



Barcelona/Manchester  
September 8<sup>th</sup> 2014

**VISITOR**



1. **Technical sheet**
2. **Summer transfers window 2014/15**
3. **Squads review Premier League**
4. **Conclusions**
5. **Annexes**

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## ABOUT SOCCEREX TRANSFER REVIEW

### MISSION

Soccerex Transfer Review by Prime Time Sport provides since 2009 (originally established as Football Transfer Review) relevant data and insightful and independent analysis on the variables that influence squad designs and player transfers at main European Clubs

### CONTENT

- 2 releases published every year, related to Summer and Winter transfer windows
- The objective is to combine the available data in a way that helps to come-up with insightful analysis, rather than the publication of the information itself
- Addressed to both football industry professionals and those that follow it with special interest



### SPECIFICATIONS

- Data included refer to main division of English Premier League, Spanish La Liga, Italian Serie A, German Bundesliga and French Ligue 1
- Transfer figures include guaranteed amounts only
- It includes player transfers that took place until September 1<sup>st</sup> 2014
- Player loans with purchase obligation are accounted as a transfer at the time of effective player exit
- Transfer figures are gross of agent fees or revenue share with other stakeholders
- It is considered that teams where players are landing have paid for transfer fees, regardless of the participation of other investors
- Loan fees not included unless really relevant (ie Falcao to Manchester United)
- Neymar transfer has been updated to 65 mio€ (added 8mio€ described as first option on other Santos players)
- Squads review includes only players registered as first team members
- Sign-up means new player arrivals (not total number of registered players) and Exit means players leaving a team (either on loan or on contract expiration)

### TEAM

- Director: Esteve Calzada
- Head of content: Bruno Batlle
- Coordinator: Aleix Piqué
- Analyst: Jordi Ratera

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## BACKGROUND

- ✓ UEFA's Financial Fair Play completed first 3 year analysis cycle and resulted in sanctions to a number of teams. PSG and Manchester City reached an agreement with UEFA and accepted a series of penalties
- ✓ Some leagues have implemented additional and even more strict financial control on the teams. At Spanish La Liga, for example, all sides have to submit and get approved their expenses budget and all player deals
- ✓ This summer transfer window has been significantly influenced by the squad renovation of 2 European giants: Manchester United and FC Barcelona
- ✓ In addition to sporting needs, FC Barcelona had to anticipate new player signings as a result of FIFA ban for the next 3 transfer windows
- ✓ Second year of lucrative TV contracts at English Premier League which increased purchasing capacity of its sides by more than 50% vs previous 3 year cycle
- ✓ Debate in place on role and regulation of investment funds and 3<sup>rd</sup> party player rights ownership (forbidden in certain high profile leagues such as English Premier League)
- ✓ Great Britain pound increased its value vs Euro in 8% compared to last year's summer transfer window



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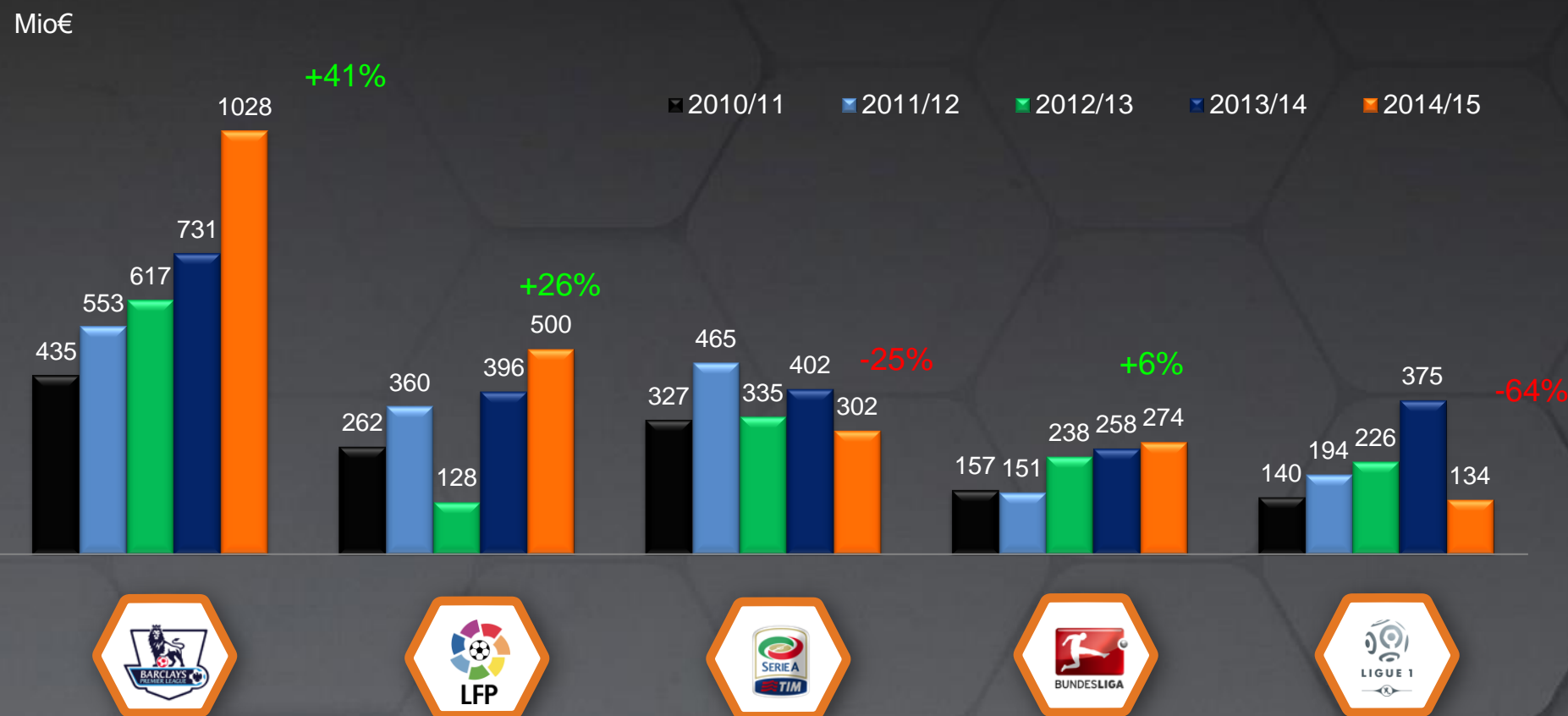


## PLAYER ACQUISITION SPENDING-TOP 5 EUROPEAN LEAGUES



Combined investment of top 5 European Leagues at summer transfer window reached 2,2bio€, in line with record high levels of last year and as a result of diverse trends in different countries

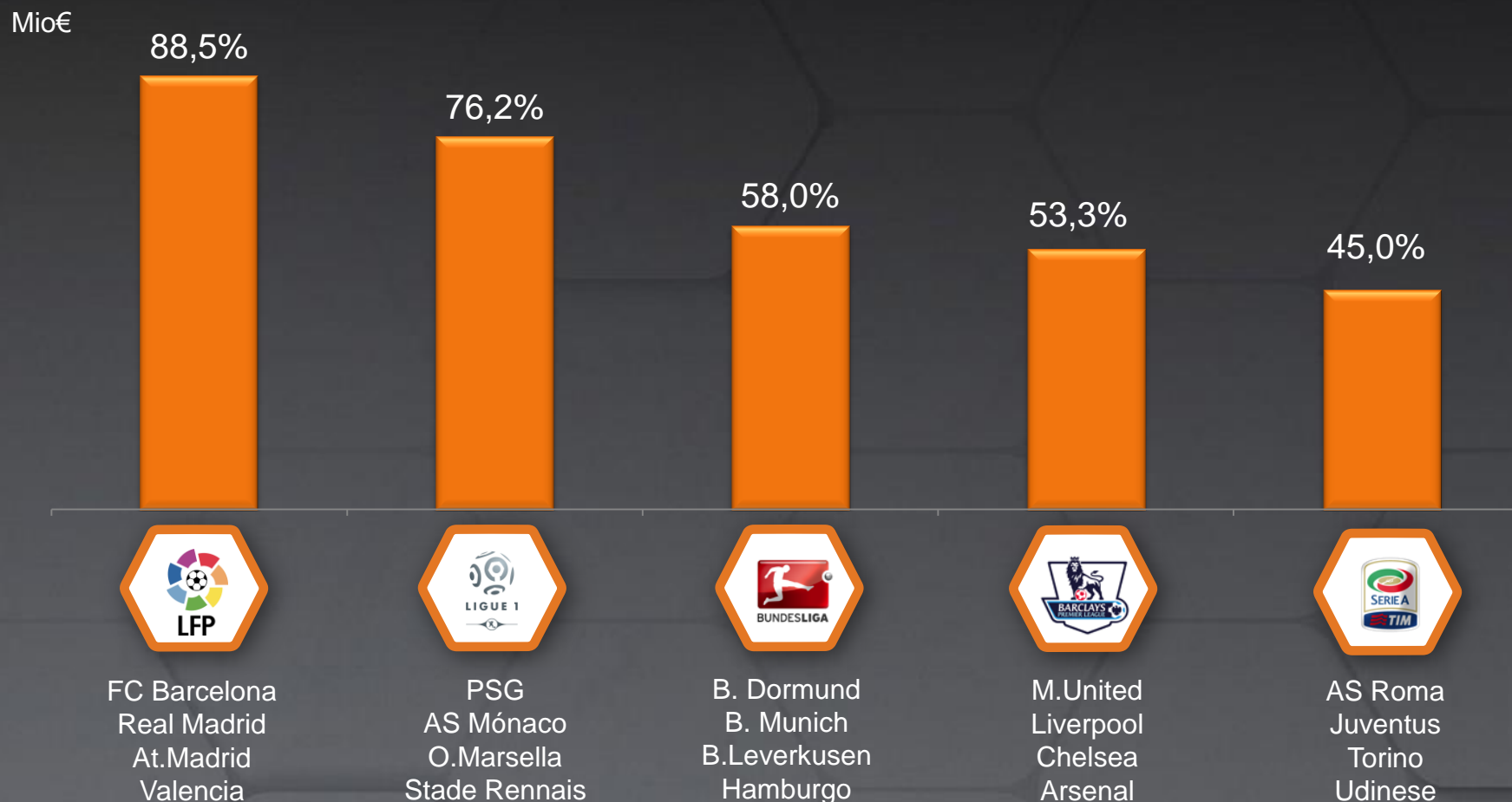
## PLAYER ACQUISITION SPENDING-TOP 5 EUROPEAN LEAGUES



Premier League has become the driving force of European football by surpassing 1bio€ in players spending, +41% vs last year and record high ever. La Liga is back to top 2 with 500mio€ spent. Also Bundesliga reached record high figures. Financial Fair Play and difficulty to generate income severely hits Serie A and Ligue 1

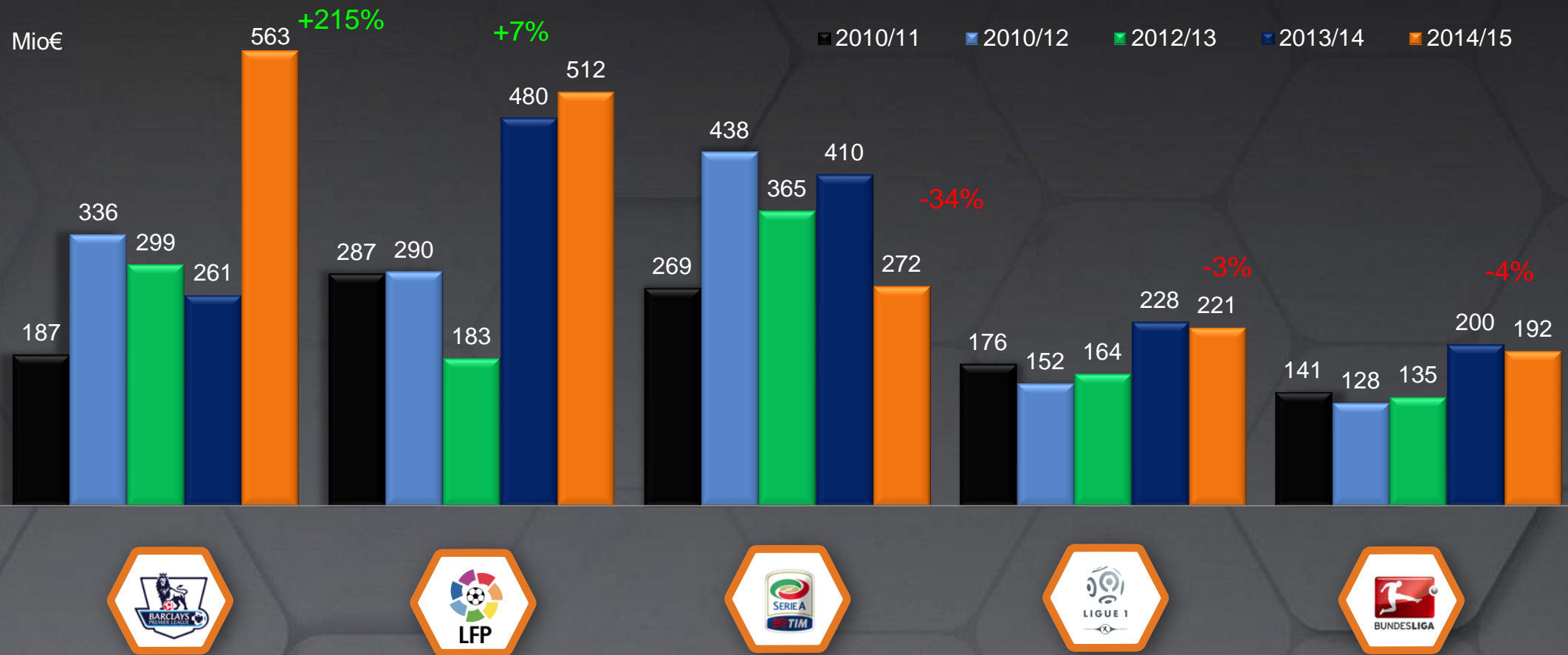


## % OF TOTAL INVESTMENT BY TOP 4 IN EACH LEAGUE



Investment was led by teams with high revenue generation potential and significant income from selling the best players. 7 European teams invested more than 100mio€ and accounted for 42% of total investment in Europe. La Liga stays as most monopolized European league with 4 teams accounting for 88,5% of total investment

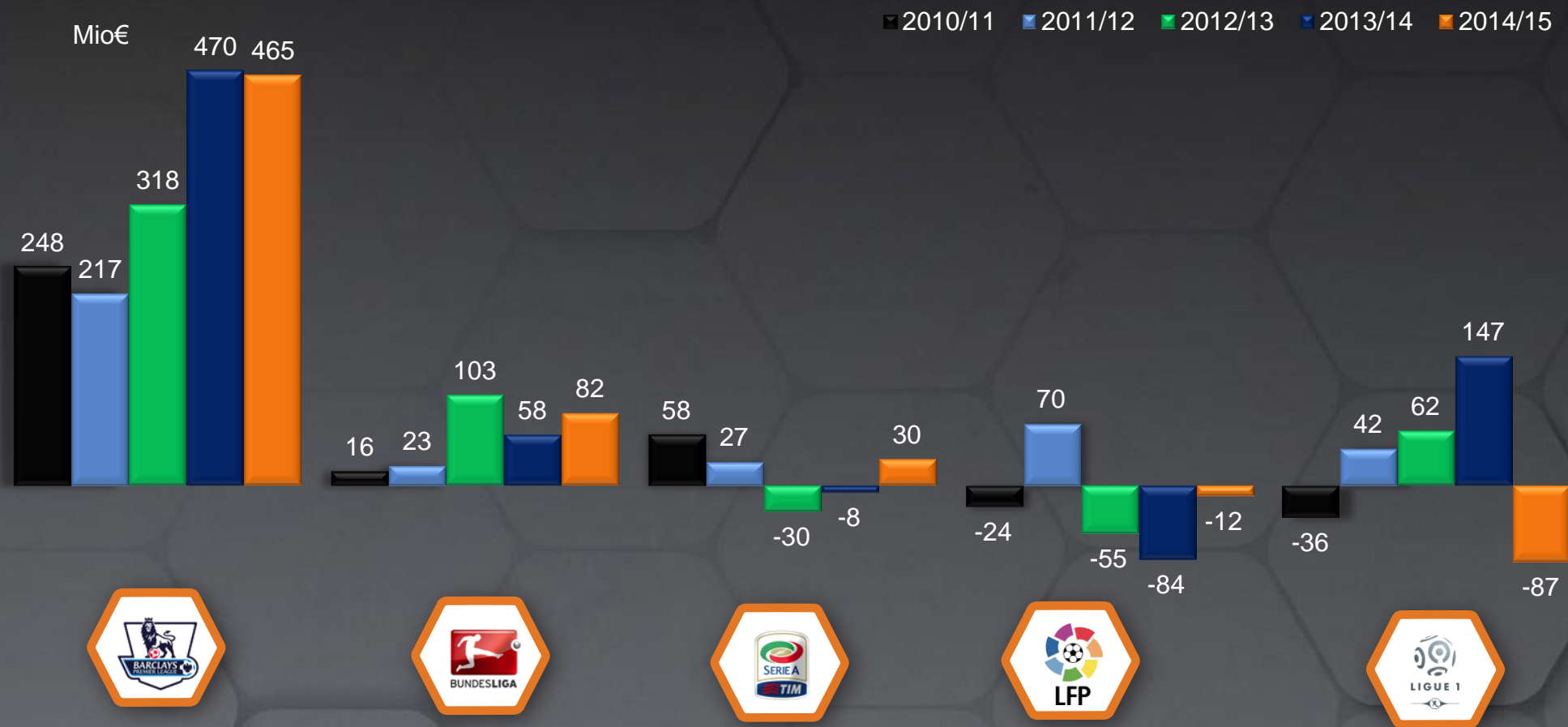
## PLAYER SALES-TOP 5 EUROPEAN LEAGUES



Premier League lead the sales ranking for the first time cashing-in more than half bio€ (563), its highest level ever and doubling last year's. La Liga confirms its selling profile and also reaches record amount (512mio€)

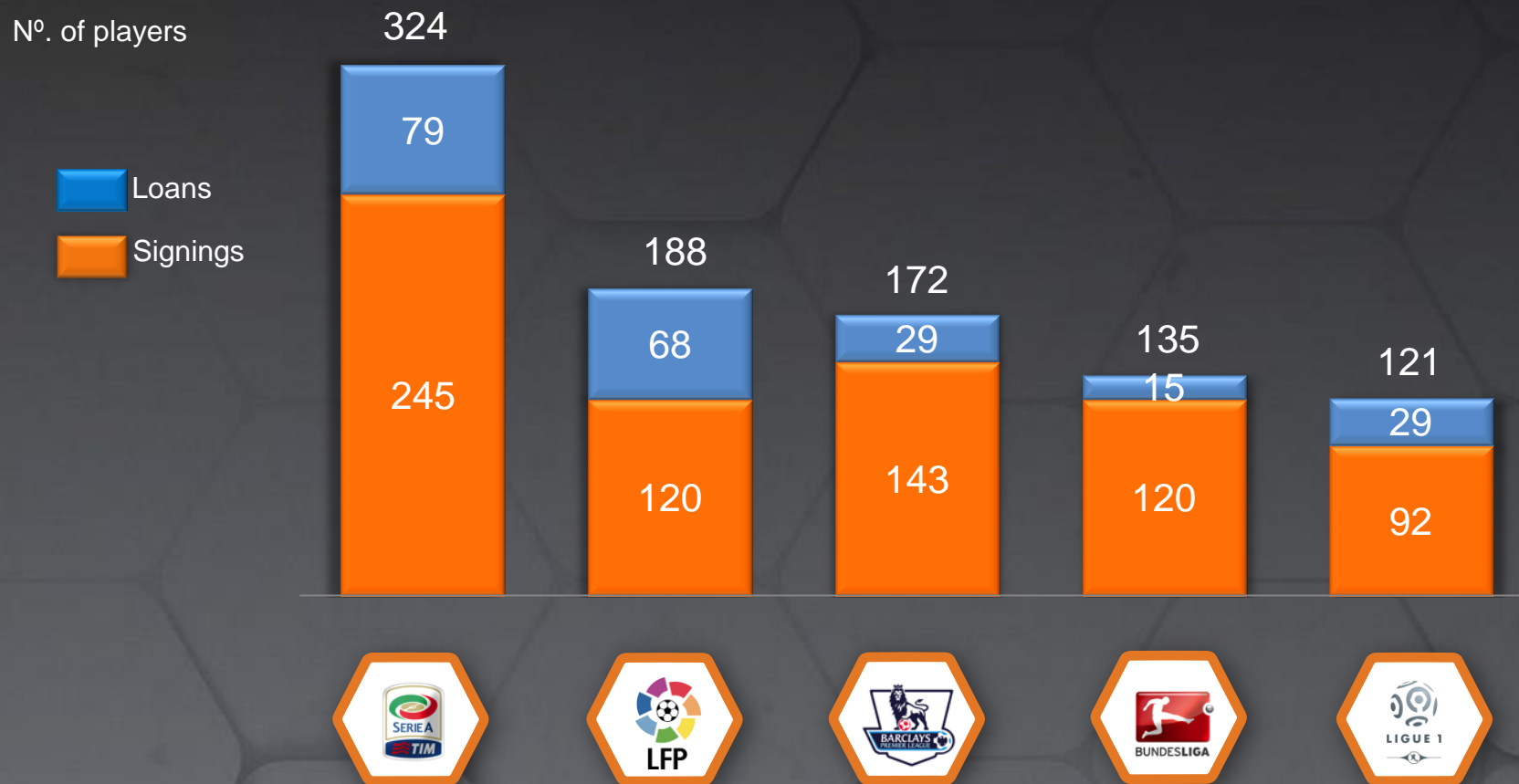


## NET SPENDING-TOP 5 EUROPEAN LEAGUES



Premier League dominance becomes even stronger when deducting income from player sales, with a net investment of still 462mio€, more than 6 times than runners-up Bundesliga (82mio€). La Liga had negative investment for 3<sup>rd</sup> consecutive season and Ligue1 became again a selling league

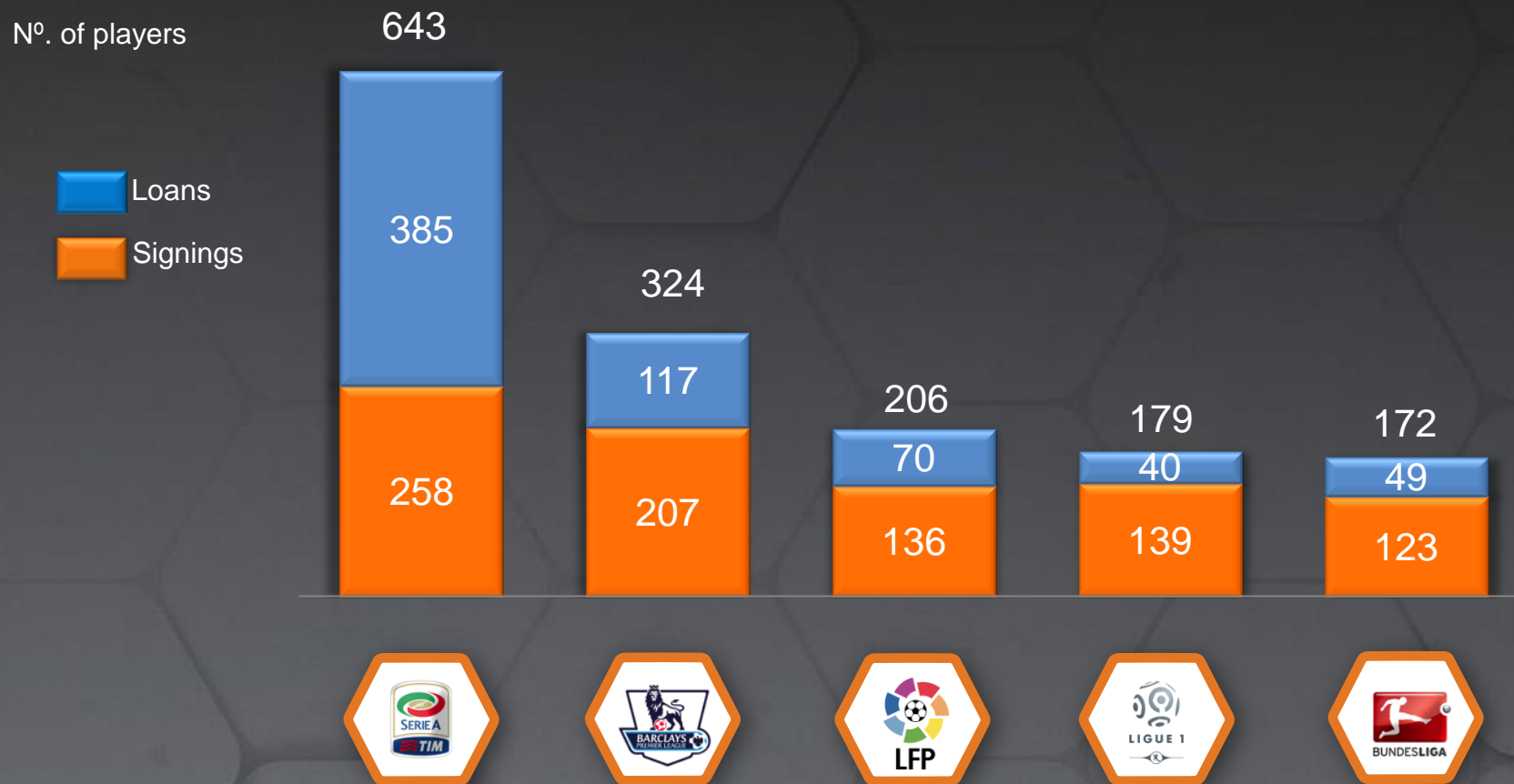
## # OF PLAYER SIGNINGS-TOP 5 EUROPEAN LEAGUES



940 players were signed at summer transfer window, with Italian Serie A showing again the highest number. Loan format continued to gain popularity



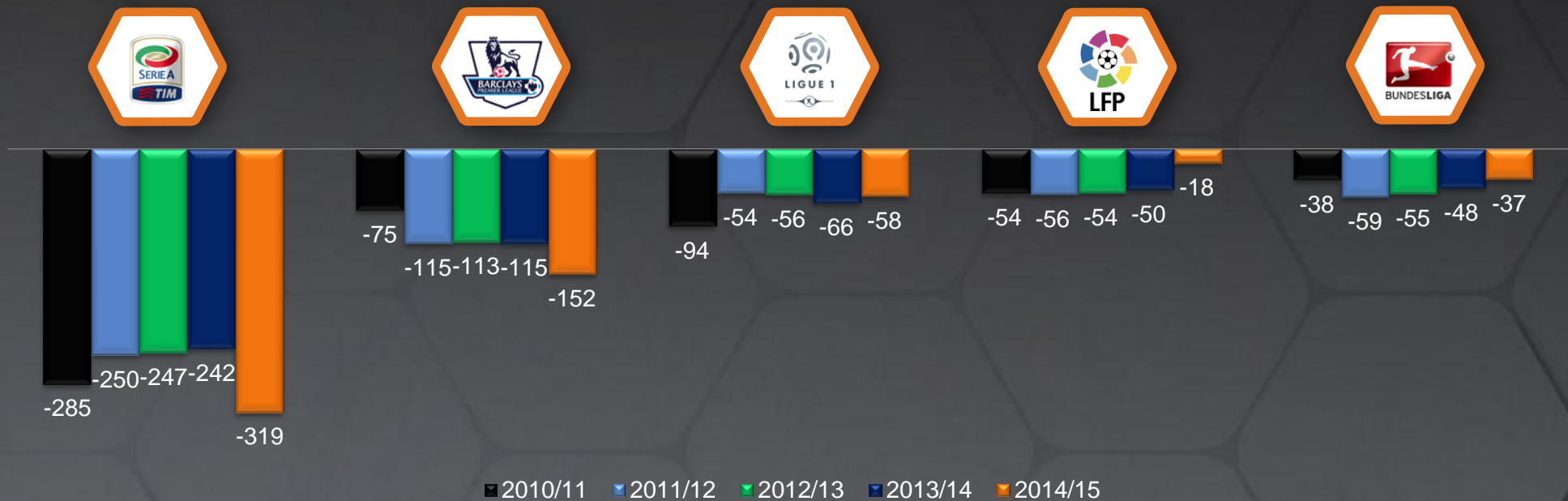
## # OF PLAYER EXITS-TOP 5 EUROPEAN LEAGUES



# of exits confirms Serie A as the league with highest players circulation.  
Premier League reaches highest number ever of players on loan

## NET # SIGNINGS VS EXITS-TOP 5 EUROPEAN LEAGUES

Nº.of players



For the 5<sup>th</sup> consecutive season all leagues experimented a net players reduction as teams continue to optimize squad wages costs



## TOP 10 SPENDING RANKING

Mio€



Manchester United spent more than ever (196mio€) to top European ranking on determination to improve pitch performance. FC Barcelona, Liverpool, Atlético, Chelsea and Arsenal also reached a spending record high in their history. 7 of top 10 spending sides sold players for 60mio€ or more

## TOP 10 SPENDING RANKING 2013/14

Mio€



## TOP EUROPEAN TEAMS SPENDING RANKING

Mio€



ManU led the spending ranking after 2 years of quiet activity.  
FC Barcelona gets back to the top after major squad renovation.  
PSG not in the top positions for the first time since sold to Qatari Royal family



## EUROPEAN ELITE HISTORICAL SPENDING RANKING

Mio€



ManU investment becomes second largest in football history.  
2 of top 10 highest investments ever took place this summer

## TOP 5 SPENDING CLUBS IN EACH LEAGUE

Mio€



FC Barcelona	157,3
Real Madrid	120,0
At.Madrid	105,1
Valencia CF	60,0
Sevilla FC	21,0



Manchester United	196,0
Liverpool	149,4
Chelsea	103,7
Arsenal	101,7
Southampton	73,2



AS Roma	49,8
Juventus	34,3
Torino	26,0
Udinese	25,7
Hellas Verona	22,4



Borussia Dortmund	54,1
Bayern Munich	50,1
Bayern Leverkusen	28,1
Hamburg	26,5
Hoffenheim	19,2



PSG	49,5
AS Mönaco	24,0
O.Marsella	20,5
Stade Rennais	8,2
Lorient	5,0

## ACCUMULATED 6 YEAR SPENDING OF TOP TEAMS

Mio€



Real Madrid continues to be the team with highest accumulated investment during last 6 years. FC Barcelona (500mio€) joins top 3 after major squad renovation



## TOP 10 TEAMS IN PLAYER SALES INCOME

Mio€



Southampton was the shocking European leader in player sales income with 120mio€, 3<sup>rd</sup> highest in football history. Financial Fair Play forces top teams to sell high profile players and thus teams like Real Madrid (113mio€), Chelsea (94), Liverpool (92), FC Barcelona (79) & Atlético (77) and Manchester City (62) all achieved historical record high income from player sales

## TOP 10 TEAMS IN PLAYER SALES INCOME 2013/14

Mio€



## TOP EUROPEAN TEAMS PLAYER SALES RANKING

Mio€



Real Madrid repeated as the team with highest income from player sales among the top ones. Chelsea and FC Barcelona complete the top 3



## EUROPEAN ELITE HISTORICAL SALES RANKING

Mio€



For second year R.Madrid leads the players sales ranking reaching the 2<sup>nd</sup> position. Chelsea and FC Barcelona sales this summer allow them a position in the Top-10 ever

## TOP EUROPEAN TEAMS PLAYER SALES RANKING



Real Madrid	112,5
FC Barcelona	79,4
Atlético Madrid	77,0
Sevilla FC	50,6
Valencia CF	47,3



Southampton	119,5
Chelsea	94,1
Liverpool	91,7
Manchester City	62,2
Manchester United	39,2



Torino	35,6
AS Roma	28,9
Milan	28,5
Hellas Verona	26,7
Juventus	22,3



Bayern Munich	49,4
Hamburg	24,2
Freiburg	18,6
Bayern Leverkusen	18,1
Herta Berlin	18,0



AS Mònaco	89,5
Stade Rennais	20,5
O.Marsella	16,5
Montpellier	15,9
Lille	14,4

Mio€

## ACCUMULATED 6 YEAR PLAYER SALES OF TOP TEAMS



Real Madrid gets reconfirmed as the most active team in the market, toping 6 year both accumulated investment and player sales



## TOP EUROPEAN TEAMS NET INVESTMENT RANKING

Mio€



Manchester United also tops European ranking of net investment (157mio€ after deducting income from sales), followed by Arsenal (86) and FC Barcelona (78). Italian teams continue to lose investment power

## ACCUMULATED 6 YEAR NET INVESTMENT OF TOP TEAMS



## EUROPEAN CLUBS RANKING IN # OF SIGNINGS

Players



Italian clubs remain most active sides in terms of players circulation (number of player arrivals and exits)

## EUROPEAN CLUB RANKING IN # OF EXITS

Players





## TOP 10 MOST EXPENSIVE PLAYERS 2014/15

Mio€



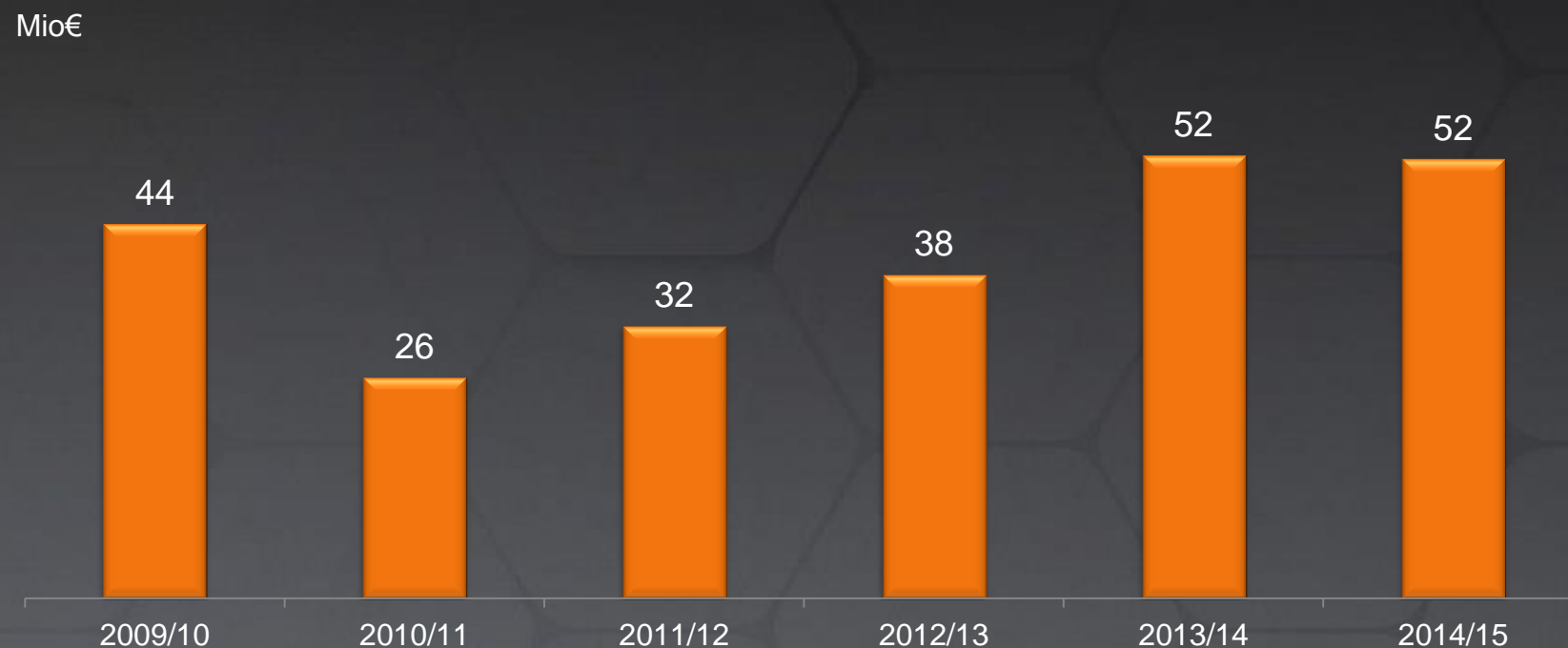
Luis Suárez signing by FC Barcelona for 81mio€ was the most expensive of the summer, followed by James (80) and Di Maria (75). Di Maria signing for ManU established a new Premier League record. All most expensive moves involved La Liga or Premier League clubs either selling or buying

## TOP 10 MOST EXPENSIVE PLAYERS 2013/14



\*Winter window transfers not included

## AVERAGE VALUE TOP 10 EUROPEAN SIGNINGS LAST 6 YEARS



Average value of top 10 signings in 2014/15 is 52mio€, same figure as last year record

## TOP 5 MOST EXPENSIVE PLAYERS IN EACH LEAGUE

Mio€



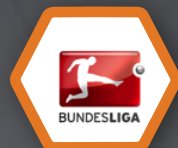
Luis Suárez	81
James	80
Kroos	30
Griezmann	30
Negredo	29



Di María	75
Alexis Sánchez	43
Mangala	40
Diego Costa	38
Shaw	38



Iturbe	22
Morata	20
Iturbe	15
Manolas	13
Stefan de Vrij	9



Benatia	26
Immobile	19
Calhanoglu	15
X.Alonso/Ginter/Bernat	10
Adrián Ramos	9



David Luiz	50
Abdenmour	13
Bakayoko	8
Batshuayi	6
Alessandrini/Dória	5



## RANKING MOST EXPENSIVE TRANSFERS EVER

Mio€



Half of the top 10 most expensive transfers ever have been made by Real Madrid and 3 by FC Barcelona.

3 of the top 10 transfers took place this summer (L.Suárez, James and Di Maria)

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## TOTAL PLAYER ACQUISITION SPENDING- PREMIER LEAGUE

Mio€



Premier League clubs spent a record 1bio mio€ on transfers in 2014 summer window, the highest amount ever spent by a league. Reinvestment after highest sales ever, lucrative TV deals in place and Manchester United bad squad renovation, among key reasons



## NEW PLAYERS SPENDING BY TEAM (TOP 10)



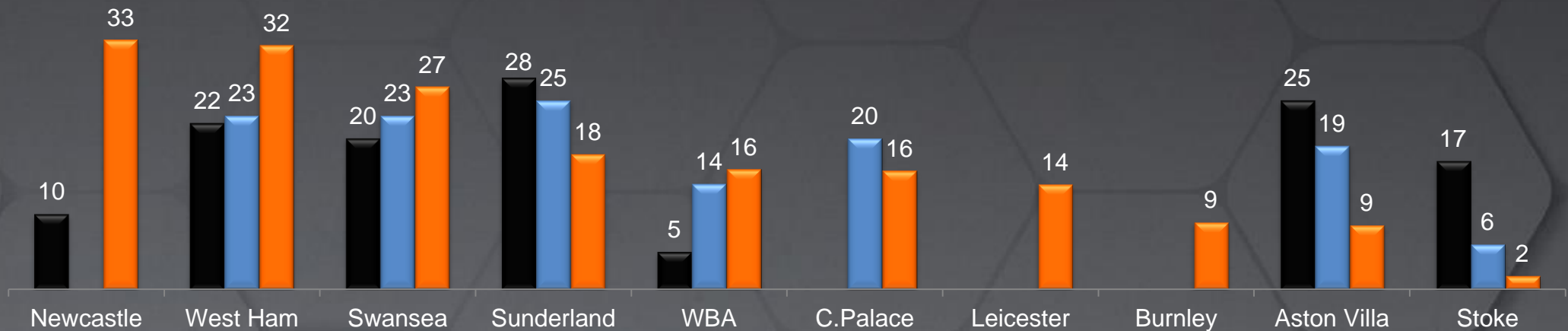
Top 6 highest spending sides were also at European top 10 (shockingly including Southampton) results. Manchester City is not in English top 5 for the 1<sup>st</sup> time since Abu Dhabi Royal family club acquisition. Half of the sides invested 40mio€ or more and Stoke City only spent 2mio€



## NEW PLAYERS SPENDING BY TEAM (BOTTOM 10)

Mio€

2012/13 2013/14 2014/15





Mio€

61,3

13,3

27,2

86,3

38,0

27,4

26,8

57,3

64,7

34,2

196,0

2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
L. Miller (0)	Van der Sar (4)	Carrick (27,2)	Hargreaves (25)	Berbatov (38)	Owen (0)	C. Smalling (9)	P. Jones (19,30)	Kagawa (16)	G. Varela (1,75)	A.Herrera (36)
Heinze (10)	Ji-Sung Park (7,3)	D. Rose (0)	Anderson (31,5)		Valencia (18,9)	Chicharito (8,5)	A. Young (18)	N. Powell (7,5)	Fellaini (32,4)	Shaw (37,5)
A. Smith (9)	Foster (2)	Kuszczak (loan)	Nani (25,5)		M. Diouf (4,5)	Bebé (9,3)	De Gea (20)	R. James (0)		Rojo (20)
Piqué (5,25)			Kuszczak (4,3)		G. Obertan (4)			Van Persie (30,7)		Di María (75)
Rooney (37)			Tévez (loan)					Büttner (5)		Blind (17,5)
								Henríquez (5,5)		Falcao (Loan 10)

Manchester United spent this summer more than previous 4 summer transfer windows together

## TOP 10 ON 6 YEAR ACCUMULATED INVESTMENT



Manchester City tops the ranking of total Premier League players investment of the last 6 years. Top 4 teams account for 47% of total investment (vs 77% in La Liga)

## TOP 10 MOST EXPENSIVE PLAYERS 2014/15



Di Maria purchase by Manchester United established a new Premier League signing record. ManU also made 3 of the top 10 signings. 9 out of the 10 top signings were above 30mio€

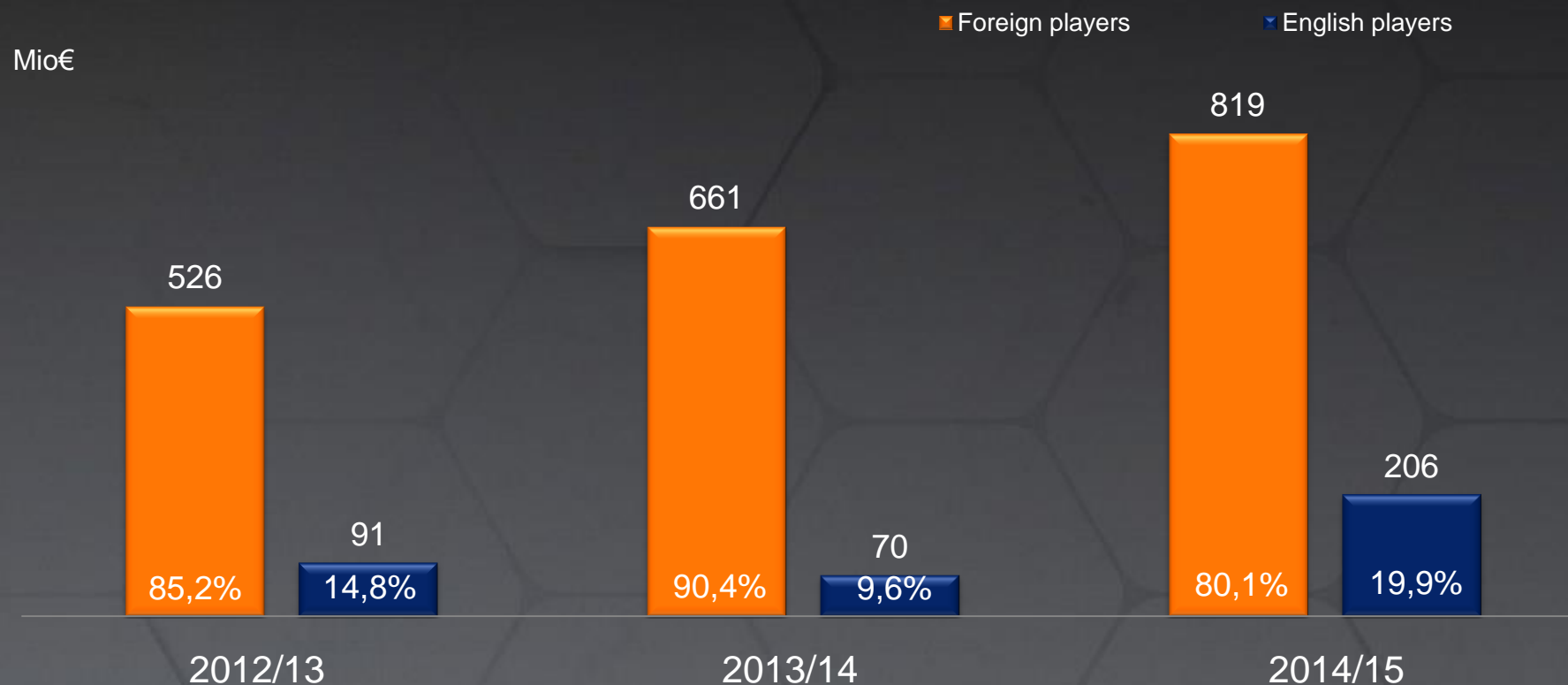


## TOP 10 MOST EXPENSIVE PLAYERS 2013/14

Mio€

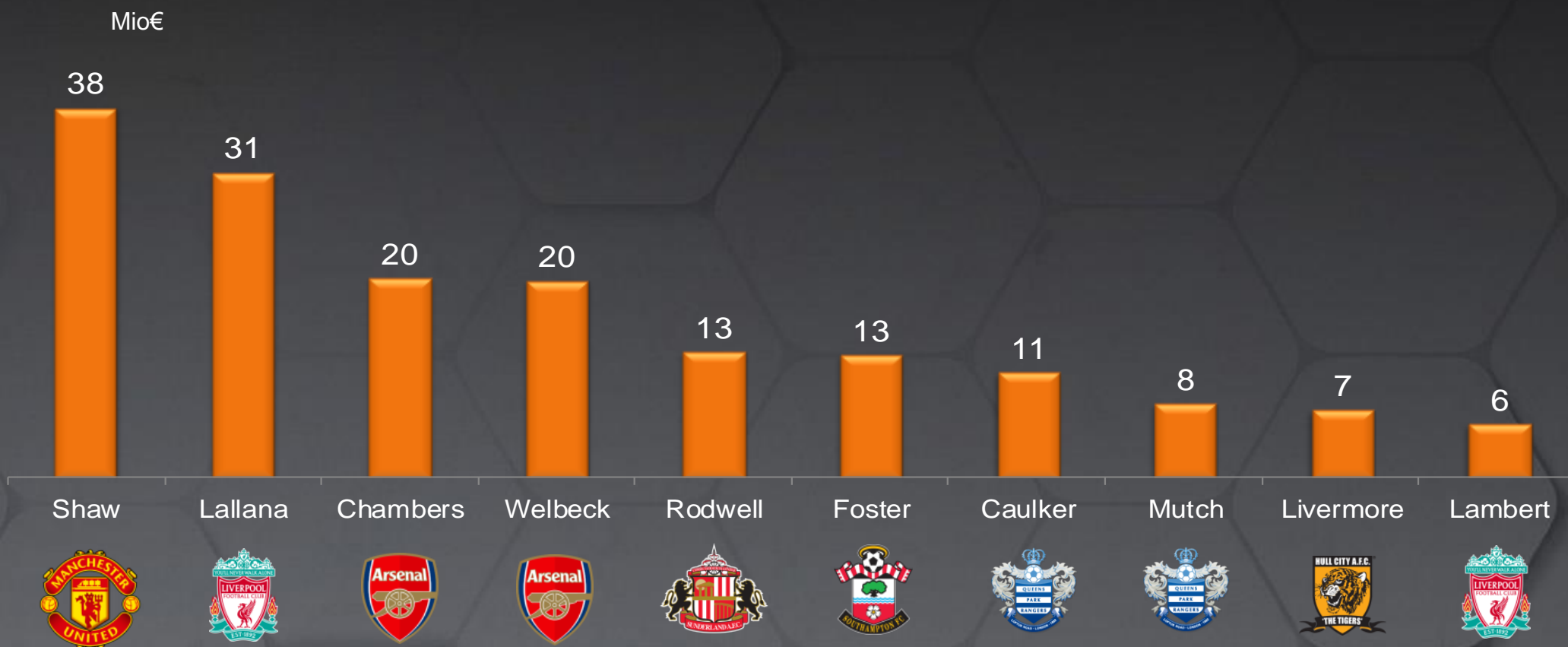


## PREMIER LEAGUE INVESTMENT IN ENGLISH PLAYERS



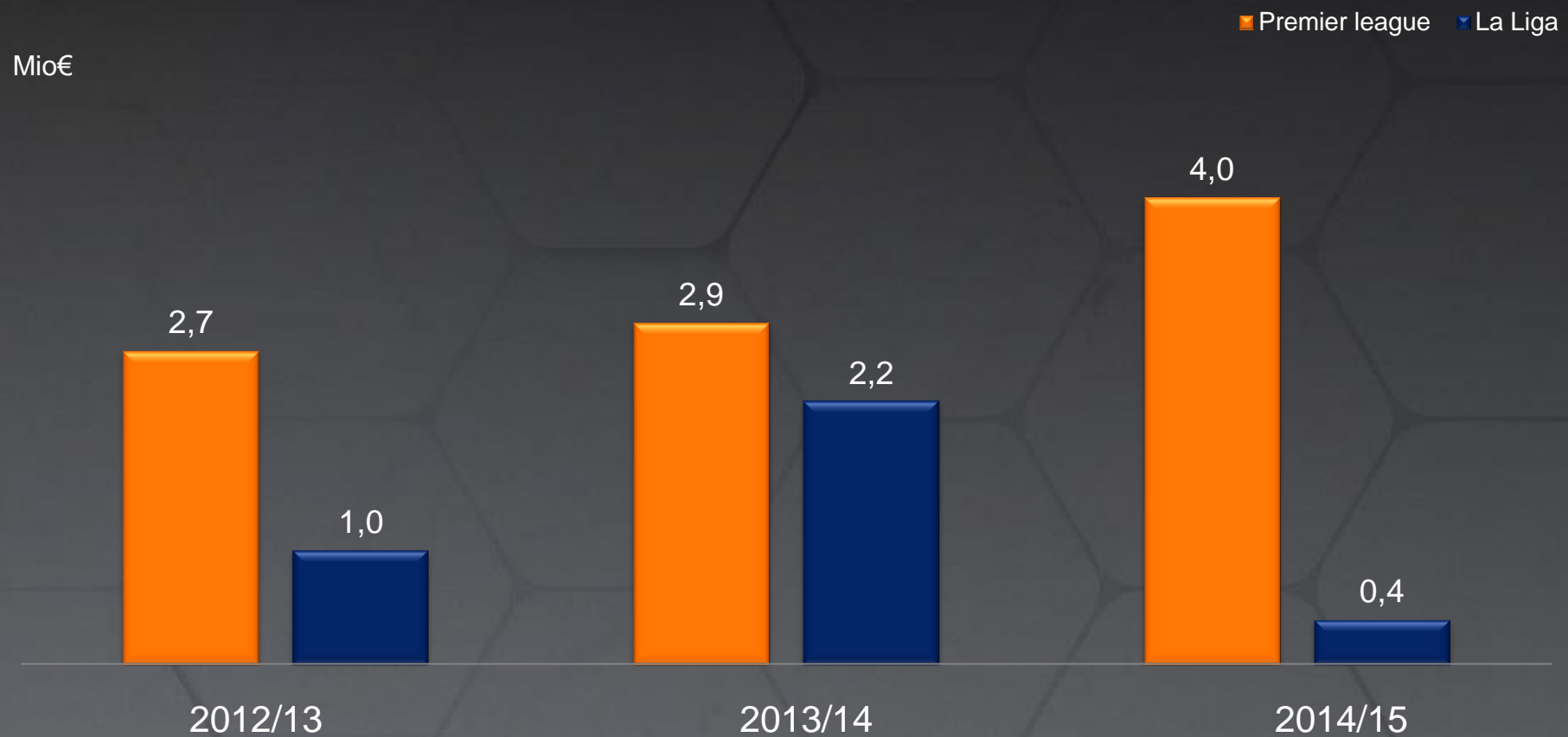
Premier League has almost tripled the investment in English players this summer, to 206mio€. It represents 20% of investment, the highest proportion of last 3 years, and compares with La Liga's 4,2% of investment in Spanish players

## TOP 10 MOST EXPENSIVE ENGLISH PLAYERS 2014/15



English teams continue to pay high transfer fees for English players to increase their quota of national players

## SIGNINGS\* OF NATIONAL PLAYERS AVERAGE COST

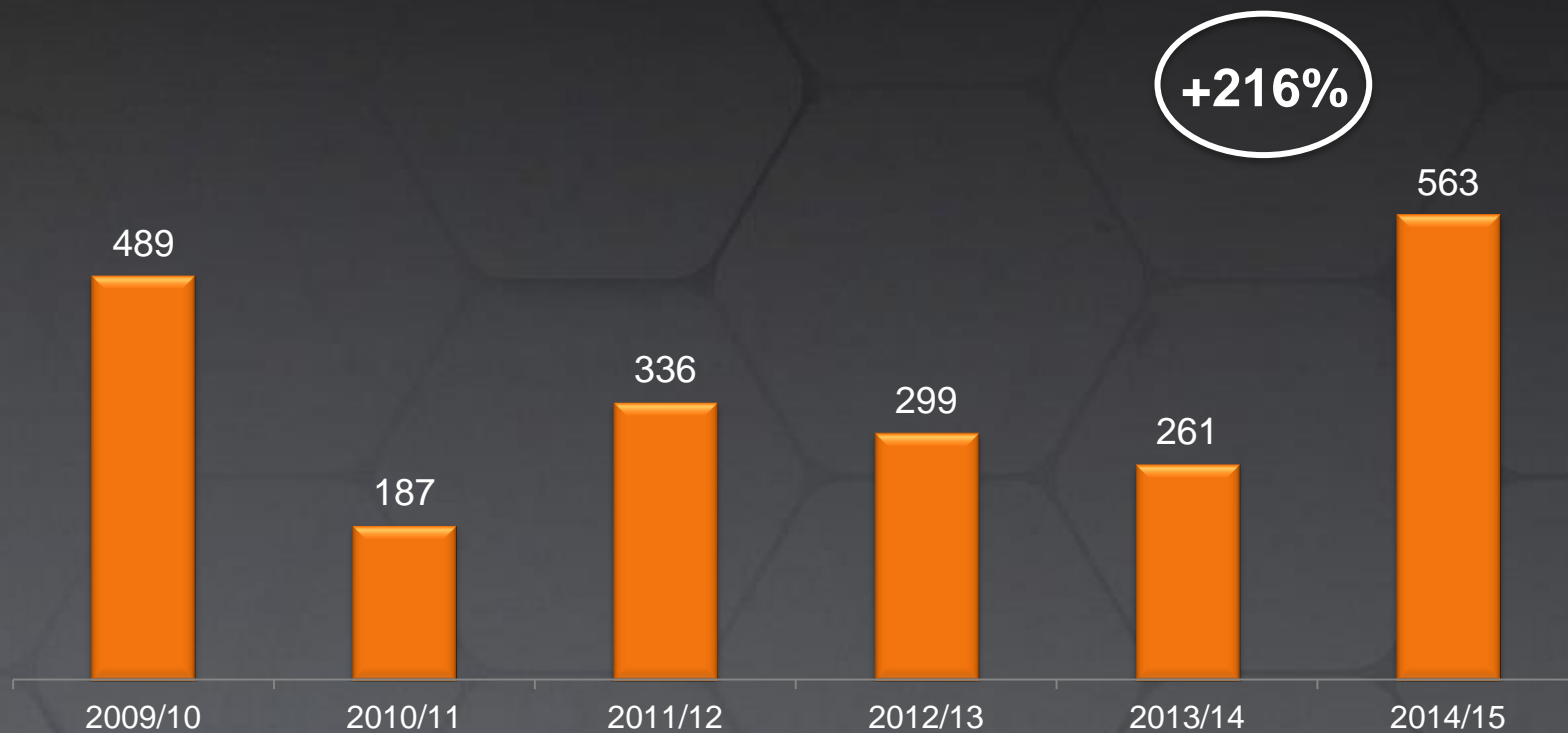


EPL sides hunt of English talent resulted in average cost of home born players climbing to 4mio€ (compared with La Liga's 0,4)



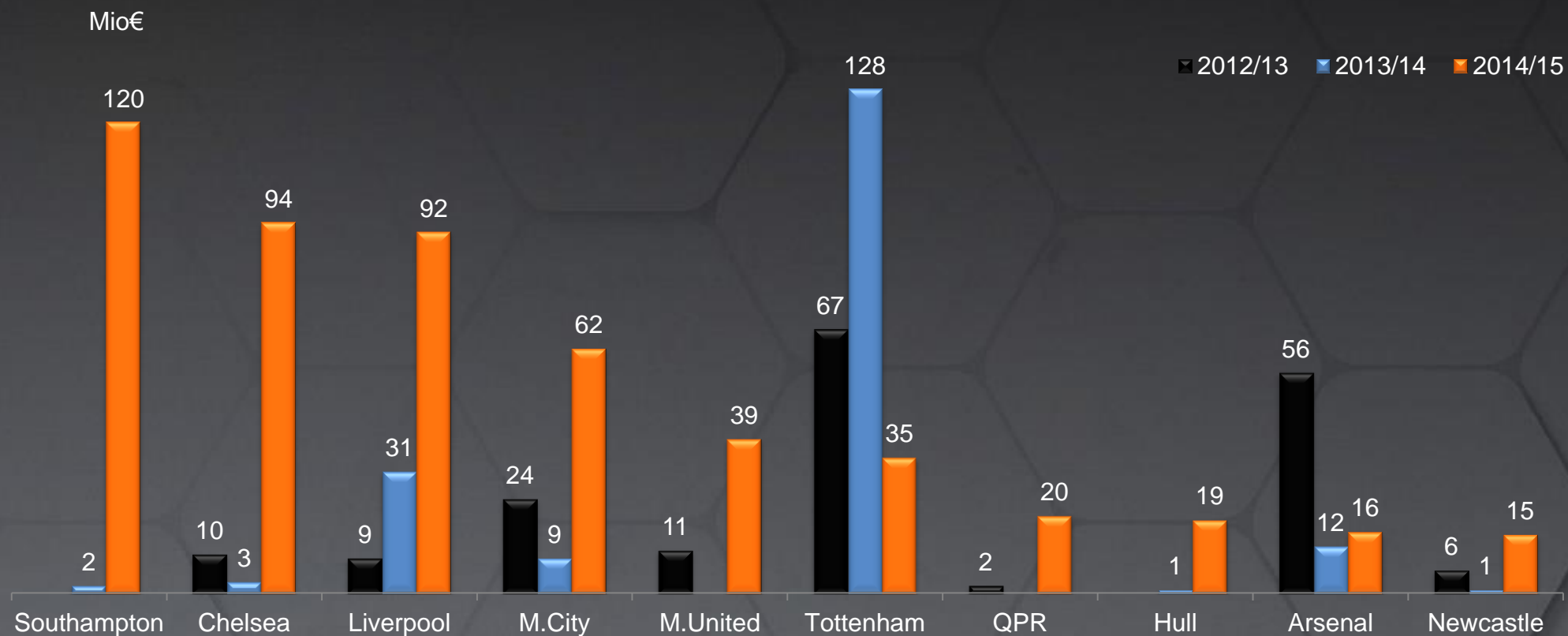
## TOTAL VALUE OF PLAYER SALES- PREMIER LEAGUE

Mio€



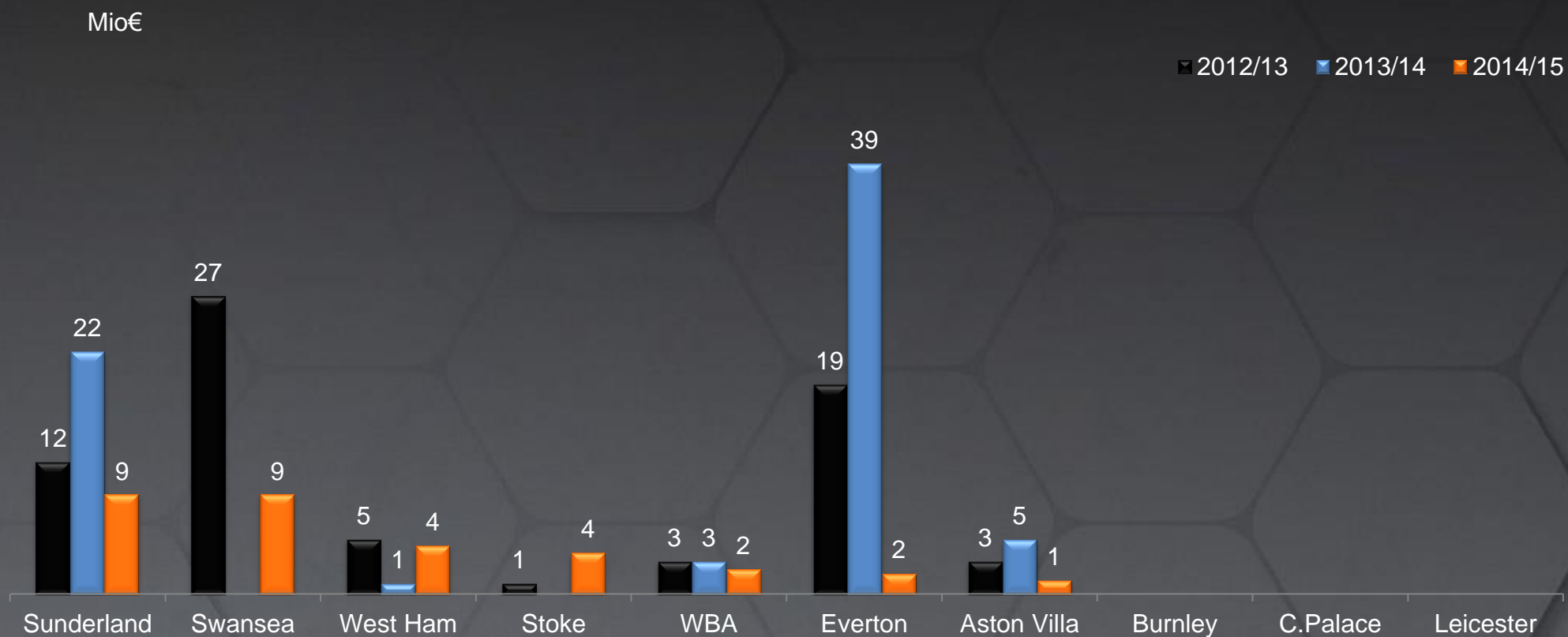
Premier League also set its own new selling record reaching more than half a billion revenues in sales after more than doubling last season's figures

## PLAYER SALES BY TEAM (TOP 10)



Southampton was both Europe & EPL top team in terms of player sales income (2<sup>nd</sup> largest in English football history after Spurs last summer). Chelsea and Liverpool complete top 3 and hit record high sales value with 94 & 92mio€ respectively. Burnley, C.Palace & Leicester could not collect any cash

## PLAYER SALES BY TEAM (BOTTOM 10)



## TOP 10 ON 6 YEAR ACCUMULATED PLAYER SALES

Mio€



Tottenham was most successful EPL team in player sales (Bale, Modric, Berbatov...) over the last 6 years. Liverpool (L.Suarez, X.Alonso, Mascherano, Carroll) and Arsenal (Cesc, Van Persie, Adebayor, Nasri) complete the top 3



## TOTAL NET SPENDING- PREMIER LEAGUE

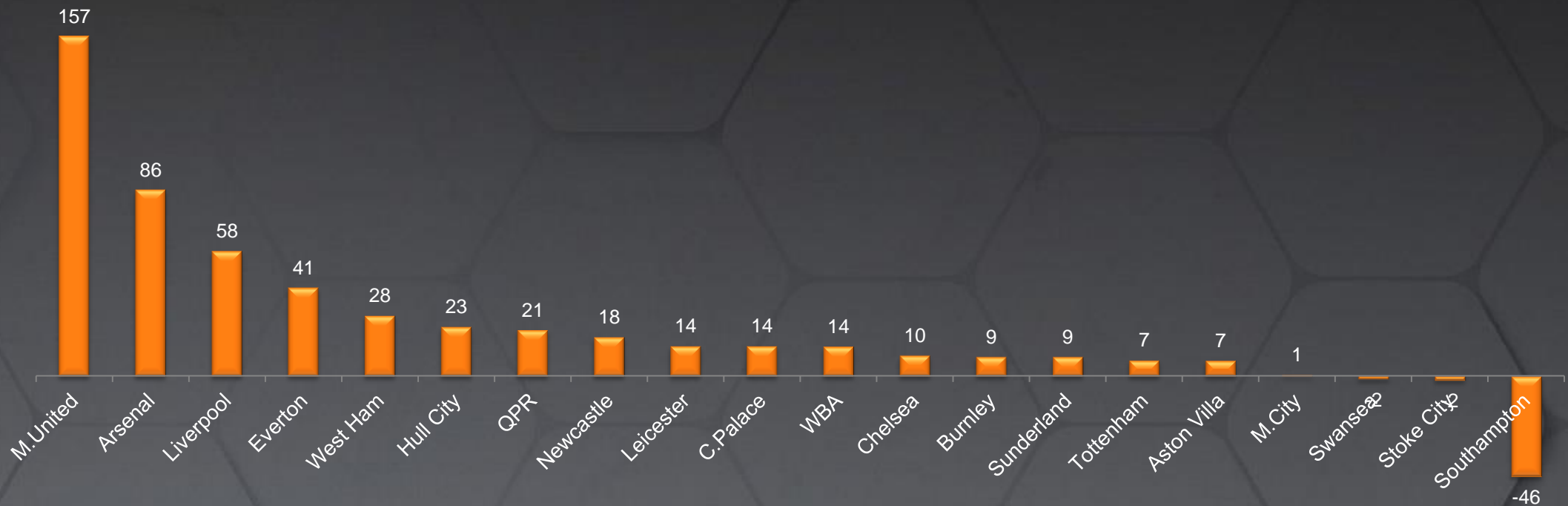
€Mio



Despite record high sales figures, strong investment still translated into top levels of net investment (465mio€) of a European league in football history and confirming EPL's investment profile

## NET PLAYERS SPENDING BY TEAM

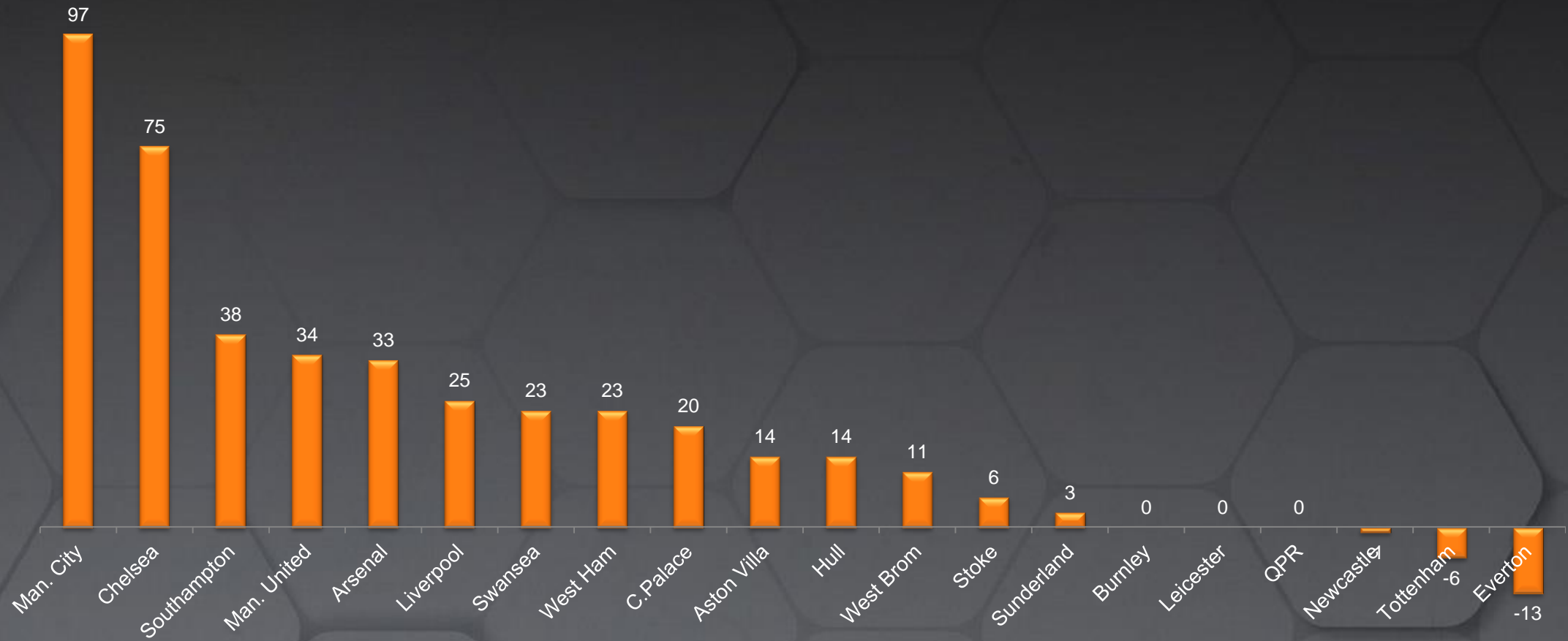
€Mio



Southampton, Stoke City and Swansea were the only 3 EPL teams that had a negative net players investment (more sales than investment)

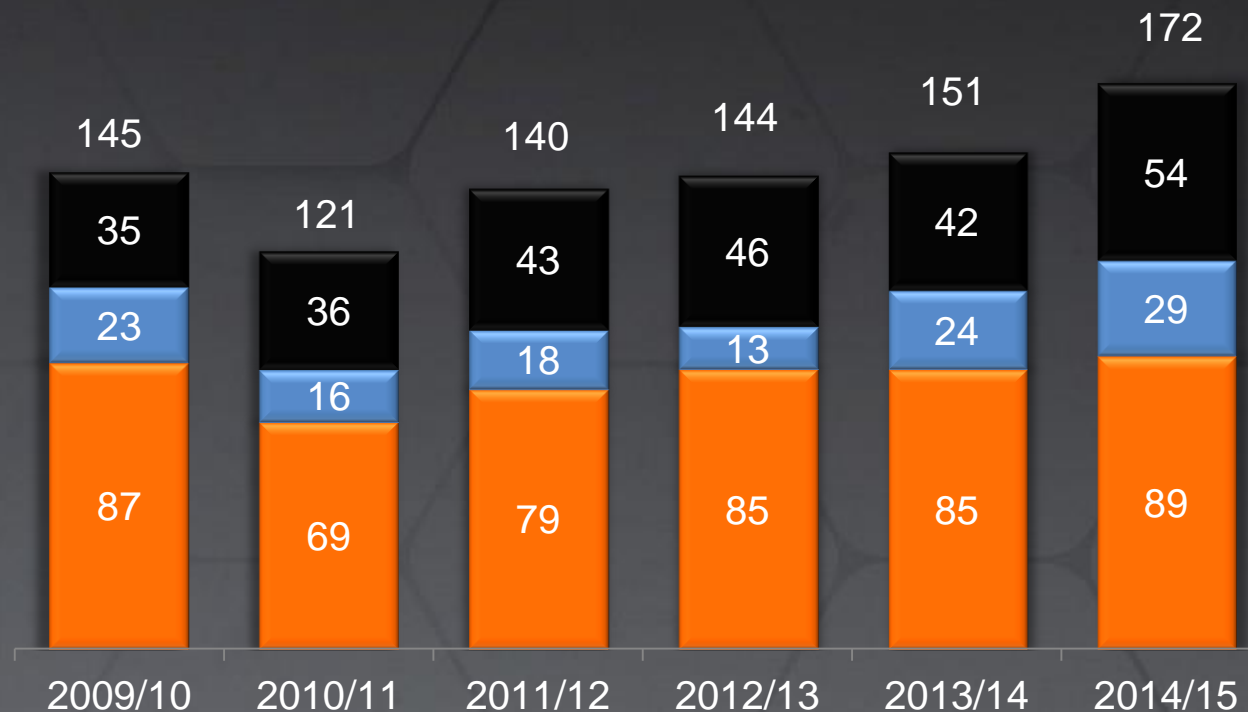
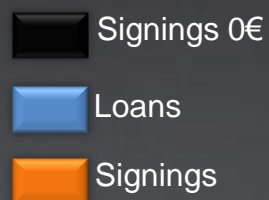
## NET PLAYERS SPENDING BY TEAM 2013/14

€Mio



## # OF SIGNINGS- PREMIER LEAGUE

Nº of players



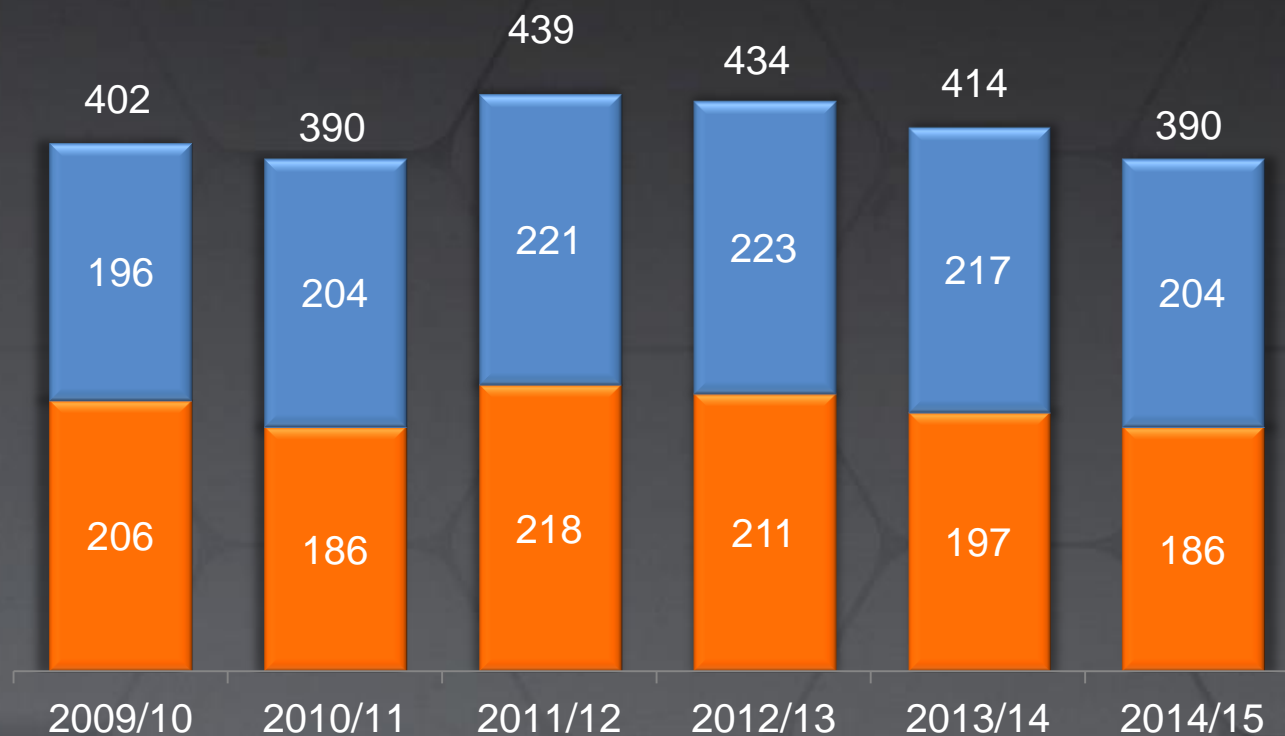
The number of new players is the highest of last 6 years. As usual, there is a significant usage of loans and signings on a free, although still less than in other leagues (48% vs 74% in La Liga)



## # OF EXITS- PREMIER LEAGUE

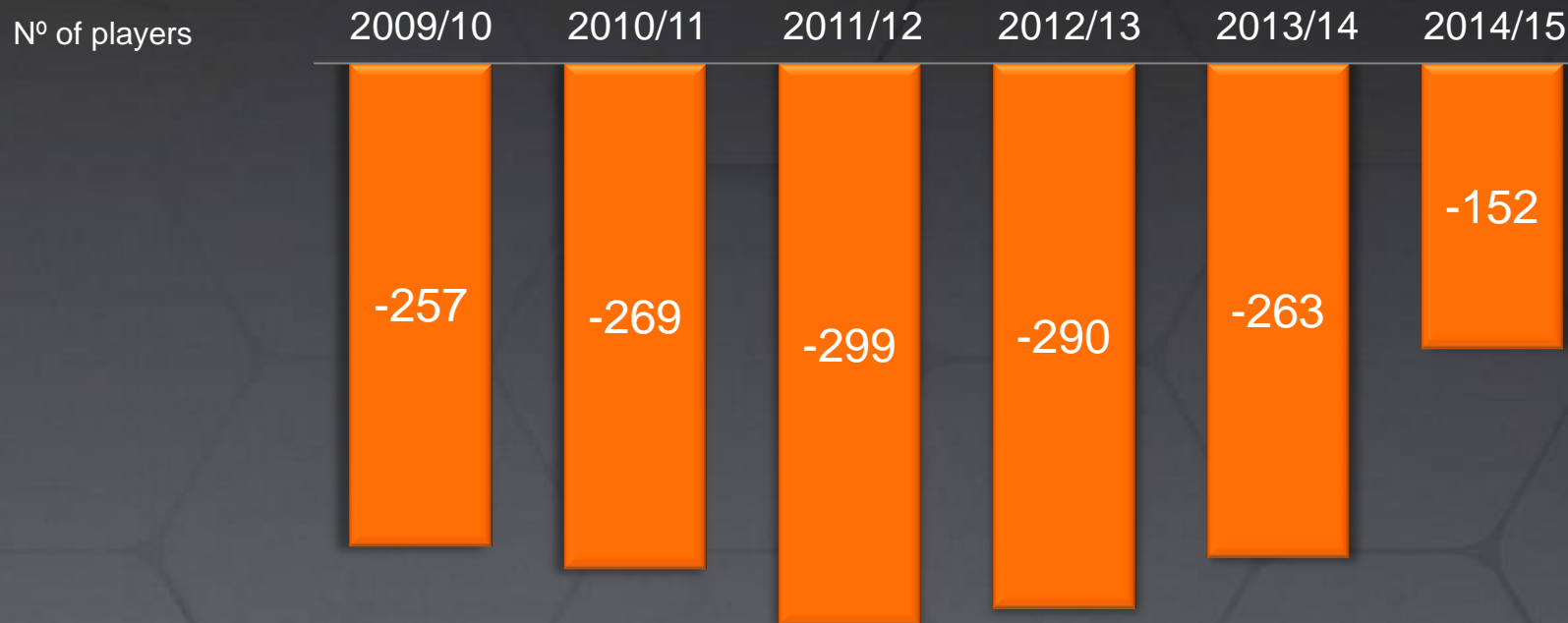
Nº of players

Loans  
Signings



The number of exits has been reduced for first time in 4 years.  
In average, every team released 19 players

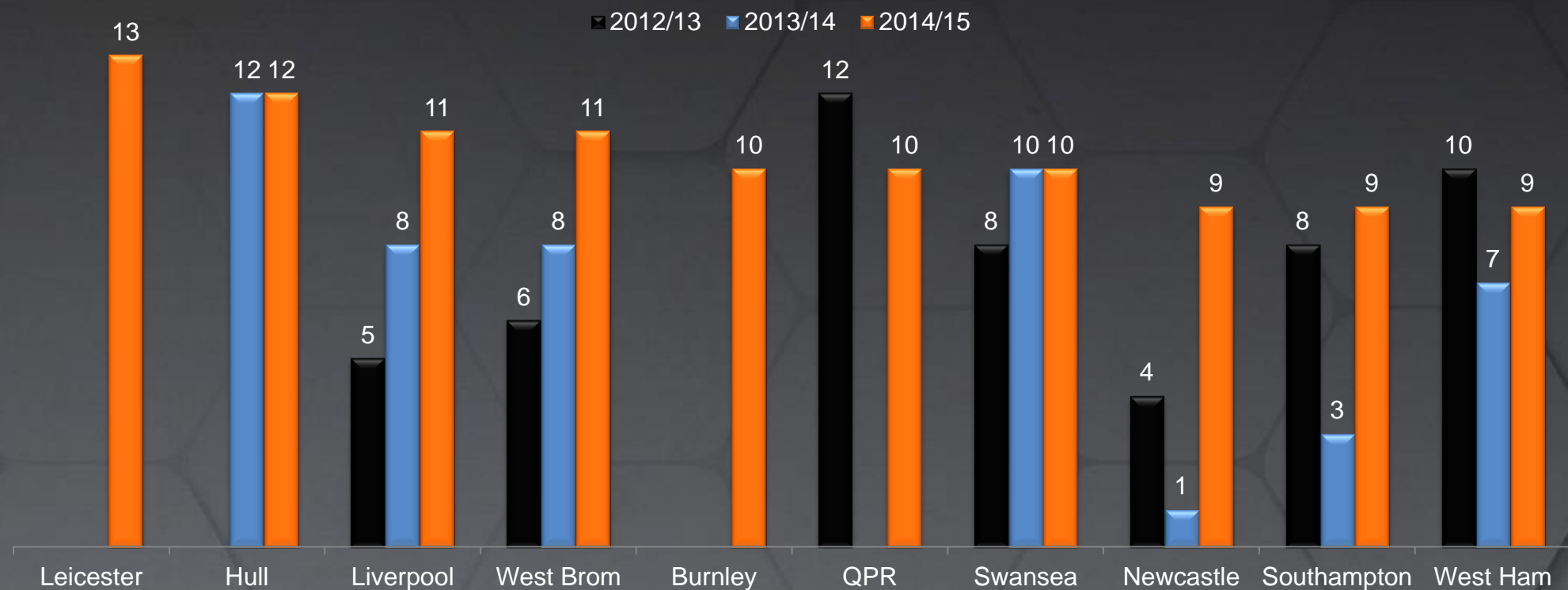
## NET # OF SIGNINGS VS EXITS- PREMIER LEAGUE



For the 6th consecutive season, Premier League teams took advantage of the transfer window to reduce the overall number of players in the squads

## # OF SIGNINGS BY TEAM (TOP 10)

Nº of players



Leicester has conducted the biggest squad turnaround of the EPL by bringing 13 new players. On the other side, Arsenal was the team that signed lowest number of new players (5)

## # OF SIGNINGS BY TEAM (BOTTOM 10)

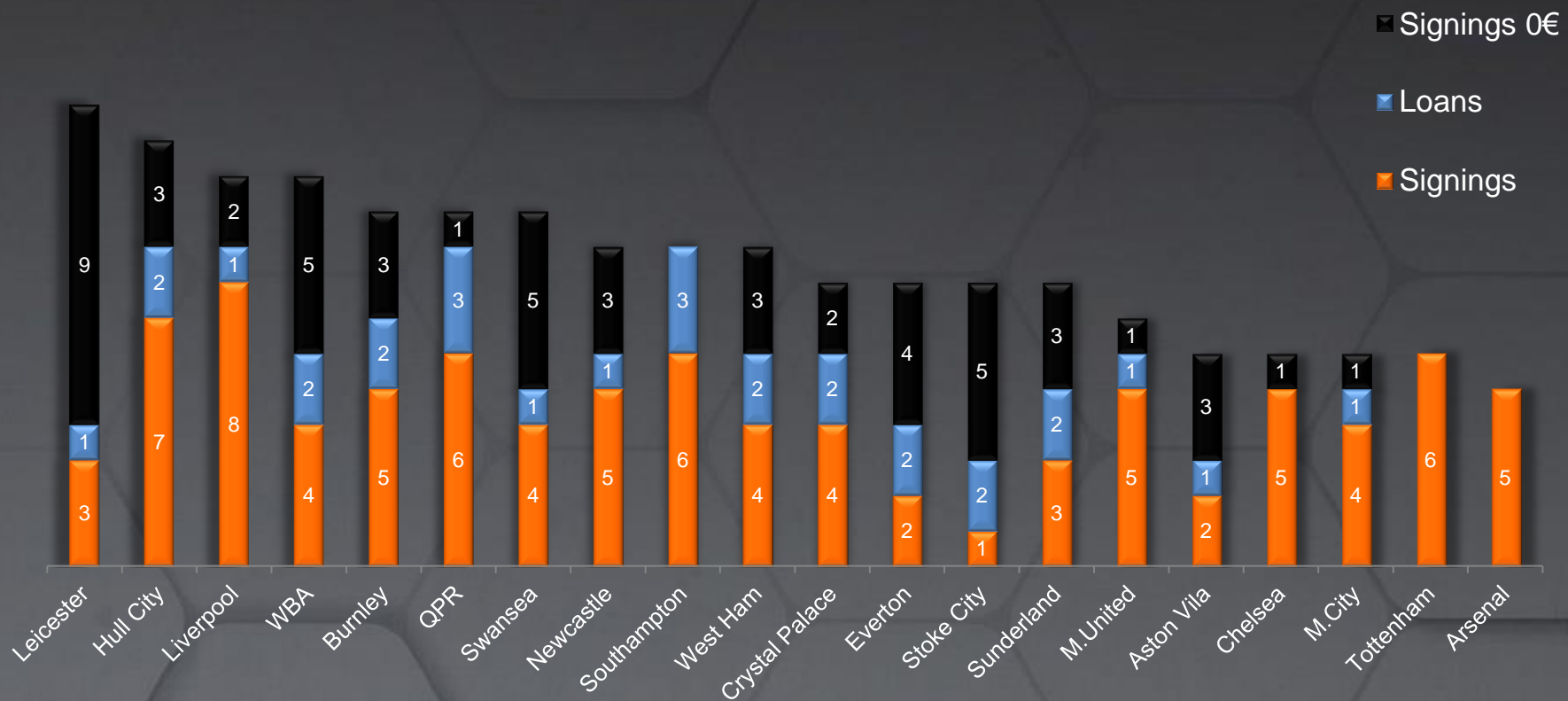
Nº of players



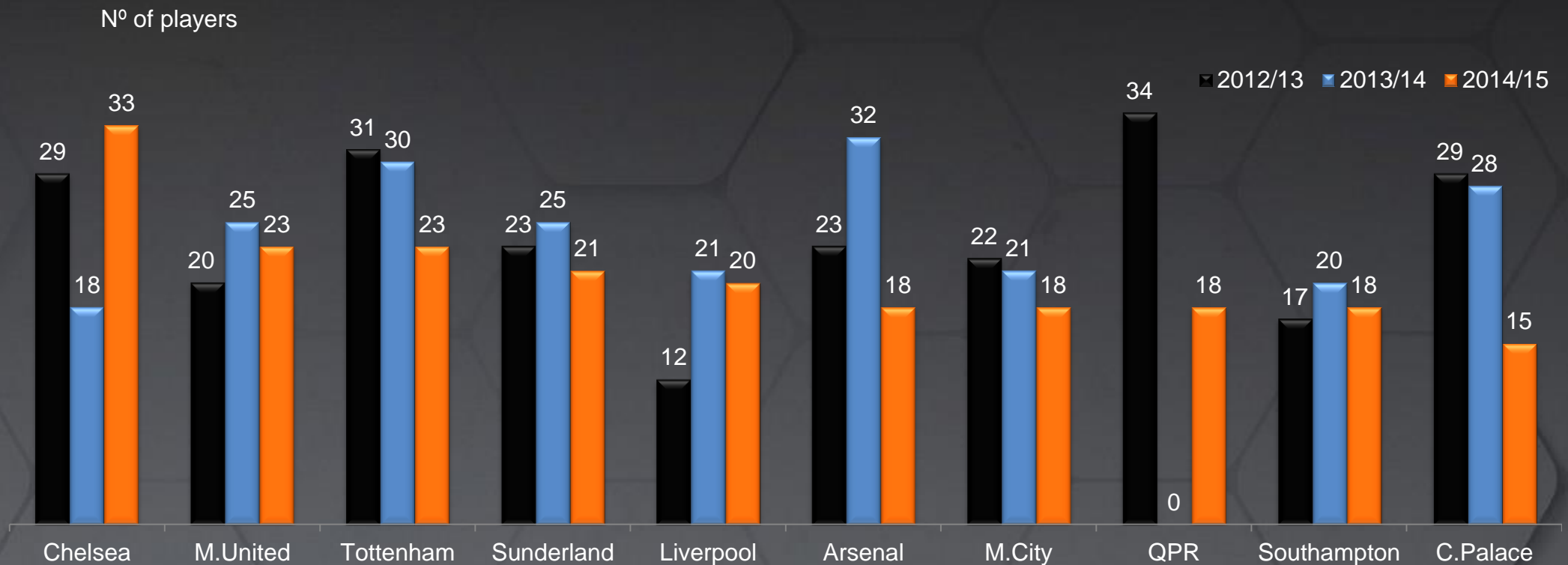


## # OF SIGNINGS BY TEAM AND CATEGORY

Nº of players



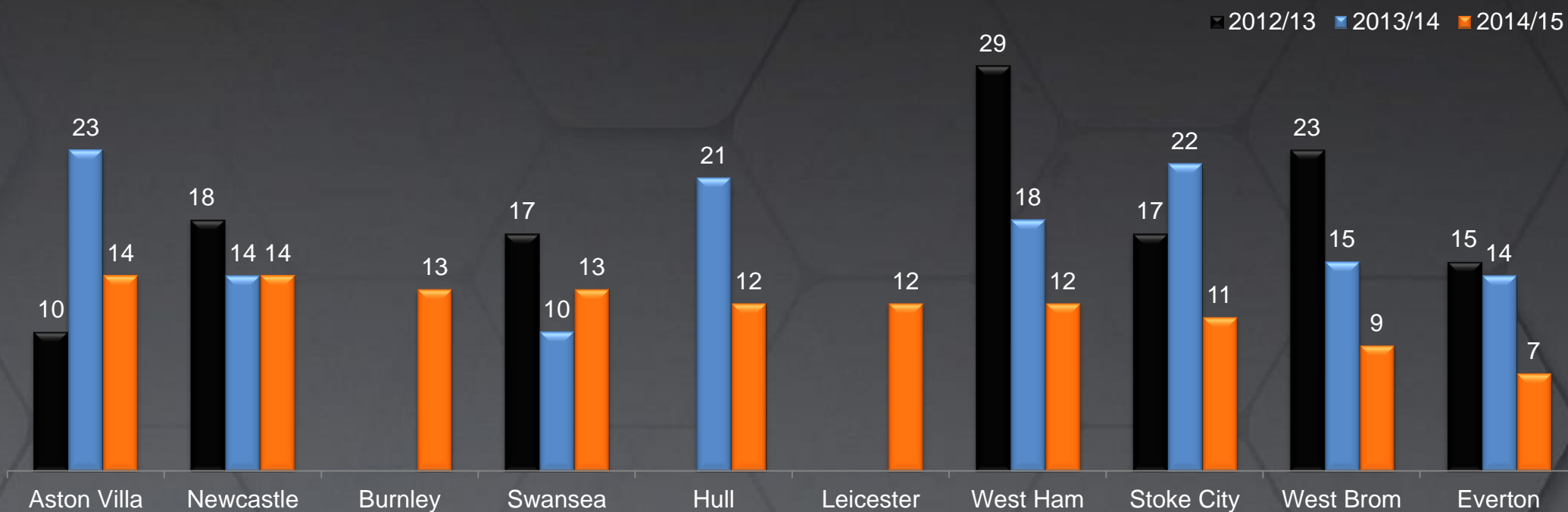
## # OF EXITS BY TEAM (TOP 10)



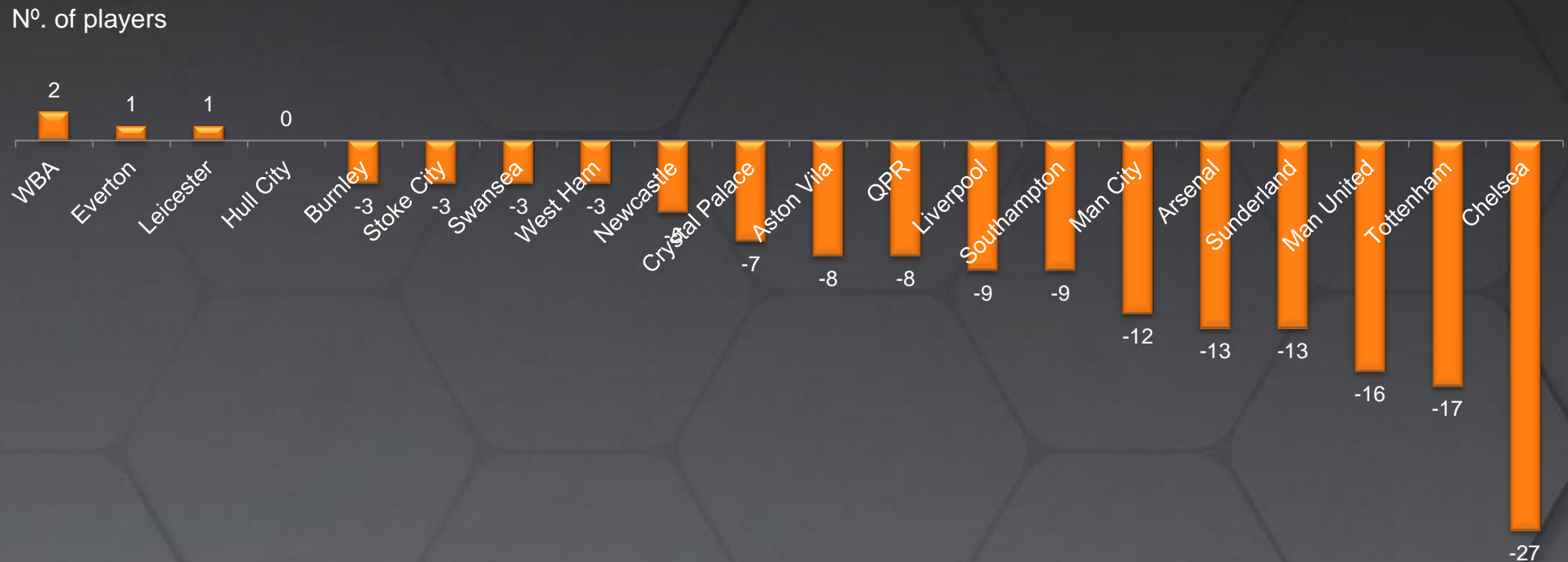
Chelsea released the highest number of players (33), of which 29 were on loan.  
10 teams have released 15 players or more. Everton released the lowest number (7)

## # OF EXITS BY TEAM (BOTTOM 10)

Nº of players



## NETS # OF SIGNINGS VS EXITS



Chelsea was the team with highest reduction of players in the squad.  
The majority of teams (16 out of 20) have now less players



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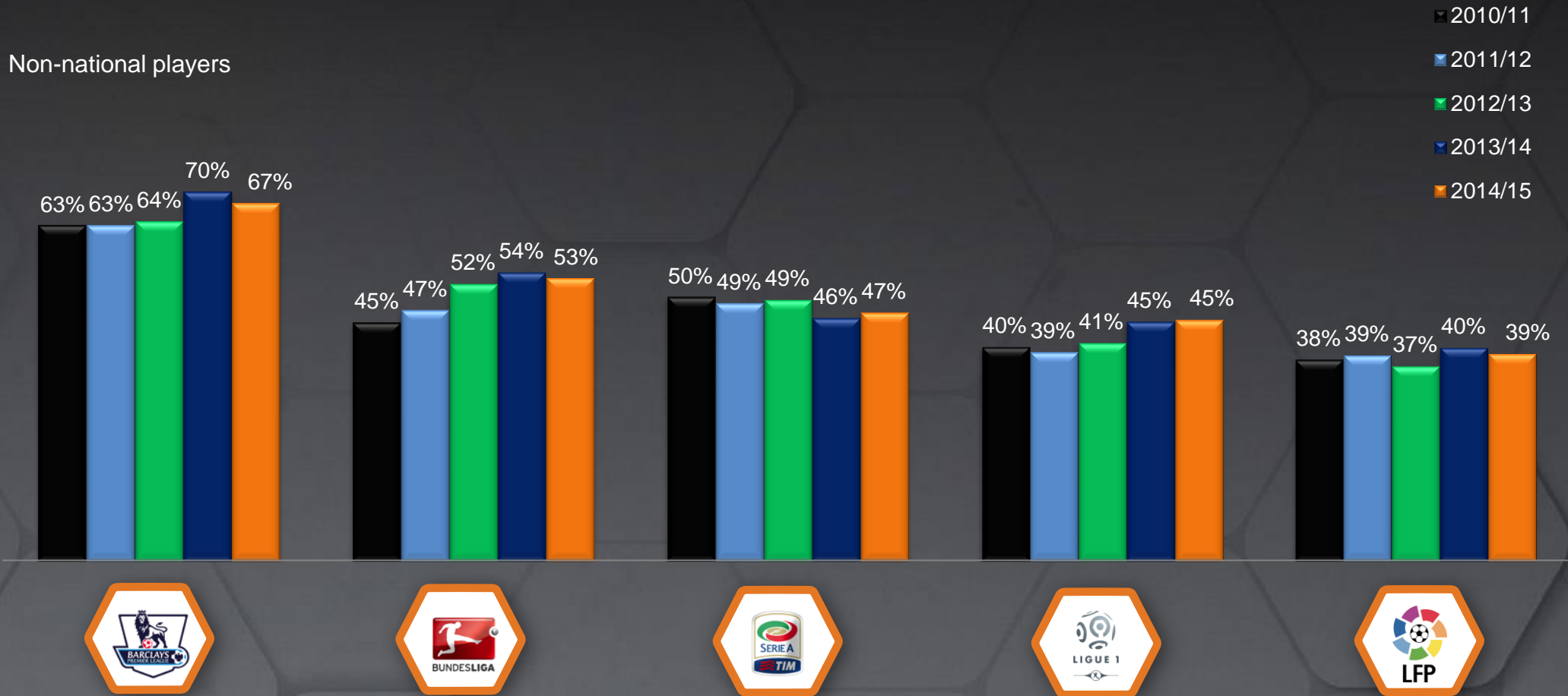
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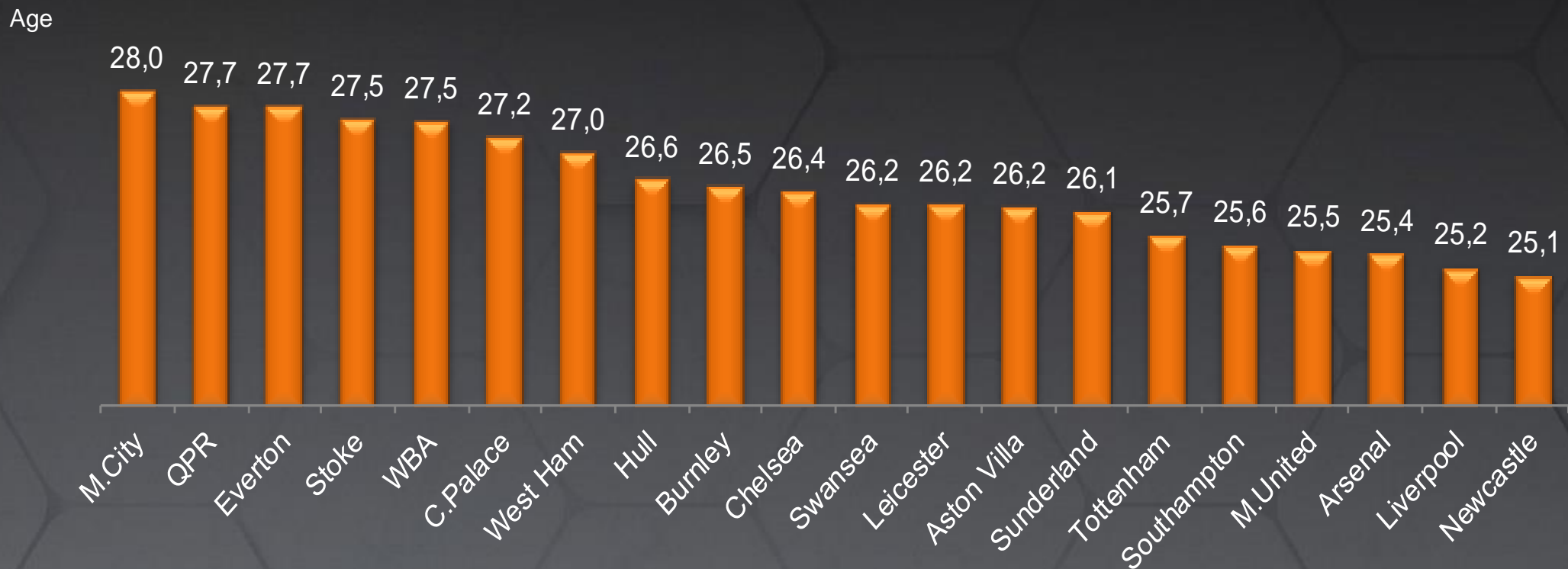
## % OF NON NATIONAL PLAYERS BY LEAGUE

Non-national players



English Premier League continues to have the lowest number of national players (just 33%). On the opposite side, Spanish La Liga has the highest (61%)

## AVERAGE AGE OF PLAYERS IN SQUAD



Man City has the most experienced squad of Premier League followed by QPR and Everton. Newcastle, Liverpool and Arsenal are the youngest teams



## HOME GROWN PLAYERS BY SQUAD



ManU has the highest number of home grown players in the squad. The total number of home grown players in Premier League teams (57) is less than half vs La Liga (121)



## AVERAGE STABILITY OF SQUAD- TOP 10



Everton has the most stable squad (players stayed 3,3 years in the team on average), while average of Sunderland and Hull (who signed 11 new players) is of just 1,1 years

## AVERAGE STABILITY OF SQUAD- BOTTOM 10

Years\*

2014/15



\* Average time of stay in the club

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## CONCLUSIONS STR 2015 (1 OF 5)

- ✓ Combined investment of top 5 European Leagues at summer transfer window reached 2,2bio€, in line with record high levels of last year and as a result of diverse trends in different countries
- ✓ Premier League has become the driving force of European football by surpassing 1bio€ in players spending, +41% vs last year and record high ever. La Liga is back to top 2 with 500mio€ spent. Also Bundesliga reached record high figures. Financial Fair Play and difficulty to generate income severely hits Serie A and Ligue 1
- ✓ Investment was led by teams with high revenue generation potential and significant income from selling the best players. 7 European teams invested more than 100mio€ and accounted for 42% of total investment in Europe. La Liga stays as most monopolized European league with 4 teams accounting for 88,5% of total investment
- ✓ Premier League lead the sales ranking for the first time cashing-in more than half bio€ (563), its highest level ever and doubling last year's. La Liga confirms its selling profile and also reaches record amount (512mio€).

## CONCLUSIONS STR 2015 (2 OF 5)

- ✓ Premier League also lead the way after deducting income from player sales, with a net investment of still 465mio€, more than 6 times than runners-up Bundesliga (82mio€). La Liga had negative investment for 3rd consecutive season and Ligue1 became again a selling league
- ✓ A total of 914 players where acquired and 1524 where released by top 5 European leagues, resulting in a negative balance for the 5<sup>th</sup> consecutive season. Loan format continued to gain popularity, especially at Premier League, where sides loaned 117 players, the highest number ever
- ✓ Manchester United spent more than ever (196mio€, 2<sup>nd</sup> highest ever in football) to top European ranking on determination to improve pitch performance. FC Barcelona, Liverpool, Atlético, Chelsea & Arsenal also reached a spending record high in their history. 7 of top 10 spending sides sold players for 60mio€ or more. PSG not in the top positions for the first time since acquisition by Qatari Royal family
- ✓ Southampton was the shocking European leader in player sales income with 120mio€, 4<sup>th</sup> highest in football history. Financial Fair Play forces top teams to sell high profile players and thus teams like Real Madrid (113mio€), Chelsea (94), Liverpool (92), FC Barcelona (79), Atlético (77) and Manchester City (62,2) all achieved historical record high income from player sales



## CONCLUSIONS STR 2015 (3 OF 5)

- ✓ Real Madrid is the undisputable king of transfers activity, topping both total investment and sales ranking of the last 6 years (731 and 373mio€ respectively). Manchester City has made the highest net investment during last 6 years (439mio€)

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- ✓ ManU also tops European ranking of net investment (157mio€ after deducting income from sales), followed by Arsenal (86) and FC Barcelona (78). Italian teams continue to lose investment power

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- ✓ 81mio€ Luis Suárez signing by FC Barcelona was the most expensive of the summer and third in football history. James (80) and Di Maria (75) complete the top 3 and also join historical top 3. Di Maria signing established a new Premier League record. All most expensive moves involved La Liga or Premier League clubs either selling or buying

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- ✓ In terms of the EPL, top 6 highest spending sides were also at European top 10 (shockingly including Southampton) results. Manchester City is not in English top 5 for the 1<sup>st</sup> time since Abu Dhabi Royal family club acquisition. Half of the sides invested 40mio€ or more and Stoke City only spent 2mio€

## CONCLUSIONS STR 2015 (4 OF 5)

- ✓ Premier League has almost tripled the investment in English players this summer, to 203mio€. It represents 20% of investment, the highest proportion of last 3 years, and compares with small La Liga's 4,2% of investment in Spanish players. EPL sides hunt of English talent resulted in average cost of home born players climbing to 4mio€ (compared with La Liga's 0,4)
- ✓ Southampton was both Europe & EPL top team in terms of player sales income (2<sup>nd</sup> largest in English football history after Spurs last summer). Chelsea and Liverpool complete top 3 (these 3 are in European top 4) and hit record high sales value with 94 & 92mio€ respectively. Burnley, C.Palace & Leicester could not collect any cash
- ✓ In terms of net investment, and despite record high sales figures, strong investment still translated into top levels (465mio€) of a league in football history, confirming EPL's investment profile. Southampton, Stoke City and Swansea were the only 3 EPL teams that had a negative net players investment (more sales than investment)
- ✓ The number of new players is the highest of last 6 years. As usual, there is a significant usage of loans and signings on a free, although still less than in other leagues (48% vs 74% in La Liga)

## CONCLUSIONS STR 2015 (5 OF 5)

- ✓ Leicester has conducted the biggest squad turnaround of the EPL by bringing 13 new players. On the other side, Arsenal was the team that signed lowest number of new players (5). In terms of players released, Chelsea released the highest number (33), of which 29 were on loan. 10 teams have released 15 players or more. Everton released the lowest number (7)
- ✓ In terms of the composition of the squads, English Premier League continues to have the lowest number of national players (just 33%). On the opposite side, Spanish La Liga has the highest (61%)
- ✓ Manchester City has the squad with highest average age of the EPL (28). Liverpool and Newcastle players are the youngest (25,2 & 25,1 years old respectively). Everton has the most stable squad (players stayed 3,3 years in the team on average), while average of Sunderland and Hull (who signed 11 new players) is of just 1,1 years
- ✓ EPL sides have a total of 57 home grown players, which is less than half than La Liga (121). Manchester United has the highest number (7, despite selling Wellbeck) and Hull, QPR and Sunderland have none

- ✓ UEFA's Financial Fair play has finally dramatically impacted the game finances and teams accepted that they can only spend what they generate in revenues. As a result, high profile players trading at top teams has become standard practice
  - Real Madrid, FC Barcelona, Chelsea, Liverpool, Manchester City and Atlético have all hit record player income numbers
  - On the opposite side, and despite having wealthy owners, PSG and Monaco have been forced to decrease investment in new players due to the limited revenue generation potential of Ligue1

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- ✓ The spectacular summer investment record numbers from English Premier League are explained by a number of factors.
  - The ability to generate significant income both from traditional revenues (stadium and commercial) and now players trading
  - The bad need that Manchester United had to renovate the squad to dramatically improve pitch performance (specific circumstance of this summer)
  - The lucrative TV deals negotiated by the EPL and the fair distribution system
  - The inclination to bring players with playing experience in England (and English in particular) at a premium price



VISITOR



1. Technical sheet
2. Summer transfers window 2014/15
3. Squads review Premier League
4. Conclusions
5. Annexes

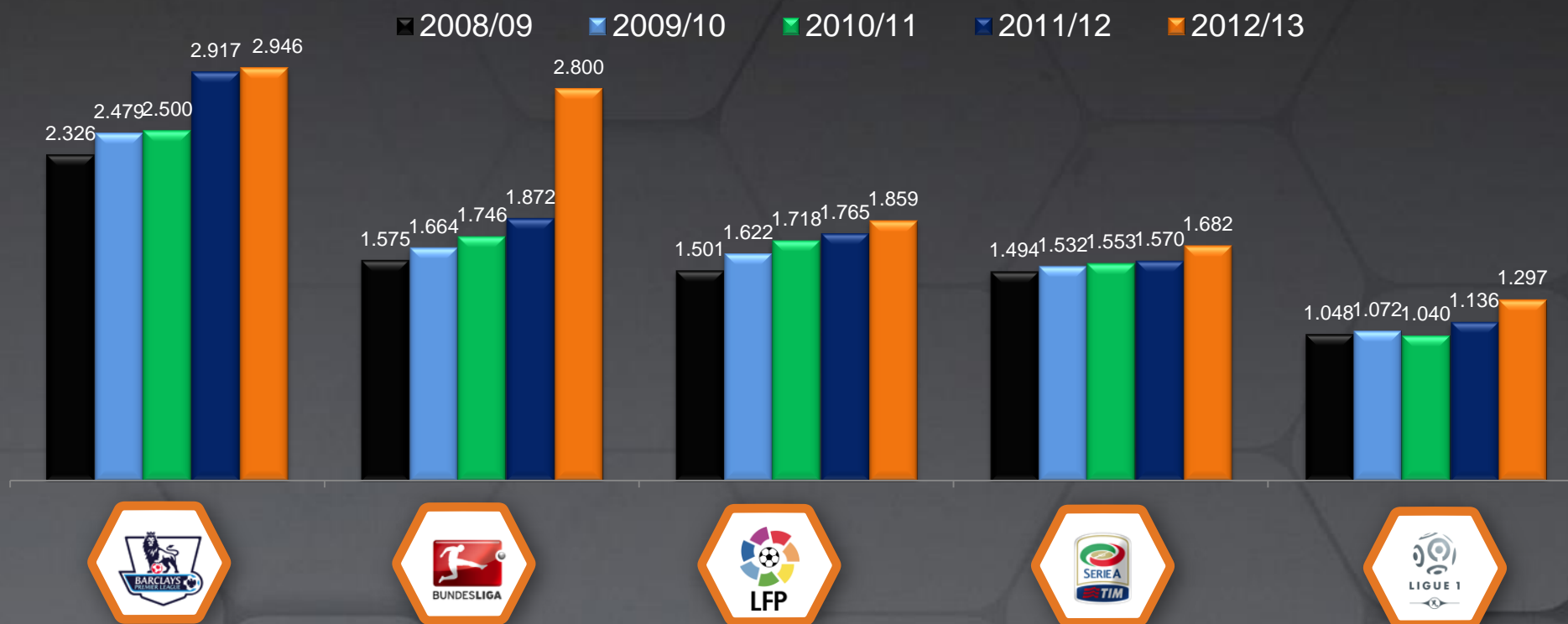
HOME





## REVENUE TREND TOP EUROPEAN LEAGUES

Mio€

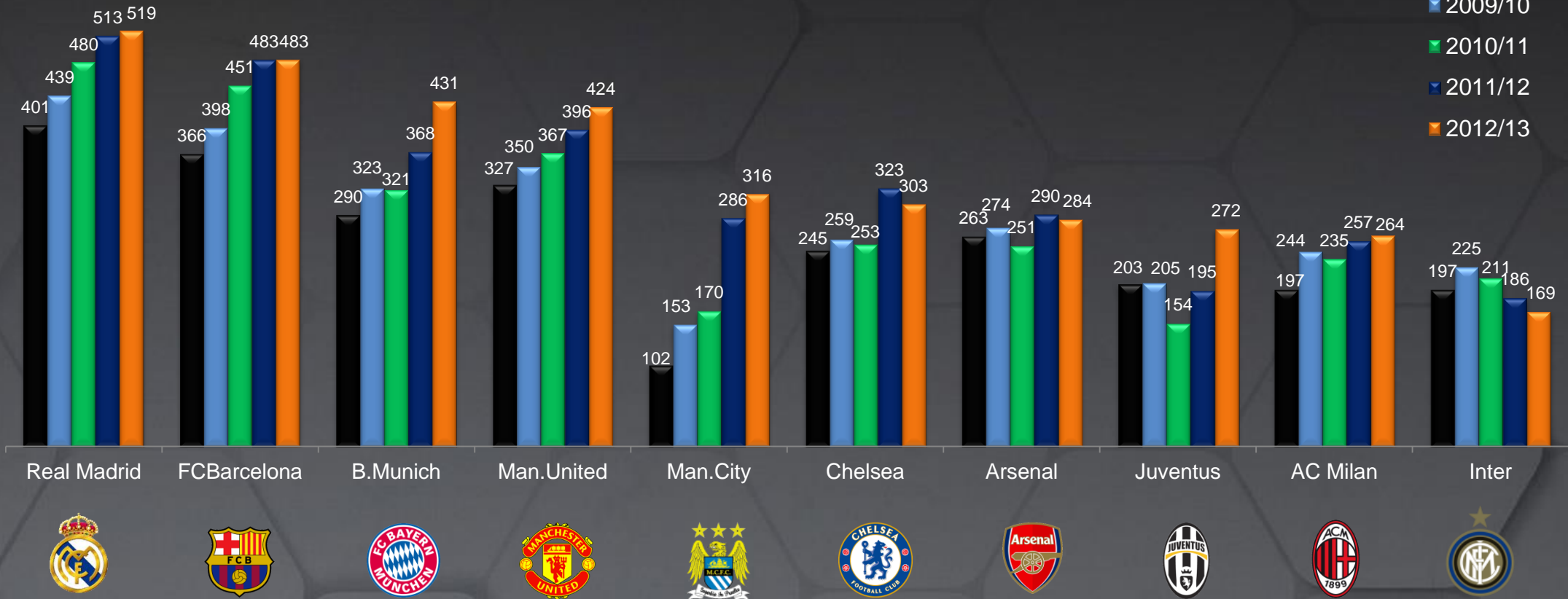


Big five leagues have experienced revenue growth for the 4<sup>th</sup> consecutive year, except Ligue1 in 2010/11. Revenue ranking remains unchanged and clearly led by Premier League, followed by Bundesliga and La Liga.

# CLUB EUROPEAN RANKING BY REVENUES

Mio€

■ 2008/09  
■ 2009/10  
■ 2010/11  
■ 2011/12  
■ 2012/13



While we wait for all teams publishing their 2012/13 results, season 2011/12 saw the same teams in top 6 positions in a ranking lead once again by Real Madrid followed by FC Barcelona

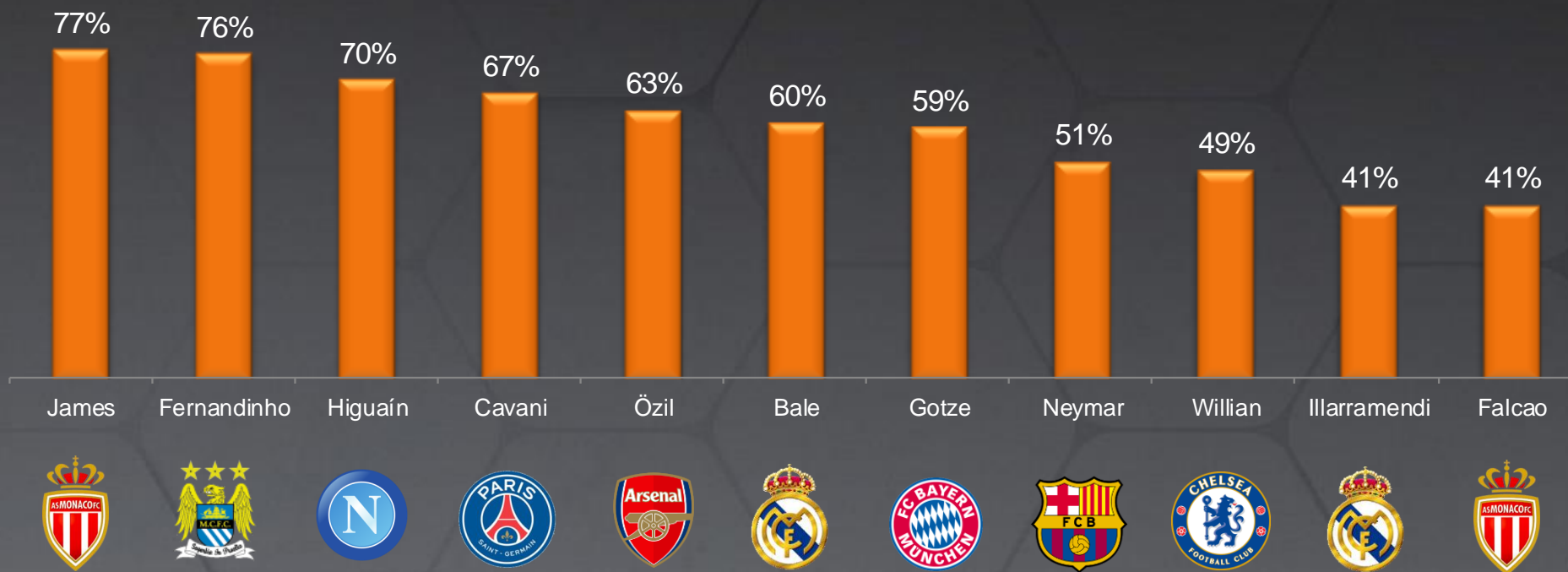
## 6 YEAR ACCUMULATED INVESTMENT TOP 5 LEAGUES

Mio€



## USAGE TOP 10 EUROPEAN SIGNINGS 2013/14











%Minutes



James was the most profitable signing last season (number of minutes) followed by Fernandinho



## HOMETOWN PLAYERS BY TEAM

Club	Home grown players
	Amos, Evans, Blackett, Rafael, Fletcher, Lingard, Januzaj
	Terry, Christensen, Aké
	Szczesny, Damián Martínez, Gibbs, Wilshere, Gnabry, Coquelin
	Boyata, Guidetti
	Gerrard, Sterling, Flanagan, Suso, Lambert
	Twonsed, Bentaleb, Kane, Mason
	Baker, Clark, Herd, Grealish, Agbonlahor, Weimann
	Barkley, Osman, Hibbert
	Smith, Moore, Schlupp, King
	Hewitt

## HOMETOWN PLAYERS BY TEAM

Club	Home grown players
	-
	Williams, Zaha
	Krul,Taylor, Dummett, Ferguson, Ameobi
	Ward-Prowse, Gallagher
	Cornell, Richards
	Tomkins, Noble
	Wilkinson
	-
	Berahino, Daniels
	-

## **PRIME TIME SPORT BUSINESS AREAS**

### **PLAYER IMAGE RIGHTS**

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- > Sponsors recruiting
- > Media relationships
- > Social networks
- > Brand & positioning development

### **FOOTBALL**

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- > Player representation
- > International player transfers
- > Academies development
- > Friendly games

### **STRATEGIC CONSULTANCY**

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- > Club revenue development
- > Sponsorship activation for brands
- > PR & Communications
- > Sponsor recruitment for brands

### **CONTENT & CONFERENCES**

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- > Sports business newspaper reports and articles
- > Book Show Me the Money!
- > Football Transfer Review report
- > Conferences Esteve Calzada





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