



Madrid-Spain,
September 5th 2013





Football Transfer Review 2014



1. Technical sheet
2. Summer transfers window 2013/14
3. Squads review La Liga
4. Barça vs Real Madrid
5. Conclusions
6. Annexes:
 - European Football Finances
 - Tables
 - About Prime Time Sport

About Football Transfer Review



Mission

Football Transfer Review by Prime Time Sport provides relevant data and insightful and independent analysis on the variables that influence squad designs and player transfers at main European Clubs, with special focus on Spanish La Liga

Content

- 2 releases published every year, related to Summer and Winter transfer windows
- Combines content produced by Prime Time Sport and content from other relevant football industry studies
- 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

Technical sheet



Specifications

- Data included refer to main division of Spanish La Liga and the other top 4 European leagues (English Premier League, Italian Serie A, German Bundesliga and French Ligue 1)
- Transfer figures include guaranteed amounts only
- It includes player transfers that took place until September 2nd 2013
- Player loans with purchase obligation are accounted as a transfer at the time of effective player exit (examples: Ibrahimovic to AC Milan in 2010/11; Pedro León to Getafe in 2011/12)
- 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
- Transfer fees paid on managers have not been taken into consideration (Carlo Ancelotti to Real Madrid)
- 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 because of contract expiration)

Team

- Director: Bruno Batlle
- Analyst: Aleix Piqué
- Collaborates: ESADE Business School



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Summer transfers window 2013/14



1. **Background**
2. European football
3. La Liga

Background



Europe

- Implementation of UEFA Financial Fair Play (FFP) regulation continues and is taken into account both by big and smaller teams. FFP will not allow to participate in European competitions the teams with more than 45mio€ of accumulated losses during 3 seasons until 2014/15.
- Appearance of a new heavy spending teams (Monaco) along with loss of spending power of others (Anzhi).
- New 2014/16 TV deals in the Premier League and 2013/15 in UEFA Champions League has increased prizes for participating teams by 57% and 20% respectively

Spain

- Majority of teams (with exception of big 2) have little chance of further increasing revenues under current financial climate
- As a result, income opportunities are almost restricted to selling the best players and continue to fight for the implementation of a new TV value distribution model.
- Spanish Professional League (LFP) is closely monitoring clubs finances and must approve business plans.
- Most clubs have agreed long term debt payment plans with Tax office, which severely impacts their ability to splash cash



Summer transfers window 2013/14

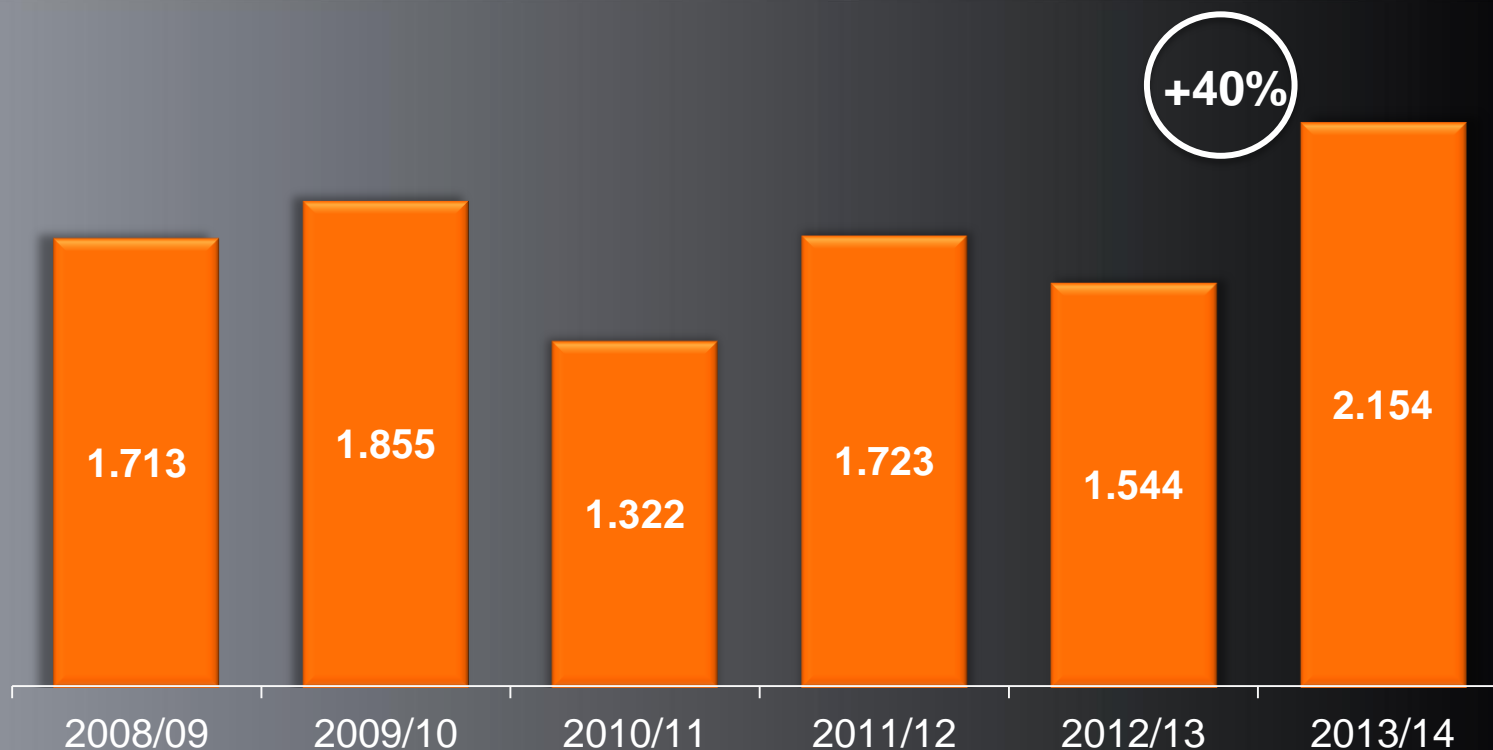


1. Background
2. **European football**
3. La Liga



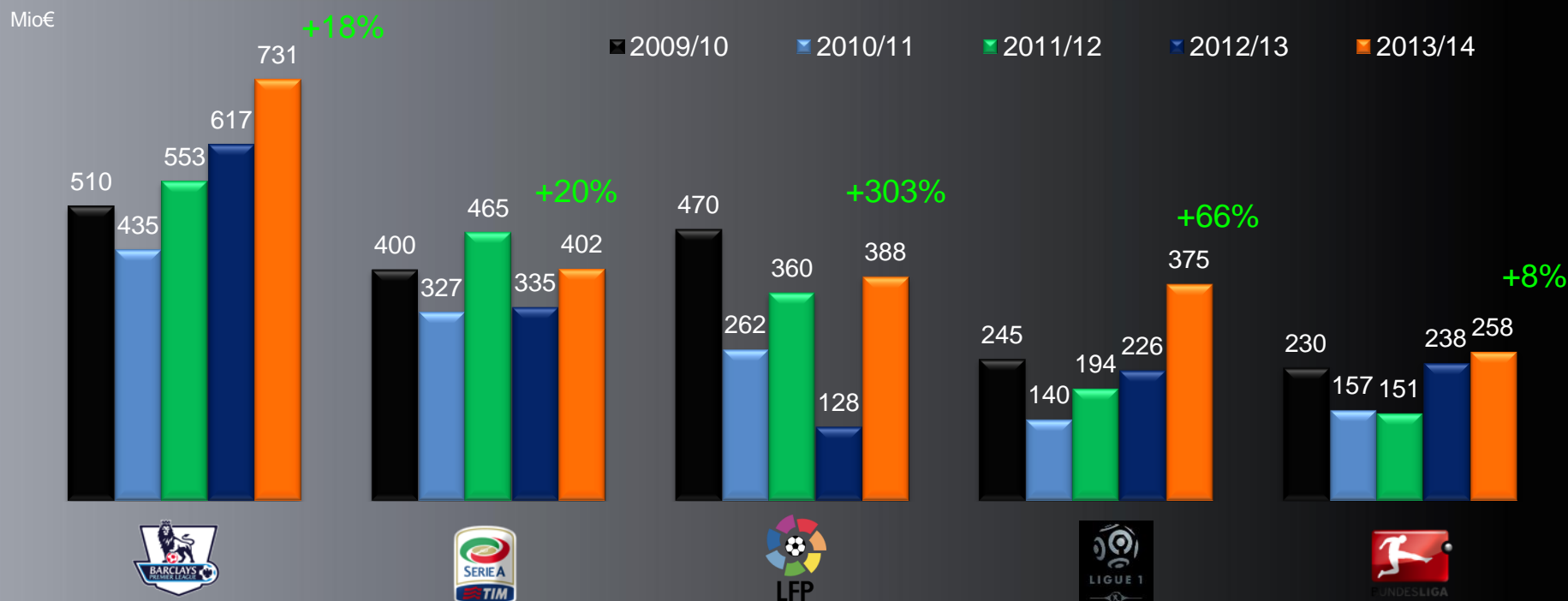
Player acquisition spending- top 5 European leagues

Mio€



Top 5 European Leagues combined investment grew by 40% to 2,2bio€, highest amount ever, despite Financial Fair Play and economy downturn

Player acquisition spending- top 5 European leagues



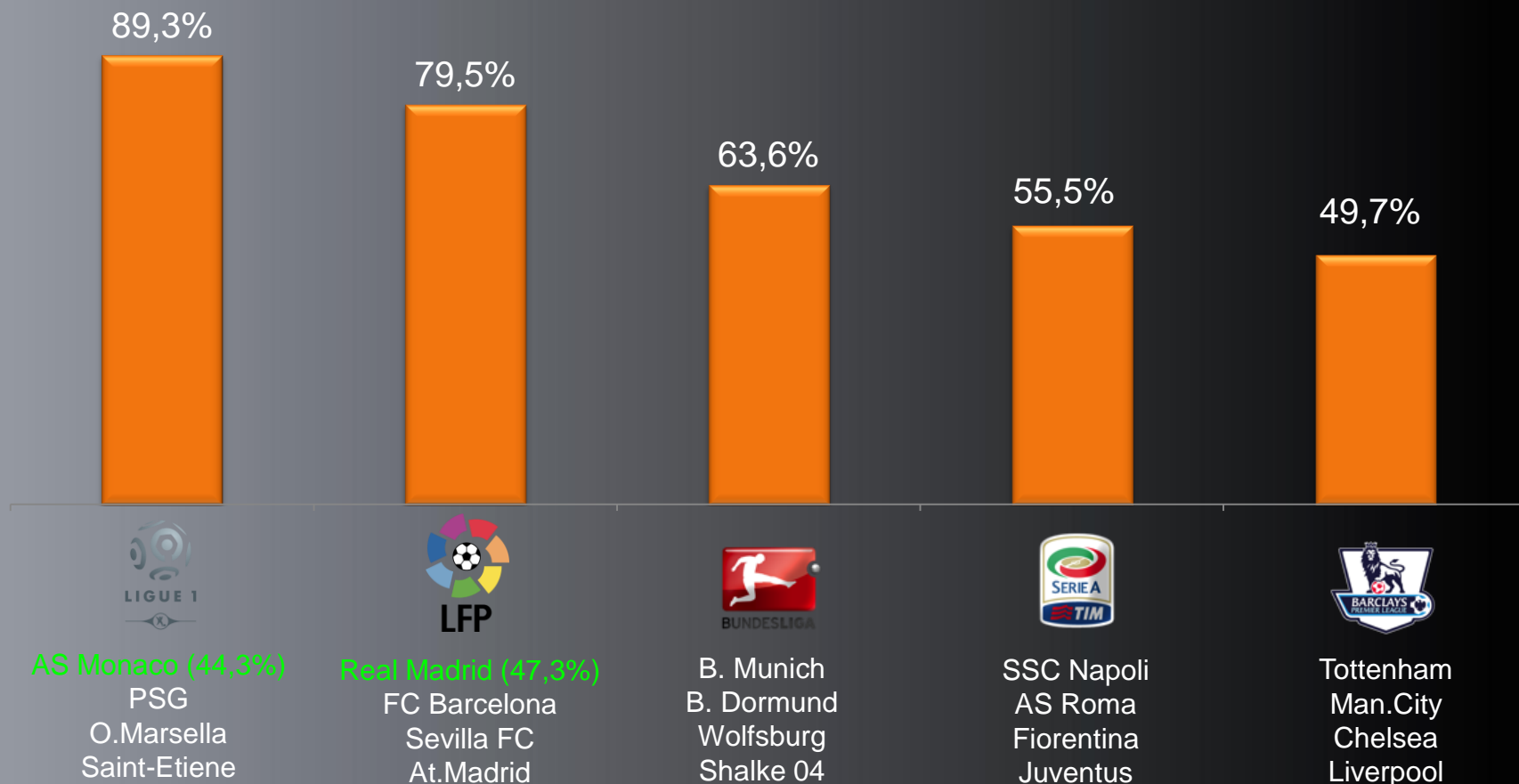
All big European leagues have experimented significant expenditure growth, with Premier League, Ligue 1 and Bundesliga reaching highest levels ever. Premier League has been the market driving force thanks to fresh an increased money from new TV contracts.

La Liga experimented the highest growth led by Gareth Bale signing by Real Madrid

% of total investment by top 4 in each league

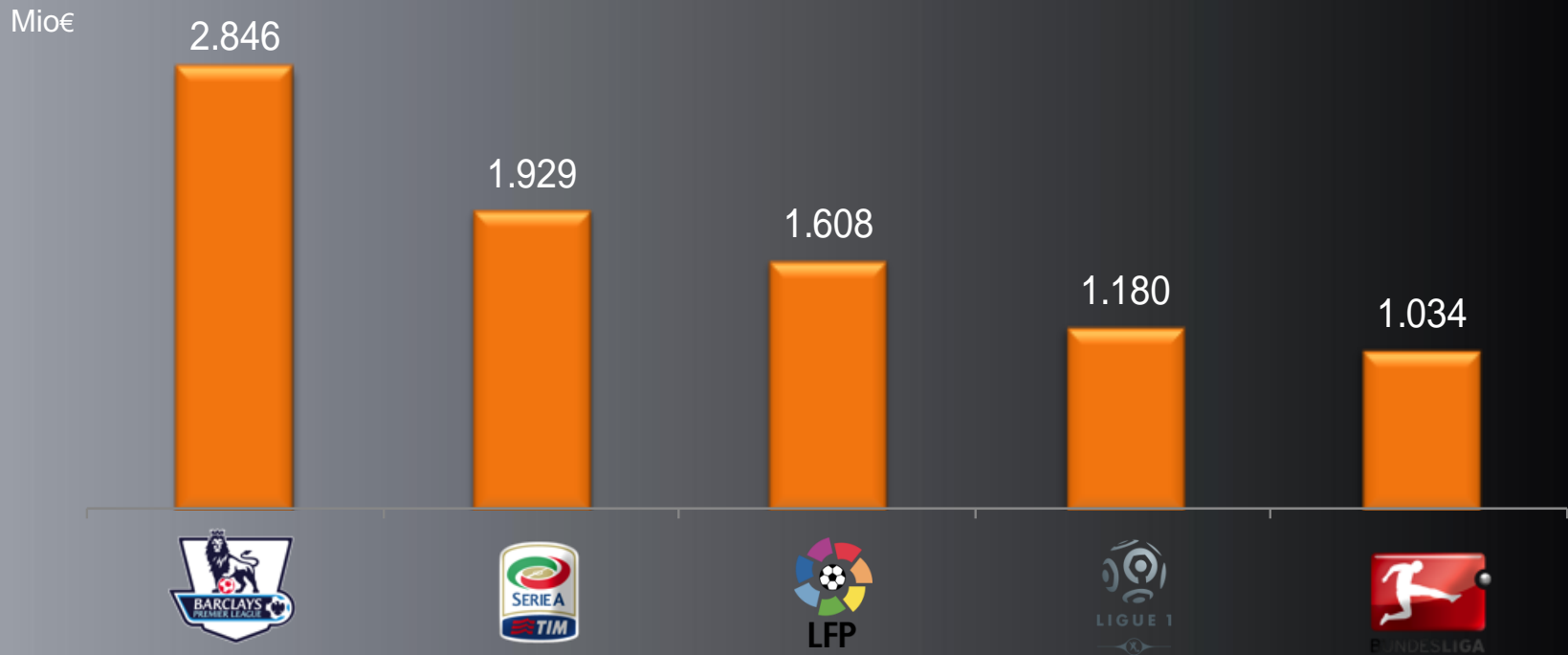


Mio€



Investment stays monopolized by few teams with high revenue generation potential, wealthy owners or significant income from sales of best players

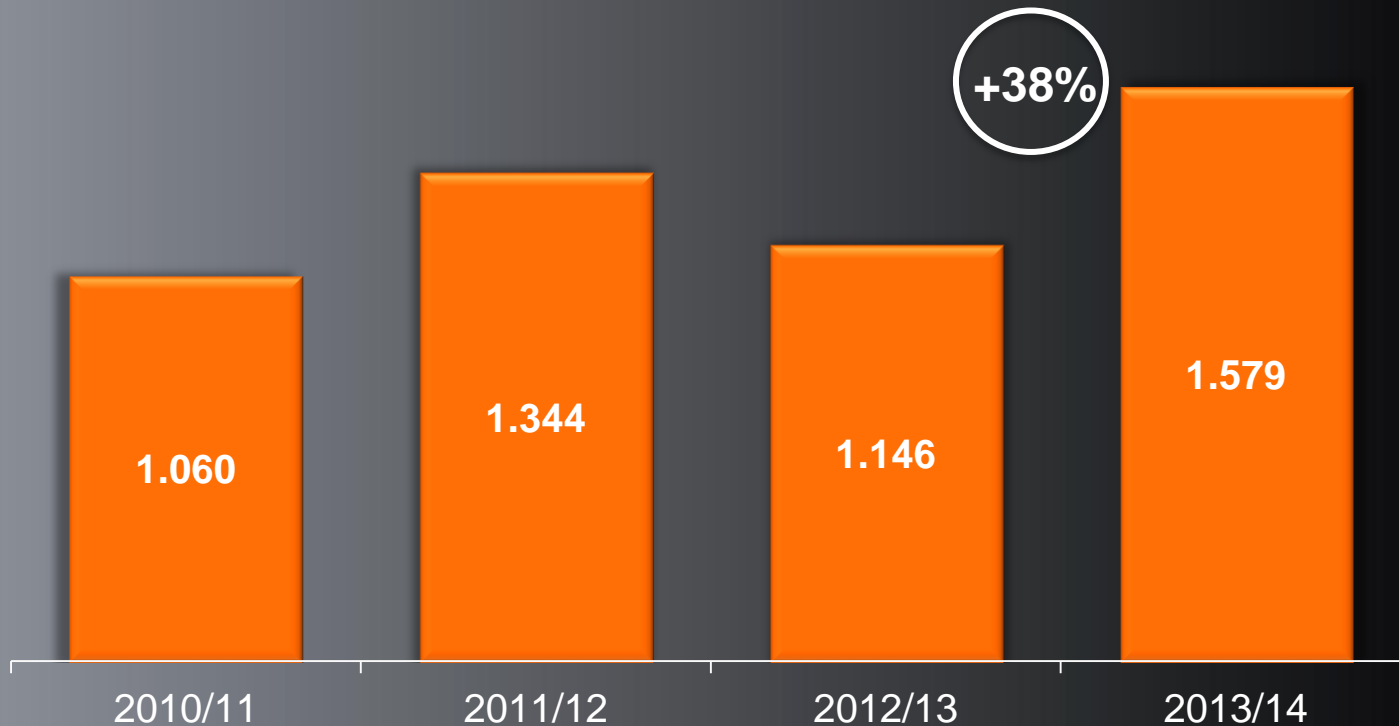
5 year accumulated investment top 5 leagues



Player sales- Top 5 European leagues

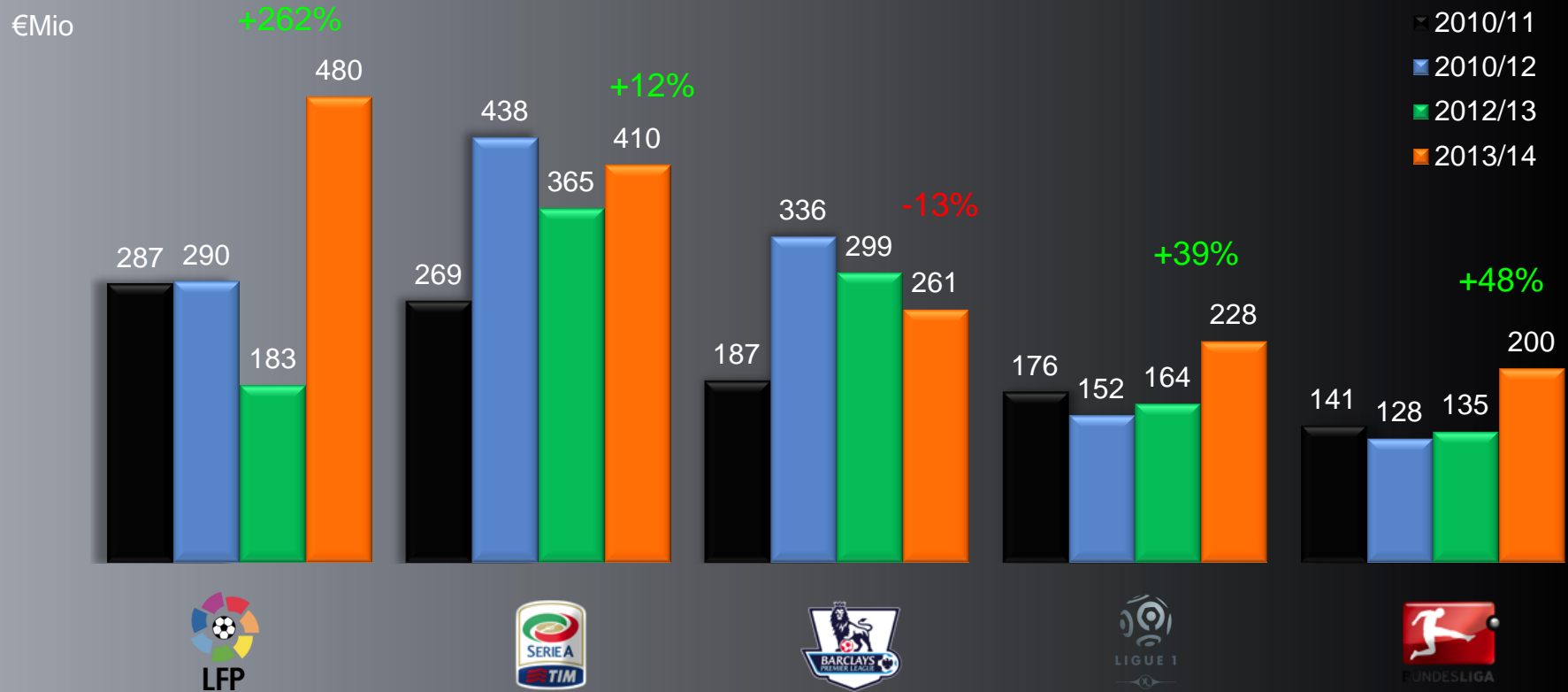


Mio€



Total income from players sales recuperates growth trend to 1,6bio€ (+38%) and reaches the highest level since 2010/11 season

Player sales- Top 5 European leagues

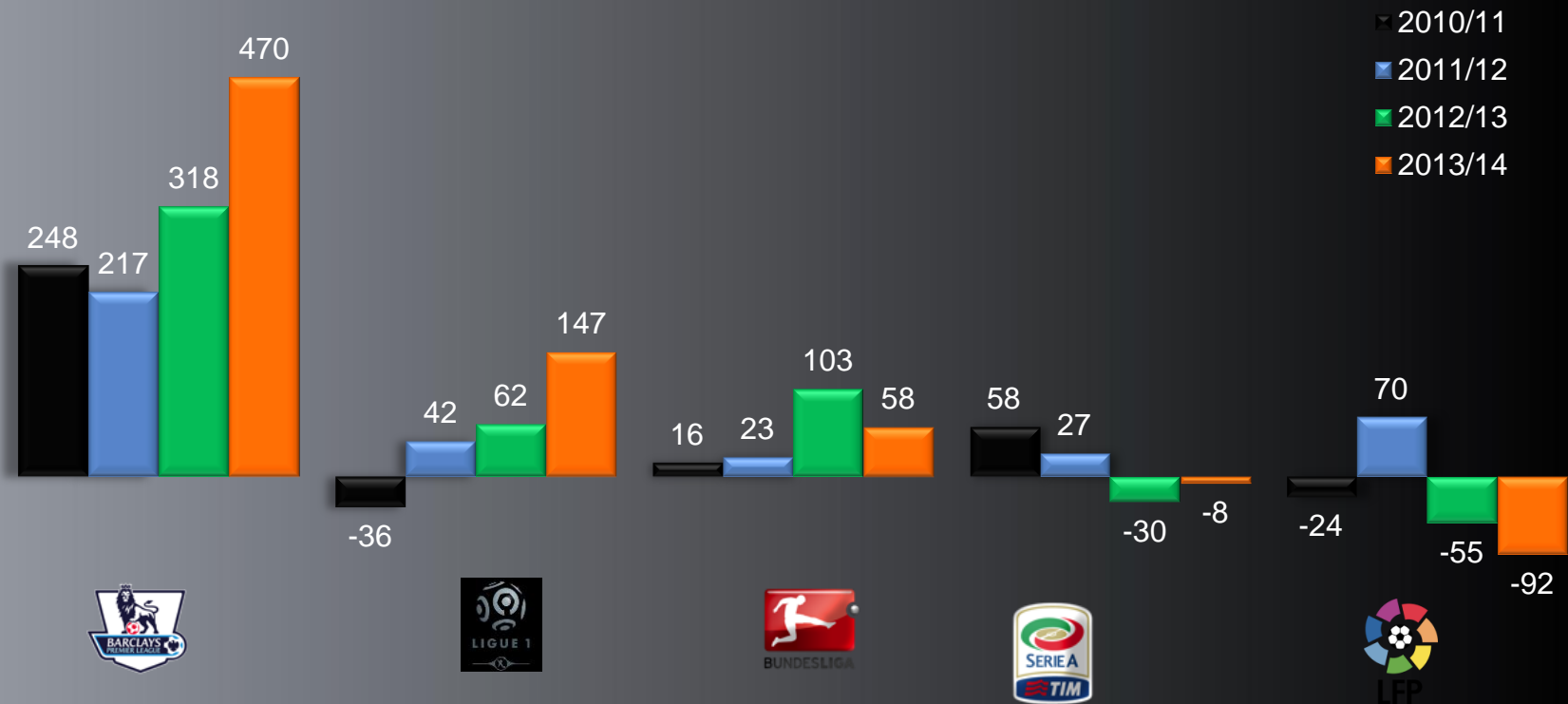


La Liga makes close to half billion € in player sales, its highest level ever and highest amount in Europe. All European leagues -except English Premier League- experimented increased income from player sales

Net spending- Top 5 European leagues



€Mio



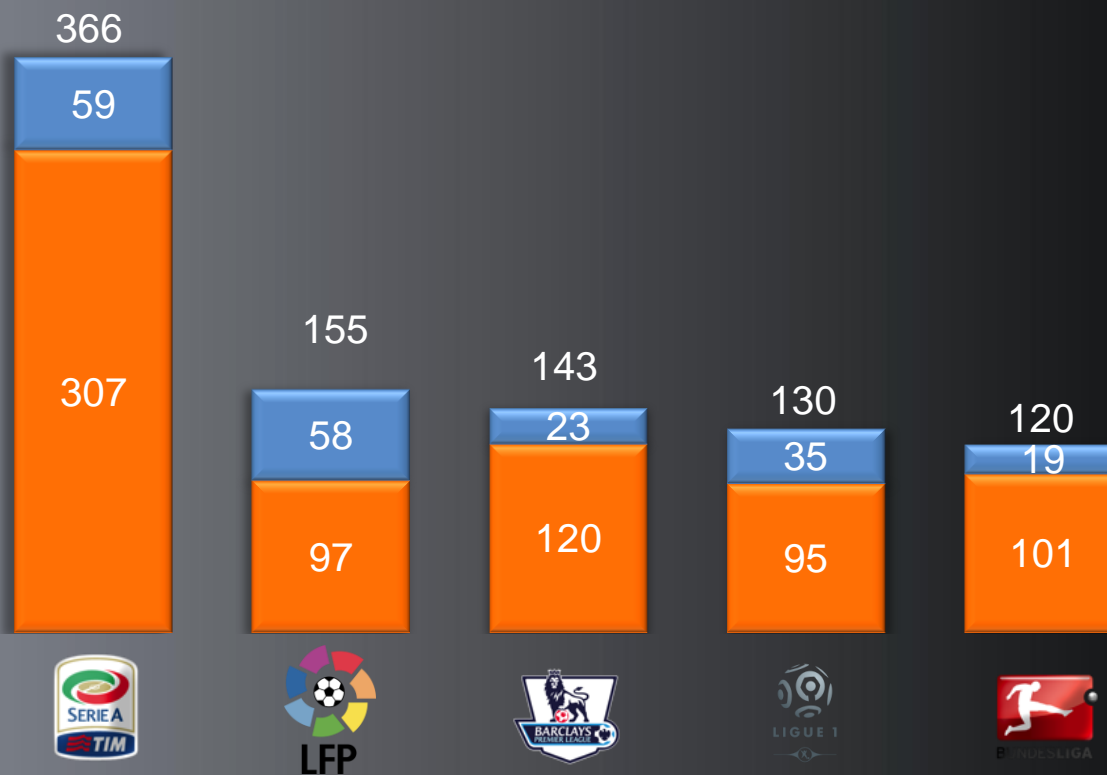
Premier League dominance becomes even stronger when deducting income from player sales, with a net investment still of 470mio€. On the other extreme, Spain continues to lose talent and experiments a negative net investment of 92mio€.

of player signings- Top 5 European leagues



Nº. of players

Loans
Signings



One more year, Serie A shows the highest number of player arrivals

of player exits- Top 5 European leagues



Nº of players

Loans
Transfers

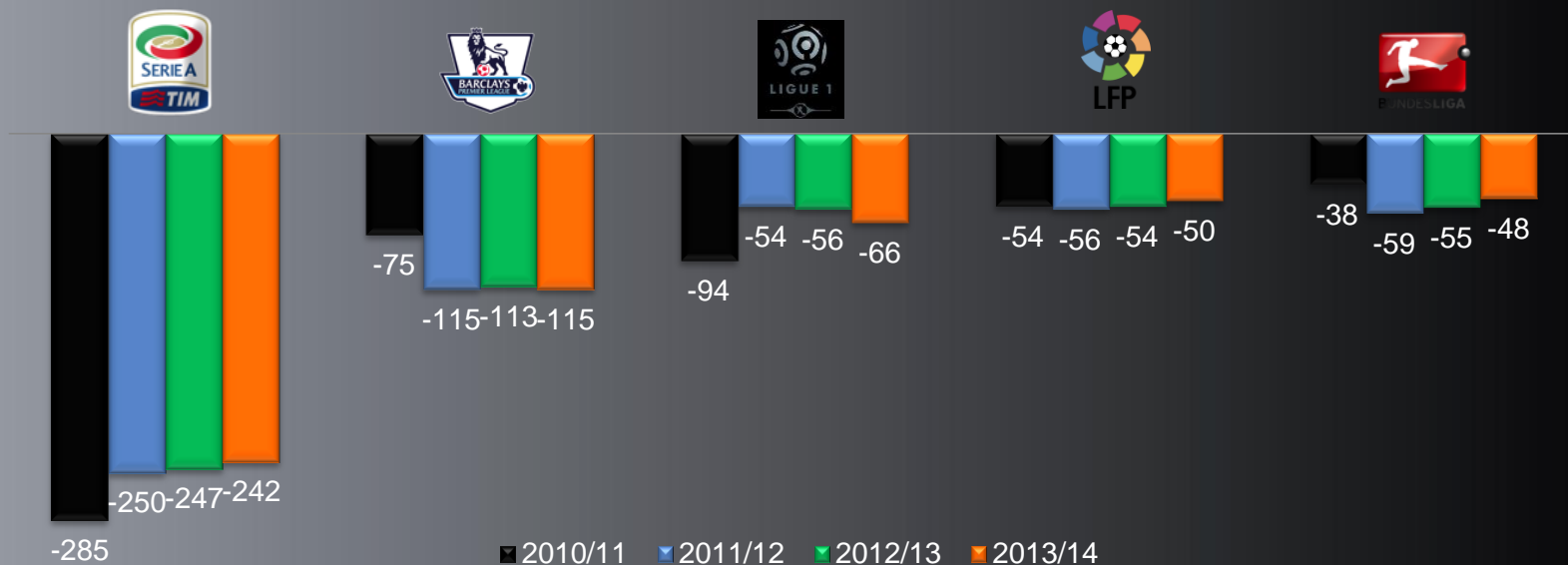


of exits confirms Serie A as the league with highest players circulation.
More than half of exits (52%) have been in loan format

Net # signings vs exits- Top 5 European leagues



Nº.of players



For the 4th consecutive season all leagues have experimented a net players reduction as teams continue to optimize squad wages costs

Top 10 spending ranking



Mio€

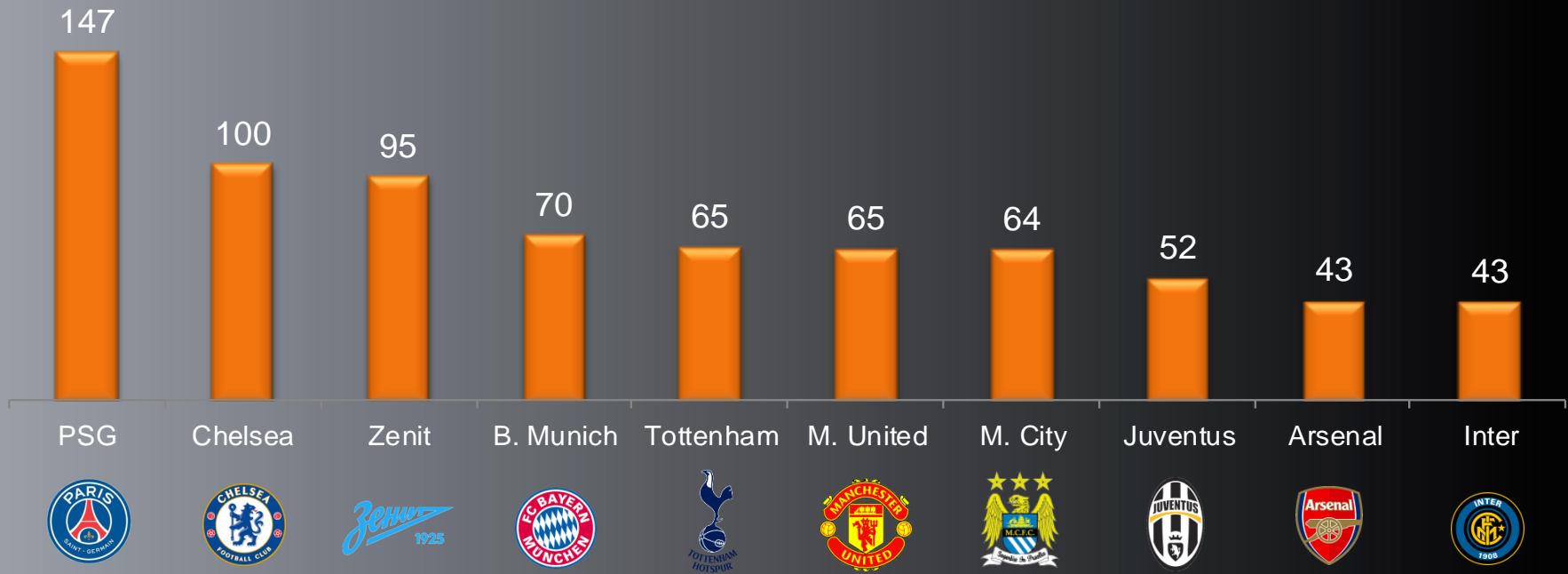


Real Madrid is back to top spending position 2 years later after by investing 183mio€ (101 in Gareth Bale). Under new Russian ownership, AS Monaco reaches 2nd position by spending 166mio€. Tottenham takes advantage of Bale sale to join top 3. Top 8 of clubs represents 60% of total investment of European football

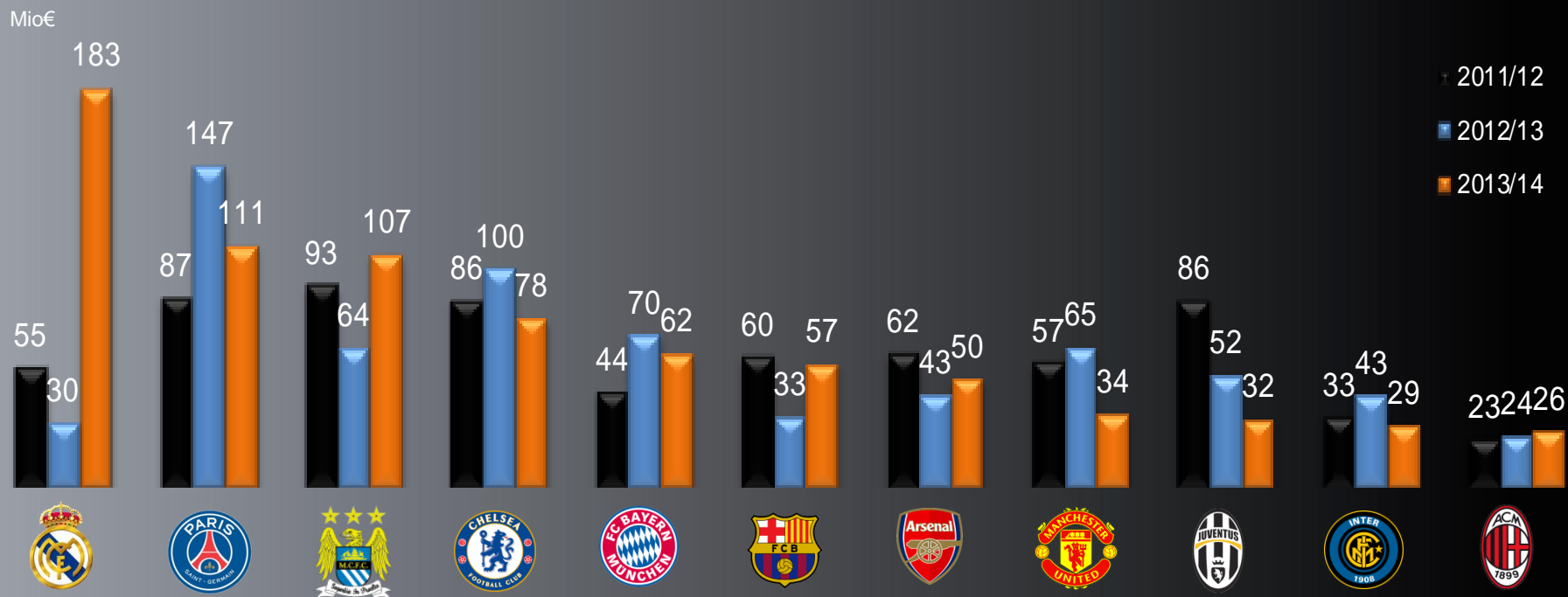
Top 10 spending ranking 2012/13



Mio€



Top European teams spending ranking



Real Madrid lead the spending ranking after 2 years of low investment.

PSG stays in the podium after another year of high expenditure to confirm its ambitious project.

Real Madrid (+600%) , FC Barcelona (+212) and Man. City (+67%) have spent more after 3 years in a row decreasing its expenditure

Top 5 spending clubs in each league



Mio€



| | |
|---------------|-------|
| Real Madrid | 182,5 |
| FC Barcelona | 57,0 |
| Sevilla FC | 33,9 |
| At. Madrid | 33,0 |
| Villarreal CF | 16,0 |



| | |
|-----------------|-------|
| Tottenham | 121,8 |
| Manchester City | 106,5 |
| Chelsea | 77,8 |
| Liverpool | 56,0 |
| Arsenal | 45,0 |



| | |
|---------------|------|
| SSC Napoli | 86,9 |
| AS Roma | 66,2 |
| AC Fiorentina | 38,3 |
| Juventus | 32,1 |
| Inter | 28,8 |



| | |
|-------------------|------|
| Bayern Munich | 62,0 |
| Borussia Dortmund | 50,0 |
| VfL Wolfsburg | 26,7 |
| Shalke 04 | 25,0 |
| Bayern Leverkusen | 21,4 |



| | |
|---------------|-------|
| AS Mönaco | 166,2 |
| PSG | 110,9 |
| O. Marsella | 41,7 |
| Saint-Etienne | 15,5 |
| Toulouse | 8,6 |

Accumulated 5 year spending of top teams



Mio€



Real Madrid (611mio€) is the team with the highest combined expenditure in the last 5 years, followed by Manchester City (549mio€) and PSG (370)

Top 10 teams in player sales income



Mio€

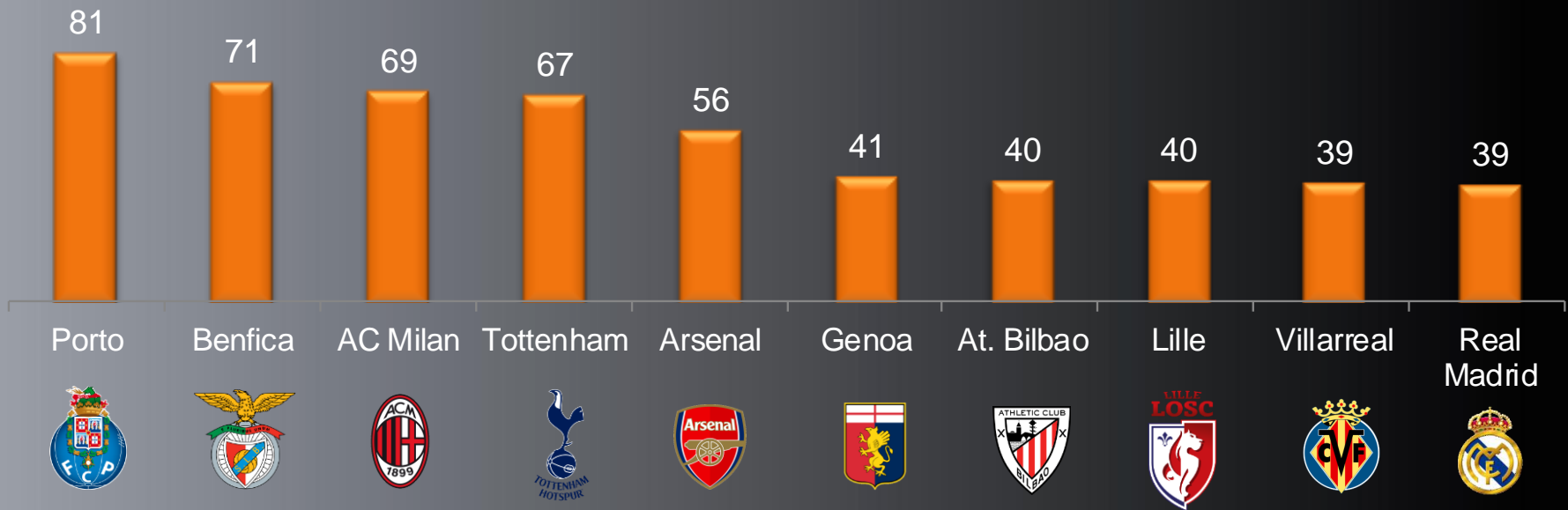


Anzhi is the European leader in player sales income after reduced ownership commitment.
Tottenham (128mio€) reaches 2nd position thanks to Gareth Bale sale to Real Madrid.

Top 10 teams in player sales income 2012/13



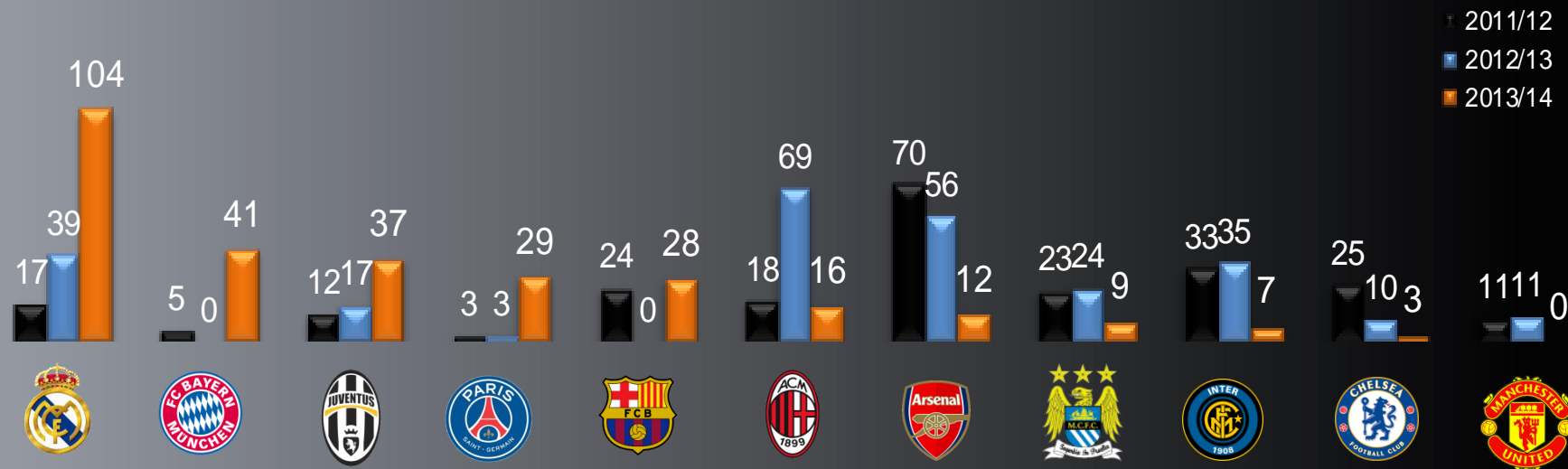
Mio€



Top European teams player sales ranking



Mio€



Real Madrid is the team with highest income from player sales among the top ones. Bayern Munich, Juventus and PSG get important revenues from sales after 2 years of failing to reach high figures

Top European teams player sales ranking



Mio€



| | |
|-----------------|-------|
| Real Madrid | 103,5 |
| Sevilla FC | 81,9 |
| Atlético Madrid | 78,0 |
| Valencia CF | 41,7 |
| Real Sociedad | 39,0 |

| | |
|------------|-------|
| Tottenham | 127,7 |
| Everton | 39,4 |
| Liverpool | 30,8 |
| Sunderland | 22,2 |
| Arsenal | 11,6 |

| | |
|---------------|------|
| AS Roma | 91,9 |
| SSC Napoli | 70,7 |
| AC Fiorentina | 40,0 |
| Juventus | 36,7 |
| Udinese | 26,2 |



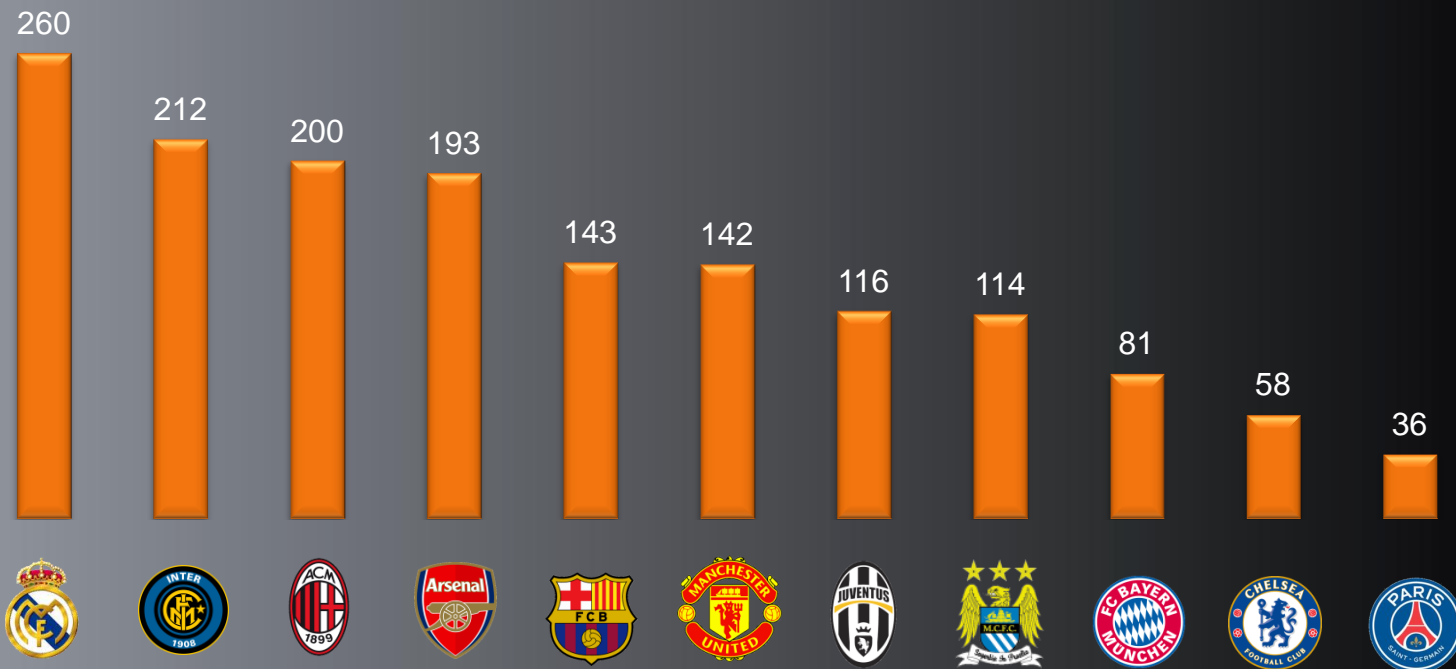
| | |
|-------------------|------|
| Borussia Dortmund | 44,1 |
| Bayern Munich | 41,0 |
| Bayern Leverkusen | 34,7 |
| Werder Bremen | 12,9 |
| Mainz 05 | 11,3 |

| | |
|---------------|------|
| Lille OSC | 45,0 |
| PSG | 28,5 |
| O. Lyon | 24,5 |
| Saint-Etienne | 23,0 |
| Toulouse | 12,7 |

Accumulated 5 year player sales of top teams



Mio€



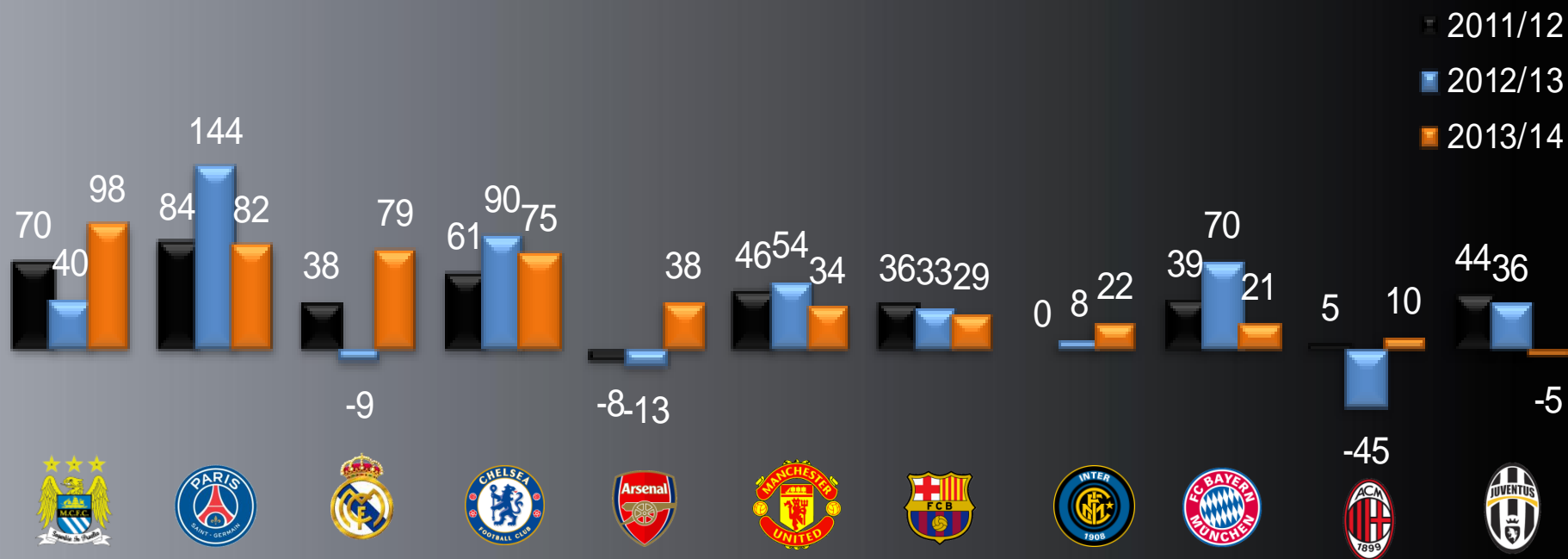
Real Madrid gets confirmed as the most active team in the market having also the highest accumulated sales in the last 5 years.

Inter Milan and AC Milan follow in 2nd and 3rd position

Top European teams net investment ranking



Mio€



Manchester City is the team with highest net investment this season.

PSG keeps signing players without selling much for the 3rd year in a row and gets 2nd position.
Juventus doesn't invest the income from player sales and is the only top team with more sales than spending in players

Accumulated 5 year net investment of top teams

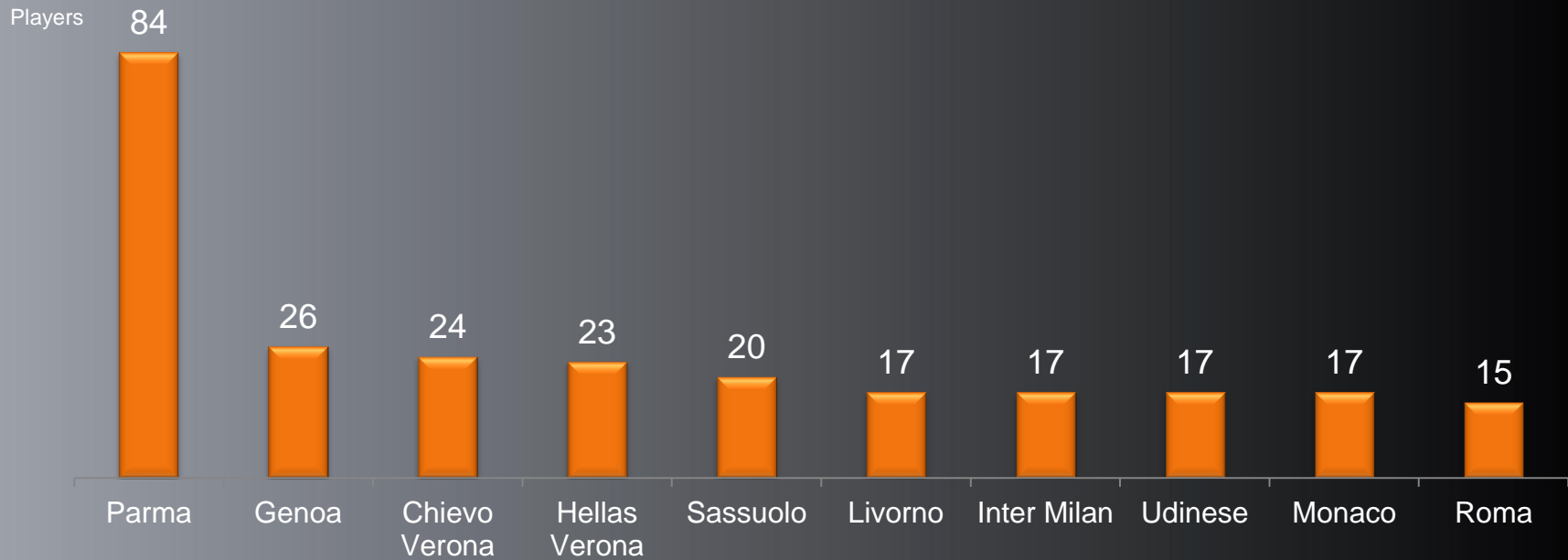


Mio€



* Winter window deals not included

European club ranking in # of signings

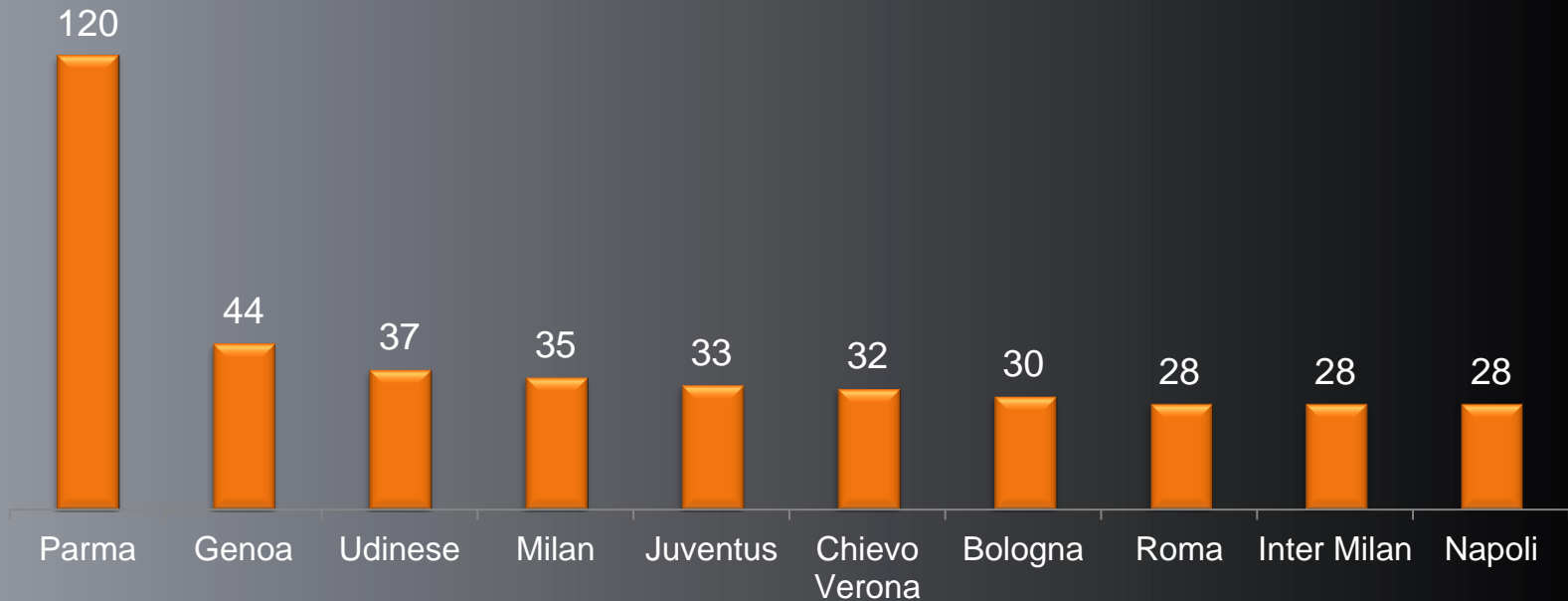


Italian teams top ranking of number of player arrivals and exits

European club ranking in # of exits



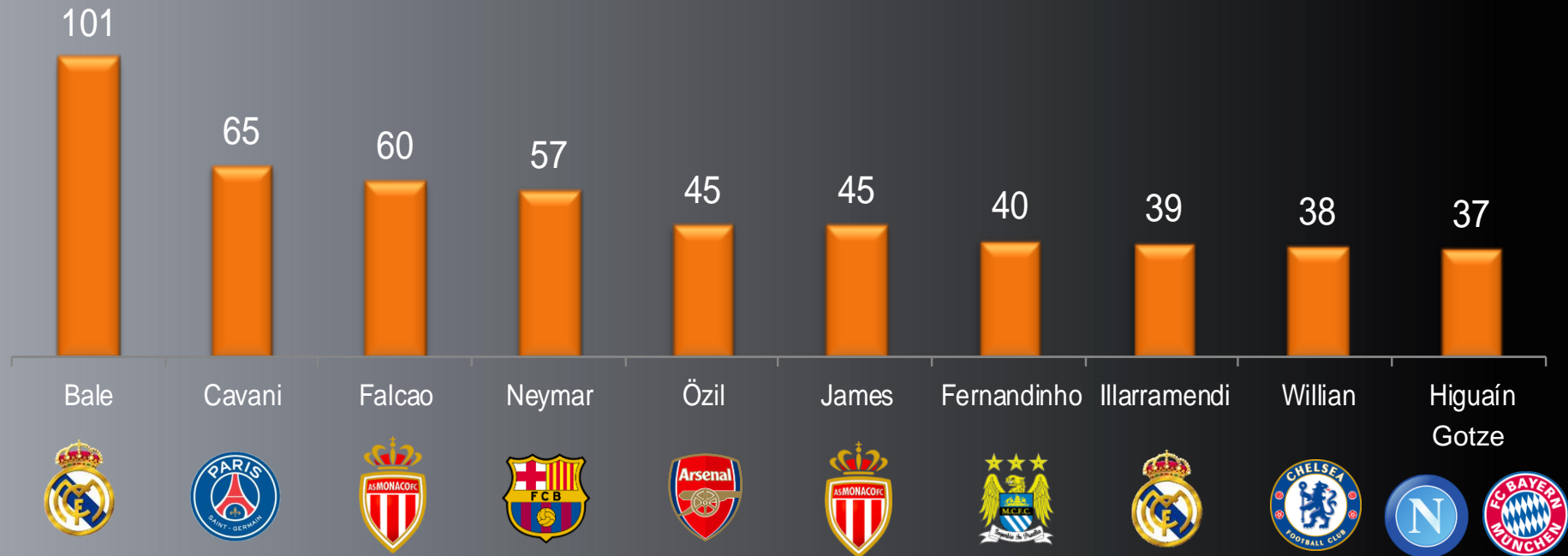
Players



Top 10 most expensive players 2013/14



€Mio



Bale signing is the most expensive of the summer and in football history.
The average cost of signings in the top 10 (53,1mio€) is 41% higher than last season

Top 10 most expensive players 2012/13



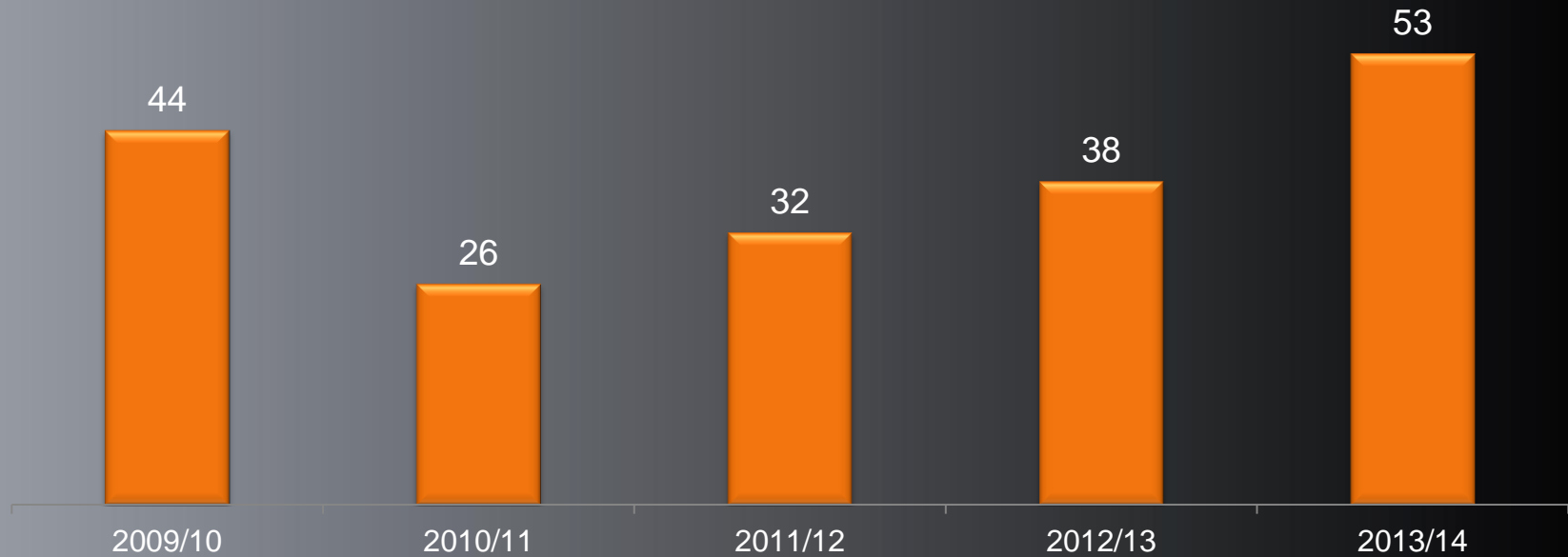
€Mio



Average value Top 10 European signings last 5 years



Mio€



Average value of top 10 signings in 2012/13 is 53mio€, setting a new record

Top 5 most expensive players in each league



Mio€



| | |
|--------------|-----|
| Bale | 101 |
| Neymar | 57 |
| Illarramendi | 39 |
| Isco | 30 |
| Guilagovi | 10 |



| | |
|----------------|----|
| Özil | 45 |
| Fernandinho | 40 |
| Willian | 38 |
| Fellaini | 32 |
| Soldado/Lamela | 30 |



| | |
|-------------|----|
| Higuaín | 37 |
| Strootman | 17 |
| Mario Gómez | 16 |
| Benatia | 14 |
| Ogbonna | 13 |



| | |
|--------------|----|
| Götze | 37 |
| Mkhitaryan | 28 |
| Thiago | 25 |
| Luiz Gustavo | 18 |
| Aubameyang | 13 |



| | |
|------------|----|
| Cavani | 65 |
| Falcao | 60 |
| James | 45 |
| Marquinhos | 31 |
| Moutinho | 25 |

Ranking most expensive transfers ever



€Mio



Half of the top 10 most expensive transfers ever have been made by Real Madrid.
Also 4 of the top 10 transfers took place this summer (Bale, Cavani, Falcao and Neymar)

Usage top 10 European signings 2012/13



% Minutes



Van Persie is the most profitable signing (number of minutes).
Chelsea's signings (Hazard and Oscar) are both at the top of the list

*Winter window transfers not included. Calculated on domestic league minutes

**Was transferred in summer but incorporated to the team in winter



Summer transfers window 2013/14

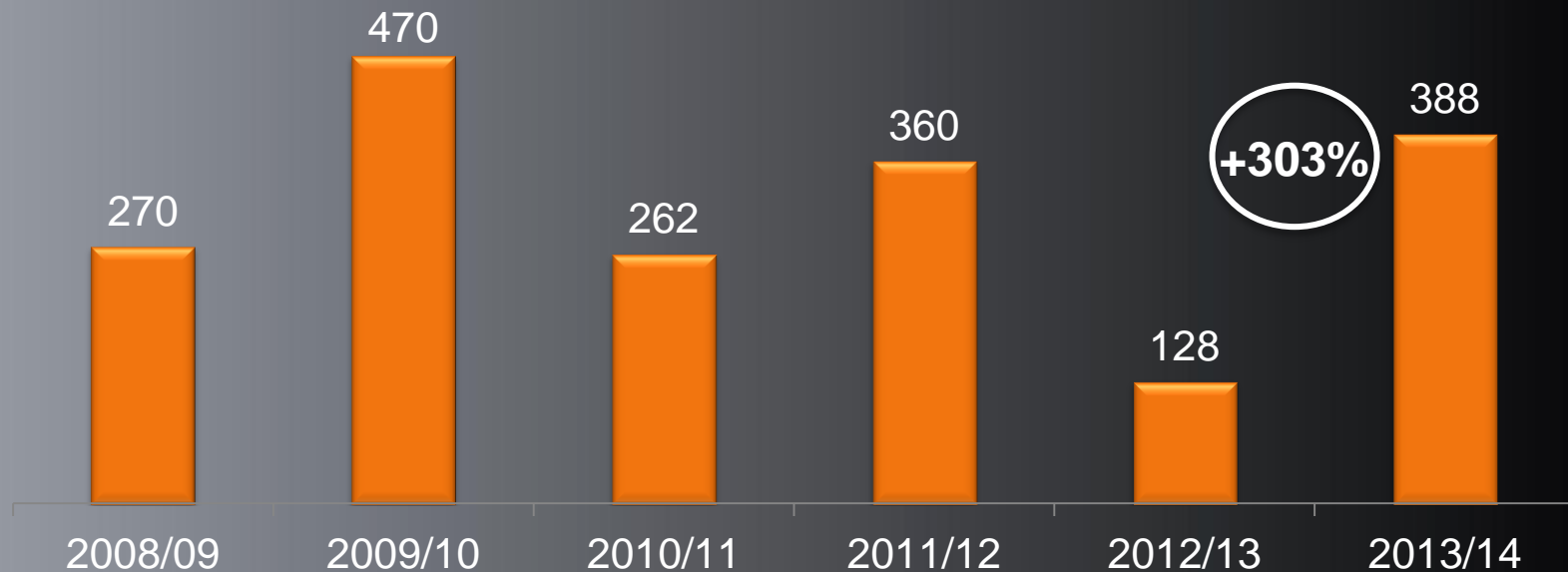


1. Background
2. European football
3. La Liga

Total player acquisition spending- La Liga



Mio€

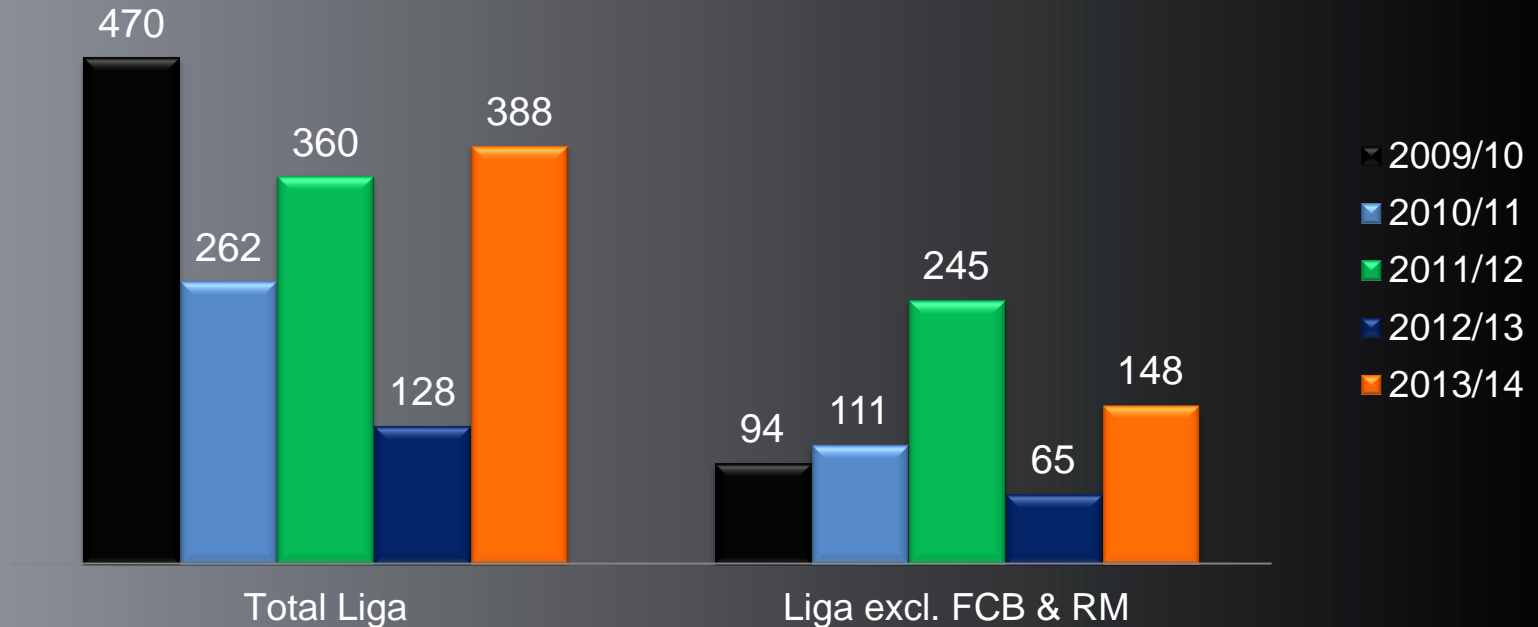


La Liga has tripled investment in new players to almost 400mio€, 2nd largest ever, as a result of reinvestment of income from sales and extraordinary signing of Gareth Bale by Real Madrid

Player acquisition spending- La Liga

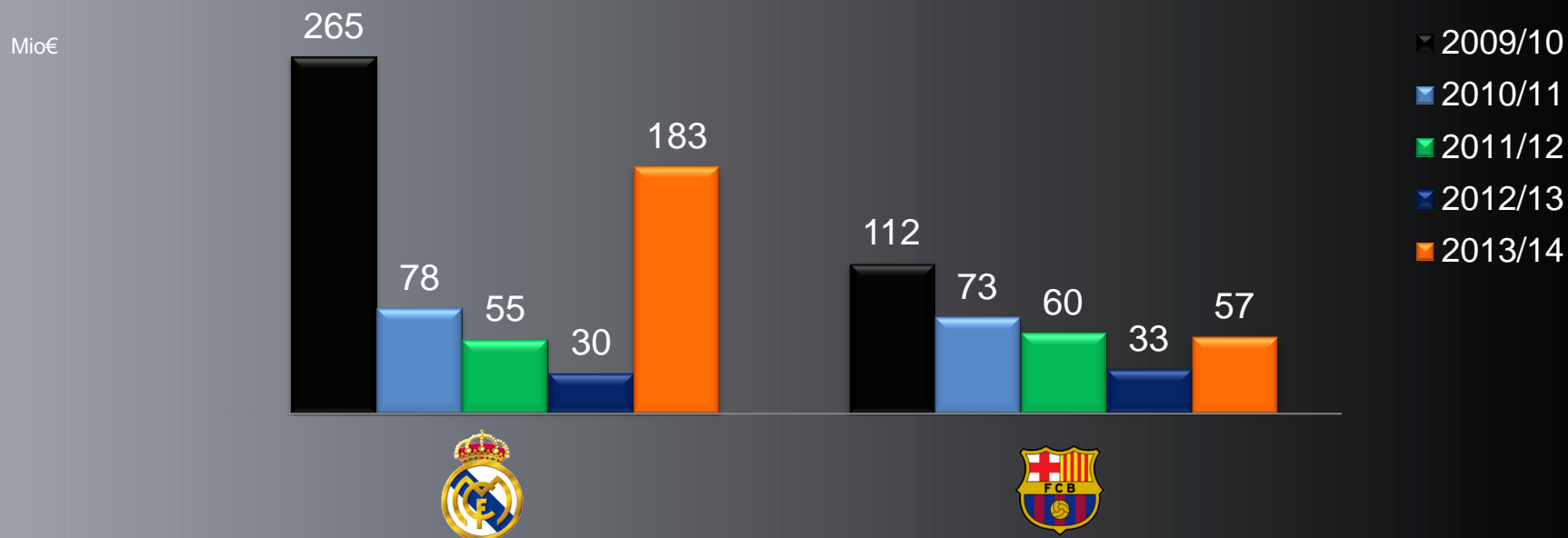


Mio€



Signings by Barça and Real Madrid accounted for 62% of La Liga total
(49% in 12/13, 32% in 11/12, 57% in 10/11, 80% in 09/10)

New players investment R. Madrid vs FC Barcelona

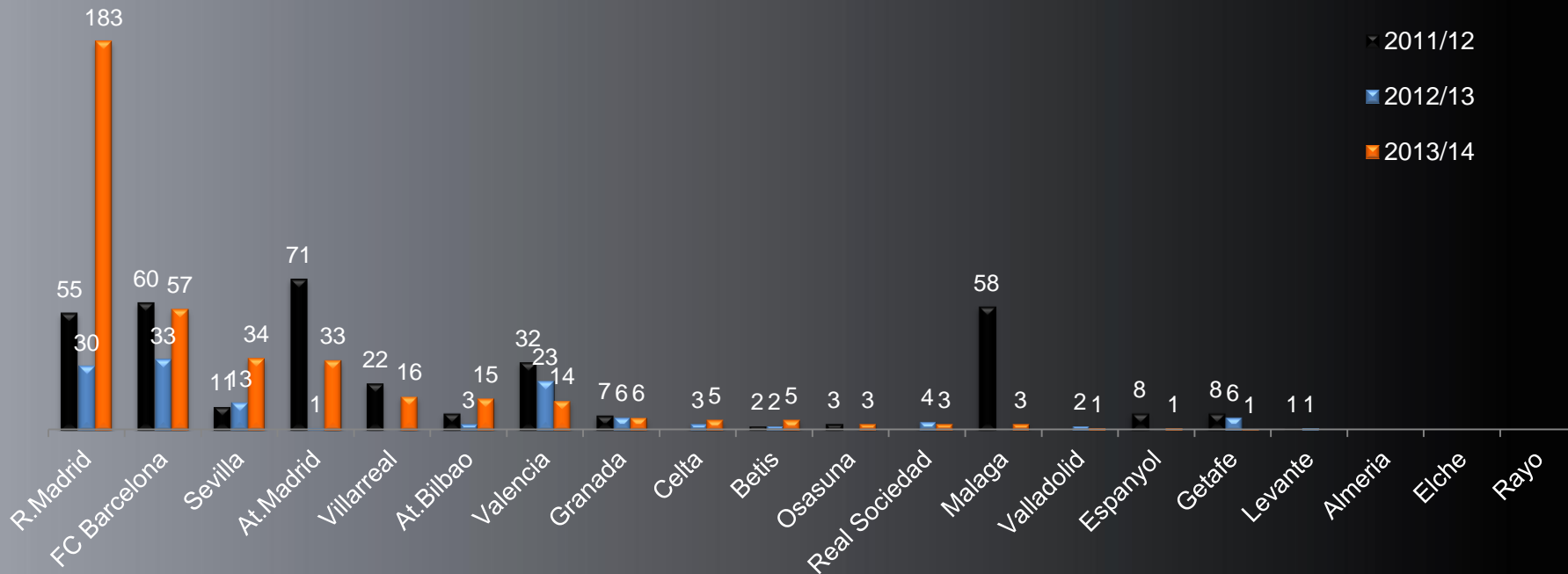


Both Real Madrid and Barça recuperate growth trend after 3 consecutive years of decline. Season 2009/10 expenditure by Real Madrid is still its highest ever

New players spending by team



Mio€



Sevilla and Atlético Madrid follow the 2 giants by partially reinvesting income from players sales. 4 teams did not spend any money and 10 spent 3mio€ or less

Top 10 on 5 year accumulated investment



Mio€



Real Madrid accounts for 38% of total La Liga players investment of the last 5 years and has spent 82% more than FC Barcelona

Top 10 most expensive players 2013/14



€Mio



Bale and Neymar signings joined top 10 of most expensive signings ever. 5 of top 10 signings in Spain were made by Real Madrid or FC Barcelona (vs 3 at previous season)

Top 10 most expensive players 2012/13



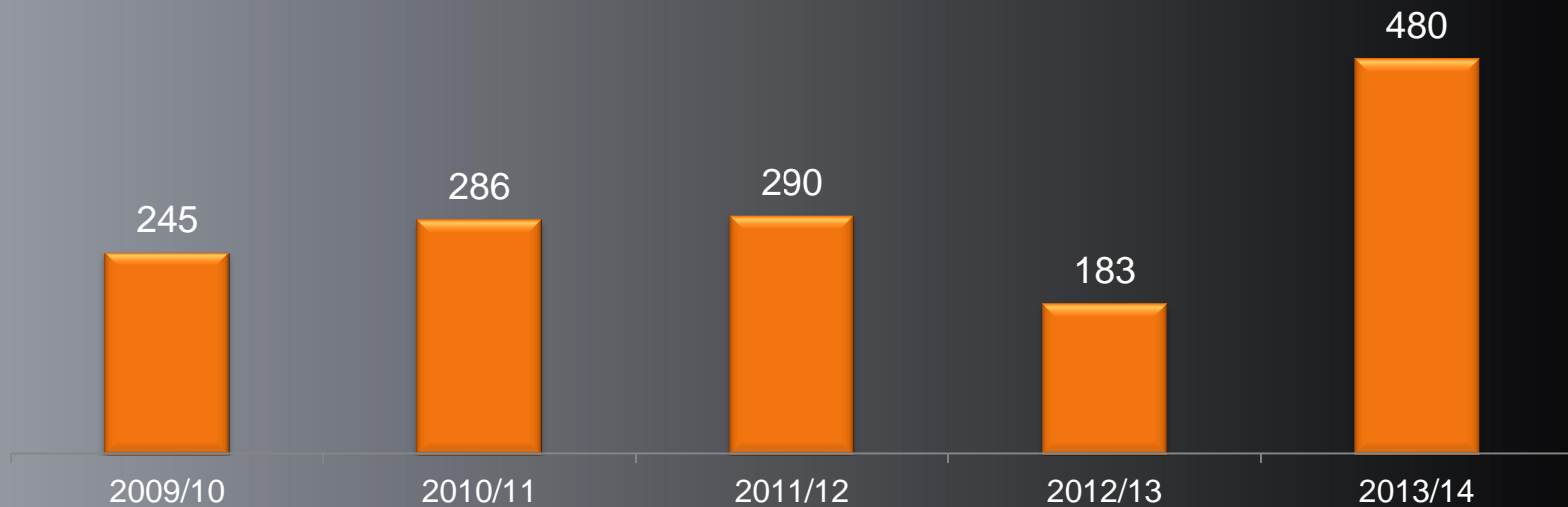
€Mio



Total value of player sales- La Liga

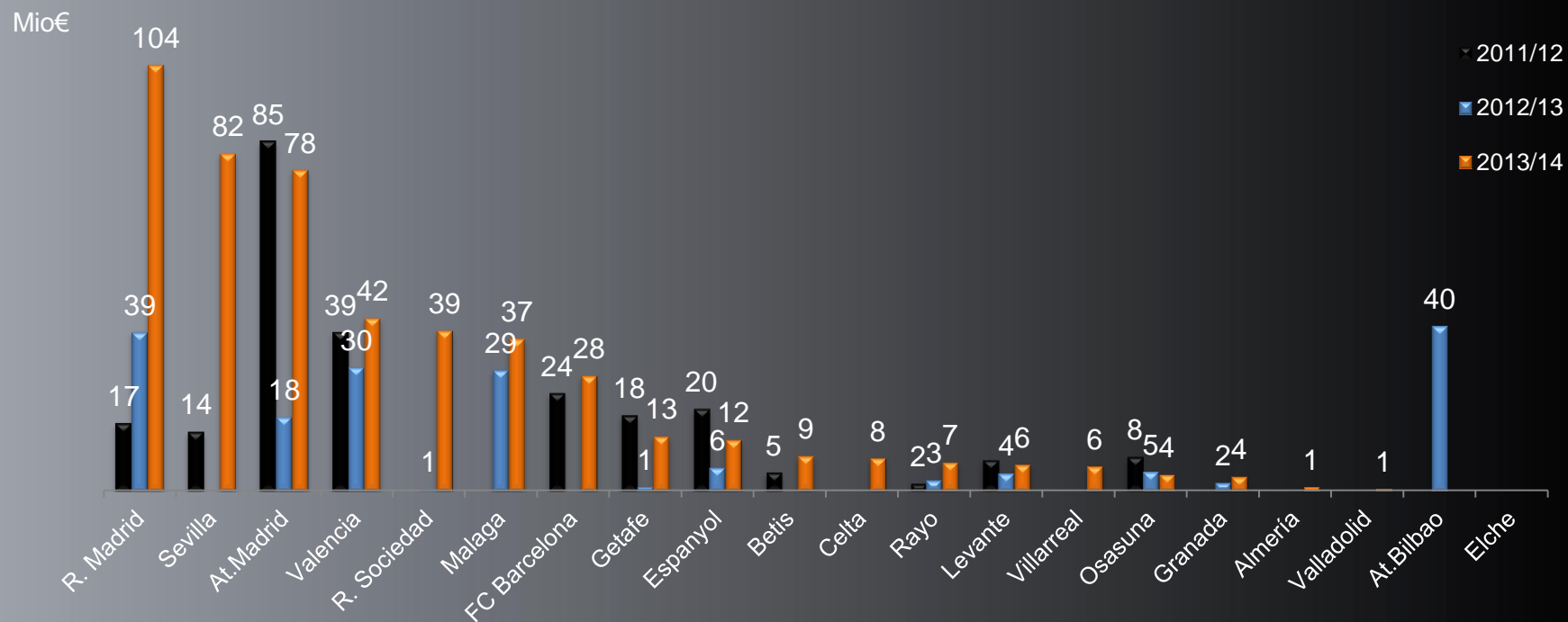


Mio€



Spanish La Liga sold players for 480mio€ at 13/14 summer transfer window, the highest amount in European history

Player sales by team



Real Madrid is also the most active team in player sales by releasing Ozil, Higuain, Albiol and Callejón. FC Barcelona is only 7th (Thiago, Villa & Fontás). Sevilla, Atlético Madrid and Valencia, forced to sell their best players

Top 10 on 5 year accumulated player sales



Mio€

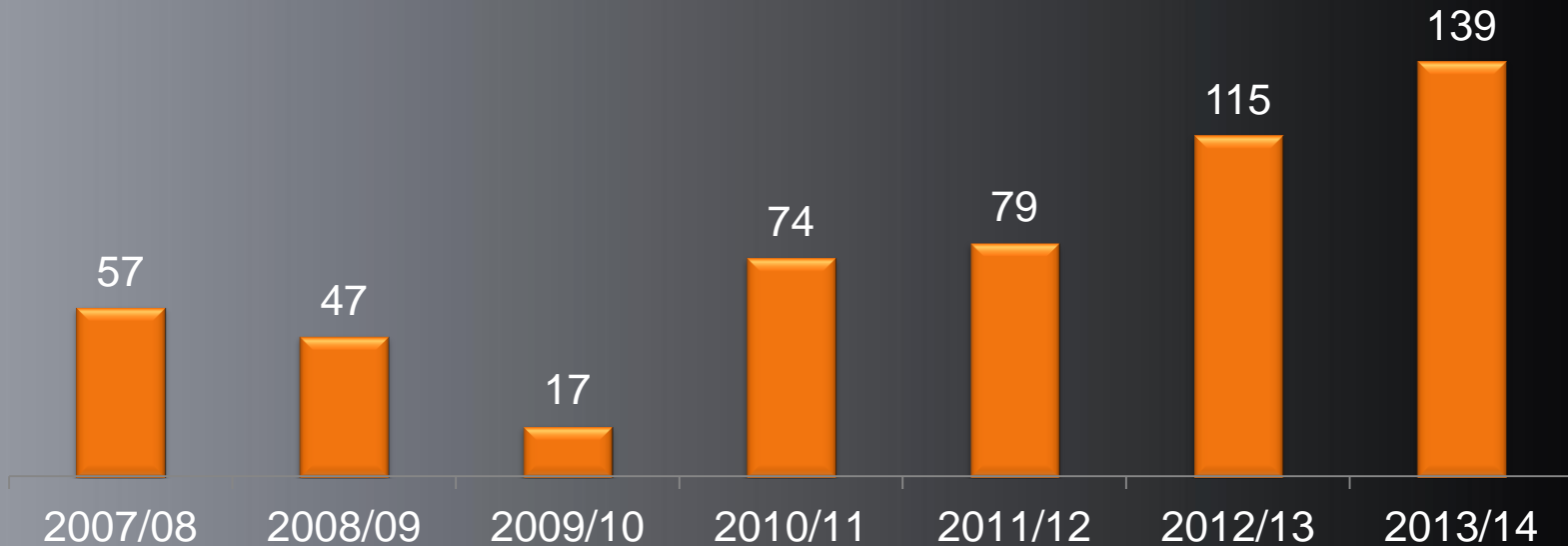


Financial constraints and availability of top players have put At. Madrid and Valencia very close to Real Madrid over a 5 year period. FC Barcelona traditionally more reluctant to sell its best players

Sales abroad of national players



Mio€

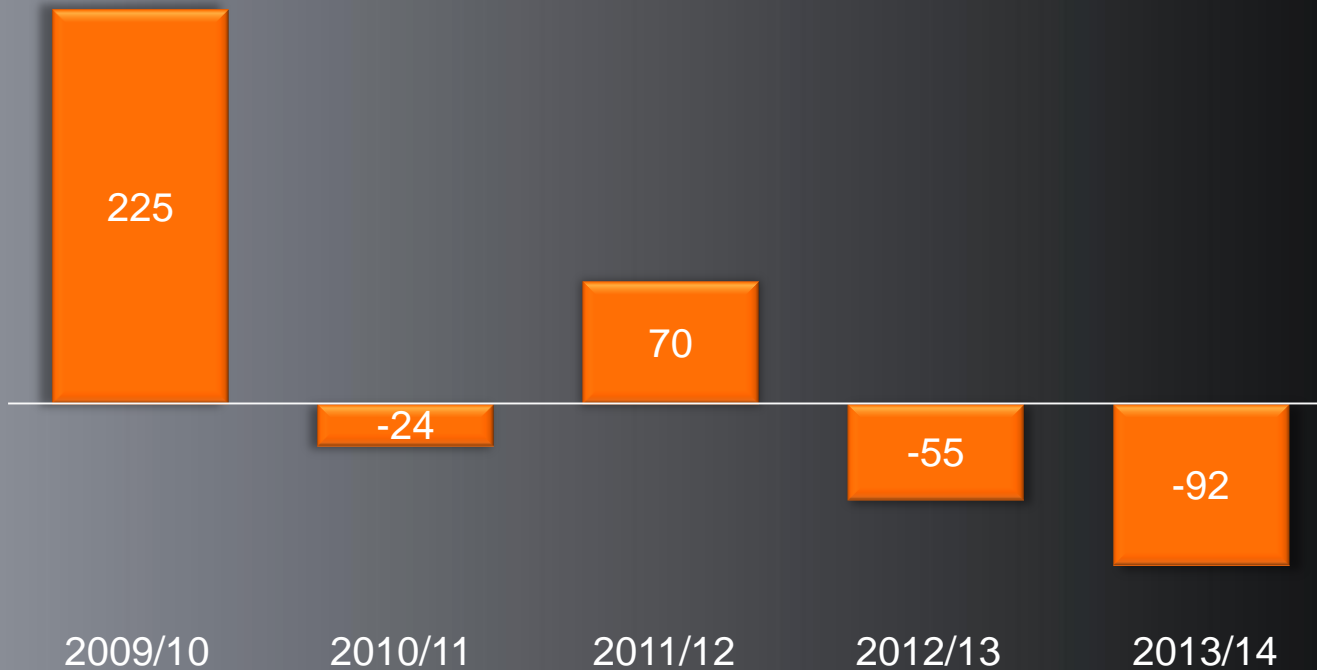


Spanish players exports grew for 4th consecutive seasons to 139, the highest number ever

Total net spending- La Liga



€Mio

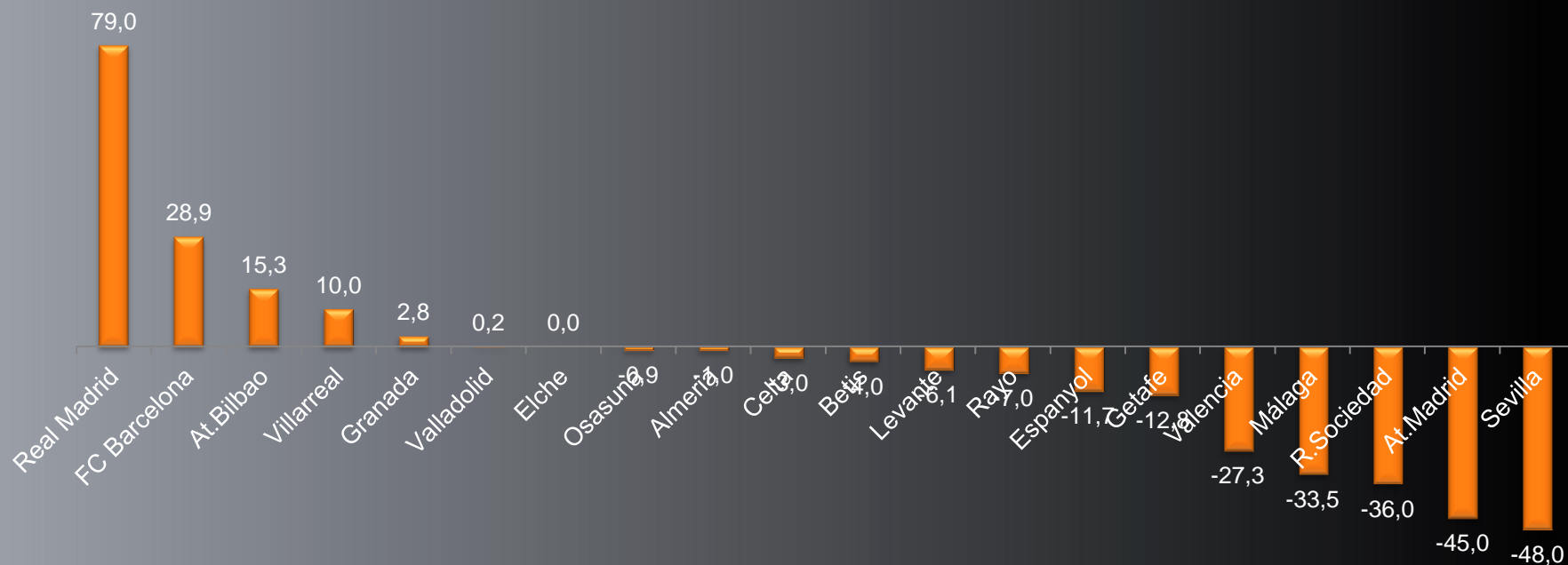


The highest ever sales at La Liga resulted in a negative net investment of 92mio€, also the highest ever. La Liga moving from “buying” into “selling” type of league

Net players spending by team



€Mio

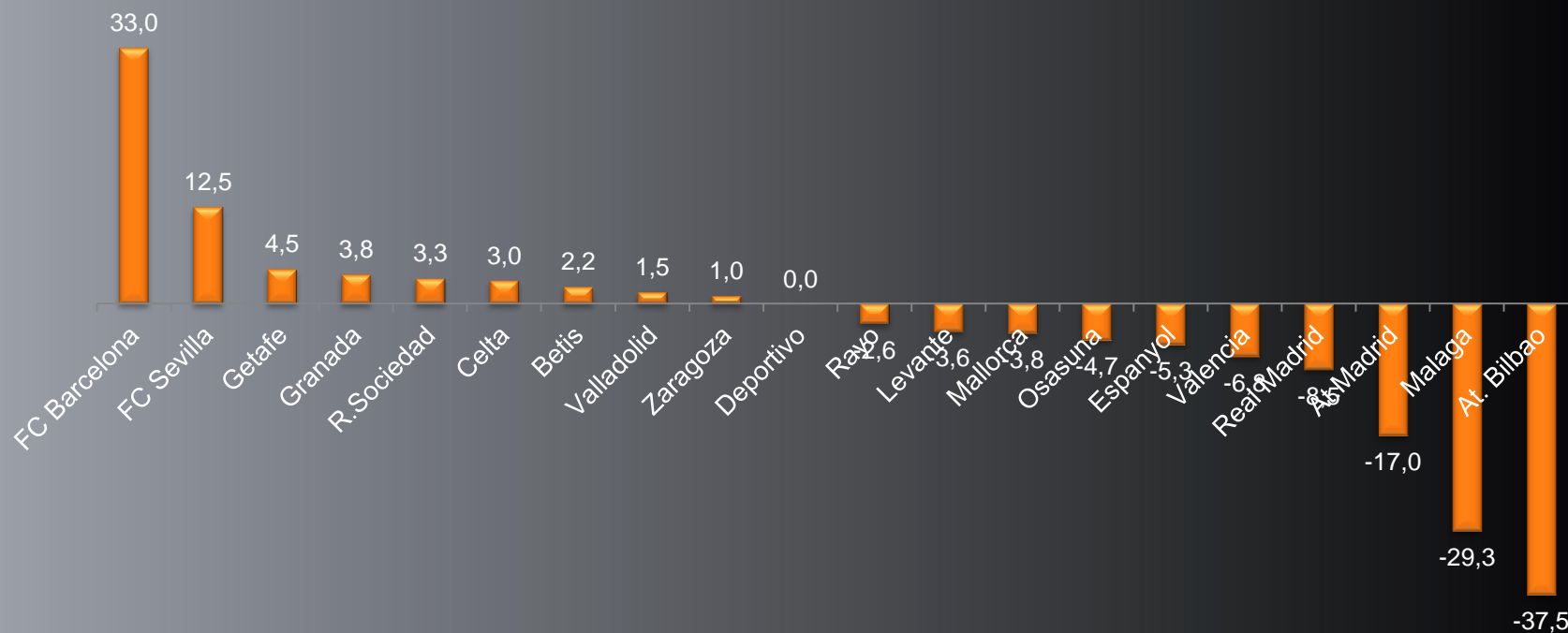


Real Madrid and FC Barcelona clearly lead net investment ranking. 13 of 20 teams had higher sales than investment. Most teams did not reinvest their significant income from players sales

Net players spending by team 2012/13



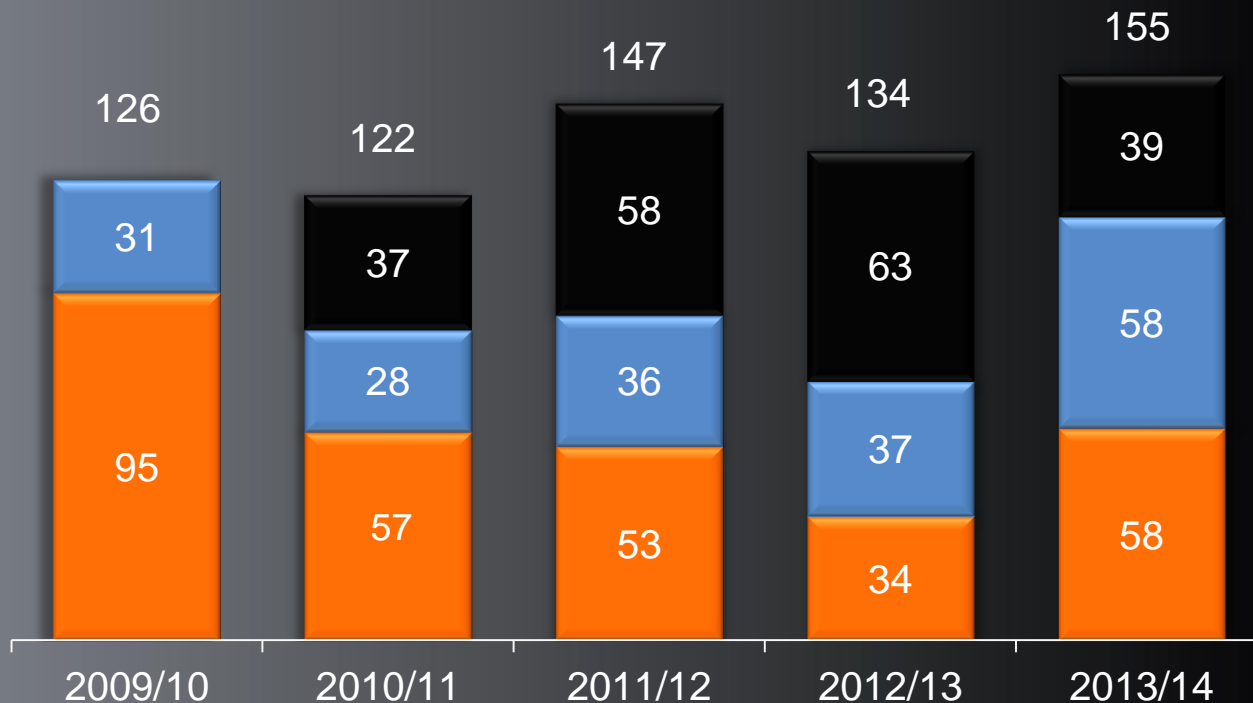
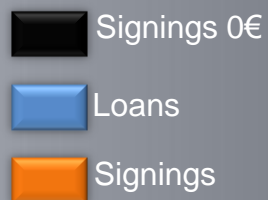
€Mio



of signings- La Liga



Nº of players



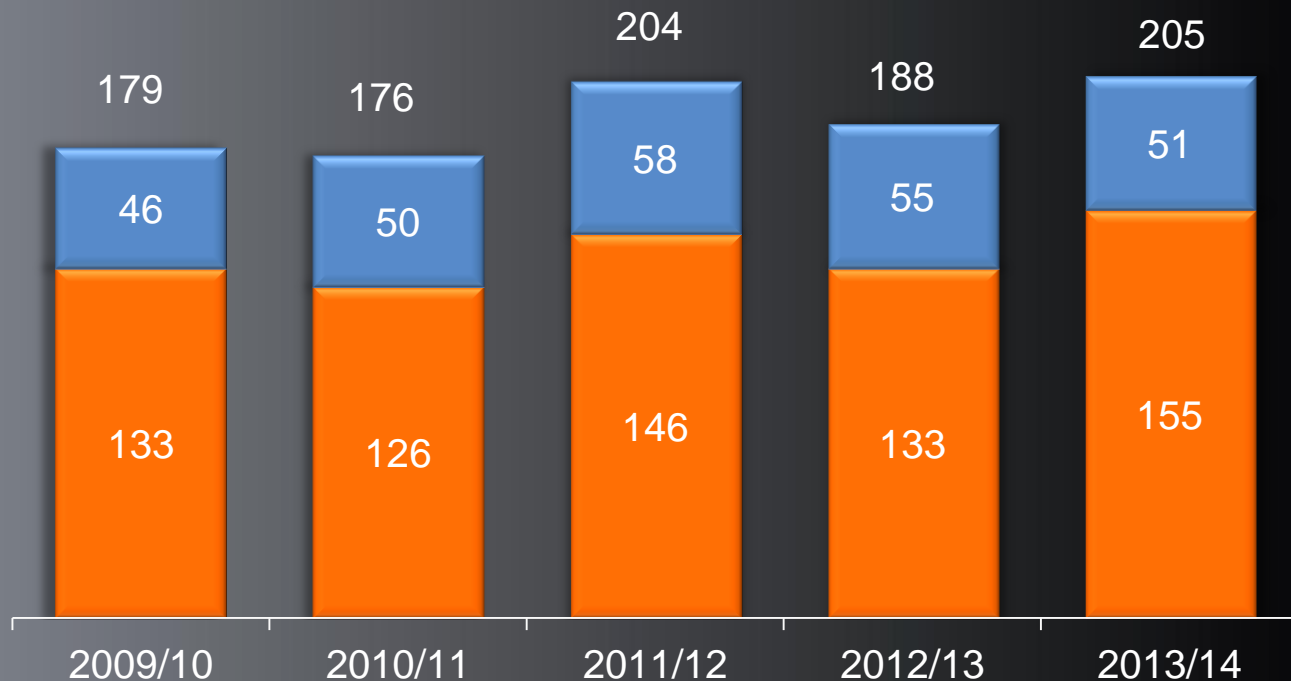
The number of new players is the highest of last 5 years. As usual, there is a significant presence of loans and signings at 0 cost

of exits- La Liga



Nº of players

Loans
Signings



The number of exits is the highest in recent years.
In average, every team released 10 players

Net # of signings vs exits- La Liga



Nº of players

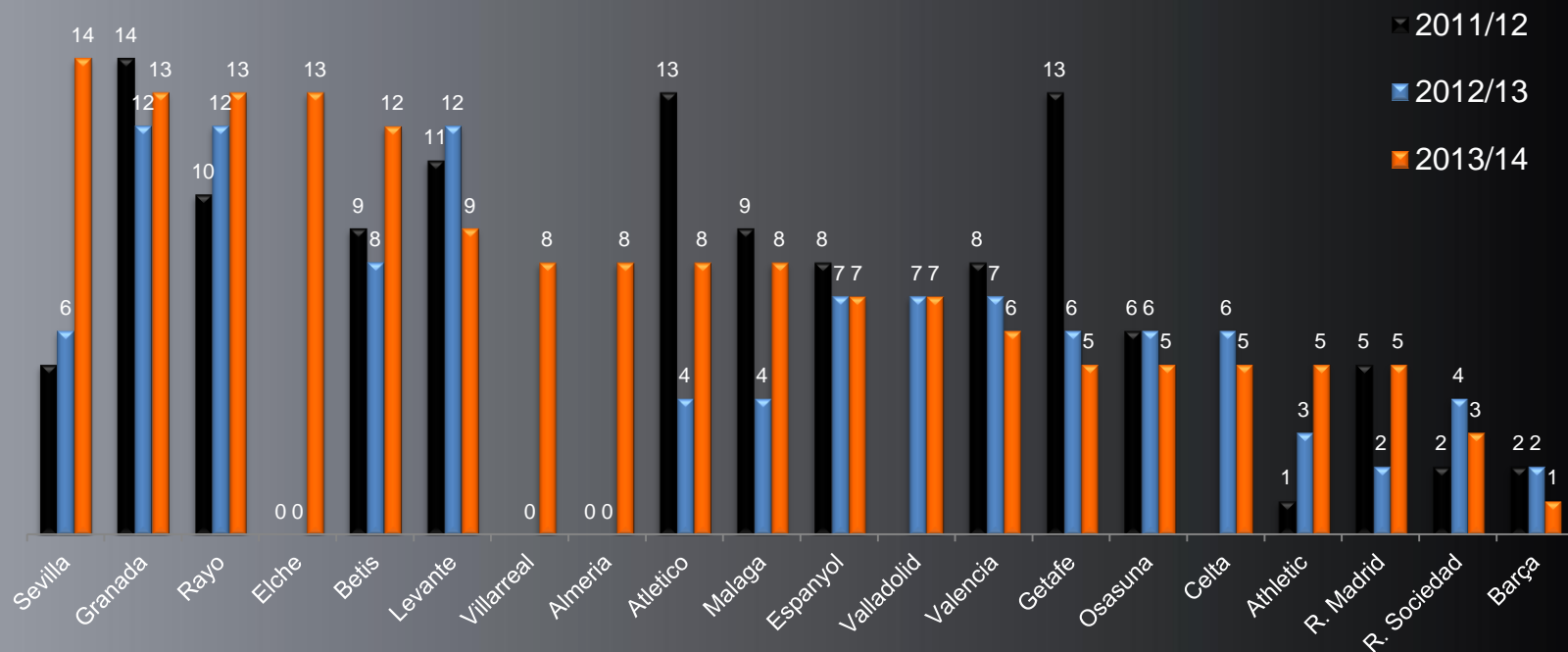


For the 5th consecutive season, La Liga teams took advantage of the transfer window to reduce the number of players in the pay roll

of signings by team



Nº of players

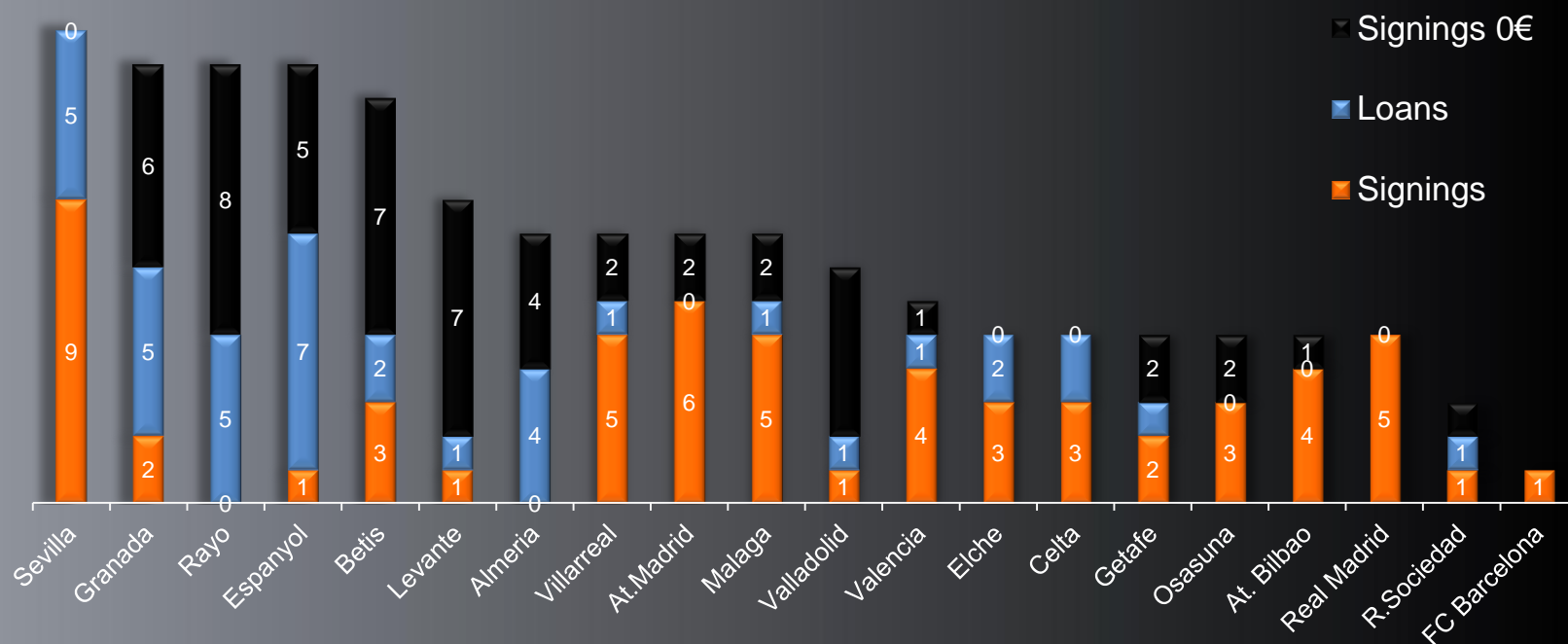


Sevilla has made the biggest squad turnaround of La Liga, with 14 new players and 19 exits.
Granada and Rayo Vallecano traditionally among the most active teams.
FC Barcelona repeats as team with lowest number of new players

of signings by team and category



Nº of players



of exits by team

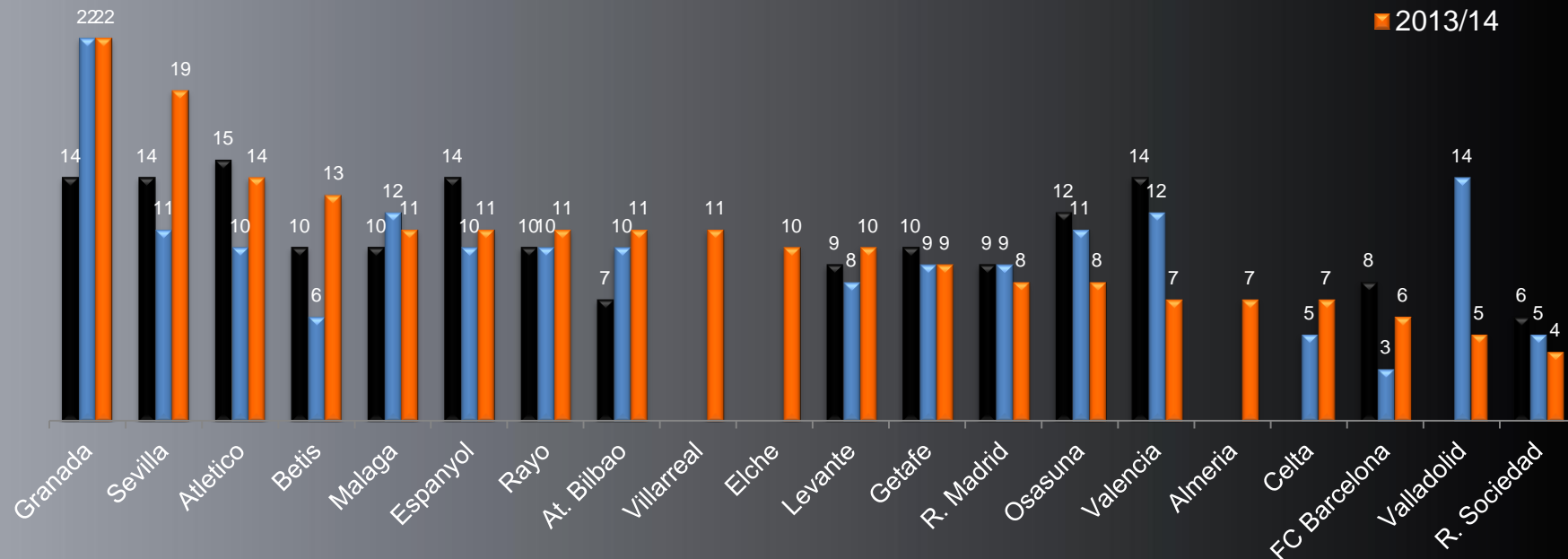


Nº of players

■ 2011/12

■ 2012/13

■ 2013/14

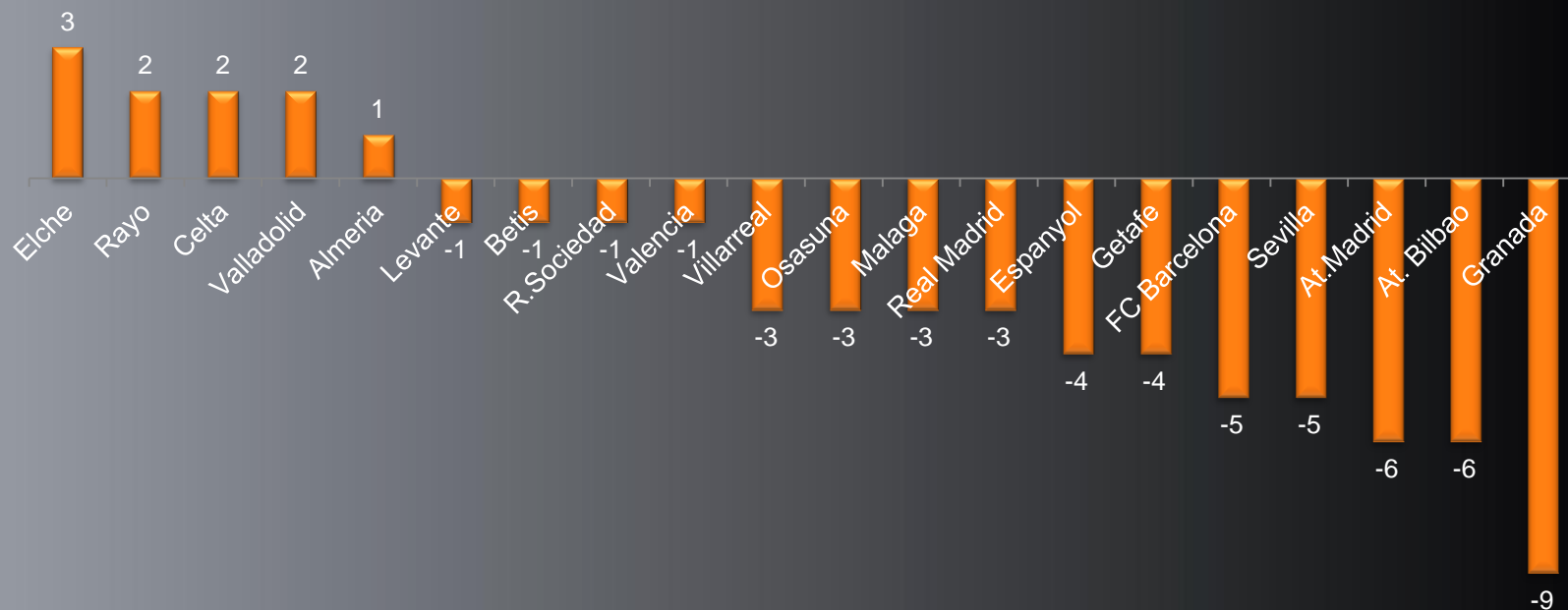


13 teams have released 9 players or more. Granada leads releases ranking again (22).
Real Sociedad only saw 4 players leaving the club

Net # of signings vs exits

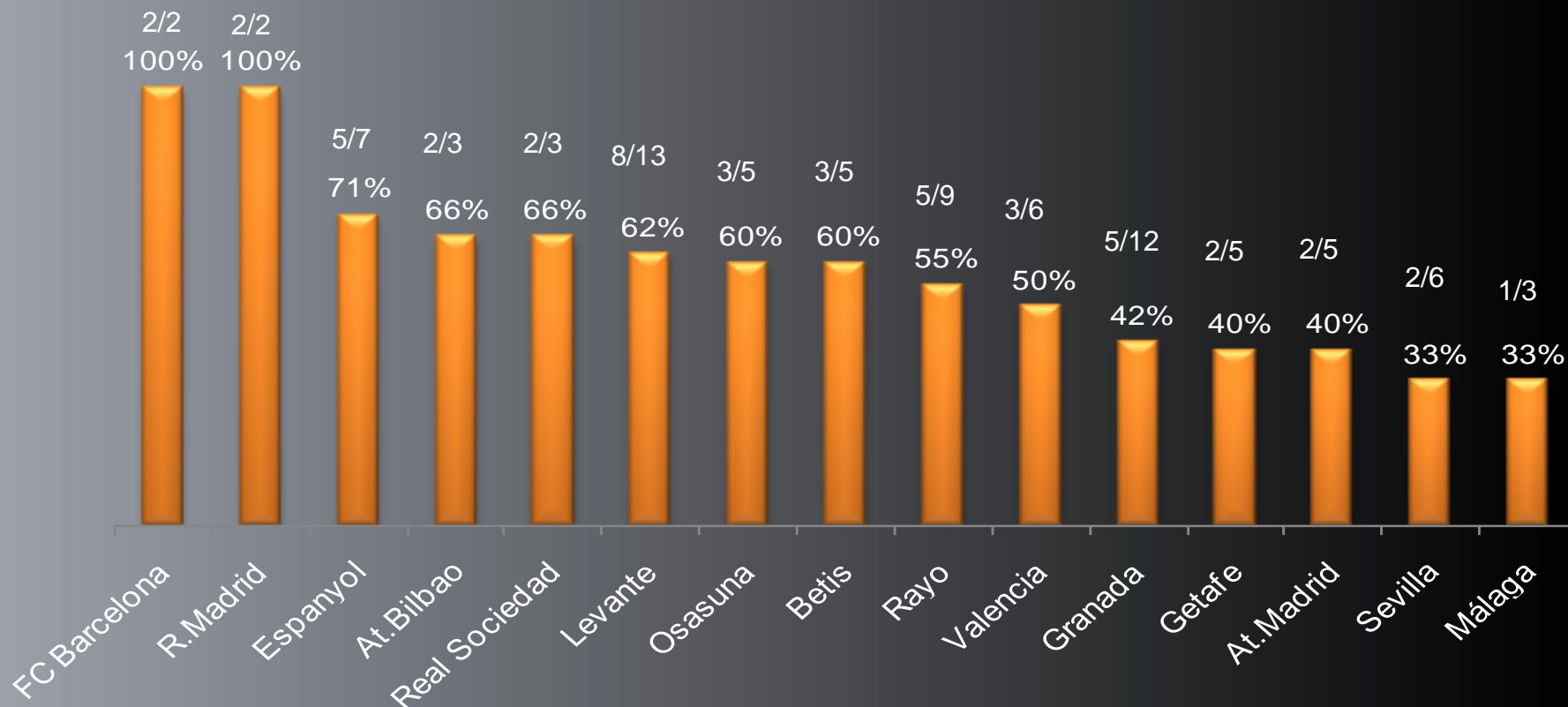


Nº. of players



Granada repeats has the team with highest reduction of players in the squad.
The majority of teams (15 out of 20) have now less players in the pay roll

Continuity of signings of last season



FC Barcelona and Real Madrid, with lower number of signings, are the only teams keeping all signings from previous season



Football Transfer Review 2014

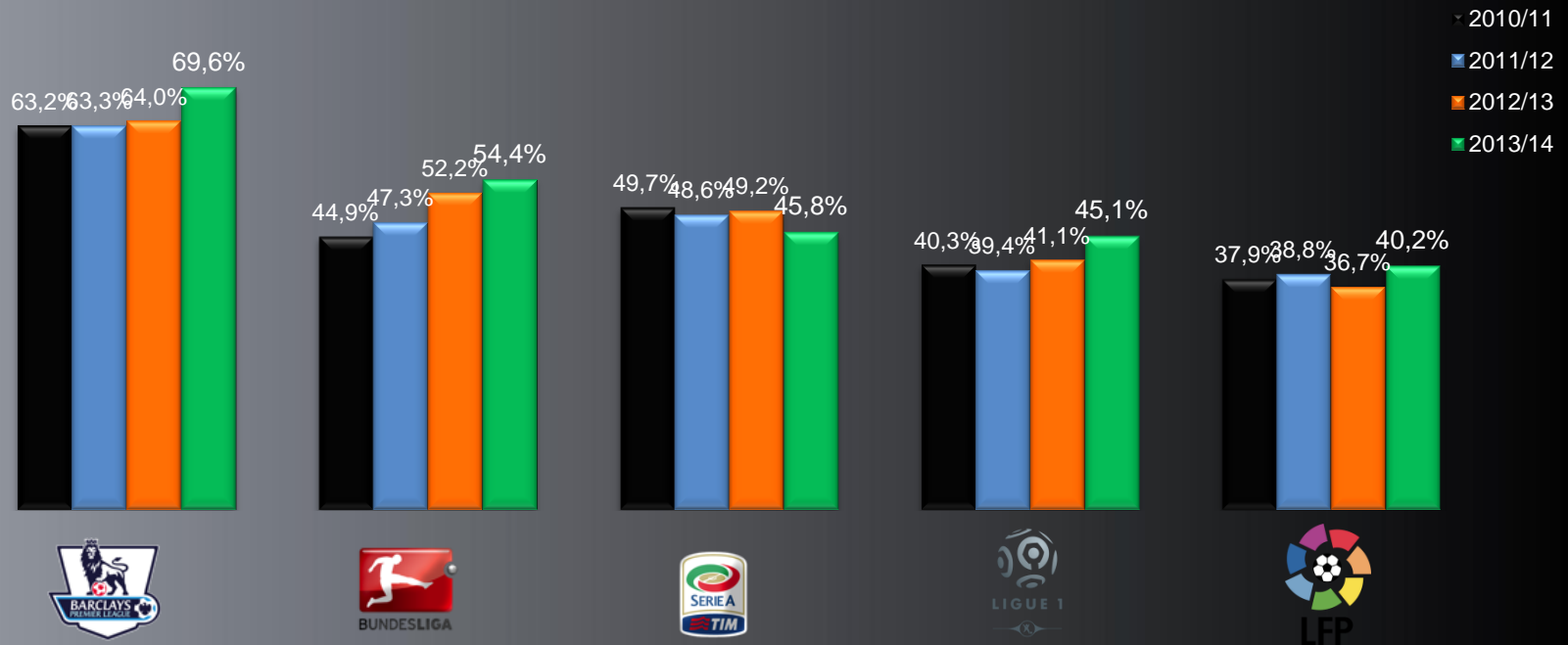


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% of non national players by league



Non-national players

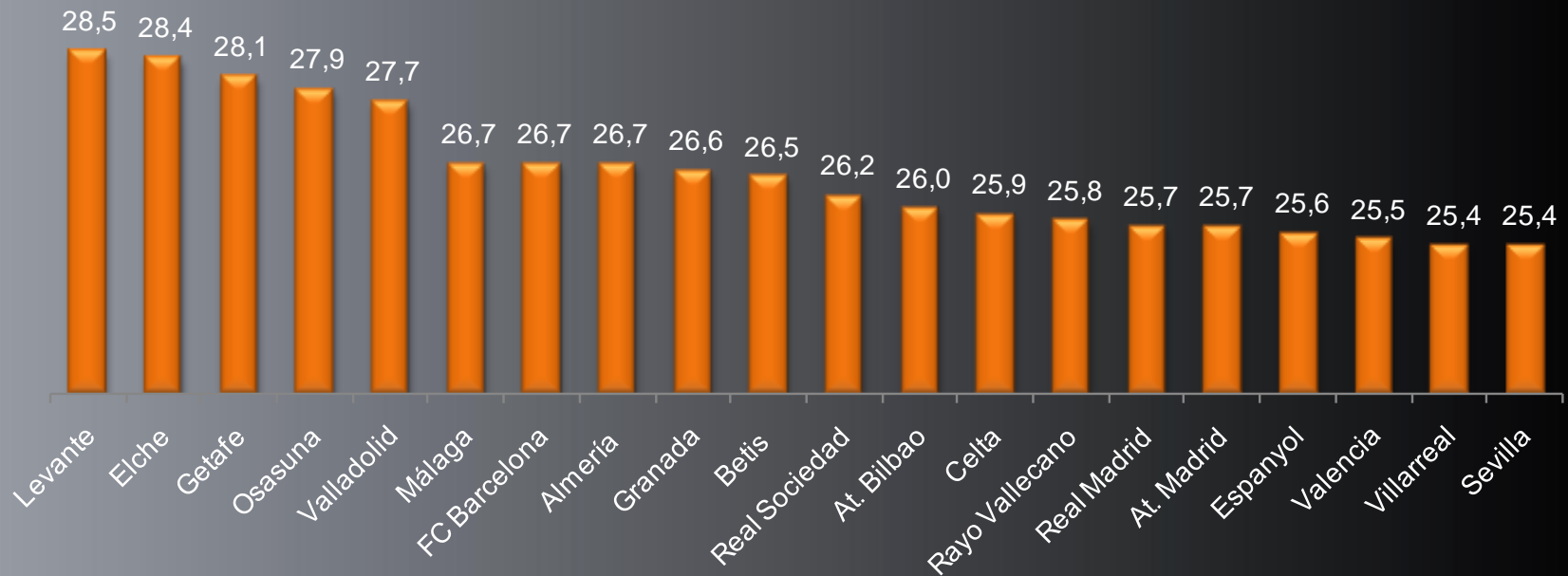


La Liga is still the league that has the highest % of national players.
English Premier League the lowest

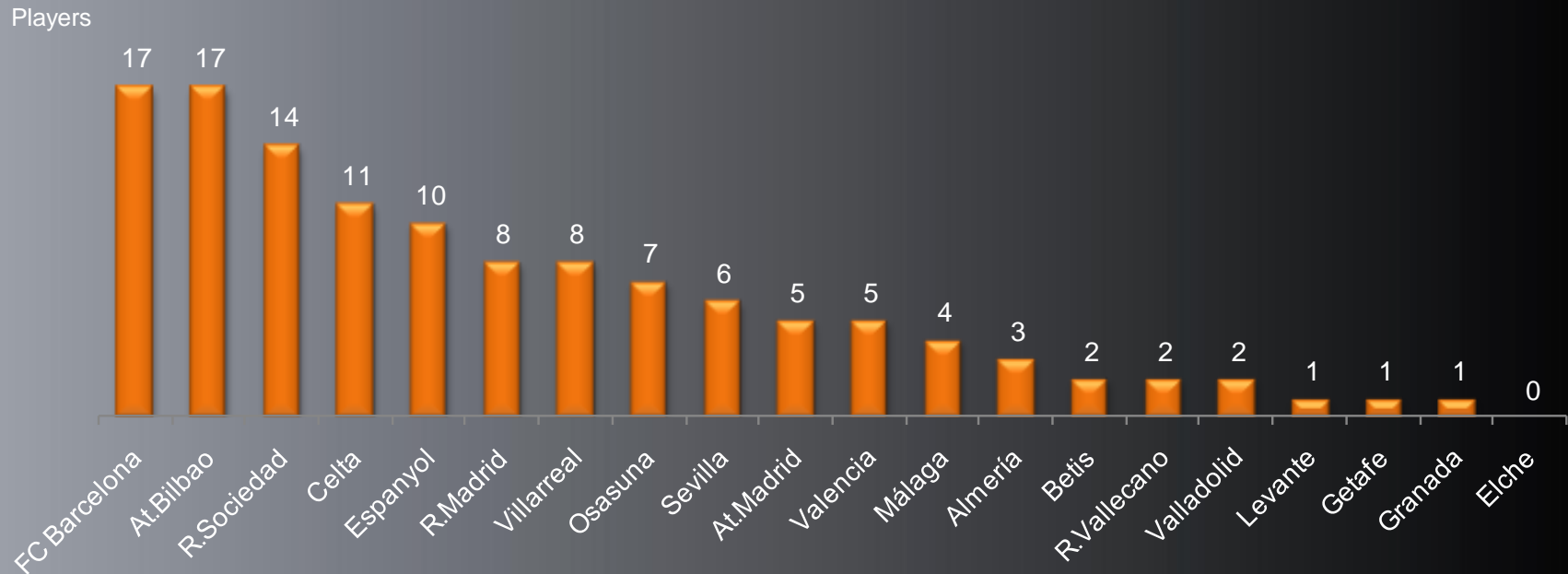
Average age of players in squad



Age



Home grown players by squad

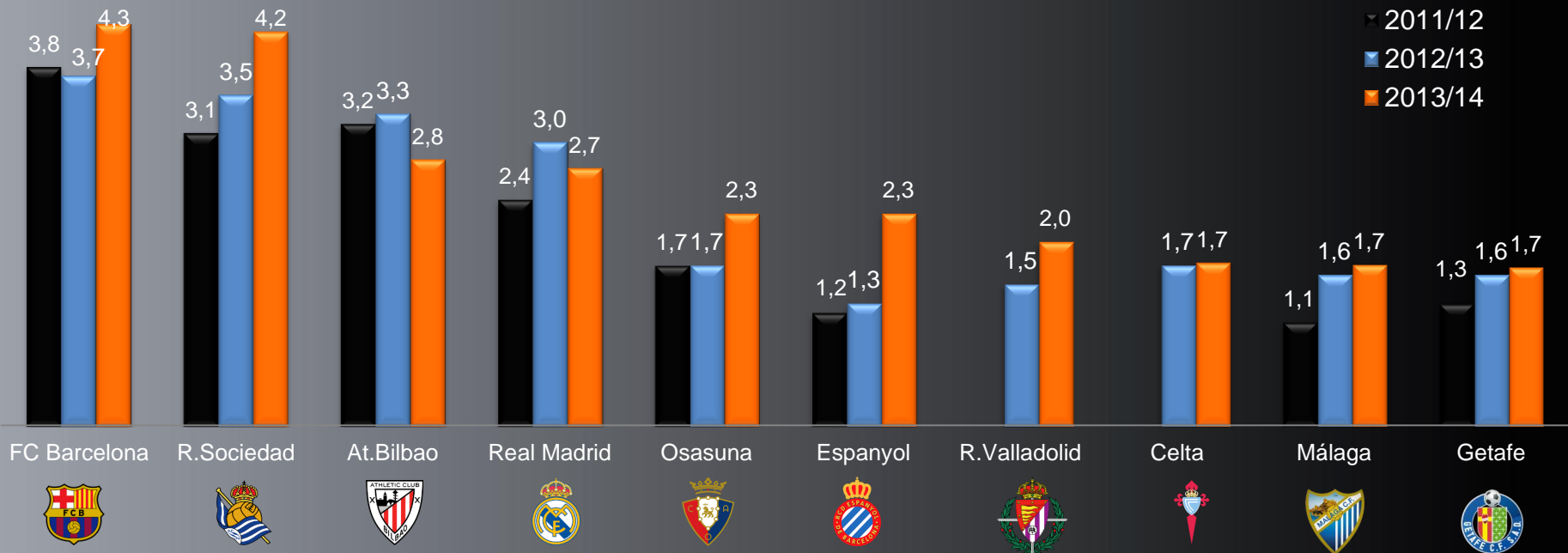


* Players having participated in any youth teams of the club, including reserves (B teams)

Average stability of squad- Top 10



Years*



Barça repeats as the team with most stable squad

Average stability of squad- Bottom 10

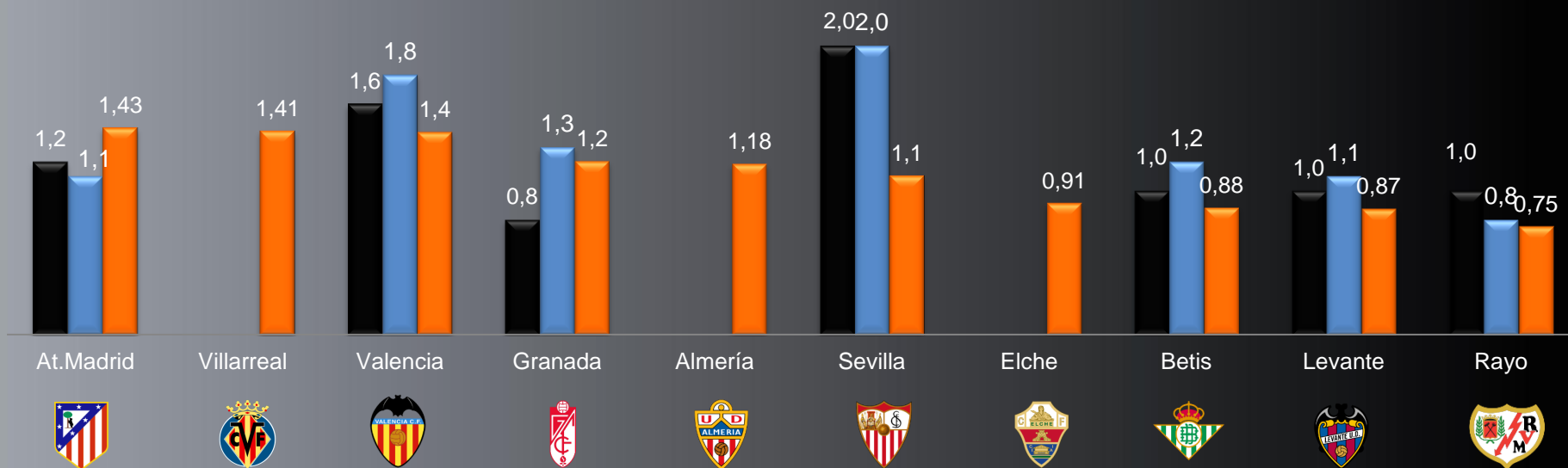


Years*

2011/12

2012/13

2013/14



* Average time of stay in the club



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Players movement



| |  | |  | |
|---------------------------------------|---|-------------|---|------------|
| | 2012/13 | 2013/14 | 2012/13 | 2013/14 |
| Revenues* (mio€) | 470 | N/A | 517 | N/A |
| Profit/Loss* (mio€) | 35,9 | N/A | 32,4 | N/A |
| Signings investment (mio€) | 33 | 57 | 30 | 183 |
| Player sales (mio€) | 0 | 28 | 39 | 104 |
| Net signings investment (mio€) | 33 | 42 | -8,5 | 79 |
| # of signings | 2 | 1 | 2 | 5 |
| # of exits | 3 | 7 | 9 | 8 |
| Average cost per new player | 17 | 57 | 15 | 37 |
| Continuity players signed last season | 2/2 | 2/2 | 4/5 | 2/2 |
| Most expensive signing (mio€) | Song (19) | Neymar (57) | Modric (30) | Bale (101) |

* Forecast Real Madrid 2012/13 y FC Barcelona 2012/13

Players movement- accumulated 5 years



| |  |  |
|--------------------------------|---|---|
| | 2009/14 | 2009/14 |
| Signings investment (mio€) | 335 | 611 |
| Player sales (mio€) | 143 | 260 |
| Net signings investment (mio€) | 192 | 345 |
| Most expensive signing (mio€) | Ibrahimovic (66) | Bale (101) |
| Most important sale (mio€) | Touré (30) | Ozil (45) |

Squad review



| |  |  |
|--|---|---|
| | 2013/14 | 2013/14 |
| Nº players in First team | 25 | 23 |
| Average age | 26,7 | 25,7 |
| Average stability of squad (Average time of stay in the club) | 4,3 | 2,7 |
| % Foreign players | 36% | 48% |
| Nº Nationalities | 6 | 7 |
| Home grown players by squad | 17 | 8 |
| New home grown players by squad | 2 | 4 |
| U21 Players | 2 | 6 |

of signings- La Liga

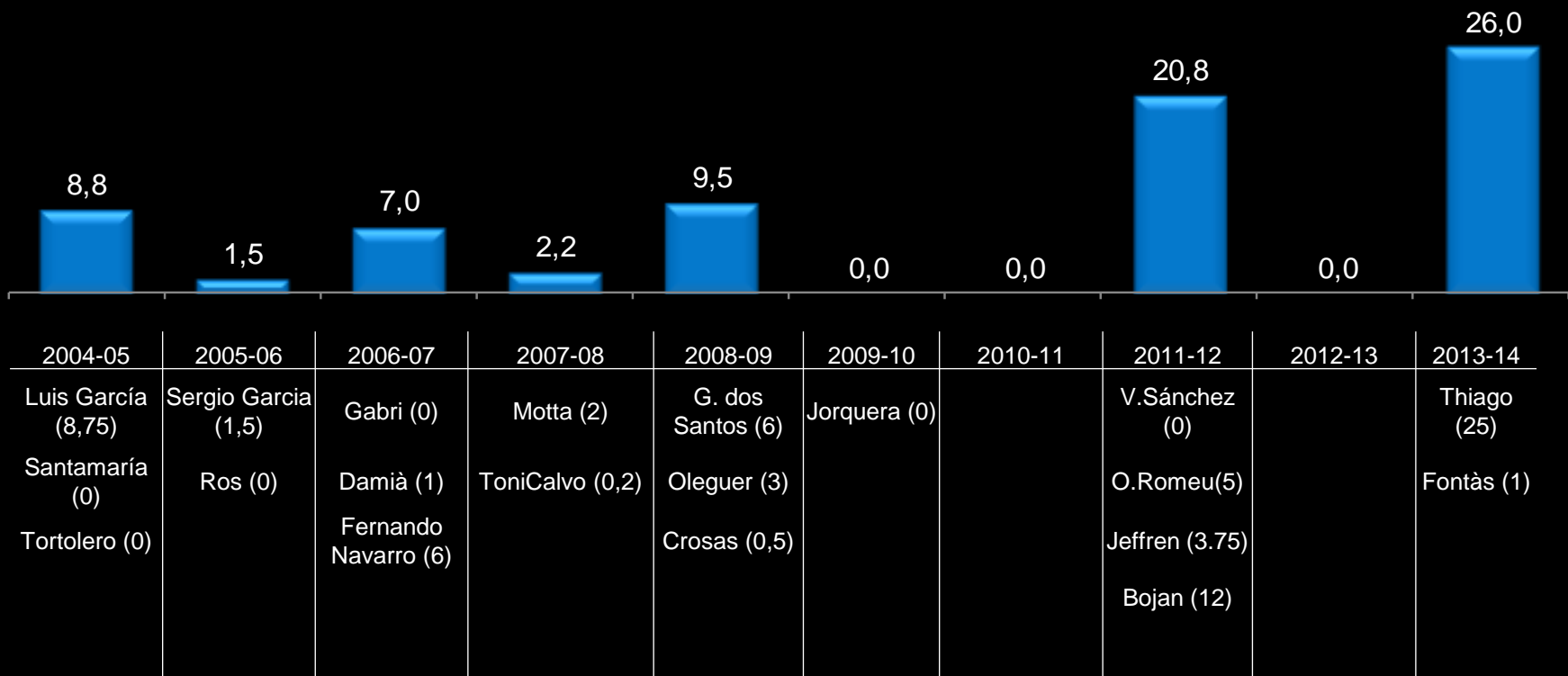


Homegrown player sales FC Barcelona 2004-2014



CASE STUDY

Mio€





Football Transfer Review 2014



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Conclusions FTR 2014- summer (1 of 5)



- ✓ Top 5 European Leagues combined investment grew by 40% to 2,2bio€, highest amount ever, despite Financial Fair Play and economy downturn.
- ✓ All big European leagues have experimented significant expenditure growth, with Premier League, Ligue 1 and Bundesliga reaching highest levels ever. Premier League has been the market driving force with 731mio€ expenditure, thanks to fresh an increased money from new TV contracts. La Liga experimented the highest growth led by Gareth Bale signing by Real Madrid.
- ✓ Investment stays monopolized by few teams with high revenue generation potential, wealthy owners or significant income from sales of best players. Top 8 spending teams accounted for 60% of total investment in Europe.
- ✓ Total income from players sales recuperates growth trend to 1,6bio€ (+38%) and reaches the highest level since 2010/11 season. Player sales, along with increased money from new TV contracts in England and higher prizes for Champions League participation have helped to finance investment in new players acquisition

Conclusions FTR 2014- summer (2 of 5)



- ✓ La Liga made close to half billion€ in player sales at summer transfer window, the highest amount ever in football history globally, confirming Spain as the upcoming power in talent production and development. All European leagues -except English Premier League- experimented increased income from player sales.
- ✓ Premier League dominance becomes even stronger when deducting income from player sales, with a net investment still of 470mio€. On the other extreme, Spain continues to lose talent and experiments a negative net investment of 92mio€. Therefore, for 2 seasons in a row, income from sales was higher than investment in new players
- ✓ Italian Serie A is once again the most active in terms of new player arrivals (366), more than doubling Spanish La Liga which is second with 156 new players. Loans and free signings continue to be a very popular signing format and for 4 seasons in a row all leagues experimented more player exits than arrivals
- ✓ In terms of clubs, Real Madrid is back to top spending position 2 years later after by investing 183mio€ (101 in Gareth Bale). Under new Russian ownership, AS Monaco reaches 2nd position by spending 166mio€. Tottenham takes advantage of Bale sale to join top 3.

Conclusions FTR 2014- summer (3 of 5)



- ✓ Anzhi from Russia is the European leader in player sales income after reduced ownership commitment. Tottenham (128mio€) reaches 2nd position thanks to Gareth Bale sale to Real Madrid. 3 La Liga teams (Real Madrid, Sevilla and Atlético Madrid) among top 10 teams in player sales.
- ✓ Real Madrid is the undisputed driving force in the European transfers market of the last 5 years, as it made both the highest accumulated expenditure (611mio€) and the highest income in player sales (260mio€). Manchester City made the most significant net investment (acquisition costs minus sales) with 435mio€ in 5 years.
- ✓ Bale signing (101mio€) is the most expensive of the summer and in football history. The average cost of signings in the European top 10 (53,1mio€) is 41% higher than last season. Real Madrid has made 5 of 10 most expensive signings in European history. 4 signings of this summer have joined historical top 10.



- ✓ La Liga has tripled investment in new players at summer transfer window to almost 400mio€, 2nd largest ever, as a result of reinvestment of income from player sales and extraordinary signing of Gareth Bale by Real Madrid
- ✓ Combined signings by Real Madrid (183mio€) and FC Barcelona (57mio€) continue to concentrate most of the value, accounting for 62% of La Liga total (49% in 12/13, 32% in 11/12, 57% in 10/11. Both Real Madrid and Barça recuperate investment growth trend after 3 consecutive years of decline. Real Madrid accounts for 38% of total La Liga players investment (610mio€) of the last 5 years and has spent 75% more than FC Barcelona (348mio€) in that period.
- ✓ Sevilla and Atlético Madrid follow the 2 giants by partially reinvesting income from players sales, spending 34mio€ and 33mio€ respectively. 4 La Liga teams did not spend any money and 9 spent 3mio€ or less
- ✓ Real Madrid (104mio€), Sevilla (82mio€) and Atlético Madrid (78mio€) are in top 3 positions of La Liga in terms of player sales income. FC Barcelona, having sold Thiago, Villa and Fontás is only 7th in the ranking. Real Madrid also leads sales of the last 5 years with 263mio€ income, followed by Atlético Madrid (220mio€) and Valencia (215mio€). During the last 5 years, Real Madrid has cashed-in 81% more than FC Barcelona in player sales income.

Conclusions FTR 2014- summer (5 of 5)



- ✓ Spanish players exports grew for 4th consecutive season to 139, the highest number ever (17 in season 2009/10).
- ✓ The highest ever sales at La Liga (480mio€) resulted in a negative net investment of 87mio€, also the highest ever. La Liga moving from “buying” into “selling” type of league and experimenting difficulties to keep the talent at home (except for Real Madrid and FC Barcelona). 13 out of 20 La Liga teams saw their income on player sales beat the investment in signings
- ✓ Sevilla has made the biggest squad turnaround of La Liga, with 14 new players and 19 exits. Granada and Rayo Vallecano traditionally among the most active teams. FC Barcelona repeats as team with lowest number of new players (just Neymar)
- ✓ Spanish La Liga has the lowest proportion of foreign players (40,2%) among top European leagues
- ✓ FC Barcelona has the highest number of home grown players, along with Athletic Bilbao (17) and the most stable squad (4,3 years stay per player in average)



Football Transfer Review 2014

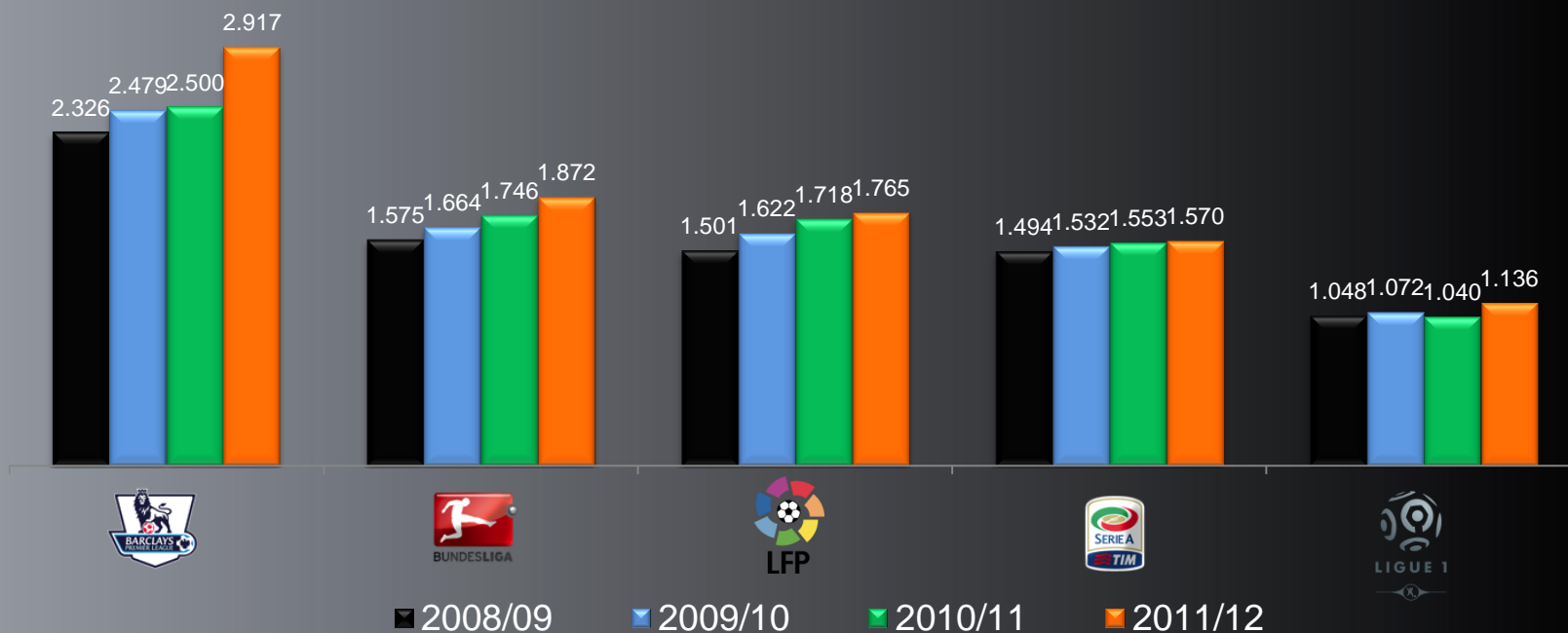


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Revenue trend top European leagues



Mio€



Big five leagues have experienced revenue growth for the 4th 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€



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



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Arrivals & exits La Liga 2013/2014



| Equipo | Altas | €Mio | Bajas | €Mio |
|--|----------------|-------|---------------|-------|
|  | Neymar | 57 | Fontàs | 1 |
| | | | Abidal | 0 |
| | | | David Villa | 2,1 |
| | | | Deulofeu | Ced |
| | | | Thiago | 25 |
| | | | Rafinha | Ced |
| | Total | -57 | Total | 28,1 |
|  | Carvajal | 6,5 | Carvalho | 0 |
| | Casemiro | 6 | Callejón | 9,5 |
| | Isco | 30 | R.Albiol | 12 |
| | Illarramendi | 39 | Higuaín | 37 |
| | Bale | 101 | Kaká | 0 |
| | | | Cheryshev | Ced |
| | | | Adán | 0 |
| | | | Özil | 45 |
| | Total | 182,5 | Total | 103,5 |
|  | Nelson Valdez | 3 | Tino Costa | 7 |
| | Javi Fuego | 0 | Nelson Valdez | 3 |
| | Míchel | 0,4 | Gago | 1,7 |
| | Oriol Romeu | Ced | Soldado | 30 |
| | Hélder Postiga | 3 | Cissokho | Ced |
| | Dorlan Pabón | 8 | | |
| | Total | 14,4 | Total | 41,7 |

| Equipo | Altas | €Mio | Bajas | €Mio |
|---|--------------|------|--------------|------|
|  | José Giménez | 0,9 | Falcao | 60 |
| | Demichelis | 0 | Silvio | Ced |
| | Baptistao | 7 | Cisma | 0 |
| | David Villa | 2,1 | Rubén Micael | 3 |
| | Roberto | 6 | Joel | 4 |
| | Aranzubia | 0 | Rubén Pérez | Ced |
| | Alderwireld | 7 | Pulido | 0 |
| | Guilavogui | 10 | Cata Díaz | 0 |
| | | | S.Asenjo | Ced |
| | | | Pizzi | 6 |
| | | | Roberto | Ced |
| | | | Borja Bastón | Ced |
| | | | Demichelis | 5 |
| | | | Cabrera | 0 |
| | Total | 33 | Total | 78 |
|  | Fontàs | 1 | Roberto Lago | 0 |
| | Charles | 1 | Iago Aspas | 8,2 |
| | Nolito | 2,6 | Dani Abalo | 0 |
| | Rafinha | Ced | Bustos | Ced |
| | Aurtenetxe | Ced | Jota | Ced |
| | | | Insa | 0 |
| | | | De Lucas | 0 |
| | Total | 4,6 | Total | 8,2 |

Arrivals & exits La Liga 2013/2014



| Equipo | Altas | €Mio | Bajas | €Mio |
|--|----------------|------|---------------|------|
|  | Chuli | 0,8 | Cañas | 0 |
| | Steinhöfer | 0 | Adrián | 0 |
| | Cedrick | 0 | Beñat | 8 |
| | Andersen | 0 | Pozuelo | 0,5 |
| | Reyes | 0,9 | Ezequiel | Ced |
| | Joan Verdú | 0 | Mario | 0 |
| | Sara | Ced | Agra | Ced |
| | Jordi Figueras | 0 | Ángel | 0 |
| | Dídac Vilà | Ced | Casto | 0 |
| | Juanfran | 0 | Fabri | 0 |
| | Rennella | 0 | Rennella | Ced |
| | Xavi Torres | 2,8 | Álex Martínez | 0 |
| | | | J.Pereira | 0 |
| | Total | 4,5 | Total | 8,5 |
|  | Raúl Baena | 0 | Javi Fuego | 0 |
| | Nery Castillo | 0 | Baptistao | 7 |
| | Mojica | Ced | Piti | 0 |
| | Saúl Níguez | Ced | A.Domínguez | 0 |
| | Rubén | 0 | Casado | 0 |
| | Galeano | 0 | Fiménez | 0 |
| | Larrivey | 0 | Delibasic | 0 |
| | Alberto Bueno | 0 | Machado | 0 |
| | Cueva | Ced | Rafa García | 0 |
| | Zé Castro | 0 | Tamudo | 0 |
| | Iago Falqué | Ced | | |
| | S.Fernández | 0 | | |
| | J.Viera | Ced | | |
| | Total | 0 | Total | 7 |

| Equipo | Altas | €Mio | Bajas | €Mio |
|---|--------------|------|---------------|------|
|  | Beto | 2 | Palop | 0 |
| | Rusescu | 2,5 | Jesús Navas | 17,5 |
| | Pareja | Ced | Luna | 2 |
| | Jairo | 2,5 | Luis Alberto | 8 |
| | Marko Marin | Ced | Espinosa | 0 |
| | Vitolo | 3,2 | Spahic | 0,4 |
| | Bacca | 7 | Del Moral | Ced |
| | Carriço | Ced | Ibusuki | 0 |
| | Figueiras | 1 | Campaña | 2 |
| | Gameiro | 7,5 | Negredo | 19 |
| | Cristóforo | 2,3 | Acosta | 0 |
| | Iborra | 6 | Botía | Ced |
| | Mbia | Ced | Alexis | 0 |
| | Cherysev | Ced | Medel | 13 |
| | | | Hervás | Ced |
| | | | Babá | Ced |
| | | | Guarente | 0 |
| | | | Kondogbia | 20 |
| | Total | 33,9 | Total | 81,9 |
|  | Bergdich | 0,7 | Balenziaga | 0,5 |
| | Alcatraz | 0 | Hernández | Ced |
| | Deigo Mariño | 0 | Alberto Bueno | 0 |
| | Omar | 0 | Quique | 0 |
| | Bermettler | 0 | Lázaro | 0 |
| | Osorio | 0 | | |
| | Rossi | Ced | | |
| | Total | 0,7 | Total | 0,5 |

Arrivals & exits La Liga 2013/2014



| Equipo | Altas | €Mio | Bajas | €Mio |
|--|-----------------|------|---------------|------|
|  | Sérgio da Silva | 0 | Míchel | 0,4 |
| | David Barral | 0 | Munúa | 0 |
| | Xumeetra | 0 | Barkero | 0 |
| | El Adoua | 0 | Dudka | 0 |
| | Ivanschitz | 0 | Iván López | Ced |
| | Jvai Jiménez | 0 | Morales | Ced |
| | Gomis | 0 | Juanlu | 0 |
| | Nong | 0,3 | Roger | Ced |
| | Babá | Ced | Iborra | 6 |
| | Total | 0,3 | Total | 6,4 |
|  | Balenziaga | 0,5 | F.Llorente | 0 |
| | Etxeita | 0 | Amorebieta | 0 |
| | Beñat | 8 | Xabi Castillo | 0 |
| | Kike Sola | 4 | Igor Martínez | 0 |
| | Mikel Rico | 2,8 | Raúl | Ced |
| | | | Isma López | 0 |
| | | | Zubiaurre | 0 |
| | | | Iñigo | Ced |
| | | | Ramalho | Ced |
| | | | Aurtenetxe | Ced |
| | | | Iñigo Pérez | Ced |
| | Total | 15,3 | Total | 0 |

| Equipo | Altas | €Mio | Bajas | €Mio |
|---|---------------|------|---------------|------|
|  | Roberto Lago | 0 | Hugo Fraile | 0 |
| | Escudero | 0,5 | Mané | 0 |
| | Alexis | 0 | Barrada | 10 |
| | L.López | Ced | Güiza | 0 |
| | | | Arizmendi | 0 |
| | | | Xavi Torres | 2,8 |
|  | | | Miguel Torres | 0,5 |
| | | | Álex Pérez | Ced |
| | | | Á.Vázquez | Ced |
| | Total | 0,5 | Total | 13,3 |
| | Jordan Lotiès | 0 | Kike Sola | 4 |
| | Joan Oriol | 0 | Zabal | 0 |
|  | De las Cuevas | 1,2 | Timor | Ced |
| | Oriol Riera | 0,7 | Nano | 0 |
| | Silva | 1,2 | Annunziata | 0 |
| | | | González | 0 |
| | | | Rúper | 0 |
| | | | Masoud | 0 |
| | Total | 3,1 | Total | 4 |

Arrivals & exits La Liga 2013/2014



| Equipo | Altas | €Mio | Bajas | €Mio |
|--|----------------|------|-------------|------|
|  | Tissone | 0 | Saviola | 0 |
| | Santa Cruz | 0 | Demichelis | 0 |
| | Antunes | 1,2 | Edinho | 0 |
| | Ferreira | 0,5 | Iturra | 0 |
| | Anderson | 1 | Joaquín | 1,8 |
| | Angeleri | 0,2 | Isco | 30 |
| | Pawlowski | Ced | Toulalan | 5 |
| | Chen | 0,4 | Baptista | 0 |
| | El Hamdaoui | Ced | Rubén | 0 |
| | | | Recio | Ced |
| | | | S.Fernández | 0 |
| | Total | 3,3 | Total | 36,8 |
|  | Stevanovic | Ced | Montagud | 0 |
| | Gil | Ced | Etxeita | 0 |
| | Sapunaru | 0 | Xumetra | 0 |
| | Toño | 0 | Palanca | 0 |
| | Del Moral | Ced | Linares | 0 |
| | Lombán | 0,1 | Pelayo | Ced |
| | Cisma | 0 | Verdés | 0 |
| | Rubén Pérez | Ced | Flaño | 0 |
| | Botía | Ced | Rivas | Ced |
| | Carlos Sánchez | 0 | Powel | 0 |
| | Javi Márquez | Ced | | |
| | Boakye | Ced | | |
| | Total | 0,1 | Total | 0 |

| Equipo | Altas | €Mio | Bajas | €Mio |
|--|----------------|------|--------------|------|
|  | Lanzarote | 0 | Petrov | 0 |
| | David López | 0,2 | Joan Verdú | 0 |
| | Fuentes | 0 | Baena | 0 |
| | Abraham | 0 | Amat | 2,9 |
| | Pizzi | Ced | Forlín | 3,5 |
| | Sidnei | Cedd | Álvarez | 0 |
| | Álex | 0,5 | C.Alfonso | Ced |
| | Torje | Ced | C.Gómez | Ced |
| | Córdoba | Ced | Wakaso | 6 |
| | | | Albín | 0 |
| | | | Luna | 0 |
| | Total | 0,7 | Total | 12,4 |
|  | Perbet | 1,4 | Zapata | 6 |
| | Pina | 5 | Senna | 0 |
| | Jokic | 0 | Mellberg | 0 |
| | Pantic | 0,3 | Joan Oriol | 0 |
| | Gio Dos Santos | 6 | Truyols | 0 |
| | J.Pereira | 0 | Javi Venta | 0 |
| | S.Asenjo | Ced | Diego Mariño | 0 |
| | Gabriel | 3,3 | Joselu | 0 |
| | | | G.Bordas | 0 |
| | | | Juanma | 0 |
| | | | Camuñas | 0 |
| | Total | 16 | Total | 6 |

Arrivals & exits La Liga 2013/2014













| Equipo | Altas | €Mio | Bajas | €Mio |
|--|-------------|------|--------------|------|
|  | Gai Assulin | 0 | Iñigo López | 0 |
| | Brahimi | 4 | Cases | 0 |
| | Iturra | 0 | Widmer | 0,7 |
| | Piti | 0 | Toño | 0 |
| | Riki | 0 | Pudil | 0 |
| | Douglas | 2,3 | Kitoko | Ced |
| | Belkalem | 0 | Iriney | 0 |
| | Coeff | Ced | Anya | 0 |
| | Karnezis | Ced | David de Coz | 0 |
| | Ighalo | Ced | Lucena | 0 |
| | Foulquier | Ced | Gai Assulin | Ced |
| | Recio | Ced | Yuste | Ced |
| | Campos | Ced | Ferreiro | Ced |
| | Pereira | Ced | Machí | Ced |
| | Widmer | Ced | Belkalem | Ced |
| | | | Mikel Rico | 2,8 |
| | | | Álex Bernal | 0 |
| | | | Toti | Ced |
| | | | Santos | Ced |
| | | | Siqueira | Ced |
| | Total | 6,3 | Total | 3,5 |

| Equipo | Altas | €Mio | Bajas | €Mio |
|---|-------------|------|--------------|------|
|  | Dubarbier | 0 | Charles | 1 |
| | Óscar Díaz | 0 | Diego García | 0 |
| | Tébar | 0 | Carlos Calvo | 0 |
| | Rodri | Ced | Bernardello | 0 |
| | Suso | Ced | Mejía | 0 |
| | Ustari | 0 | R.Suárez | 0 |
| | Nélson | Ced | Abel | 0 |
| | Torsiglieri | Ced | | |
| | Barbosa | Ced | | |
| | Total | 0 | Total | 1 |
| | | | | |
|  | Seferovic | 3 | Illarramendi | 39 |
| | Abora | 0 | Llorente | 0 |
| | Granero | Ced | Abora | Ced |
| | Oscar Vega | 0 | Oscar Vega | Ced |
| | Total | 3 | Total | 39 |


Home grown players by team



| Club | Canteranos |
|---|--|
|  | Valdés, Oier, Piqué, Puyol, Bartra, J.Alba, Montoya, Busquets, Xavi, Iniesta, Dos Santos, Sergi Roberto, Cesc, Tello, Pedro, Cuenca, Messi |
|  | Casillas, Jesús, Diego López, Nacho, Carvajal, Arbeloa, Jesé, Morata |
|  | Manquillo, Koke, O.Torres, Mario Suárez, Gabi |
|  | Bernat, Alcácer, Guaita, Gayà, Michel |
|  | J.Varas, Julián, Cala, I.Puerto, A.Moreno, Reyes |
|  | M.González, I.Martínez, Ansotegui, Zubikarai, C.Martínez, Estrada, Elustondo, Bergara, R.Pardo, Zurutuza, Javi Ros, X.Prieto, Griezman, Aguirretxe |
|  | Iraizoz, San José, Gurpegi, Ekiza, Iraola, Iturraspe, Ibai, Susaeta, Muniain, Aduritz, Herrerin, Laporte, Unai, Etxeita, Saborit, Morán, Beñat |
|  | Vadillo, Nano |
|  | Alvaro Garcia |
|  | Parreño, R.Rodríguez, Capdevila, V.Alvarez, J.Lopez, Tejera, Thievy, Kiko Casilla, Carlos Clerc, David López |

Home grown players by team



| Club | Canteranos |
|---|---|
|  | Juan Carlos, Iñiguez, Costa, Gaspar, Bruno, Manu Trigueros, Moises, J.Pereira |
|  | Jesús Gámez, Portillo, Juanmi, Samu |
|  | Arroyo |
|  | S.Alvarez, Tuñez, J.Vila, Hugo Mallo, Oubiña, Alex Lopez, Yoel, D.Costas, Jonny Castro, Levy Madinda, A.Rodríguez |
|  | Flaño, Echaide, Oier, R.Torres, Puñal, Raoul Loé, Onwu |
|  | - |
|  | Hector Rodas |
|  | Lass Bangoura, Perea |
|  | Rueda, Baraja |
|  | Angel Trujillo, Zongo, Azeez |

Players exits R. Madrid 2004-2014



CASE STUDY

| | 9,3 | 45,0 | 15,2 | 30,8 | 66,0 | 87,5 | 11,0 | 16,5 | 38,5 | 103,5 |
|-----------------|-------------|----------------|-----------------|-----------------|--------------------|--------------------|-------------------|----------------|----------------|---------|
| | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
| Morientes (9,3) | Figo (0) | Zidane (-) | Helguera (0) | A. González (-) | Heinze (1,5) | Metzelder (0) | Garay (5) | Altintop (3,5) | Ozil (45) | |
| | Owen (25) | Portillo (0) | Pavón (0) | Cassano (0) | Parejo (3) | Guti (0) | Pedro León (5) | Canales (7,5) | Higuaín (37) | |
| | Celades (0) | Cobeño (0) | Mejía (0) | Balboa (4) | García (7) | Raúl (0) | Sarabia (3) | Gago (3,5) | Albiol (12) | |
| | Solari (2) | Sánchez (0) | Bravo (2,3) | García (0) | Codina (0) | Van der Vaart (11) | Juan Carlos (2,5) | Granero (8) | Callejón (9,5) | |
| | Samuel (18) | Arbeloa (1,3) | Diogo (4,5) | Granero (3) | Saviola (5) | | Fran Rico (1) | Diarra (5) | Carvalho (0) | |
| | César (0) | Borja (-) | Beckham (0) | Soldado (6) | Cannavaro (0) | | | Drenthe (-) | Kaká (0) | |
| | | Juanfran (0,4) | R. Carlos (0) | Baptista (10) | Huntelaar (15) | | | Carvajal (5) | Adán (0) | |
| | | Gravesen (3) | Diego López (7) | Robinho (43) | Negredo (15) | | | Joselu (6) | | |
| | | Jurado (3) | Cicinho (9) | De la Red (-) | Sneijder (15) | | | | | |
| | | González (-) | De la Red (3) | | Robben (24) | | | | | |
| | | Ronaldo (7,5) | Émerson (5) | | Torres (2) | | | | | |
| | | | | | Salgado (0) | | | | | |
| | | | | | Van Nistelrooy (0) | | | | | |

Player exits FC Barcelona 2004-2014



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