



Barcelona-London-Madrid  
September 6<sup>th</sup> 2016

VISITOR



1. **Technical sheet**
2. **Summer transfers window 2016/17**
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 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 1<sup>st</sup> 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

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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

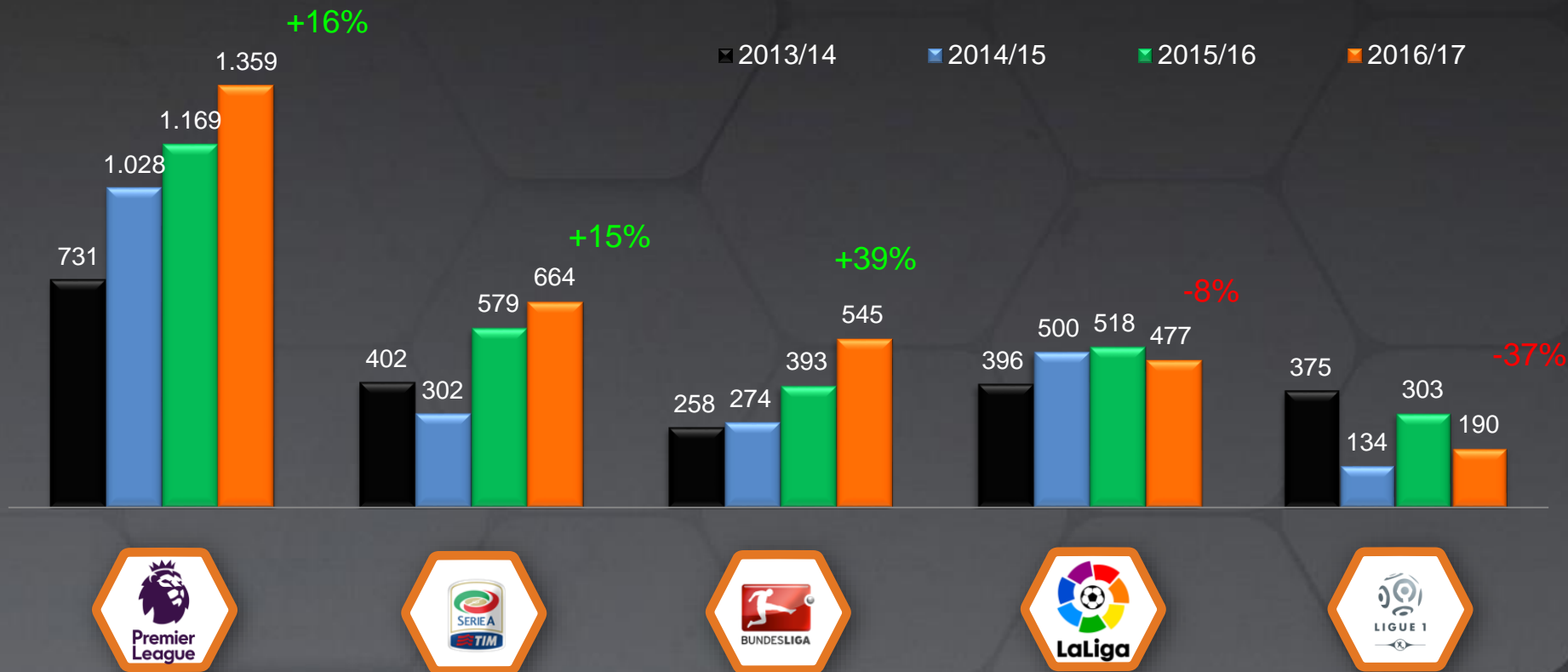
Mio€



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

## PLAYER ACQUISITION SPENDING-TOP 5 EUROPEAN LEAGUES

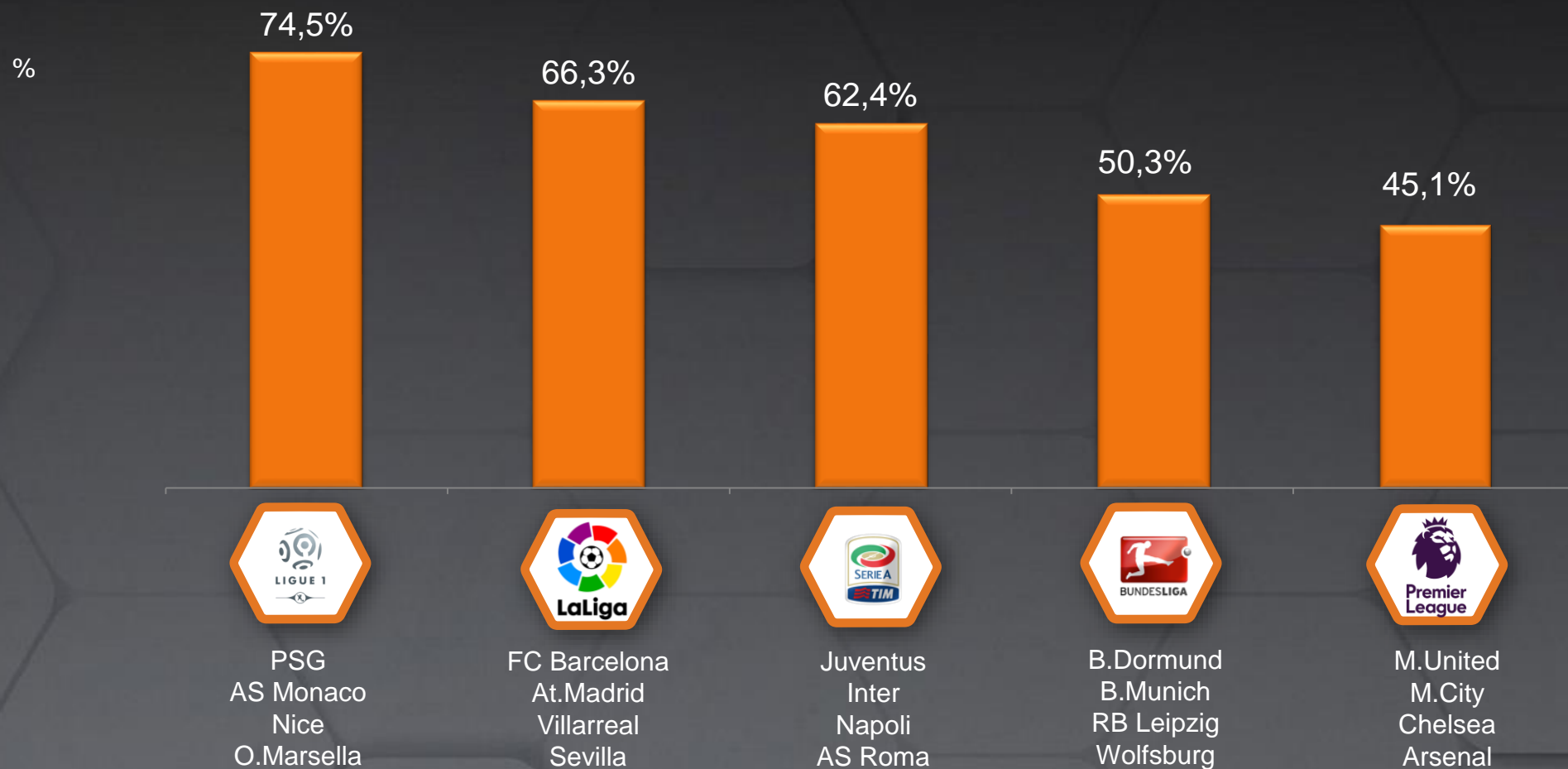
Mio€



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 2<sup>nd</sup> position after growing 15%. Bundesliga (highest investment ever) took 3<sup>rd</sup> position from LaLiga (4<sup>th</sup>) and French Ligue1 stays 5<sup>th</sup>



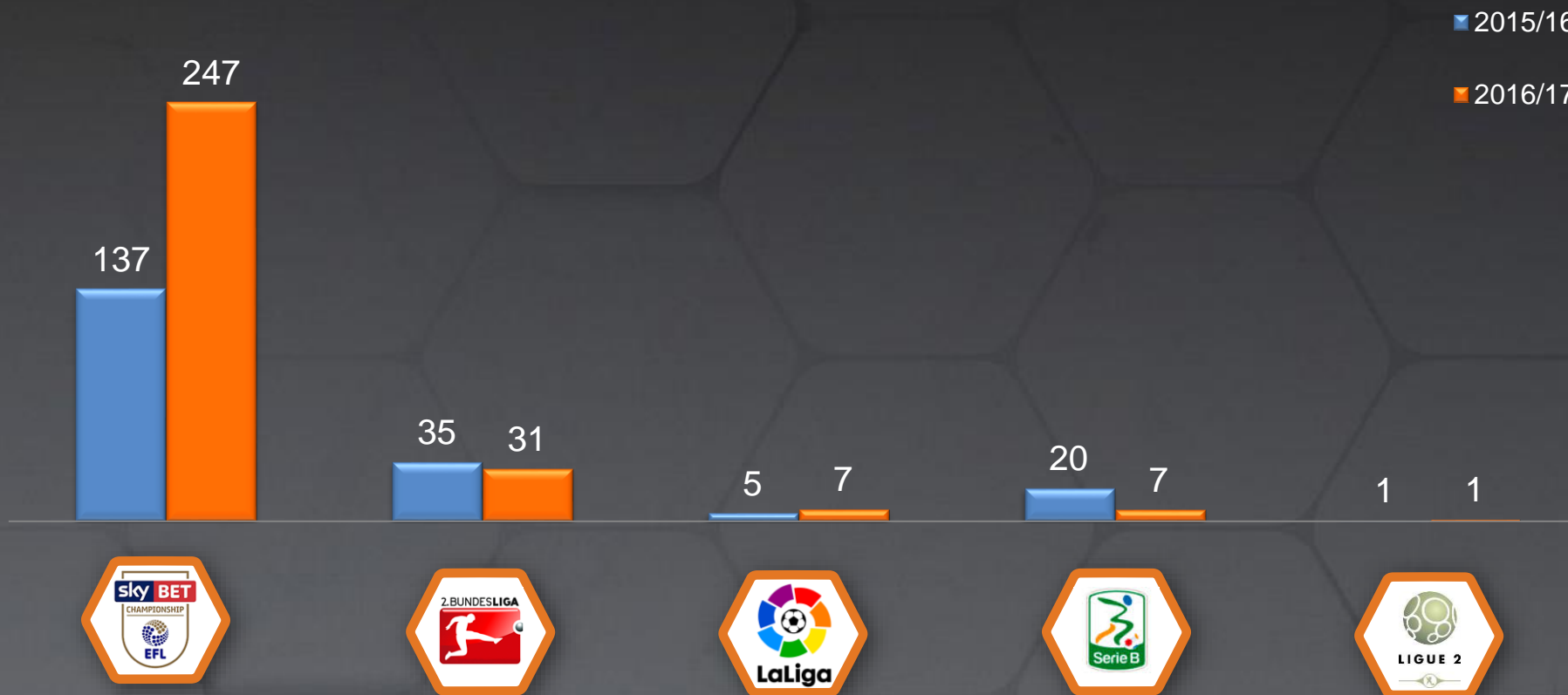
## % OF TOTAL INVESTMENT BY TOP 4 IN EACH LEAGUE



Ligue 1 is once again the most monopolized European league (75% of total investment by top 4). LaLiga 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

## 2<sup>ND</sup> DIVISION EXPENDITURE– TOP 5 EUROPEAN LEAGUES

Mio€

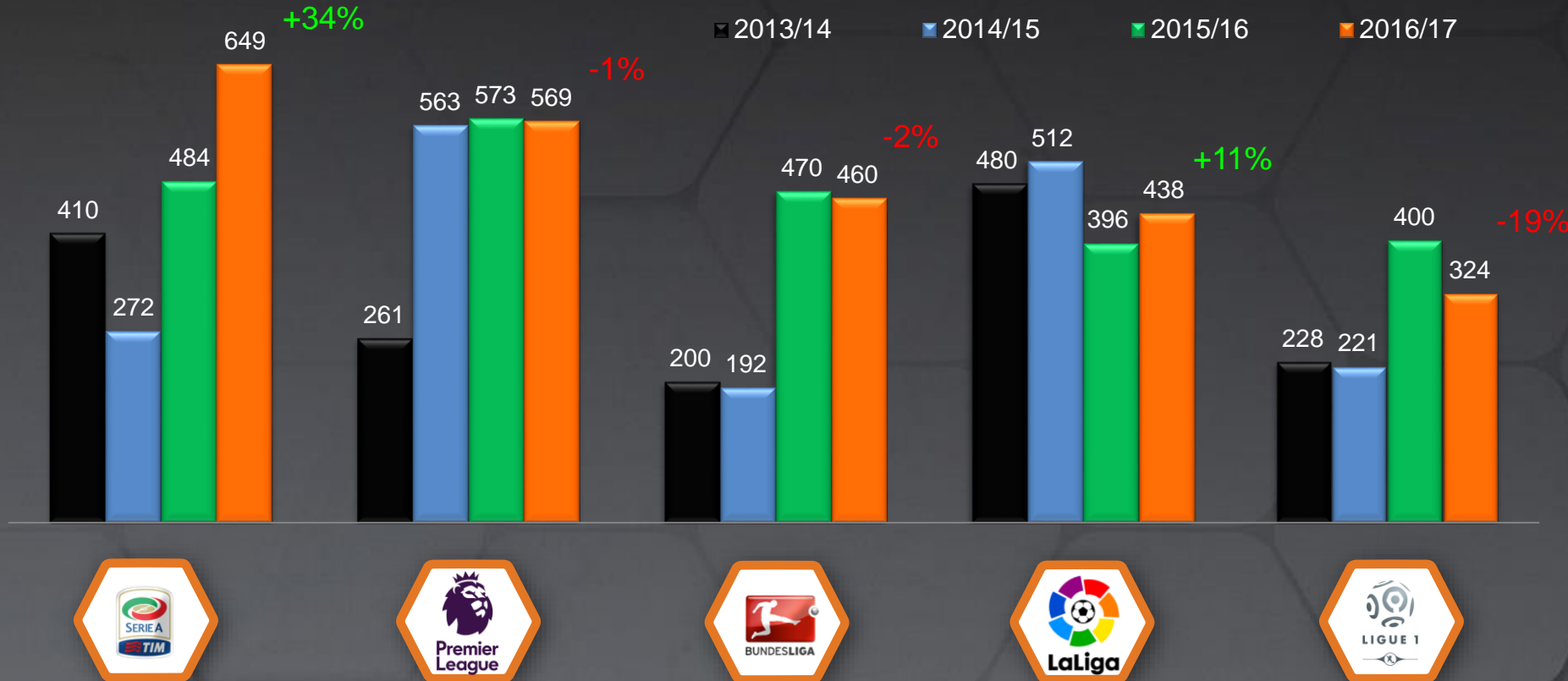


England's Championship saw players investment soar to 247m€ (+80% despite pound devaluation), which is 5 times more than all other second division leagues combined



## 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 3<sup>rd</sup> consecutive year. Bundesliga, LaLiga 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 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 2<sup>nd</sup> 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
Xhaka	45
Mkhitarjan	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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## TOTAL PLAYER ACQUISITION SPENDING

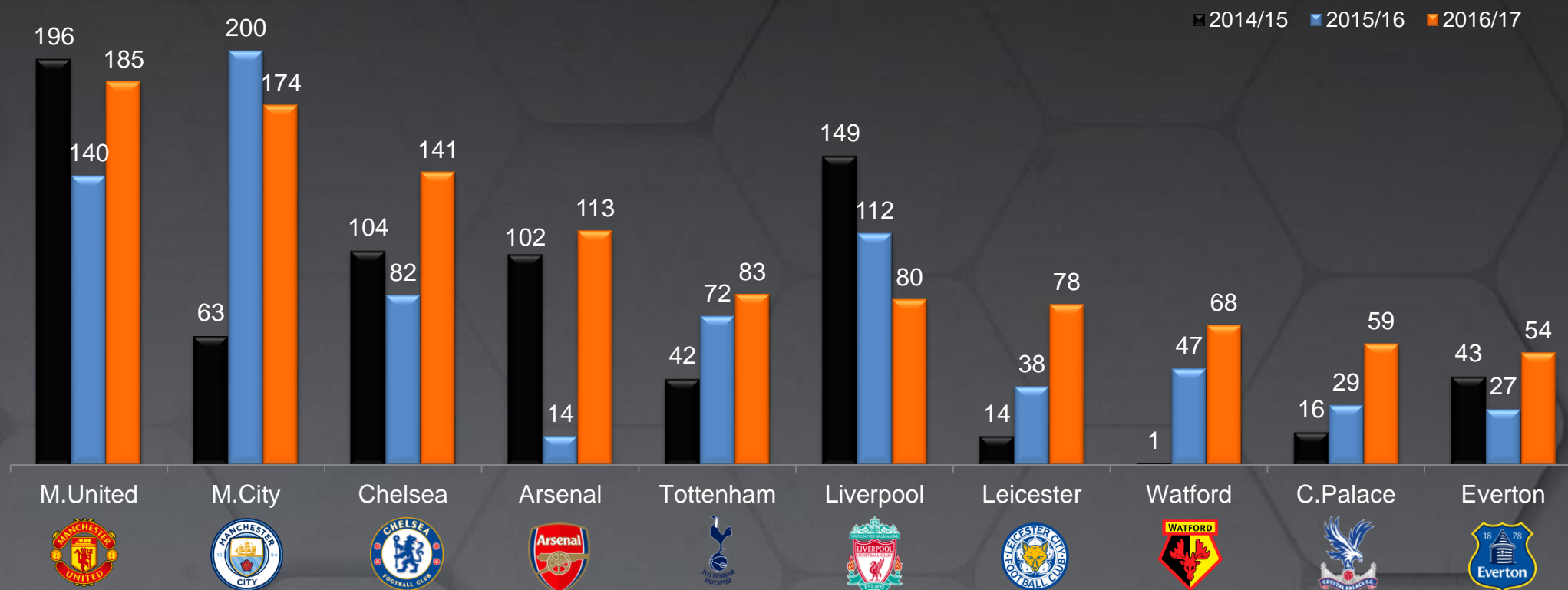
Mio€



Premier League sides spent almost 1,4bio€ in player transfers, up 16% (+28% in pounds), record high ever and growing for 6<sup>th</sup> consecutive year. English sides have taken advantage of the first year of whopping new TV rights income

## NEW PLAYERS SPENDING BY TEAM (TOP 10)

Mio€

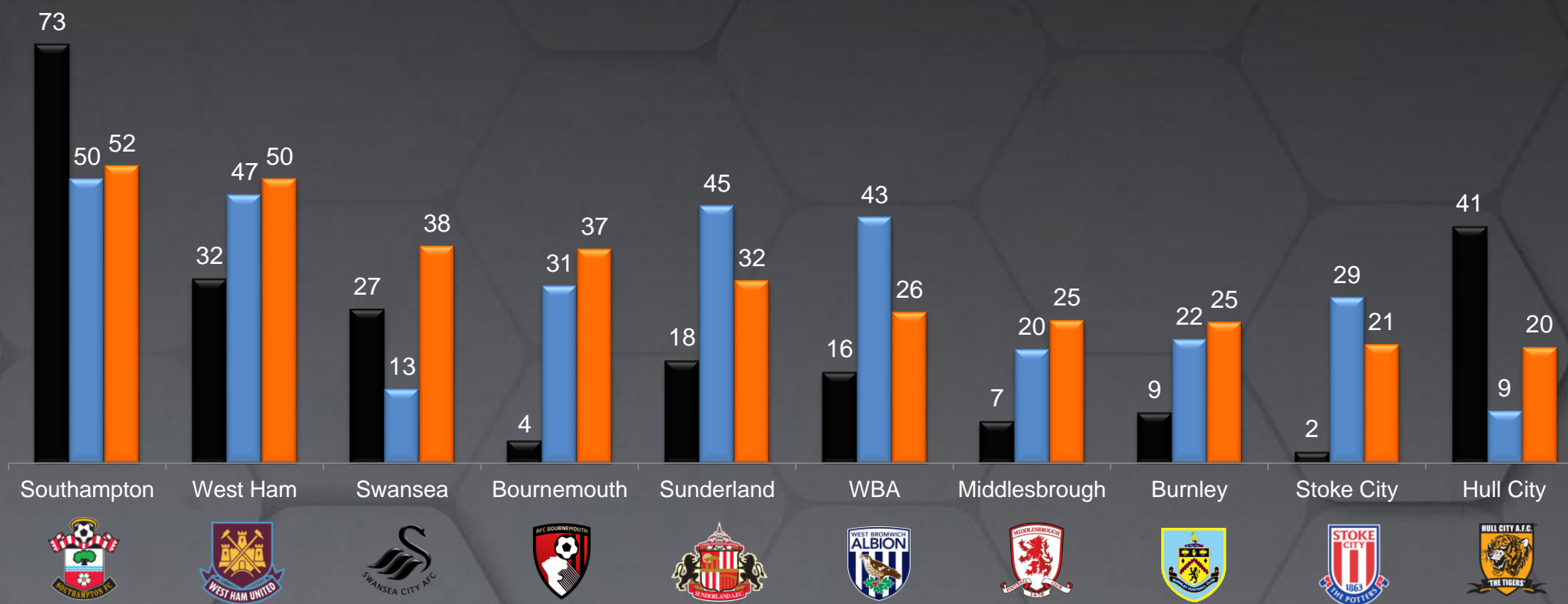


Top spending clubs are the usual suspects, with Manchester teams at the top followed by Chelsea and late movers Arsenal. 12 teams spent 50mio€ or more and all teams spent 20mio€ or more. 13 out of 20 sides made this summer their most expensive signing ever

# NEW PLAYERS SPENDING BY TEAM (BOTTOM 10)

Mio€

2014/15 2015/16 2016/17



# MOST EXPENSIVE TRANSFERS EVER BY TEAM – PREMIER LEAGUE

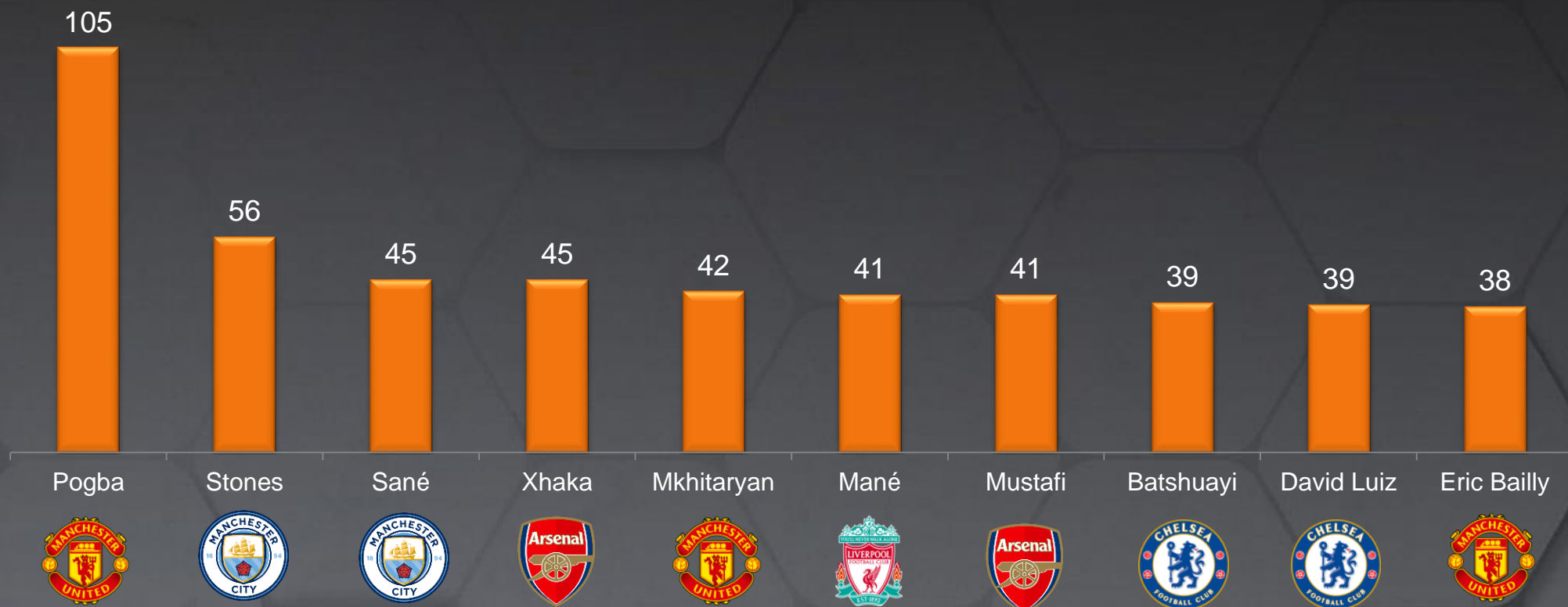


Player	Team	Mio€
 Pogba	 Manchester United	105
 Sissoko	 Tottenham	35
 Benteke	 Crystal Palace	31
 Slimani	 Leicester	30
 Ayew	 West Ham	24
 Boufal	 Southampton	19
 Bastón	 Swansea	18
 Jordan Ibe	 Bournemouth	18
 N'Dong	 Sunderland	16
 Success	 Watford	15
 Chadli	 West Bromwich	15
 Mason	 Hull City	15
 Defour	 Burnley	9



## TOP 10 MOST EXPENSIVE PLAYERS 2016/17

Mio€



Besides most expensive signing in football history (Pogba), top 10 of most expensive signings in the EPL includes only one striker (Batshuayi) and 4 center backs for a whopping 174mio€

# TOP 10 MOST EXPENSIVE PLAYERS 2015/16

Mio€

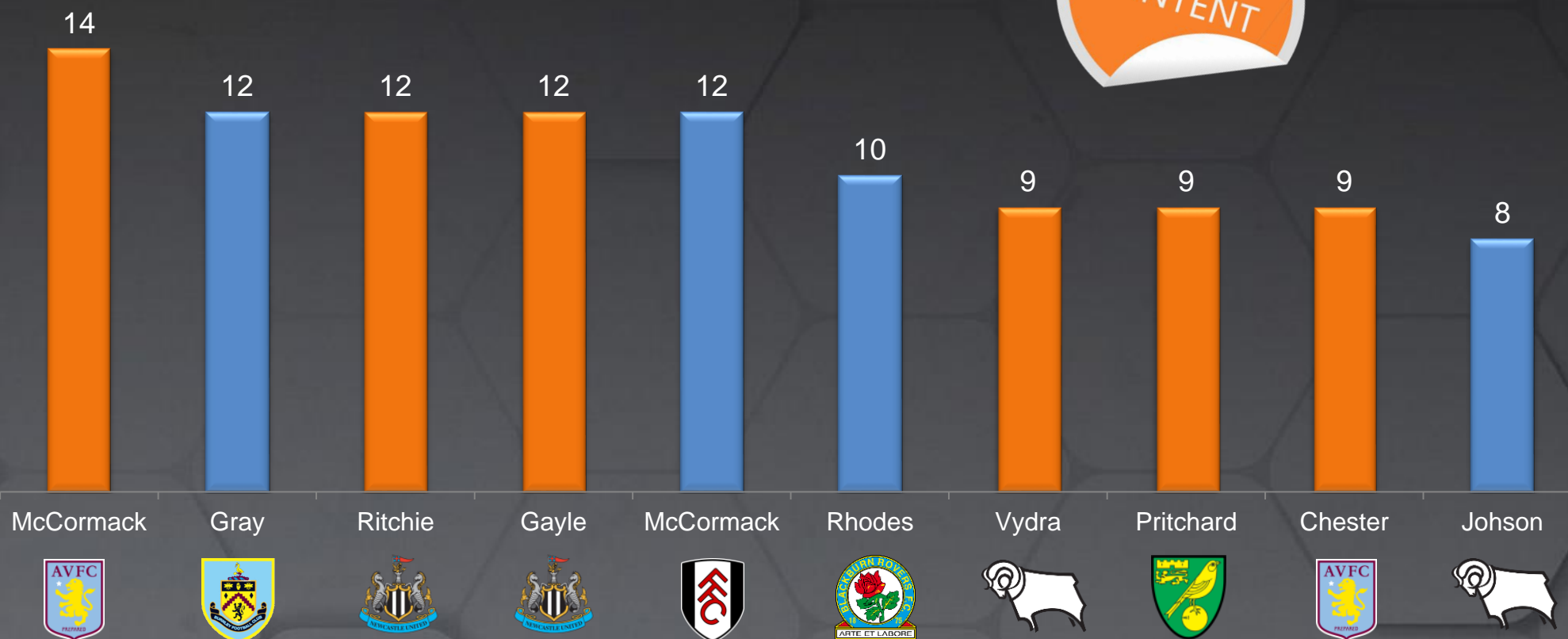


# RANKING MOST EXPENSIVE TRANSFERS EVER - CHAMPIONSHIP

Mio€

2016/17

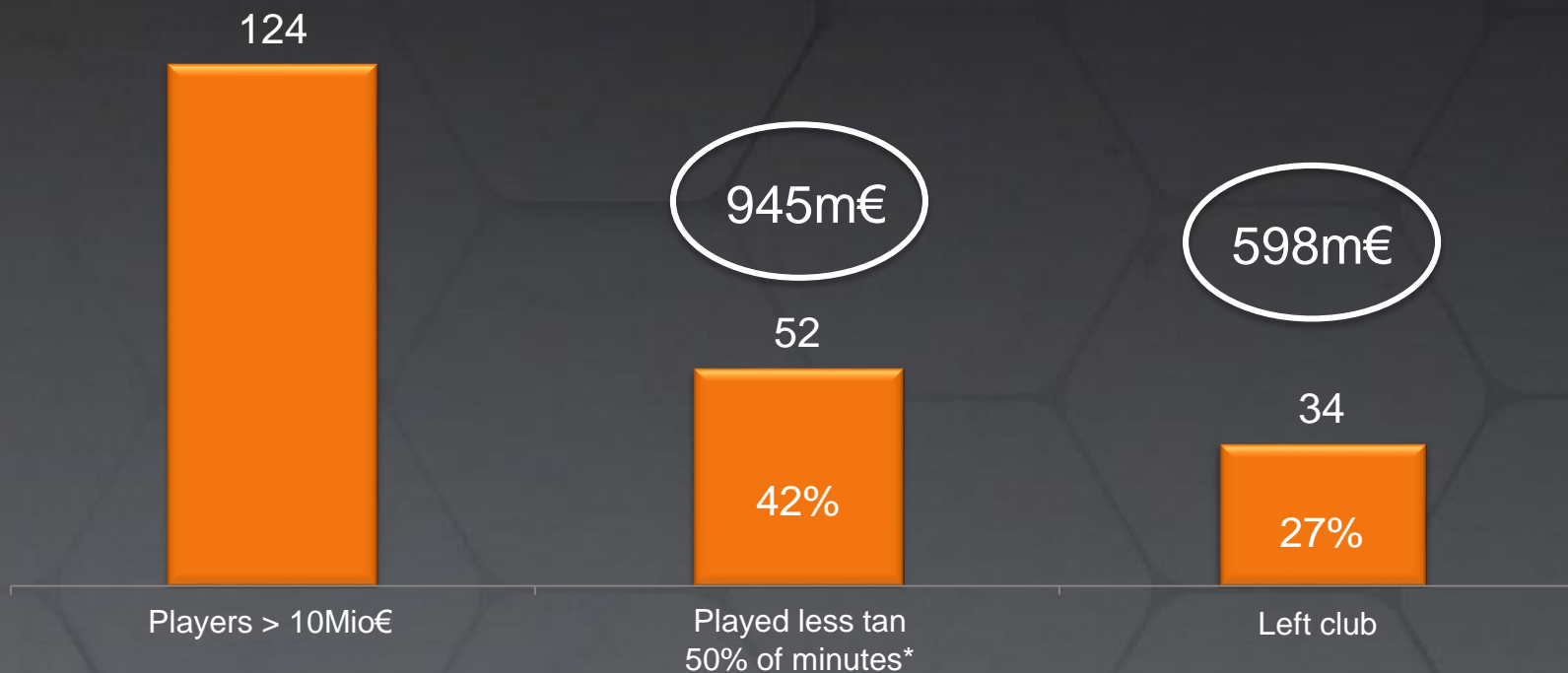
NEW CONTENT



6 out of top most expensive players in Championship history took place this summer, as sides try to maximize chances of promotion to the EPL and associated rainfall of millions

## FAILURE RATE ON MOST EXPENSIVE PLAYERS OF LAST 4 SEASONS

Nº of players



A whopping 950m€ worth of players (42% of those costing more than 10m€) signed by EPL sides over the last 4 seasons where only used in 50% of the minutes or less. 27% of signings of more than 10m€ have already left their clubs (34 players that cost 600mio€). In other words, 22% of total investment of last 4 seasons was made on footballers that played less than 50% of minutes and 14% was spent on players that are no longer in the sides



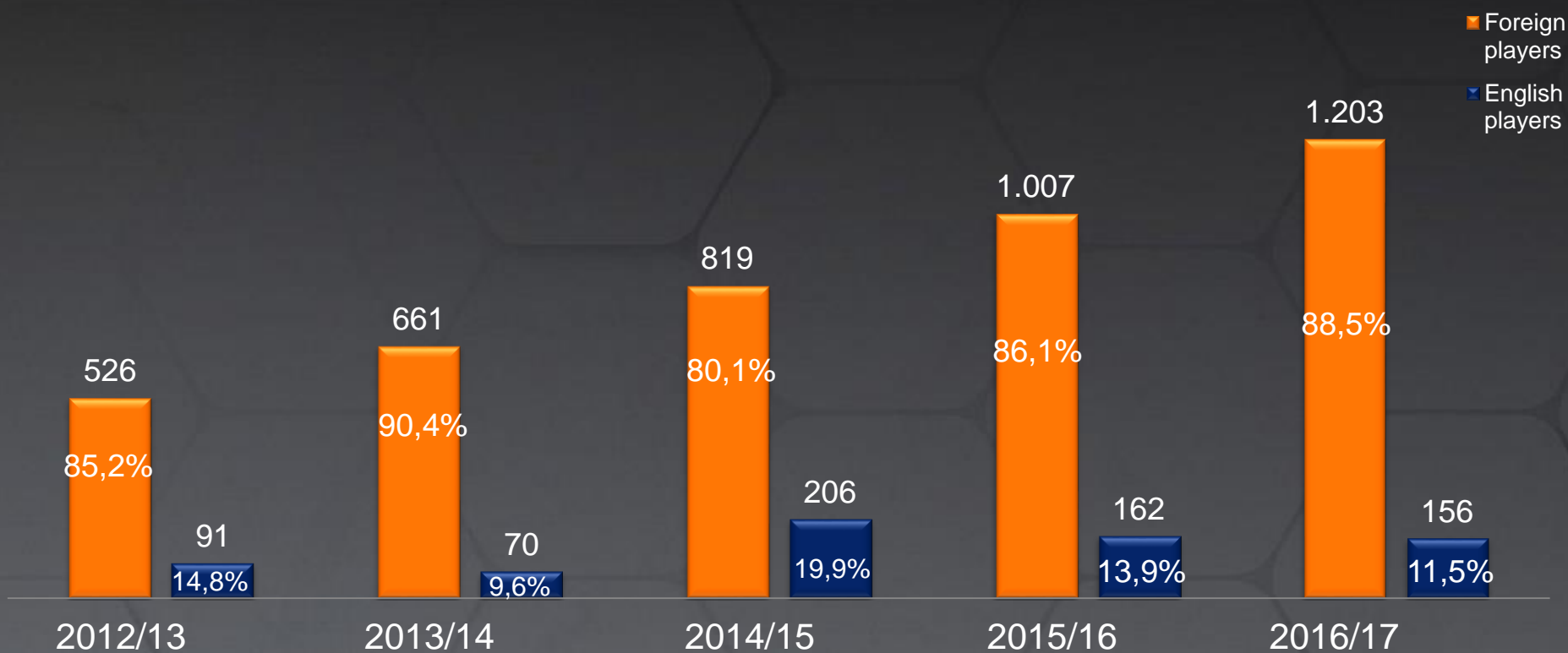
# TOP 10 BIGGEST DISAPPOINTMENTS (LAST 4 SEASONS)

Mio€



# PREMIER LEAGUE INVESTMENT IN ENGLISH PLAYERS

Mio€



Premier League invested 1,2bio€ in foreign players, 89% of total, highest amount ever once and with no sign that Brexit may have affected decision making process

# TOP 10 MOST EXPENSIVE ENGLISH PLAYERS 2016/17

Mio€



# TOP 10 MOST EXPENSIVE ENGLISH PLAYERS 2015/16

Mio€

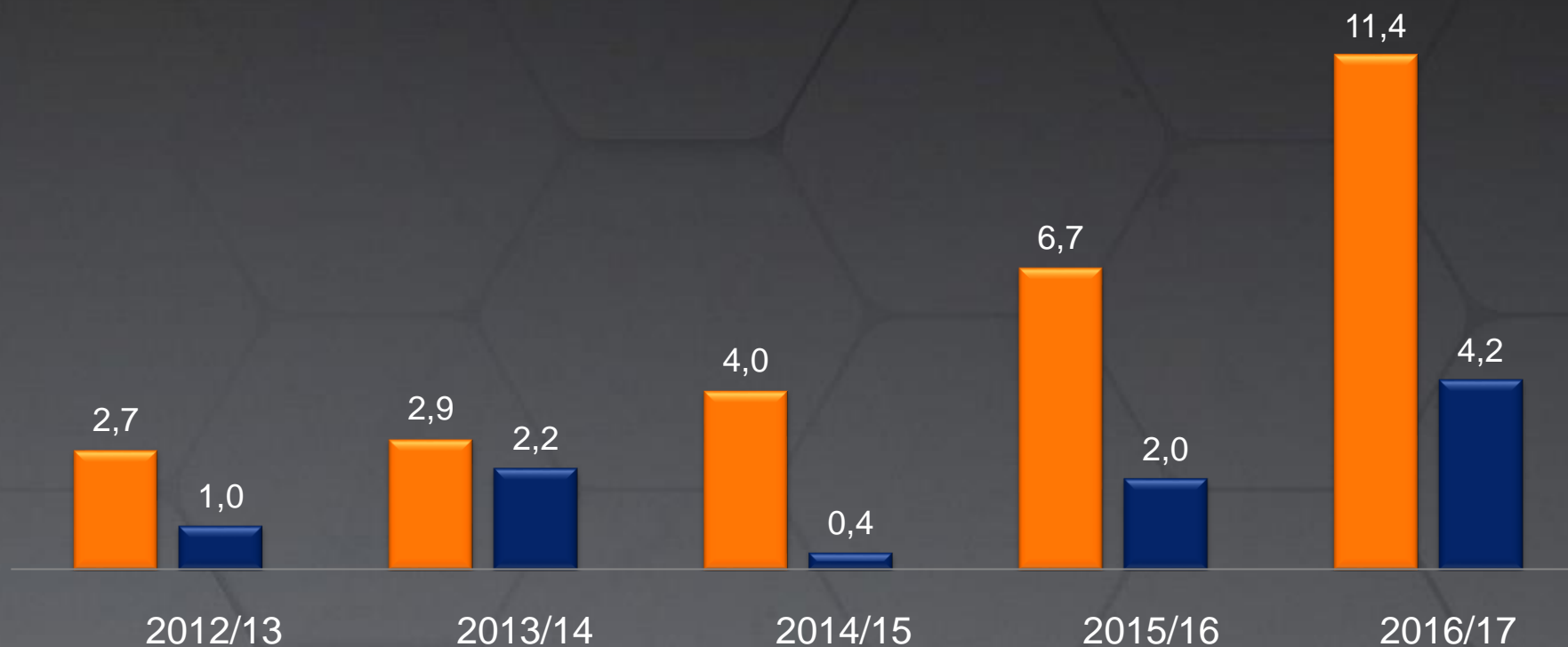




# SIGNINGS\* OF NATIONAL PLAYERS AVERAGE COST

Mio€

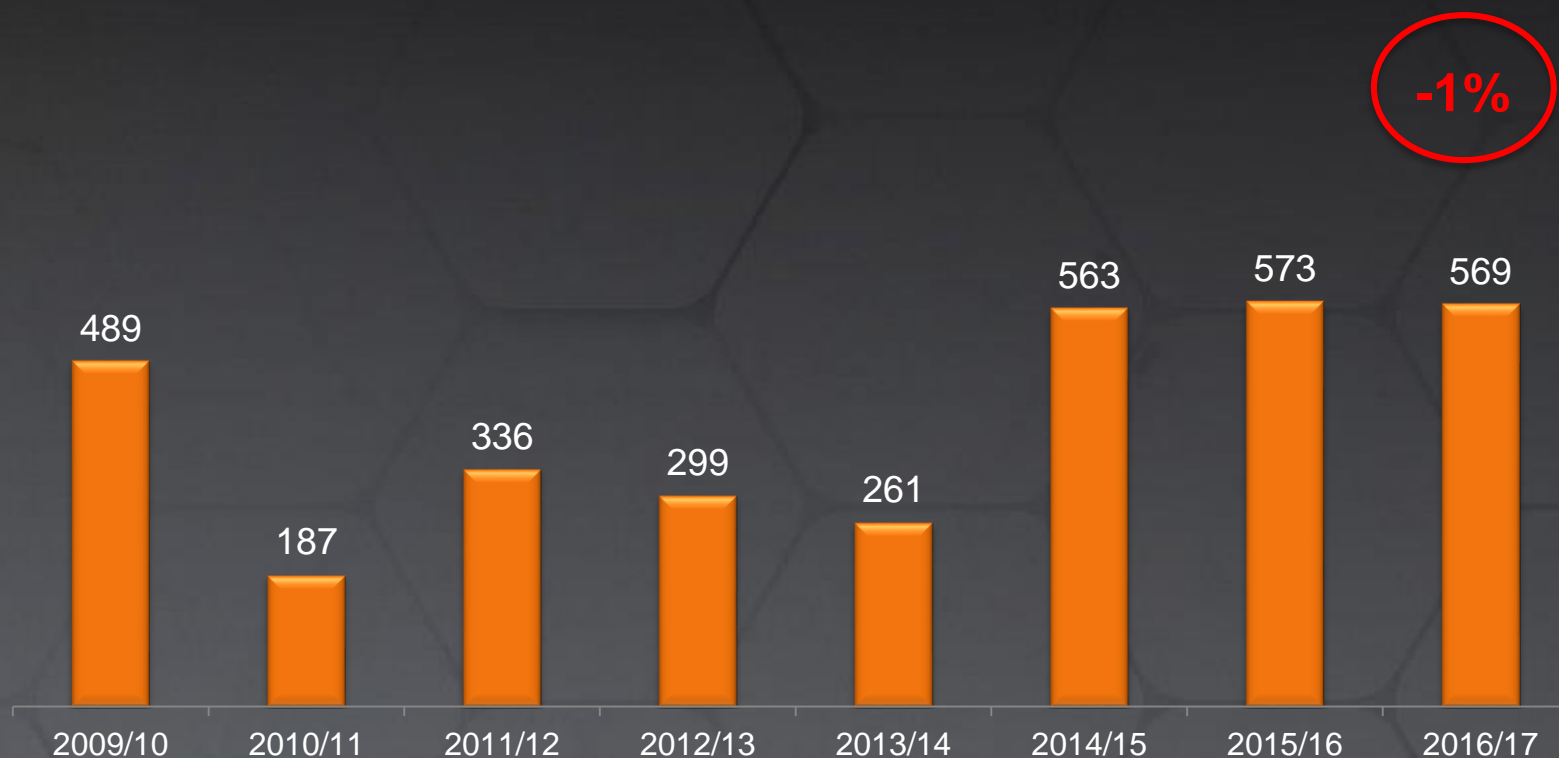
■ Premier league ■ La Liga



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)

# TOTAL VALUE OF PLAYER SALES- PREMIER LEAGUE

Mio€

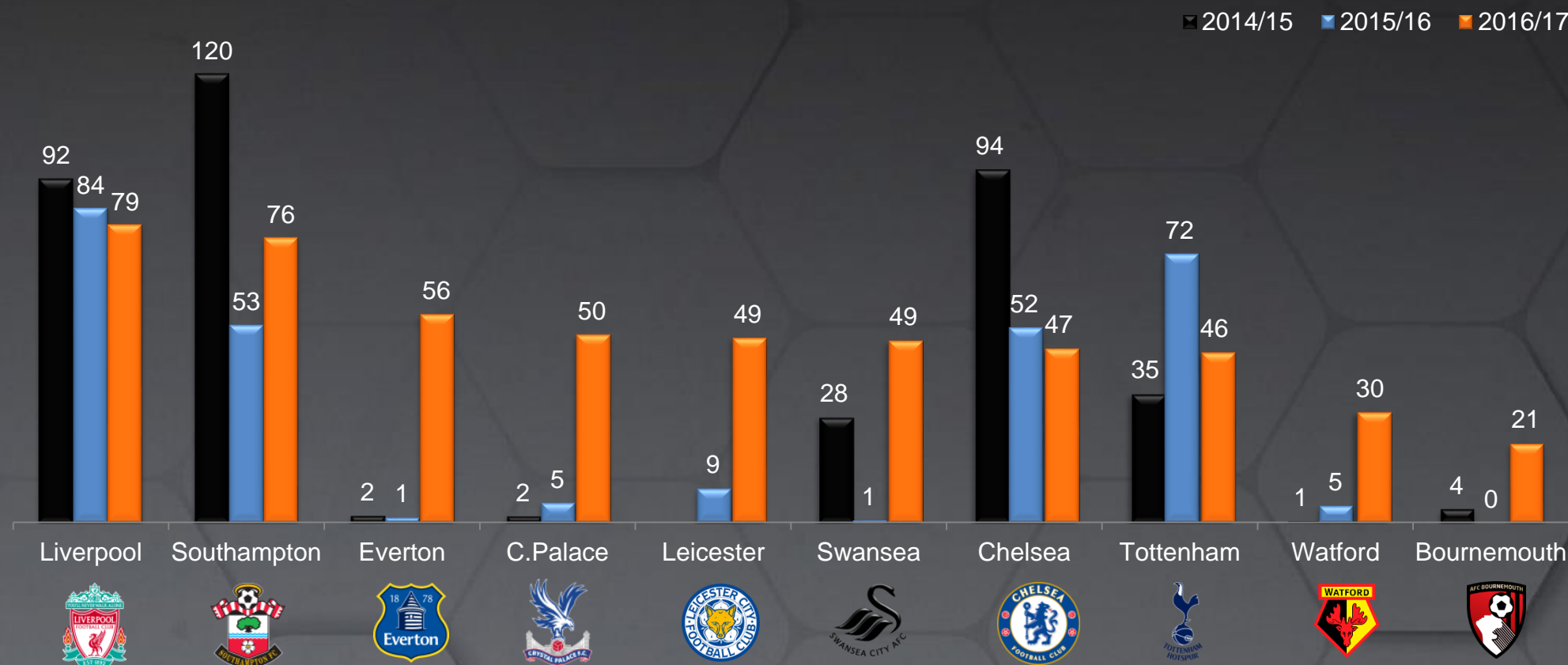


-1%

Income from player sales surpassed once again half billion euros (569), in line with last year's record high figure. Premier League teams getting used to sell marquee players as standard business practice that helps financing new arrivals

# PLAYER SALES BY TEAM (TOP 10)

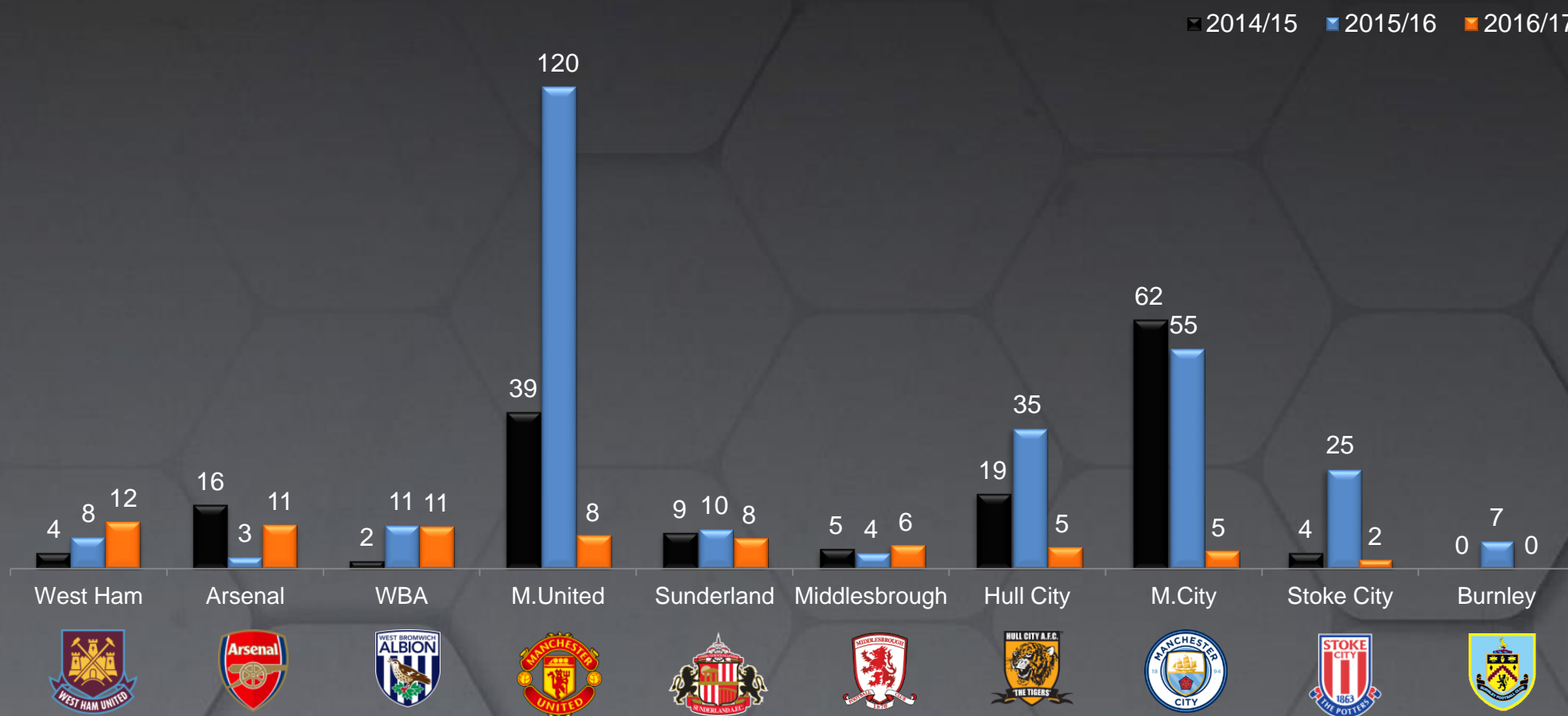
Mio€



Liverpool were EPL leaders in player sales income (79m€), having sold players for more than 250mio€ over the last 3 years. Usual suspects Southampton were right after, selling this time 76mio€ worth of players. 8 out of 20 sides sold players for 45mio€ or more

# PLAYER SALES BY TEAM (BOTTOM 10)

Mio€

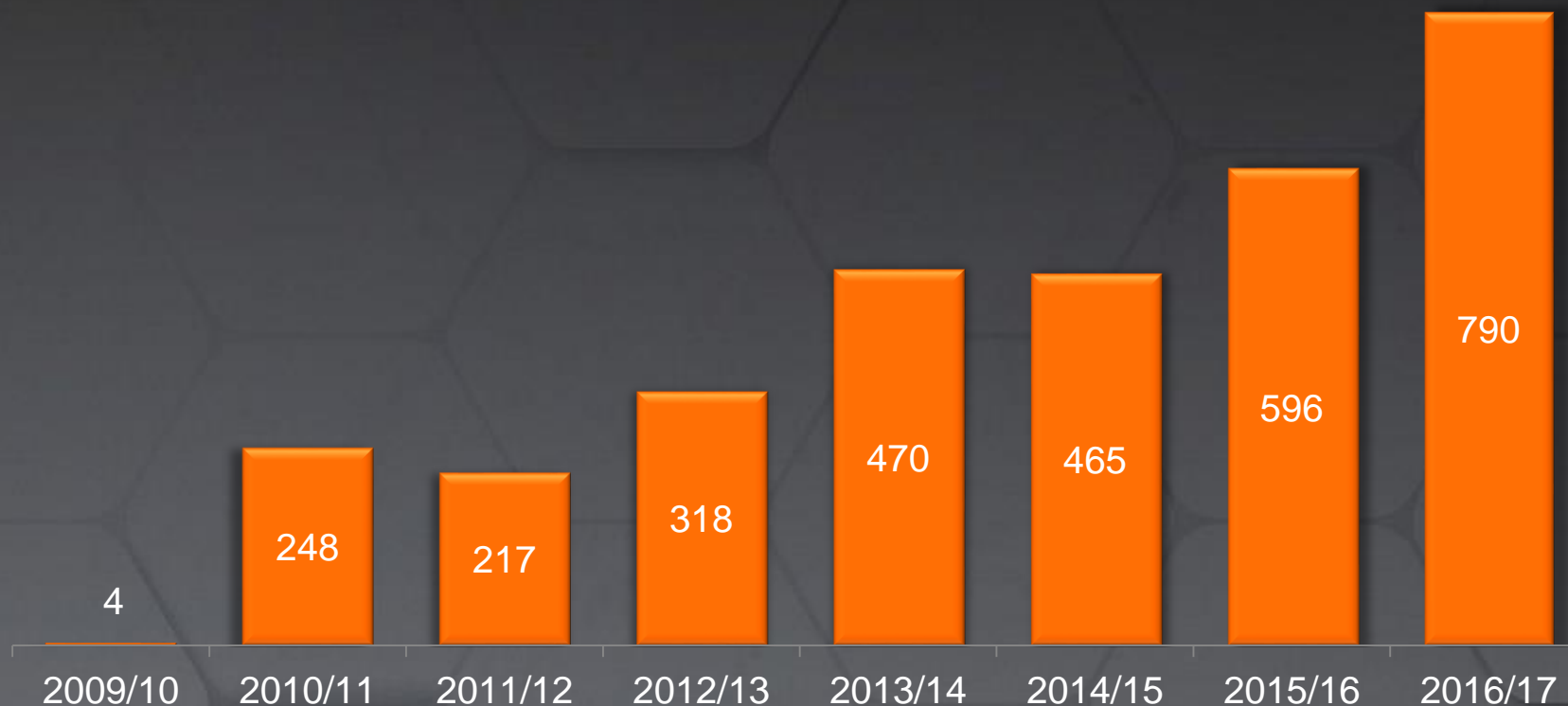




# TOTAL NET SPENDING- PREMIER LEAGUE

Mio€

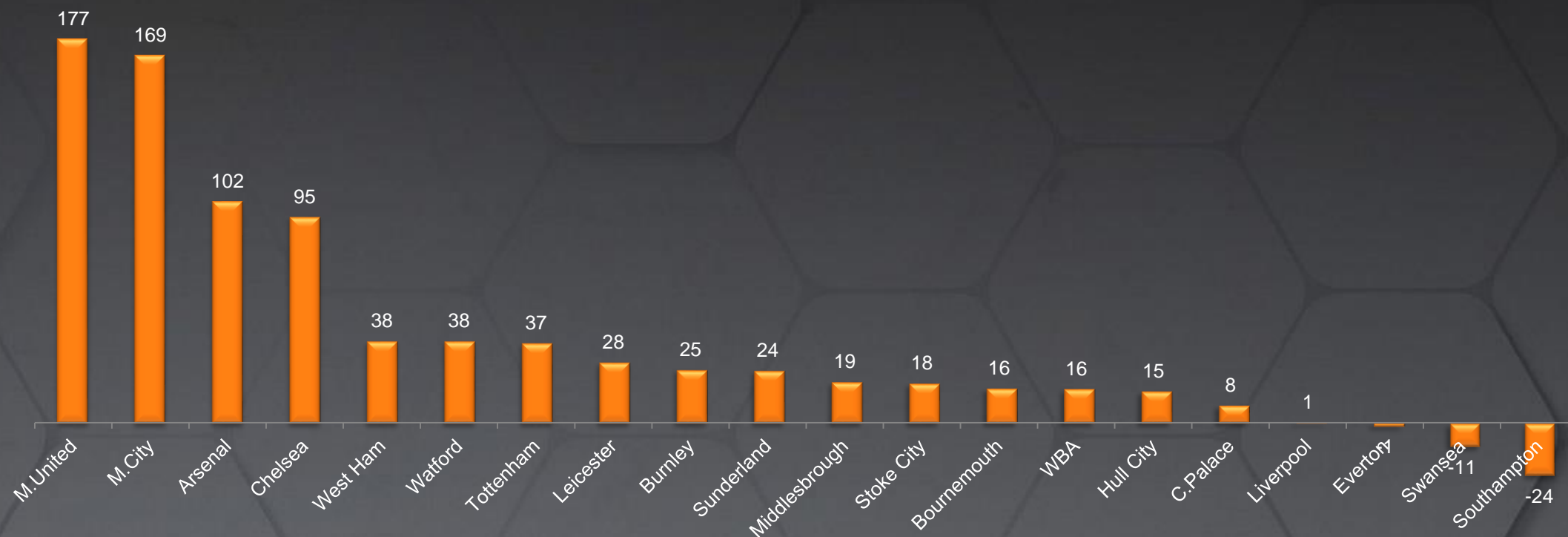
+33%



After all, net spending in the EPL reached almost 800mio€,  
+33% vs last year's record high figure

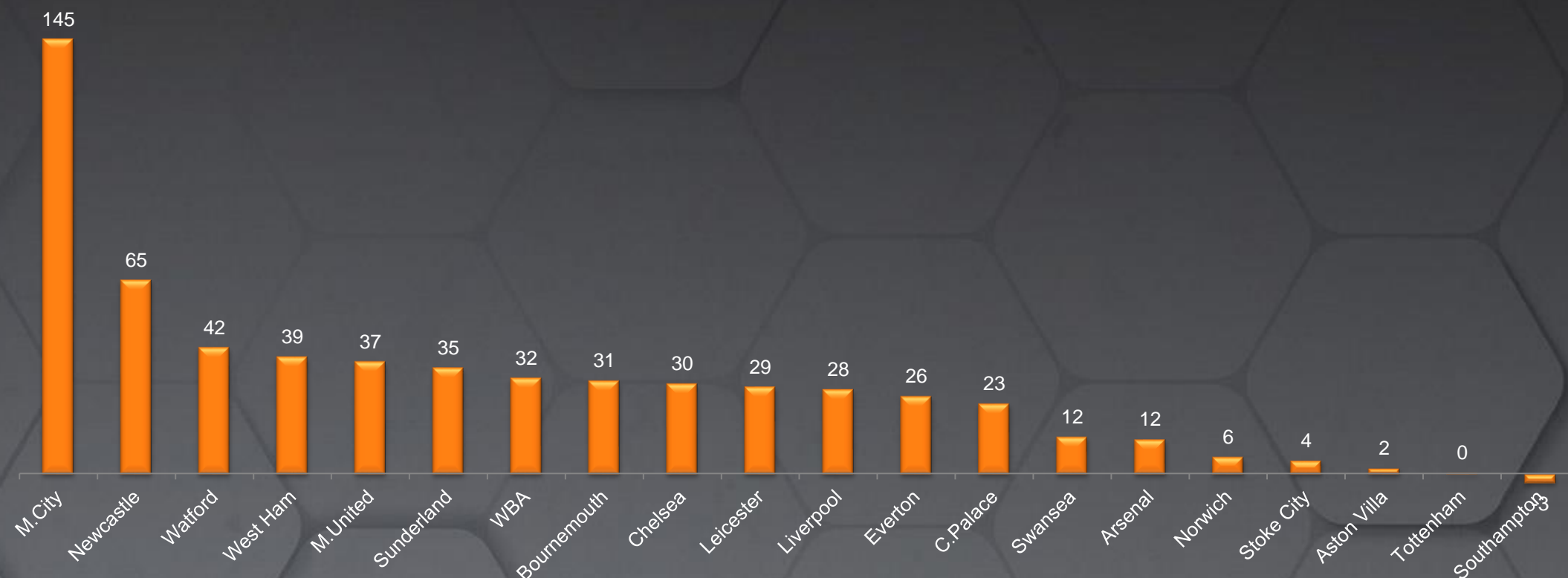
## NET PLAYERS SPENDING BY TEAM

Mio€



# NET PLAYERS SPENDING BY TEAM 2015/16

Mio€



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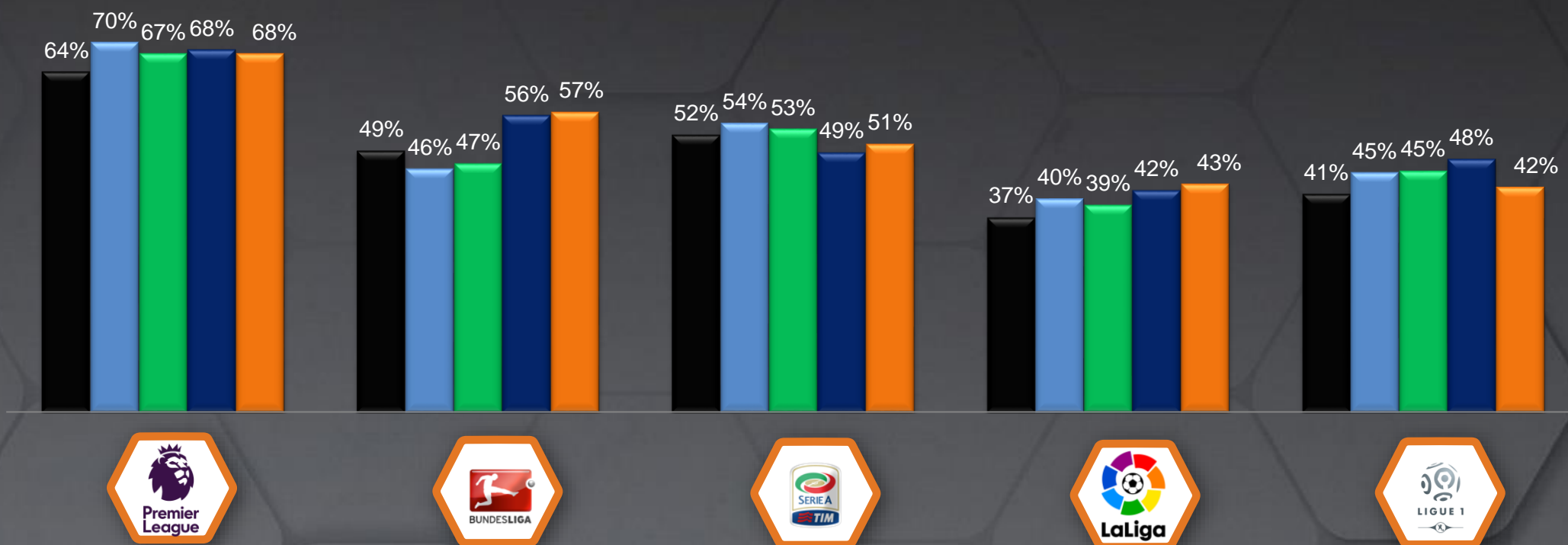




## % OF NON NATIONAL PLAYERS BY LEAGUE

Non-national players

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



English Premier League continues to have the lowest number of national players (just 32%). On the opposite side, French Ligue 1 has the highest (58%)

## HOME GROWN PLAYERS BY SQUAD

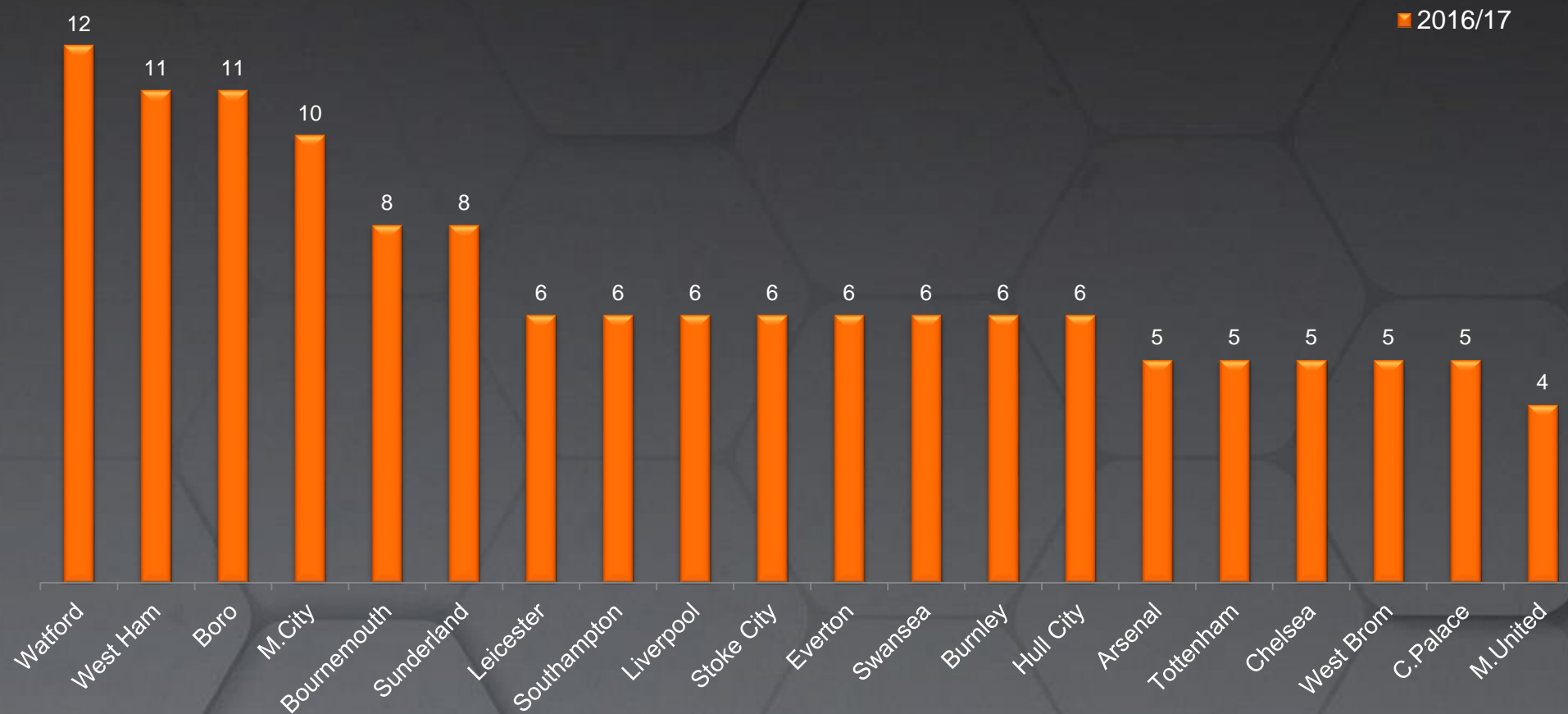


Arsenal takes over from Spurs as the side with most home grown players in first team squad (6). The total number of home grown players has been significantly reduced in Premier League sides (44 vs 57 last 2 seasons)



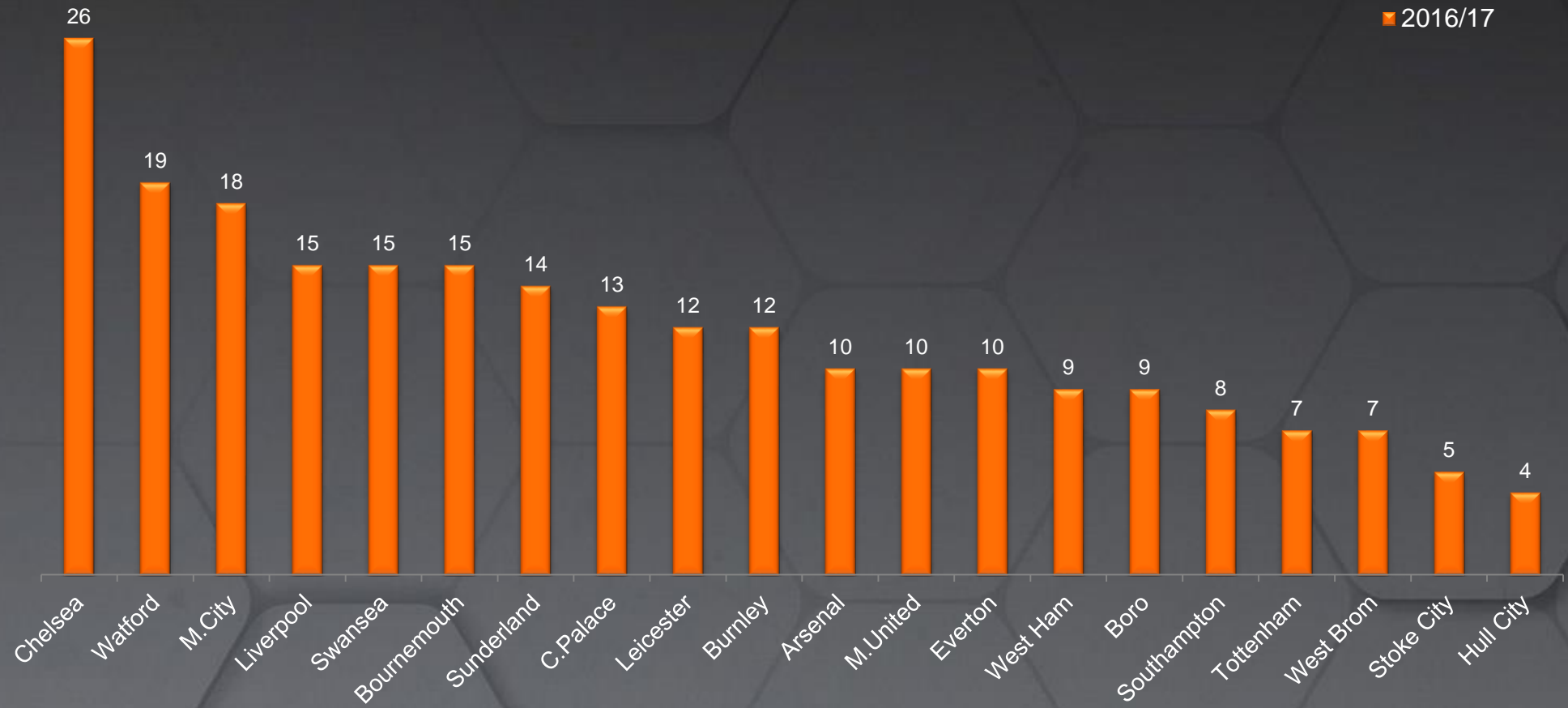
## SIGN-UPS BY TEAM- PREMIER LEAGUE

Nº of players



## PLAYER EXITS BY TEAM- PREMIER LEAGUE

Nº of players





## NET SIGN-UPS VS EXITS BY TEAM- PREMIER LEAGUE

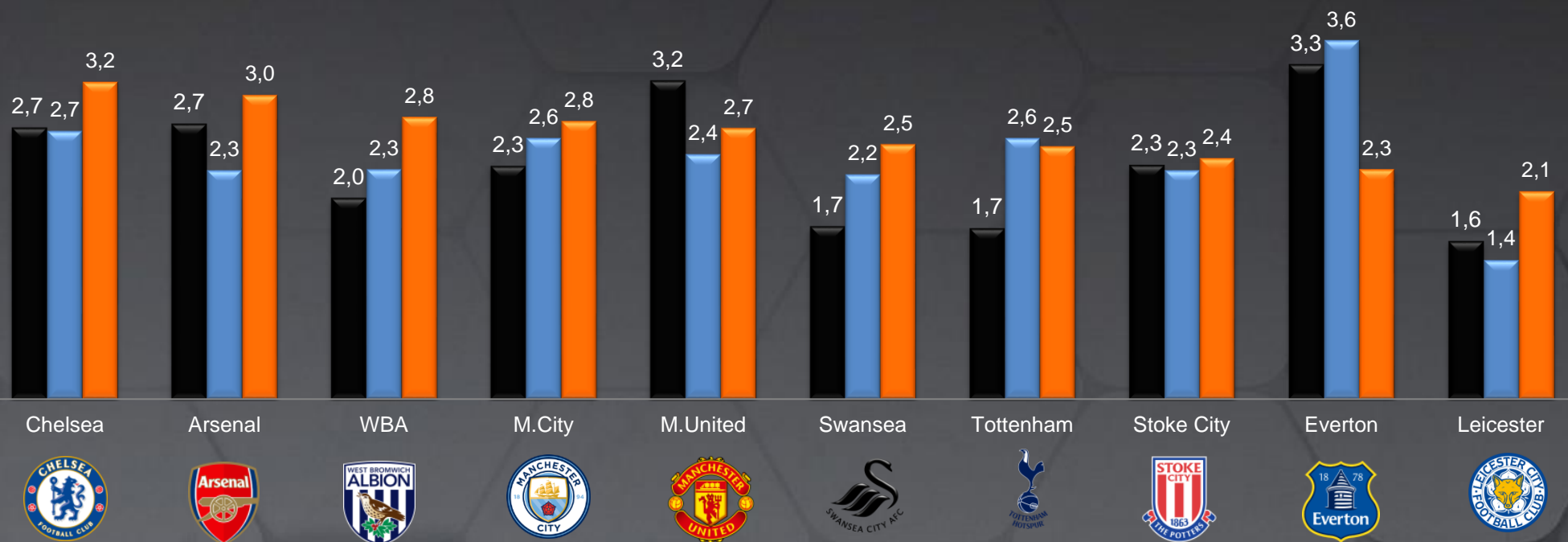
N° of players



## AVERAGE STABILITY OF SQUAD- TOP 10

Years\*

2014/15 2015/16 2016/17

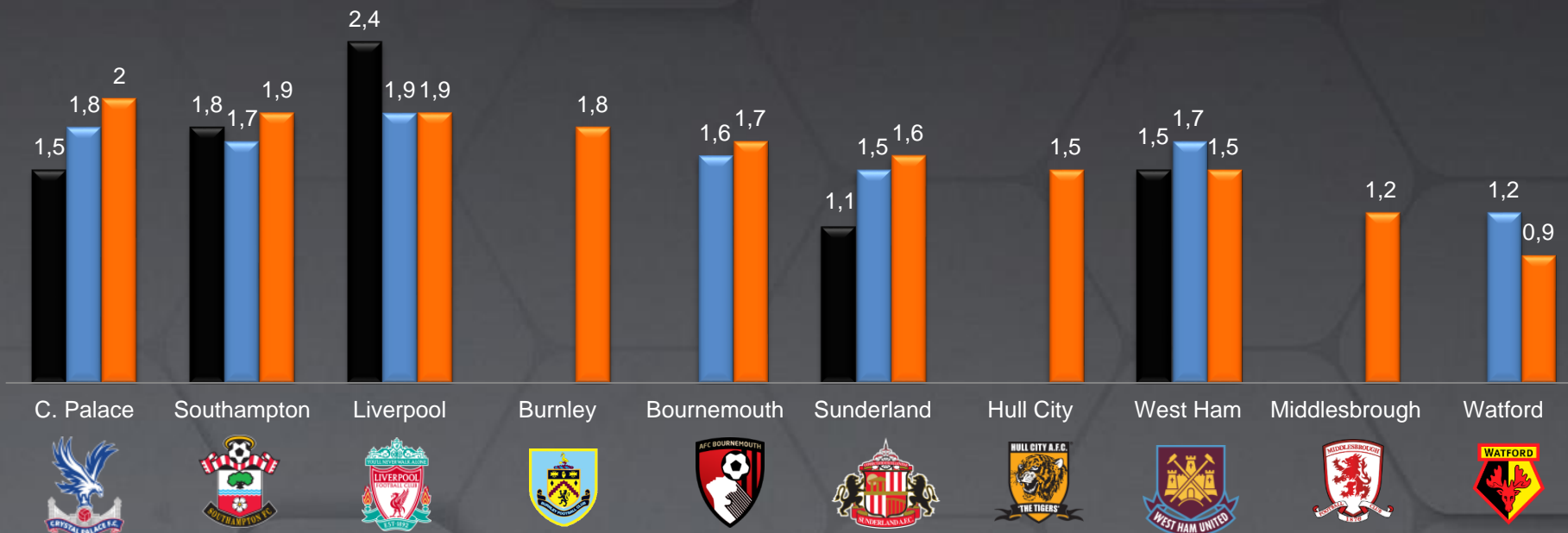


Chelsea leads the ranking as the most stable squad of the EPL (players stayed 3,2 years in the team on average), followed by Arsenal (3,0). On the opposite side, Watford repeats at the bottom of the ranking with less than 1 year of stability (0,9)

## AVERAGE STABILITY OF SQUAD- BOTTOM 10

Years\*

■ 2014/15 ■ 2015/16 ■ 2016/17



\* Average time of stay in the club



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- ✓ Top 5 European Leagues investment in new players reached yet another record high ever, growing 9% to 3,2bio€, 4<sup>th</sup> consecutive year of growth and despite British sterling devaluation
- ✓ 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 (4th) and French Ligue1 stays 5<sup>th</sup>. 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 3<sup>rd</sup> consecutive year. Bundesliga, LaLiga and Ligue1 were 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 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 2<sup>nd</sup> 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
- ✓ Premier League sides spent almost 1,4bio€ in player transfers, up 16% (+28% in pounds), record high ever and growing for 6<sup>th</sup> consecutive year. English sides have taken advantage of the first year of whopping new TV rights income
- ✓ Top spending clubs are the usual suspects, with Manchester teams at the top followed by Chelsea and late movers Arsenal. 12 teams spent 50mio€ or more and all teams spent 20mio€ or more. 13 out of 20 sides made their this summer their most expensive signing ever
- ✓ Besides most expensive signing in football history (Pogba), top 10 of most expensive signings in the EPL includes only one striker (Batshuayi) and 4 center backs for a whopping 174mio€. 6 out of top most expensive players in Championship history took place this summer, as sides try to maximize chances of promotion to the EPL and associated rainfall of millions



- ✓ A whopping 950m€ worth of players (42% of those costing more than 10m€) signed by EPL sides over the last 4 seasons where only used in 50% of the minutes or less. 27% of signings of more than 10m€ have already left their clubs (34 players that cost 600mio€). In other words, 22% of total investment of last 4 seasons was made on footballers that played less than 50% of minutes and 14% was spent on players that are no longer in the sides

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- ✓ Premier League invested 1,2bio€ in foreign players, 89% of total, highest amount ever once and with no sign that Brexit may have affected decision making process

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- ✓ LEPL 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)

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- ✓ Income from player sales surpassed once again half billion euros (569), in line with last year's record high figure. Premier League teams getting used to sell marquee players as standard business practice that helps financing new arrivals. So after deducting income from player sales, net spending in the EPL reached almost 800mio€, +33% vs last year's record high figure

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- ✓ Liverpool were EPL leaders in player sales income (79m€), having sold players for more than 250mio€ over the last 3 years. Usual suspects Southampton were right after, selling this time 76mio€ worth of players. 8 out of 20 sides sold players for 45mio€ or more



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## 8 YEAR ACCUMULATED INVESTMENT TOP 5 LEAGUES

Mio€



## HOME GROWN PLAYERS BY TEAM

Club	Home grown players
	Johstone, Fosu-Mensah, Pogba, Lingard, Rashford
	John Terry, Aina, Chalobah, Ruben Loftus-Cheek
	E. Martínez, Macey, Gibbs, Bellerín, Iwobi, Akpom
	Kelechi Iheanacho
	Randall, Ojo
	Carroll, Onomah, Kane
	Gibson, Downing,
	Holgate, Browning, Barkley
	Schlupp, Chilwell, King
	-



## HOME GROWN PLAYERS BY TEAM

Club	Home grown players
	Gooch, Pickford,
	Zaha
	-
	Targett, Ward-Prowse, Reed, Isgrove, Stephens
	-
	Oxford, Noble
	Bachmann
	Mariappa
	Rose, Berahino, Leko
	-





# 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





## CONTACT DETAILS

### **Esteve Calzada**

Group CEO

esteve.calzada@primetimesport.com

+44 7741 3763 20

+34 669 84 24 46



### **Bruno Batlle**

General Manager

bruno.batlle@primetimesport.com

+34 672 29 61 33



### **Joan Ramon Minguell**

Director of Corporate Finance

jr.minguell@primetimesport.com

+34 652 44 31 59



### **Miguel A. Hernández**

Chief Marketing & Digital Officer

miguel.hernandez@primetimesport.com

+34 609 83 46 59

