



LaLiga/Madrid
September 6th 2016

VISITOR



1. **Technical sheet**
2. Summer transfers window 2016/17
3. Squads review LaLiga Santander
4. FC Barcelona & Real Madrid face to face
5. Conclusions
6. 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 LaLiga Santander, Italian Serie A, German Bundesliga and French Ligue 1
- Transfer figures include guaranteed amounts only
- It includes player transfers that took place until September 1st 2016
- 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
- Squads review includes only players registered as first team members

TEAM

- Director: Esteve Calzada
- Head of content: Bruno Batlle
- Coordinator: Aleix Piqué
- Analyst: Llorenç Prats
- Event host: LaLiga

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3. LaLiga Santander

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BACKGROUND

- ✓ Kick-off of 3 year cycle that will see English Premier League collecting 8,3bio£ over next 3 years (vs 3bio£ in previous cycle)
- ✓ All top 3 English clubs (Manchester United, Manchester City and Chelsea) had a weak Premier League and ManU and Chelsea are in bad need to return to Champions League
- ✓ British Sterling currency lost 13% of its value against Euro, mainly as a result of Brexit vote outcome
- ✓ LaLiga Santander significant increase in TV rights income to 1,7bio€ in 2016/17 (more than doubled in 2 years), after move to centralized sales and more democratic distribution
- ✓ Continued increase in income from Champions League participation results in more teams investing high to try to deserve a spot in the prestigious European tournament
- ✓ Players trading has become a widespread practice in European football, with even top clubs selling their best players when needed

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PLAYER ACQUISITION SPENDING-TOP 5 EUROPEAN LEAGUES

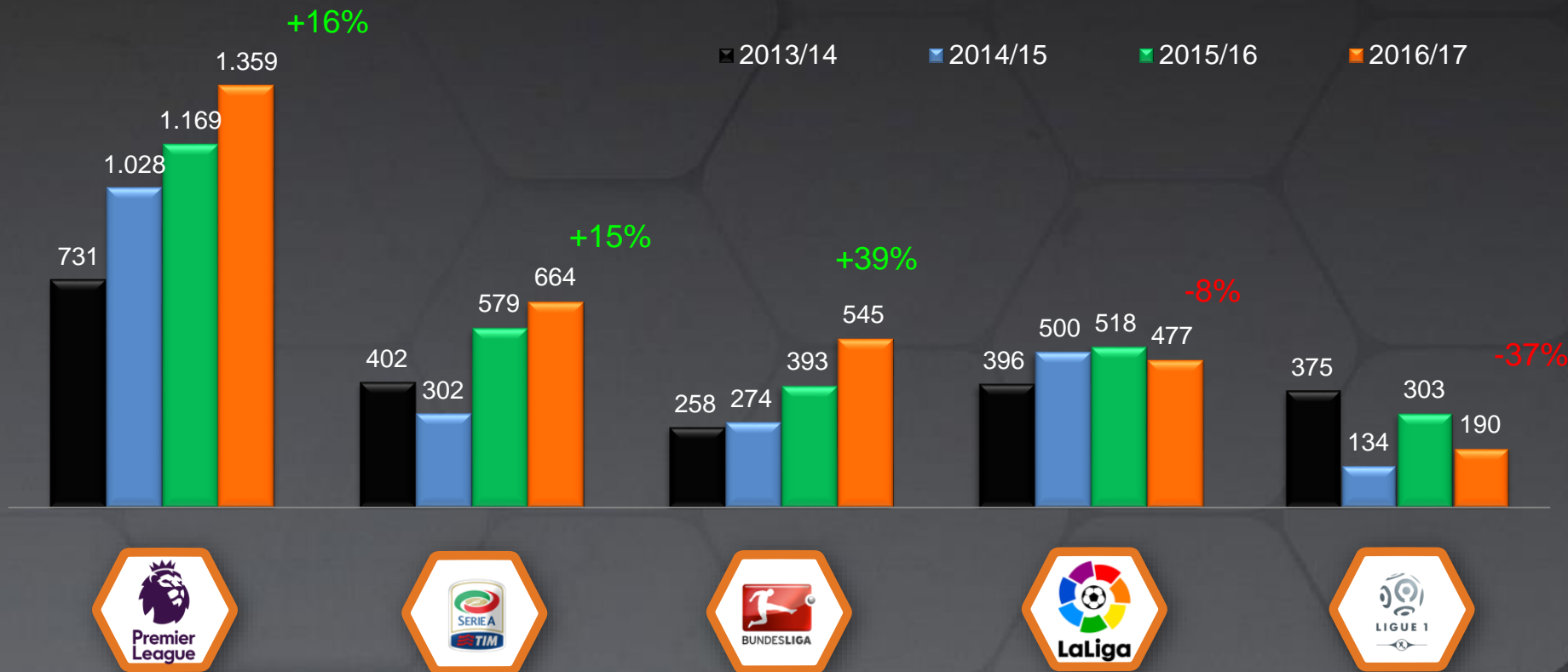
Mio€



Top 5 European Leagues investment in new players reached yet another record high ever, growing 9% to 3,2bio€, 4th consecutive year of growth and despite British sterling devaluation

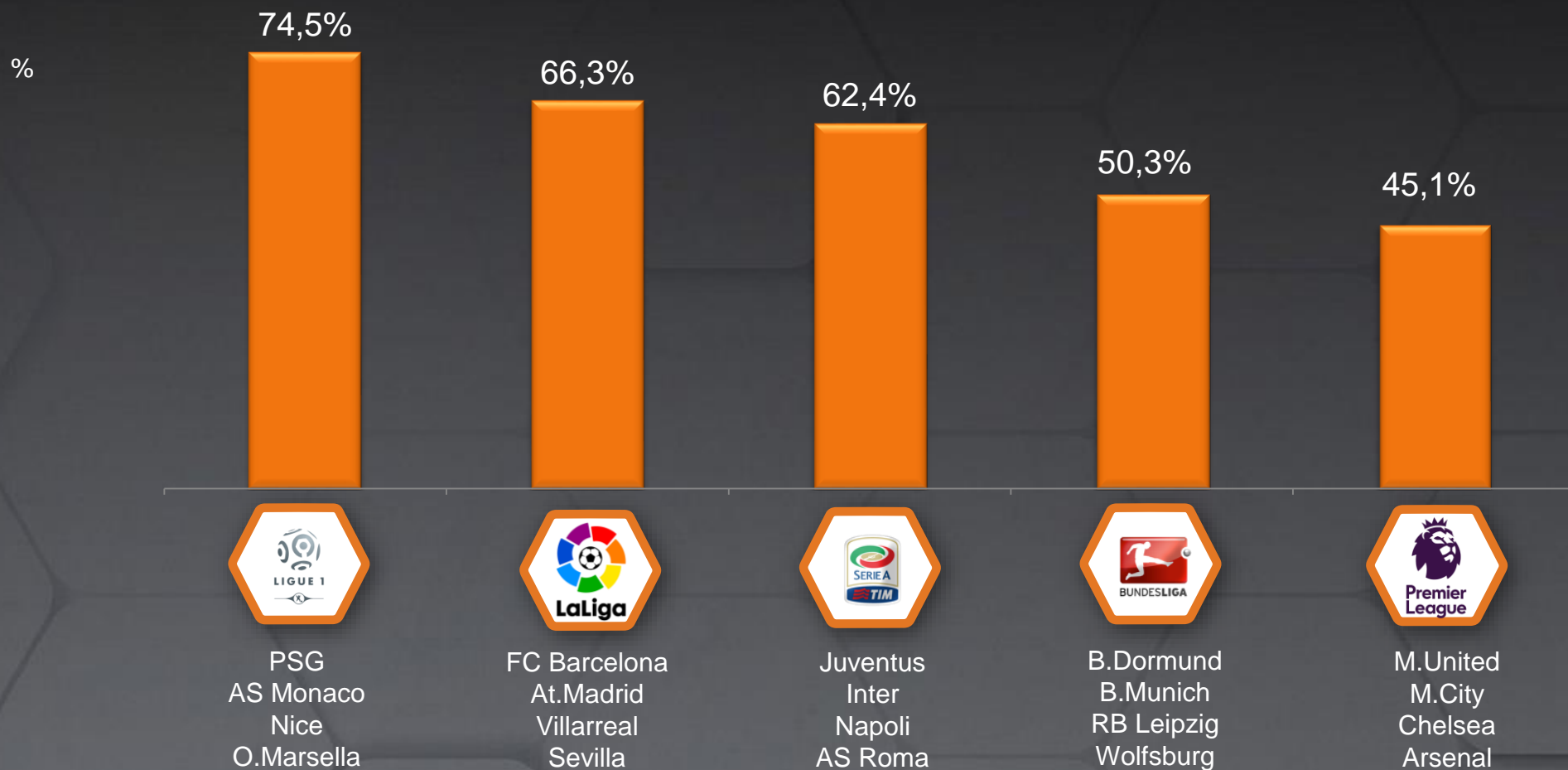
PLAYER ACQUISITION SPENDING-TOP 5 EUROPEAN LEAGUES

Mio€



Premier League remains the driving force in Europe by growing 16% (28% in pounds) to exceed 1,3bio€, coinciding with new lucrative TV rights contracts. Arrival of new investors and squad renovation of top teams helped Serie A to stay in 2nd position after growing 15%. Bundesliga (highest investment ever) took 3rd position from LaLiga Santander (4th) and French Ligue1 stays 5th

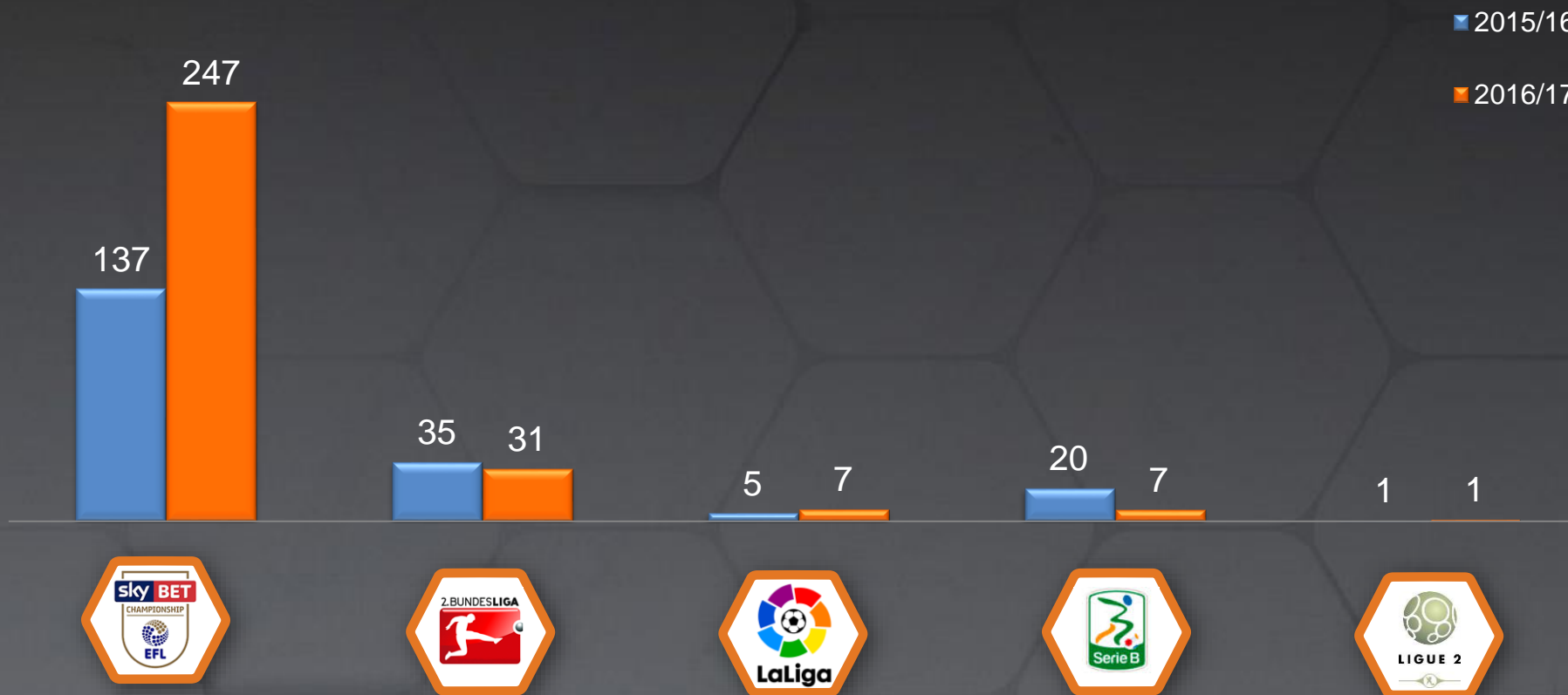
% OF TOTAL INVESTMENT BY TOP 4 IN EACH LEAGUE



Ligue 1 is once again the most monopolized European league (75% of total investment by top 4). LaLiga Santander shows the lowest polarization rate ever (66%) after going down for 3 consecutive seasons. EPL stays with the least investment polarization (45% by top 4) as the most competitive tournament

2ND DIVISION EXPENDITURE– TOP 5 EUROPEAN LEAGUES

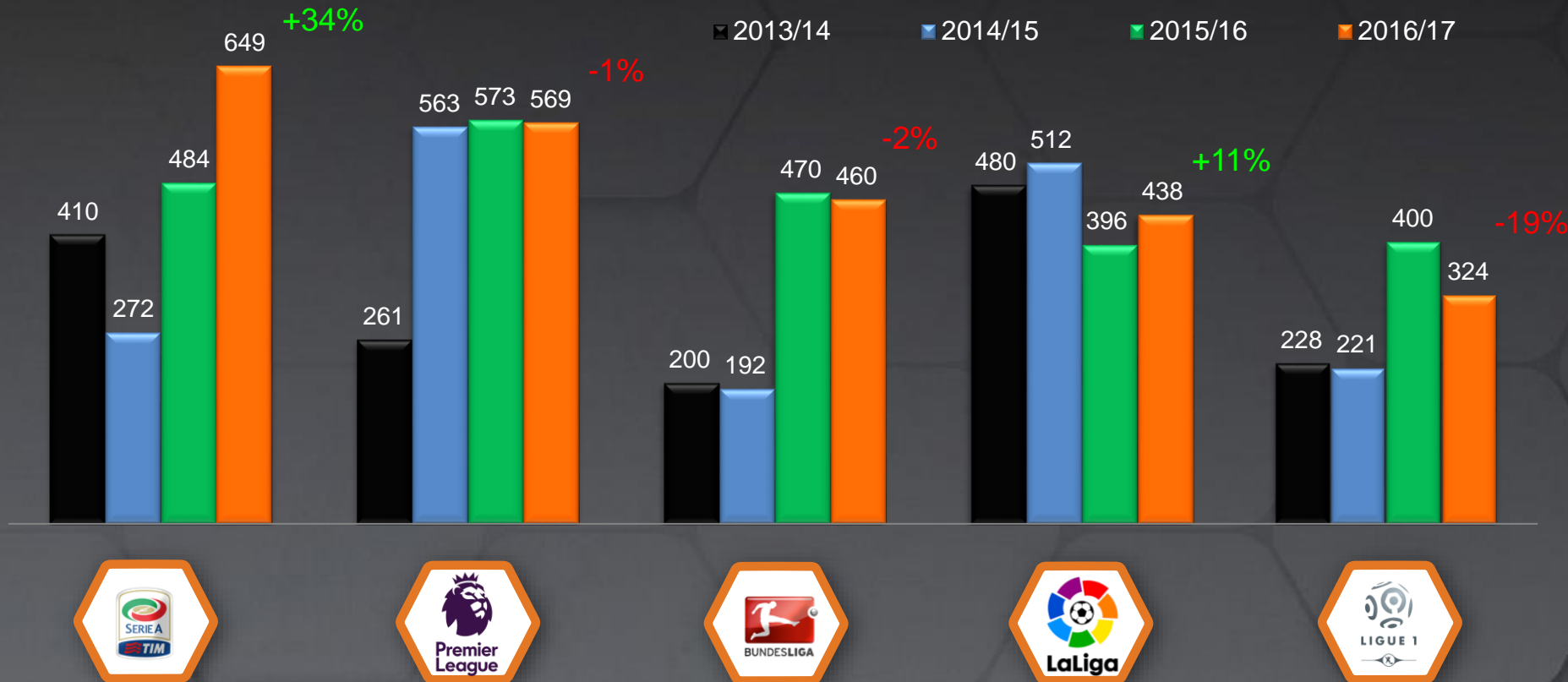
Mio€



England's Championship saw players investment soar to 247m€ (+80% despite pound devaluation), which is 5 times more than all other second division leagues combined

PLAYER SALES-TOP 5 EUROPEAN LEAGUES

Mio€



Italian Serie A sold players for 649m€, more than any other league and its highest amount ever, as a result of record high sales of Paul Pogba (105m€) and Higuain (90m€). Player sales at EPL surpassed 500m€ for 3rd consecutive year. Bundesliga, LaLiga Santander and Ligue1 were also very active selling players, cashing-in 460, 438 and 324m€ respectively

NET SPENDING-TOP 5 EUROPEAN LEAGUES

Mio€

2013/14 2014/15 2015/16 2016/17



Premier League dominance becomes even stronger when deducting income from player sales, with a net investment circa 800m€. Bundesliga, LaLiga Santander and SerieA financed most of signings with player sales, while Ligue1 continues to produce players to be sold abroad

TOP 10 SPENDING RANKING



Manchester teams top European investment rankings after investing 185 and 174m€ respectively. Juventus are the surprise in the top 3 after investing a whopping 170m€ (90 of them on Higuain). 5 of top 10 teams in investment are from Premier League. Real Madrid are the surprise absents at European top 10, for the first time since 2009

TOP 10 SPENDING RANKING 2015/16

Mio€



HIGHEST SPENDING ON SUMMER TRANSFER WINDOWS

Mio€



High amounts spent in new players do not guarantee immediate pitch success. High amounts spent by ManU, ManCity and Juventus are among the highest in history

TOP 5 SPENDING CLUBS IN EACH LEAGUE

Mio€



FC Barcelona	123,0
Atlético de Madrid	81,0
Villarreal CF	56,3
Sevilla FC	56,2
Real Madrid	30,0



Manchester United	185,0
Manchester City	173,6
Chelsea FC	141,3
Arsenal FC	113,0
Tottenham	82,5



Juventus FC	169,5
Inter	108,8
SSC Napoli	72,0
AS Roma	63,9
SS Lazio	35,0



Borussia Dortmund	109,8
Bayern Munich	70,0
RB Leipzig	48,5
Wolfsburg	45,5
Bayern Leverkusen	43,6



PSG	75,6
AS Monaco	42,0
OGC Nice	13,8
O. Marseille	10,2
O. Lyon	7,5

INVESTMENT BY PROMOTED TEAMS – TOP 5 EUROPEAN LEAGUES

Mio€



Strong TV income for all Premier League teams translates into highest purchasing power by promoted teams among top European leagues. The absolute top priority is to manage to stay at lucrative Premier League

TOP 10 TEAMS IN PLAYER SALES INCOME



Juventus are inevitably the top team in player sales income. The 159m€ cashed-in by la Vecchia Signora become the highest amount in football history in a transfer window (together with income by AS Monaco last season). Valencia (financial fair play issues) and Borussia (squad renovation) complete trio of highest player revenues. Sevilla, Southampton and Benfica are other usual suspects in the European top 10

TOP 10 TEAMS IN PLAYER SALES INCOME 2015/16



TOP EUROPEAN TEAMS PLAYER SALES RANKING

Mio€



Valencia CF	112,7
Sevilla FC	85,5
Villarreal CF	49,3
Real Madrid	34,5
Granada CF	31,5



Liverpool FC	79,3
Southampton	75,9
Everton FC	55,6
Crystal Palae	50,2
Leicester City	49,3



Juventus FC	158,7
SSC Napoli	98,1
UC Sampdoria	61,5
AS Roma	63,9
ACF Fiorentina	33,8



Borussia Dortmund	110,1
Shalke 04	56,3
VfL Wolfsburg	50,0
Bayern Munich	49,0
Borussia Mon.	45,1



O.Marseille	79,1
PSG	63,5
OSC Lille	42,0
FC Lorient	28,0
O.Lyon	27,3

MOST ACTIVE TEAMS IN PLAYERS TRADING (SPENDING + SALES)

Mio€



Juventus were the busiest side of the transfer window in Europe, trading players (signings and sales) for a whopping 329m€.

Likewise, Borussia reinvested in signings all the income from player sales

TOP 10 MOST EXPENSIVE PLAYERS 2016/17

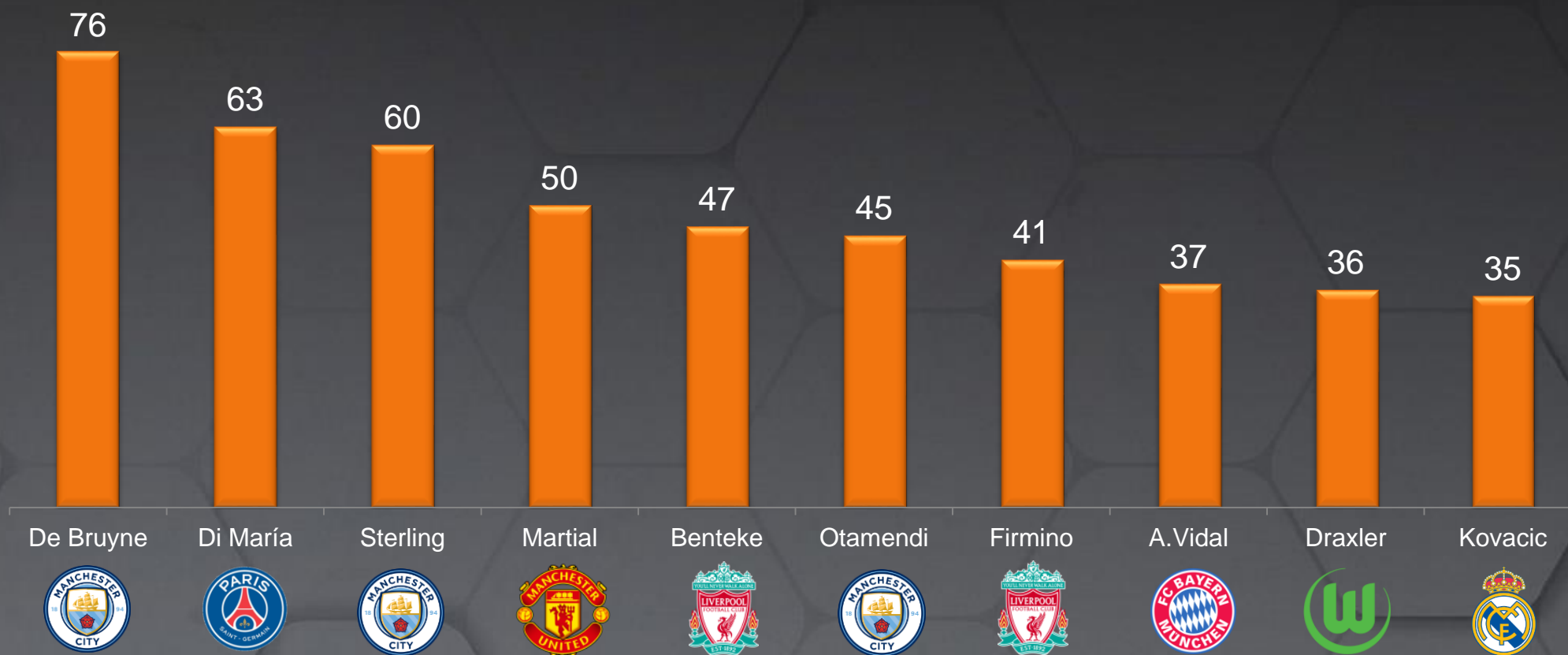
Mio€



Pogba signing by ManU from Juventus for 105mio€ was the most expensive in football history, just like Higuain became most expensive in Juventus history and 2nd in Europe (90m€).
8 of 10 most expensive transfers of summer window were done by Premier League sides

TOP 10 MOST EXPENSIVE PLAYERS 2015/16

Mio€



*Winter window transfers not included

USAGE TOP 10 MOST EXPENSIVE EUROPEAN SIGNINGS 2015/16

%Minutes



Mancity's Otamendi was the most profitable signing last season (78% of minutes), followed by Martial (ManU) and Vidal (Bayern). Benteke (44% of minutes) and Kovacic (30%) were the least used of most expensive signings of last year in Europe

TOP 5 MOST EXPENSIVE PLAYERS IN EACH LEAGUE

Mio€



André Gomes	35
Gameiro	32
Morata	30
Alcácer	30
Umtiti / Gaitán	25



Pogba	105
Stones	56
Sané	45
Khaka	45
Mkhitaryan	42



Higuaín	90
João Mário	40
Pjanic	32
Milik	32
Gabriel	28



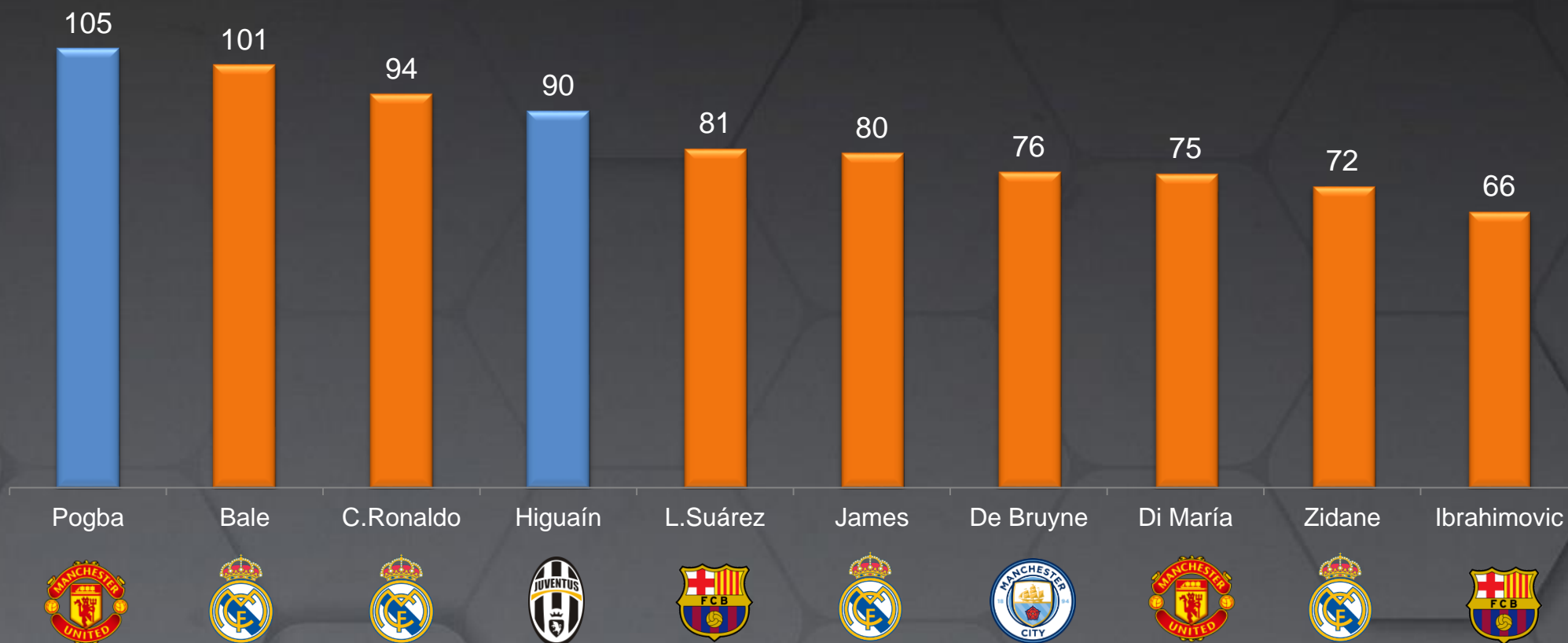
Hummels	35
Renato Sanches	35
Schürrle	30
Embolo	28
Götze	22



Krychowiak	33
Jesé	25
Sidibé	15
Mendy	13
Glik	11

RANKING MOST EXPENSIVE TRANSFERS EVER

Mio€



Pogba and Higuaín have joined the “hall of fame” of most expensive signings in football history. 8 of the top 10 most expensive transfers ever have been made either by Real Madrid (4), FC Barcelona (2) or Manchester United (2)

RANKING MOST EXPENSIVE TRANSFERS EVER - MANAGERS



Manager	Team of origin	Team of destination	Mio€	Season
André Villas- Boas			15	2011/12
Mourinho			8	2010/11
Brendan Rodgers			5	2012/13
Ronald Koeman			5	2016/17
Alan Pardew			4	2014/15
Cosmin Contra			4	2014/15
Manuel Pellegrini			4	2009/10
Sam Allardyce			3	2016/17
Roberto Martínez			2	2009/10
Roberto Martínez			2	2013/14
Unai Emery			2	2016/17
Javi Gracia			1	2016/17
Vincenzo Montella			0,6	2016/17

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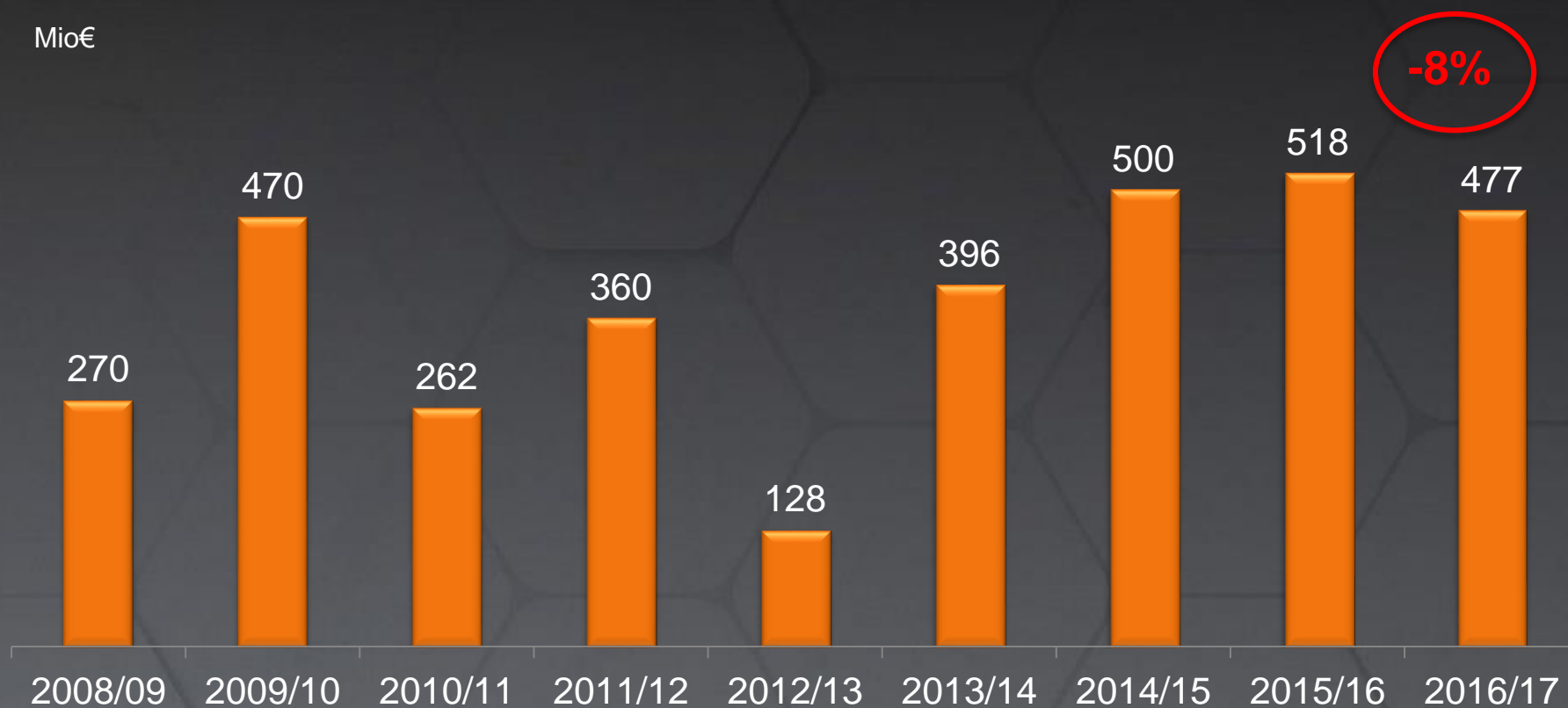
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TOTAL PLAYER ACQUISITION SPENDING- LALIGA SANTANDER

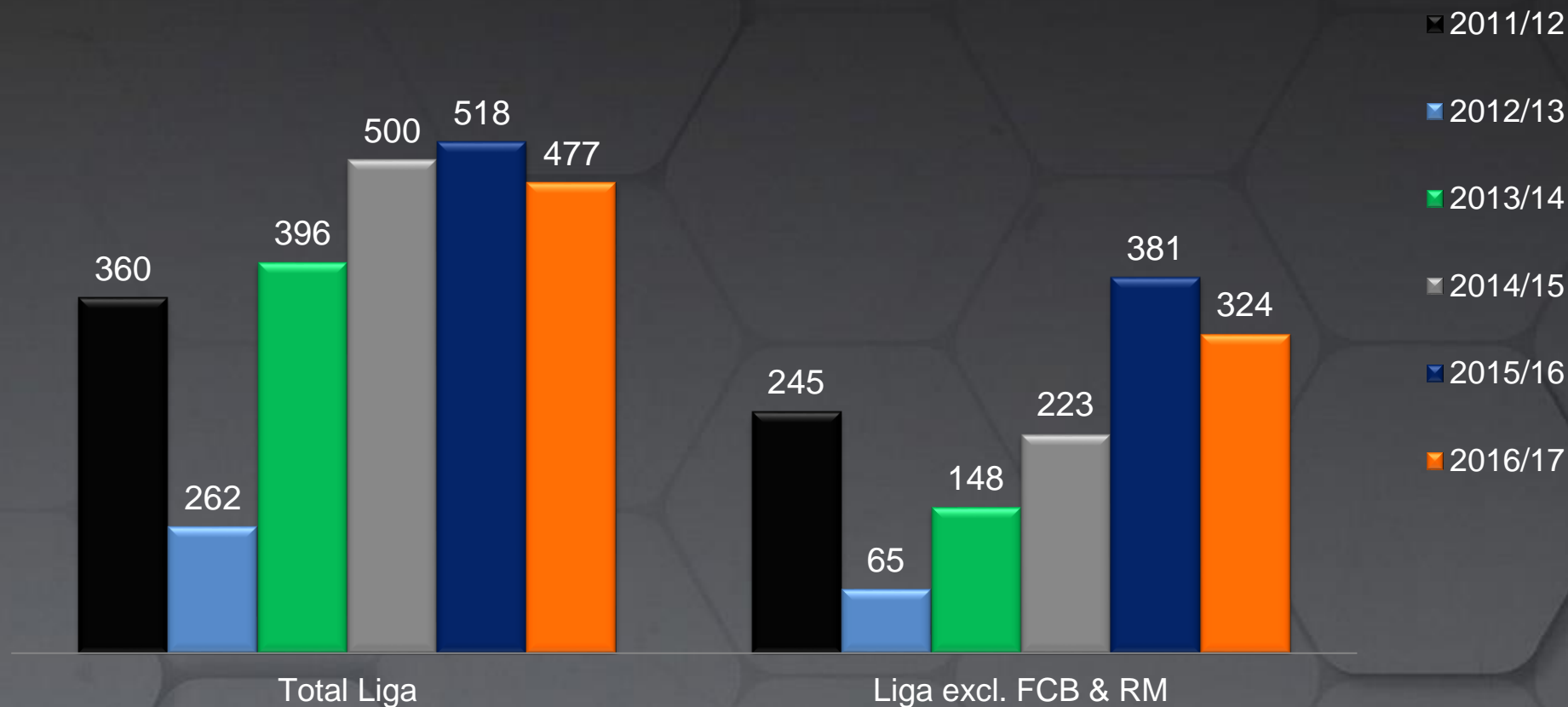
Mio€



LaLiga Santander sides invested 477m€ in new player transfers, 8% down vs last summer but still among highest in its history

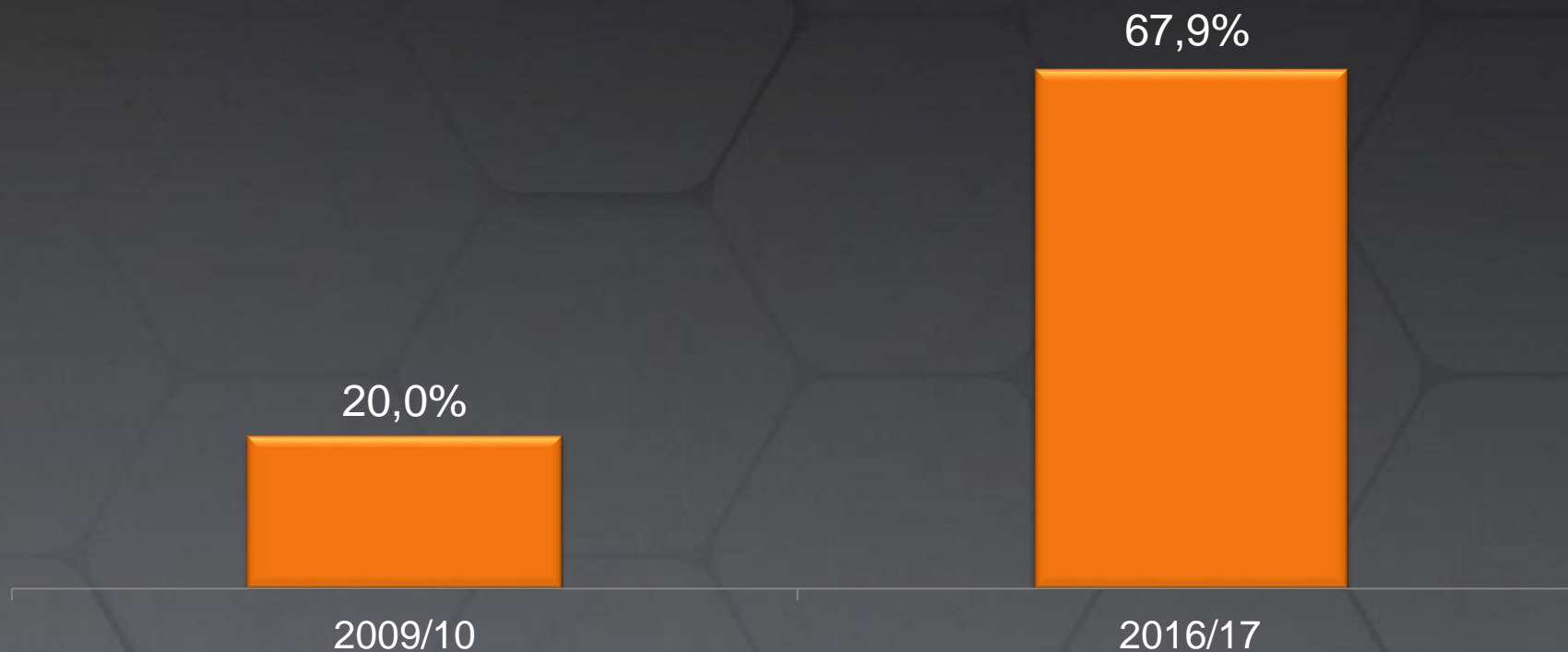
PLAYER ACQUISITION SPENDING- LALIGA SANTANDER

Mio€



Combined investment of FC Barcelona and Real Madrid only accounted for 32% of LaLiga Santander total, as the journey to a less polarized league goes on (vs 80% in 2010)

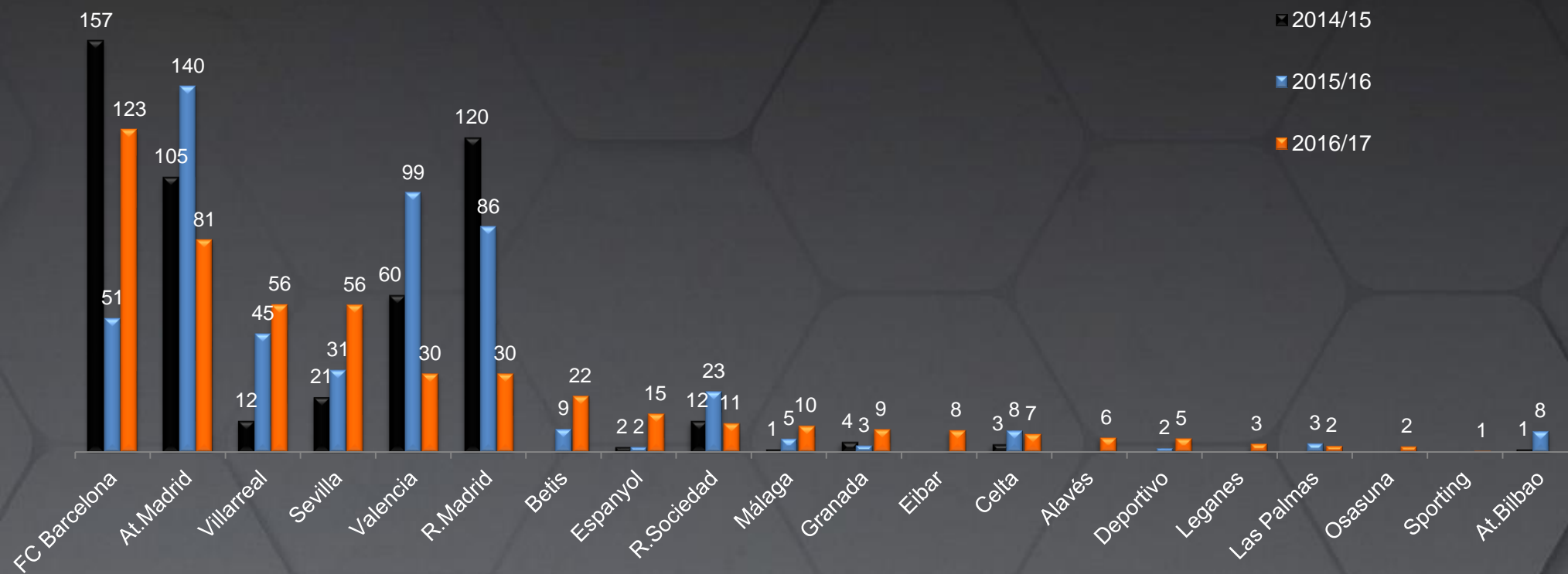
%



LaLiga Santander is no longer about Real Madrid and FC Barcelona duo with investment by rest of teams was close to 70% of total for second season in a row

NEW PLAYERS SPENDING BY TEAM

Mio€



FC Barcelona outspent all other teams in LaLiga Santander, after investing 123mio€ in new players, 2nd highest amount in its history. Real Madrid are the surprise absents in the top positions after only investing to bring Morata back (30m€). Fresh TV money rainfall resulted in 6 of 20 teams investing 30mio€ or more and 10 investing 10m€ or more

Number of
teams

Number of teams investing...	2014/15	2015/16	2016/17
30m€ or more	4	6	6
10m€ or more	7	7	10
5m€ or more	7	11	15
2mio€ or less	11	6	4

New TV rights centralized sales and distribution system has already started to pay-out, with more middle class and modest sides affording more expensive signings. 15 out of 20 LaLiga Santander sides were able to spend 5m€ or more this summer, vs just 7 2 summers ago. Only 4 teams spent 2m€ or less (vs 11 2 years ago)

INVESTMENT IN PLAYERS BY TEAM -BOTTOM 10



Mio€



17,9mio€

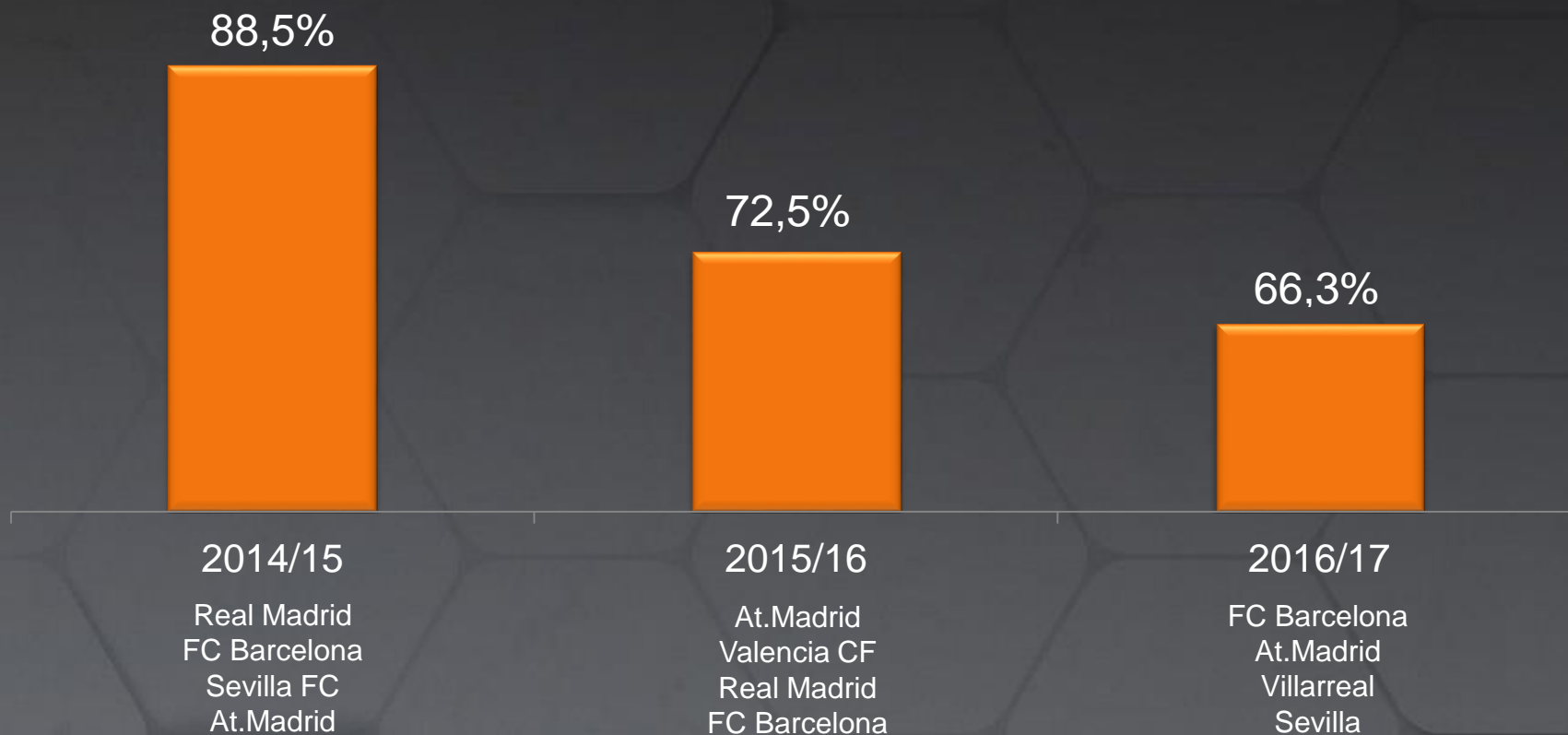


43,4mio€

Bottom 10 sides spent 43,4m€ in new players this summer, almost 2,5 times more than last year (17,9m€), as TV money is now distributed more equally across the clubs, representing the dominant income in many of them

% OF TOTAL INVESTMENT BY TOP 4 SPENDERS

%



Never before the top 4 spenders represented a smaller portion of the total. Combined investment by FC Barcelona, At. Madrid, Villarreal and Sevilla was 66,3% (vs 89% 2 summers ago)

TOP 10 MOST EXPENSIVE PLAYERS 2016/17



André Gomes signing by FC Barcelona was the most expensive of LaLiga Santander this summer (35mio€), followed by Gameiro (Atlético, 32mio€), Morata (Real Madrid) and Alcácer (FC Barcelona).
4 of most expensive signings were made by FC Barcelona and 3 by Atlético

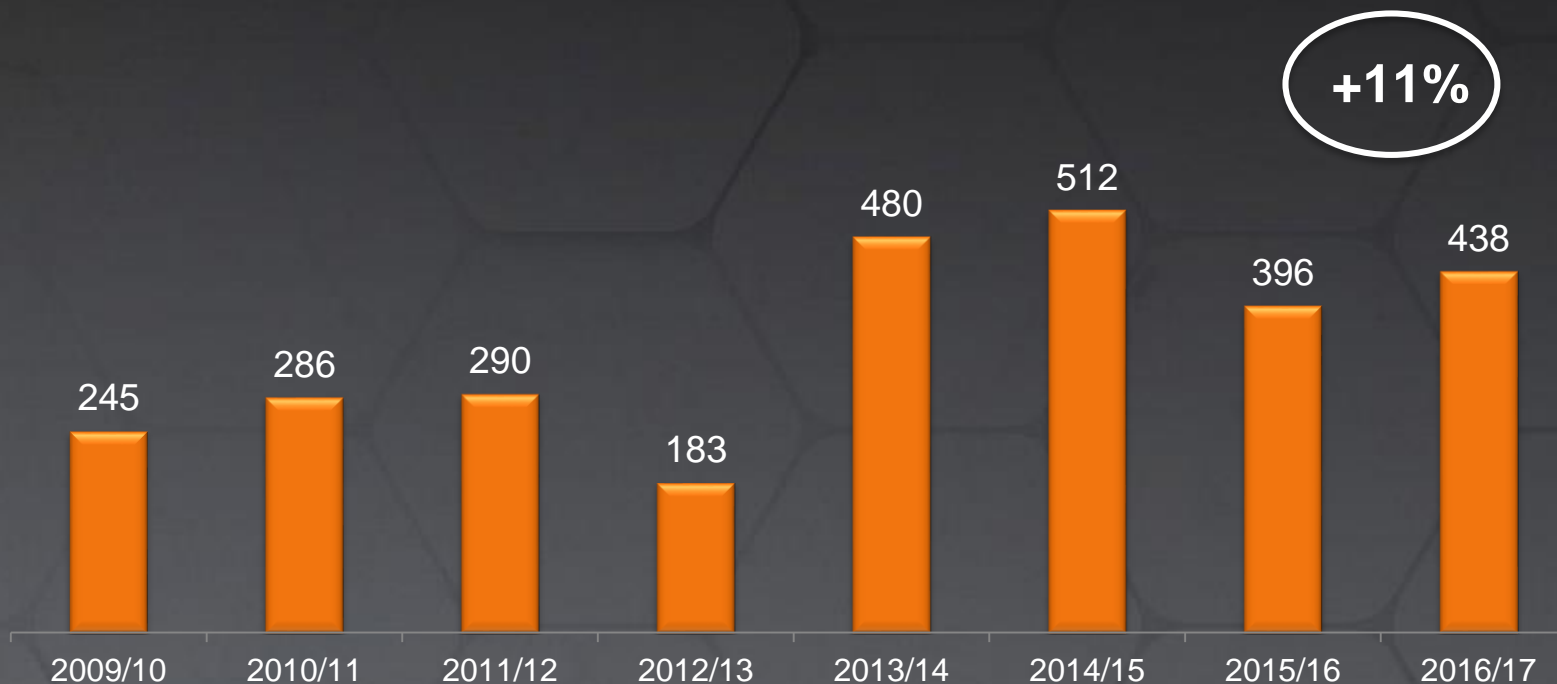
TOP 10 MOST EXPENSIVE PLAYERS 2015/16

Mio€



TOTAL VALUE OF PLAYER SALES- LALIGA SANTANDER

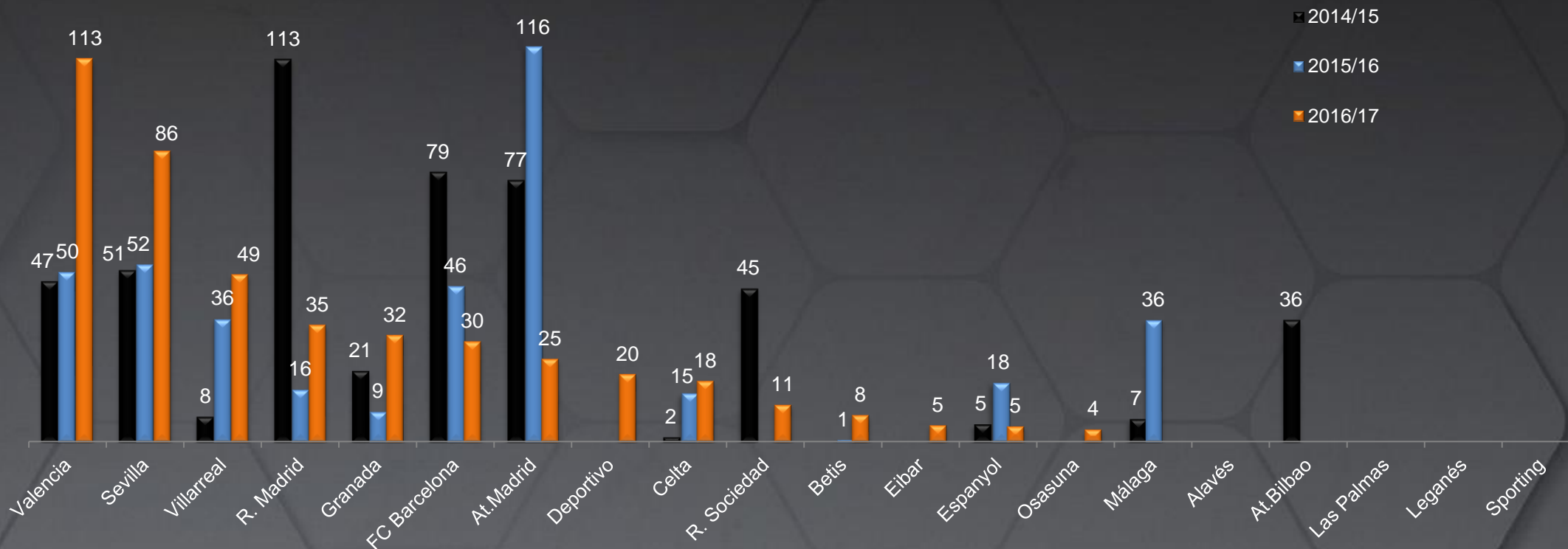
Mio€



LaLiga Santander sold players for 438mio€ at summer transfer window, 3rd highest amount ever and up 11% vs last season

PLAYER SALES BY TEAM

Mio€



Valencia sold player for 113mio€, more than any other club in Spain and 2nd highest amount in Europe, only behind Juventus, as a result of the pressure to fulfill Financial Fair Play regulations. Sevilla is once again among usual suspects by cashing-in 86mio€ from players sales, 2nd highest income in Spain and 5th in Europe

TOTAL NET SPENDING- LALIGA SANTANDER

€Mio



LaLiga Santander shows a positive net spending (39mio€) for second year in a row, with the contribution of the majority of teams. Only 7 teams had a negative net investment (more income in player sales than amount spent in signings)

NET PLAYERS SPENDING BY TEAM

€Mio



NET PLAYERS SPENDING BY TEAM 2015/16

€Mio



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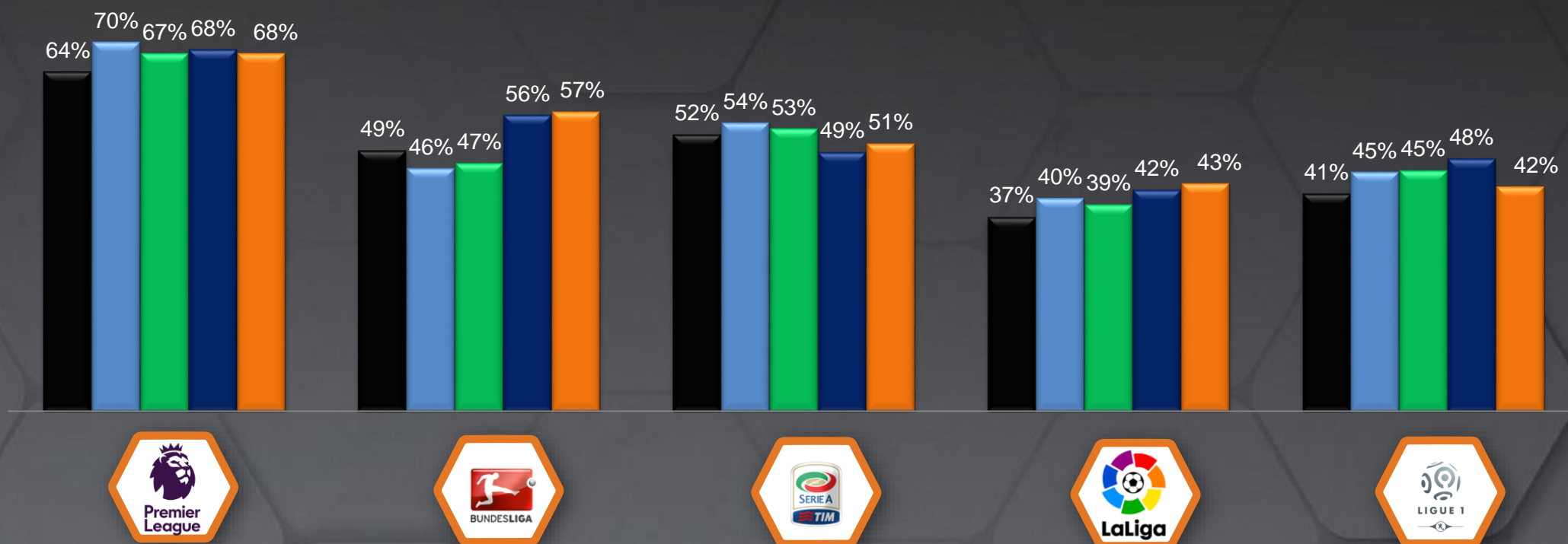
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% OF NON NATIONAL PLAYERS BY LEAGUE

2012/13 2013/14 2014/15 2015/16 2016/17

Non-national players



LaLiga Santander maintains a similar % of national players (57%), while English Premier League sides continue to struggle to grab more national players

HOME GROWN PLAYERS BY SQUAD

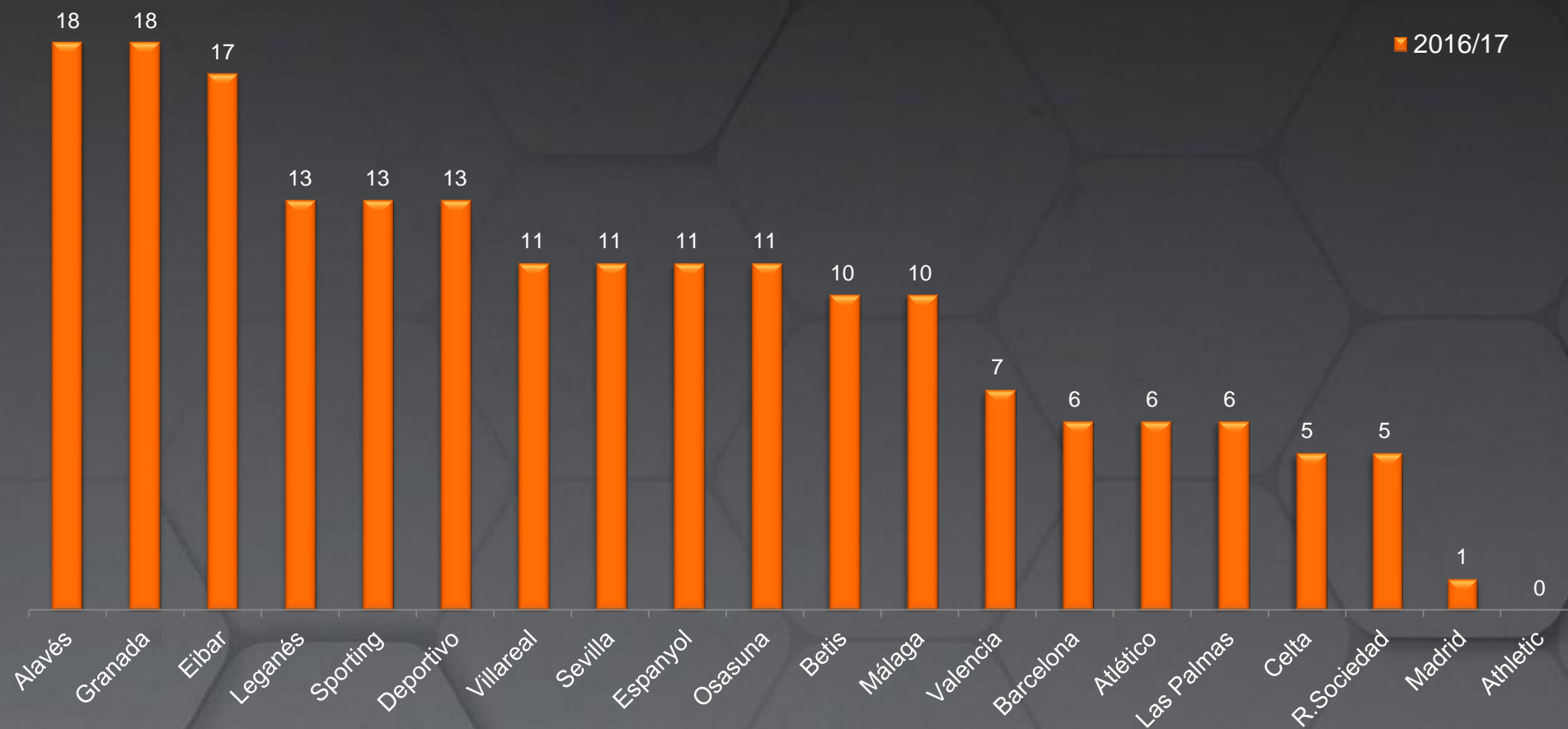
Players



Athletic Bilbao is for the 3rd consecutive year the leader of the ranking. FC Barcelona keeps the 5th position but it has significantly decreased the homegrown players in the squad in the last 3 seasons (it had 17 in 2013/14)

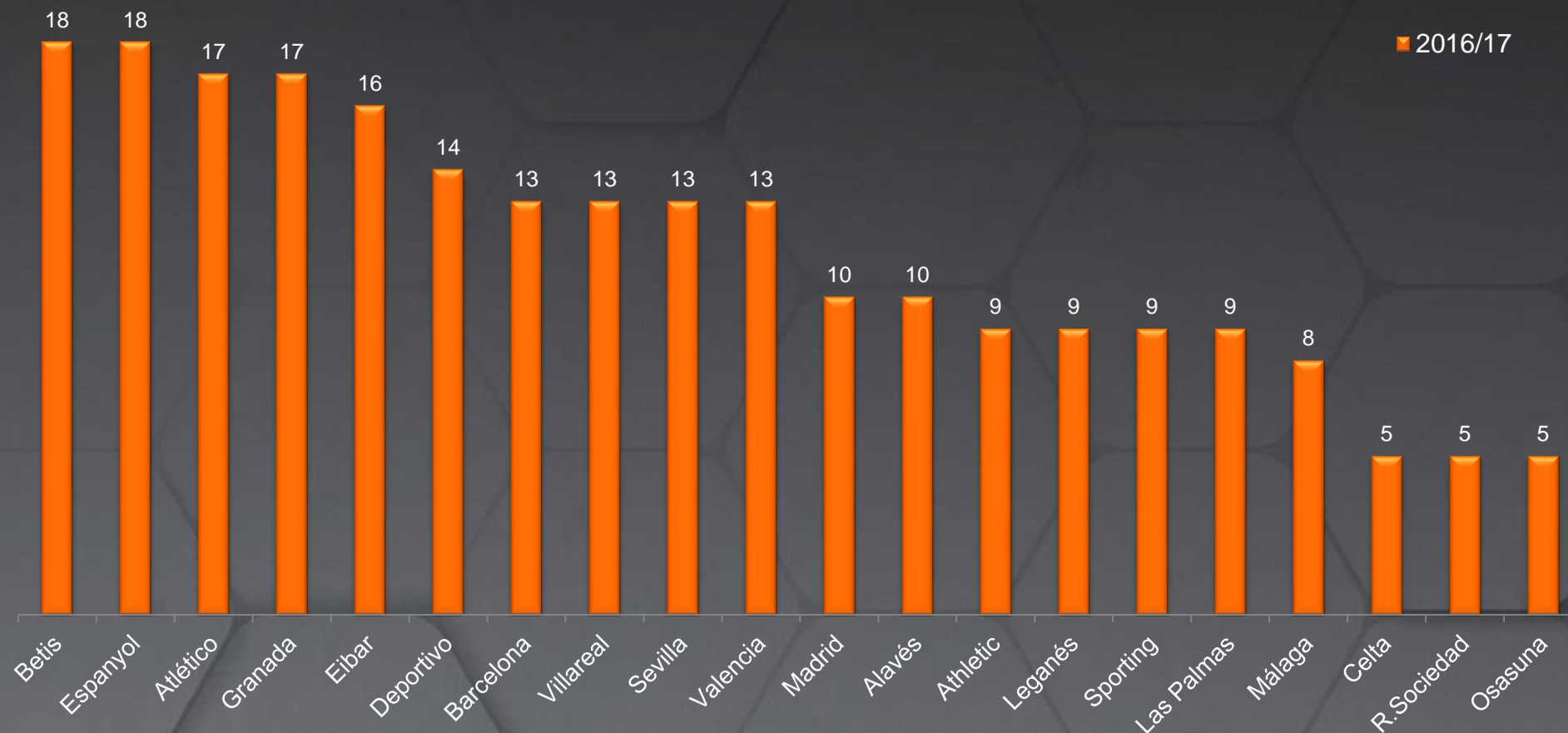
SIGN-UPS BY TEAM- LALIGA SANTANDER

Nº of players



PLAYER EXITS BY TEAM- LALIGA SANTANDER

Nº of players



NET SIGN-UPS VS EXITS BY TEAM- LALIGA SANTANDER

Nº of players



AVERAGE STABILITY OF SQUAD- TOP 10

Years*



Real Sociedad repeats as the most stable squad, with an average stay by player of 4,2 years. Teams with higher number of home grown players show higher stability

AVERAGE STABILITY OF SQUAD- BOTTOM 10

Years*

2014/15 2015/16 2016/17



Granada and Leganés are the teams with newest squads

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NEW PLAYERS INVESTMENT R. MADRID VS FC BARCELONA

Mio€



FC Barcelona made its 2nd highest investment in history (123mio€) after signing 6 new players. Real Madrid only invested to bring back Morata (30mio€) after 3 summer markets of high investment

PLAYERS MOVEMENT


				
	2015/16	2016/17	2015/16	2016/17
Revenues* (mio€)	679	N/A	N/A	N/A
Profit/Loss (mio€)	29	N/A	N/A	N/A
Signings investment (mio€)	51	123	86	30
Player sales (mio€)	46	30	16	35
Net signings investment (mio€)	5	93	70	-5
# of signings	2	6	6	1
# of exits	9	13	8	10
Average cost per new player	26	21	14	30
Continuity players signed last season	7/7	2/2	3/3	6/6
Most expensive signing (mio€)	A.Turan (34)	A.Gomes (35)	Kovacic (35)	Morata (30)

		
	2009/17	2009/17
Signings investment (mio€)	674	847
Player sales (mio€)	298	424
Net signings investment (mio€)	376	423
Most expensive signing (mio€)	Luis Suárez (81)	Bale (101)
Most important sale (mio€)	A. Sánchez (43)	Di María (75)

		
	2016/17	2016/17
Nº players in First team	22	25
Average age	27,0	26,4
Average stability of squad (Average time of stay in the club)	3,32	3,28
% Foreign players	59%	64%
Nº Nationalities	9	9
Home grown players by squad	10	8
New home grown players by squad	1	2
U21 Players	1	2

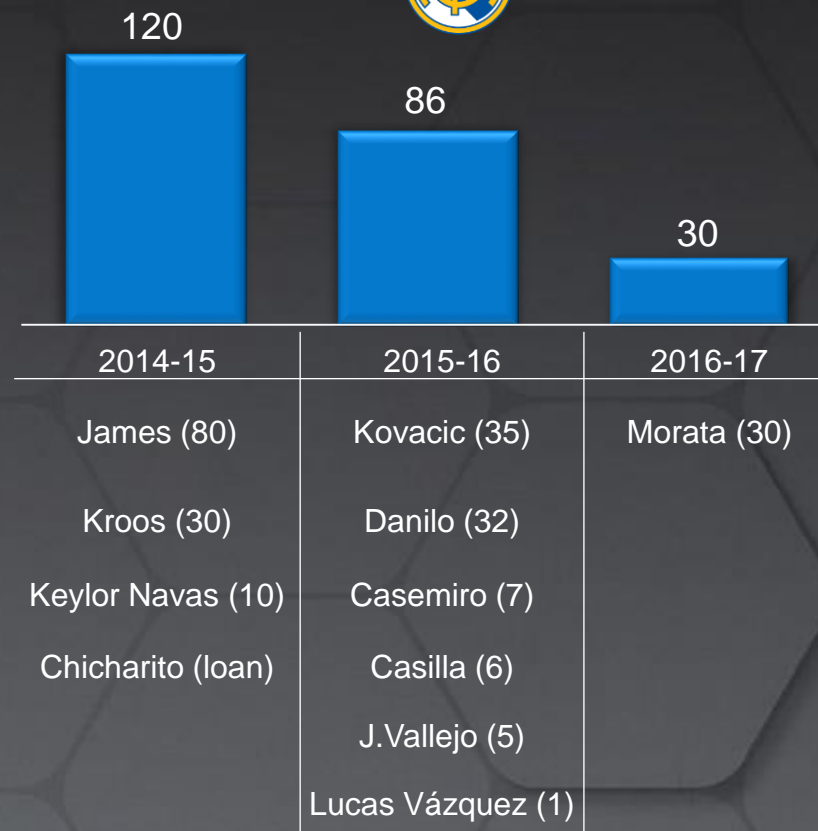
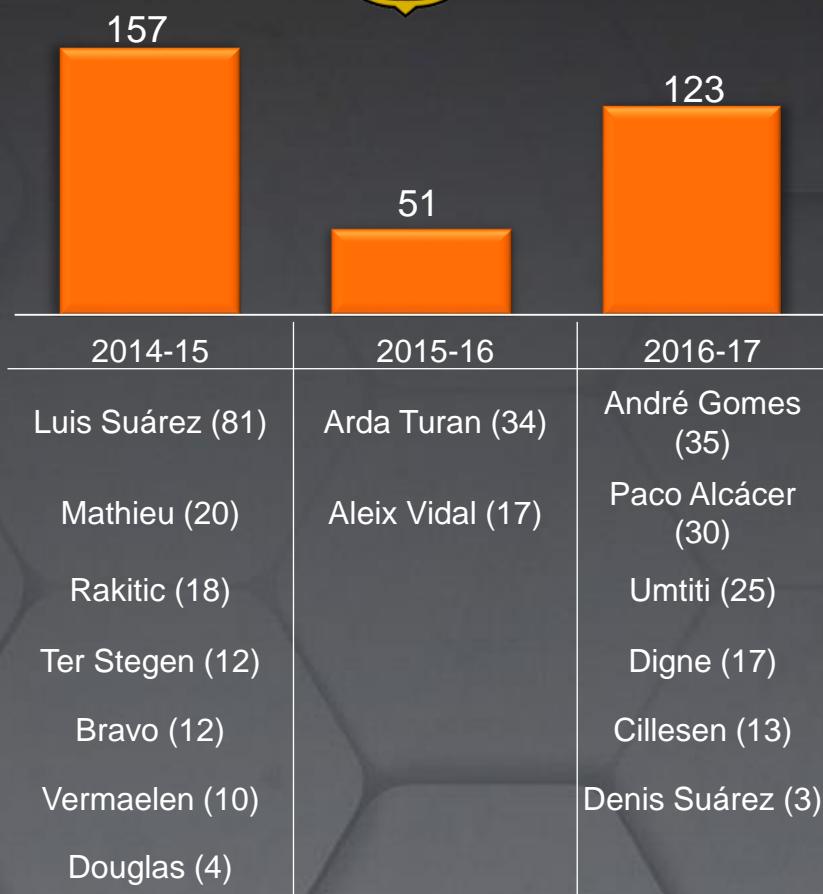
PLAYERS SIGNINGS FC BARCELONA 2016/17

NEW
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Player	Cost M€	Team	League	Age	Position	Nationality
 André Gomes	35			23	Central midfield	
 Paco Alcácer	30			23	Centre forward	
 Samuel Umtiti	25			22	Centre back	
 Lucas Digne	17			23	Left-back	
 Jasper Cillessen	13			27	Keeper	
 Denis Suárez	3			22	Central midfield	

PLAYERS SIGNINGS FCB VS RMD LAST 3 YEARS

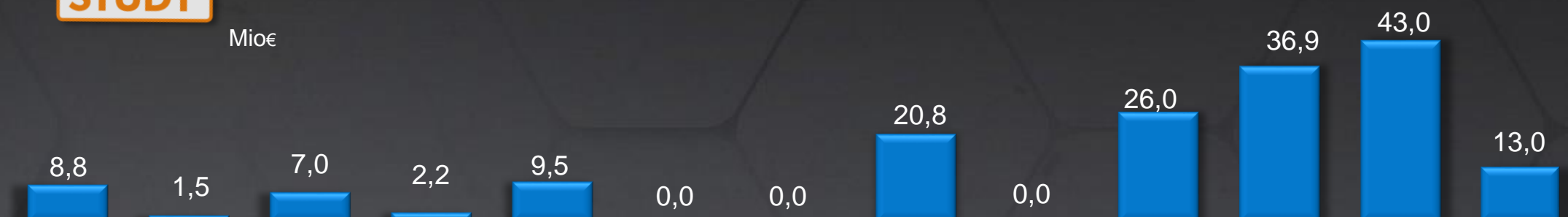
Mioe



HOME GROWN PLAYER SALES FC BARCELONA 2004-2017

CASE STUDY

Mio€



2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
L.García (8,8)	S. Garcia (1,5)	Gabri (0)	Motta (2)	G. dos Santos (6)	Jorquera (0)		V.Sánchez (0)		Thiago (25)	Cesc (33)	Pedro (27)	Bartra (8)
Santamaría (0)	Ros (0)	Damià (1)	Calvo (0,2)	Oleguer (3)			O.Romeu(5)		Fontàs (1)	J. dos Santos (1,5)	Deulofeu (6)	Halilovic (5)
Tortolero (0)		F.Navarro (6)		Crosas (0,5)			Jeffren (3.8)			Bojan (1,8)	Adama (10)	
							Bojan (12)			Rodri (0,6)		
										V.Valdés (0)		
										Oier (0)		
										Cuenca (0)		

PLAYERS EXITS R. MADRID 2004-2017

**CASE
STUDY**



2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Morientes (9,3)	Figo (0)	Zidane (-)	Helguera (0)	A. González (0)	Heinze (1,5)	Metzelder (0)	Garay (5)	Altintop (3,5)	Ozil (45)	Sahin (7)	Illarramendi (15)	Jesé (25)
	Owen (25)	Portillo (0)	Pavón (0)	Cassano (0)	Parejo (3)	Guti (0)	Pedro León (5)	Canales (7,5)	Higuaín (37)	Morata (20)	L.Vázquez (0,5)	Cherysev (7)
	Celades (0)	Cobeño (0)	Mejía (0)	Balboa (4)	García (7)	Raúl (0)	Sarabia (3)	Gago (3,5)	Albiol (12)	Jesús (0,5)		Medrán (1,5)
	Solari (2)	Sánchez (0)	Bravo (2,3)	García (0)	Codina (0)	Van der Vaart (11)	Juan Carlos (2,5)	Granero (8)	Callejón (9,5)	D.López (0)		Mascarell (1)
	Samuel (18)	Arbeloa (1,3)	Diogo (4,5)	Granero (3)	Saviola (5)		Fran Rico (1)	Diarra (5)	Carvalho (0)	Di María (75)		Arbeloa (0)
	César (0)	Borja (-)	Beckham (0)	Soldado (6)	Cannavaro (0)			Drenthe (-)	Kaká (0)	X.Alonso (10)		
		Juanfran (0,4)	R. Carlos (0)	Baptista (10)	Huntelaar (15)			Carvajal (5)	Adán (0)			
		Gravesen (3)	D.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)							

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- ✓ Premier League remains the driving force in Europe by growing 16% (28% in pounds) to exceed 1,3bio€, coinciding with new lucrative TV rights contracts. Arrival of new investors and squad renovation of top teams helped Serie A to stay in 2nd position after growing 15%. Bundesliga (highest investment ever) took 3rd position from LaLiga Santander (4th) and French Ligue1 stays 5th. No sign of impact of Brexit if we consider EPL sides behaviour this summer
- ✓ England's Championship saw players investment soar to 247m€ (+80% despite pound devaluation), which is 5 times more than all other second division leagues combined. Strong TV income for all Premier League teams translates also into highest purchasing power by promoted teams among top European leagues as the absolute top priority is to manage to stay at lucrative Premier League
- ✓ Italian SerieA sold players for 649m€, more than any other league and its highest amount ever, as a result of record high sales of Paul Pogba (105m€) and Higuain (90m€). Player sales at EPL surpassed 500m€ for 3rd consecutive year. Bundesliga, LaLiga Santander and Ligue1 where also very active selling players, cashing-in 460, 438 and 324m€ respectively

- ✓ Premier League dominance becomes even stronger when deducting income from player sales, with a net investment circa 800m€. Bundesliga, LaLiga Santander and SerieA financed most of signings with player sales, while Ligue1 continues to produce players to be sold abroad
- ✓ Manchester teams top European investment rankings after investing 185 and 174m€ respectively. Juventus are the surprise in the top 3 after investing a whopping 170m€ (90 of them on Higuain). 5 of top 10 sides in investment are from Premier League. Real Madrid are the surprise absents at European top 10, for the first time since 2009
- ✓ Juventus are inevitably the top team in player sales income. The 159m€ cashed-in by la vecchia signora become the highest amount in football history in a transfer window (together with income by AS Monaco last season). Valencia (financial fair play issues) and Borussia (squad renovation) complete trio of highest player revenues. Sevilla, Southampton and Benfica are other usual suspects in the European top 10
- ✓ Juventus were subsequently the busiest side of the transfer window in Europe, trading players (signings and sales) for a whopping 329m€. Likewise, Borussia reinvested in signings all the income from player sales

- ✓ Pogba signing by ManU from Juventus for 105mio€ was the most expensive in football history, just like Higuain became most expensive in Juventus history and 2nd in Europe (90m€). 8 of 10 most expensive transfers of summer window were done by Premier League sides. Paying transfer fees for managers becoming a standard practice, with Everton and the FA paying 5 and 3mio€ for Koeman and Allardyce respectively

- ✓ Mancity's Otamendi was the most profitable signing last season (78% of minutes), followed by Martial (ManU) and Vidal (Bayern). Benteke (44% of minutes) and Kovacic (30%) were the least used of most expensive signings of last year in Europe

- ✓ LaLiga Santander sides invested 477mio€ in new player transfers, 8% down but still among highest in its story. The most relevant development is the distribution of the investment, since rainfall of incremental TV moneys going into all clubs means that transfer windows in Spain are no longer monopolized by Real Madrid and FC Barcelona:
 - 68% of the investment was made by teams other than Real Madrid or FC Barcelona (vs 20% in 2009/10)
 - 6 sides spent more than 30m€ (vs 4 2 years ago); 10 sides more than 10mio€ (vs 7) and 15 spent more than 5mio€ (vs 7 in 2014/15). Only 4 teams spent 2mio€ or less (vs 11 in 2014/15)
 - Bottom 10 sides spent 43mio€, almost 2,5 times more than last year (18mio€)
 - Never before the top 4 spenders represented a smaller portion of the total. Combined investment of FC Barcelona (that spent 123mio€, 2nd highest amount in its history), Atletico, Villarreal and Sevilla was 66,3% (vs 89% 2 years ago)

- ✓ André Gomes signing by FC Barcelona was the most expensive of LaLiga Santander this summer (35mio€), followed by Gameiro (Atlético, 32mio€), Morata (Real Madrid) and Alcácer (FC Barcelona). 4 of most expensive signings were made by FC Barcelona and 3 by Atlético
- ✓ LaLiga Santander sold players for 438mio€ at summer transfer window, 3rd highest amount ever and up 11% vs last season. Valencia sold player for 113mio€, more than any other club in Spain and 2nd highest amount in Europe, only behind Juventus, as a result of the pressure to fulfill Financial Fair Play regulations. Sevilla is once again among usual suspects by cashing-in 86mio€ from players sales, 2nd highest income in Spain and 5th in Europe
- ✓ LaLiga Santander shows a positive net spending (39mio€) for second year in a row, with the contribution of the majority of teams. Only 7 teams had a negative net investment (more income in player sales than amount spent in signings), with a higher proliferation of sides with a stronger financial position to afford retaining their best talent (ie Las Palmas retained Lemos and Mesa despite lucrative transfer offers)

VISITOR



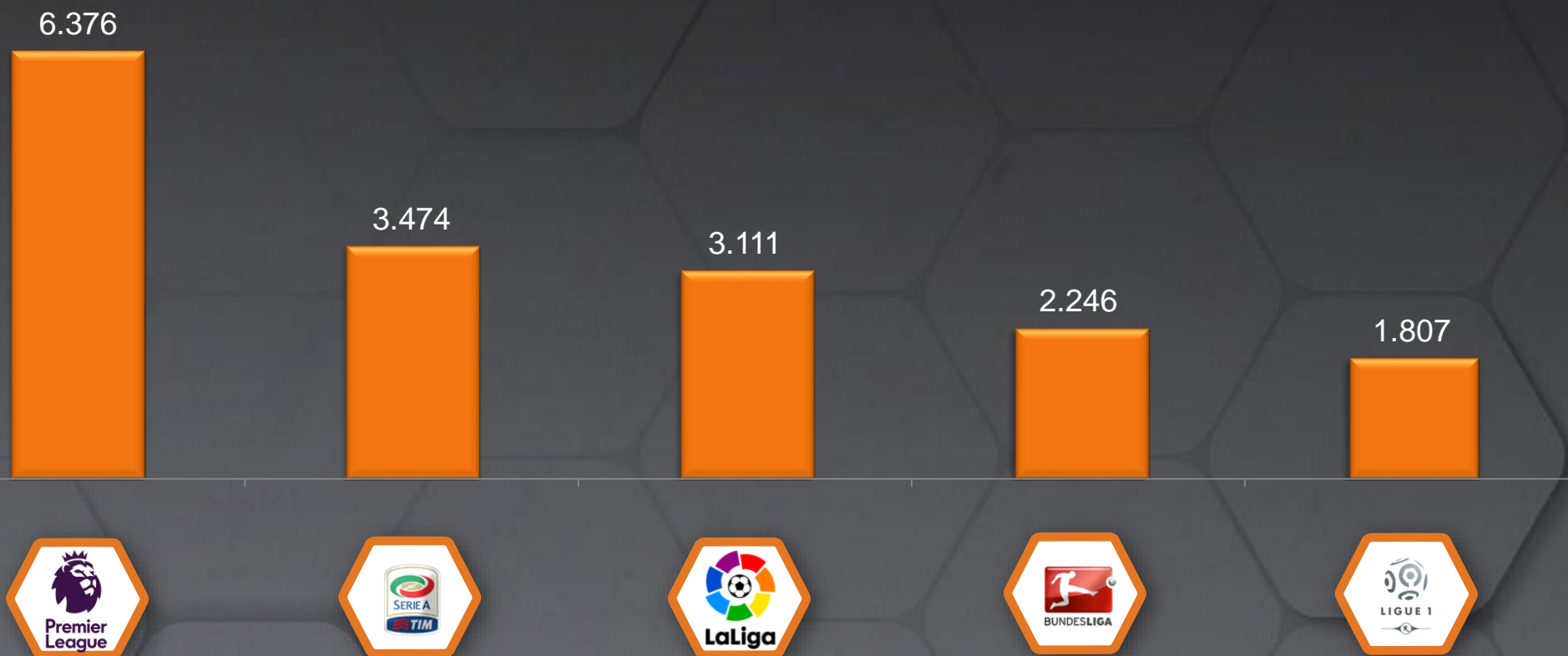
1. Technical sheet
2. Summer transfers window 2016/17
3. Squads review LaLiga Santander
4. FC Barcelona & Real Madrid face to face
5. Conclusions
6. Annexes

HOME

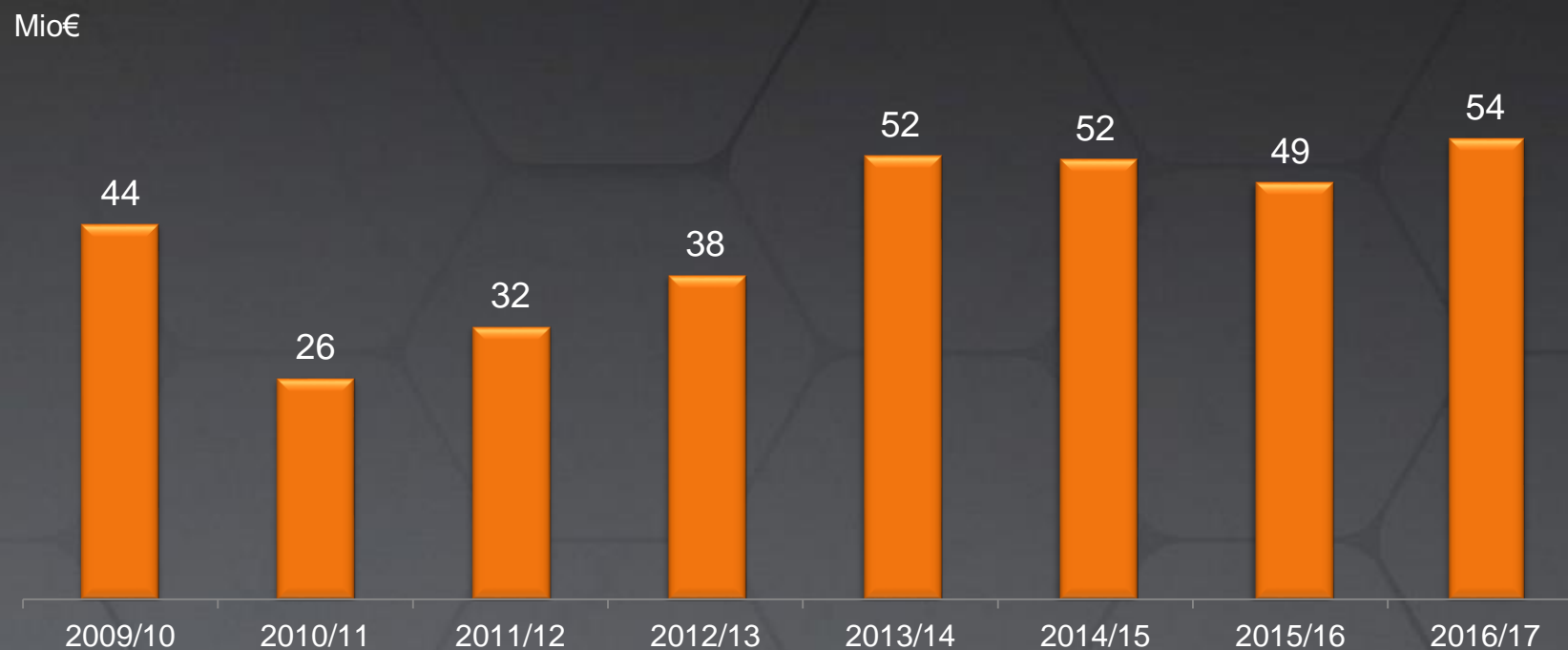


8 YEAR ACCUMULATED INVESTMENT TOP 5 LEAGUES

Mio€



AVERAGE VALUE TOP 10 EUROPEAN SIGNINGS LAST 8 YEARS



TOP EUROPEAN TEAMS SPENDING RANKING

Mio€



TOP EUROPEAN TEAMS PLAYER SALES RANKING

Mio€

■ 2014/15
■ 2015/16
■ 2016/17



EUROPEAN ELITE HISTORICAL SALES RANKING

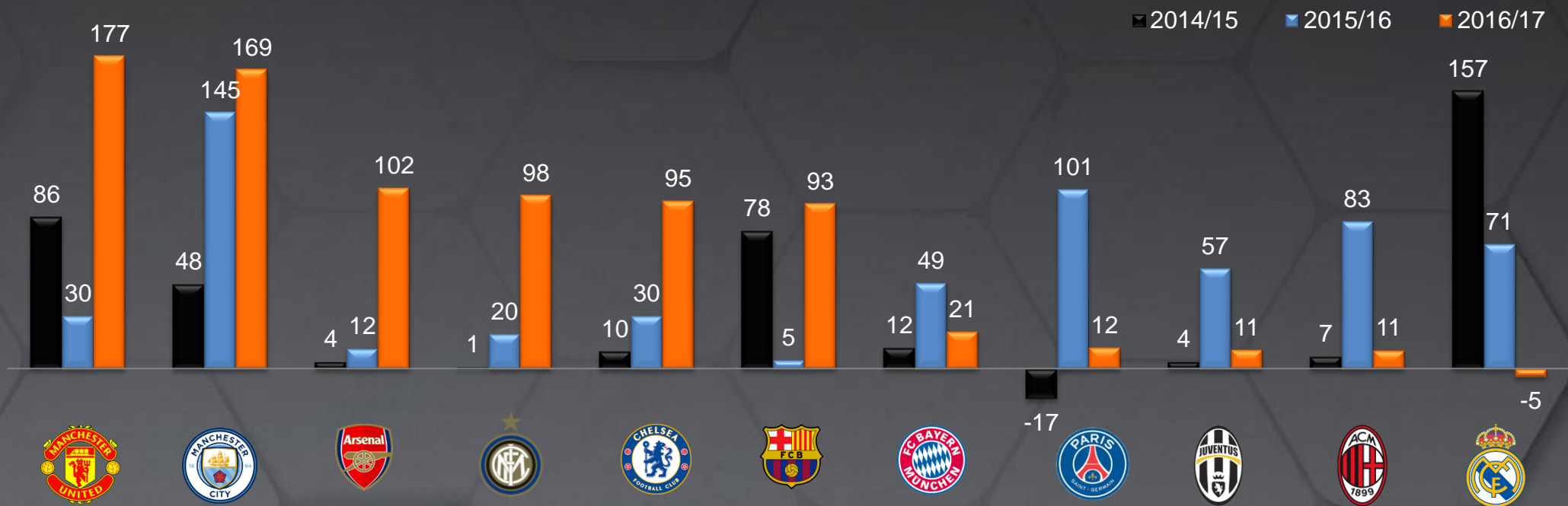
Mio€



*Winter window transfers not included

TOP EUROPEAN TEAMS NET INVESTMENT RANKING

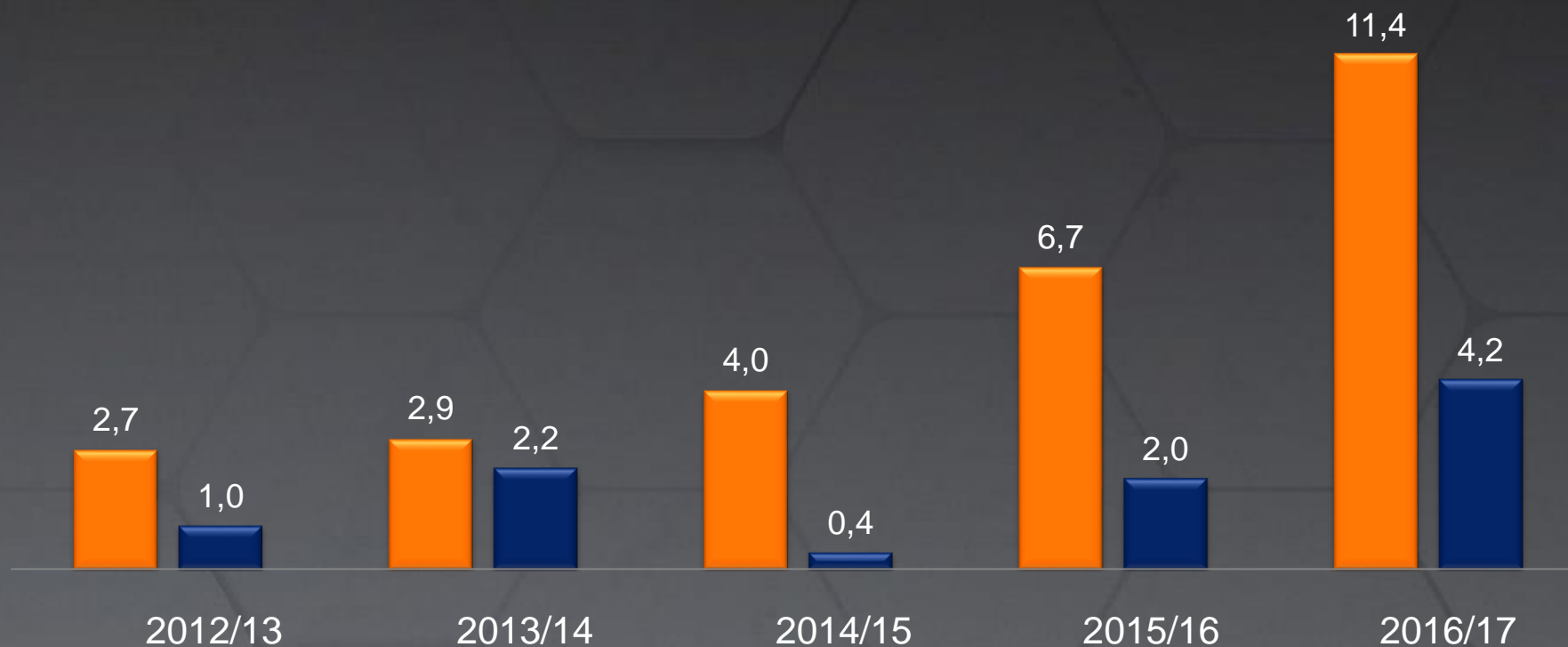
Mio€



SIGNINGS* OF NATIONAL PLAYERS AVERAGE COST

Mio€

■ Premier league
■ LaLiga Santander



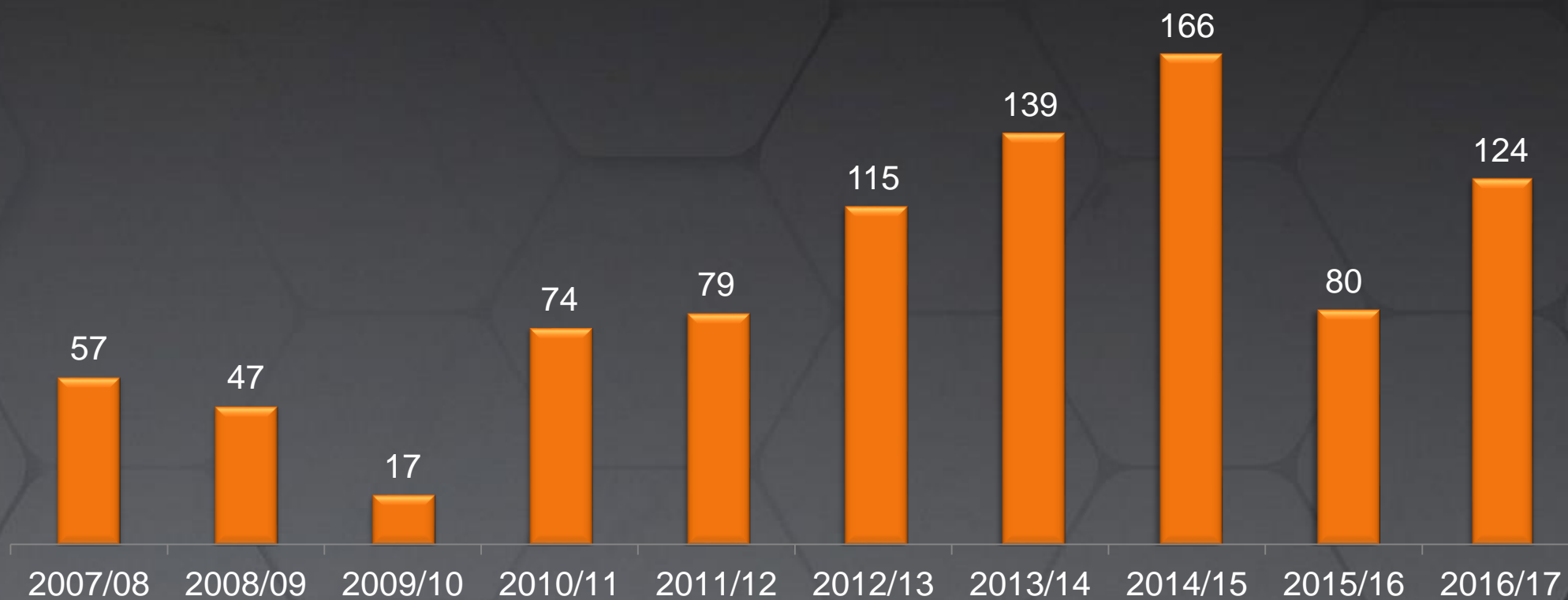
EPL sides hunt of English talent resulted in average cost of home born players continuing to climb, to 11,4mio€, once again highest amount ever and +70% vs last year average (compared with 2mio€ at LaLiga Santander)

TOP 10 ON 8 YEAR ACCUMULATED PLAYER SALES



SALES ABROAD OF NATIONAL PLAYERS – LALIGA SANTANDER

Mio€



HOME GROWN PLAYERS BY TEAM

Club	Canteranos
	Masip, Piqué, Alba, Busquets, Iniesta, S.Roberto, Aleix Vidal, Rafinha, Messi, Denis Suárez
	Kiko Casilla, Yáñez, Nacho, Carvajal, Casemiro, L. Vázquez, Morata, Mariano
	Saúl Níguez, Koke, Gabi, Lucas Hernández, Thomas, Torres
	Doménech, Gayá, Fede Cartabia
	Sergio Rico, Soria
	Toño, Iñigo Martínez, Mikel, Héctor Hernández, Elustondo, Carlos Martínez, Zaldúa, Illarramendi, Bergara, Gaztañaga, Rubén Pardo, Zurutuza, Xabi Prieto, Oyarzabal, Agirretxe
	Herrerín, Iraizoz, Arrizabalaga, Laporte, Etxeita, Álvarez, Balenziaga, Saborit, San José, Iturraspe, Beñat, Mikel Rico, Vesga, Eraso, Aketxe, Susaeta, Muniaín, Merino, Williams, Aduriz
	Laure, Bergantiños
	Uche Agbo
	Duarte, J. López, D. López, V. Álvarez, Álvaro Vázquez

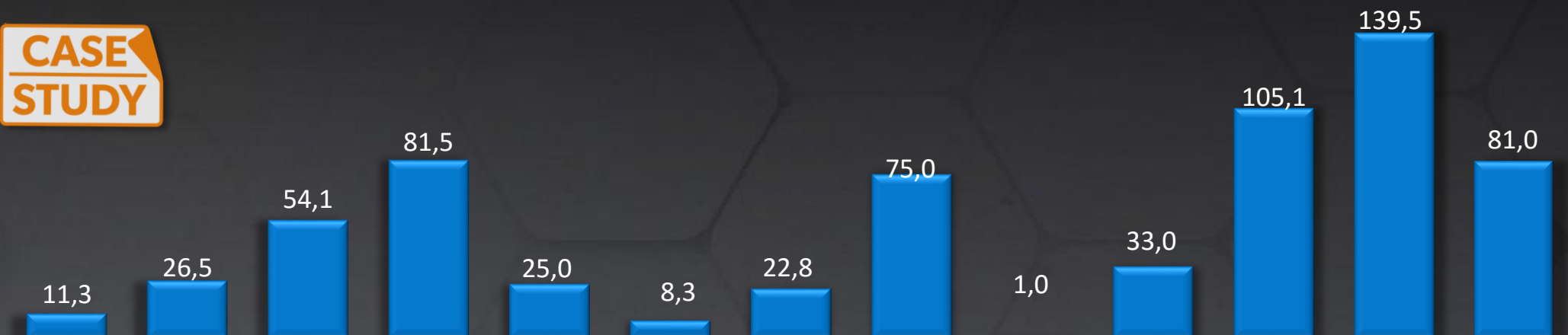
HOME GROWN PLAYERS BY TEAM

Club	Canteranos
	Musacchio, Jaume Costa, Mario Gaspar, Bruno Soriano, Manu Trigueros, Rodri,
	Aarón, Villanueva, Recio, Fornals, Juanpi,
	D. García, U. García, M. Flaño, J. Flaño, Buñuel, Oier, A. Otegui, Roberto Torres, Berenguer, Olavide, Kenan Kodro
	S.Álvarez, R. Blanco, Costas, Hugo Mallo, J. Castro, Iago Aspas, Josep Señé
	Ander Capa
	Lizoain, Aythami, David García, D. Castellano, David Simón, V. Gómez, J. Castellano, Roque Mesa, Hernán, Tyronne, J. Viera, Momo, Artiles, Asdrúbal, Tana
	-
	Einar Galilea, Sergio Llamas, Toquero, Dani Iglesias
	Meré, Canella, Lora, Sergio Álvarez, Nacho Cases, Rachid, Ndi, Castro
	Á. Martínez, R. Navarro, Dani Ceballos, Fabián, Cejudo, Joaquín, Alegría

PLAYERS SIGNINGS AT. MADRID 2004-2017



**CASE
STUDY**

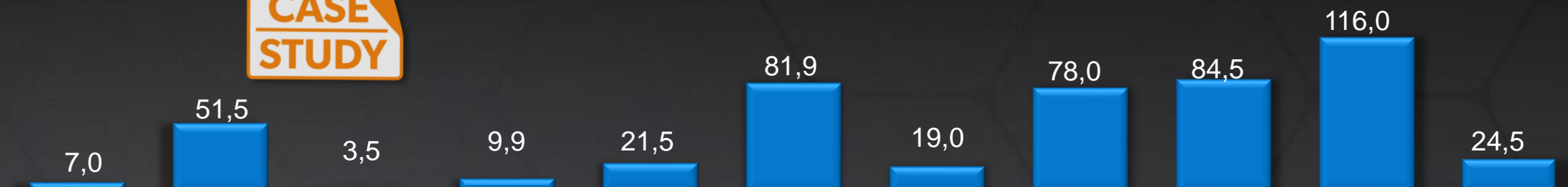


2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
L. Franco (0)	Kezman (9)	Pernía (4)	D. Costa (1,5)	Heitinga (10)	L. Cabrera (1,5)	D. Costa (1)	Miranda (0)	Emre (0)	Giménez (0,9)	Moyà (3)	J.Martínez (35)	Gameiro (32)
P. Ibáñez (3)	M. Rodríguez (5)	Zé Castro (0)	R. García (13)	Ujfalusi (0)	Juanito (0)	F. Mérida (0)	Sílvio (7)	C. Rodríguez (0)	Demichelis (0)	Siqueira (10)	Savic (25)	Gaitán (25)
P. Luccin (5)	J. Valera (0)	Seitaridis (6)	Abbiati (loan)	Sinama-Pongolle (10)	Asenjo (5,5)	M. Suárez (1,8)	Gabi (3)	C.Díaz (1)	Baptistao (7)	Mandzukic (18)	Y.Ferreira (20)	Vrasljko (16)
A. López (0)	Galletti (2,5)	Kun Agüero (21,7)	Forlán (21)	Coupet (2)	Roberto (1,25)	F. Luís (12)	Adrián (0)	Cisma (0)	Villa (2,1)	Oblak (16)	Vietto (20)	Diogo (7)
J. Velasco (0)	Petrov (10)	Costinha (6)	L. García (4)	Assunção (3)		Godín (8)	R. Micael (5)		Roberto (6)	Griezmann (30)	F.Luís (16)	A.Werner (0,8)
Sosa (0)		Mista (4)	C. Santana (8)	Banega (loan)			Courtois (loan)		Aranzubia (0)	R. Jiménez (10,5)	Mensah (10)	
Perea (3,3)		De las Cuevas (0,4)	Simao (20)				Falcao (47)		Alderweireld (7)	Ansaldi (loan)	Kranevitter (8)	
Colsa (0)		Jurado (3)	Reyes (12)				Pacheco (loan)		Guilavogui (10)	J. Gámez (0)	Borré (5,5)	
S. Ballesta (loan)		Maniche (9)	Motta (2)				Pizzi (loan)			Moreira (0)		
							Diego (loan)			E. Velázquez (2,6)		
							A. Turan (13)		79	Cerci (15)		

PLAYERS EXITS AT. MADRID 2006-2017



**CASE
STUDY**

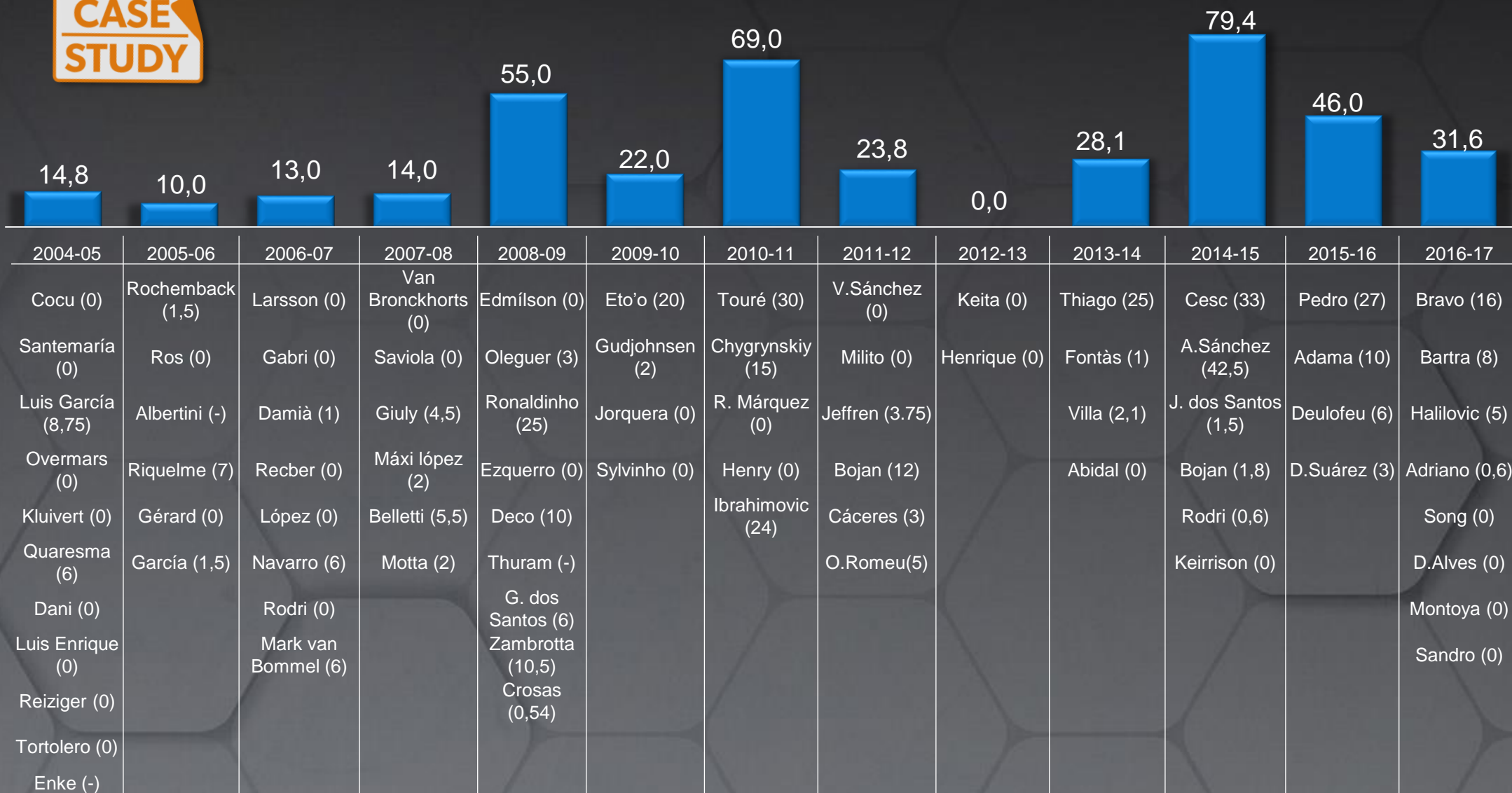


2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Del Moral (0)	Pinola (1,2)	Jurado (Loan)	Zé Castro (2)	P. Ibáñez (0)	Baldé (1)	Perea (0)	Falcao (60)	Insúa (Loan)	A.Turan (34)	B.Bastón (18)
García Calvo (0)	Gabi (0)	Cuéllar (0)	Maniche (0)	Roberto (8,5)	Ujfalusi (2)	A. López (0)	Silvio (Loan)	Villa (0)	Mandzukic (19)	Baptistao (3,5)
Sosa (Loan)	Galletti (2,1)	Eller (0)	Bernabé (0)	Baldé (Loan)	De Gea (20)	Domínguez (8)	Cisma (0)	Roberto (6)	Alderweireld (16)	Guilavogui (3)
Sicilia (0)	Torres (38)	Falcón (0)	De las Cuevas (0,3)	Pernía (0)	Kun Agüero (45)	Pizzi (Loan)	Micael (3)	Asenjo (5)	M.Suárez (15)	Gámez (0)
Toché Loan)	Petrov (7)	Mista (0)	Leo Franco (0)	R. Pérez (Loan)	Valera (0)	Assunção (0)	Robles (4)	Oliver (Loan)	R.Jiménez (9)	Sílvio (0)
Musampa (0)	Bravo (0)	M. Suárez (0,8)	Coupet (0,8)	Cabrera (Loan)	R. García (Loan)	Pérez (Loan)	Pérez (Loan)	Costa (38)	R.García (8)	
Ibagaza (0)	Toché (0)	Zé Castro (Loan)	D. Costa (0)	Salvio (Loan 2)	Micael (Loan)	Micael (Loan)	Pulido (0)	R. Pérez (Loan)	Miranda (15)	
Aragoneses (0)	Roberto (Loan)	Roberto (0)	L. García (0)	Jurado (11)	Pacheco (Loan)	Salvio (11)	Díaz (0)	Aranzubia (0)	Insúa (0)	
Colsa (0)	Cuéllar (Loan)	Motta (0)	Seitaridis (0)		Mérida (Loan)	Cabrera (Loan)	Asenjo (Loan)	Diego (0)	C.Rodríguez (0)	
Larena (0)	Costinha (0)	Reyes (Loan 2,65)	Heitinga (6,8)		Elias (8,85)	Mérida (0)	Pizzi (6)	Adrián (11)	Kader (0)	
Ortiz (0)	M.Suárez (Loan)	Costa (Loan)			Forlán (5)	Bastón (Loan)	Roberto (Loan)	F. Luís (17)	Baptistao (loan)	
Kezman (7)	D. Costa (Loan)	Santana (Loan)			Bastón (Loan)		Saúl (Loan)	Thomas (Loan)	Mensah (Loan)	
M.Suárez (Loan)	Braulio (0)	Valera (Loan)			Cabrera (Loan)		Demichellis (5)	Baptistao (Loan)	Borré (loan)	
Medina (0)	Luccin (2,8)				Pérez (Loan)			Manquillo (Loan)	Bastón (loan)	
								Guilavogui (Loan)	Manquillo (loan)	
								Velázquez (Loan)	Kranevitter (loan)	
								Toby (Loan)		

PLAYERS EXITS FC BARCELONA 2004-2017



**CASE
STUDY**





PRIME TIME SPORT BUSINESS AREAS

FOOTBALL

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

PLAYER IMAGE RIGHTS

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

E-SPORTS

- YouTubers representation
- Off-line & online events
- Bespoke projects for brands
- Sponsors recruiting

CONTENT & CONSULTANCY

- Sponsors activation
- Strategic consultancy
- Articles & media appearances
- Book Show Me the Money!
- Soccerex Transfer Review

CORPORATE FINANCE

- M&A projects
- Investment in football clubs
- Secured lending
- Valuation of squads





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