

CITYZENS

OVERVIEW

The Etihad was one of England's busiest stadium venues in 2016-17, with 19 league games, six cup games and eight concerts, all scheduled around a redevelopment of the Stadium's West Stand.

In the Premier League, an average of 54,000 supporters attended each home game, and the Club created new customised experiences for junior fans with the introduction of Family Days, an exclusive two-hour pre-game experience at the CFA.

The women's team's incredible season was watched by a league-record number of fans at the Academy Stadium, with an increase in attendance of 50% from the previous year.

City continued to focus on digital innovation, and were named the fourth most tech-savvy sports team in the world by Sports Techie. The Club harnessed new technology to give fans unmatched access, including the City Virtual Reality app, offering a real-life match experience

Average of
54,000
supporters at Premier
League home games

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



through an Oculus headset, Snapchat Specs which allow followers to share the vision of the wearer, and a Facebook Messenger chat bot, a world first for a football club, providing live updates direct to the user's Facebook inbox.

Responding to the global growth in eSports, City became only the second Premier League club to sign a player, when Kez Brown joined the Club in July 2016. In April 2017 Chris Holly joined New York City FC as City Football Group's second eSports signing, and an MLS first.



CITYZENS



MATCHDAY

The Etihad Stadium, now City's home for 15 seasons, underwent a part-refurbishment with the redevelopment of the stadium's West Stand that began in early August. The project was designed to bring player facilities up to date with new dressing rooms and referee spaces. Work also began on new hospitality concept 'Tunnel Club', which is centred around a glass players' tunnel that allows fans to see in – the first of its kind in the Premier League.

The regular stadium improvements saw the Club top-rated by fans in the annual Premier League match attender survey. City supporters scored the Club's matchday experience in the top three in six of 20 statements, including facilities for children, Wi-Fi connectivity and cleanliness.

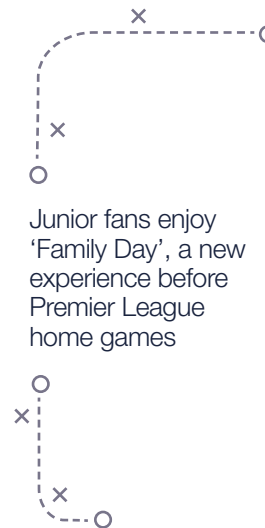
Attendance at Premier League home games averaged 54,000, a club record for the second consecutive year, following the expansion of the Etihad Stadium in 2015-16. In the Women's Super League, City saw a 50% increase in attendance, reaching a peak at 4,096 against Chelsea Ladies, a number which broke the previous league record and put City at the top of the attendance table for the third consecutive season.

City worked with fan groups on a series of initiatives to enhance the in-game experience, including the creation of a new fan-designed and fan-voted crowd banner and the relocation of fans into singing sections.

For two hours before every Premier League game, 1,000 junior fans were given exclusive access to the City Football Academy (CFA) for a two-hour fun-filled family experience culminating in a 'march to the match' across the connecting bridge between the CFA and Etihad Stadium.

The Etihad Stadium was awarded first place for hospitality in the annual VisitFootball survey, for the fourth consecutive year, and the Etihad was in second place in the survey overall across all categories. Manchester City also won Best Football Club Hospitality at the Football Business Awards 2016, Best Corporate Hospitality Venue at the Eat Sleep and Drink Awards 2017, Best Matchday Hospitality (Silver) at the Stadium Experience Awards and Best Sports Club Event Hospitality (Bronze) at the Sports Business Awards.

In addition to Manchester City's home games, the stadium hosted a total of ten nights of concerts from the Stone Roses, Coldplay, Bruce Springsteen and AC/DC, along with an England vs Turkey friendly, making it one of the busiest stadium venues in the country during the 13-month period from June 2016-June 2017.



Junior fans enjoy 'Family Day', a new experience before Premier League home games



MATCHDAY

CITY'S COMMITMENT TO AFFORDABLE PRICING

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



CHEAPEST PREMIER LEAGUE SEASON TICKET IN 2016-17



Source: BBC Sport (Price of Football Survey 2016)

ETIHAD VISITOR STATS FOR 2016-17

CONTINUED RECORD ATTENDANCES AT THE ETIHAD STADIUM FOLLOWING THE STADIUM EXPANSION



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



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



Unique home supporters attending a match at the Etihad stadium



From which fans came to games at the Etihad Stadium

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

MATCHDAY

A TOP-CLASS MATCHDAY EXPERIENCE

TOP 3 FOR 6/20



MATCHDAY EXPERIENCE STATEMENTS

- #1** CLEANLINESS
- #1** WI-FI CONNECTIVITY
- #2** MOBILE PHONE SIGNAL
- #2** TOILET FACILITIES
- #3** SIGHT LINES IN THE STADIUM
- #3** FACILITIES FOR CHILDREN (ACCORDING TO FANS ATTENDING WITH CHILDREN)

95% 

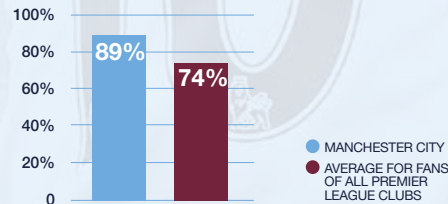
Match attenders agree that Manchester City performs well in its investment in facilities

Source: Premier League Match Attender Survey 2016-17

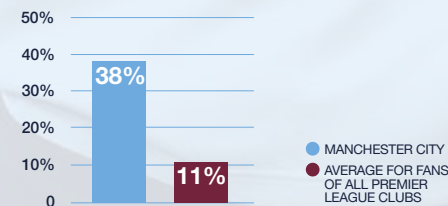
A WELCOMING ATMOSPHERE

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

MY CLUB MAKES AN EFFORT TO MAKE THE GROUND A **CHILD-FRIENDLY ENVIRONMENT**



I GO TO A **FAN ENTERTAINMENT AREA/FAN ZONE** BEFORE ENTERING THE STADIUM



91% Female match attenders agree that Manchester City provides a safe and welcoming matchday environment for female fans

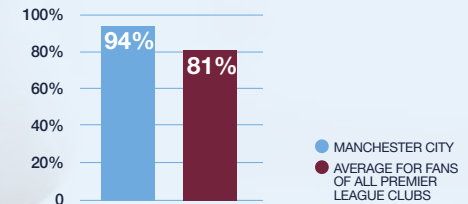
Source: Premier League Match Attender Survey 2016-17

FAN SENTIMENT

MATCH ATTENDERS' POSITIVITY TOWARDS MANCHESTER CITY




PROPORTION OF FANS WHO SAID THEY **FEEL POSITIVE** TOWARDS THEIR CLUB



95% 

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

82% 

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

Source: Premier League Match Attender Survey 2016-17

DIGITAL

2016-17 was another season of significant digital innovation, starting with the announcement of the new manager in July 2016. During his first weekend in Manchester, Pep was initiated into the city as he travelled around the city centre in a black cab picking up unsuspecting fans – the resulting ‘Pep’s Taxi’ video clocked up more than 21 million views on Facebook and YouTube and a total reach of 50 million.

The new mobile-first website launched at the same time as the new badge was revealed, and fans met the new manager for the first time. The site, co-created over the previous 12 months with ongoing fan consultation including a beta phase, saw a 33% uplift in mobile usage, and a 25% increase in video views over the reporting period.

City were the first Premier League club to make use of Snapchat Specs, giving the platform’s users behind-the-scenes access when they were worn by men’s team players and by the Club’s Snapchat Host on matchdays. Yaya Touré was the first player to wear the glasses in the build-up to December 2016’s home game against Chelsea.

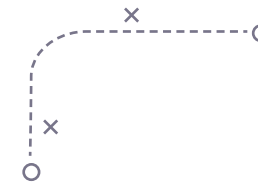
New virtual reality technology transported fans to a virtual VIP suite through the ‘CityVR’ Oculus app, allowing fans to watch City games from the previous season, switching to different corners of the pitch throughout the match and showing player information and match statistics.

The Club went live on Facebook 145 times in 2016-17, offering fans around the world live Manchester City women’s home games, Guardiola’s first Q&A at the Cityzens Weekend and a fan receiving a tattoo of the new City badge.

More than 400 people applied to take part in the first ever Man City Hackathon, of which 60 finalists were invited to the City Football Academy to take part in a two-day hack with the objective to ‘develop new ideas to improve player movement, passing, running and overall performance’. The second hack, in February 2017, was focused on discovering ‘how digital technology can help grow and further reinforce a sense of community and belonging’.

In China, City remained the second most followed football club on Chinese social media, and was ranked the fifth most influential European Club in China, according to Mailman’s Red Card 2017 China Digital Football Index.

In July 2016 Manchester City entered the fast-developing world of eSports with the signing of Kez Brown, followed in April 2017 by New York City FC’s Chris Holly and Melbourne City’s Marcus Gomes in August 2017.



The Club held two Man City Hackathons at the City Football Academy



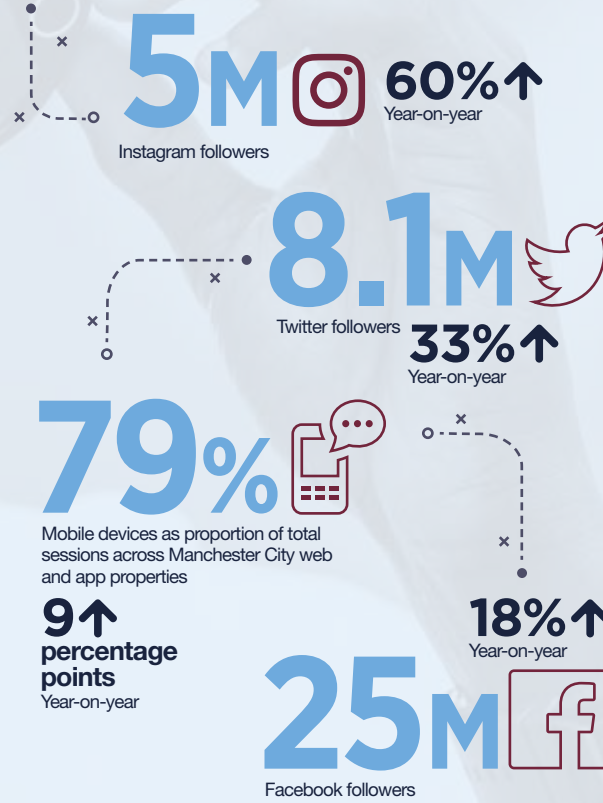
“Innovating the beautiful game: how Man City is taking football from the terraces to the web”

WIRED MAGAZINE, JAN 2017

DIGITAL

DIGITAL AND SOCIAL MEDIA

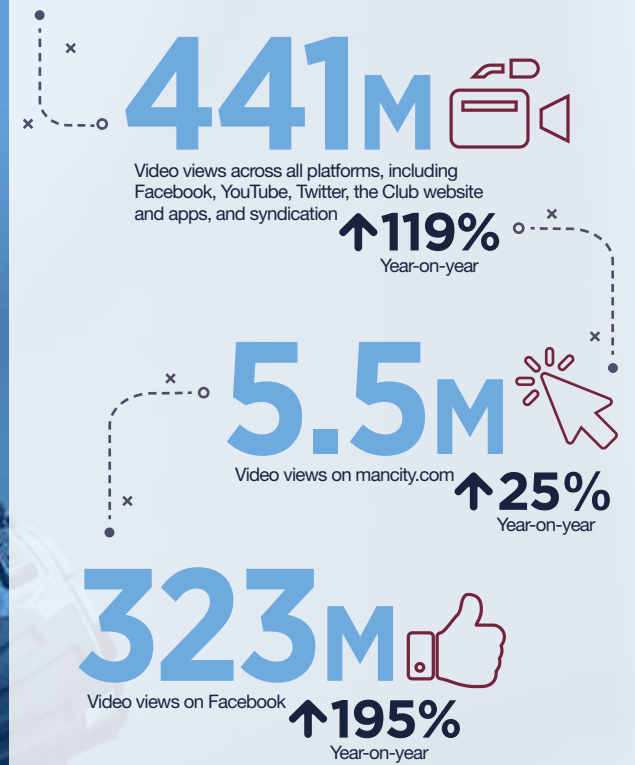
KEY AREAS OF GROWTH FOR MANCHESTER CITY IN 2016-17



Source: Social Bakers, Google Analytics

ONLINE VIDEO VIEWS

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



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

COMMUNITY

City in the Community (CITC) celebrated its 30th year in the 2016-17 season, recognising the contribution of the thousands of people who have helped to make the charity what it is today.

The support of City fans has been a vital part of the charity's development, and 94% of City fans believe that the Club makes a significant contribution to the local community, 21 percentage points more than the Premier League average.

The charity's revenue grew to £2.3 million, a record amount that enabled the delivery of 1,650 hours of free football during school holidays and at peak times of anti-social behaviour, almost 16,000 community sessions and 242 local people to gain qualifications. CITC now employs 62 full-time and 22-part time staff, plus 80 volunteers, and five new apprentices for the 2016-17 season.

These five apprentices joined CITC as part of the 'Coach Core' initiative, a joint programme created by the Duke and Duchess of Cambridge and Prince Harry's Royal Foundation, which will offer a total of 20 apprenticeships within Greater Manchester over the next 12 months.

CITC began a new programme for 2-to-5-year-old children, teaching physical literacy and basic movement in 120 Manchester nurseries. Its Primary Stars programme grew, and is now in 64 primary schools for 38 days a year, helping to deliver health and education outcomes through football.

In March 2017 CITC held the first ever 'Blue Run', a 5-kilometre run with a colourful twist, taking in

the full City Football Academy site and raising £40,000 for the charity. CITC also delivered 700 hours of community activity at the CFA during the year, including pan-disability football, girls' football and holiday-time soccer schools.

For the third consecutive year, the CFA played host to the Young Leaders Summit, where young people from Cityzens Giving projects around the world receive training to deliver innovative community football programmes tackling pressing social issues. The Young Leaders all work on projects within the 'Cityzens Giving' campaign, City Football Group's global community initiative.

CITC staff also travelled to Cityzens Giving projects around the world to provide Young Leaders training on the ground, visiting nine major cities including Melbourne, New York and Cape Coast. Coaches visiting the Cityzens Giving project in Mumbai were joined by City midfielder Jill Scott, who spent two days delivering leadership workshops and community football coaching clinics.

City Football Schools (CFS) continues to expand its international presence, with more than 2,700 players taking part in programmes in Abu Dhabi, and Club partner activities in Jamaica and China. Over 1,300 children also travelled to CFA Manchester from 50 different countries for CFS football education initiatives.

In China, CFS coaches have delivered football sessions with the Ministry of Education to more than 350,000 pupils in eight different provinces, and in the US, City returned to San Diego for the Manchester City Cup presented by Nexen Tire. The annual tournament welcomed 422 boys and girls teams, a 34% increase from the previous year.

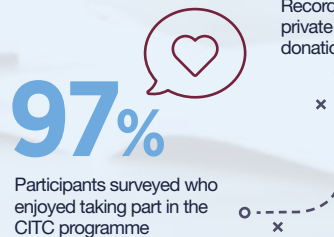
The new 5k Blue Run raised £40,000 for CITC



COMMUNITY

CITC ENGAGEMENT STATS

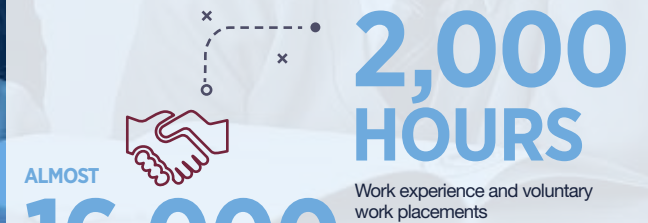
RECORD NUMBERS FOR CITY IN THE COMMUNITY IN 2016-17



Source: Manchester City

CITC HIGHLIGHTS

KEY OUTCOMES IN 2016-17



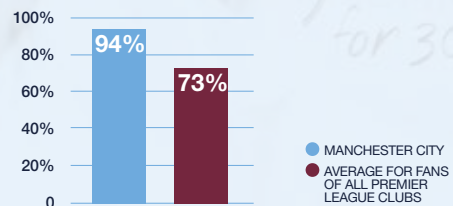
Source: Manchester City

COMMUNITY

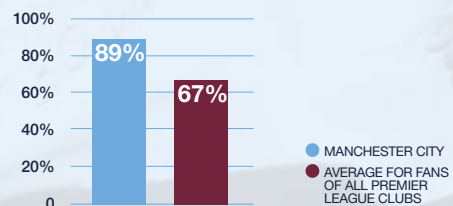
FAN APPRECIATION OF COMMUNITY INITIATIVES

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

MY CLUB ALREADY MAKES A SIGNIFICANT CONTRIBUTION TO THE **LOCAL COMMUNITY**



I AM AWARE OF **COMMUNITY INITIATIVES** RUN BY MY CLUB



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

Source: Manchester City

CITYZENS MEMBERSHIP PROGRAMME

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

OVER

60,000 MEMBERS



Joined by May 2017

27,000

Number of participants working across 125 City Voice projects

ALMOST

400,000



Votes cast by fans in this season's campaign deciding how the Cityzens Giving fund was allocated

£1.5 MILLION



Total funding commitment to Cityzens Giving projects over last three seasons

Source: Manchester City

CITY FOOTBALL SCHOOLS

EXPANDING THEIR PRESENCE ALL OVER THE WORLD

4,000+

Young people who participated in City Football Schools in four countries in 2016-17



6,300



Players in Manchester City Cup presented by Nexen Tire, in San Diego in May 2017, drawn from 422 participating boys and girls teams (up 34% on 2016). The games attracted more than 40,000 visitors

350,000+

Pupils aged 6-19 who have taken part in the Ministry of Education schools coaching sessions in eight provinces in China delivered by City Football Schools since the programme launched in November 2015

50+

COUNTRIES



From which more than 1,300 young players aged 9-17 came to Manchester to train at the City Football Academy as part of the City Football Language School, City Football Performance Program and City Football Training Experience

Source: Manchester City

SPOTLIGHT: CITY IN THE COMMUNITY TURNS 30

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

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

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

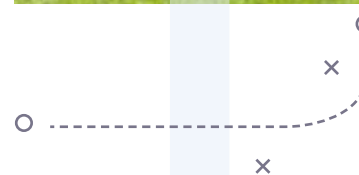
The visit focused on two flagship programmes, 'One City' and 'Kicks', both of which have played a pivotal role in helping to bring greater access to sport for young and disabled people in the local community.

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

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

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

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



COMMUNITY

MEMBERSHIP AND SUPPORTER CLUBS

At the end of the 2016-17 season, City's entire men's team decided to surprise an army of local fans in their homes, workplaces and schools across the city to show the Club's supporters that we are #nothingwithoutyou.

Vincent Kompany had tea with the Club's oldest Seasoncard holder, 101-year-old Vera Cohen, and David Silva, Kevin De Bruyne, Nolito and Angus Gunn delivered a P.E. lesson to kids at Divine Mercy Primary School, located on the site of City's previous stadium, Maine Road.

40 Supporters Clubs were awarded special commemorative plaques, presented by former players including Tony Book, Mike Summerbee and Paul Dickov, based on the length of time they have been operating. Clubs from Denton, Manchester to Denver, Colorado received the plaques, with the oldest being Brooks Bar, founded in 1949.

Thousands of Supporters Club members in Indonesia, Brazil, Vietnam and China attended new Club-coordinated matchday viewing parties. In Rio De Janeiro, former City player Elano attended the event, which was live-streamed on ESPN Brazil.

Almost 400,000 City fans took part in the Cityzens Giving campaign, voting to decide how funds were split between six international community programmes. To date, the campaign has provided £1.5 million funding to support delivery and training of football-based community projects in 12 cities on six continents.

Pep Guardiola and Karen Bardsley surprised members of the Manchester City Supporters Club



SPOTLIGHT: CITYZENS WEEKEND

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

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

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

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

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

