



MANCHESTER CITY

OUR STORY

OUR YEAR AT A GLANCE 2016-17

MANCHESTER CITY FOOTBALL CLUB



OUR CITY, OUR STORY, OUR YEAR IN REVIEW

Our story started over a century ago, with a deeply-rooted local club, its heart in the community.

What follows here is another chapter in our history, a record of our year, starring our teams, our fans, our partners and our people. The report documents our sporting successes and challenges, and the continued commercial sustainability that underpins our growth.

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

We hope you find it useful and enjoyable.

OUR YEAR AT A GLANCE

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CHAIRMAN'S STATEMENT

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

Whilst we achieved 12 more points in the League (78) than the previous season (66), silverware remains the most important on-field performance benchmark for His Highness Sheikh Mansour, myself and the Board, and in reality everyone involved with our Club. In the last seven seasons, we have won more trophies than any other team in the Premier League. In doing so, in the last five years we have scored more goals and have won more league games than any of our rivals. Having set such high standards for ourselves it is inevitable that finishing a campaign empty-handed brought with it a raw sense of disappointment.

To some extent that disappointment was offset by the quality of football that was played at times during the season. The targeted investment in the summer of 2016 in some talented young players, blended together with the existing capabilities in our squad, led to an impressive start to the season and some memorable performances, such as Monaco at home and Manchester United away, to pick just two. These displays gave us a hint of the type of football – and results – that we want to consistently see in the seasons ahead.



For our women's team, success came in abundance in 2016-17, including winning the domestic treble and making the semi-final of the Champions League. This was an outstanding achievement and coach Nick Cushing and the entire team and support staff deserve much credit for their hard work, professionalism and the extraordinary team spirit they have created. They have succeeded in firmly establishing our women's team as a major force in the game.

The high standards to which our senior men's and women's teams are held applies across all age groups, not least the Elite Development Squad. Two members of that squad made their

first team debuts last season and nine trophies were won by our academy teams throughout the year. The ongoing development of Phil Foden and Brahim Diaz in particular, continues to be encouraging and our commitment to nurture our own talent remains a central pillar for the Club's long-term sustainability.

This was also a season where we said goodbye to some highly-regarded representatives of the club. Willy Caballero, Jesus Navas, Bacary Sagna and Gael Clichy all left with our thanks and recognition for their very real contributions to our continuing story, as did Samir Nasri and Aleksandar Kolarov

after six and seven years respectively of significant service to Manchester City. And of course, in what was one of the most emotional nights ever seen at the Etihad Stadium, Pablo Zabaleta bade farewell to all of us after nine years of unwavering commitment to the team, to the fans and to the history of this club. A character such as his, both on and off the pitch, is something of a rarity and he will always be part of the City family.

Away from the pitch, we have always been clear that on-field success and financial sustainability must exist hand-in-hand. For the third consecutive year, our business is profitable and revenues continue to grow to record levels for the ninth successive season, pushing beyond £400 million and towards the £500 million mark. We also continue to operate with zero financial debt.

Beyond Manchester, our global footprint continued to expand with our community engagement programmes reaching ever further afield, with expanded digital outreach and new global partnerships. From City Football Group's perspective, we welcomed our fifth club, CA Torque

in Montevideo, Uruguay. This investment enables our organisation to build on existing connectivity in Uruguay and helps us to expand our options in identifying and developing local and South American talent. It also enables us to create an administrative hub for our pre-existing scouting operations in the region and provides us with our first permanent presence in South America. We are pleased to welcome the Club into the City Football family.

It is important to acknowledge that this was also a year in which we were saddened by tragic events in the City of Manchester. In May of this year,

Manchester experienced one of the darkest days in its recent history when the Manchester Arena was attacked. I know that many of our staff and fans were impacted either directly or indirectly by the incident. The emergency services in the city, with which we work so closely throughout the year when running matches, events and general operations, showed incredible bravery and resilience through this most testing of times and we remain grateful for their courageous service. The stories of incredible generosity and personal sacrifice in the most difficult circumstances showed the world the deep community spirit and strength of this special city that we are proud to be a part of.

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

Khaldoon Al Mubarak



“This was also a season of promise and of some very real highlights which will sit in the memory for years to come.”

CEO'S MESSAGE

One year ago, on these pages, we talked about the opening of a new chapter for Manchester City.

A new manager had been presented to our fans at our first 'Cityzens Weekend', a new badge had been unveiled and a new website launched. 'It begins' was the theme, meaning we were taking a new step in our journey to become, and sustain ourselves as, one of the leading football clubs in the world.

We finished the first season of this chapter without any trophies and we will never be satisfied with that, but at the same time, it was a season of promise and progress. We scored more goals, created more chances, had the highest level of possession in the league and achieved 12 points more than the previous season. More importantly, several times during the season, our team showed exactly the type of quality football we want to be playing, with some very impressive displays. We are committed to playing beautiful football and to win. Both elements are compatible and the second is a consequence of the first. I am convinced we will see further progress and silverware in the seasons to come.

Over the last three seasons, we have tackled another important and strategic challenge: to refresh and rejuvenate the squad that were Champions in 2012 and

2014. We believe we have planned and executed well, signing young, talented players that can be the basis of our team for the years to come. Ederson, Stones, Mendy, Walker, Danilo, Gundogan, Bernardo Silva, De Bruyne, Sterling, Jesus and Sane have all joined the team while very much-loved players including Zabaleta, Clichy, Sagna, Caballero, Navas, Kolarov and Nasri have left the Club. We will continue to strengthen the squad every year but we believe that we now have a group of players capable of playing the football we want and winning titles while doing so.

These investments are built upon a platform of sustained commercial and financial success. This year we achieved record revenues (£473.4 million) for the

ninth consecutive year and entered our third consecutive year as a profit-making business. We continue to operate with zero financial debt, and our wage/revenue ratio sits at a healthy 56%.

It has been two years since we moved into the City Football Academy, built primarily as a youth development centre, as well as home for our senior teams. We are beginning to see the results of this investment with players like Phil Foden, Brahim Diaz and Tosin Adarabioyo making their first team debuts, whilst the Academy won nine trophies across all age groups. There is certainly much more to do to help our players bridge the gap between youth and senior football and we will continue to work hard in this area.



The performance of our women's team deserves special praise. The team won three domestic trophies and reached the semi-final of the Champions League, with a squad which boasts 14 internationals, including, for a period, Carli Lloyd, one of the world's best players. This team is increasingly recognised as a driving force in women's sport, something which we are equally proud of, as we break record league attendances, and introduce exciting digital innovations and a growing suite of commercial partners.

This year we announced a new member of our City Football Group family – FC Torque in Uruguay – a club that will help increase our presence and player development activities in South America. This growth comes as our earlier acquisitions reach a level of maturity which has seen them win men's and women's trophies (Melbourne), improve their final ranking by 13 places (New York) and make encouraging progress, particularly in reaching the semi-finals in both domestic cups (Yokohama f Marinos). We are now seeing how our growing network of clubs can translate both into commercial opportunities for the group and development opportunities for players. As an example, we saw young

Australian Aaron Mooy, formerly a Melbourne City player, join Huddersfield Town for the Club's record transfer fee.

These global developments also benefit our international community programmes building on our flourishing local ones. Last year, Cityzens Giving benefited projects in 12 cities around the world, including a new project in Beijing which was launched during the men's team tour in July 2016.

The 2016-17 season was another in which we welcomed new commercial partners and grew relationships with existing ones. Maybe the most significant moment was the signing of a new partnership with Nexen Tire, making Manchester City the first in the Premier League to announce a matchday Shirt

Sleeve partner. Nexen has been a trusted partner for several years and it is testament to the strength and value of our relationship that they wanted to elevate the partnership in this way.

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

We now look to the 2017-18 season with ambition and optimism, with confidence in the manager and in the squad, following a period of strategic

and targeted recruitment, and with the hope and belief that the team can repay the incredible loyalty and commitment of Manchester City fans from all over the world.

Ferran Soriano



“We have committed to a certain style of play and are delivering upon that.”



OUR
TEAMS

OUR TEAMS

Manchester City's men's team finished the season without a trophy but managed a third-place finish in the Premier League to secure qualification for the Champions League for the seventh consecutive season.

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

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



28
PLAYERS
representing their country in U15-U18 age groups, including

18
ENGLAND PLAYERS

COMMITTED TO DEVELOPING TALENT

BEAUTIFUL FOOTBALL

Record audiences for women's team in an award-winning year



MEN'S TEAM

2016-17 was a mixed season for City's men's team. They failed to land a major trophy but there was a clear improvement in the style of football the team played. Pep Guardiola, in his first 12 months as manager, introduced a high-intensity, quick passing game that saw City produce some of the best football in the Club's history in finishing third in the Premier League.

WOMEN'S TEAM

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

ELITE DEVELOPMENT SQUAD

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

ACADEMY

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

The girls academy launched in July 2016 and is now home to 120 players from U10s up to first team.

MEN'S TEAM



2016-17 RECORD

PERFORMANCE OF MEN'S FIRST TEAM THIS SEASON



PREMIER LEAGUE STATS

KEY ACHIEVEMENTS IN THE 2016-17 SEASON



FIVE YEARS OF CONSISTENCY

MANCHESTER CITY WAS THE HIGHEST-RANKING PREMIER LEAGUE CLUB ACROSS A HOST OF PERFORMANCE METRICS BETWEEN 2012-13 AND 2016-17



WOMEN'S TEAM



2016-17 RECORD

DOMESTIC TREBLE FOR THE WOMEN'S FIRST TEAM SQUAD



Source: Manchester City

A RECORD YEAR

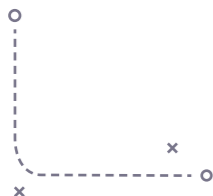
RECORD AUDIENCES FOR THE WOMEN'S TEAM IN AN AWARD-WINNING YEAR



Source: Manchester City

SPOTLIGHT: A STELLAR SEASON FOR THE WOMEN'S TEAM

Manchester City had a stellar 2016-17 season, completing the domestic treble of the FA Women's Super League trophy (2016), the FA WSL Continental Tyres Cup (2016) and the FA Women's Cup (2017), a remarkable achievement for a team in its third season. In addition, the squad reached the semi-final in their inaugural UEFA Women's Champions League (UWCL) season.



These trophies led to a further wave of prestigious awards given for both team and individual performances, including:

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

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

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

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

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

ACADEMY

ACADEMY SUCCESS

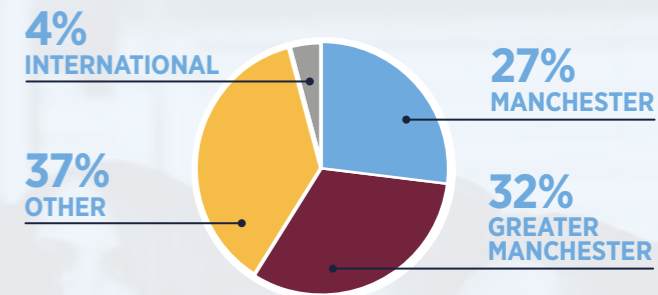
WINNING PERFORMANCES FROM THE YOUTH TEAMS



Source: Manchester City

GEOGRAPHICAL SPLIT OF ACADEMY PLAYERS

59% OF PLAYERS IN THE ACADEMY ARE LOCAL



160

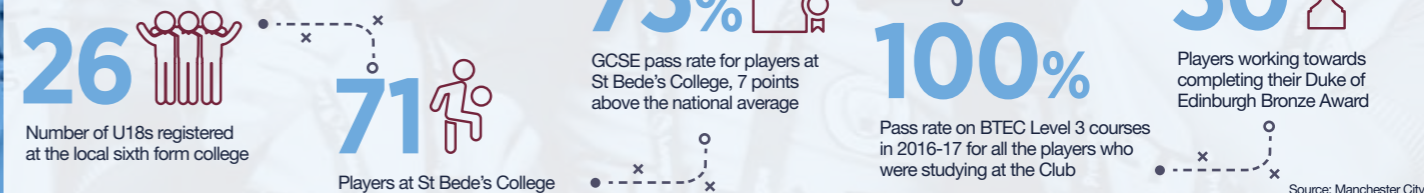
Academy players in total across all years in 2016-17



Source: Manchester City

SCHOOL REPORT

EDUCATIONAL ACHIEVEMENTS OF THE ACADEMY PLAYERS



Source: Manchester City

CITIZENS



CITYZENS

The Etihad was one of England's busiest stadium venues in 2016-17, with 19 league games, six cup games and eight concerts.

Fans from a total of 80 different countries attended a game at the Etihad Stadium, and average attendance at Premier League games was 54,000. Before each game, junior fans were given exclusive pre-match access at new Family Days at the City Football Academy.

Fans everywhere were brought closer to the club with the launch of a VR app, Snapchat Specs and a Facebook Messenger chat bot, as City was ranked fourth in Sports Techie's most tech savvy sports team in the world.

Average of **54,000** supporters at Premier League home games

Fans from **80** different countries attended a match at the Etihad Stadium during 2016-17



“Innovating the beautiful game: how Man City is taking football from the terraces to the web”

WIRED MAGAZINE, JAN 2017

MATCHDAY

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

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

DIGITAL

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

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

COMMUNITY

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

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

MEMBERSHIP AND SUPPORTERS CLUBS

At the end of the 2016-17 season, the men's first team surprised local fans in homes, workplaces and schools across the city to thank them for their support.

Supporters Clubs were presented with commemorative plaques by former players, awarded according to their age – the oldest being Brooks Bar, founded in 1949. In Indonesia, Brazil, Vietnam and China, Supporters Clubs held new matchday viewing parties for thousands of fans.

SPOTLIGHT: CITYZENS WEEKEND



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



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

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



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

Cityzens Weekend was later recognised at both the Sports Business and Stadium Business Awards – for best non-matchday use of venue, and sales and marketing respectively.

MATCHDAY

CITY'S COMMITMENT TO AFFORDABLE PRICING

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




CHEAPEST PREMIER LEAGUE SEASON TICKET IN 2016-17



CHEAPEST CLUB  **£252**

MANCHESTER CITY  **£299** 

MOST EXPENSIVE CLUB  **£1,014**

MOST EXPENSIVE PREMIER LEAGUE SEASON TICKET IN 2016-17

CHEAPEST CLUB  **£489**

MANCHESTER CITY  **£900** 

MOST EXPENSIVE CLUB  **£2,013**

Source: BBC Sport (Price of Football Survey 2016)

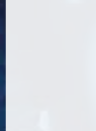
ETIHAD VISITOR STATS FOR 2016-17

CONTINUED RECORD ATTENDANCES AT THE ETIHAD STADIUM FOLLOWING THE STADIUM EXPANSION



54,019 

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



21 YEARS 
Average time a Manchester City fan has been attending the Club's football matches

110,000+

Unique home supporters attending a match at the Etihad stadium

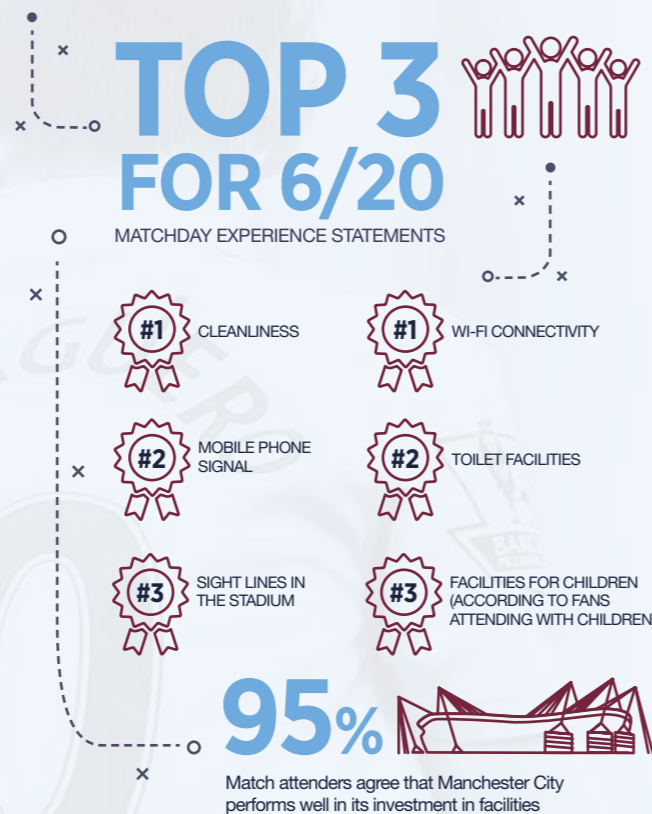


80 COUNTRIES
From which fans came to games at the Etihad Stadium

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

MATCHDAY

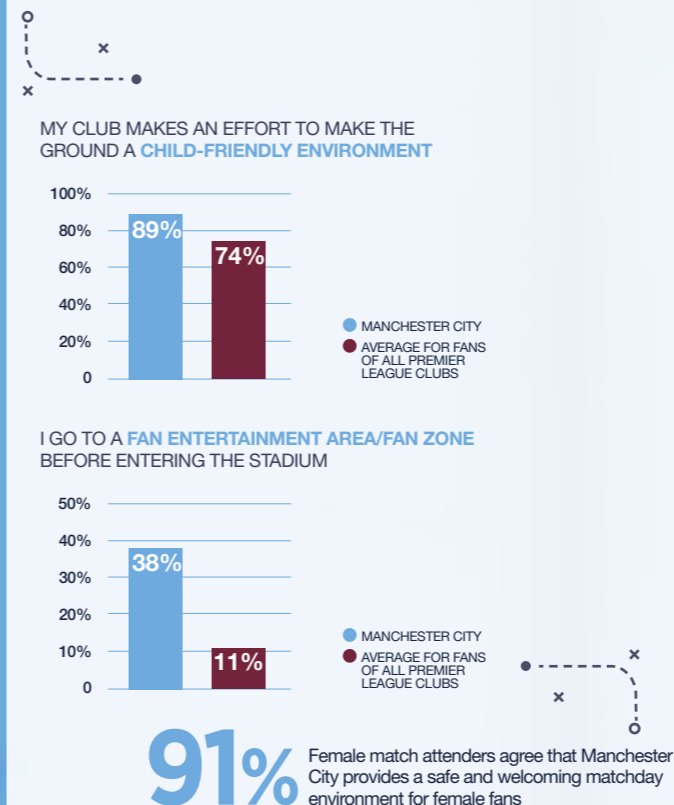
A TOP-CLASS MATCHDAY EXPERIENCE



Source: Premier League Match Attender Survey 2016-17

A WELCOMING ATMOSPHERE

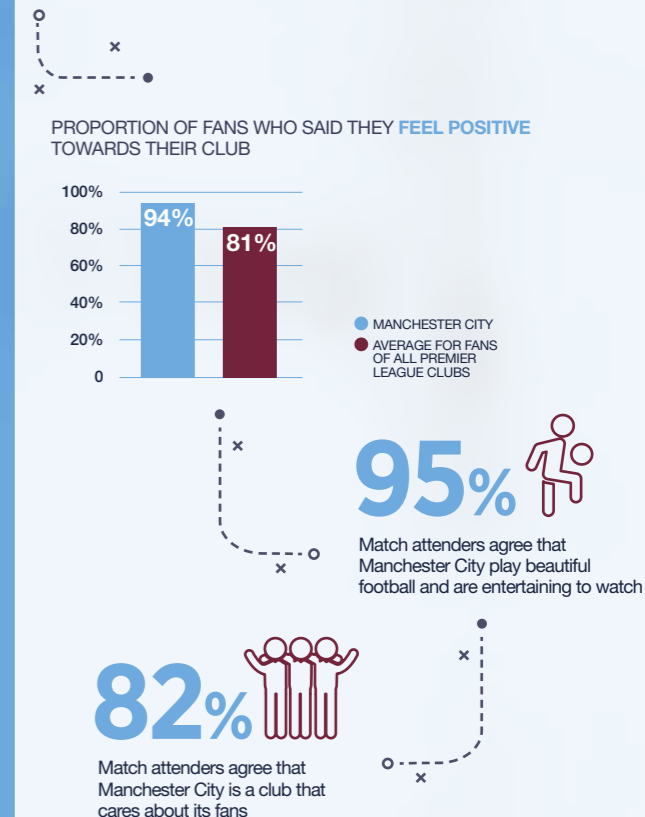
MANCHESTER CITY OFFERS A WELCOMING ENVIRONMENT FOR ALL FANS AT THE ETIHAD STADIUM



Source: Premier League Match Attender Survey 2016-17

FAN SENTIMENT

MATCH ATTENDERS' POSITIVITY TOWARDS MANCHESTER CITY

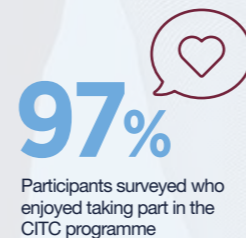


Source: Premier League Match Attender Survey 2016-17

COMMUNITY

CITC ENGAGEMENT STATS

RECORD NUMBERS FOR CITY IN THE COMMUNITY IN 2016-17



Source: Manchester City

CITC HIGHLIGHTS

KEY OUTCOMES IN 2016-17



Source: Manchester City

SPOTLIGHT: CITY IN THE COMMUNITY TURNS 30

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

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

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

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



As part of the celebrations, BBC One documentary 'Sister Rita to the Rescue' featured a CITC nutrition programme in Manchester. The five-part series followed a drop-in centre in an underserved area of the city, and showed how CITC's programme is helping the community enhance their cooking skills, prepare healthy meals on a budget, and make the most out of ingredients from the food bank.

CITC also teamed up with Make a Wish Foundation for their own 30-year celebrations, granting a number of wishes throughout the year, including that of an 11-year-old amputee footballer who had a kickabout with the men's team, before leading the team out as mascot for the game against Crystal Palace.

Ethihad Airways supported the 30-year celebrations with the launch of a new six-week literacy project in April 2017. City Stars is designed to build children's confidence in reading, writing and spoken language, using examples from the world of football. This is particularly important in Manchester where, according to the National Literacy Trust, children and young people spend less time reading a book than the national average. A successful pilot earlier in the season showed 73% of children felt City Stars made them more confident in their literacy skills, and 69% said the project increased the likelihood of them reading outside of school.

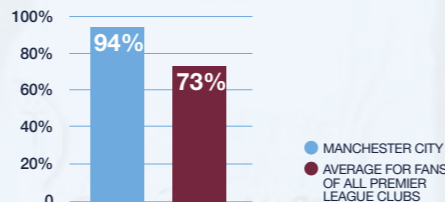
City also created a brand new fundraising event for the anniversary year. In March 2017, the first ever 'Blue Run' took place at the City Football Academy, with 1,200 City fans turning themselves blue for the 5-kilometre dash, raising £40,000 for City in the Community.

COMMUNITY

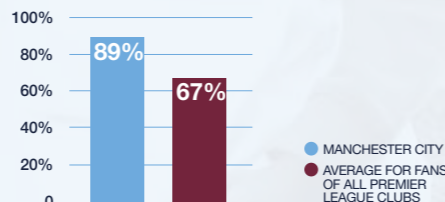
FAN APPRECIATION OF COMMUNITY INITIATIVES

MANCHESTER CITY FANS HAVE A HIGH AWARENESS AND APPRECIATION OF THE CLUB'S COMMUNITY WORK

MY CLUB ALREADY MAKES A SIGNIFICANT CONTRIBUTION TO THE LOCAL COMMUNITY



I AM AWARE OF COMMUNITY INITIATIVES RUN BY MY CLUB



75% My club makes a greater contribution in its community than five years ago

Source: Premier League Match Attender Survey 2016-17

CITYZENS MEMBERSHIP PROGRAMME

GIVING MANCHESTER CITY FANS A VOICE IN THE CLUB'S DECISIONS



Source: Manchester City

CITY FOOTBALL SCHOOLS

EXPANDING THEIR PRESENCE ALL OVER THE WORLD



Source: Manchester City

DIGITAL

DIGITAL AND SOCIAL MEDIA

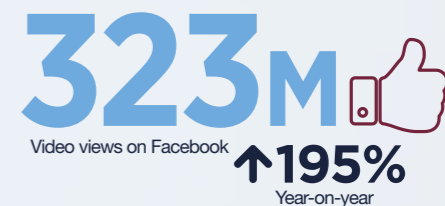
KEY AREAS OF GROWTH FOR MANCHESTER CITY IN 2016-17



Source: Social Bakers, Google Analytics

ONLINE VIDEO VIEWS

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



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



OUR
BUSINESS

OUR BUSINESS

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

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

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

2016-17 Revenue

£473m

Change since 2015-16

+21%



“Manchester City was the only sports company recognised in the ‘Best Workplaces’ category”

GREAT PLACES TO WORK INSTITUTE, 2017 REPORT



PERFORMANCE

Manchester City's revenue figure was a Club record-breaking £473 million for the 2016-17 season, an increase of 21% from the previous period. The two major contributory factors to this growth were a 23% increase in commercial revenue and a 26% increase in broadcasting revenue.

Total profit was £1.1 million, over an adjusted 13-month period, resulting from a year-end change from 31 May to 30 June.

PEOPLE

Manchester City was the only sports company recognised in the 'Best Workplaces (Large)' category by the Great Place to Work Institute in its 2017 report, placing 25th, four places up from the previous year.

The Club introduced a new wellness scheme, 'Be City', including a number of new initiatives and access to wellness-related services, as well as social activities and a staff recognition programme.

PLACES

Almost three years on from its opening, the City Football Academy won three prestigious RIBA 2017 awards, including an award for sustainability.

The 0% target for waste to landfill was achieved once again, and use of mains-sourced water was reduced by 83%. Across the Etihad Campus, energy consumption was reduced by 20% following a series of operational enhancements and new initiatives.

PERFORMANCE

BRAND VALUE

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

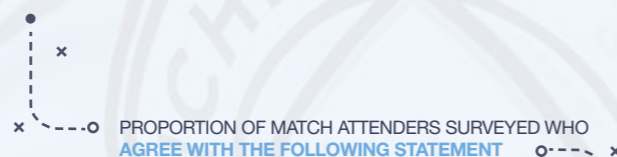
TOP 6 MOST VALUABLE FOOTBALL BRANDS GLOBALLY

Rank	Club	Brand Value (\$bn)
1	Manchester United FC	1.7
2	Real Madrid CF	1.4
3	FC Barcelona	1.4
4	Chelsea FC	1.2
5	FC Bayern München	1.2
6	Manchester City	1.0

Source: Brand Finance Football 50, June 2017

FAN PERCEPTIONS OF THE CLUB

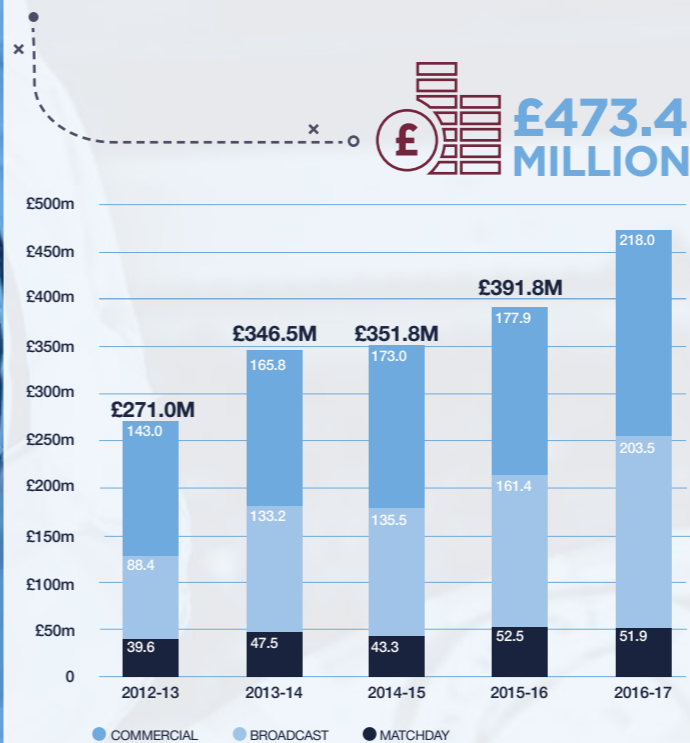
SUPPORT FROM MANCHESTER CITY FANS FOR THE CLUB'S PERFORMANCE OVERALL



Source: Premier League Match Attender Survey 2016-17

MANCHESTER CITY REVENUE GROWTH

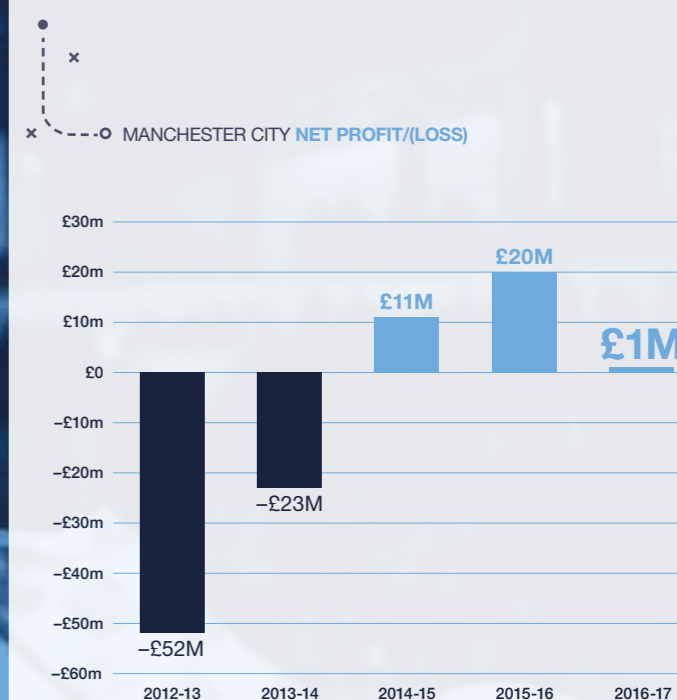
21% INCREASE IN REVENUES IN 2016-17



Source: Manchester City

CLUB PROFITABILITY

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



Source: Manchester City

OUR PARTNERS

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

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

SAP

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

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



WIX

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

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



WOLF BLASS

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

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



HAYS

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

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



PEOPLE & PLACES

EQUALITY AND DIVERSITY PARTNERS

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



CITY PEOPLE

RECOGNITION FOR CITY AS A GREAT PLACE TO WORK



The only sports company recognised in the 'Best Workplaces (Large)' category by the Great Place to Work Institute in its 2017 report



CFG staff say that taking everything into account this is a great place to work



Staff say they are proud to tell others that they work at CFG



UK employees are members of the corporate cash plan, offering health, fitness, wellbeing and insurance benefits

Source: Great Place to Work Institute, Manchester City

ENVIRONMENTAL COMMITMENTS

MANCHESTER CITY'S FOCUS ON RECYCLING AND ENERGY EFFICIENCY



Proportion of waste that goes to landfill



Reduction in mains-sourced water at CFA, due to increased recycling and drawing of waters from bore hole



Reduction in energy consumption following further expansion of LED lights to replace conventional lighting in City@Home and City Store buildings



Reduction in energy consumption following optimisation of time the floodlights at the Etihad Stadium and CFA Academy Stadium are turned on

Source: Manchester City

GLOBAL VISION

MANCHESTER CITY'S GLOBAL FOOTPRINT IN 2016-17



GLOBAL VISION

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

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

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

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





For further information visit:

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