




2020-21 Annual Report





CLUB TOGETHER



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A man in a dark suit and white shirt is shown from the chest up, looking towards the left. He is positioned in the foreground, with a large football stadium in the background. The stadium is filled with spectators, and the pitch is visible with players on the field. The sky is a deep blue, suggesting dusk or dawn. The stadium's architecture, including the roof and support structures, is visible. The text "CHAIRMAN'S STATEMENT" is overlaid on the image in large, bold, white and blue letters.

CHAIRMAN'S STATEMENT

THE 2020-21 SEASON WAS UNIQUE. IT KICKED OFF IN SEPTEMBER, ONLY A MONTH AFTER OUR MEN'S TEAM HAD BEEN COMPETING FOR THE PRECEDING SEASON'S SILVERWARE, AND ALL LEAGUE AND CUP GAMES WERE PLAYED IN EERILY EMPTY STADIA.

Yet for our Club what truly distinguished the year as unique and remarkable was that we competed in the maximum possible number of domestic and European competitive games, bar one, in a single season. It was a feat unsurpassed by any English club in the modern era. With a return of two major trophies and a UEFA Champions League final, this very different and intense season, with its multiple challenges, should be seen as one of our most successful.

Ten seasons before this one, Manchester City won its first major trophy in 35 years and qualified for the Champions League for the very first time. A decade on, and our men's team is distinguished in England by having qualified for the competition every year since. And so, while disappointment at the defeat in the final in Porto ran undeniably deep, we were incredibly proud to have reached it in the first place. We look ahead with the knowledge that we are going to come back stronger and more experienced, knowing that we have reached not only that benchmark but also a level of consistency which gives us great confidence for the future.

The success of our men's first team – this year's trophies represent our fifth Premier League title and sixth League Cup of the last decade – is our story today. Our story tomorrow will be written by the next generation, who made history this year when the EDS and U18 teams won their respective leagues, meaning Manchester City hold the titles at all three levels of the men's game.

His Highness Sheikh Mansour's vision, set in 2008, is the reality we are living thirteen years later – we are a sustainable and socially responsible organisation, finding and developing talent and competing for trophies on both the domestic and European stage.

It is the results of that vision that gave us the confidence a year ago to state an intended return to profitability in our second season impacted by COVID-19, even in a season played without fans. Despite the many unknowns in the evolving global pandemic, we knew then that was a realistic objective, thanks in large part to the impact of our long-term strategy to diversify and globalise our revenues; our ability to depend on excellent football performance; and the support of our partners and shareholders.

We have been able to continue our forward momentum across City Football Group, last year celebrating the acquisition of new clubs, and this year enjoying on-field success throughout the group, as our teams in India, Australia and France won their respective leagues.

In Manchester, this season, we saw two very special figures depart the Club. Firstly, Brian Kidd stepped away from his role with our heartfelt and grateful thanks after twelve incredible years. His indelible contribution to everything that Manchester City has achieved in that time should not be underestimated, nor should his achievements in English football more widely. He is rightly held in the highest regard by all who know and have worked with him and remains a dear and valued friend to all of us. Secondly, we said an emotional goodbye to Sergio Agüero, in my opinion the greatest, and according to the statistics, the most lethal striker in Premier League history. Scoring two goals in his first game, two goals in his final game, netting a record number of goals and winning fifteen trophies in between – he gave so much to City from beginning to end. He will be talked about as a City legend for the next century and like Vincent Kompany and David Silva, whose achievements we were thrilled to honour with the unveiling of statues at the Etihad Stadium at the end of the summer, so Sergio will be similarly recognised.

With the passing of Colin Bell earlier this year, we also said farewell to a legend of a different era, one who will live on in what he contributed to Manchester City, and whom we remember every matchday in the Colin Bell Stand. He was a star on the pitch, but he maintained a dignity and humility that was truly humbling. As with our twenty-first century legends, so we are planning ways in which to celebrate more visibly Colin's achievements and those of his closest teammates.

As we both reflect and look ahead, it is clear that the last two years have held challenges that no-one could have foreseen and yet, thanks to the strength of our foundation work and the collective achievements of so many over the last decade, we can all look to the future with confidence, knowing that our trajectory continues firmly in line with our plans.



CEO'S MESSAGE

THIS WAS A VERY SPECIAL SEASON. THERE WAS A MOMENT IN NOVEMBER 2020 WHEN MANCHESTER CITY SAT IN 13TH POSITION IN THE PREMIER LEAGUE TABLE – OUR LOWEST POSITION FOR SOME YEARS. WITH THE START OF THE SEASON DELAYED FOLLOWING THE ONSET OF THE COVID-19 PANDEMIC, GAMES WERE COMING AT A RELENTLESS PACE.

Everybody was physically tired, but you could sense the focus and the resolve of the team and the togetherness of the whole Club. It was by harnessing that togetherness, that the team pulled themselves up from that point and went on to have one of the best seasons in Manchester City's history.

The season closed with the team having played 63 out of a maximum possible 64 matches, taking home the Premier League title, winning a record-equalling eight League Cups, reaching the final of the UEFA Champions League for the first time and breaking a raft of records in the process. This is not a Club that gives up when the going gets tough.

The success we tasted went beyond our first team. Manchester City became the first club in history to win the Premier League, the Premier League 2 title, and the Under-18 Premier League National title in the same year, highlighting a bright future for our younger players. Our women's team did not quite scale the heights of past seasons, narrowly missing out on the WSL title on the last matchday of the season, having secured their highest ever points tally and with a record-breaking unbeaten run of 12 games.

From a business perspective, we were pleased to return to profitability, having successfully navigated the revenue challenges created by the pandemic. COVID-19 did not stop us, and we continued to grow, innovate and develop new ideas. This year, Manchester City was named the World's Most Innovative Sports Organisation by the Sports Innovation Lab, which highlighted our forward-thinking approach to media and content and City Football Group's role as 'anchor' investor in the Sapphire Sport venture capital fund.

Last year, we announced the addition of a number of new clubs to City Football Group (CFG). This year, our focus was on helping these teams to succeed, and the results speak for themselves. Impressively, four clubs finished their respective leagues as winners: ESTAC (Troyes) achieved a historic promotion to Ligue 1 in France, and Melbourne City, under the guidance of ex-player and first-time manager Patrick Kisnorbo, had an unstoppable season, finishing top of the league to be awarded the Premier's Plate and going on to win the A-League Grand Final. There was also huge success in India with Mumbai City, which CFG announced its intention to purchase in 2019. The Club became the first team in ISL history to secure both the ISL Shield and the ISL Trophy. CFG is providing advisory services to Mumbai City whilst the purchase awaits final approvals.

Building on the blueprint of the successful City Football Academy in Manchester, infrastructure and youth development remained vital components of our sustainable development approach for all of our clubs around the world. This year, Montevideo City Torque opened their City Football Academy, the best facilities in Uruguay for young talent, and we announced a new City Football Academy in Melbourne.

When the pandemic took hold, it was important to establish how we could best help some of the communities that were most impacted. In June 2020, CFG launched Cityzens Giving for Recovery, mobilising our ten clubs, thousands of staff and players, our partners and millions of fans to help our communities to get back on their feet. Together, we have raised over £1 million, volunteered more than 10,000 hours for recovery and supported over 100,000 people globally, helping to change lives in ten cities around the world.

We are hopeful that the pandemic-related challenges from the last two seasons will continue to subside, as we keep working tirelessly towards our objectives. And while we cannot dismiss the pain of missing out on the trophy in Porto at our first ever UEFA Champions League final, we must also pause to savour the fact that Manchester City has won three of the last four Premier League titles, and are now looking ahead to what we can do to achieve even greater success in the next stage of our journey. Together.

An aerial, wide-angle photograph of Etihad Stadium during a football match. The stadium is filled with a large crowd of spectators. The pitch is visible with players in white and dark kits. The stadium's distinctive roof structure is prominent. The text "OUR TEAMS" is overlaid in the center. "OUR" is in a bright cyan color, and "TEAMS" is in white. The background is a deep blue, suggesting dusk or dawn.

OUR TEAMS



MEN'S TEAM

“ WE WILL ALWAYS REMEMBER THIS SEASON FOR THE WAY THAT WE WON. TO COME THROUGH THIS SEASON – WITH ALL THE RESTRICTIONS AND DIFFICULTIES WE’VE FACED – AND TO SHOW THE CONSISTENCY WE HAVE IS REMARKABLE ”

Pep Guardiola, Manager, Manchester City Men

Manchester City entered the 2020-21 season hungry for a fifth Premier League title in seven years.

On 23 October 2020, we sat in 13th position in the league table, leaving many wondering if another Premier League title would be possible after such a mixed start to the season and with City players having had a shorter summer break than other clubs following the delayed end of the 2019-20 campaign.

Despite starting the month in the bottom half of the table, on 19 December the team began a breath-taking, record-breaking run which would have a transformative effect on the season's campaign. Between December and March, a new Club and English top-flight record was established, with 21 consecutive wins in all competitions and, on 29 May, we finished the season with a Premier League title, the Carabao Cup and a place in the Champions League final for the very first time in the Club's history.

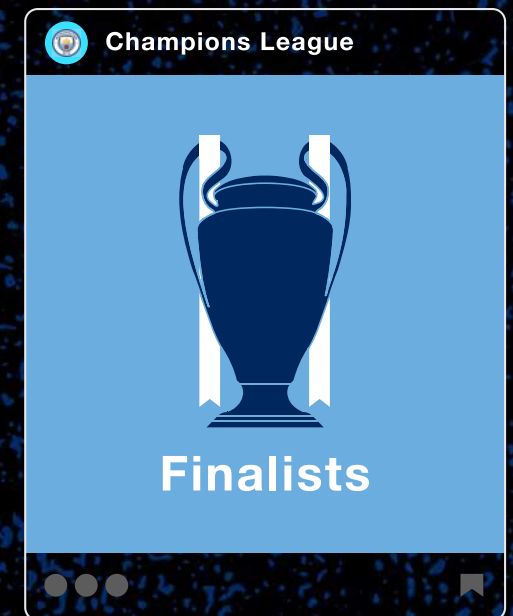
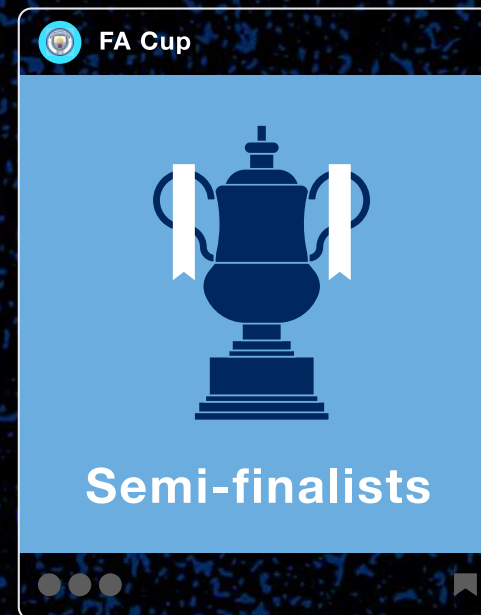
It was a year of outstanding contribution from all players in the squad, as reflected in the breadth of the end-of-season awards. As many as six Manchester City players were named in the PFA Team of the Year: Ederson, João Cancelo, John Stones, Rúben Dias, Kevin de Bruyne and İlkay Gündoğan. In addition, Dias was named FWA Player of the Year (the first defender to win the award since 1989), De Bruyne was named PFA Player of the Year for a second consecutive year, and Academy graduate Phil Foden was awarded PFA Young Player of the Year.

Pep Guardiola won Premier League Manager of the Season, and with Rúben Dias and Phil Foden also winning, respectively, Premier League Player of the Season and Premier League Young Player of the Season, this was the first time three members of the same club have ever won this trio of Premier League awards.

14 Manchester City players represented their countries in the delayed UEFA EURO 2020 tournament (played in summer 2021), all of whom progressed to the knockout stages. Although football would not end up 'coming home' for our impressive English finalists, four of our players had a role in helping England to an historic first final.

2020-21 AT A GLANCE: MEN

Our men's team celebrate a fifth Premier League title in ten years and reach the UEFA Champions League final for the first time



Source: Manchester City

AWARD WINNERS

PHIL FODEN

Directly involved in 14 Premier League goals (9 scored and 5 assists), the most of any U21 player in 2020-21

Premier League Young Player of the Season 2020-21

PFA Young Player of the Year 2020-21



KEVIN DE BRUYNE

3.6 chances per 90 minutes of Premier League play, the best rate of any player in the division in 2020-21

The best assist ratio in Premier League history, at 178 minutes per assist (amongst players with 2,000+ minutes)

PFA Player of the Year as voted by the Professional Footballers' Association, for second successive year



RÚBEN DIAS

0.66 goals conceded per 90 minutes in the Premier League last season, the best rate of the 176 players who played at least 2,000 minutes in the competition

Premier League Player of the Season 2020-21

Football Writers' Association (FWA) Footballer of the Year 2020-21



Source: Premier League, PFA, FWA **STATS PERFORM** | **opta**

THE MOST LETHAL STRIKER

Treasured by City fans and a global icon of the game, Sergio Agüero is one of the most decorated and respected footballers to wear the sky-blue shirt.

He joined City in the summer of 2011, making an immediate impact by scoring twice and creating an assist on his 30-minute cameo debut in a 4-0 home win over Swansea City. It was a dramatic and impressive start that gave an indication of what was to follow.

His heart-stopping goal against Queens Park Rangers in the unforgettable final game of the 2011-12 season, which secured the Club's first ever Premier League title, cemented his reputation in both City and Premier League folklore.

Sergio went on to become City's all-time record goal scorer, amassing an incredible 260 goals in 390 appearances.

He is widely regarded as one of the greatest players of the Premier League era and is the competition's most lethal goal scorer in terms of goals scored per minutes played.

He is also the highest-scoring overseas player in Premier League history – and in January 2020 he overtook Alan Shearer to set the record for the most Premier League hat-tricks after registering his 12th away at Aston Villa.



AGÜERO HAS THE BEST MINUTES-PER-GOAL RATIO IN PREMIER LEAGUE HISTORY, IS THE #1 NON-ENGLISH STRIKER AND THE OVERALL #4 LEADING GOAL SCORER

Top 5 strikers with lowest minutes-per-goal in the Premier League era (min 20 goals)



Source: Manchester City **STATS PERFORM** | **opta**



4th highest scorer in Premier League history with 184 goals, behind Alan Shearer, Wayne Rooney and Andy Cole



Highest non-English Premier League goal scorer, ahead of Thierry Henry and Robin van Persie



12 Premier League hat-tricks, more than any other player



6 seasons in which Aguero has scored at least 20 goals, second only to Alan Shearer (7 seasons)

Source: Manchester City  

AGÜERO IS MANCHESTER CITY'S ALL-TIME LEADING GOAL SCORER, BY SOME MARGIN. HIS TALLY OF 260 GOALS OVER THE LAST DECADE IS 83 MORE THAN SECOND-PLACED ERIC BROOK ACHIEVED IN THE 1920-30S

Manchester City all-time top 5 goal scorers



1953-1965
Joe Hayes

152

364
Appearances



1965-1979
Colin Bell

153

501
Appearances



1919-1930
Tommy Johnson

166

354
Appearances



1927-1939
Eric Brook

177

493
Appearances



2011-2021
Sergio Agüero

260

390
Appearances

Source: Manchester City | **STATS PERFORM** | **opta**



WOMEN'S TEAM

“ THE MARGIN FOR ERROR IS VERY TIGHT. TO LOSE THE TITLE BY A COUPLE OF POINTS AND ONE DEFEAT SHOWS INCREDIBLE QUALITY, RESILIENCE AND DETERMINATION ”

Gareth Taylor, Manager, Manchester City Women

It was all change for Manchester City Women as they welcomed a new manager and revamped the squad.

This year saw Gareth Taylor's side lift the 2019-20 Women's FA Cup (the final was delayed to November 2020), and in a thrilling 2020-21 campaign the team pushed Chelsea all the way in the FA Women's Super League (WSL) title race, finishing second and securing qualification to the UEFA Women's Champions League for the sixth year running.

Our 55-point haul in the WSL was a record tally for a second-placed side in the competition's history, with the team tasting defeat just once in 22 matches. Alongside taking the WSL title race to the final day, City reached the Champions League quarter-finals before bowing out to Barcelona on aggregate, despite a memorable 2-1 home victory in the second leg.

The 2020 summer transfer window proved one to remember. Five superstar signings were recruited to the ranks: World Cup winners Sam Mewis and Rose Lavelle, Champions League winners Lucy Bronze and Alex Greenwood, and England starlet Chloe Kelly. USA defender Abby Dahlkemper followed in the January transfer window.

All would prove influential in City's season: Kelly scooped the Club's Player of the Season award, sponsored by SCM, in recognition of a sensational debut year which saw the winger score 16 goals (including her first hat-trick for the Club) and provide 14 assists in 34 appearances. Not to be outdone, Lucy Bronze became the first England player and first female defender to win one of FIFA's main awards, the Best Women's Player of the Year.

Caroline Weir, Chloe Kelly, Lauren Hemp and Sam Mewis were all named in the 2020-21 PFA WSL Team of the Year, and Lauren Hemp made a triumphant return from injury to retain the PFA Young Player of the Year award, marking her third success in this category in four years.

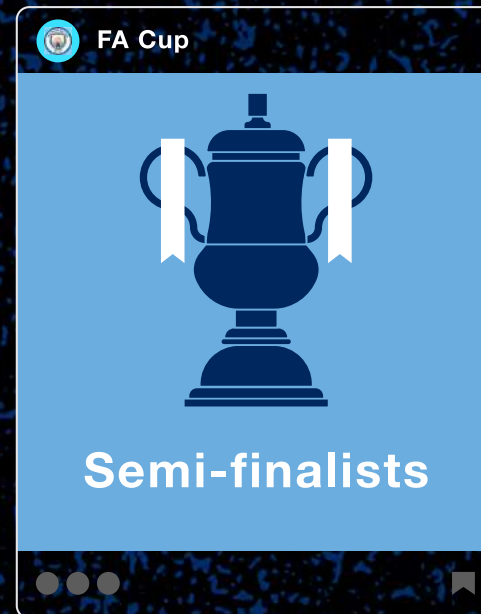
On the national stage, ten players made Team GB's women's football squad, and there was additional representation in the US and Canadian squads.

Manchester City have continued to drive the women's game forward. Our Same City, Same Passion campaign, launched three years ago, was designed to reinforce the fact that football's unchanging foundations – skills, shared experiences and passion – are intrinsic to the game wherever, whenever and by whomever it is being played.

As part of that campaign, we merged our men's and women's social media channels to provide supporters with access to the Club's news and exclusive behind-the-scenes content in one place. This year, we were delighted to see that as many as 75% of City fans support both the men's and women's teams, a figure that is significantly higher than the Premier League average.

2020-21 AT A GLANCE: WOMEN

Our women's team take the WSL title race to the last day of the season, giving them their seventh successive top-two finish



Source: Manchester City

AWARD WINNERS

CHLOE KELLY

One of just two players to register double figures for both goals and assists in the WSL with Kelly scoring 10 and assisting 11 in 2020-21

Joint-highest number of assists (11) and highest number of expected assists (7.5) of all players in the WSL in 2020-21

Named in PFA WSL Team of the Year 2020-21



CAROLINE WEIR

Scored 8 goals in the WSL in 2020-21, as many as her combined total for Manchester City in the previous two campaigns. Her total of 5 away goals this season was the joint-highest for City alongside Ellen White

Named in PFA WSL Team of the Year 2020-21

Scotland's Women's Player of the Year 2020



LAUREN HEMP

Directly involved in 14 WSL goals (6 goals and 8 assists) in just 15 appearances in 2020-21

Named in PFA WSL Team of the Year 2020-21

PFA Women's Young Player of the Year 2020-21



Source: Manchester City | STATS PERFORM | opta

ACCOLADES



FIFA Best Women's
Player 2020



Northwest Football
Awards Women's Player
of the Season



ESPN Best Women's Player 2020
US Women's National Team
Player of the Year
PFA WSL Team of the Year



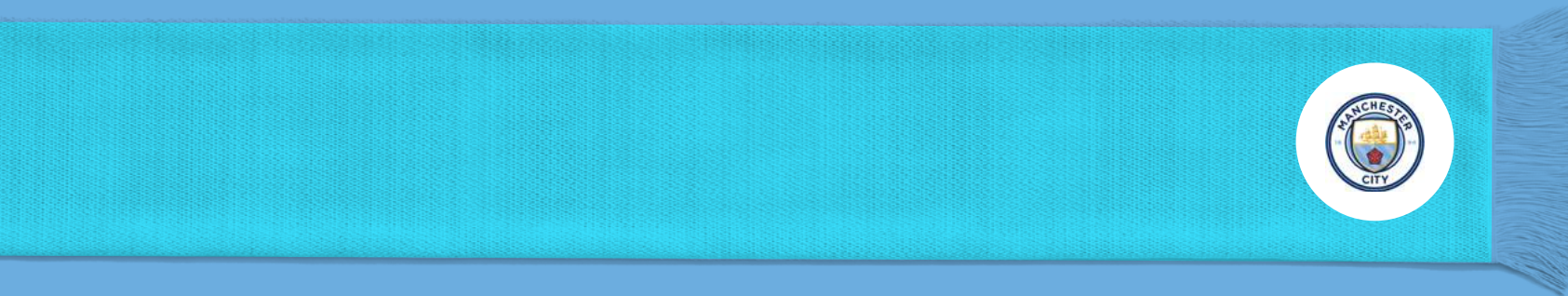
Number of Manchester City
players called up by Team
GB for the Tokyo 2020
Olympic Games, more than
any other club

Source: Manchester City

FANS' SUPPORT FOR WOMEN'S FOOTBALL

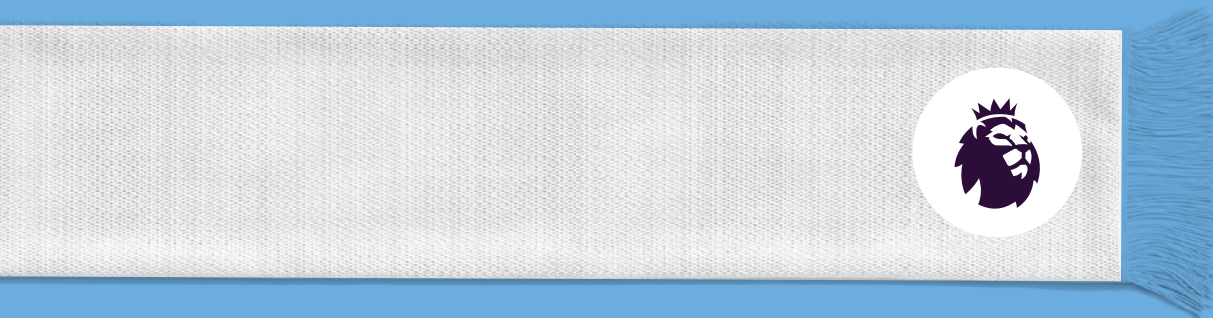
Manchester City supporters express greater interest in their women's team than fans of other Premier League clubs

"I primarily follow the men's team but I am also interested in the women's team"



75%

Manchester City fans



53%

Average for fans of all Premier League clubs

Source: Premier League Fan Engagement Survey 2020/21

PIONEERING RESEARCH INTO WOMEN'S PROFESSIONAL HEALTH

Manchester City teamed up with The English Institute of Sport (EIS) to monitor players' hormone levels in real time in a collaboration that sought to accelerate the understanding of female athletes' health. The outputs of this study would enable the Club to optimise training and performance support.

Developed by Mint Diagnostics, a cutting-edge system called Hormonix enables women to measure their levels of oestrogen and progesterone from a saliva sample, and then to connect each athlete's experience with biological data in a project which, it is hoped, could aid women in every walk of life around the world.

Conversations between Dr James McCarron, Head of Sports Science and Medicine for Manchester City Women's team and Dr Richard Burden, Co-Lead for Female Athlete Health at the EIS led to a collaboration between the two organisations. This has enabled first-team players to access rapid and accurate information on their hormone levels to create a better understanding of how menstrual cycles influence their performance.

England and Manchester City captain Steph Houghton said, "I'm really happy to be able to take part in this study – menstruation has always been a taboo subject, but it shouldn't be as it's a key part of life for women, especially those who are professional athletes. Throughout my time in the game, there has been a real lack of information and research surrounding female athletes and the effect of hormone levels on performance, and it's incredibly exciting that we're able to now do some real work on it.

"Manchester City make sure that we have everything we need to reach our optimum, but the fact that they're now going a step further into an area where the surface has barely been scratched is so important and speaks volumes about how highly the Club values its women's team. Hopefully, this collaboration can have a real impact on how we tailor our approach to the game around our own individual bodies to grow the levels of elite female sport even further."





YOUTH TEAMS

“ I DON'T THINK YOU CAN WIN TROPHIES WITHOUT PERSONALITY AND CHARACTER. BEING ABLE TO PLAY UNDER PRESSURE IS NOT EASY AND I THINK THESE PLAYERS SHOWED THAT THEY CAN DO IT ”

Carlos Vicens, U18s Manager, Manchester City

It was a year to remember for our Academy, as Manchester City became the first club in history to win the Premier League, the Premier League 2 title and the Under-18 Premier League National title in the same year, despite having the youngest average age in the youth competitions.

Under Elite Development Squad (EDS) manager Enzo Maresca's guidance, City claimed their first Premier League 2 title in dominant fashion, winning the league with a 14-point margin.

Liam Delap was named Premier League 2 Player of the Season, thanks to an exceptional season for the 18-year-old striker, topping the league's scoring table with his 24 goals.

Meanwhile, Carlos Vicens' impressive young charges were crowned Under-18 North champions and produced a superb display in the showpiece final against the Southern champions.

Tommy Doyle, who captained the EDS team for a number of games, was one of several Academy players involved with the senior set-up throughout the season. The midfielder and teammates Adrian Bernabe, Liam Delap, Claudio Gomes, Felix Nmecha and Cole Palmer were all given first team minutes by Pep Guardiola, with several other youngsters also training regularly with the first team during the campaign.

An outstanding total of 45 players represented their country from U15-U20 level, including 31 England players.

Reflecting the club's commitment to finding and nurturing local talent, over 60% of Academy players are drawn from Greater Manchester. Amongst the youth players who appeared for the men's first team this year, Tommy Doyle and Cole Palmer were both born in Manchester.

It is not just success on the pitch that matters for our Academy boys. St Bede's College continues to deliver bespoke educational programmes to meet the demands of training and tours, and once again the players achieved exceptional results in their GCSEs, A Levels and other exams. This year, as part of their rounded education, the Academy players worked on dedicated projects related to Holocaust Memorial Day and Black History Month.

CLEAN SWEEP IN THE PREMIER LEAGUE COMPETITIONS

This is the first time ever a single club has won the Premier League, Premier League 2 and U18 Premier League Nationals

EDS

**WINNER
PREMIER LEAGUE 2**

U18

**WINNER
FA YOUTH CUP**
(2019-20 final delayed due to COVID-19)

**WINNER
PREMIER LEAGUE
NORTH LEAGUE**

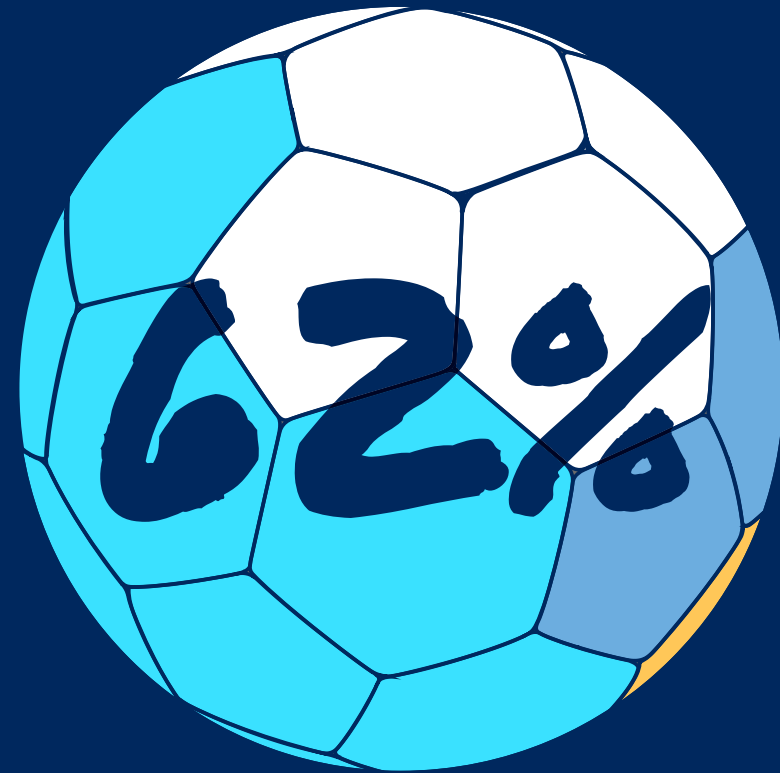
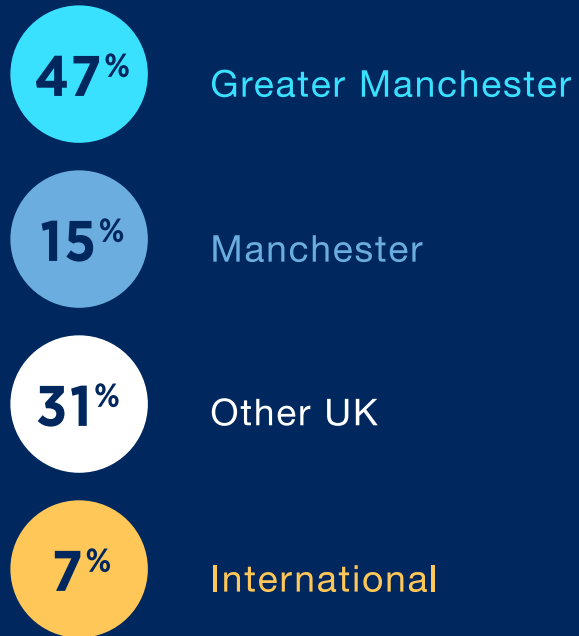
**WINNER
PREMIER LEAGUE
NATIONAL LEAGUE**



Source: Manchester City

MADE IN MANCHESTER

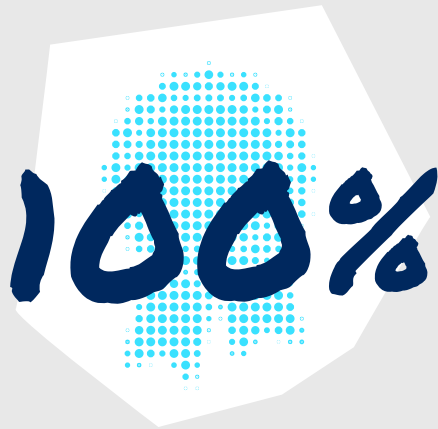
62% of players in the Academy are local



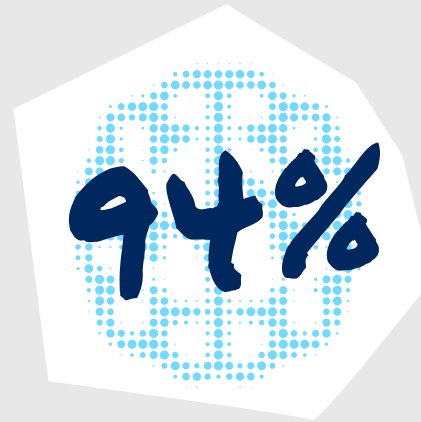
Source: Manchester City

SCHOOL REPORT

Academy players perform well in the classroom as well as on the pitch



Pass rate on A and AS Level courses for all the boys at the Club. 75% of the results were high grades (As or Bs)



GCSE pass rate across full cohort of players, 17 points above the national average



Pass rate on BTEC Sport Level 3 courses for all the boys at the Club

Source: Manchester City

SPOTLIGHT ON JOEL LATIBEAUDIERE

Joel Latibeaudiere believes the grounding that he received at City has been crucial in his career to date.

The defender – who currently plays for Swansea City – captained our youngsters to an FA Youth Cup final and a Premier League Under-18 North title in 2017, with the Academy graduate making a permanent switch to the South Wales team in October 2020.

“The facilities that Manchester City provide and the coaches, it’s the best in the world,” he declared.

“The way they train, and the philosophy that they have, made me into the footballer that I am today.

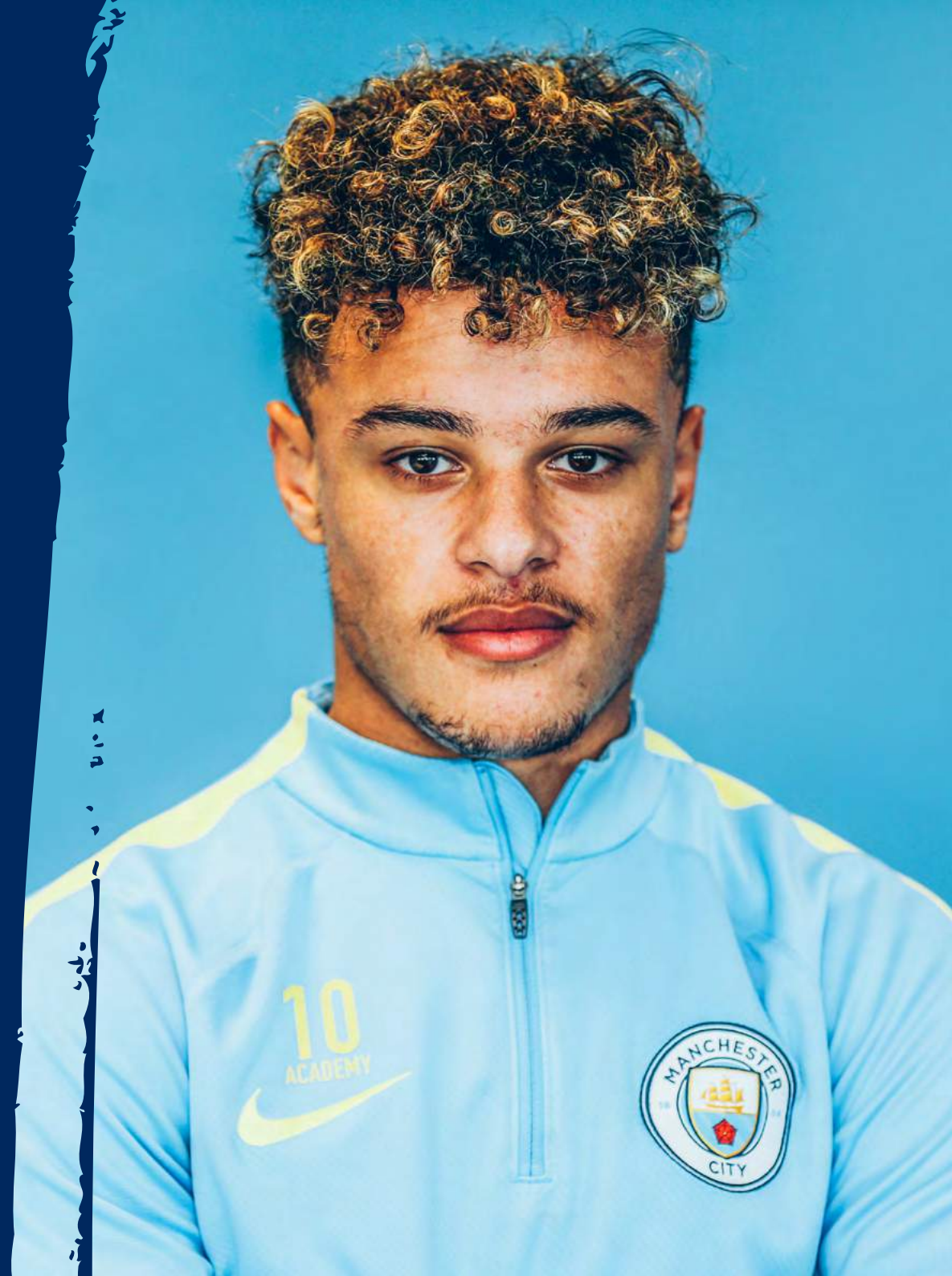
“It was really good that I got to be captain as well and have that role. I really enjoyed my time at City and going up through the age groups.

“I’m a centre-back. At City you’re getting on the ball, you’re playing through the lines, playing dangerous passes but with a high reward. You need bravery to hit those sorts of passes and stay comfortable on the ball.

“And then defensively, keeping the high line, the six-second press where, as soon as you lose it, you’re getting the ball back straight away.

“I’d say they’re the biggest messages that I took, and you can definitely see them when you watch me play.

“At Swansea, we want to keep the ball, break lines and play possession-based football so it was perfect for me coming here.”



An aerial, wide-angle photograph of Etihad Stadium during a football match. The stadium is filled with a large crowd of spectators. The pitch is visible with players in white and dark kits. The stadium's distinctive roof structure is prominent. The text "OUR CITYZENS" is overlaid in the center. "OUR" is in a bright cyan color, and "CITYZENS" is in white. The overall image has a blueish tint.

OUR CITYZENS



MATCHDAY



“ WE’RE A FOOTBALL CLUB, WE WANT TO WIN MATCHES, WE WANT TO WIN TROPHIES AND WE WANT OUR FANS TO BE THERE WITH US TO EXPERIENCE EVERY MOMENT ”

Danny Wilson, Managing Director, Manchester City Operations

Whilst most matches were played behind closed doors, we were delighted to welcome our supporters back for some of the most important moments of the season.

For the first time in Manchester City’s history, almost all of our home games were played without fans, due to government restrictions resulting from the COVID-19 pandemic. But we found creative ways to make sure our fans were still part of the action. At the Etihad Stadium, the jumbo screens behind the goal and in the tunnel featured live footage of fans from around the world, bringing these fans’ celebrations into the homes of everyone watching the games on TV.

The few occasions when fans were able to attend in person included some of the most important games of the season. City supporters were able to enjoy the Carabao Cup final at Wembley Stadium, 2,000 of whom travelled to witness Manchester City take home the Cup for the fourth consecutive year in a row.

10,000 fans were also able to be at the Etihad Stadium for the final home game of the season, when Manchester City lifted the Premier League trophy. In tribute to Colin Bell, who sadly passed away in January, Colin’s son Dr Jon Bell, Consultant Radiologist at the Christie Hospital in Manchester, carried the trophy on to the pitch. Widely considered to have been one of the best, if not the best, City player of all time, Colin proved to be the crucial ‘twelfth man’ for the team in this most unusual of campaigns. His memory and his image, which were ever present in the stadium through the remainder of the season, proved to have an almost talismanic effect on the squad as they caught up the ground that they had lost in the earlier part of the campaign. The Club was also privileged to welcome 15-year-old City fan, Jake Tindale, to be part of the official presentation party to celebrate his recent recovery from surgery to remove a brain tumour the preceding Christmas.

The last Premier League game of the season was also when we said farewell to Sergio Agüero. In recognition of a decade of outstanding contribution to the Club, Sergio was presented with a mosaic inspired by his first ever City goal against Swansea City in 2011. The mosaic has been installed at the City Football Academy, beside a pitch that will now bear his name, having been dedicated to our all-time record goal-scorer. The commissioning of a statue in his honour, due to be installed in summer 2022, was also announced.

The season ended with our first ever men’s UEFA Champions League final. This was a moment we wanted as many fans as possible to be part of, and 6,000 City supporters were able to fly to Porto to watch the game at the Estadio do Dragao. At the fan zone ahead of the game, City legends including Paul Dickov, Kevin Horlock and Nedum Onuoha shared their predictions and helped build anticipation for the match.

For those unable to travel, we also hosted a screening of the final in Manchester, welcoming 4,000 supporters at the Academy Stadium to cheer along on multiple super-size screens.

SPOTLIGHT ON CHAMPIONS LEAGUE FINAL

More intensive preparations and more content than for any match in the Club's history

PLANNING



Person-hours spent planning fan events in the run-up to the final, with **plans constantly being updated** as the expected venue migrated from Istanbul to London and finally Porto

INTERVIEWS



Player and manager interviews delivered to international broadcasters and UEFA channels ahead of the final, **more than any other game in the Club's history**

VIDEOS



Videos released across our digital channels in the week covering the run-up to the Champions League final and the aftermath, comprising **nearly four hours of content**

VIEWS



Views of the live 'We're Not Really Here' show, which **ran for almost two hours on matchday**

Source: Manchester City

HIS HIGHNESS SHEIKH MANSOUR FUNDS THE FLIGHT AND TRANSFER COSTS FOR THE OFFICIAL CLUB TRIP TO THE CHAMPIONS LEAGUE FINAL IN PORTO

Thousands of City supporters benefited from the initiative, which was designed to ease the financial pressure on fans who had faced challenging circumstances due to the impact of the COVID-19 pandemic.

Cognisant of the substantial increase in travel costs, Sheikh Mansour sought to remove the most significant financial barrier to fans attending the final. The inflated costs, combined with necessary but expensive PCR testing, would have rendered the trip to the final unmanageable for many of those supporters lucky enough to qualify for a ticket.

Speaking about the initiative, His Highness Sheikh Mansour said: "Pep and the team have had such a remarkable season, and their reaching the Champions League final after a very challenging year represents a truly historic moment for the Club. It is therefore incredibly important that as many fans as possible have the opportunity to attend this special game. Especially those who have supported Manchester City through good and bad times for so many years."

Commenting on the impact of His Highness' gesture, Chairman Khaldoon Al Mubarak said: "The challenges faced by supporters ahead of this final are multiple, both in financial and logistical terms. Hopefully His Highness' initiative allows the majority of our attending fans to focus on enjoying the day rather than worrying about how to bear the burden of travel costs, which have become all the more onerous due to the effects of the pandemic."



A woman in a light blue Manchester City jersey is holding a large, blue, plush mascot of a lion with a white face and green inner ears. They are in a large stadium filled with spectators. The background shows the stadium's architecture and a football pitch with players. The text 'MEMBERSHIP & SUPPORTERS CLUBS' is overlaid in white and blue. The word 'CLUBS' is in a larger, blue font. The Manchester City crest and 'EMIRATES AIRWAYS' are visible on the mascot's chest.

MEMBERSHIP & SUPPORTERS CLUBS

“ OUR SUPPORTERS ARE THE
LIFEBLOOD OF THE FOOTBALL
CLUB. IT’S EXTREMELY IMPORTANT
TO US THAT WE RESPECT
AND REFLECT THEIR LOYALTY,
COMMITMENT AND CONTRIBUTION
IN EVERYTHING WE DO ”

Nuria Tarre, Chief Marketing & Fan Experience Officer

We were delighted to welcome an additional 1.5 million Cityzens and 30 new Official Supporters Clubs into our family as our presence continued to grow around the world.

The total number of Official Supporters Club branches now stands at 315, with our reach extending this year to Algeria, Malaysia, Indonesia, Peru, Zambia, New Zealand and Georgia.

Over the last ten years, as global interest in the Club has spread, the number of countries hosting Manchester City Official Supporters Clubs has more than trebled, while the number of branches outside the UK is more than 6.5 times bigger. In 2020-21, an improved registration process was put in place that allows more accurate reporting (this has led to a year-in-year decline in reported members, as we have removed duplications and false records).

Whilst in-person activities were paused this year, we presented Official Supporters Club plaques virtually via our matchday show, *We're Not Really Here*. Each branch receiving their plaque presented a 60-second video to introduce themselves and connect with City fans around the world.

The number of Cityzens grew as we focused on ways to keep fans digitally engaged across our platforms, with interactive content, more personalised communications and an innovative approach to email marketing. This included a revamped weekly email newsletter, bespoke content for esports fans and a custom welcome email journey for new Cityzens. As a result, our database of engaged fans grew by 34%, with a total of 6.7 million Cityzens active during the season.

Our Cityzens embraced the momentum of the historic Champions League run and Premier League title triumph, and in May we saw record numbers of more than 200,000 new registrations, while over 900,000 users engaged with the Club's emails and digital fan activities during the month. More than 50,000 fans created their own 'virtual tickets' for the Champions League final, and thousands more created virtual selfies with the Premier League trophy.

We recognised the efforts of fans who had gone above and beyond to show their love for City, or to support those in need during a difficult year, by launching a new 'Cityzen of the Month' award in collaboration with Cadbury. And while mascots were not able to attend games in person, we picked out Junior Cityzens as virtual mascots for every home match.

MANCHESTER CITY OFFICIAL SUPPORTERS CLUBS AROUND THE WORLD



Members



Official Supporters Club



Countries

Source: Manchester City

CITYZENS AROUND THE WORLD

Giving City fans a voice in the Club's decisions



Source: Manchester City (the figure counts registered fans who engage in some way, such as submitting entries, clicking on a Cityzens widget, etc.)

MANCHESTER CITY PURCHASES HISTORIC FA CUP

Manchester City became the proud custodian of the 1896-1910 Football Association Challenge Cup (FA Cup) following the purchase of the trophy at auction by Club owner, His Highness Sheikh Mansour bin Zayed in November 2020.

It was originally feared that the trophy – considered by the Arts Council to be an item of International Historic Significance – would be privately purchased and taken overseas. The trophy will now remain in England for the benefit of English football.

A forerunner of the FA Cup in use today, the trophy is one of the most significant artefacts in world football and the oldest surviving piece of FA Cup silverware in England.

It was also the first trophy won by Manchester City, 116 years ago in the 1904 FA Cup final. The Club beat Bolton Wanderers 1-0, becoming the first professional football club from the city of Manchester to win a major honour.

In line with His Highness Sheikh Mansour's wishes, the trophy has been offered on loan to the National Football Museum in Manchester, where it has been housed since 2005. The intention is to keep the trophy accessible for football fans in Manchester and across the country to visit and enjoy.





MEDIA

“ MAN CITY HAS KEPT ME UP
AND GOING AND BROUGHT ENERGY
AND HAPPINESS. IT’S KEPT ME
GOING THROUGH THIS PANDEMIC –
IT’S MY GO-TO THING IF I’M LOW,
IF I’M SAD ”

Manchester City fan, New Delhi

Our media team continued to push boundaries, delivering unmissable action from around the world to keep fans connected.

Manchester City produces media content every day for our digital and social channels, including an increasing amount of video – from live coverage of press conferences and full broadcasts of women’s and Academy team games, to recorded interviews and match highlights and full-length feature documentaries. Most of the content is available for free, with extra premium content available via CITY+, our over-the-top (OTT) subscription streaming platform.

Our dedicated *We’re Not Really Here* magazine-style matchday show – featuring pre-match, half-time and post-match discussion – went from strength to strength this year. It was broadcast live across all our media platforms, with localised versions in India, the US and China, delivering a total of 62 live shows across the season.

Highlights on CITY+ this year included Club-created documentaries such as *Made In Belgium: Kevin De Bruyne*, *Feed the Goat* and *Shaun Wright-Phillips: Homegrown Hero*. A new feature-length City Studios film, *Together*, went inside the first team bubble, providing unprecedented access to the players and staff in an immersive journey through the final 46 days of the 2020-21 season. *Together* premiered on CITY+, before being made available across other media platforms. It was incredibly popular with fans, with over 2 million views on YouTube.

One of the most exciting developments on the CITY+ service this year was the growing range of live game footage, including the journey through the UEFA Women’s Champions League and the EDS and U18 Premier League campaigns.

This year we produced more partner-branded content than any other Premier League football club. The support from our partners in this space allows us to ensure the production quality – from stories and interviews to graphics and presentation – creates the best possible experience for fans.

The quality of the Club’s media has not gone unnoticed by fans, who scored the content on Manchester City’s media channels highly compared to other Premier League clubs.

There were substantial increases in both followers and engagements on the Club’s social channels. Of the established channels, there were big increases in followers on Instagram and Twitter, while followers on Facebook held steady. The largest percentage increase in followers was on TikTok, our newest channel, which increased by 227%. Across the main channels, interactions (such as likes, shares and comments) rose by almost 50% year-on-year, an impressive rate of growth.

With fans unable to attend matches this year, televised coverage became more important than ever. For the first time in history, every Premier League game was available live to UK audiences on Sky, BT, Amazon Prime and the BBC. Games featuring Manchester City accounted for three of the five most popular Premier League fixtures this season in terms of UK TV audiences, as football fans of all stripes followed City’s exciting run towards the title.

APPEAL OF CLUB'S MEDIA CHANNELS

Manchester City's media channels outperform the Premier League average according to fans

When fans were surveyed on the appeal of their clubs' official channels (website, social media, etc), Manchester City's scores equalled or exceeded the Premier League average across all 13 attributes surveyed. The biggest scores included:

84%

TRUST

the information

11 PTS
above Premier
League ave.

67%

ENJOY

the content

10 PTS
above Premier
League ave.

62%

QUALITY

of the content is high

16 PTS
above Premier
League ave.

Source: Premier League Fan Engagement Survey 2020/21

ENGAGEMENT ON SOCIAL MEDIA

Interactions (likes, shares, comments etc) across platforms up by almost 50% in 2020-21

KEY AREAS OF GROWTH THIS YEAR



Interactions across Instagram, Facebook, Twitter and TikTok



Interactions on Twitter



Interactions on both Facebook and Instagram



Interactions in first full year on TikTok

Source: Result Sport

FOLLOWERS ON SOCIAL MEDIA

Growth of Manchester City social media accounts in 2020-21



Source: Result Sport

TV BROADCASTING

Viewers of live Premier League games featuring Manchester City on television in 2020-21



Cumulative TV viewers in the UK



Manchester City featured in three of the five most watched live Premier League games on UK TV this season. City's highest TV rating was for the remarkable 4-1 defeat of Liverpool at Anfield in February, which attracted 3.6 million viewers

Source: Nielsen

FAZE CITY CUP FEATURING FORTNITE

With gaming a central part of many younger fans' lives, Manchester City delivered a groundbreaking partnership with FaZe Clan and Epic Games.

The open-to-public event was the first Fortnite tournament held by the Club and FaZe Clan, and saw the top 50 pairings earn early access to a Manchester City skin (outfit) and special emotes (as the in-game actions and dance moves are called).

The activity received over 2 million impressions, with over 300,000 registrations, higher than any other football club taking part. It builds on City's already successful partnership with FaZe Clan, and presence in the world of esports more generally.

In March, Shaun 'Shellzz' Springette was crowned the 2020-21 ePremier League Champion on behalf of Manchester City after a thrilling climax to the EA SPORTS™ FIFA 21 tournament. The win meant 'Shellzz' secured an all-important seat in the EA SPORTS FIFA 21 Global Series European Playoffs, which took place in June 2021.

City's esports stars wore PUMA's first-ever Manchester City esports shirt throughout the 2020-21 season. The jersey, with a stunning paisley pattern inspired by our third kit, featured Nexen Tire and Etisalat on the sleeve of the shirt.

The holistic support that Manchester City provides to its esports players – covering mental performance, gameplay coaching and tactical analysis – has become increasingly important, as the Club seeks to replicate the support that is offered to its on-pitch players.



An aerial view of a large football stadium filled with spectators. The pitch is visible with players in white and dark kits. The stadium's roof structure is prominent, and the sky is overcast. A large text overlay is centered on the image.

OUR COMMUNITY

A wide-angle photograph of Etihad Stadium filled with spectators. In the foreground, two young football players are featured. The player on the left has light brown hair and is smiling, holding a white football. The player on the right has dark curly hair and a neutral expression. Both are wearing light blue Manchester City training kits with purple accents. The stadium's roof and seating tiers are visible in the background under a clear sky.

CITY IN THE COMMUNITY

“ WE COULDN'T REALLY DO WITHOUT THE SUPPORT OF CITY IN THE COMMUNITY. THE CHARITY PROVIDES OUR CHILDREN WITH SO MUCH MORE THAN JUST FREE FOOD; FROM ALL THE PROGRAMMES BASED ON HEALTHY ACTIVITY, TO DISABILITY AWARENESS AND THINGS THAT THEY JUST WOULDN'T OTHERWISE GET ”

Lucy Thomas, Headteacher at Ashbury Meadow Primary School

Manchester City's community story began in 1880 when the Connell family harnessed the power of football to support their local community. Today, our desire to bring positive change to communities in Manchester and across the world through football is as strong as ever.

City in the Community's role was especially important this year, and we acted nimbly to adapt our support for people in Manchester throughout the 2020-21 season, as restrictions relating to the COVID-19 pandemic evolved.

We launched a new project, City Thrive, which helps to promote positive mental health amongst 14-to-25-year-old participants. In partnership with the NHS, the team developed a new curriculum, blending specially adapted football sessions with one-to-one mentoring and group workshops on mental health awareness, in order to improve wellbeing.

In total, we delivered 17 health, education and inclusion-based projects to more than 17,500 people across Manchester. Over 18,000 community sessions were provided, through a combination of in-person and, when required, remote delivery. The young participants who fell under the primary age projects (numbering around 12,000, these are the majority of the people that CITC worked with regularly) each received approximately 39 hours of contact time.

One highlight included the continuation of our Soccer Schools programme during the school holidays. Hundreds of young people across Manchester were able to enjoy 2,880 free meals, football sessions and wellbeing workshops, which were adapted to online physical activity sessions and challenges during lockdown.

2021 also saw our first cohort graduate from the CITC Degree programme, with many securing full-time employment. In total, 233 people gained qualifications through three education initiatives over the last year.

Our programmes are designed to deliver positive outcomes, measured in part through participants' own views of the benefits they have gained.

We made sure that all school and nursery-based programmes, such as City Play, Premier League Primary Stars and Inspires – which between them supported almost 15,000 participants across 130 venues – were able to continue throughout the year. Between January and March, these were delivered via a blended approach of online sessions and face-to-face lessons for vulnerable and key worker children. This important work helped to ensure that the education of young people remained as impactful as possible, and that potentially negative consequences of COVID-19 restrictions were minimised.

To further enhance the education and employment pathways on offer to our participants, we also launched a new volunteering programme, 93:20. This long-term initiative provides skills, experiences, qualifications and pathways into employment both within CITC and across our network of partner organisations.

We were delighted that evaluation studies conducted by CITC and the Premier League gave our programmes very high scores for outcomes such as improving participants' physical wellbeing (Primary Stars programme) and feeling inspired and engaged (City Kicks).

CITC succeeds by remaining close to the local community and ensuring its work is an important – and recognised – part of Manchester City's activities.

Manchester City fans welcome CITC's activities – according to the Premier League's Fan Engagement Survey, as many as 94% of City fans agreed that work in the community is an important part of their Club's culture and philosophy. Similarly high proportions of City fans reported that they are aware of the Club's community initiatives, and that they believe that the Club makes a significant contribution to the local community.

CITC HIGHLIGHTS

CITC continued to deliver throughout the year, operating flexibly to take account of the evolving COVID-19 restrictions



People CITC worked with regularly in Manchester



Free football and other sports opportunities during school holidays and peak times of anti-social behaviour (including breakfast, lunch and after-schools clubs)



Community sessions delivered. CITC continued to deliver its projects uninterrupted through the year, comprising both face-to-face delivery and online sessions



Free meals provided to participants and their families



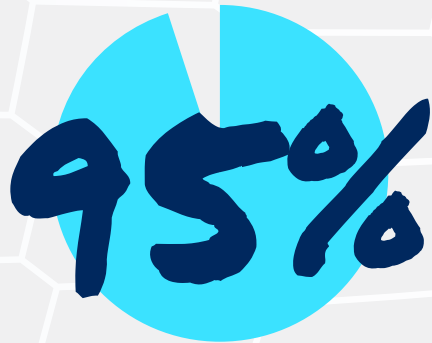
Local people helped by CITC to gain qualifications, across the City Inspires and City Degree programmes

Source: Manchester City

CITC OUTCOMES

Results from CITC and Premier League evaluation studies

PRIMARY STARS



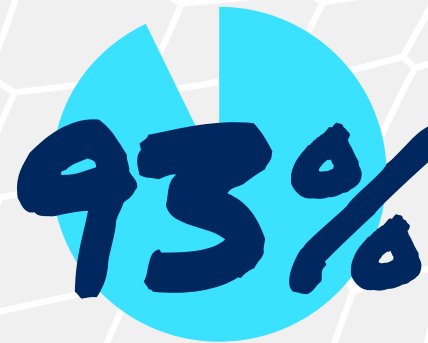
of participants **improved** their physical wellbeing

SAFEGUARDING SPEAK UP SPEAK OUT



of students and teachers **benefitted** from CITC delivery

CITY KICKS



of participants **enjoyed** engaging in football and sport

CITY KICKS

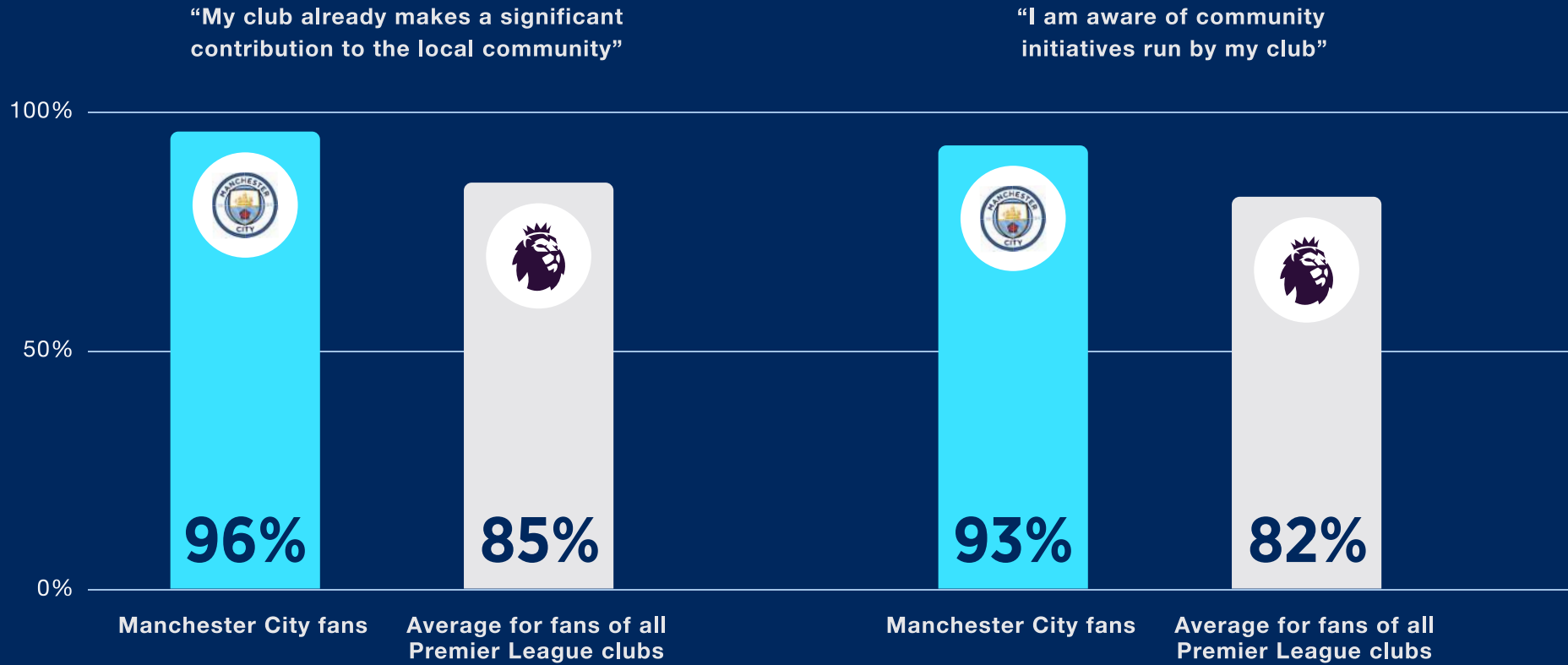


of participants **felt** inspired and engaged

Source: Manchester City

FAN APPRECIATION OF COMMUNITY INITIATIVES

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



Source: Premier League Fan Engagement Survey 2020/21

A CHRISTMAS PRESENT FOR EVERY CHILD IN EAST MANCHESTER

Manchester City staff, players and coaches dug deep in December to bring some Christmas magic to the Manchester community with the donation of funds, thousands of gifts and countless hours of support to those that were most in need.

With research suggesting that one in three Manchester children do not receive a Christmas present, the Club's staff, coaches, players and legends funded, wrapped and delivered Christmas presents to every primary school child in East Manchester and every child in the care of Manchester City Council across the city – a combined total of 5,500 presents.

CITC's work to tackle holiday hunger continued over the festive period, with the charity donating 500 three-course Christmas meals to local families in East, Central and South Manchester.

In addition to this, CITC sourced over 45,000 everyday essential items, including clothes and toiletries, and donated these to ten charitable organisations based in Manchester for distribution to residents over the winter months.





SUPPORT & DONATIONS

“ WHILE WINNING THE PREMIER LEAGUE TITLE ON THE PITCH, THE CLUB AND ITS PLAYERS CONTINUED TO RECOGNISE THE IMPORTANT CONTRIBUTION THEY CAN MAKE IN THE LIFE OF THE CITY AND IN INSPIRING AND SUPPORTING ITS RESIDENTS. THE CLUB’S SUPPORT AS WE COLLECTIVELY GRAPPLED WITH THE CHALLENGES OF THE COVID-19 PANDEMIC WAS PARTICULARLY WELCOME ”

Sir Richard Leese, Leader of Manchester City Council

Following on from our work last year, we continued to find ways to support the NHS response to the COVID-19 pandemic. The largest vaccination centre in Greater Manchester was established on the Etihad Campus, vaccinating up to 1,000 people each day. Special summer clinics were also held at the Etihad Stadium, enabling approximately 6,000 children across Manchester to keep up to date with their immunisations.

City also joined the Daily Mail's Computers for Kids scheme, donating hundreds of technology bundles to local schools within East Manchester. The donation package, developed, coordinated and funded by the Club's IT team and its charity, City in the Community (CITC), helped hundreds of kids continue learning as they returned to school after the national lockdown in the early months of 2021.

The bundles were comprised of hundreds of Dell laptops, each with an accompanying EE data pack. These were made available for use by both primary and secondary pupils who attend the 13 schools that received the donations. Whilst the players' usual annual hospital visit could not take place due to COVID-19 restrictions, we replaced the visits with phone calls from players to children at four hospitals – Royal Manchester Children's Hospital, Wythenshawe Starlight, The Christie, and Francis House Children's Hospice.

In addition to the Club's direct support, CITC donated more than 13,000 items of Manchester City kit to 40 charities, schools, grassroots teams and Official Supporters Clubs, travelling as far as Cape Verdi, Sierra Leone and Ghana.

FROM CITY SHIRTS TO HOSPITAL GOWNS

Innovative new hospital gowns created from Manchester City shirts were donated to Royal Manchester Children's Hospital, aiming to help, support and improve the experience for children undergoing treatment and care.

As part of a new pilot project developed over 12 months in collaboration with the hospital, Manchester Fashion Institute at Manchester Metropolitan University (MMU) and Her Majesty's Prison and Probation Service (HMPPS), the gowns were designed, created and donated to help support children in hospital and allow them to feel like their on-field heroes as they battle some of the toughest moments of their lives.

Students, academics and technical staff from the Manchester Fashion Institute and Departments of Nursing and Psychology at MMU worked alongside hospital staff and the families of some of the hospital's young patients to research, develop and deliver the new designs, which saw Manchester City shirts turned into gowns that are easy to use, more comfortable for patients and meet clinical standards for use in a hospital.

Prototype gown samples were developed and tested with the textile teams at HMPPS, who manufactured the gowns for the project. They were donated in April this year and are now in use within the Royal Manchester Children's Hospital.



A woman with glasses, wearing a white t-shirt and blue shorts, is running on a soccer field. She is smiling and looking towards the camera. The background is a large stadium filled with spectators. The stadium has a curved roof structure. The text "CITYZENS GIVING" is overlaid on the image. The word "CITYZENS" is in white and "GIVING" is in blue. The woman's t-shirt has a logo that says "CISCO".

CITYZENS GIVING

“ I VOLUNTEERED WITH MAGIC BUS, AN NGO IN INDIA. IT WAS, PUT SIMPLY, AN INCREDIBLE EXPERIENCE. I WAS ABLE TO BROADEN MY SKILLSET AND LEARN NEW THINGS. I COULD ALSO HELP AN ORGANISATION THAT REALLY NEEDED OUR SUPPORT ”

Duncan Millin, Digital Product Executive

As our community football impact grows across Manchester, we continue to extend our global footprint with support from fans, staff and partners.

Our Cityzens Giving programme continued to support communities in a range of ways, from funding and training young community football leaders to crowd-funding and volunteering – all focused on working together to give City kids in Manchester and around the world a better shot at life. Since Cityzens Giving was established in 2015, City Football Group (CFG) and its partners have contributed more than £4.5 million to life-changing projects around the world.

In 2020, CFG launched Cityzens Giving For Recovery, a 12-month initiative to help communities around the world to get back on their feet in the wake of the COVID-19 pandemic.

Mobilising CFG’s ten clubs, thousands of staff, players, coaches and millions of fans, Cityzens Giving For Recovery raised more than £1,000,000 (of which £500,000 of donations were matched by CFG). Staff gave 10,000 hours of their time to volunteer, and more than 100,000 people globally have received support to date.

Examples of the projects supported by the Cityzens Giving for Recovery initiative and CFG clubs over the last 12 months include a tailored programme in Manchester that uses football to improve the mental health of local young people and reduce isolation; sanitation equipment provided to schools in Montevideo to enable young people to return safely to education; the provision of fresh, healthy food and football sessions to communities in New York and Melbourne; and the creation of digital learning centres to keep young people in Mumbai connected to their education.

CITYZENS GIVING

Supporting young leaders around the world to change lives through the power of football



Total funding commitment to Cityzens Giving projects since inception in 2015 (excluding Cityzens Giving For Recovery)



Young leaders trained across 25 cities over the last season

Source: Manchester City

CITYZENS GIVING FOR RECOVERY

12-month global initiative to help communities around the world to get back on their feet in each city where there is a City Football Group club



Raised together, including £500,000 matched funds from City Football Group



Lives impacted across all projects



Hours volunteered by staff

Source: Manchester City

COMMUNITY PROJECTS FUNDED BY CITYZENS GIVING

Cityzens Giving supports projects in 30 cities



Source: Manchester City (the map includes projects funded through our recovery campaign and wider Cityzens Giving grant making)

CHILDREN'S DIGITAL LEARNING CENTRES IN MUMBAI

In Mumbai, Citizens Giving for Recovery is enabling children to stay connected to their education through the creation of Digital Learning Centres across the city.

Funds raised through the Citizens Giving for Recovery initiative are enabling OSCAR Foundation to create Digital Learning Centres to provide free access to online education for children who would otherwise be unable to continue their learning.

The Digital Learning Centres were created to support children who were unable to go to school due to the pandemic. For the majority of the year, much of the curriculum was moved online, and lack of access to internet facilities meant young people were missing out on vital education – it is estimated that in the poorest 20% of households in Mumbai, fewer than 3% have access to a computer.

To help provide a space to learn, children are supported by Young Leaders and qualified digital trainers to access online resources assigned to them as part of the school curriculum alongside learning key computer skills. The Young Leaders, who are aged between 16 and 25, are trained in leadership and community football coaching by Manchester City, with support and administrative oversight from vetted registered charity partners.

To date, Citizens Giving for Recovery has helped to fund five new Digital Learning Centres in Mumbai, accessed by over 300 children every day, half of whom are girls.

In addition to increased access to online education, young people are also able to access football-based education sessions to support their learning.

Netra (18), a Young Leader, said: "The children I work with are unable to access their school resources due to a lack of connectivity and computers.

"Through our digital learning centre, we can make a difference and ensure children continue to progress and learn."



An aerial, wide-angle photograph of Etihad Stadium during a football match. The stadium is filled with a large crowd of spectators. The pitch is visible with players in white and dark kits. The stadium's distinctive roof structure is prominent. The text "OUR BUSINESS" is overlaid in the center. "OUR" is in a bright cyan color, and "BUSINESS" is in white. The background image is tinted with a blue color.

OUR BUSINESS

A high-angle, wide shot of a football stadium at night, filled with spectators. In the center, two Manchester City players in light blue kits are embracing. The player on the left has his arm around the player on the right's shoulder. The stadium's roof structure is visible at the top, and the pitch is illuminated. The word "PERFORMANCE" is overlaid in large white letters across the middle of the image.

PERFORMANCE

“ WE ARE DELIGHTED, THANKS TO GOOD PLANNING AND STRATEGIC DECISION MAKING, THAT MANCHESTER CITY IS CONTINUING ITS TRAJECTORY OF STEADY GROWTH FOR THE 2020-21 SEASON ”

Ferran Soriano, CEO City Football Group

Total revenues rose substantially this year, increasing by 19% to £569.8 million and continuing the long-term trend of steady growth that was interrupted by COVID-19 last year. As anticipated in last year’s accounts, we returned to profitability in 2020-21, with a profit of £2.4 million.

In the context of the ongoing COVID-19 pandemic, our priorities this year were simple: remain competitive in all competitions, protect our people and reinforce our sustainable business model.

COVID-19 restrictions meant that all home games apart from one – the final match in the Premier League season, for which a reduced capacity of 10,000 was permitted – were played behind closed doors. With minimal opportunity to generate ticketing and season card revenues, matchday income was 98% down compared to last year. Never in the Club’s history has a season been (mostly) played without fans.

This decrease was offset by increases in our other revenue streams. One significant factor was Manchester City reaching the UEFA Champions League final for the first time in the Club’s history, the biggest financial impact being a boost to broadcast income.

Revenues for games played in July and August 2020 relating to the final stages of the 2019-20 season – comprising almost one quarter of the Premier League fixtures in that season plus the latter stages of the FA Cup and UEFA Champions League – are included in this year’s financial statements. Together, these two factors contributed to a substantial 56% year-on-year increase in broadcast revenues to £297 million.

Commercial revenues are also up by 10% thanks to the addition of new partners such as Cadbury, AxiTrader and Noon.com, plus the successful renewals of long-term partnerships with Nissan, Unilever and Intel.

Manchester City is now the fourth most valuable football brand in Europe, sustaining its brand value better than the other big European clubs this year. According to Brand Finance’s latest report (published in May 2021), Manchester City rose one place in 2021 to become the fourth biggest European club in the company’s annual ranking of brand value. All clubs suffered to some degree this year as a result of COVID-19, but City’s brand value fell only marginally (by less than 1%) while the top three clubs experienced bigger declines of 10-14%.

Manchester City has enjoyed the fastest growth of the big Premier League teams over the last decade, and its brand value is now only slightly below that of third-placed Manchester United, the only other club from the Premier League to feature in the top five.

We marshalled a strong and effective operational response to COVID-19 as we continued to share best-practice and support across our global network of clubs.

Protecting our employees was a key principle underlying our COVID-19 response. We made the decision very early on that no staff would be furloughed under the UK Government’s Coronavirus Job Retention Scheme. Instead, Manchester City launched ‘The Internal Job Market’, redeploying our matchday teams onto key strategic projects in other areas of the business. In total, 60 short-term roles were created across Partnerships, Marketing, Grounds and many other departments.

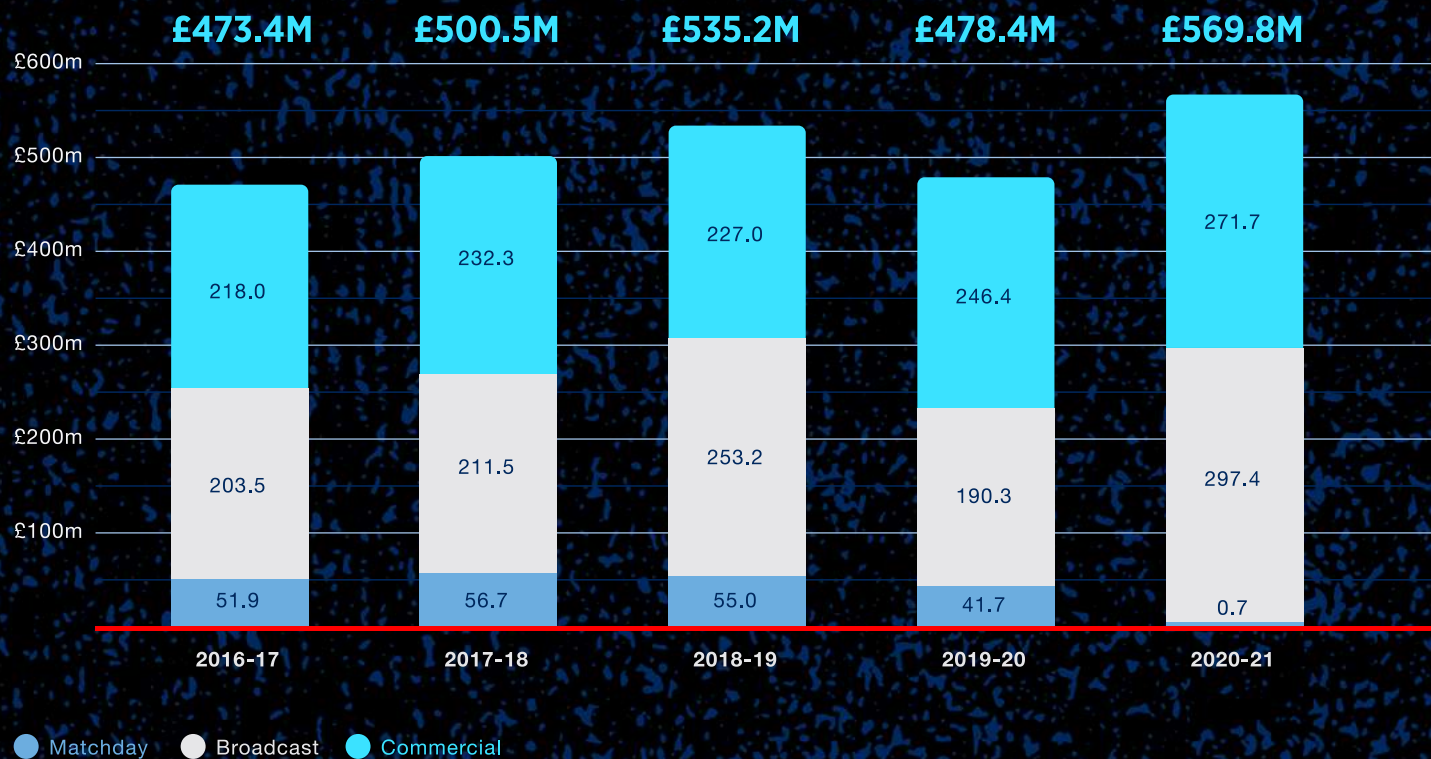
Regular staff communications continued, with the Chief People Officer and Managing Director, Manchester City Operations delivering regular updates to our people, and we found new and engaging ways to connect staff, including cooking competitions, talent shows and even a mini-Olympics!

Staff were encouraged to volunteer to help other communities get back on their feet, with staff granted a day of volunteering leave and the ability to take more if desired. More than 10,000 hours of support were given in total across City Football Group.

Keeping our fans updated was a core part of our strategy, including sharing information on our work to support the NHS, the wider community and our fanbase themselves. Regular calls were made to fans we knew lived alone or were more vulnerable. According to the Premier League’s independent fan engagement survey, our fans greatly appreciated our efforts related to COVID-19, as well as supporting our overall vision and operational performance.

CLUB REVENUES

Revenues were up by more than £90 million in 2020-21, with Champions League income offsetting the 98% reduction in matchday revenues



Source: Manchester City

CLUB PROFITS

Manchester City return to profitability in 2020-21



Source: Manchester City

BRAND VALUE

Manchester City have risen to become the fourth most valuable football brand in Europe. In a year impacted by COVID-19, our brand value fell marginally (by 0.6%), while the top three clubs all experienced bigger falls of 10-14%



REAL MADRID FC €1.28BN	1
FC BARCELONA €1.27BN	2
MANCHESTER UNITED FC €1.13BN	3
MANCHESTER CITY FC €1.12BN	4
FC BAYERN MUNICH €1.07BN	5

Source: Brand Finance Football 50, 2021

CLUB RESPONSE TO COVID-19 PANDEMIC

Proportion of fans agreeing with the following statements
(overall and relative to the Premier League average)



"My club has acted sensibly during the COVID-19 crisis to secure the stability of the club"



"I am impressed by the way my club has conducted itself during COVID-19"



"My club has supported its fans during the COVID-19 crisis"



"My club has performed well with regards to supporting non-playing Club staff"

Source: Premier League Fan Engagement Survey 2020/21

FAN PERCEPTIONS

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

97%

“Has a long-term vision”

91%

“Maintains the ethos and traditions of the club”

92%

“Sustainable financial policy”

95%

“Investment in facilities”

Source: Premier League Fan Engagement Survey 2020/21

CONTINUED INVESTMENT IN THE ETIHAD STADIUM

With most games being played behind closed doors this season, Manchester City took the opportunity to look ahead to a more normal future, making a number of strategic investments to enhance the matchday experience.

Work began over the summer of 2021 to install 5,620 rail seats in the lower tier of the Etihad Stadium's South Stand – including the south-east and south-west corners – to enhance supporter safety, in place of the current seats.

The installation of the rail seating area, one of the largest of its kind in the Premier League, followed the conclusion of extensive research and consultation undertaken by the Club. As part of this, we worked closely with stakeholders including the Local Authority and the Sports Ground Safety Authority to bring forward a proposal which will enhance safety in an area where persistent standing occurs. The Club also listened to the views of a wide range of supporters and engaged with official groups, including City Matters, the Club's elected supporter network.





COMMERCIAL

“ THE COOPERATION WITH MANCHESTER CITY HAS GIVEN US THE CONFIDENCE TO EXPAND AND STRENGTHEN OUR RELATIONSHIP WITH CITY FOOTBALL GROUP (CFG), WORKING WITH MORE OF THEIR TEAMS ACROSS CFG ”

Brando Brandstaeter, Head of Brands & Communications at Midea Group's International Business Division

It was a year of continued growth for Manchester City's commercial partnerships, as we welcomed 11 new partners on board and renewed or expanded existing agreements.

We welcomed more exciting brands to join our family of partners, including Cadbury and Axi, and renewed our longstanding relationship with Nexen Tire for the third consecutive year.

Rexona and Midea both expanded their partnerships, an important indicator of success that confirms the value our partners received in a season where traditional activation opportunities were challenging.

Unable to deliver physical assets such as matchday tickets and hospitality, filming with players or fan events, we instead offered innovative new opportunities, including stadium branding, virtual player appearances and product placement in the *We're Not Really Here* matchday show.

Manchester City's success on the pitch in the 2020-21 season provided our commercial partners with exciting opportunities to connect with high profile moments and deliver value to our fans.

To help our partners engage their audiences in real time, we created bespoke imagery and video assets, while some partners took part in Club-created flagship content moments. Others proactively built campaigns around unmissable City moments, including bespoke 'Champions' products from Rexona, Cadbury and Heineken, smart online activations like the digital trophy engraving from SHB and QNet, and major media investment from JNC in China.

This year, every single one of our partners engaged in Manchester City's on-pitch success in one form or another, helping to reach more fans in the most exciting moments of the season.

In a year with almost no fans in attendance, the official Manchester City Stores pivoted nimbly to capitalise on our on-pitch success so people could still buy merchandise.

With sales in our flagship Etihad Stadium Store substantially down on the previous season due to the lack of football, online sales more than compensated, growing by 70% year-on-year. Impressively, this resulted in CityStore generating its highest ever year of turnover.

This was helped by three successful PUMA kit launches. These were inspired by Manchester's art and culture – from mosaics, the architecture of the Castlefields area and the famous Manchester music scene. Each kit launch was backed up with bespoke marketing materials created in conjunction with PUMA. Our social media metrics for the kit launches eclipsed those for the launch of City's partnership with PUMA last year, highlighting how much our fans liked these new kits – each of which sold more than any previous home, away or third kit on the day of its respective launch. This is an impressive statistic, especially given COVID-19-related delays in their launches (as the season started later than usual), and restrictions that prevented the usual opportunities for fan-facing launch events.

With PUMA, we also launched our first bespoke esports shirt, for our esports players, which sold out quickly. Towards the latter end of the season, we were able to commemorate 'King Kun' with a collection of celebratory merchandise, launched soon after it was announced that he would be leaving the Club. Other releases this year that contributed to our record year of sales included a Premier League Champions range, a 'Mad4It' range to celebrate winning our fourth successive Carabao Cup, and products to celebrate reaching the Champions League final.

The City Football Schools programmes continued to expand globally. A continued focus on football education and recreation saw Manchester City and City Football Group sharing their expertise around the world.

The Schools of Football within the City Football Group (CFG) continued to provide authentic and creative football coaching programmes for players of all ages and abilities utilising the coaching philosophy and methodology of Manchester City and its sister clubs.

This season, with COVID-19 still impacting the availability of physical coaching sessions, collaboration across Football Education territories (Manchester, New York, Melbourne, Abu Dhabi and Dubai) meant we were able to deliver virtual sessions that provided players with individual development opportunities. Despite these challenges, the football programmes in sister club Melbourne saw record attendance, our Manchester City programme in Abu Dhabi returned to pre-COVID levels of registration numbers, and the Healthy Lifestyle programme in the MENA region benefitted close to 3,500 participants in 38 schools across seven countries.

We also opened the Manchester City Football School at Corvuss American Academy, a first-of-its-kind boarding school in India for student athletes. With nearly 600 hours of football tuition, aspiring young footballers gained an understanding of the coaching philosophy and methodology of the Club's Academy and first team.

We also saw growth and consolidation regarding CFG's commercial interests in recreational soccer. This year, CFG's Goals US merged with Sofive, creating a bi-coastal recreational soccer business with some of the world's finest and most technologically advanced facilities. Together, there are now nine sites on the West Coast of the US that are Manchester City-branded, with an ambition to grow and develop.

ETIHAD DRONE FLY-THROUGH

To celebrate Manchester City's 2020-21 Premier League title victory, together with Etihad Airways, we created an innovative piece of content capturing the Etihad Stadium from new heights.

The 'one-take' drone flight around the home of the Cityzens was captured in a single-take shot with no hidden edits or camera tricks, as part of a series of activations to celebrate with fans across the globe as Manchester City secured a fifth Premier League title in ten years.

Inspired by high-octane stadium drone racing videos and one-take first-person-view (FPV) drone flythroughs, such as the recent viral Minnesota bowling alley video, the content displays the Stadium in a new and unique way for fans to enjoy.

Achieving 2 million views in the first 24 hours of posting, and millions more views since then, the video was designed to provide unparalleled access to the Etihad Stadium at a time when fans were unable to attend and celebrate in person.

In place of natural sound, the City TV team meticulously matched the timing of the flight to an audio compilation that highlighted key moments from across the 2020-21 season, providing an immersive audio experience for viewers.

The movement of the drone was choreographed to recreate key goals from John Stones and İlkay Gündoğan, Kevin De Bruyne's superb crossing and goalkeeper Ederson's long precision passes – all helping the viewer feel part of the action.

In an additional behind-the-scenes version of the video, released the following week, fans can hear the voice of City TV's Senior Producer John De Caux directing the sequence as drone pilot Andrew Lawrence expertly flies around the stadium in the 'one-take' flight.





PEOPLE

“ AS A LEADING GLOBAL FOOTBALL CLUB, WE ARE DRIVEN BY A PASSIONATE BELIEF THAT FOOTBALL’S VALUES OF PERFORMANCE, TEAMWORK AND SPORTSMANSHIP CAN EMPOWER PEOPLE TO LEAD BETTER LIVES WE ARE PROUD TO FOSTER AN INNOVATIVE AND OPEN-MINDED ENVIRONMENT ”

Roel de Vries, Group Chief Operating Officer

In a year where our people could not be physically together, we worked harder than ever to give our employees opportunities to continue to grow, learn and develop with Manchester City.

We welcomed the appointment of Roel De Vries, former global Nissan executive, to the post of Group Chief Operating Officer (GCOO). The newly created position, which reports directly to City Football Group (CFG) Chief Executive Officer Ferran Soriano, sees Roel take responsibility for the leadership and coordination of Club business operations for all ten clubs at CFG.

Our popular ‘CityTalks’ series continued, inviting some of the best speakers from around the world to share their stories with us, including NASA Astronaut Michael Foale. Learning and development opportunities were abundant, with people taking advantage of numerous online learning platforms including LinkedIn Learning, InRehearsal and access to qualified coaches via one-to-one sessions.

Eager to celebrate the success of the men’s team this season, we introduced an exclusive internal news channel, hosting a video series live from Porto in the team hotel and going on to produce a weekly show to ensure our people never miss the Club-related news they need.

Our BeCity teams continued to deliver inspiring engagement activities, including online yoga, bootcamp and pilates classes along with virtual socials hosted by our very own Manchester City Tours Team.

It was a year of continued collaboration as we became one of the 19 Premier League clubs who embraced the FA Football Leadership Diversity Code, designed to increase representation in football.

Manchester City stood with other clubs, governing bodies and organisations across English football and the wider sports world to boycott social media and demand change to stop online abuse, switching off Facebook, Twitter and Instagram accounts for 24 hours.

Our players and coaches across the Premier League took the knee before kick-off for every game, and at several home games at the Etihad Stadium we showcased our support for key initiatives including the Rainbow Laces campaign, No Room For Racism, Level Playing Fields Weeks of Action and Heads Up Mental Health.

Even though we continued to play our matches behind closed doors, our Access Team ensured that our Audio Descriptive (AD) Commentators still attended each game in person and continued to provide their AD commentaries to fans with sight loss or vision impairments, who accessed the service remotely from their homes.

In March we continued our partnership with PUMA around International Women’s Day with a range of external activations, including our women’s team taking part in the She Moves Us campaign.

For Manchester Pride in August, although the event was celebrated virtually, Manchester City once again raised the rainbow flag over the Etihad Stadium. Kevin Parker, Official Supporters Club General Secretary for more than 20 years and a member of Canal Street Blues – the LGBTQ+ branch of the Official Supporters Club – spoke of his immense pride for a mancivity.com website story that marked the Pride events and highlighted City’s continued support for Canal Street Blues and its LGBTQ+ fans.

To celebrate Black History Month the U14 and U15 teams worked collaboratively on a project based around the Black, Asian and Minority Ethnic footballers that played for Manchester City. Two of the players working on the project, Isaiah Dada Mascoll and Roman Egan Riley, joined ex-player Joleon Lescott and Alex Williams MBE to share their experiences as part of the celebrations in a video that appeared across Club channels.

Our staff continued to benefit from educational sessions, including inspirational guest speakers such as Ali Jawad, a Paralympian weightlifter, and Dave Carey, Senior Creative Producer at inclusive theatre company, Chickenshed, and as part of LGBTQ History Month in February Ryan O’Callaghan spoke to staff about his experiences as one of the few openly gay former NFL players.

Our City Football Group Women’s Network, an active and empowering resource for City staff, grew to 130 members. The network delivered activities such as networking sessions with senior female leaders, guest speaker talks from within the Club and further afield, and spotlights on women throughout the football business. Topics that were discussed within the network included intersectionality, managing work-life balance and managing your mindset.

Throughout the year we continued to actively support a number of industry diversity partners.

DIVERSITY PARTNERS



LEGEND BRIAN KIDD LEAVES MANCHESTER CITY

A key figure amongst the first-team backroom staff, Brian Kidd has seen Manchester City lift 16 domestic trophies under three different managers and remains a firm favourite with all those associated with the Club. He leaves City following 12 remarkable years at the Etihad Stadium.

Initially joining as a Technical Development Manager to assist in the coaching of young Academy players, Kidd was named assistant manager to Roberto Mancini within months of moving to the blue half of Manchester.

His unrivalled coaching knowledge and experience at the elite level of the game proved invaluable as the Citizens broke their 35-year wait for a trophy by lifting the 2011 FA Cup, before winning their first top-flight league title in 44 years the following year.

A former City striker during his playing career, Kidd remained in post as Manuel Pellegrini and Pep Guardiola each took charge of first-team affairs. This period would bring a further four Premier League titles, six League Cups and one FA Cup.

The Collyhurst-born coach has contributed to the most successful period in the Club's history, including playing a role in City becoming the first side ever to reach 100 points in a Premier League season, and also in completing a clean sweep of domestic trophies.

Following this season's fourth consecutive League Cup victory, manager Pep Guardiola invited Kidd into the post-match press conference at Wembley Stadium to declare him a "legend" and place on record his own thanks for the outstanding contribution Kidd has made during his time at the Club.

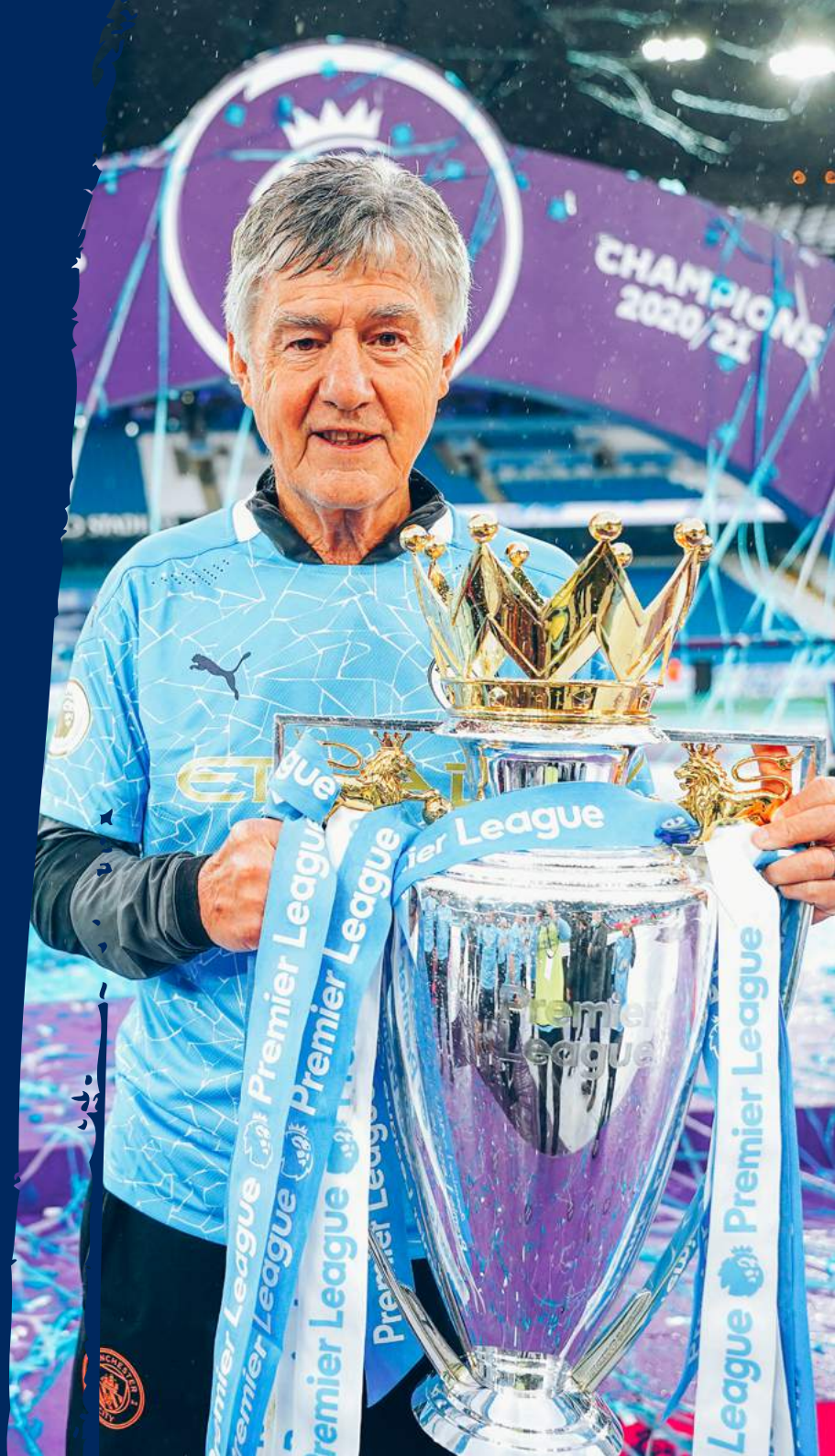
Brian Kidd said: "It has been a privilege to be part of such an exciting chapter in this Club's history.

"I can only thank Pep, Roberto and Manuel for their leadership during a period of huge change and challenges for everyone involved here. I hope to have offered them enough help and support along the way to have made a difference and played a small role in the different teams' successes.

"Having also played for Manchester City, it was very special to return and throughout the last 12 years I have felt the warmth of the leadership, the staff and of the fans throughout. I am incredibly grateful to all of them.

"I would also like to say what an honour it has been to witness the evolution of the Club under the stewardship of Sheikh Mansour and leadership of Khaldoon Al Mubarak.

"I am a Manchester man, and the work that has been done to improve the City of Manchester and the local community is fantastic. I wish only the best for Manchester City moving forwards."



A composite image featuring a large stadium filled with spectators, a bumblebee flying towards a yellow flower, and the word 'SUSTAINABILITY' overlaid in large white letters. The stadium is the Etihad Stadium, with visible branding for 'Etihad Stadium' and 'HOME OF THE ETHIHAQ CHAMPIONS'. The scene is set against a blue sky with some clouds.

SUSTAINABILITY

“ IT IS OUR FIRM INTENTION TO ACHIEVE CO2 NEUTRAL BY THE END OF THE DECADE, TO SUSTAINABLY MANAGE ALL OF OUR RESOURCES, OPERATIONS AND DEVELOPMENT, ACHIEVE ZERO-WASTE STATUS AND CONTINUE TO SUPPORT THE INCREDIBLE BIODIVERSITY ON OUR SITE ”

Pete Bradshaw, Director of Sustainability

Manchester City has continued to find ways to reduce energy use, look after the communities around us and protect our local environment.

The COVID-19 pandemic had a significant impact on the usual trends in the consumption of energy and water, in the use of imported goods and in the handling of waste this year, skewing some of the usual measurement and benchmarking metrics. The absence of fans for much of the season substantially reduced some of the elements that contribute to the Club's carbon footprint (such as travel to games). On the other hand, the games continued to be played and broadcast around the world as usual, and some components of energy usage remained unchanged.

Overall, Manchester City reduced its electricity consumption by 12% year-on-year, while gas usage fell by around 8%, saving some 880 tonnes of CO2. Of those activities under Manchester City's direct control (a broadly like-for-like measure that excludes activities such as fan travel to games), the total CO2 footprint fell by 14% this year.

These reductions were due to a combination of ongoing efficiency measures and new sustainability initiatives. We continued to improve waste handling and management processes to ensure reduced tonnage and greater reliance on re-use and recycling. Single use plastics have been removed from matchdays, and this will continue in the next season when fans return.

In addition, two major new sustainability projects were implemented this year. First, a brand-new airflow, drainage and harvesting system was installed below the new pitch in the Etihad Stadium, which now matches the City Football Academy's ability to re-use and recycle rain and pitch water. Second, the completion of new lighting throughout the stadium means that matchday floodlights are now all LED, providing 55% greater efficiency and saving almost 30 tonnes of CO2 annually.

The biodiversity at the City Football Academy has continued to flourish, with the creation of new wildflower meadows, and the installation or renovation of bee boxes, beetle banks and bug hotels. These introduce new habitats around the Etihad Campus and attract new species, almost 90 of which have been identified.

This year, our sustainability focus extended towards the people that live, work and play in and around the Etihad Campus and the wider North-West of England region.

The Club held its first ever 'Market Place' jobs fair in July 2021 at the Etihad Stadium, aimed at matching local people with viable job opportunities, as well as showcasing pathways into new careers and training courses.

Many sectors were represented, with roles available in areas such as engineering and technology, finance, healthcare, property and construction, public services and administration, retail, sport, and recycling and waste management.

Councillor Gavin White, Executive Member for Housing and Employment, Manchester City Council, said: "The pandemic has had a massive impact on people's jobs and livelihoods and a key priority for us as we emerge from it is helping support our local residents back into work.

"The Market Place event provides a brilliant one-stop shop for people of all ages to connect directly with leading local employers and hear more about the kind of jobs and training opportunities available and to apply directly for them."

ENVIRONMENTAL COMMITMENTS



Reduction in carbon footprint year-on-year, based on activities under Manchester City's direct control

This was a result of managing travel and transport, energy consumption initiatives, a new under-pitch water retention and harvesting project, and greater use of technology solutions to reduce business travel. The total actual fall in the carbon footprint, including factors relating to COVID-19, was 85%



More efficient floodlighting system installed at the Etihad Stadium

The new stadium-wide floodlighting is a full LED system that provides crisper and more even light output, whilst significantly reducing the environmental impact, thanks to lower electricity and maintenance costs



Increase in the number of species of wildflower and wild grasses across the Etihad Campus

Following the replacement of carefully mowed lawn with additional wildflower meadows, there are now more than seven acres of meadowland on the Etihad Campus that provides a nesting ground for insects, birds and other wildlife. Beetle banks, bug hotels and bee boxes have been created to support the ecosystem. Almost 90 species identified as being resident in 2020 continued to thrive through 2021

Source: Manchester City

'MARKET PLACE' JOBS FAIR

The first jobs fair of its kind in Manchester – matching local people with job opportunities and training courses, whilst showcasing pathways into new careers

1,600⁺

16,000⁺

200⁺

90⁺

People attended inaugural Market Place jobs fair in July 2021

Job opportunities on offer, from entry level apprenticeships to full time employment

Immediate offers of work after the event

Organisations from across Greater Manchester took part

Source: Manchester City

creative
SUPPORT

Opportunity, Choice and Wellbeing

ETIHAD STADIUM GETS A NEW PITCH

The home of the Premier League champions underwent a revamp over the summer, starting the day after our win over Everton on the last day of the season.

This is the biggest single pitch project in the Club's history and the first full rebuild of the pitch since 2003 when City first moved to the Etihad Stadium (a partial rebuild took place in 2010).

The new build incorporated the replacement of the sprinkler system and the undersoil heating. In addition, two brand new systems were put in: an air vacuum system which can pull moisture out of the pitch and can assist in soil aeration, and a system which can trap and store the water that falls on the pitch. This new system can retain and recycle over 200,000 litres of rain and pitch irrigation water, and will thereby reduce the Club's water consumption. The Etihad Stadium is one of just a handful to have these types of system for their pitches in the UK.

Upon completion, the pitch was reinforced with SIS Grass for the first time ready for the beginning of the 2021-22 season.

The excavation process involved the removal of around 6,000 tonnes of rootzone, sand, gravel and clay, following which the pitch level dropped by almost half a metre before being fully replaced.

