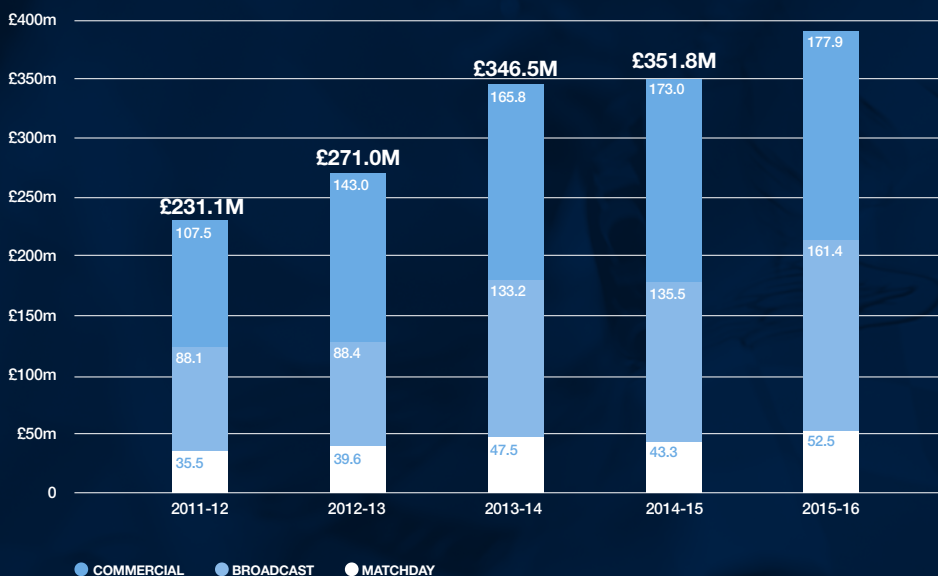


FINANCES

MANCHESTER CITY REVENUE GROWTH

11% year-on-year increase in revenues in 2015-16

£391.8 MILLION



BRAND VALUE

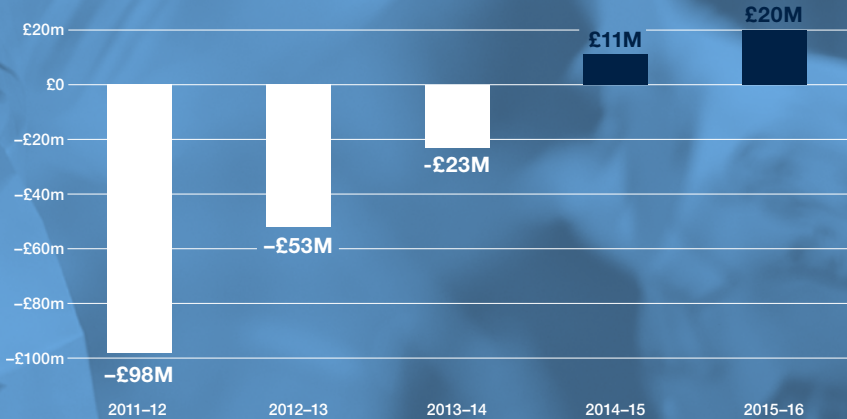
Fourth most valuable football brand globally in 2016

TOP 5 MOST VALUABLE FOOTBALL BRANDS GLOBALLY

Rank	Club	Brand Value (\$m)
1	Manchester United FC	1,170
2	Real Madrid CF	1,148
3	FC Barcelona	993
4	Manchester City FC	905
5	FC Bayern Munich	867

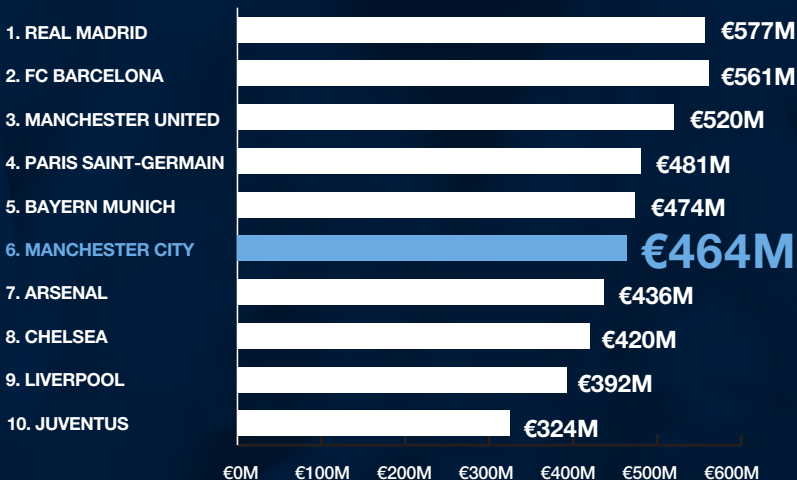
CITY'S NET PROFIT/(LOSS)

Manchester City profitable for the second year running



DELOITTE MONEY LEAGUE

Second-biggest club in the Premier League in terms of revenue



Source: Deloitte Football Money League 2016 (Data for 2014-15 season)

OUR PARTNERS

City focused its efforts on deepening engagement with partners, with enhanced benefits for fans and significant impact for Club partners. The opening of new offices in China and Singapore was an important part of the Club's growth strategy, enabling deeper and more personalised engagement with fans and partners all over the world.

---> SAP

INTEGRATION, FAN ENGAGEMENT AND CONTENT CREATION

In July 2015, SAP SE and City Football Group (CFG) announced a global, multi-year marketing and technology partnership designed to transform the way the Group and its football teams operate and perform, from the boardroom to the pitch.

The partnership will see the implementation of a range of cloud-based solutions powered by the SAP HANA platform, helping to simplify the Group's worldwide operations, increase productivity and enhance the fan experience.

As part of the partnership with Manchester City, SAP created interactive installations within the Etihad Stadium and City Football Academy, bringing real-time analytics and insights to life for fans attending games.

CFG has begun to utilise a variety of cloud and business analytics solutions from SAP and City Football Services is now exploring ways to co-innovate with SAP, in talent management, football performance and human performance.

Both organisations recognised the opportunity to bring two innovative, global brands together to transform the way that technology is used in sports.



---> Hays

MODELLING INTANGIBLE IMPACT AND RENEWAL

Hays, the Club's Official Recruitment Partner, this year renewed its association with the Club for another three years. Whilst a key objective of the original partnership was brand awareness, Hays have now become a more established and recognised brand in the UK, and as part of the renewal Hays challenged the Club to demonstrate how the partnership had delivered return on investment beyond media exposure and traffic.

The Club worked closely with Hays to aggregate data sources and understand and quantify the true impact on Hays' business drivers: awareness, perception, consideration and usage. Through data analysis, a model was built that merged Hays' data and external data to determine top line impact, extracting key insights into differences based on demographics, occupation, brand awareness and team allegiances.



---> Etihad Airways

CONTINUED DIGITAL ENGAGEMENT

In January 2016, Manchester City and Etihad Airways hit the road again for the return of their branded video content series, Global City Fans. This time they visited four new locations – Mumbai, Seoul, Johannesburg and Los Angeles – in search of the most passionate and loyal City fans before returning to Manchester for the season finale with some familiar faces from across the series.

Replicating the success of season one, the five-part series received over 4 million views and nearly 1 million engagements, and Global City Fans continues to be one of Etihad's most exciting partnership projects with the Club. The series has generated over 9 million views in total, with an average viewing time of four minutes.



BUSINESS OVERVIEW

MANCHESTER CITY'S GLOBAL FOOTPRINT IN 2015-16

OFFICES



MANCHESTER MELBOURNE ABU DHABI SHANGHAI
NEW YORK TOKYO SINGAPORE LONDON



TOURS

GOLD COAST VIETNAM
MELBOURNE



COMMUNITY PROJECTS

MANCHESTER BARRANQUILLA KOLKATA
NEW YORK KUALA LUMPUR CAPE COAST
MELBOURNE SÃO PAULO CAPE TOWN



CLUBS

MANCHESTER MELBOURNE
NEW YORK YOKOHAMA





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