



ANNUAL REPORT 2021-22



# OUR JOURNEY





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A man with short dark hair and a slight smile is shown from the chest up, wearing a dark blue or black zip-up jacket. He is looking slightly to the right of the camera. In the background, there are several large, ornate trophies with multiple cups and figures on top, illuminated by warm lights, suggesting a sports or awards ceremony setting. The background is dark and out of focus.

**CHAIRMAN'S  
STATEMENT**

## Ten years after winning our first Premier League title, we clinched our sixth – in the same thrilling circumstances – in the final minutes of the last game of the season. This time against Aston Villa.

These amazing and historic moments – and everything that has happened between them – are borne from the same organisational philosophy and passion for success, and an ever-evolving approach to how both are manifested.

In 2008, we gave ourselves the target of exceeding the benchmarks that had been set by others within football; and in doing so, to also exceed the new standards that we believed leading clubs would achieve in the time it would take us to catch-up.

Our aim was clear – to one day be the Club that set the benchmark for others.

The statistics and results show that in many ways we are beginning to achieve our long-term ambition. As the 2021-22 season ended, our men's team, under Pep Guardiola's stewardship, lifted the Premier League trophy for the fourth time in five years; our youth teams won the U18 league titles and the Premier League 2 for the second successive year. A clean sweep of Premier League titles two years in a row. In addition, our women's team qualified for the Champions League for the seventh successive season. Over the summer, seven City players went on to lift the UEFA Women's EURO 2022 trophy.

Important off-field metrics also gave us the right indications. Our motivation to place the COVID-19 pandemic firmly behind us helped our talented people achieve the most successful financial year in the Club's history; the best players in world football are making us their destination of choice; our player trading was executed with great skill and positive financial outcomes, and our commercial partnerships continued to deepen and expand by geography and sector.

But football does not stand still and other leading clubs continue to evolve and develop. We therefore need to constantly challenge ourselves to improve upon what we have achieved. This means innovating further in Manchester and beyond. Reimagining ourselves and how we move forward in Manchester and through City Football Group (CFG), the industry-leading, multi-club organisation that Manchester City sits at the heart of.

If we are to be true to the efforts of all of those people that have contributed over the last 14 years to deliver our current successes, we must challenge ourselves to question everything we accept as optimal, and to define new and unprecedented goals and the right strategies to achieve them.

This is the task that Sheikh Mansour, our shareholders, the Board and I have set our management team. In doing so we recognise the fundamental truth that continuously delivering football success for our fans will also continue to create value for our shareholders.

The City Football Academy (CFA) is an obvious example of that marriage between football success and value creation. Since it opened in 2014, season after season, the CFA has consistently developed players that can thrive in the most competitive leagues in the world.

The Academy players who became regulars in City's first team this year are simply the tip of the iceberg: since 2011-12 almost 200 Academy graduates have gone on to have active professional careers in the Premier League, lower English leagues or in the main European leagues.

Across all of our teams, we have been very deliberate about maintaining high-quality squads and infusing the talent developed locally in our Academy with exciting players from around the world.

As we continue to build on the 2021-22 report and successes, we were delighted that Norwegian international Erling Haaland decided to join the Club this summer, continuing the legacy his father Alfie started with us in the early-2000s.

As we said hello to new, exciting talents, we also said goodbye to legends of the game in Fernandinho, Jill Scott and Karen Bardsley.

Three players that were not only instrumental in bringing success on the pitch for more than eight years, but who also mentored young players and had an active role in our community work in Manchester and further afield.

Their contribution to the growth and success of City will never be forgotten. They brought to life the aims and targets we set. They were amongst the first to invest their talents and trust into the grand plans we had – and as such they will always be part of the City family.

This year we also celebrated the tenth anniversary of Sergio Agüero's iconic goal against QPR that brought us our first Premier League title. This gave us the opportunity to honour his accomplishments and we unveiled a statue in celebration of his achievements. His likeness rightly joined those of Vincent Kompany and David Silva outside the Etihad Stadium.

Sergio's contribution to City in a defining era for the Club cannot be overstated. He is without doubt one of the greatest players that has ever played the game.

CFG also continued its forward momentum this year. In Manchester, CFG is a partner in Co-Op Live, a multi-purpose, entertainment arena due to open in 2023 on the Etihad Campus.

This will be the largest UK indoor arena and will play a pivotal role in CFG's ambitions to develop the Etihad Campus as a global sport, leisure and entertainment destination, as well as being a significant source of community, employment and economic opportunity for Manchester.

Elsewhere, Melbourne City FC and New York City FC won their respective leagues in Australia and the USA and, in Spain, Girona was promoted into La Liga – with all teams across the group playing in the distinctive, possession-based, attacking style that is now part of our DNA.

Finally, I cannot talk about the City DNA without mentioning Mike Summerbee, our 'Buzzer'.

Heartfelt congratulations go to Mike, who was awarded an OBE this year in recognition of his selfless and enduring commitment to this Club and the many charitable causes he supports. It is such richly deserved recognition for his immense contribution to the game both as a player and as an ambassador.

As we reflect on the 2021-22 season, I do so with immense pride in the work and commitment of all of our City family, that has allowed us to emerge from the pandemic with strong finances and further on-pitch successes.

Our new signings and Academy graduates promise even more exciting times ahead. We should feel uplifted by the collective achievements of so many and look to the future with anticipation, knowing our Club is committed to accomplish so much more.

A man with short brown hair, wearing a dark blue suit jacket over a light blue collared shirt, is smiling warmly at the camera. He is positioned in the center-right of the frame. The background is a blurred office environment with a large dark screen or wall behind him. The lighting is soft and professional.

**GEO'S  
MESSAGE**



## Premier League Champions again, for the fourth time in five years. Record revenues and record profits. The 2021-22 season left us with a lot to be proud of.

If anything is more difficult than winning, it is winning again. Being able to understand that previous successes mean nothing when a new competition starts takes a rare talent. And to win again takes character, humility and resilience. The Manchester City men's first team has shown all of this, winning the Premier League title back-to-back twice this decade, and winning the trophy four times in the last five years.

Our young teams delivered outstanding success, too. Our EDS team won the Premier League 2 and our U18 team won both the North and the National league – meaning our top three men's teams won their leagues for the second year in a row. This is an unprecedented collective achievement and points to the bright future for our Academy graduates.

As ever in football, this season was not without its challenges, and it was painful to exit the Champions League and FA Cup at the semi-final stage. Our women's team also suffered in the early part of the season, with a significant number of injuries, but they rallied to clinch the Continental Tyres Cup and ended up in third place in the league.

Challenges make us hungrier, more determined to succeed, and give us all a shared sense of purpose. Ultimately, the 2021-22 season was representative of the football standards that we have set ourselves as we continued to deliver on our ownership's vision and plans.

From a business perspective, this was the first season in which we could begin to put the financial impact of the COVID-19 pandemic behind us, and we did it breaking Club records for both revenues and profits.

Our strong revenue performance was due to multiple factors, but ultimately driven by the "beautiful football" we play and the continuous fan growth that it generates; more fans, more audiences, more people in the stadium, and more partners that want to be commercially associated with Manchester City.

The return of fans made the Etihad Stadium feel like home again. We invested in improving facilities whilst we played behind closed doors, and it was gratifying to see our fans making the most of the experiences on offer.

Over the last five years, we have seen incredible growth in our global fan numbers. In the US, where we held our pre-season tour in summer 2022, it was encouraging to see the incredibly large number of blue shirts at our games and how our international fanbase is enjoying our football.

We also conducted our transfer business optimally, welcoming new players and seeing others go on to new challenges, generating important profits for our Club.

Overall, Manchester City generated record revenues of £613.0 million and record profits of £41.7 million, the latter being more than double the previous Club record.

I also want to highlight that our community programmes continue to deliver outstanding results too, using football to improve people's lives in Manchester and more than 20 other cities globally. We are so proud of the collective impact created through our local City in the Community initiatives, our global Cityzens Giving campaign – in which we've invested £5.5 million to date – and wider causes we have supported, like the MCR Ukraine Welcome Fund.

When City Football Group (CFG) was founded back in 2013, we had the objective to deliver the exciting and attacking style that we call "beautiful football", and to develop the best footballing talent, globally.

We are truly delighted with our progress so far. Over the last five seasons, we have won the top league in six countries (UK, US, Japan, India, Australia, and Bolivia), achieved promotion for three teams to the top leagues in Spain, France and Uruguay, and won a total of 23 trophies. We have exciting players and talented coaches from many nationalities moving across our teams, sharing a passion for the football we play, and the methodology we have developed. What started as a dream and a commitment, is now a solid reality.

And we are not standing still – we continue to seek new opportunities. In July 2022, we welcomed Italian team Palermo FC into the Group, a big, historical club, for which we have great plans.

The last ten years have been the most successful in Manchester City's history, and I am certain the next decade will be even better. We have more to achieve, and you can be sure we will do everything we can to ensure that the Club cements its place among the very best in the world.

We will do this by continuing to work extremely hard, by learning from both our successes and our failures and by sharing the same ambition and commitment to success throughout our organisation: from our Owners, Chairman, and Board through Pep Guardiola and Txiki Begiristain; all of our coaching and technical staff; and every player and employee – the people of Manchester City who we thank for so much hard work.

Of course, our motivation is to deliver for the people without whom we cannot succeed – our incredible fans all over the world, the Cityzens that share a common passion for Manchester City.

We know how difficult it is, but our aim will always be to win again... and again.

A woman with curly hair, wearing a blue and yellow soccer jersey, stands with her arms raised in a crowd. She has a blue jacket tied around her waist. In the background, a large blue and white flag is being held up. The scene is filled with other people, some with their arms raised, suggesting a celebratory atmosphere. The entire image has a blue color overlay.

# OUR TEAMS





# MEN'S TEAM



**It matters how we perform in the big moments, under the toughest circumstances. Resilience, passion, courage. That is what it takes to be such regular winners.**

Pep Guardiola, Manager

**Manchester City ended the 2021-22 season winning the Premier League trophy for a remarkable fourth time in five years.**

A decade after Sergio Agüero's iconic 93:20 goal, the title race once again went down to a home game on the last day of the season.

Despite being 0-2 down to Aston Villa with 15 minutes to go, a remarkable period of three goals in five minutes turned the game on its head in a dramatic fashion, with City winning 3-2 and ending the season as champions.

In addition to clinching the Premier League, the team also reached the semi-finals of the Champions League, losing 6-5 on aggregate to eventual winners Real Madrid.



**CHAMPIONS**

**SEMI-FINALISTS**

**FOURTH ROUND**

**SEMI-FINALISTS**

**2021-22 At A Glance: Men**

Our men's team celebrate  
a fourth Premier League title  
in five years



**PREMIER LEAGUE**

**FA CUP**

**CARABOU CUP**

**CHAMPIONS LEAGUE**

Source: Manchester City

## TEAM ETHOS

**It was a year in which every player made a significant contribution. The epitome of a team game.**

Throughout the Premier League campaign, nine players created 30 or more chances and ten provided four or more assists. In addition to this, eight players scored between seven and 15 league goals.

City's clinical approach to set pieces was also a contributing factor to their success. Excluding penalties, they scored 22 goals from set pieces in the Premier League while conceding just one goal in this manner. Their positive differential of 21 goals between set piece goals scored and conceded is the largest on record for any club since 2008-09 (when this data was first collected for the Premier League).

The season ended with a farewell to a champion of the team ethos in Fernandinho, who departed after nine years during which he established a reputation as one of the greatest defensive midfielders in Premier League history.

The Brazilian international, an inspirational captain, won five Premier League titles, six League Cups, an FA Cup and a Community Shield. The embodiment of a players' player, Fernandinho was presented with a mosaic which has been installed at the 80-acre City Football Academy next to a pitch dedicated to him.

Although the team is always heralded before individual honours, there were many accolades garnered by the winning City squad.

Academy graduate Phil Foden was awarded Professional Footballers Association (PFA) Young Player of the Year for the second consecutive season and Kevin De Bruyne was named Premier League Player of the season for the second time in three years.

João Cancelo, De Bruyne and Bernardo Silva were named in the 2021-22 PFA Premier League Team of the Year.

City received the highest number of nominations across the men's and women's categories at the 2021-22 Ballon d'Or, with Silva, De Bruyne, Cancelo, Foden, Riyad Mahrez and Lucy Bronze all receiving nominations – and goalkeeper Ederson shortlisted for the Yashin Trophy, the equivalent goalkeeping award. At the awards ceremony in October 2022, Manchester City was named Club of the Year. Additionally, De Bruyne finished third in the race for the Ballon d'Or – marking the first time a Manchester City player has been in the final three for the prestigious award – and Ederson was third in the Yashin Trophy.

No fewer than 19 of the first team squad were called up to their national teams throughout the course of the season.

At the end of the season, alongside Fernandinho the Club also bade farewell to three players – Raheem Sterling, Gabriel Jesus and Oleksandr Zinchenko – who all made huge contributions to the first team in the last few years.



## Player accolades

PFA Team of the Year

**3,908 touches** The most of any player in the Premier League



João Cancelo

Premier League, PFA  
STATS PERFORM | opta

Premier League Player of the Season

PFA Team of the Year



Kevin De Bruyne

Premier League Golden Glove

20 clean sheets (joint winner), awarded for third successive season



Ederson

### Premier League Most Powerful Goal

Inaugural winner of award for shot against Leeds United with average speed of 117.6 km/hr

### Premier League Young Player of the Season

Second successive season

**PFA Young Player of the Year** Second successive season

**Made 14.3 runs into the opposition box per 90 minutes** The most of any player in the Premier League (min. 1,000 mins played)

### Premier League Game Changer

Inaugural winner of award for performance against Aston Villa on the final day of the season



# Fernandinho



# Phil Foden



# İlkay Gündoğan

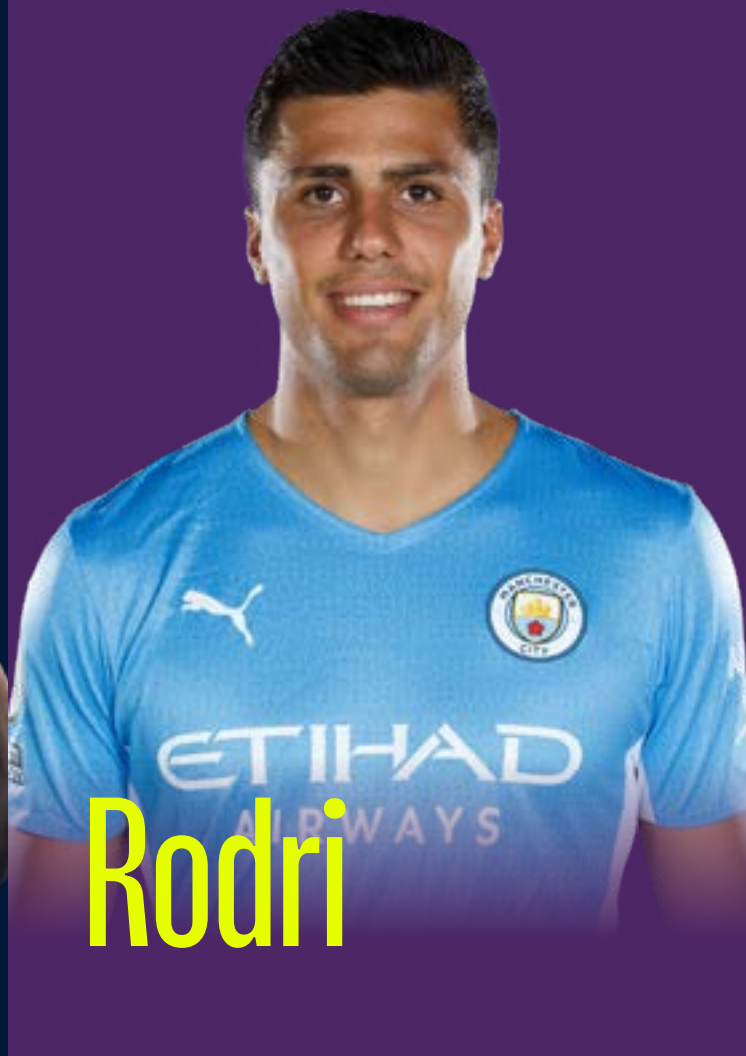


**Won 81% of his aerial duels this season (47 out of 58)** The highest figure for any player to contest at least 20 aerial duels in the Premier League



**John  
Stones**

**Completed an average of 82 passes per 90 minutes** The best mark of any midfielder in the Premier League



**Rodri**

**PFA Team of the Year**

**Covered an average of 12 km per 90 minutes** The most of any player in the Premier League (min 1,500 minutes played)



**Bernardo  
Silva**

## CONSISTENT EXCELLENCE

### **City's exceptional form continued a five-season trend.**

The commitment to never rest on laurels and a relentless push for excellence showed in the team statistics. On their way to a fourth Premier League title in five seasons, City scored more goals than any other team (99) and conceded the joint-fewest goals (26), giving the highest goal difference in the league of 73.

This goal difference was the second highest in Premier League history (surpassed only by City in 2017-18), while the goals tally was the sixth highest in the Premier League era (with City also accounting for three of the five higher totals).

In the 190 Premier League matches City has played during the last half decade, it has won 146, taken 458 points and scored a remarkable 485 goals, with an aggregate goal difference of 342.



# Premier League records

## Goal difference

Our goal difference this season was the second-highest in Premier League history

| TEAM            | SEASON | GOAL DIFFERENCE |
|-----------------|--------|-----------------|
| MANCHESTER CITY | 17-18  | 79              |
| MANCHESTER CITY | 21-22  | 73              |
| MANCHESTER CITY | 18-19  | 72              |
| CHELSEA         | 09-10  | 71              |
| LIVERPOOL       | 21-22  | 68              |
| MANCHESTER CITY | 19-20  | 67              |
| LIVERPOOL       | 18-19  | 67              |
| MANCHESTER CITY | 13-14  | 65              |
| MANCHESTER CITY | 11-12  | 64              |

Source:

# Premier League records

## Goals scored

Our goals tally this season was the sixth-highest in Premier League history

| TEAM            | SEASON | GOALS SCORED |
|-----------------|--------|--------------|
| MANCHESTER CITY | 17-18  | 106          |
| CHELSEA         | 09-10  | 103          |
| MANCHESTER CITY | 19-20  | 102          |
| MANCHESTER CITY | 13-14  | 102          |
| LIVERPOOL       | 13-14  | 101          |
| MANCHESTER CITY | 21-22  | 99           |



## CLUB LEGENDS' STATUES

**In August 2021, City unveiled permanent statues of Club legends Vincent Kompany and David Silva at the Etihad Stadium.**

And on the tenth anniversary of the Club's first Premier League title and the iconic '93:20' moment in May 2022, a statue of Sergio Agüero joined Vincent and David and completed a trinity that commemorated a defining era.

Situated on the east side of the Etihad Stadium, the statues are the work of award-winning sculptor Andy Scott. Constructed using thousands of welded pieces of galvanised steel, at night the statues are illuminated with blue tinted lighting.

Scott, who is one of the most respected sculptors of his generation and is known for his large-scale figurative pieces, created the statues in his studio in Philadelphia, USA before they were transported to Manchester by Etihad Cargo.

As part of the tenth anniversary celebration, the Club also held a special event with 2,000 fans in the centre of Manchester. Members of the playing squad from the 2011-12 season reunited for an evening of celebration, with a live broadcast available for fans to watch around the world on the Club's digital platforms.

At the end of the season, the Chairman further confirmed plans for a new work paying tribute to 1960s/70s legends Colin Bell, Francis Lee and Mike Summerbee.

## SALUTING A LEGEND

**On 13 May, exactly ten years on from the day City secured a first ever Premier League title, the Club organised a reunion of the 2011-12 squad.**

The highlight was the unveiling of a statue of Sergio Agüero, whose unforgettable goal sealed a 3-2 victory over Queens Park Rangers and propelled them to that first top-flight English league championship (and first ever Premier League title) for 44 years.

City's fortunes have been utterly transformed in the decade since Agüero's goal, which kick-started a stunning and dominant period of success.

The following ten years have yielded five more Premier Leagues, six League Cups, an FA Cup and three Community Shields – more trophies than any other Premier League club during that period.

Prior to 2012, City – despite winning the European Cup Winners' Cup in 1969-70 – were an irregular feature in European competitions, featuring in just 11 seasons.

Since winning the title in the last seconds of the final day in 2011-12, City has been an ever-present team in the Champions League, participating in a remarkable ten seasons in a row.

Chairman Khaldoon Al Mubarak said, "Sergio Agüero's contribution to Manchester City in a defining era for the Club cannot be overstated. He is without doubt one of the greatest players that has ever played the game."



Needing a goal in the final three minutes, City immediately regained possession. Agüero collected the ball on the edge of the box and rolled it into Mario Balotelli who lost his footing but still flicked the ball into the Argentinian's path.

He nudged the ball beyond one challenge and fired a shot in at the near post to send the Etihad Stadium into raptures and crown City as champions.

**10**  
**/**  
**10**

Champions League  
qualifications



Record breaking  
season

**17-18**



(men/women)

**22**

All-time top-flight  
record

**100**  
points\*

\*Adjusting for 3 points per win

Trophies in **10** years



Trophies  
in 10 years



Premier League  
record

**106**  
goals



Needing a goal in the final three minutes, City immediately regained possession. Agüero collected the ball on the edge of the box and rolled it into Mario Balotelli who lost his footing but still flicked the ball into the Argentinian's path.

He nudged the ball beyond one challenge and fired a shot in at the near post to send the Etihad Stadium into raptures and crown City as champions.



More points than any other team

The Premier League logo, a stylized lion's head in profile, is centered on a bright yellow background.

Women

7

Trophies in 7 years

More Premier League goals than any other team

A close-up photograph of a soccer ball, showing its black and white panels, set against a dark background.

Cups across all age groups

32

(Premier League-accredited tournaments since 2008-09)





# WOMEN'S TEAM



## Belief is key, and trust in the process. Easy words to use but really important in showing our identity as both people and as a team.

Gareth Taylor, Head Coach

**It was a year of transition for Manchester City Women who, despite all the changes and a poor start, showed their resilience, strength and desire.**

Those qualities led them to a major trophy and secured them a place in European competition.

Despite being ninth in the Women's Super League (WSL) table after one win in their opening five matches, City ended the season by reeling off an amazing nine successive wins - scoring 31 goals and conceding just two - to clinch the important third spot in the table and land qualification for the Champions League for the seventh season in succession.

City's possession football increased from 62.8% before 12 February to 70.3% after that date. These figures were the highest in the WSL in both parts of the season.

It helped them clinch the Continental Cup with a 3-1 final win over league champions Chelsea, the fourth time they'd won that trophy in eight years. The same two teams contested the FA Cup final, with Chelsea winning 3-2 in front of almost 50,000 fans at Wembley Stadium.

Taylor's team looked very different, having made a number of new international signings over the summer, welcoming Jamaican striker Khadija 'Bunny' Shaw, Spanish midfielder Vicky Losada, Swedish international Filippa Angeldahl, two Australian internationals Hayley Raso and Alana Kennedy, along with England under 19 starlet Ruby Mace, who signed her first professional contract after joining Manchester City from Arsenal.



THIRD PLACE



FA WSL

WINNERS



CONTINENTAL  
TYRES CUP

FINALISTS



FA CUP

ROUND 2  
(QUALIFYING)



CHAMPIONS LEAGUE

**2021-22 At A Glance: Women**

Our women's team won the League Cup for the fourth time, and finished in a Champions League qualification slot for the seventh successive season in the WSL

Source: Manchester City

## SQUAD GAME

### **City's resurgence in the latter part of the season was recognised in the PFA Awards.**

Lauren Hemp was named PFA Women's Young Player of the Year for 2021-22, securing the prize for the third time in as many years, and the fourth occasion overall in her career. She was also voted into the PFA WSL Team of the Year by her fellow professionals, with Alex Greenwood and Caroline Weir also featuring in that all-star XI.

The squad were well represented in international competitions: 19 players were called up across the season to represent their various countries.

As with the men's team, there were also emotional goodbyes as stalwarts Jill Scott and Karen Bardsley hung up their playing boots. Each played a pivotal and vital part in the growth and success of the women's team across the last eight seasons. Helping the team to eight trophy successes during their time in City blue, the pair amassed just short of 300 appearances between them and have left an undeniable mark not only on Manchester City but on the women's game as a whole.

## Player accolades

PFA WSL Team of the Year

Carried the ball a total of 5,625 metres

Over 2,000 metres more than any other player in the WSL



# Alex Greenwood

Source: PFA

STATS  
PERFORM | **opta**

PFA Young Player of the Year Third successive season

PFA WSL Team of the Year

Completed 22 dribbles More than any other player in the WSL



# Lauren Hemp



**Conceded only three goals in 897 minutes of action**

An average of one goal every 299 minutes – the best of any goalkeeper to make at least three appearances in the WSL



# Ellie Roebuck

Source: PFA

STATS  
PERFORM | **opta**

**PFA WSL Team of the Year**



# Caroline Weir

## GROWING THE WOMEN'S GAME

**EURO 2022 proved to be a tournament to remember for a host of City players as England claimed a historic first European Championship title.**

City had seven representatives in the history-making Lionesses squad, more than any other side in the WSL. A further four players were involved with other nations: Norway, Sweden, Holland and Spain.

The England contingent had their boot prints all over the host nation's landmark triumph, with Chloe Kelly netting the winner in the final against Germany and Keira Walsh being named Player of the Match.

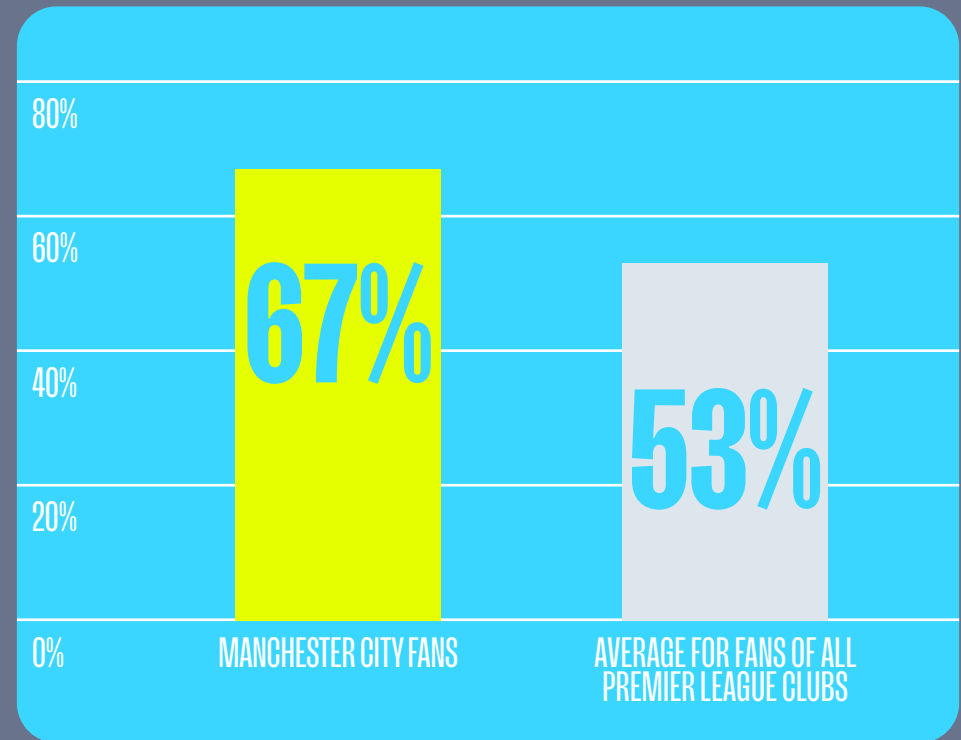
City's Academy Stadium hosted three group matches during the tournament, all of which sold out ahead of the tournament's start.

## Fans' support for women's football

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

PROPORTION OF FANS WHO AGREE:

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







# YOUTH TEAMS



**Not only have the teams executed the brand of football that we want to see at City, but they have also shown the character and commitment required to be back-to-back competition winners.**

*Jason Wilcox, Academy Director*

**In addition to an impressive number of first team debuts, City's Academy won the Premier League Under-18 title, and the Elite Development Squad (EDS) landed the Premier League 2 crown.**

All of which meant, for an incredible second year in succession, an extraordinary City clean sweep of the available Premier League titles at academy and senior level.

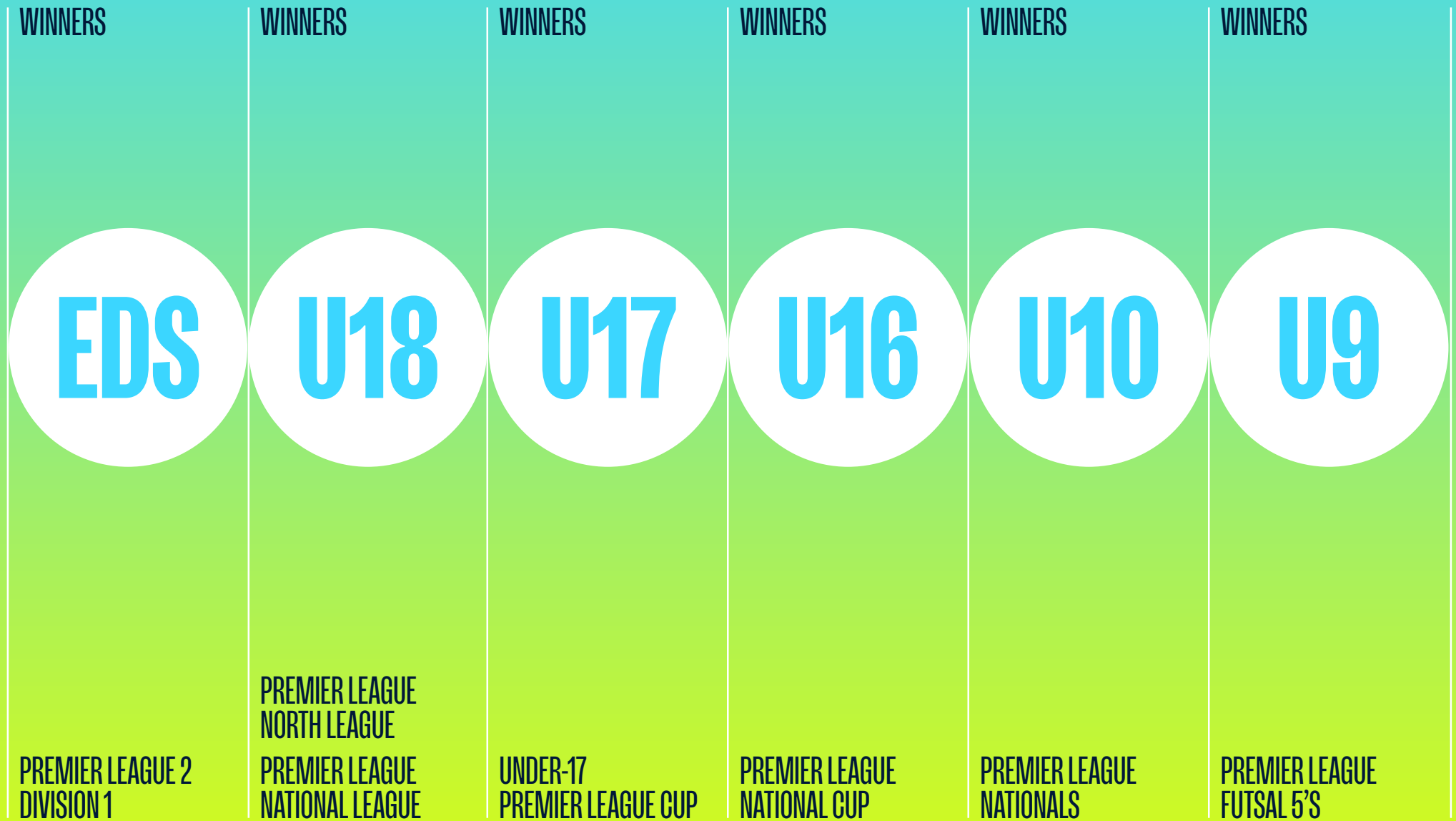
The U18s win (both regional and national) meant City were also the first team in history to win this competition three times in a row.

The EDS rounded off the Premier League 2 campaign with a resounding 7-0 win over Everton at the Etihad Stadium, capping a successful season in which they sealed back-to-back titles.

James McAtee was named the PL2 Player of the Season for 2021-22. The creative midfielder scored no fewer than 18 times during the season.

City's EDS squad was especially young this season, with an average age of 18.5 for their starting XI across all their league games. In all 26 league games played by the EDS this season, the average age of City's starting team was less than that of their opponents.

2021-22 At A Glance: Youth teams





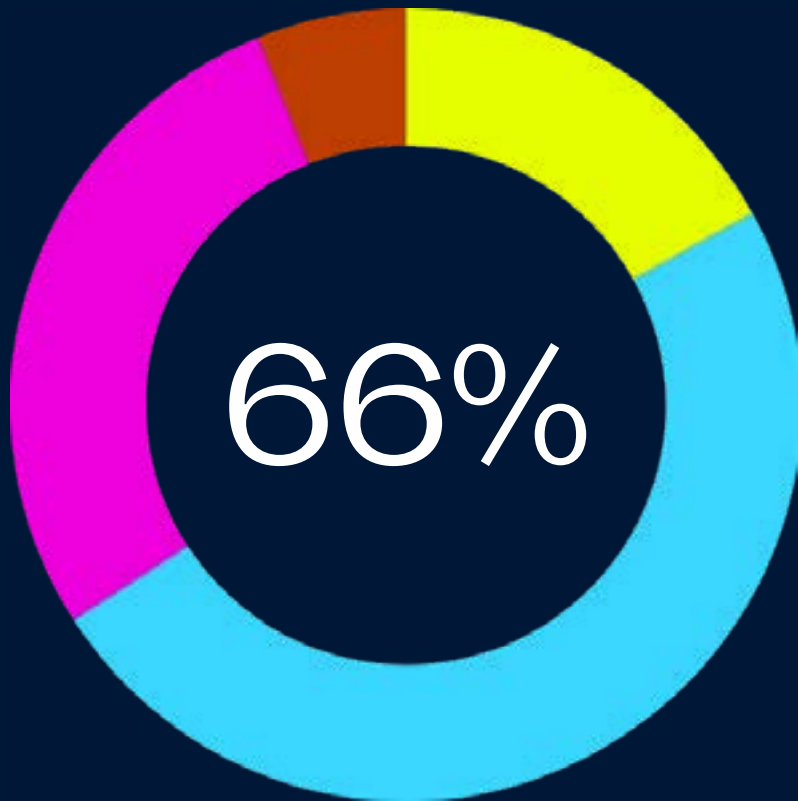
## LOCAL TALENT

**Manchester City has a network of scouts all over the world, but there is a particular focus on finding and developing players from within the local community.**

The Club is particularly proud that 66% of its Academy intake comes from Manchester and Greater Manchester. It is a great testament to the outreach and talent development delivered in the local area.

## Made in Manchester

Of the 193 players in the Academy in 2021-22 (from U9s up to U23s), 66% are local



17%

Manchester

49%

Greater Manchester

28%

Other UK

6%

International

# SCHOOL REPORT

## **Off the pitch, the Academy boys' educational programmes continued to go from strength to strength.**

This year was the tenth year of the relationship between City and St Bede's College in Manchester, which continues to deliver bespoke educational programmes to meet the demands of training and tours.

There were 69 St Bede's pupils from the Academy on the Full Time Training Model (FTTM), and GCSE and A-Level results remained impressive.

In 2021-22, the students focused on a number of specific projects, including Black History Month and Holocaust Memorial Day, along with recognising Remembrance Day on all matches that fell on that weekend.

Stan Horne, the first Black player to represent Manchester City, had a City Football Academy classroom named in his honour. Stan took part in a Q+A session with six Under-15 players.



## School report

Educational achievements of the Academy players



**70**

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

**80%**

GCSE pass rate across full cohort of players, 7 points above the national average

**100%**

Pass rate on BTEC and A Level courses for all the boys at the Club, with 91% of the players on or above their target grades

**11**

Players who have completed their Duke of Edinburgh Bronze Award in the last year, with a further 3 boys awarded a certificate of achievement

## ACADEMY SUCCESSES

**Eight Academy graduates made their professional first team debuts this season.**

Cole Palmer scored his first goals for the senior team in the Champions League, Carabao Cup and FA Cup, whilst Sam Edozie, James McAtee, CJ Egan-Riley, Luke Mbetete, Romeo Lavia, Josh Wilson-Esbrand, Finley Burns and Ben Knight all experienced first team minutes throughout the season. Several other youngsters also trained regularly with Pep Guardiola's squad during the campaign.

A key aim of the Academy is to develop players not only for City's first team but also to help players begin professional careers in football for any club. Our analysis, which we are presenting for the first time in the Annual Report, shows that almost 200 City Football Academy (CFA) graduates had active professional football careers in the last 11 seasons (between 2011-12 and 2021-22). In the 2021-22 season alone, more than 100 CFA graduates were playing in professional football.

Of the CFA graduates playing since 2011-12, a total of 43 players made appearances in senior league and cup competitions for Manchester City's first team, while another 33 made appearances for other Premier League clubs, 122 made professional appearances in the lower English leagues and 104 made senior appearances for non-English senior European sides.

## Academy outcomes

City Football Academy (CFA) graduates who had active professional football careers in the last 11 seasons (between 2011-12 and 2021-22), and in the 2021-22 season alone

2011-12 TO 2021-22

**191** PLAYERS



2021-22

**104** PLAYERS



CFA graduates who made an appearance in senior league and cup competitions for the Manchester City first team

2011-12 TO 2021-22

**43** PLAYERS



2021-22

**11** PLAYERS





## Academy outcomes

CFA graduates who made an appearance in senior league and cup competitions for Premier League teams other than Manchester City

2011-12 TO 2021-22

**33** PLAYERS



2021-22

**8** PLAYERS



Source: Manchester City

CFA graduates who made an appearance for professional clubs in lower English leagues (the Championship, League One and League Two)

2011-12 TO 2021-22

**122** PLAYERS



2021-22

**48** PLAYERS



CFA graduates who made a senior appearance for a non-English senior European side

2011-12 TO 2021-22

**104** PLAYERS



2021-22

**46** PLAYERS





# OUR CITYZENS

NEXEN TIRE  
MANCHESTER CITY

MSM3

MANCHESTER CITY

PREMIER LEAGUE  
CHAMPIONS  
2020/21





**MATCHDAY**





**We are proudly Mancunian, to our core.  
We constantly look for new ways to improve  
the experience for match-going supporters.**

**Danny Wilson, Managing Director Manchester City Operations**

**After two seasons disrupted by COVID-19, during large parts of which games were played behind closed doors, this was an emotional season for City fans, who were thrilled to return to the Etihad Stadium.**

When they did get back into the ground, City had become one of the first clubs in the country to take part in a trial of safe standing, with 5,620 rail seats installed in the lower tier of the South Stand.

In addition, several new and exciting food and beverage offerings were introduced at the stadium, allowing the Club to support 11 businesses local to the Manchester community. The Club also developed a new range of vegan food offers and introduced 100% recyclable and zero-plastic beer cups.

## Etihad visitors

Occupancy rate at the Etihad Stadium returns to pre-lockdown levels

**52,774**

Average Premier League home attendance at the Etihad Stadium

**99%**

Occupancy rate for Premier League games

**20.9** YEARS

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



## A GREAT DAY OUT

**There is so much more to a City matchday than the 90+ minutes on the pitch, and that led to record-breaking revenues.**

The Club's dedicated fan zone, City Square, was back for the full season, entertaining supporters from two and a half hours before kick-off with live music, competitions and special guests.

City Square was ranked as the best fan zone in the Premier League in its annual Matchday Fan Experience Survey.

In an innovative approach to help build the atmosphere before some of the evening games, City choreographed spectacular atmospheric 'light' shows, with blue lasers lighting up the Etihad Stadium and top DJs performing.

The UEFA Champions League game against Paris Saint Germain broke the Club record for the highest single matchday revenue, and the Champions League group stages were the best attended since Manchester City first qualified more than ten years ago.



## TICKETING & PRICING

**City continued to provide some of the most affordable tickets in the Premier League, and promoted new ways for fans to redeem and share them with friends and family.**

Mobile ticketing was introduced for all matches at the Etihad and Academy Stadiums. The rationale was to reduce the risk of lost and stolen tickets and to provide the flexibility to transfer tickets digitally to friends or family members.

An extensive support package was created to help supporters through the change, including digital 'how-to' guides and the provision of additional staff on gate entrances on match days.

The Ticket Exchange remained popular this year, and was further developed in consultation with City Matters, a fan group that is made up of ten voluntary members who meet with the Club on a regular basis to share ideas and discuss a range of topics important to City supporters. Thanks to their feedback, and promotion from the Club, 49,641 tickets were listed on the exchange throughout the season.

## City's commitment to affordable pricing

The lowest price point of a Manchester City Season Ticket was just £350, one of the most affordable adult season ticket prices in the Premier League



**£350**

Lowest price point of a  
Manchester City Season Ticket



**£530-900**

Lowest-priced season tickets of the other biggest clubs\*  
(Manchester United, Chelsea, Liverpool, Tottenham Hotspur, Arsenal)

\* Revenues as ranked by Deloitte's 2022 Football Money League

Source: Manchester City



**MEMBERSHIP  
& SUPPORTERS  
CLUBS**





**City has invested in many new resources to ensure fans worldwide can stay in touch with the Club and players. They are consistently active on social media and official platforms, allowing us to stay informed.**

**Manchester City Fan, Australia**

**A successful season on the pitch was matched by record digital engagement levels off it, with 7.6 million Cityzens signed up and actively engaged around the world. This was an increase of 12% year-on-year.**

Nearly two million new fans joined City's database during the season. Email continued to be the most engaging channel, with new formats for newsletters, automated welcome messages and fresh designs for ticketing and retail communications helping to drive record numbers of active users and referral revenues.

The Club also worked on improving cross-channel experiences for logged-in users, introducing new forms of personalised content, including exclusives for Official Cityzens and Season Ticket Members. More than a third of the active fanbase engaged with the Club across its multiple channels, with the number of logged-in fans interacting through the mobile app or Cityzens site higher than ever.

The demand to meet City legends and see the Premier League trophy at a variety of events saw the fanbase in Argentina and Brazil grow by nearly 20,000 during visits to those countries. The Club also flew in fans from around the world for once-in-a-lifetime experiences at the final game of the season and trophy parade, as well as the 93:20 anniversary celebrations.

Fans were able to show their support for City in new and unique ways during the title win.

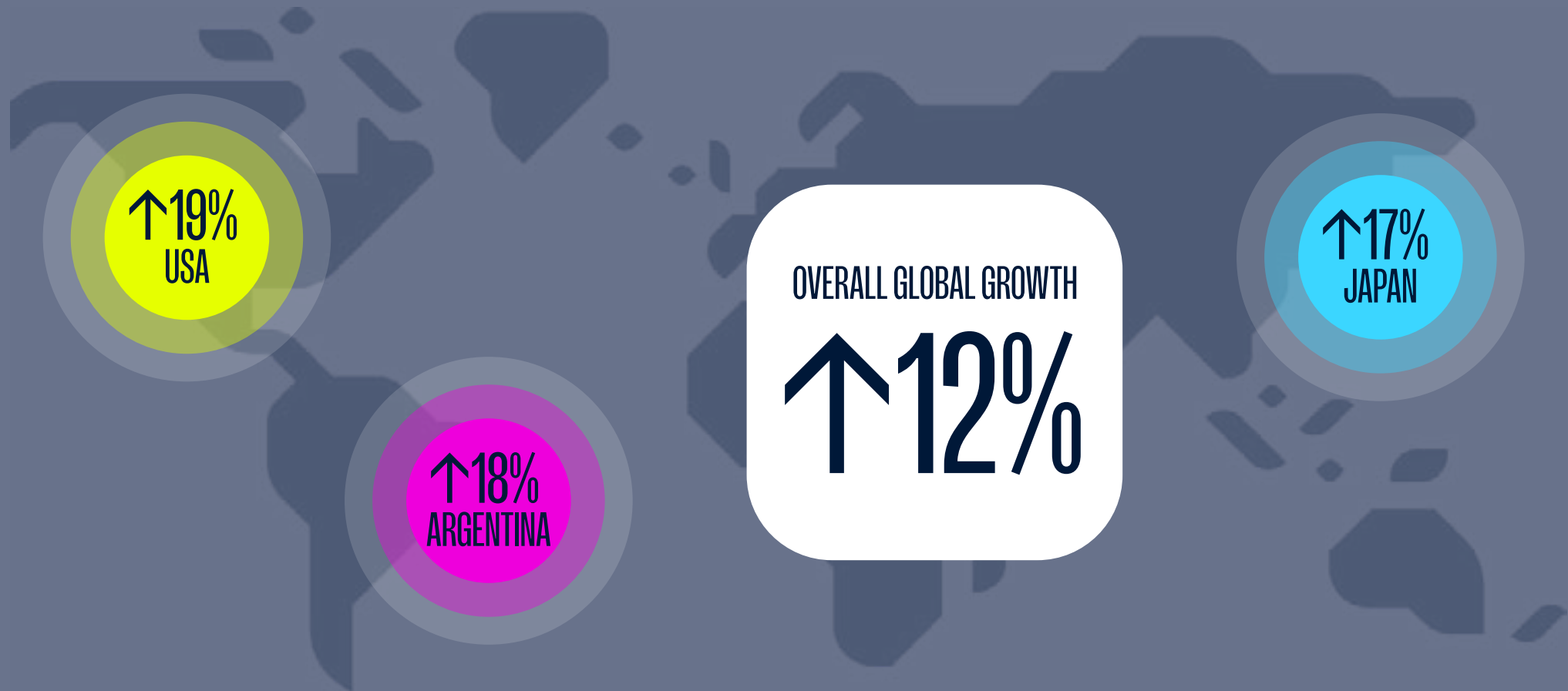
Tens of thousands of Cityzens logged in to the Man City app and site to create and share their own personalised social media images celebrating the latest Premier League success.

The excitement of the final weeks of the season meant the Club engaged a record number of fans, with more than one million active users opening emails or interacting with City's online Cityzens platform during May.

Anticipation for the new season was also impressive. The announcement of the 2022-23 season fixtures became the most clicked-on email broadcast, demonstrating the ever-increasing demand from global fans to engage with City and see the team in action.

## Cityzens around the world

Growth in number of Cityzens signed up and actively engaged around the world



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

## WORLDWIDE APPEAL

**Global membership of Official Supporters Clubs (OSC) increased by 50% year-on-year, aided by the return of live events and social gatherings.**

Membership growth was particularly strong in the US (39% up year-on-year) and India (31% up).

No fewer than 32 new branches were welcomed into the OSC family, eight of them new territories. Vietnam, Trinidad & Tobago and Mexico were amongst the countries that joined the City family this year. Meanwhile, we established eight new branches in India alone, taking the total there to 21 Official branches.

There were visits to Official Supporters Clubs in India (Mumbai and Bengaluru), Australia (Sydney and Melbourne) and Brazil (Cityzens of Brasil), and the Club took the Premier League trophy to ten UK branches.



Manchester City Official Supporters Clubs around the world

21,097

MEMBERS

338

OFFICIAL SUPPORTERS CLUBS

78

COUNTRIES





**MEDIA**



**We are proud to create content that chronicles our history, highlights the tenacity and success of our teams, and brings our fans even closer together, all around the world.**

**Nuria Tarre, Chief Marketing & Fan Experience Officer**

**City's in-house media team continued to publish high-quality content across a range of channels and saw the biggest growth in fan engagement in the Club's history.**

This was driven by thousands of hours of high-quality video content and vast numbers of articles, graphics and high-quality photography – all distributed across the City app, website and social channels.

Variety and quality were the key components of the output, which included live coverage of managers' press conferences, full broadcasts of women's and Academy team games, recorded interviews and match highlights and full-length feature documentaries.

Most of the content remained available for free with extra, premium, content available via CITY+, our over-the-top (OTT) subscription streaming platform.

This was the second season that City had an embedded content team within the men's first team environment, meaning fans got to see more immersive, behind-the-scenes action than ever before. This included preparations for key matches, Pep Guardiola's team talks and even midfielder İlkay Gündoğan coaching some of the Academy players!

This year also saw an increase in the output of long-form documentary series. 'Together' told the story of the end of the 2020-21 season, while features on players past and present included 'Ederson', 'Georgi

Kinkladze, The Magician of Maine Road' and 'Shaun Wright-Phillips: City's Homegrown Hero'.

The reveal of major signing Jack Grealish from Aston Villa won plaudits from all over the world and broke records for key metrics – with more subscribers gained on YouTube than for any other signing to date, more engagements (likes, comments, shares) across social channels and more unique visits and page views than any other signing.

Jack's signing and the management of its announcement produced an international media reporting frenzy, and this resulted in Manchester City winning the Best New Player Signing Reveal award at the Football Business Awards.

In its second season, City's dedicated magazine-style MatchDay Live show – featuring pre-match, half-time and post-match discussion – went from strength to strength this year. It was broadcast in and around all men's first team matches and selected women's and Academy matches. Localised versions were produced for India, the US and China, delivering a total of 62 live shows across the season. For the last game of the season, a record 5.6 million views were achieved from fans following Manchester City v Aston Villa around the world.

The Club also increased the volume and quality of partner-branded content, delivering improved video, design and documentary features to create the best possible experience for fans and partners.



## GROWTH ON SOCIAL MEDIA

**The number of followers across the Club's main social media accounts surpassed 100 million.**

Engagements across the main platforms rose by 50% in 2021-22, to a total of 821 million likes, shares and comments.

Substantial growth was forthcoming on Instagram, Twitter, TikTok and YouTube video. Views on the main platforms more than doubled to reach a huge 3.3 billion globally.

Looking ahead, the quality of content will continue to improve. Work began on 'Studio 1' – part of City Studios – a new onsite studio production facility with state-of-the-art equipment, positioned adjacent to the men's first team building, meaning content can be filmed around training requirements.

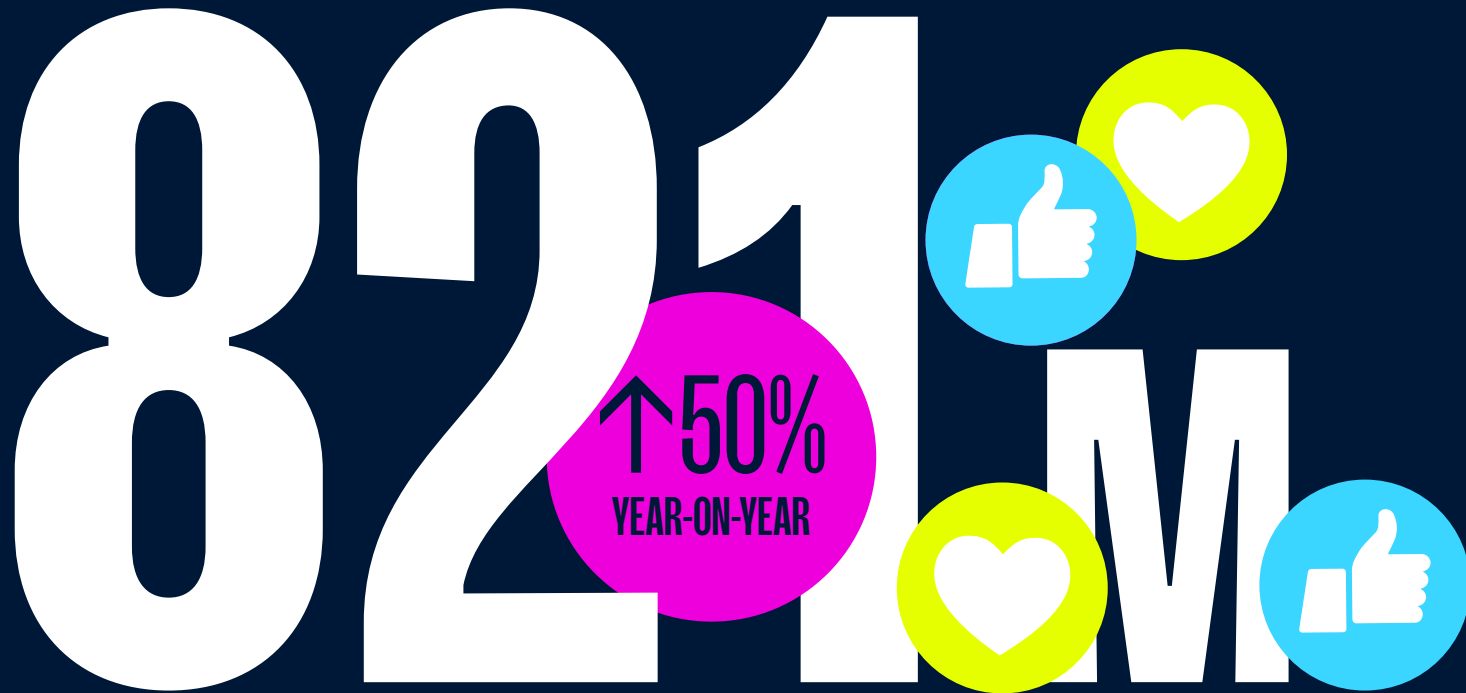
The studio was built with flexibility in mind: filming can be split across five backdrops, turned into a fully bespoke shooting space and there is even space to drive in a car.

The studio was used for selected activity towards the end of the season, including the MatchDay Live show before Real Madrid v Manchester City, which delivered 1.7 million views.



## Engagement on social media

Total engagements (likes, shares, comments, etc) across platforms up by 50% in 2021-22



ENGAGEMENTS ACROSS INSTAGRAM, FACEBOOK, TWITTER AND TIKTOK

\* Instagram stats for current and prior year cover main feed and Instagram Reels. 2020-21 figure has been recalculated as Instagram Reels was not included in the equivalent dataset in the previous Annual Report

Source: Result Sport



## Engagement on social media

Total engagements (likes, shares, comments, etc) across platforms up by 50% in 2021-22

Key areas of growth this year:

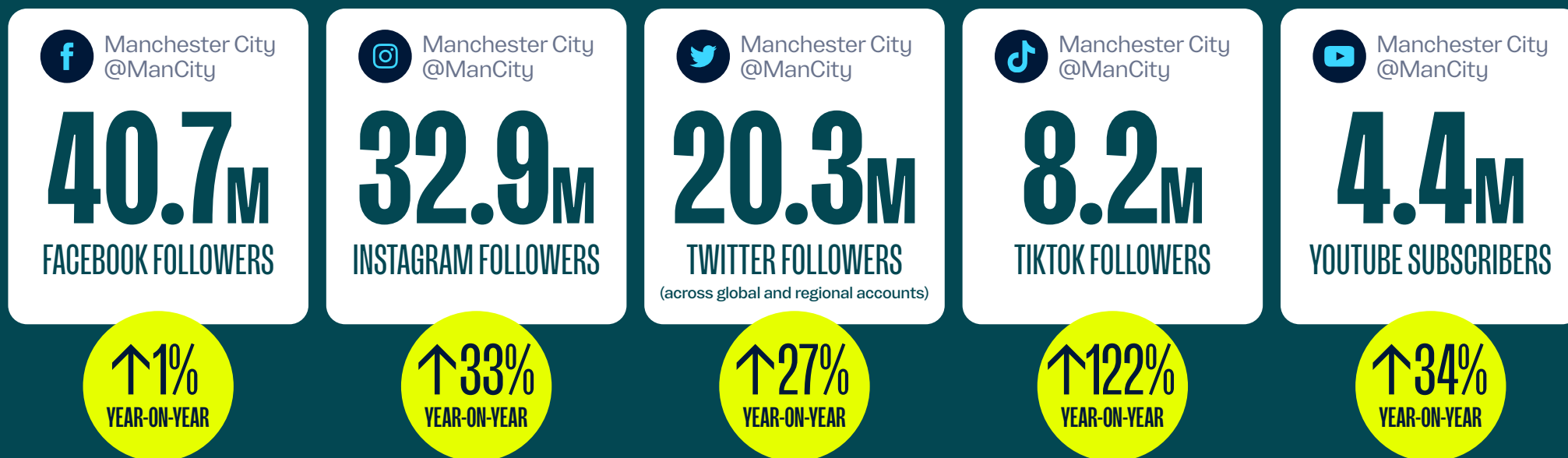


\* Instagram stats for current and prior year cover main feed and Instagram Reels. 2020-21 figure has been recalculated as Instagram Reels was not included in the equivalent dataset in the previous Annual Report



## Followers on social media

More than 100 million followers across Manchester City's main social media accounts in 2021-22

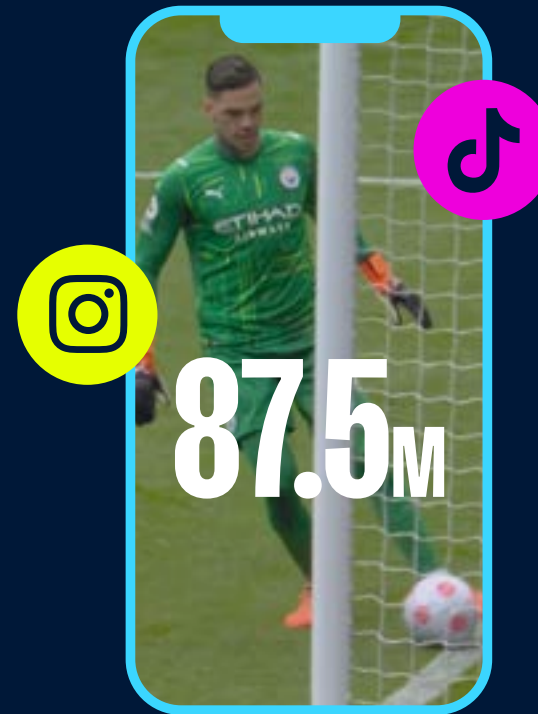


## Video views

Video views on Manchester City's main social accounts more than doubled in 2021-22 to over 3 billion



VIDEO VIEWS



VIDEO VIEWS ACROSS SOCIAL ACCOUNTS OF  
THE MOST-WATCHED PIECE OF CONTENT

(Ederson's off-the-line clearance against Liverpool)

## CITY ON TV

**Growing interest in Manchester City around the world was reflected in record TV viewing figures for games involving the Club in 2021-22.**

In all competitions, games featuring City attracted a cumulative global audience of more than 600 million viewers across the season, a record figure for the Club.

With 27 million global viewers, City's Premier League match against Liverpool at the Etihad Stadium in April was watched by more people than any other domestic club game in any football league anywhere in the world.

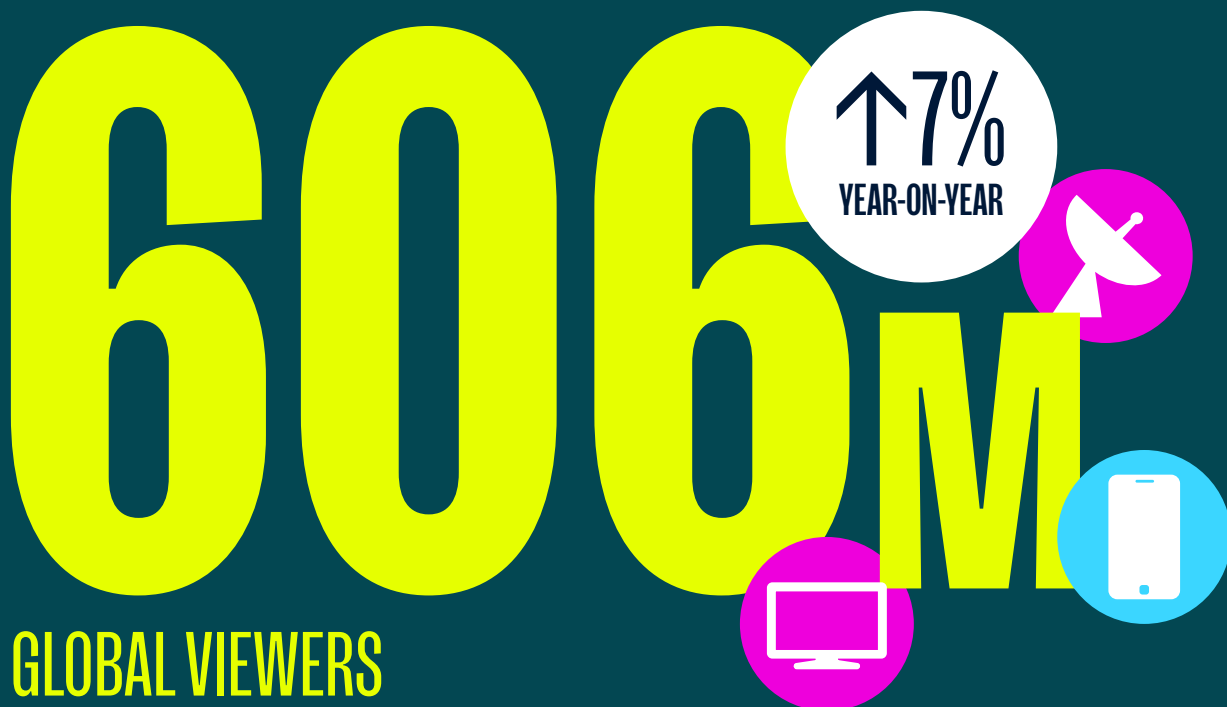
When taking into account both domestic leagues and European competitions, City were the third most-watched European club in the world in terms of overall TV viewing of football matches.

In the UK, live coverage of Premier League games featuring City drew an average TV audience of 1.75 million viewers. Despite the growth of competing activities this year as COVID-19-related lockdown restrictions were eased – which meant people were no longer stuck at home watching TV – this figure was up by a substantial 25% year-on-year.



## TV broadcasting

Viewers of games featuring Manchester City on television in 2021-22



A CLUB RECORD FOR THE CUMULATIVE GLOBAL AUDIENCE ACROSS THE SEASON FOR GAMES FEATURING MANCHESTER CITY IN ALL COMPETITIONS

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

Source: Nielsen Sports

## TV broadcasting

Viewers of games featuring Manchester City on television in 2021-22

**27M** GLOBAL VIEWERS

City's home game against Liverpool in the Premier League in April was the most-watched domestic club game in any football league this season

**3 / 5**

Manchester City featured in three of the five most watched Premier League games around the world during the 2021-22 season

**1.75M** UK VIEWERS

Average audience on British TV for live Premier League games featuring City

**↑25%**  
YEAR-ON-YEAR

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

Source: Nielsen Sports



A photograph of a Manchester City youth football training session. In the foreground, a white goal net with the Manchester City crest is set up on a grass field. In the background, several young players in blue kits and yellow bibs are practicing on the field. A large, modern building with the Manchester City logo and 'City Football' branding is visible in the distance under a cloudy sky.

# OUR COMMUNITY





# CITY IN THE COMMUNITY



**We are a community bonded by values; everything we do empowers healthier lives through football. Together, we move with city youth to create healthy people, healthy futures and healthy communities.**

Mike Geary, Head of City in the Community

**City in the Community (CITC) has enjoyed a successful and exciting season as it marked its 35th anniversary.**

CITC supports people across Greater Manchester by creating healthier lives through football. Programmes place physical and mental well-being at their core, whilst also creating healthy futures and healthy communities.

The 2021-22 season saw CITC deliver 17 programmes reaching around 20,000 people whose ages ranged from 79 all the way down to two, totalling in excess of 22,000 community sessions and averaging 29 hours per participant.

During October, the charity held a month-long campaign to celebrate its 35th anniversary. Activities included a matchday takeover, bonus player appearances for young people, a showcase with stakeholders at the City Football Academy and a unique prize draw for fans.

Another highlight was the announcement of a new trustee in former Manchester City player Nedum Onuoha, who grew up close to the Etihad Stadium in Miles Platting.

## MENTAL HEALTH

**The CITC anniversary, as well as other fundraising events throughout the year, helped to support the charity's mental health programme, City Thrive.**

Delivered in partnership with the National Health Service (NHS), the award-winning City Thrive was centred around a new curriculum, blending specially adapted football sessions with one-to-one mentoring and group workshops on mental health awareness, to improve well-being for people aged under 25.

A child and adolescent mental health services clinician was also based directly within the CITC offices for four days each week, helping to engage vulnerable populations that the NHS cannot access through traditional approaches and ensuring CITC participants do not need to wait for support.



## CITC highlights

CITC output metrics all increased year-on-year, with 9% more people reached and 24% more community sessions

**↑9%  
YEAR-ON-YEAR**  
**19,000+**

People CITC worked with regularly in Manchester

**↑53%  
YEAR-ON-YEAR**  
**4,000+** HOURS

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

**↑24%  
YEAR-ON-YEAR**  
**22,000+**

Community sessions delivered

**↑26%  
YEAR-ON-YEAR**  
**5,800+**

Free meals provided to participants and their families

**↑18%  
YEAR-ON-YEAR**  
**274**

Local people helped by CITC to gain qualifications (City Inspires, BTEC and City Degree programmes)

## PROJECT OUTCOMES

**The youth-led programmes placed physical and mental well-being at their centre.**

City Thrive reached 3,000 young people and provided more than 6,500 healthy meals to communities to support their physical well-being. After taking part in City Thrive, 25% more participants said they felt comfortable approaching friends and family about mental health.

## CITC outcomes

Results from CITC and Premier League evaluation studies

### PREMIER LEAGUE PRIMARY STARS

of participants improved  
their **mental wellbeing**

91%

### PREMIER LEAGUE / PFA EARLY YEARS

of practitioners improved  
their **skills or knowledge**

88%

### PREMIER LEAGUE INSPIRES

of participants improved  
their **physical wellbeing**

91%

### PREMIER LEAGUE KICKS

of participants improved  
their **confidence and  
self-esteem**

86%



## FAN APPRECIATION

**Fan support is crucial in helping communities within Manchester. Throughout the season there were a number of opportunities for fans to assist CITC.**

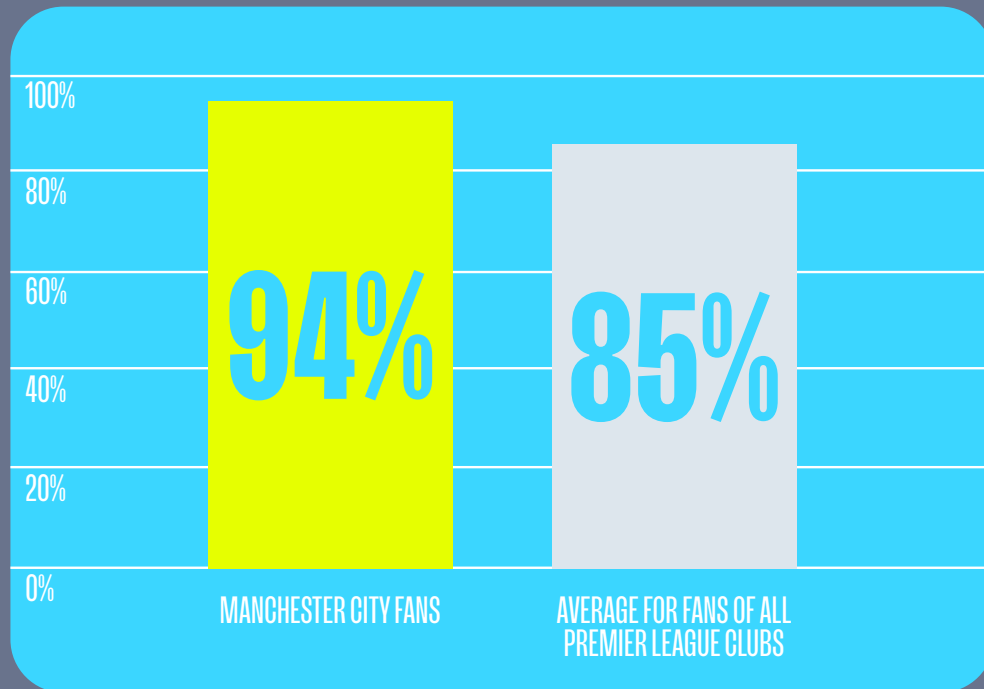
In the Premier League's Fan Engagement Survey for 2021-22, as many as 92% of City fans agreed that 'work in the community is an important part of the culture and philosophy of my Club'. High proportions of City fans also reported that they are aware of the Club's community initiatives and agreed that the Club makes a significant contribution to the local community.

## Fan appreciation of community initiatives

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

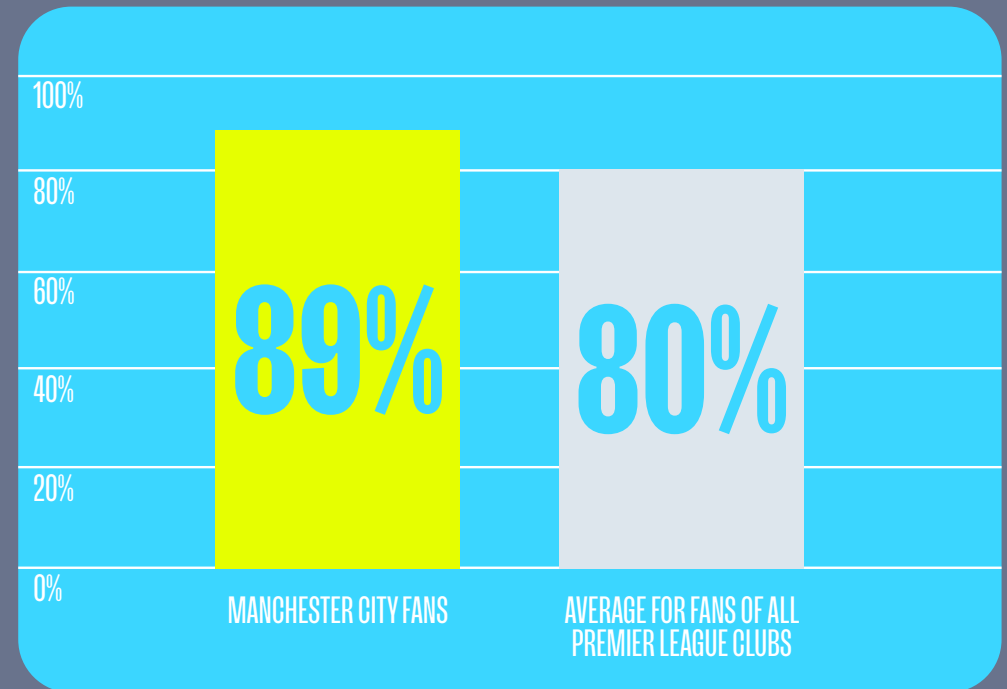
PROPORTION OF FANS WHO AGREE:

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



PROPORTION OF FANS WHO AGREE:

**I am aware of community initiatives run by my club**



A high-angle, low-key photograph of a diverse group of people, mostly men, wearing light blue t-shirts. They are arranged in a circle, looking upwards with their arms raised in a gesture of celebration or unity. The background is a complex, white metal truss structure, possibly a stadium or arena ceiling. The lighting is dramatic, with strong highlights and deep shadows, creating a sense of energy and community. The overall color palette is dominated by the blue of the shirts and the white of the structure, with a blue tint over the entire image.

# **OTHER LOCAL COMMUNITIES**





**When we launched the MCR Ukraine Welcome Fund, the Club's substantial support was instrumental in helping us get the word out across the city that there was something we could all do to help our neighbours arriving from Ukraine.**

Ged Carter, Head of We Love MCR Charity

**The Club is committed to supporting a number of charities each year. Perhaps the most important contributions this season followed the outbreak of war in Ukraine in early 2022.**

City offered the use of matchday platforms to the British Red Cross for a 'text to donate' graphic. This was displayed at some of the most watched games of the season, including the Manchester Derby.

The Club also supported the MCR Ukraine Welcome Fund, which funded charities and voluntary sector groups for those impacted by the war in Ukraine who were arriving in Manchester, by promoting the campaign on matchdays to encourage fans to donate. Alongside these charitable initiatives, City supported its Ukrainian staff and players, including Oleksandr Zinchenko.

The Academy Stadium was used to host 'Manchester Remembers' in April 2022, a charity football match between footballing legends and celebrities to commemorate victims of the Manchester Arena attack.

The Club lent its support through the free use of facilities and promotion of the match, and Manchester City legends took part in the game. The event raised in excess of £80,000, which was donated to The Chloe and Liam Together Forever Trust, Liv's Trust, The Megan Hurley Foundation, The Remembering Nell Foundation and Eilidh's Trust.

Mike Summerbee, former player and Club Ambassador, was awarded an OBE for his services to football and charity. Since retiring from his playing career, Mike has made a significant contribution to Manchester City and has been an active campaigner for Prostate Cancer UK following his recovery from the disease, whilst also supporting Manchester's Christie Hospital, a specialist cancer treatment centre.

## SUPPORT FOR OUR FANS

**The Club continued to recognise the efforts of fans who have gone above and beyond to help others.**

Working in partnership with Cadbury, the Club rewarded those nominated by their fellow supporters for charity efforts or community work.

The annual Christmas surprise also gave several deserving families who had gone through tough times in the previous 12 months the chance to enjoy a memorable festive experience with their favourite City players. This was complemented by the Club's annual gift donation to children at the Royal Manchester Children's Hospital and Francis House.

The Club also helps individuals and charities every year through the donation of Manchester City items and experiences, including signed shirts, tour vouchers and matchday tickets to help fundraise for worthy causes, including 'wish' days for both adults and children.



# GLOBAL COMMUNITIES





**I have been truly inspired by the stories of young leaders who are creating life-changing impacts in their communities using the power of football.**

**Karen Bardsley, Former Manchester City Women Player**

**Through the Cityzens Giving programme, Manchester City continued to support a connected network of youth-led community football projects around the globe, together with our fans, staff and partners.**

One of the cornerstones of the Cityzens Giving programme remained the training of Young Leaders.

This season's Young Leader training programme saw Cityzens Giving engage a record 1,600 Young Leaders in 64 cities via a new football-based leadership experience in Abu Dhabi with Etihad Airways, the return of the Global Young Leaders Summit in Manchester, and live digital forums on Webex through a partnership with Cisco.

## Cityzens Giving

Supporting young leaders around the world to uplift the health of city youth through the power of football



£5.5M+

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



1,600

YOUNG COMMUNITY FOOTBALL LEADERS TRAINED IN 64 CITIES IN 2021-22, OUR HIGHEST-EVER FIGURES FOR A SINGLE SEASON



# SUMMIT

**The Global Young Leaders Summit returned to an in-person event in Manchester for the first time since 2019.**

40 young leaders from 20 cities around the world, all dedicated to supporting young people through football during the pandemic, attended a five-day football-based leadership summit at the City Football Academy.

In its eighth year, the Summit – presented by Etihad Airways – saw Young Leaders receive training from City in the Community coaches, who equipped them with the skills and confidence to continue to use the power of football to uplift the health of young people in their communities.

This year's sessions included football-based workshops on mental health, nutrition and water education, visits to Manchester schools and the delivery of a football festival for local schoolchildren.

The event also included a new Young Leaders Awards ceremony at the Etihad Stadium, streamed live to Young Leaders, friends and family around the world.



## GLOBAL FOOTPRINT

**Cityzens Giving empowered young leaders around the world to tackle a range of local social issues through the power of football.**

These issues range from HIV prevention in Kilifi, Kenya, to safe water in Buenos Aires and healthy nutrition in Los Angeles. In total, Manchester City supported projects in 24 cities across the globe.

## Community football projects funded by Cityzens Giving

Cityzens Giving supports youth-led projects in 24 cities



1. Bandung
2. Bangalore
3. Barranquilla
4. Beijing
5. Buenos Aires
6. Cape Coast
7. Cape Town
8. Chengdu
9. Chicago
10. Guangzhou
11. Kilifi
12. Kolkata
13. Kuala Lumpur
14. Los Angeles
15. Manchester
16. Melbourne
17. Mexico City
18. Montevideo
19. Mumbai
20. New York City
21. Philadelphia
22. São Paulo
23. Shanghai
24. Washington DC

## KIT INSPIRATION

**City's 2021-22 away kit was the Club's first ever kit dedicated to a social cause – safe water. Manchester City, global water technology company Xylem and PUMA teamed up to improve the health of young people around the globe, delivering vital water education and clean water access to around 10,000 young people in four cities.**

Produced with a special Dope Dye manufacturing process to reduce water consumption, the kit marked the launch of a new global programme, blending football-based education on water, clean water access and mass awareness of a global issue.

The four projects – in São Paulo, Mumbai, Buenos Aires and Manchester – each benefitted from funding, bespoke training for young people in leadership and community football, special PUMA kit and equipment drops, and Xylem's technological expertise to deliver innovative solutions to local water challenges.

Xylem volunteers and local NGO partners joined up with young leaders and City fans to install a clean water tower in a Mumbai school, providing a safe and long-term supply of fresh drinking water for 1,800 people per day, whilst a rainwater capture and reuse system in São Paulo provided more consistent access to clean water all year round, and handwashing stations next to a community football pitch in Buenos Aires encouraged safe hand washing practices.

In addition, a replica clean water tower at the Etihad Stadium in Manchester inspired and educated local fans and school groups on water challenges and solutions.

During the season, young leaders in each city delivered weekly football and water education sessions, culminating in a series of community football festivals, with surprise project visits from Manchester City players and the Premier League Trophy. PUMA ambassador Fernandinho visited São Paulo, former player Pablo Zabaleta returned to his home city, Buenos Aires, and Shaun Wright-Phillips visited young leaders in Mumbai.

In total, 80 Young Leaders were engaged in the four cities. The projects were very well received, with 96% of participants surveyed reporting a greater sense of well-being.

The programme delivered real and measurable life changes for young people, improving health, well-being and awareness of the importance of clean water and water conservation.





# OUR BUSINESS





# PERFORMANCE





**A clear set of guiding principles, a clear strategy, and the courage to dream big. That is why Manchester City has been so successful on the pitch. Off the pitch, it is no different.**

Ferran Soriano, CEO

**This season, the Club set bold, ambitious financial targets and hit them.**

Thanks to a clear strategy, financial efficiency and the identification of new opportunities, City achieved the highest ever revenues and profits in the Club's history.

Total revenue for the year reached a record £613.0 million, an increase of £43.2 million over the prior year. This growth was due to increases in commercial and matchday revenues. It comes despite a decrease in broadcasting revenue in this 2021-22 season, because matches in the 2019-20 season were included in the 2020-21 financial year (due to the rescheduling of games during the initial year of the COVID-19 pandemic).

Matchday revenues returned to pre-COVID-19 levels, with all 27 home games being played in front of fans, after a season in which 25 of the 26 home games were played behind closed doors due to COVID-19 restrictions. This meant that this year's matchday revenue of £54.5 million, which was up by more than £50 million year-on-year, was close to the £55.0 million achieved in 2018-19, the last full season prior to COVID-19. Other commercial revenues grew by £37.8 million, due to new sponsorship agreements and the return of concerts to the Etihad Stadium following the end of the COVID-19 pandemic.

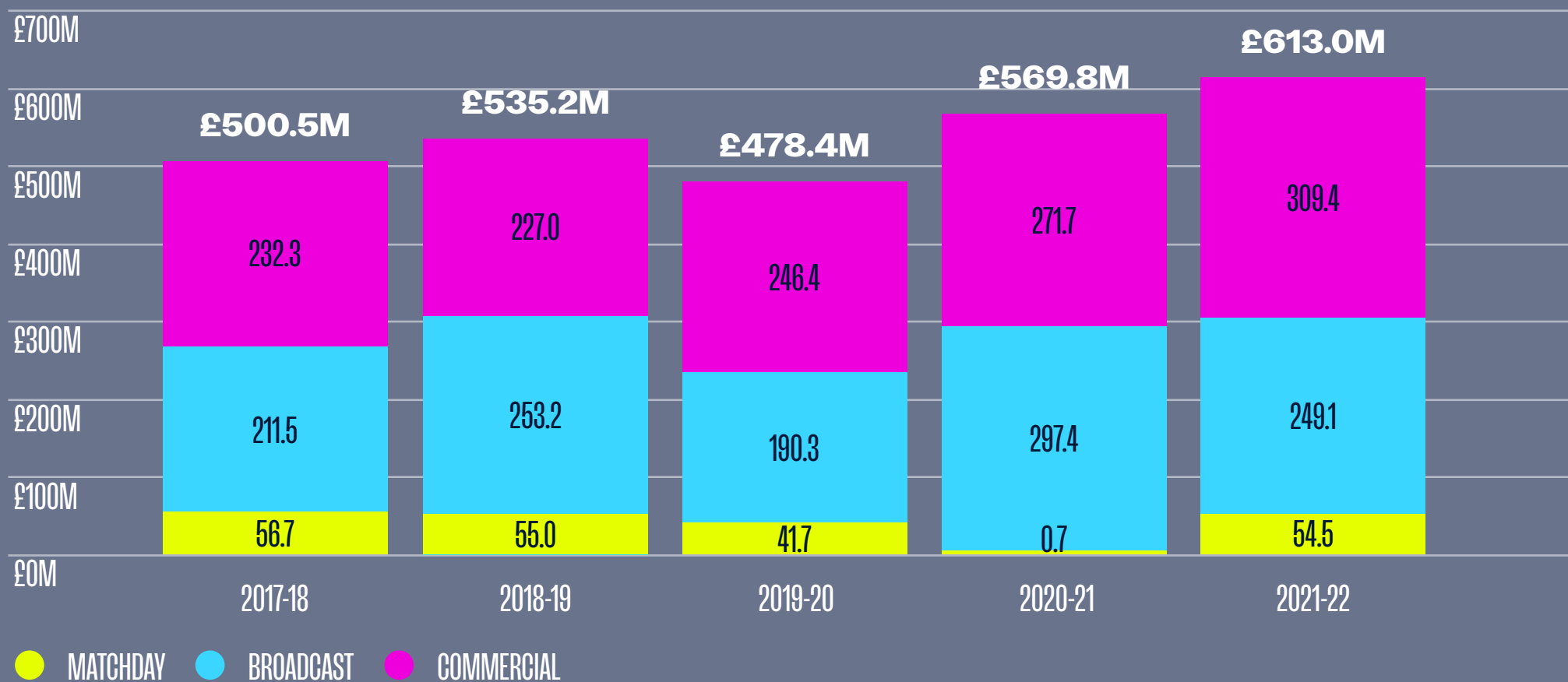
Manchester City's profits were also boosted by significant player trading. The £67.7 million profit City generated from the transfer of players' registrations took the total above £250 million over the last five years and this will grow even further in 2022-23 following the Club's unprecedented transfer business in the 2022 summer window. This includes the transfer of the registrations of eight Academy graduates, highlighting the growing success of the Club's Academy in nurturing footballers who go on to have careers not only at Manchester City but also in the top leagues in professional football more broadly.

City topped Deloitte's Football Money League for the first time with the biggest revenues of any football club in Europe, ahead of Real Madrid and Bayern Munich in second and third place respectively. The Money League lagged a year, so the data used was for the 2020-21 season. City's strong performance in that year was due in part to its successful management during the COVID-19 pandemic.



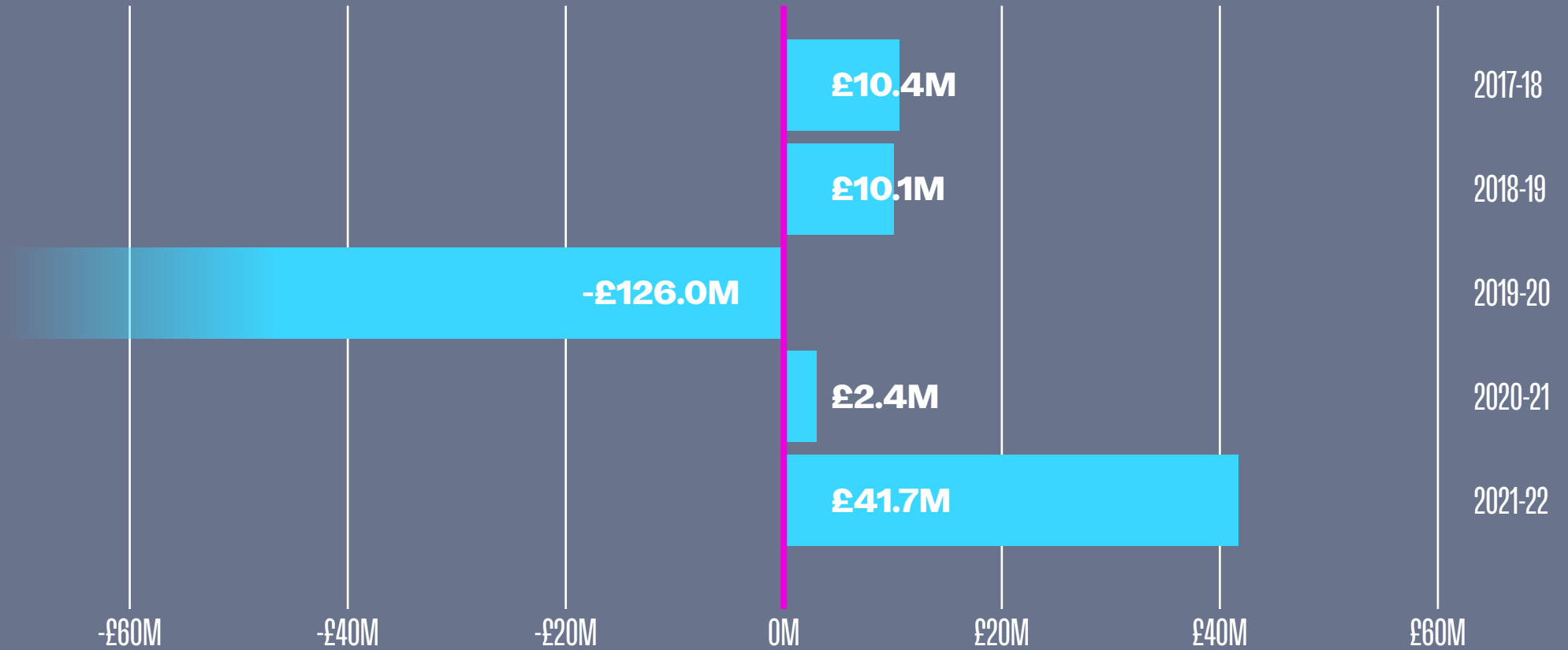
## Club revenues

Revenues rose by £43.2 million to a record £613.0 million in 2021-22, with the return of fans to the Etihad Stadium restoring matchday income



## Club profits

Manchester City generated record profits in 2021-22



## BRAND VALUE

**Manchester City became the second most valuable football brand in the world.**

According to Brand Finance's latest report, the Club's elevated position was credited to its continued on-field performance, with City scoring well in metrics such as 'the club is ambitious' and 'the club has a global following'. City has seen its brand value grow more than ten-fold since 2011, becoming what is now the highest-ranking Premier League club.



## Brand value

Manchester City has risen to become the second most valuable football brand in the world



## HAPPY SUPPORTERS

**City was highly regarded by its fans when asked about operational performance and maintaining the Club's spirit.**

In the annual Fan Engagement Survey conducted independently by the Premier League – also referenced in the Cityzens section of this report – City was awarded very high scores by its fans when asked if they agreed with a series of statements on how the Club is run. In many instances, City comfortably outperformed the average across Premier League clubs.

Notably, 97% of City fans agreed that the Club has a long-term vision, 19 percentage points more than the Premier League average (of 78%). And 95% of City fans agreed that the Club performs well in its investment in facilities, 20 points above the Premier League average (of 75%).

## Fan perceptions

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

Has a long-term vision

97%

Maintains the ethos and traditions of the club

87%

Sustainable financial policy

88%

Investment in facilities

95%





**COMMERCIAL**



**Moving beyond the COVID-19 pandemic through the 2021-22 season, we were able to come together to create incredibly meaningful experiences for our growing fanbase – on matchday and beyond – yielding significant commercial momentum across all areas of the business.**

Roel de Vries, Group Chief Operating Officer

**This season, fans returned to the Etihad Stadium and City's matchday revenues returned to robust health – contributing to the highest turnover in the Club's history.**

With COVID-19 restrictions lifted in time for the start of the 2021-22 season, fans had a strong desire to return to live matches and this was reflected across the board: not only in demand for match tickets but also in bigger numbers on the Stadium Tours, visits to the retail store and increased volume of food and beverage purchases.

Tickets and memberships helped to grow the proportion of 'unique buyers' within the City database to record numbers, with more than 104,000 new buyers during the season.

This year, City also considerably strengthened its recreational football offerings both on digital platforms and through its City Football Schools around the world.

City Studios is a new, unique, world-class content hub at the heart of Manchester City's campus. It delivers content creation for City's editorial output, for Club partners, individual players, live production and City's eSports offering. For partners, it has the ability to take branded content to the next level, delivering partner messaging and driving brand affinity while still providing fans with engaging output.



## PARTNERSHIPS

**City recorded its highest-ever Partnership revenues, welcoming fantastic new partners and achieving best in class renewal rates. Many partners entered into their third or fourth terms in partnership with the Club.**

12 new global and regional partners from all around the world were welcomed this season, including OKX, Qualtrics, DreamSetGo, Aldar, Emirates Palace, Sony, Expo 2020 and Masdar.

The Club renewed and expanded agreements with Nissan, Midea, Wix and Unilever. The growing breadth of partners across multiple industries provide value well beyond the purely financial dimension; helping bring new experiences to those connected to City, whether that be engaging content, product discounts, competitions and experiences for fans, support for community projects or investment into City's sustainability agenda.

Amongst the most notable activations, Rexona utilised City's disability team for a major television commercial, while Nissan ambitiously shot an adventurous campaign with manager, Pep Guardiola, in which their Formula E car was driven over the Nexen Bridge into the Etihad Stadium.

Expo 2020 Dubai joined forces with City as its Official Exhibition Partner and Training Kit Partner, with the collaboration spanning City's men's and women's teams, as well as the Club's Esports operation and other City Football Group (CFG) clubs in Mumbai, Melbourne, New York and Yokohama. Guardiola and players from City's men's and women's teams, Esports players and City legends all visited Expo 2020. At Expo, City Football Schools coaches delivered hundreds of sessions, engaging thousands of young players, and the subsequent content on City channels resulted in more than three million engagements, generating significant media coverage and allowing for collaborations with other partners including Nissan, Cisco, Gatorade, Etisalat and Xylem.

Continued success on the pitch once again provided partners with the opportunity to activate during high-profile sporting moments, with PUMA, Etihad, Etisalat, Nissan, Midea, Rexona and others producing Champions-specific campaigns and products to commemorate the Club's Premier League title.

Chief Commercial Officer Esteve Calzada said, "Ensuring our partners join us on a journey, align with our values, provide new experiences for our fans and fully integrate with the Club is a key factor in our continued success and growth commercially."



## RETAIL INNOVATION

For the 2021-22 season, City's partnership with PUMA, in its third year, continued to deliver innovative kits, training wear and clothing that celebrated the Club's history.

The home kit featured a design that subtly nodded to City's first-ever Premier League title, with digital numbers over the sky-blue strip. The water-inspired away strip celebrated football as a force for good, while the third kit had bold 'MAN CITY' wording.

It was a record year for retail activity. Partner Stichd came on board and helped improve the functionality of the online and in-store retail offerings.

The new partnership brought a number of benefits to fans and consumers, including click-and-collect services, the ability to offer members specific products and discounts.

City also launched an official Amazon storefront, which has also contributed to the Club's highest-ever revenues.

With the CityStore open all year around, and the popularity of the home and away kits, shirt sales grew significantly. Sales from the CityStore increased by 25% year-on-year.



## EDUCATION AND RECREATION

**City's offering in the recreational football space went from strength to strength with a number of new programmes.**

In Manchester, the Club launched its Young Player Development Programme in September 2021, a year-round offering giving children the opportunity to experience top coaching in world-class facilities.

With a more global focus, this season the Club launched a Coaching Hub, a digital platform with learning and practical guidance for recreational football coaches around the world, based on the City coaching philosophy.

By June 2022, it had users from more than 15 countries, all able to access insights into coaching foundations, session plans, team development, performance analysis, nutrition, strength and conditioning.

This season also saw the launch of two new Manchester City Football Schools, one hosted at British School Jakarta in Indonesia and one at Parade College in Australia.

Further afield, the first ever combined Manchester City and Montevideo City football camp launched in Uruguay. It followed the successful joint camps between Manchester City and New York City FC, another of the clubs from the CFG family, running this year for the third time, and selling out its 12 weeks of programmes.

Following the merger in May 2021 of Goals US, owned by CFG, and Sofive, this season the combined entity ran Manchester City Soccer Academies (MCSA) across nine soccer centres nationwide.

Separately, CFG partnered with BrandEd, pioneers of innovative branded education, to launch the City Football Leadership Institute in early 2022. The Institute sits at the intersection between business and sport. The inaugural programme, NextGen, was delivered over the summer, and was an immersive experience aimed at teens, taking place between London and Manchester.



ETIHAD STADIUM

ASABI  
TUNNEL  
CLUB

PEOPLE







**There's a passion to be the best, and make a real difference in everything we do. We believe an inclusive approach generates better ideas and solutions for a diverse and changing landscape.**

Carolyn Macnab, Chief People Officer

**Given the impact of the COVID-19 pandemic on general employment stability, particular efforts were made to retain staff and develop their careers.**

City ran a successful internal jobs market during the pandemic. It took advantage of the many talented people who remained within the organisation to hire and promote internally, ensuring minimal business disruption.

There were movements, too, on the coaching side of the business, where Carlos Vicens, former Under-18 manager, joined the first team set-up as an assistant manager; and on the business side, where Mike Green, Head of City in the Community, took up the new position as CEO of Lommel SK, another club in the City Football Group (CFG) network.

City remains a highly attractive organisation to young people starting their careers and the Club welcomed new recruits onto its Graduate Scheme. After a competitive process during which the Club received more than 300 applications, the scheme provided three graduates with exposure to a number of areas of the business.

This year's staff survey showed employees of Manchester City giving the organisation very high marks – well above industry benchmarks – on statements such as 'I feel proud to work for the company'.

## City people

Recognition for Manchester City as an employer for leadership and diversity

Results for Manchester City staff (as part of City Football Group-wide survey) and benchmarks for general industry and high-performing companies:



“I feel proud to work for the company”

MCFC SURVEY RESULT

89%

HIGH PERFORMING BENCHMARK

84%

GENERAL INDUSTRY BENCHMARK

77%



“The company is innovative in how work is done”

MCFC SURVEY RESULT

76%

HIGH PERFORMING BENCHMARK

70%

GENERAL INDUSTRY BENCHMARK

59%



“The company values and promotes employee diversity”

MCFC SURVEY RESULT

81%

HIGH PERFORMING BENCHMARK

76%

GENERAL INDUSTRY BENCHMARK

71%



“I would recommend the company as a good place to work”

MCFC SURVEY RESULT

80%

HIGH PERFORMING BENCHMARK

78%

GENERAL INDUSTRY BENCHMARK

70%

## HELPING PERSONAL GROWTH

**The Club supercharged its learning and development opportunities with a strong focus on female staff.**

Around 950 UK-based Manchester City and City Football Group (CFG) staff took advantage of the learning and development opportunities.

They totted up in excess of 80,000 days' worth of activity, from online webinars to accredited training courses, including Apprenticeships (Lead at City, CIMA, Installation electrician and maintenance electrician Level 3, ACCA, Financial Services Professional Level 6, Coaching Level 5), Women in Football, Empower, Change Catalyst, Chatterbox Language training, Career Sprints, Management Sprints, project management and many more.

The Club was specifically focused on increasing the number of learning and development opportunities available for female employees, including Emerge's RISE Empowered Women's Development Programme and Women in Football's industry-leading training courses.



## NEW WAYS TO WORK

After two years when many staff worked from home, City recognised the need to implement more flexible ways of working, whilst also delivering the operational needs of the business.

A hybrid working strategy was trialled and City Football Group's (CFG) HQ office was reconfigured. This benefited both those working in a hybrid way, and employees whose role meant they physically needed to be onsite, with all employees making use of 1-2-1 phone booths, collaborative spaces and private working pods in City's HQ.

'In the City', the Club's staff consultation forum, continued to meet regularly with the CFG Leadership Team, inputting on a range of change initiatives from the Club's family-friendly policy to 'reward and recognition' schemes for employees. BeCity, the Club's volunteer engagement group, delivered bootcamp, yoga and football sessions, and introduced netball training sessions and a walking club, along with hosting 'CityFest', a talent show that was attended by more than 150 staff.

## DIVERSITY AND INCLUSION

**The Club worked with industry-leading charities and support groups to help build an inclusive environment for fans, staff, players and the wider community.**

This year, City announced two leadership schemes designed to help young women at the start of their careers in football.

The Young Women's Leadership Programme provided 11 young students from secondary schools across Greater Manchester with knowledge and experience to help them succeed in their chosen career path, while the Women's Euro 2022 Legacy Internship scheme provided undergraduates with first-hand experience working within the Club.

The Club also continued to collaborate with City Football Group's employee-led Women's Network to identify new initiatives and programmes that can be introduced to improve gender balance across the organisation and to provide a safe space for learning, discussion and action. The Network had grown to more than 150 members by June 2022.

Mohammed Ullah, the Black, Asian and Mixed Heritage representative on City's Official Fan Network, City Matters, hosted Iftar at the Etihad Stadium, bringing together over 150 members of the Muslim community – the first time such an event has been held at the stadium.

For LGBTQ+ History Month, first team players from the men's and women's team met with Canal Street Blues, the Club's official LGBTQ+ branch, to discuss how to make football a welcoming environment for all, and the matchday programme featured an interview with City Matters' LGBTQ+ rep, Francesca Lever.


And in August, City showed its support for Manchester Pride, raising the Pride flag outside the Etihad Stadium ahead of the weekend, which was on show for City's home game against Arsenal. For that game, the matchday programme featured players sporting a PUMA x MCFC limited edition Pride t-shirt, while Dave Alvarado, Chair of the Canal Street Blues Official LGBTQ+ Supporters Club, was interviewed at half-time.

City is active throughout the year, supporting individual campaigns and inviting guest speakers to address staff. During Black History Month, a distinguished panel of academics and former players discussed the Black history of Manchester. City also supported the Premier League's 'Football Remembers the Holocaust' education programme, joining other clubs to meet with four Holocaust survivors, their families and representatives from the Premier League and the Holocaust Educational Trust. And we recognised City's first Black player, Stan Horne, naming one of our Academy classrooms in his honour. Stan also received a league winners medal for his contributions to our 1967-68 winning campaign.

This year, the Club developed and appointed a new, dedicated Access team, which is now the largest in the Premier League. Crucially, all members of the team have lived experience of disability. Its focus is not only to develop a more accessible, inclusive and positive matchday, but also to ensure accessibility is laced through the fabric of everything we do at the Club.

Listening to the voices of those living with disabilities is at the heart of our Access Strategy. In order to ensure an evidence-based and user-led approach, we have diversified the platforms via which we gather feedback, and have developed an accessible matchday survey to work alongside our other existing avenues for dialogue with disabled supporters. These include a dedicated Disability Rep on the City Matters group and the Disabled Supporters Association.



A photograph of a golf course at dusk. In the foreground, there are several large, bright yellow and orange flowers, possibly dahlias, with green foliage. In the background, a large stadium with a dark roof and several tall stadium lights is visible against a blue and cloudy sky. The overall scene is dimly lit, suggesting twilight.

# SUSTAINABILITY





## Environmental impact is central to our Club's vision – we want to grow a sustainable and socially responsible organisation, with close ties to our community.

Pete Bradshaw, Director of Sustainability

### City made significant steps over the season to reduce CO2 emissions and waste, whilst setting a credible path towards Net Zero by 2030.

Manchester City has actively committed to a clear road map to credible Net Zero by 2030 – by managing energy consumption, reducing or eradicating waste, working with fans and the community to seek changes to travel and transport, and mitigating negative impacts through local ecology and biodiversity.

This year, Manchester City achieved an impressive reduction in CO2 emissions of 31.8%, measured relative to the annual pre-pandemic trend (the best like-for-like comparison, given that most games were played behind closed doors last season). Its 'Scope 2' emissions, associated mostly with the consumption of electricity and gas, were down by 18%. These improvements were achieved as a result of work undertaken by the Club across operational areas to reduce waste and through energy management and investment – including a 26% fall in gas consumption and the purchase of electricity only from certified renewables.

With fans returning to matches this season, the extra footfall and activity at the Etihad Stadium might have been expected to lead to greater waste. Despite this, the Club succeeded in delivering a 16% reduction in the volume of waste handling year-on-year, with re-use and recycling up by 11% on last season. A successful on-site trial at the Etihad Campus took food and other waste and grass cuttings collected from around the site and used it to produce compost material for use around the landscape. This innovative trial promoted efficient uses of waste and was environmentally beneficial – as well as saving the Club money.

With fans' travel to games a significant contributor to the Club's overall CO2 footprint, more than 4,000 fans participated in a survey running across the entire season to examine the travel patterns of fans and staff and develop practical sustainable travel opportunities for the future. This study, one of the biggest of its kind, will continue into the 2022-23 season.

Two initiatives this year exemplified our desire to shine a spotlight on sustainability issues and get people excited about sustainability. In April, the men's and women's first teams wore special jerseys that were made using repurposed football jerseys as part of our partner PUMA's 'RE:JERSEY' project that aims to reduce waste and point towards more recycled production models in the future.

And we designed and created three "mancgroves" – a Mancunian version of a mangrove that is suited to Manchester's particular local climate to maximise carbon absorption. The mancgroves consist of 'wetlands' that encourage local plant life and ground cover in order to attract wildlife in significant numbers. They are designed to be small enough to fit on an apartment balcony or big enough to go on a field. We showcased them to local primary schools, which have already shown interest in creating their own – and told us that they helped with their STEM education curriculum.

## Environmental commitments



32%

### Reduction in carbon footprint relative to 2019-20

The CO<sub>2</sub> trend has fallen following significant work in reducing waste and through energy management and investment. The Club's "Scope 2" emissions, which are mostly associated with the consumption of electricity and gas, fell by 18%



11%

### Growth in re-use and recycling year-on-year

Initiatives included the eradication of single use plastics from matchday and general operations, and a focus on waste recycling, re-use and upcycling



16%

### Reduction in waste handling year-on-year

This follows the targeting of waste reduction by the Club's facilities management teams in recent years. This season, we introduced an anaerobic digester that produces useable compost and takes away food waste and grass waste



26%

### Reduction in gas consumption year-on-year

This reduction was achieved via heat and cooling efficiencies and further managing of energy waste. Initiatives this year included a change in our approach to heating buildings, with temperatures reduced by 1.5 degrees



## PARTNERS AND INNOVATION

### **Manchester City worked with like-minded partners to raise awareness of sustainability issues.**

Nissan launched their 'Be More Pep' campaign, featuring manager Pep Guardiola promoting sustainable travel options.

In addition, the Club announced the renewal of its multi-year global partnership with water technology company, Xylem, working to raise awareness of the water challenges that exist around the world. Through the partnership to date, City Football Group and Xylem have already reached more than one billion people through water awareness, education and volunteerism initiatives that advance their shared mission to create a more sustainable world.

Garden Gourmet and Nestlé provided a broader and improved food offering for fans and helped lower the carbon footprint in the Etihad Stadium with sustainable and vegan food options.

Finally, Masdar, a global leader in renewable energy, clean technologies and sustainable development, partnered with City in January 2022. As part of the new agreement, City and Masdar will collaborate on a range of partnership activities, including the launch of a new global campaign aimed at raising awareness on the importance of climate action and mitigating climate change.