



НА ШАГ ВПЕРЕДИ.  
ВСЕГДА

STEP  
AHEAD.  
ALWAYS







## DEAR FRIENDS!

Shakhtar Donetsk bring to your attention the annual report on the club's performance. The report gives you the opportunity to study, in detail, information illustrating the key aspects of our operations and achievements in the 2012–13 season.


It was an interesting, eventful and successful year. Shakhtar took another confident step in its development. For a football club, the main indicator for success is the sporting achievements. In this regard, Shakhtar have become the champions of Ukraine for the eighth time, have raised the domestic Cup for the ninth time and qualified in impressive fashion from a difficult Champions League group stage. These achievements are worth being proud of.

The performance of our team on the pitch is of course the part of the club's work which is most visible by everyone. But behind the scenes it is important to recognise the everyday, painstaking and not always noticeable work of a large group of people.





# PRESIDENT'S ADDRESS



**IT WAS AN INTERESTING, EVENTFUL AND SUCCESSFUL YEAR. SHAKHTAR TOOK ANOTHER CONFIDENT STEP IN ITS DEVELOPMENT**

This report provides fans, journalists, sports professionals or simply those with an inquisitive mind, the opportunity to understand the club's operations that drive our continual development. Shakhtar, as always, are committed to transparency and as such we are happy to share our experience and results. We hope that it will be interesting to our football peers and the general public alike.

**Yours faithfully,  
Rinat Akhmetov, FC Shakhtar President**

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## DEAR FRIENDS!

Shakhtar is a step ahead again!

Sporting and financial results, success in marketing, active corporate and social involvement — all this confirms Shakhtar's leading position.

The past season was definitely successful for Shakhtar. For the eighth time, the club won the Ukrainian League gold medals, raised the Cup and Super Cup, put up a good showing in the 2012–13 Champions League season, qualifying for the Last 16. Shakhtar reaffirmed the reputation of the strongest Ukrainian side and one of the best European clubs.

At the same time, the past football year was fraught with difficulties: a number of key players left the team. However, Shakhtar's effective transfer policy helped them sign talented young players who the club put high hopes upon.

One of the priorities of FC Shakhtar Donetsk is liaison with the fans, whose number is growing daily. The past season saw a record attendance at the home games at Donbass Arena. Compared with the previous reporting period, it has grown by 11% to 41,199. This is the highest attendance at a team's matches in Eastern Europe.

Each year, the number of season ticket holders increases. In the season 2012–13, this trend was upward. The number of fans attending matches at the Donbass Arena using season tickets has been 24.5 thousand up.







# CEO REPORT



During the year, FC Shakhtar Donetsk were continuously in touch with the fans. Over the past season, the club website audience has grown by 12% to reach 16.4 million.

The total number of users of FC Shakhtar accounts in social networks has exceeded half a million. In the season 2012–13, Shakhtar were active in terms of corporate social responsibility. The players and coaching staff participated regularly in charity programmes. The club took an active part in the Say No to Orphanhood! project. During the reporting period, more than two thousand children were adopted. This is 153 more than a year earlier. Overall, by the end of season 2012–13, 5,712 children were adopted. As part of the project, in April 2013, the Donbass Arena hosted a unique match, in which Shakhtar players took on 111 children from orphanages at the same time. The club once again drew attention to the problems of children deprived of parental warmth.

Financial performance also reflects the upward trend in FC Shakhtar development. Thus, in the 2012–13 season, Shakhtar's player sales & loan revenue hit the club history record high of €908m.

You will learn more about FC Shakhtar Donetsk's operations in the 2012–13 season from the annual report. For my part, I want to assure you that the club is not going to stop at what has already been achieved. In the new season, our goal is the same — to be one step ahead!

**Sergei Palkin, FC Shakhtar CEO**

# 01 CLUB

ONE STEP AHEAD. ALWAYS

Having won the league gold medals and domestic cup, Shakhtar proved again that they go a step further

Shakhtar is 3 positions up in UEFA rankings



POSITION IN THE CLUB COEFFICIENT RANKINGS

UEFA.COM



Shakhtar is the most popular Ukrainian brand in social networks



185.5

2011-12



529.0

2012-13

THE NUMBER OF SUBSCRIBERS TO FC SHAKHTAR ACCOUNTS IN SOCIAL NETWORKS

FACEBOOK, GOOGLE+, TWITTER, VKONTAKTE



1936



2013

# 77 years

FC Shakhtar marked its seventy-seventh birthday in 2013



Shakhtar is the No.1  
Ukrainian taxpayer  
in sports industry

**\$46m**



IN TAXES WAS PAID BY THE CLUB DURING 2010–12

TOP 100. RANKINGS OF UKRAINE'S BUSINESS LEADERS



**69%** of

DONETSK LOCALS (AGED 16–60) CONSIDER  
FC SHAKHTAR THE BRAND OF THE YEAR

SEGODNYA.UA

**1,106** people  
work in Shakhtar Family



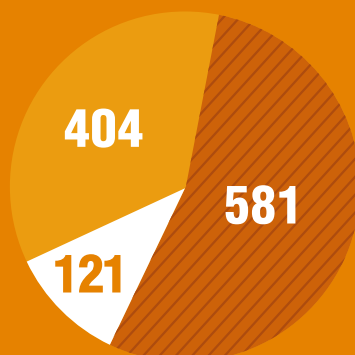
MANAGERS



EXPERTS



SKILLED WORKERS



THE NUMBER OF SHAKHTAR FAMILY EMPLOYEES

**8** league  
titles



AND 9 UKRAINIAN CUPS  
SHAKHTAR GOT UNDER THEIR BELT BY  
THE END OF THE 2012–13 SEASON

**Top 10**



SHAKHTAR RANKED AMONG EUROPE'S  
TOP 10 CLUBS IN THE 2012–13 SEASON

BLEACHERREPORT.COM

**9** years



AVERAGE WORK EXPERIENCE  
OF A TOP MANAGER AT SHAKHTAR FAMILY

**36** average  
age



OF SHAKHTAR FAMILY STAFF

**128**  
employees



RECEIVED TRAINING  
IN THE 2012–13 SEASON

**2,255**  
temporary  
staff



EMPLOYED BY  
SHAKHTAR FAMILY



# PHILOSOPHY

## OUR VISION

To be the ambassador of Ukrainian football in the world and of international football in Ukraine, ultimately driving the development of football culture in our country.

## OUR MISSION

To redefine the boundaries and standards of excellence in football.

## OUR VALUES

### YOUTH

We believe in youth as a universal source of change, ambition and achievement. We believe that youth is the time when talent and skills are most brightly shown. That is why we give our players and the Academy pupils the opportunity for their complete realization in football and in life. We believe in our country's youth, its growing potential and the role football can play as a unifying, sincere and passionate force.

### LOYALTY

Our history is a part of us, just as our future: we are true to what we have been and to what we aspire to be. We are devoted to the people who believe in us, our fans.

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# 01 CLUB



Having become the champions of Ukraine for the eighth time in history and the fourth time in a row, Shakhtar has again proved to be the country's best club. The chosen ideology and principles bear fruit.

**Sergei Palkin, FC Shakhtar CEO**

#### **DETERMINATION**

We are not afraid of thinking big.  
We set goals which others can only dream of.  
We always fight to the end.  
Team spirit leads us to the victory.  
We do not stop at what has already been achieved,  
but set new, even more ambitious goals.

#### **KNOWLEDGE**

We believe in knowledge as a source of growth  
and development.  
We write our new history by applying knowledge and experience  
of many generations of players, the club's personnel  
and fans. We involve the best minds in every sector from  
all over the world.

#### **OUR GOAL**

To be one of Europe's top football clubs.



## MANAGEMENT TEAM

1. **Sergei Palkin**, CEO
2. **Aleksandr Cherkasov**, General Secretary
3. **Joe Palmer**, Executive Director for Strategy, Commerce and Marketing
4. **Aleksandr Funderat**, Academy Director
5. **Gyulnara Akhmedzhanova**, Financial Director
6. **Dmitriy Kirilenko**, Commercial Director
7. **Yuriy Sviridov**, Marketing and Communications Director
8. **Svetlana Slobodyanyuk**, HR Director
9. **Yuriy Taktashev**, Sports Facilities Director
10. **Ruslan Marmazov**, Head of Press Office
11. **Andrei Kharitonchuk**, Head of Legal Office
12. **Artur Glushchenko**, Head of Medical Department
13. **Aleksandr Atamanenko**, Donbass Arena CEO
14. **Aleksandr Vishnyakov**, Shakhtar Trading CEO

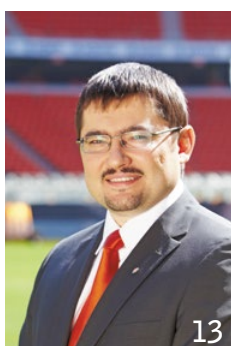


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# 01 CLUB





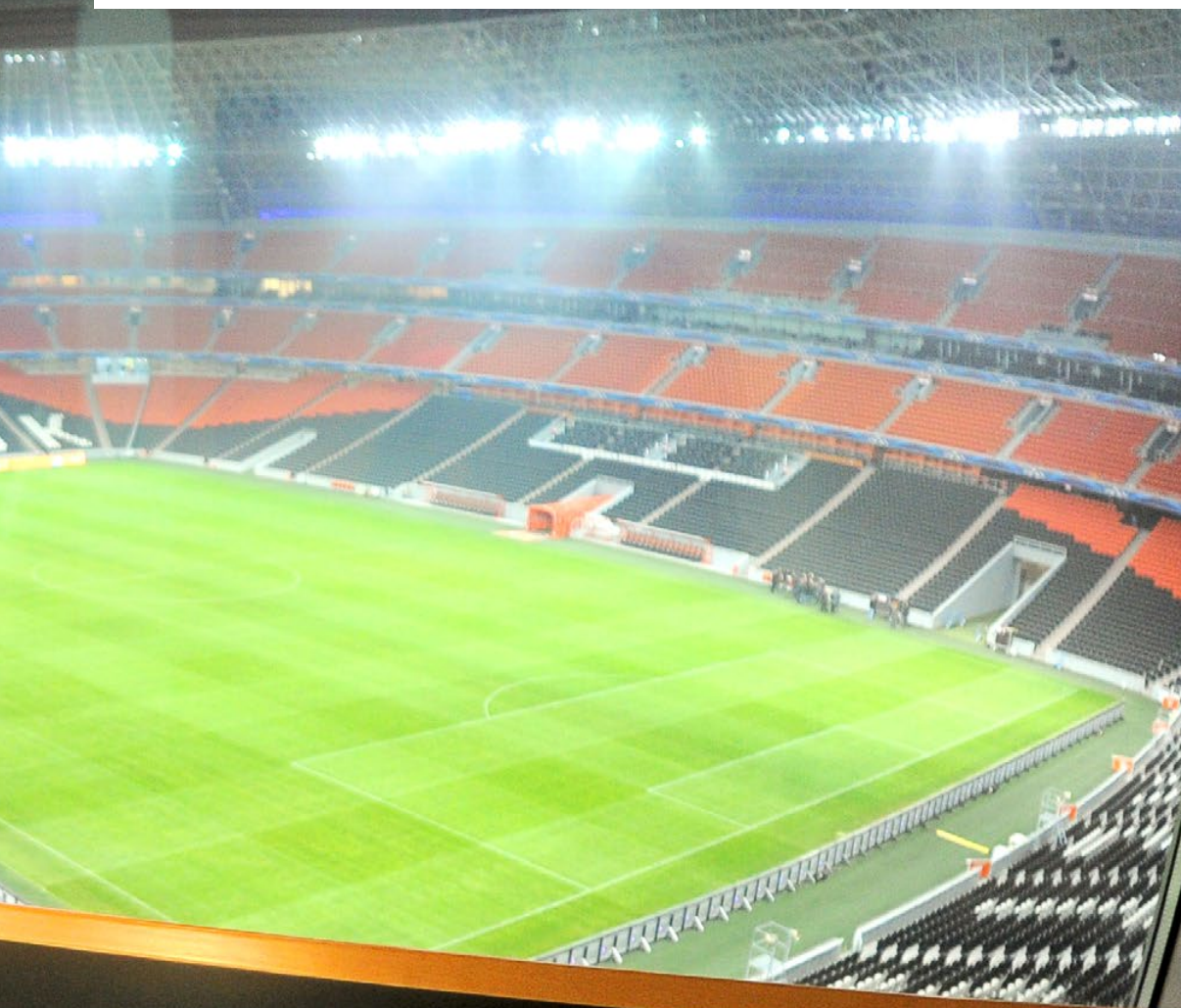


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# 01 CLUB



## INFRASTRUCTURE

### DONBASS ARENA

In the 2012–13 season, they raised the seating capacity of FC Shakhtar stadium from 51,504 to 52,187. In winter, they built 3 additional Sky Box Premium suites in the south-western part of the Donbass Arena and 4 mini-boxes in the north-eastern part. Today, the stadium has 55 boxes designed for 825 guests.



The arena attendance record was set. On September 2, 2012, the Premier League clash Shakhtar vs Dynamo was attended by 53,423 supporters. Over the season, they played a total of 21 games in the Premier League, the Ukrainian Cup, the Champions League, plus 1 international friendly against Spartak Moskva. At 8 matches, the infrared system for heating the stands was on for spectators' comfort.

UEFA made a film about the Donbass Arena, which was included in the trilogy featuring the best stadiums in Europe,— for distribution among the clubs playing in the Champions League and Europa League.

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# 01 CLUB



AT 8 MATCHES, THE INFRARED SYSTEM FOR HEATING THE STANDS WAS ON FOR SPECTATORS' COMFORT



On match days, Beer & Grill football pub is at fans' disposal, more than 2,500 people attended it during the season. Throughout the season, a drive-in theatre was available in the car park adjacent to the Donbass Arena, and the season ticket holders had the opportunity to take advantage of free Wi-Fi networking in the stadium.

During the reporting period, over 250,000 of Donetsk locals and city guests visited the Fan Shop, Fan Cafe, FC Shakhtar Museum, enjoyed the stadium tours and conference service. The FC Shakhtar Student League final was attended by about 5,000 fans. There have been held 188 events: conferences, workshops, New Year parties, corporate events, children's birthday parties and matinees, photo shoots.



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**DURING THE REPORTING PERIOD, OVER 250,000 OF DONETSK LOCALS AND CITY GUESTS VISITED THE FAN SHOP, FAN CAFE, FC SHAKHTAR MUSEUM, ENJOYED THE STADIUM TOURS AND CONFERENCE SERVICE**





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# 01 CLUB



## STC KIRSHA

Kirsha training centre, where players of the first team, U-21 team and those of the FC Shakhtar Academy conduct training sessions, is located 15 kilometres away from Donetsk. The conditions there correspond to the highest European norms and standards. The total area of STC Kirsha is 43 ha, of which 10.5 ha are covered by the pond.





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# 01 CLUB

In the 2012–13 season, Shakhtar's training facility was maintained by 220 employees. 9 pitches were used for training footballers: 8 — with natural grass and 1 — with artificial. During the year, they planted more than 100 trees in the park area and started building racetracks. In residential buildings, they carried out scheduled repair of some player rooms.





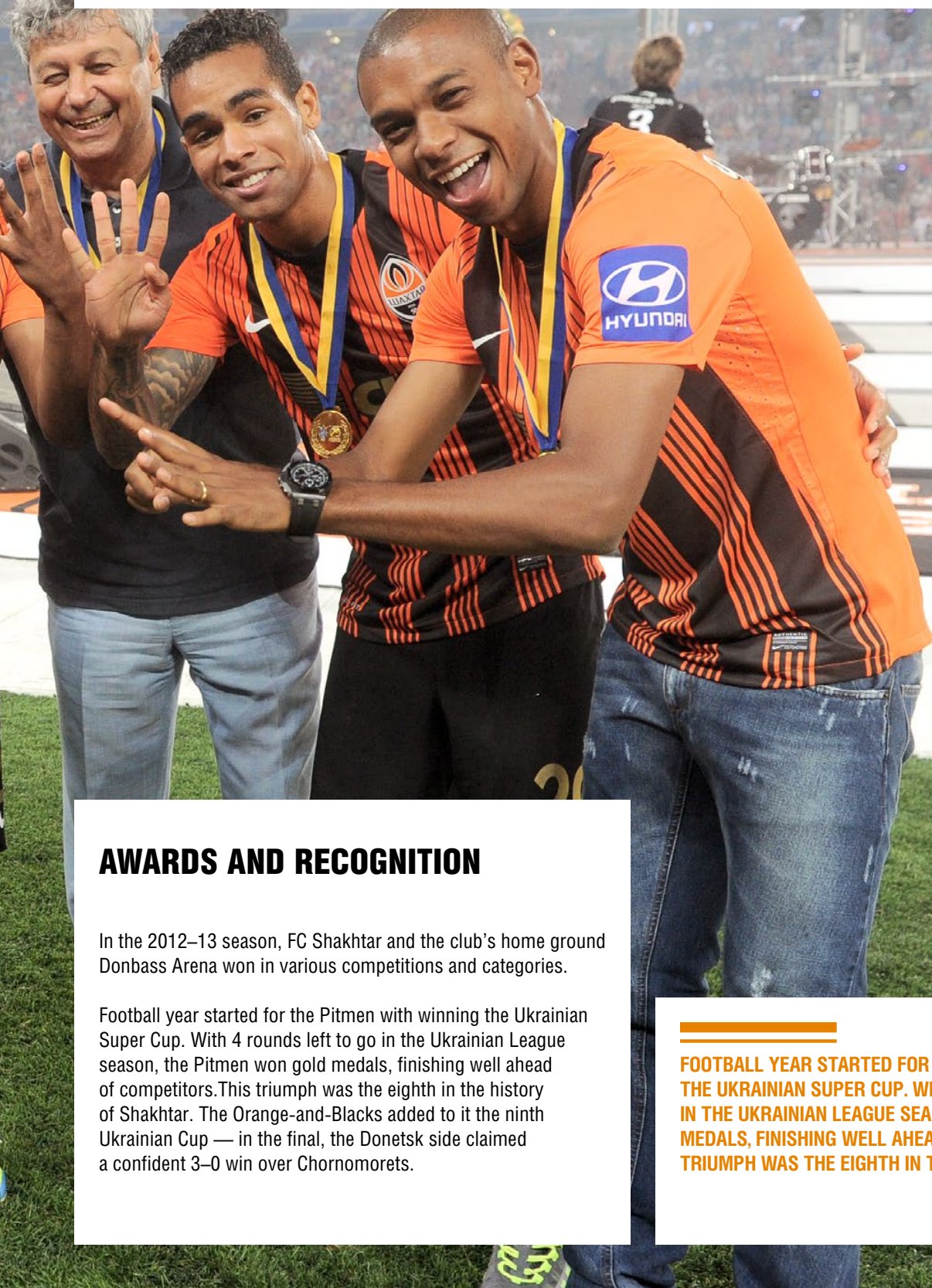


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# 01 CLUB



## AWARDS AND RECOGNITION

In the 2012–13 season, FC Shakhtar and the club's home ground Donbass Arena won in various competitions and categories.

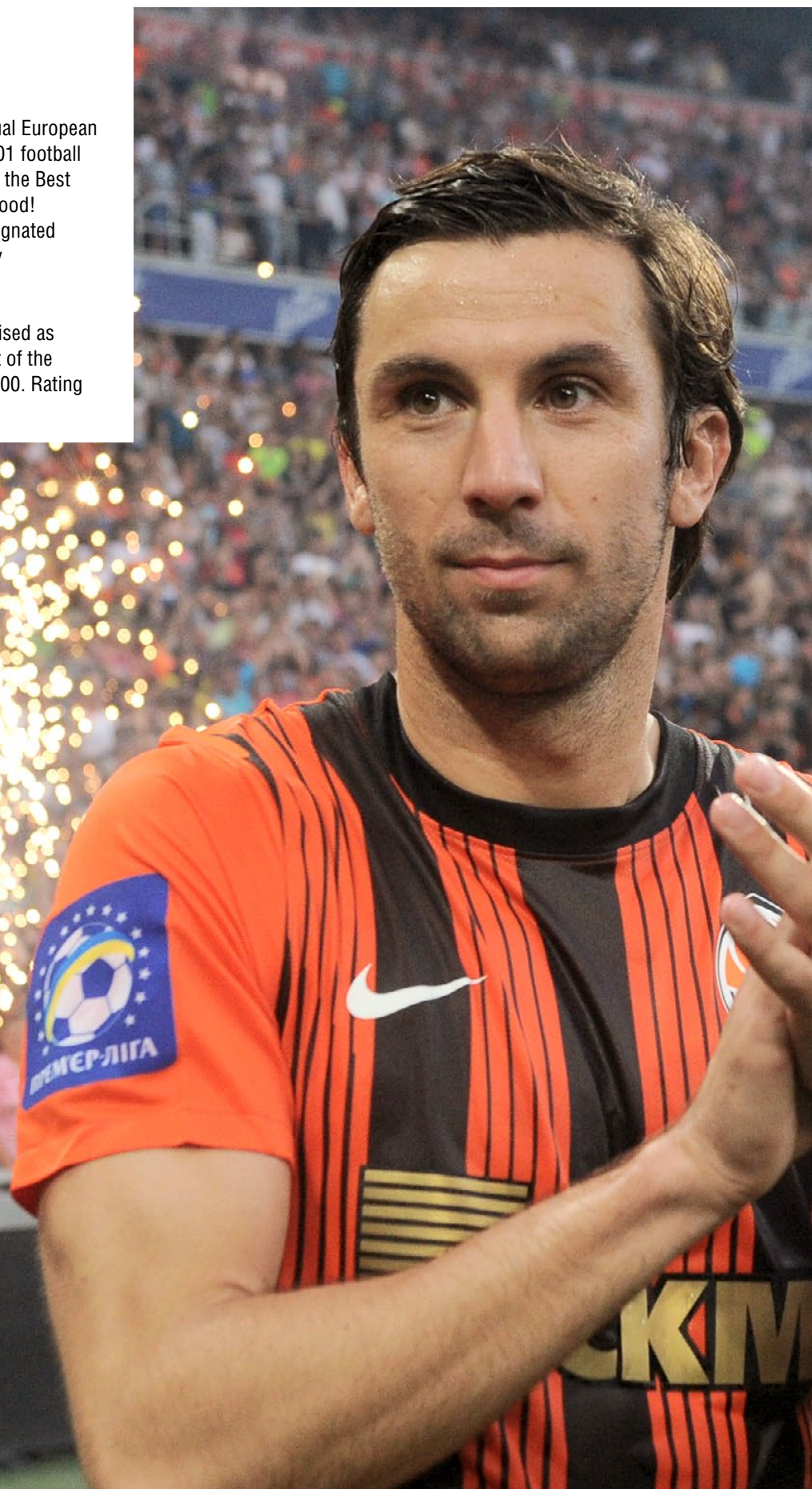
Football year started for the Pitmen with winning the Ukrainian Super Cup. With 4 rounds left to go in the Ukrainian League season, the Pitmen won gold medals, finishing well ahead of competitors. This triumph was the eighth in the history of Shakhtar. The Orange-and-Blacks added to it the ninth Ukrainian Cup — in the final, the Donetsk side claimed a confident 3–0 win over Chornomorets.

**FOOTBALL YEAR STARTED FOR THE PITMEN WITH WINNING THE UKRAINIAN SUPER CUP. WITH 4 ROUNDS LEFT TO GO IN THE UKRAINIAN LEAGUE SEASON, THE PITMEN WON GOLD MEDALS, FINISHING WELL AHEAD OF COMPETITORS. THIS TRIUMPH WAS THE EIGHTH IN THE HISTORY OF SHAKHTAR**



In September 2012, Geneva played host to the annual European Club Association Awards 2012, bringing together 201 football clubs from 53 European countries. Shakhtar won in the Best Social Project category with the Say No to Orphanhood! programme. The main evaluation criteria in the designated nomination are the long-term nature and availability of specific result.

In February 2013, FC Shakhtar Donetsk was recognised as the best Ukrainian taxpayer in the sports field. A list of the top companies in this field were published in TOP 100. Rating of Ukraine's Business Leaders.

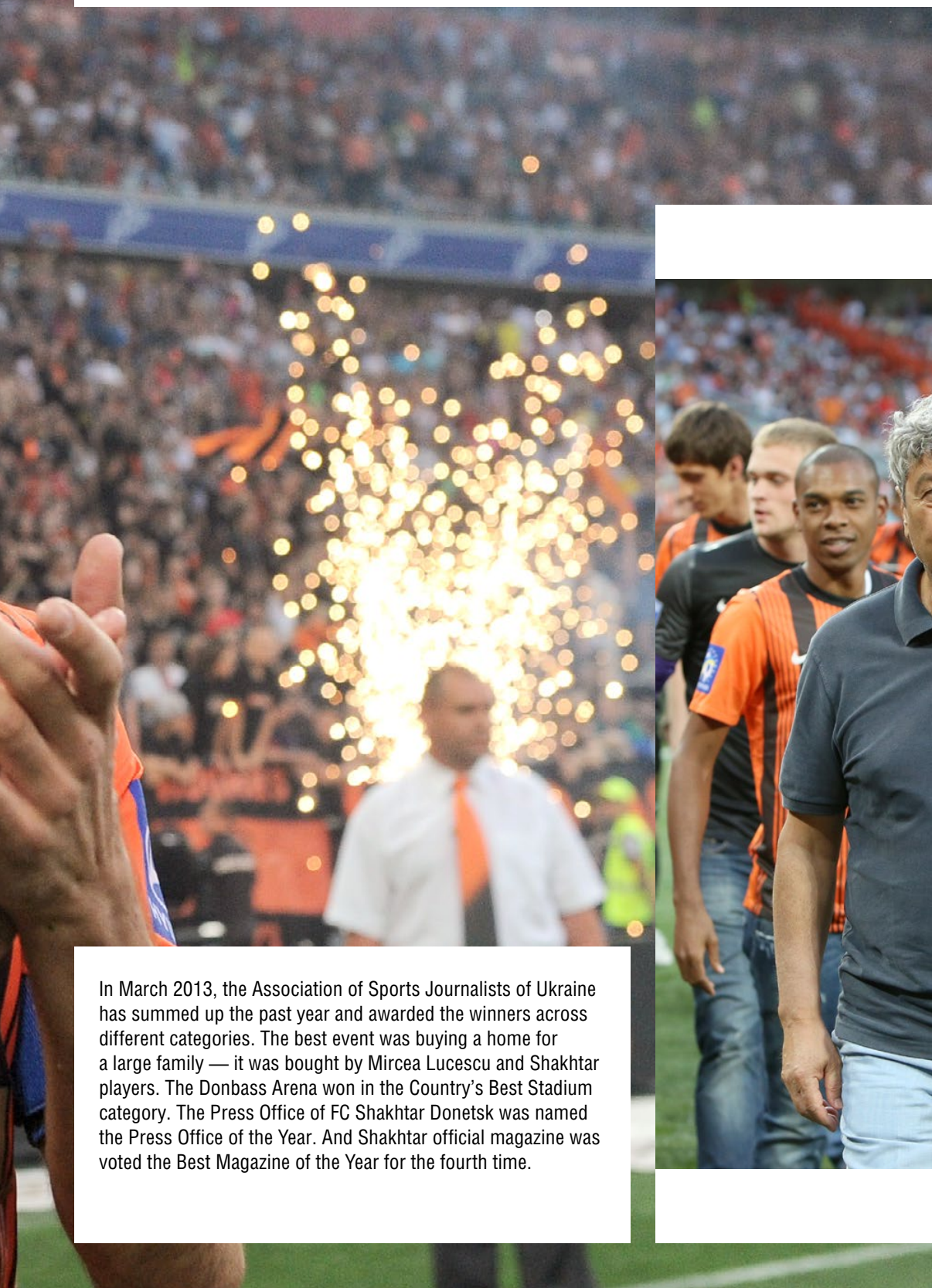


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In March 2013, the Association of Sports Journalists of Ukraine has summed up the past year and awarded the winners across different categories. The best event was buying a home for a large family — it was bought by Mircea Lucescu and Shakhtar players. The Donbass Arena won in the Country's Best Stadium category. The Press Office of FC Shakhtar Donetsk was named the Press Office of the Year. And Shakhtar official magazine was voted the Best Magazine of the Year for the fourth time.



Following the results of the 2012 UEFA European Football Championship held on the fields of Poland and Ukraine, the Donbass Arena was recognized as the tournament's best stadium. Besides, the Donetsk arena won the Safety & Security Award in the Stadium Business Awards 2013 for exemplary stadium management in adverse weather conditions at the EURO 2012 match France vs Ukraine.



НА ДАЛІ ПЕРШОМУ  
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In April 2013, as part of the Total Football — Total Access project, the Donbass Arena was awarded a special prize by the Centre for Access to Football in Europe (CAFE). The international organization awarded the Pitmen's home stadium for their special contribution to improving availability of football to the supporters with disabilities.



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## HISTORY AND TRADITION

On 26 August 2012, the Pitmen played a scheduled Ukrainian League game against Karpaty Lviv. This match coincided with the City Day and Miner's Day celebrations. The Orange-and-Blacks defeated their opponents 3–0. Traditionally, the team players took to the pitch with special 'Happy Miner's Day!' festive imprints on their shirts.



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**SHAKHTAR'S BLIND MASSEUR WENT DOWN IN HISTORY AS THE MAN WHO HAS WORKED WITH THE TEAM FOR 50 YEARS. THEREFORE, HIS NAME WAS INSCRIBED IN UKRAINE'S RECORDS BOOK**

In March 2013, they honoured Vladimir Tkachenko at the Donbass Arena. Shakhtar's blind masseur went down in history as the man who has worked with the team for 50 years. Therefore, his name was inscribed in Ukraine's Records Book. Besides, in May 2013, Vladimir Tkachenko was awarded the FFU medal of Merit.



On the Walk of Fame of FC Shakhtar, they unveiled new stars. At the southside entrance to the Donbass Arena, they immortalised the names of the Pitmen's head coach Oleg Oshenkov and former midfielder Jadson. The legendary mentor of Shakhtar led the team to two big wins in the USSR Cup. Oshenkov formed an efficient team, who fought on an equal footing with the Soviet football giants.



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Stars of Oshenkov and Jadson  
on the Walk of Fame



Jadson became the first foreign player who has his individual star on the Walk of Fame: the Brazilian played in Pitmen's shirt for 7 years and scored the winner in the 2009 UEFA Cup final. Thus, the club's Walk of Fame already features 7 stars. Previously, they marked the services of Vitaliy Starukhin, Mircea Lucescu, Mikhail Sokolovskiy and Yuriy Degterev. Another star is dedicated to the fans of FC Shakhtar Donetsk.

Over the football season, the club museum received some more unique exhibits. In November 2012, the head coach of Shakhtar Mircea Lucescu sent copies of two championship trophies and the Ukrainian Cup engraved with the initials M. L. Plus, thanks to the team's supporters, this autumn, a rare ball of 1980 — signed by Shakhtar players and coaches — appeared in the museum.



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# 01 CLUB



JADSON BECAME THE FIRST FOREIGN PLAYER WHO HAS HIS PERSONALISED STAR ON THE WALK OF FAME: THE BRAZILIAN PLAYED IN PITMEN'S SHIRT FOR 7 YEARS AND SCORED THE WINNER IN THE 2009 UEFA CUP FINAL



# 02 FOOTBALL

ONE STEP AHEAD. ALWAYS

Shakhtar is the leader  
of Ukrainian football.  
Step by step,  
the Pitmen set the club  
and national records

**4 rounds**



AHEAD OF THE COMPETITION END,  
SHAKHTAR SECURED THE LEAGUE TITLE

**24 matches**



SHAKHTAR'S WINNING STREAK

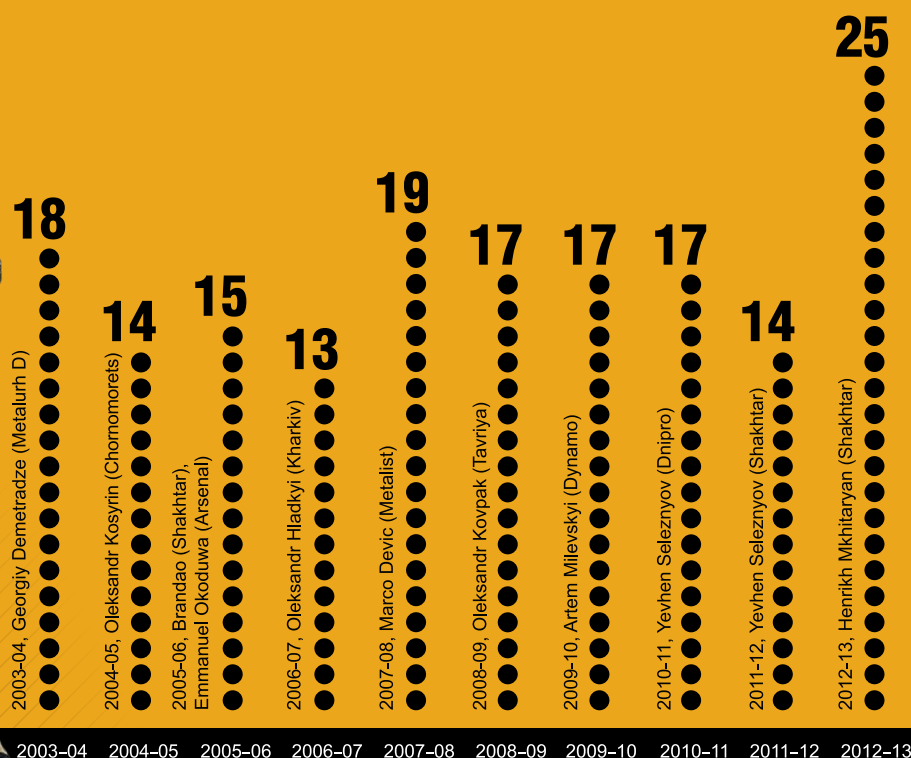
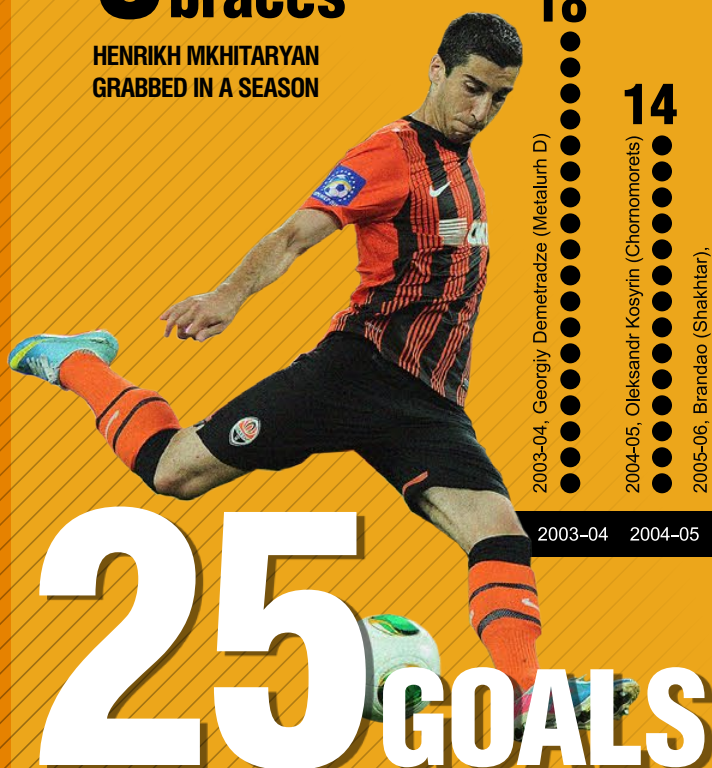
**34 matches**



THE TEAM'S GOALSCORING STREAK

**8 braces**

HENRIKH MKHITARYAN  
GRABBED IN A SEASON



2003-04 2004-05 2005-06 2006-07 2007-08 2008-09 2009-10 2010-11 2011-12 2012-13

GOALS SCORED IN THE UKRAINIAN LEAGUE

**Henrikh Mkhitaryan set**  
**the Ukrainian League goalscoring**  
**record by notching twenty-five goals**





# 17<sup>th</sup> trophy

SHAKHTAR WON SEVENTEEN TROPHIES UNDER MIRCEA LUCESCU

## CHAMPIONS OF UKRAINE



## UKRAINIAN CUP WINNERS



## UKRAINIAN SUPER CUP WINNERS



## UEFA CUP WINNERS



7

5

4

1

# 115 goals

scored by Shakhtar  
in official competitions



THE NUMBER OF GOALS SCORED IN OFFICIAL COMPETITIONS

# 17 matches

AWAY WINNING STREAK

# 15 straight wins

FROM THE LEAGUE START





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# 02 FOOTBALL

## SEASON REVIEW

### HEAD COACH

In the 2012–13 season, Shakhtar became the champions of Ukraine, including the seventh title with Mircea Lucescu at the helm. The Romanian mentor also claimed his fifth domestic Cup title and the fourth Super Cup with Shakhtar. Along with the UEFA Cup win, this makes 17 trophies — plus the Ukrainian clubs coaching record.

In September 2012, Mircea Lucescu took part in the annual UEFA Elite Club Coaches Forum. The guests discussed the possibility of improving the club football quality, improving the officiating system and the transformation of the image of a modern coach.

The most important thing is the appreciation of Shakhtar expressed in Europe regarding our game's quality and audience appeal — both by top professionals and European media.

**Mircea Lucescu,  
FC Shakhtar Donetsk head coach**



In June 2013, Shakhtar coach ranked among the world's top 20 coaches according to Bleacher Report portal. Mircea Lucescu was ranked 16th, being the only coach representing Ukraine in the rankings.



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## UKRAINIAN LEAGUE

Shakhtar, ahead of time, became the champions of the country 4 rounds before the end of the tournament. From the start in the Premier League, the team set the Ukrainian league record — 15 wins in a row.

In the 2012–13 season, the Pitmen updated some more national record streaks:

- winning one of 24 games,
- goal-scoring one of 34 games,
- winning away one of 17 games.

The team claimed their 100th domestic league win, which is also a Ukrainian record. The midfielder Henrikh Mkhitaryan won the Premier League season top scorer title and set the national record of 25 goals within one Ukrainian league season.





# 02 FOOTBALL



THE TEAM CLAIMED THEIR 100TH DOMESTIC LEAGUE WIN, WHICH IS ALSO A UKRAINIAN RECORD



Match video report Shakhtar vs Metalurh D,  
26/05/2013





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## UKRAINIAN CUP

Shakhtar took part in the domestic Cup final for the 13th time, setting the national record.

The Cup final was held in Kharkiv. In the title decider, the Donetsk team met with Chornomorets and beat Odesans 3–0. The Pitmen became the nine-time winners of the honorary trophy, repeating Dynamo's all-Ukrainian achievement of 2007.



Match video report Shakhtar vs Chornomorets,  
22/05/2013





HA DAT BUNDESN  
BUNDESN

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# 02 FOOTBALL

## EUROPEAN COMPETITIONS

Shakhtar performed successfully in the Champions League group stage. The Pitmens' rivals were European football giants Juventus, Chelsea and Nordsjaelland. Our team finished second in the group, knocking the formidable London club out of the competition. In the home meeting with Chelsea, the Donetsk side showed sparkling football, leaving the counterparts no chance of success. Almost until the final whistle, the Pitmen were leading 2–0 owing to the goals by Alex Teixeira and Fernandinho. It was only in the 88th minute that the rivals managed to pull one back. Having made it to the Last 16 for the second time in history, Shakhtar lost on aggregate to Borussia Dortmund — the future 2012–13 Champions League finalists.

IN THE HOME MEETING WITH CHELSEA, THE DONETSK SIDE SHOWED SPARKLING FOOTBALL, LEAVING THE COUNTERPARTS NO CHANCE OF SUCCESS



Match highlights Shakhtar vs Chelsea,  
23/10/2012





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# 02 FOOTBALL



Mircea Lucescu on the victory over Chelsea



## TRANSFERS

In the 2012–13 season, the club pursued a prudent transfer policy, maintaining a reasonable balance between purchases and sales of players. The most high-profile acquisitions are Ismaily, Taison, Wellington Nem, Fernando and Fred.



Shakhtar signed a contract with Ismaily



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## 02 FOOTBALL





Selling Fernandinho to Manchester City turned into the biggest move in the history of Ukrainian football, being worth €40m. Another high-profile deal of the season was Willian's move to the Russian Anzhi: his transfer cost the Makhachkala team €35m. As free agents, the following players moved to other football clubs after defending the Orange-and-Black colours for many years: Razvan Rat — to London-based West Ham United and Oleksiy Gai — to Chornomorets Odesa.

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# 02 FOOTBALL



SELLING FERNANDINHO TO MANCHESTER CITY TURNED INTO THE BIGGEST MOVE IN THE HISTORY OF UKRAINIAN FOOTBALL, BEING WORTH €40M



Fernandinho said goodbye to the supporters



Supporters' farewell meetings with the players leaving the team turned into a good tradition. These touching events, gathering thousands of the Pitmen's fans, are unique to Ukraine. Shakhtar is the only club in the country, who solemnly honours the former players. Fernandinho specially flew from England to take part in a similar ceremony.





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ВСЕГДА

**STEP  
AHEAD.  
ALWAYS**



## 02 FOOTBALL



Oleksiy Gai, before leaving for Chornomorets, also met with fans to express his gratitude for the support.





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# 02 FOOTBALL

In the last game of the season against Metalurh Donetsk, Razvan Rat made his last appearance for Shakhtar. The crowd gave the Romanian defender a standing ovation, paying tribute to him.



Razvan Rat said goodbye to Shakhtar



## 2012–13 SEASON INCOMING TRANSFERS

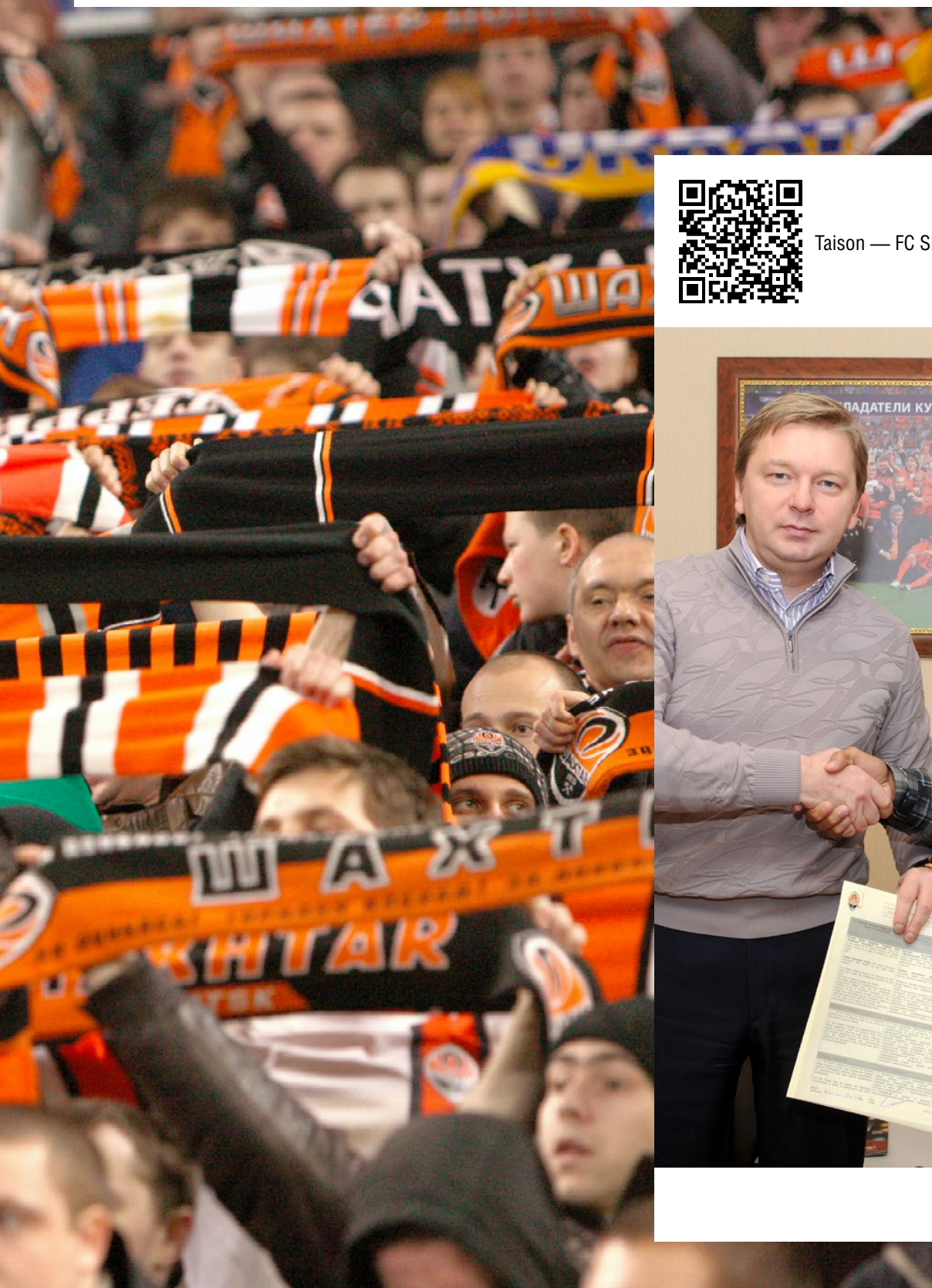
PLAYER	MOVED FROM	STATUS OF RIGHTS FOR PLAYER	DATE
Fred	Internacional (Brazil)	bought	25/06/2013
Bohdan Sarnavskiyi	free agent	bought	15/06/2013
Fernando	Gremio (Brazil)	bought	14/06/2013
Oleksandr Volovyk	Metalurh (Donetsk)	bought	10/06/2013
Wellington Nem	Fluminense (Brazil)	bought	10/06/2013
Pylyp Budkivskiyi	Illichivets (Mariupol)	bought	01/03/2013
Maicon	Zorya (Luhansk)	bought	28/02/2013
Ismaily	Braga (Portugal)	bought	14/02/2013
Eduard Sobol	Metalurh (Zaporizhya)	bought	05/02/2013
Dmytro Hrechyshkin	Illichivets (Mariupol)	bought	04/02/2013
Taison	Metalist (Kharkiv)	bought	14/01/2013
Anton Kanibolotskyi	free agent	bought	28/07/2012

## 2012–13 SEASON OUTGOING TRANSFERS

PLAYER	MOVED TO	STATUS OF RIGHTS FOR PLAYER	DATE
Razvan Rat	West Ham United (England)	free agent	30/06/2013
Oleksiy Gai	Chornomorets (Odesa)	free agent	30/06/2013
Pylyp Budkivskiyi	Sevastopol (Sevastopol)	loan	12/06/2013
Vitaliy Vytsenets	Sevastopol (Sevastopol)	loan	12/06/2013
Oleksandr Chyzhov	Sevastopol (Sevastopol)	loan	12/06/2013
Fernandinho	Mancheser City (England)	sold	10/06/2013
Bruno Renan	Criciuma (Brazil)	loan	15/03/2013
Mykola Ishchenko	Illichivets (Mariupol)	loan	01/03/2013
Marco Devic	Metalist (Kharkiv)	sold	28/02/2013
Willian	Anji (Russia)	sold	01/02/2013
Dentinho	Besiktas (Turkey)	loan	21/01/2013
Oleksiy Polyanskyi	Illichivets (Mariupol)	loan	08/01/2013
Yevhen Seleznyov	Dnipro (Dnipropetrovsk)	sold	31/08/2012
Artem Fedetskyi	Dnipro (Dnipropetrovsk)	sold	31/08/2012
Pylyp Budkivskiyi	Illichivets (Mariupol)	sold	01/07/2012
Dmytro Hrechyshkin	Illichivets (Mariupol)	sold	01/07/2012
Rustam Khudzhamov	Illichivets (Mariupol)	sold	01/07/2012
Oleksandr Chyzhov	Illichivets (Mariupol)	loan	01/07/2012



# 02 FOOTBALL



Taison — FC Shakhtar player





## STATISTICS

In the 2012–13 season, Shakhtar played 44 games in the Ukrainian League, Cup, Super Cup and UEFA Champions League, in which they claimed 34 wins, drew 6 games and lost 4. The Pitmen scored 115 goals and set Shakhtar's single season performance record, conceding just 36 goals.

Two players produced hat tricks: Luiz Adriano and Henrikh Mkhitaryan. Shakhtar club record belongs to Mkhitaryan, who registered 8 braces in a season.



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ALWAYS



# 02 FOOTBALL





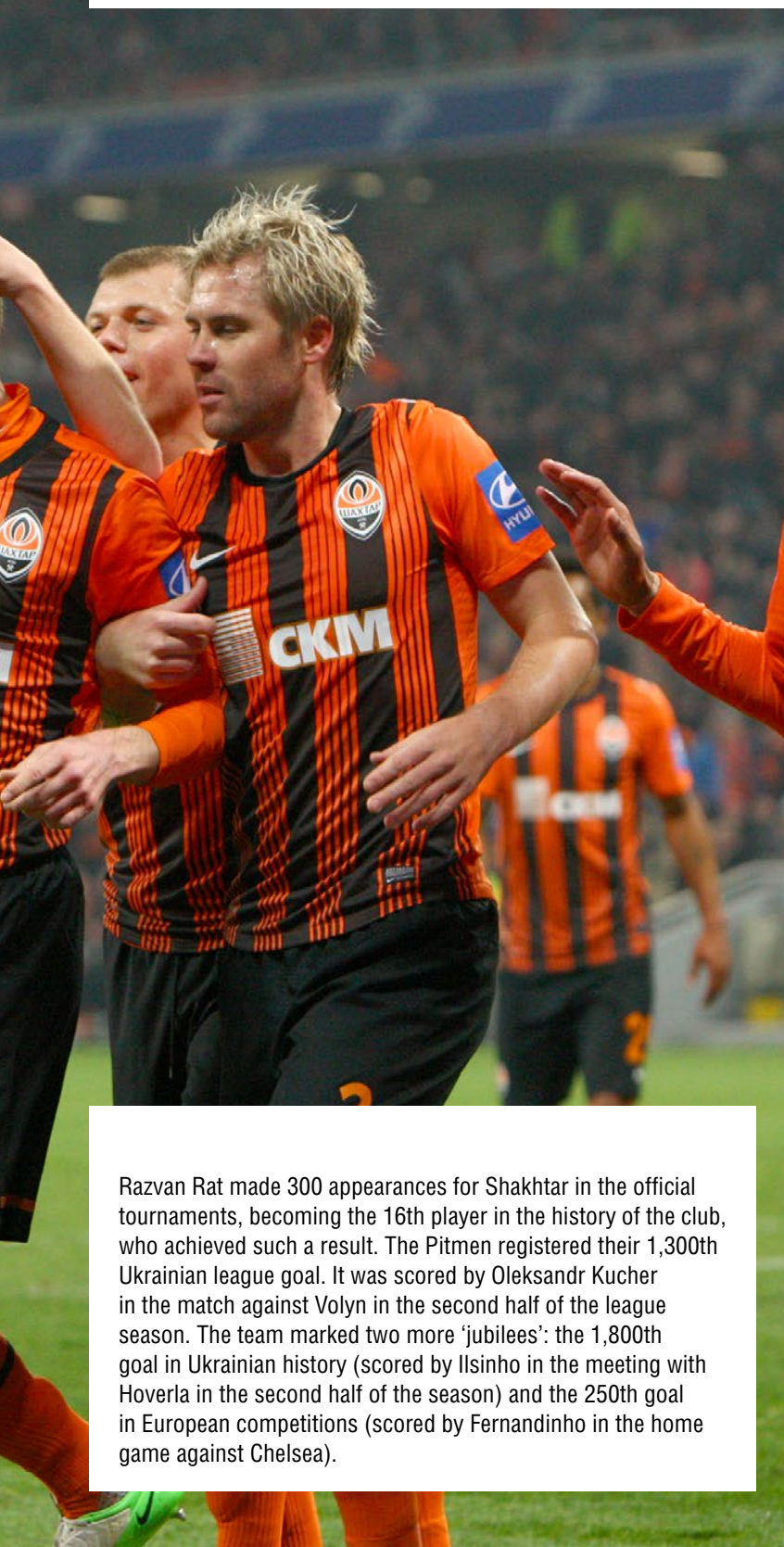


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# 02 FOOTBALL



Razvan Rat made 300 appearances for Shakhtar in the official tournaments, becoming the 16th player in the history of the club, who achieved such a result. The Pitmen registered their 1,300th Ukrainian league goal. It was scored by Oleksandr Kucher in the match against Volyn in the second half of the league season. The team marked two more 'jubilees': the 1,800th goal in Ukrainian history (scored by Ilsinho in the meeting with Hoverla in the second half of the season) and the 250th goal in European competitions (scored by Fernandinho in the home game against Chelsea).



Oleksandr Kucher met with the supporters



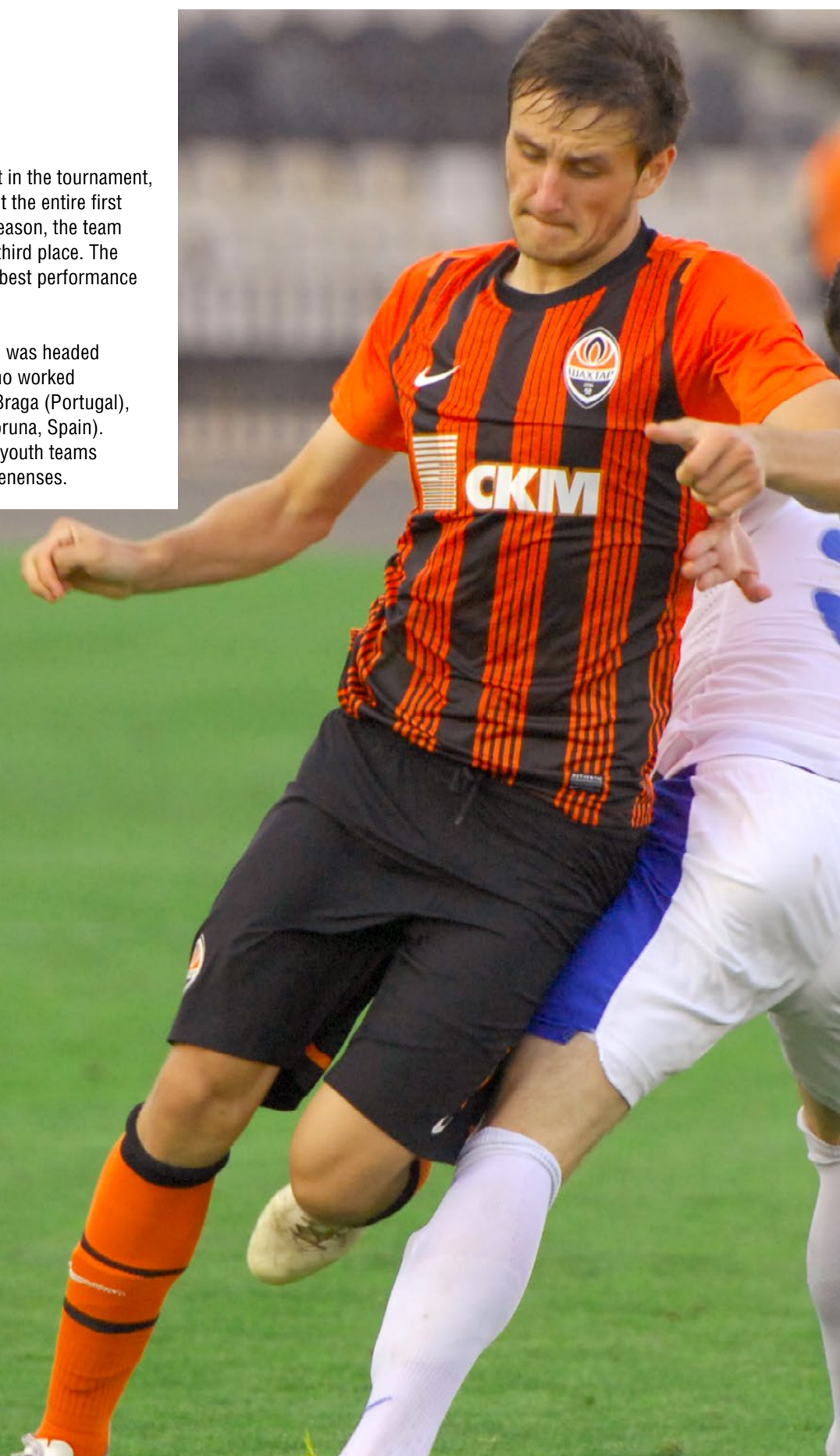
## RESERVE TEAM

Shakhtar reserve team got off to a bright start in the tournament, leading in the U-21 Premier League for almost the entire first half of the season. In the second half of the season, the team experienced a decline, eventually getting the third place. The Pitmen won eight major victories. This is the best performance in the 2012–13 U-21 league.

At the end of the season, Shakhtar U-21 team was headed by the Portuguese expert Miguel Cardoso, who worked as assistant coach in such famous teams as Braga (Portugal), Sporting (Lisbon, Portugal), Deportivo (La Coruna, Spain). Cardoso obtained his coaching experience in youth teams of the Portuguese clubs Porto, Braga and Belenenses.

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# 02 FOOTBALL



THE PITMEN CLAIMED 8 MAJOR WINS. THIS IS THE 2012-13 U-21 LEAGUE'S BEST RESULT



Miguel Cardoso — new U-21 team coach





A group of young football players in orange and black striped jerseys are celebrating on a grass field. They have their arms raised and mouths open in a shout. The background shows a clear blue sky with some clouds and a stadium light tower.

## ACADEMY

### FOOTBALL PHILOSOPHY

FC Shakhtar Academy Director Patrick van Leeuwen resigned after having worked at the club for more than seven years. He is currently a Sport Director of FC Kairat (Almaty, Kazakhstan). A distinctive result of the Dutch specialist's work is the Football Philosophy book, telling about the methods of work with young players. Oleksandr Funderat, the honoured coach of Ukraine, who has worked at the club Academy since 2000, was appointed Director of FC Shakhtar Academy. As a head coach of the teams of different age groups, he repeatedly won the Ukrainian Junior Football League titles. He used to coach Shakhtar-3 represented by the Academy graduates and performing in the Second Ukrainian league.

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# 02 FOOTBALL



OLEKSANDR FUNDERAT, THE HONOURED COACH OF UKRAINE, WHO HAS WORKED AT THE CLUB ACADEMY SINCE 2000, WAS APPOINTED DIRECTOR OF FC SHAKHTAR ACADEMY



## COACHES CONGRESS

On March 28 and 29, Donetsk hosted the International Coaches Congress, organized by FC Shakhtar Donetsk. It was attended by experts from the CIS and abroad.

The forum programme was divided into practical and theoretical parts. Methods of developing players were presented by Chelsea FC (England), Real Madrid CF (Spain), World Football Academy, SoccerLAB and Shakhtar. Representative trainings were conducted by the coaches of Chelsea, Real Madrid and World Football Academy.



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## 02 FOOTBALL

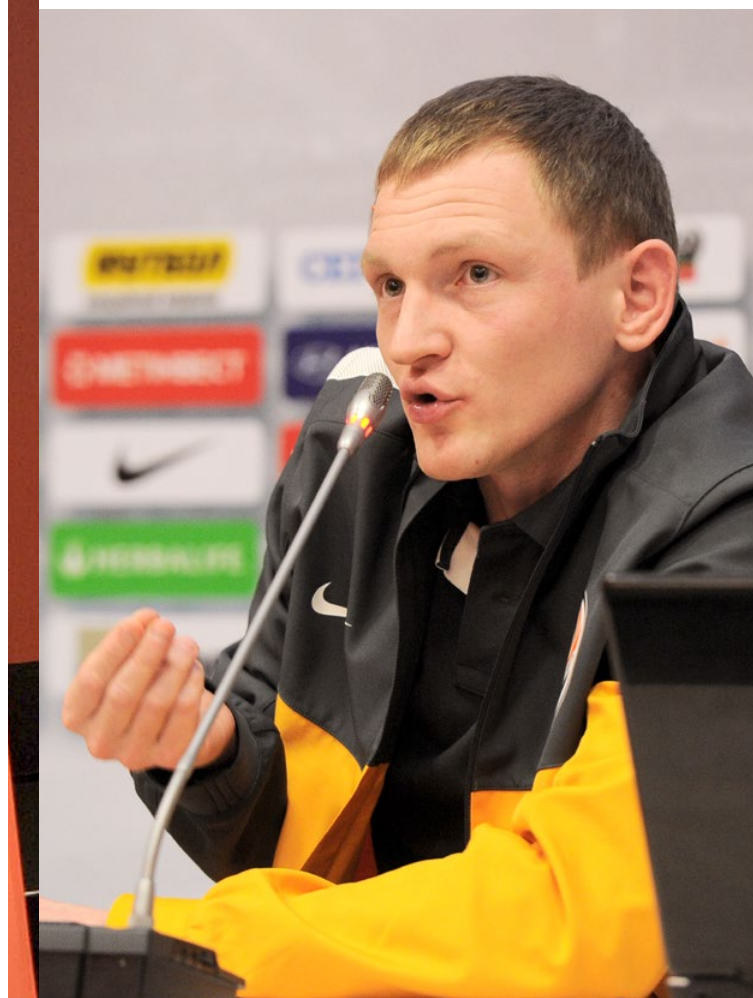


Great idea, which was so superbly brought to life. The coaches at the congress get an excellent opportunity to learn something new. To improve and motivate others.

Anatoliy Buznik,  
Director of FFU Licensing Centre



Shakhtar Academy was represented at the Congress by the psychologist Nikolai Semenenko. He presented a strategy for developing talented players, focusing on a player's personality organization and his behaviour pattern during training sessions and matches.



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# 02 FOOTBALL



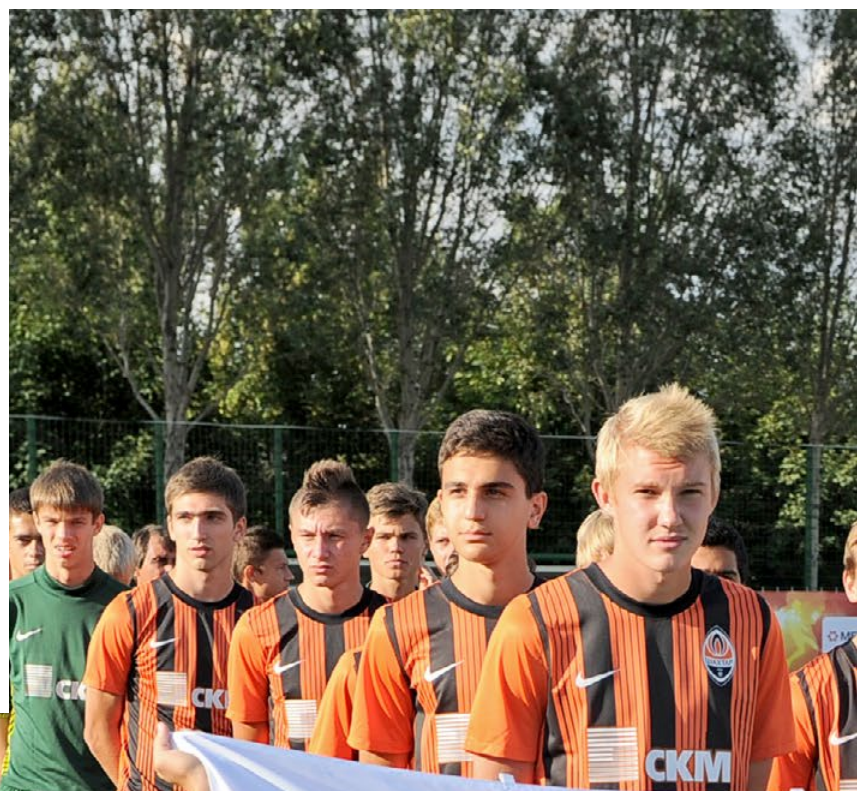


## INTERNATIONAL TOURNAMENT

From 17 to 19 August, the Academy of FC Shakhtar hosted the International Youth Tournament. It was attended by U-17 teams of Shakhtar Donetsk (Ukraine), Inter Milan (Italy), Manchester City (England), Hajduk Split (Croatia), Zenit St Petersburg (Russia), Slovan Bratislava (Slovakia), Real Madrid (Spain) and Konoplyov Academy (Samara, Russia). Matches were played on the fields of STC Kirsha.

The 2012–13 season tournament was organized at a high level. Traditionally, it is aimed at young players of U-17 age category, since it is the age of transition from youth football to adult football.

Shakhtar won the tournament. In the final, they beat their Hajduk Split counterparts 2–0.



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# 02 FOOTBALL



International Youth Tournament opening





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# 02 FOOTBALL

## MEDICINE

On December 7, Shakhtar signed a two-year contract with Herbalife, specializing in manufacture and sale of balanced sports nutrition. According to the agreement, Herbalife will integrate their products into Shakhtar players' daily diet.

On May 28, the FC Shakhtar medical department chief Artur Glushchenko took part in an international congress of medics called UEFA Injury Study Meeting 2013 held in Porto. Traditionally, they addressed the topic of prevention of injuries. At the congress, it was decided to develop a standardized protocol of medical examinations of players.





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## 02 FOOTBALL



According to the UEFA report on the injury level in the teams participating in the 2012–13 Champions League, Shakhtar demonstrates high efficiency of the club medical department. The squad list players availability for matches exceeds 90 percent. Following the research results, Shakhtar rank fourth among the 22 participants, including Barcelona (Spain), Real Madrid (Spain), Juventus (Turin, Italy), Manchester United (England), Bayern (Munich, Germany).



# 03 ONE STEP AHEAD. ALWAYS SUPPORTERS

**Shakhtar boasts  
the largest army  
of fans that grows  
each year**

The number of fans who  
have attended more than 10 games  
in a season increased by 19%

2011–12

15,484

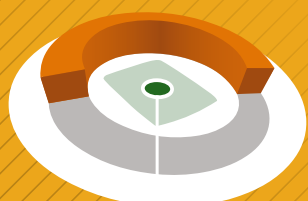
2012–13

+19%

18,404



THE NUMBER OF FANS WHO ATTENDED MORE THAN 10 GAMES THIS SEASON



27.3

2009–10



33.9

2010–11



37.0

2011–12



41.2

2012–13

THE SEASON'S AVERAGE ATTENDANCE AT HOME GAMES, UKRAINIAN LEAGUE

# 41,199

average attendance  
per game,  
Ukrainian league



**2.9 times**

the increase in the number of subscribers  
to FC Shakhtar's official accounts in social networks



40.5

86

59

0

2011-12

**TOTAL: 185.5**

228.1

155

8.9

137

2012-13

**TOTAL: 529.0**

THE NUMBER OF SUBSCRIBERS TO FC SHAKHTAR'S  
OFFICIAL ACCOUNTS IN SOCIAL NETWORKS

FACEBOOK, GOOGLE+, TWITTER, VKONTAKTE

**40%**

the increase  
in the number  
of season ticket  
holders since  
the opening  
of Donbass Arena



2009-10

17.5

2010-11

17.9

2011-12

23.2

2012-13

24.5

SEASON TICKET HOLDERS

**5,946**

THE NUMBER OF PEOPLE OFFICIALLY REGISTERED WITH THE FAN CLUBS  
OF FC SHAKHTAR



**53,423**

supporters



WERE PRESENT AT  
SHAKHTAR VS DYNAMO

**24,500**

the number of



FC SHAKHTAR SEASON TICKET HOLDERS

**4,176**

supporters



ATTENDED THE PITMEN'S AWAY GAMES IN  
THE 2012-13 UKRAINIAN LEAGUE SEASON

**34** fan cafes



OF FC SHAKHTAR OPERATE  
IN UKRAINE AND RUSSIA

**11,730**

fans



TOOK PART IN THE MEETINGS  
WITH PLAYERS

**34** meetings



WITH THE FANS WERE HELD  
BY THE FIRST-TEAM PLAYERS





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**1**  
STEP  
AHEAD.  
ALWAYS



# 03 SUPPORTERS

Fans like the way Shakhtar play. We have the highest attendance, this points to the fact that they love the team and attend the games!

Rinat Akhmetov, FC Shakhtar President

IN THE 2012-13 SEASON, THE AVERAGE ATTENDANCE AT THE PITMEN'S PREMIER LEAGUE GAMES ROSE COMPARED WITH THE PREVIOUS YEAR BY 11% TO 41,199

## MATCH ATTENDANCE

Shakhtar is the most attended club in Ukraine. In the 2012–13 season, the average attendance at the Pimen's Premier League games rose compared with the previous year by 11% to 41,199. The overall attendance at home and away Ukrainian league games according to the Premier League's official website reached 894,957, at the Ukrainian Cup games — 129,842.





НА ЛАПЕ ПЕРВОГО  
БОЛТА

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# 03 SUPPORTERS



In the 2012–13 Champions League edition, the Pitmen played 4 home matches attended by 196,357 fans (with an average of 49,089 per game). With the Champions League taken into account, Shakhtar's official home games in the 2012–13 season were attended by 891,229 people.

The greatest number of fans — 53,423 — was registered at the Premier League Matchday 8 match Shakhtar vs Dynamo on September 2, 2012. This encounter saw the team enjoy their biggest attendance at the Donbass Arena.



## MEETINGS WITH SUPPORTERS

In the 2012–13 season, the players of FC Shakhtar tried to meet with the fans as often as possible.

On 18 July 2012, the Donbass Arena hosted an open training session of the team, which was attended by about 4 thousand fans. It was the largest of 34 meetings held by the players over the year. Aggregately, the events were attended by about 10,000 people.

НАШАТ ВІСНОВІ  
БОЯТІ

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**STEP  
AHEAD.  
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# 03

## SUPPORTERS



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ON 18 JULY 2012, THE DONBASS ARENA HOSTED AN OPEN TRAINING SESSION OF THE TEAM, WHICH WAS ATTENDED BY ABOUT 4 THOUSAND FANS. IT WAS THE LARGEST OF 34 MEETINGS HELD BY THE PLAYERS OVER THE YEAR





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ALWAYS**



# 03 SUPPORTERS



Throughout the season, the first-team players initiated the kids into the Orange Laces children's club 9 times, communicated with the Student Club participants 6 times, presenting the club magazine. The players answered the fans' questions as part of awarding the player of the month and the scorer of the best goal, took an active part in charity events.





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# 03 SUPPORTERS



Fernandinho and Alex Teixeira are paying a visit to the DonNASA students



# КЛУБ ШАХТЕР»

## FAN CAFE

In the Fan Cafe, located on the first level of the Donbass Arena's south side, 20 away games of the 2012–13 season were watched by about 1,700 people. For the fans, they regularly held the promo events Guess the Score and A Glass of Beer for the First Goal from Sarmat TM.

During the reporting period, FC Shakhtar continued to expand its network of fan cafes in Ukraine. In the 2012–13 season, 7 new fan cafes in Donetsk, Snezhnoye, Slavyansk, Severodonetsk, Novaya Kakhovka and Dzerzhynsk were opened. The whole chain has 34 outlets, including 2 pubs in Moscow.

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# 03 SUPPORTERS







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# 03 SUPPORTERS

EVERY YEAR, THE NUMBER OF DEVOTED FANS INCREASES. COMPARED WITH THE PREVIOUS SEASON, THE NUMBER OF SEASON TICKET HOLDERS HAS RISEN BY 1,300 TO REACH THE 24,500 MARK

## SEASON TICKET HOLDERS

Fans form an integral and important part of Shakhtar. Every year, the number of devoted fans increases. Compared with the previous season, the number of season ticket holders has risen by 1,300 to reach the 24,500 mark.

Before the start of the 2012–13 season, FC Shakhtar launched an innovation: they announced the introduction of distinctions for the fans who visit the most home games of the team. At the end of the season, 7,773 people were awarded the Gold badges, 1,153 supporters received the Silver ones and another 6,620 fans — the Bronze ones.



Shakhtar awards the supporters





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# 03 SUPPORTERS



On July 15, 2012, the names of all season ticket holders were printed on the special cloth bearing the club crest, which was laid in the centre of the Donbass Arena pitch before the start of the first match of the season.

Season ticket holders traditionally had the opportunity to be the first to purchase tickets for Shakhtar's Champions League games and all the non-football events of the season held at the Donbass Arena.



## FANID PROJECT

The FanID project, operating for several seasons now, was joined by many more new participants.

In the reporting season, 17,130 FanID card holders attended at least one game (in the 2010–11 season there were 12,362 such spectators, and in the 2011–12 season — 13,489).

A total of 73,338 tickets were sold to the holders of FanID cards, being 19,533 more than in the 2011–12 season.

18,182 FanID card holders purchased tickets for the 2012–13 Champions League matches taking advantage of their purchasing priority right.



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ALWAYS**



# 03 SUPPORTERS







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ALWAYS



# 03 SUPPORTERS



## TOGETHER WITH THE CLUB

For three years now, the little fans have been enjoying the possibility to lead the sides' starting lineups onto the pitch at Shakhtar's home games. In the 2012–13 season, 418 children aged 7 to 10 accompanied the players to the field.



In the 2012–13 season, the season ticket holders also had a chance to enter the Donbass Arena field. Before the kickoff of Shakhtar Champions League games, they stretched the UEFA Champions League Starball Banner over the centre circle. 72 people took part in the activity.



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# 03 SUPPORTERS







On 18 October 2012, another unprecedented event involving the supporters took place. Five fans — the winners of the contest held in the club's VKontakte account — won the opportunity to mow the Donbass Arena pitch grass before the match Shakhtar vs Illichivets.

НА ШАГ ВПЕРЕДИ  
ВСЕГДА


**STEP  
AHEAD.  
ALWAYS**



# 03 SUPPORTERS







From January 2013, the club's official magazine features a new 'Our Everything' column. Now in each issue of the magazine, they publish photos of the Pitmen's fans. The main condition — being the holder of a season ticket or a FanID card. More than 68 fans found their photos in the magazine pages.

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**STEP  
AHEAD.  
ALWAYS**



# 03 SUPPORTERS





## SHAKHTAR IN SOCIAL NETWORKS

In the 2012–13 season, the number of participants in FC Shakhtar's social network accounts has increased by almost 3 times compared with the previous football year.

Shakhtar is the unconditional leader among Ukrainian Football clubs according to the number of subscribers to the microblog in Twitter, as well as to the VKontakte, Facebook and Google+ accounts. 529,000 people are the participants in Shakhtar's four official groups across four social networks — VKontakte, Facebook, Google+ and Twitter.

The number of users of the club's fans page in VKontakte has risen by 1.8 times compared to last season and exceeded 155,000.

НА ШАХІ ВПЕРЕДИ.  
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# 03 SUPPORTERS

The number of the registered users of Shakhtar's official Facebook account has reached more than 137,000, being 2 times more than in the previous season.

228,100 people confirmed their liking for the Pitmen in the Google+ circle. Thus, Google+ has become the largest representation of FC Shakhtar in social networks.

FC Shakhtar CEO Sergei Palkin has a personal Facebook account and actively communicates with the supporters. He has over 7,000 friends there.

SHAKHTAR IS THE UNCONDITIONAL LEADER AMONG UKRAINAIN FOOTBALL CLUBS ACCORDING TO THE NUMBER OF SUBSCRIBERS TO THE MICROBLOG IN TWITTER, AS WELL AS TO THE VKONTAKTE, FACEBOOK AND GOOGLE+ ACCOUNTS. 529,000 PEOPLE ARE THE PARTICIPANTS IN SHAKHTAR'S FOUR OFFICIAL GROUPS ACROSS FOUR SOCIAL NETWORKS — VKONTAKTE, FACEBOOK, GOOGLE+ AND TWITTER





НА ШАГ ВПЕРЕДИ  
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**STEP  
AHEAD.  
ALWAYS**

**Fan  
Land**



# 03 SUPPORTERS

## FAN LAND

Donbass Arena is a family-type stadium. Within this concept, they organized the Fan Land entertainment area functioning in the park on the days of FC Shakhtar's home games. Through the efforts of 60 experts, in the warm time of the year, the inflatables unfold there, relays, quizzes, prize competitions, photo sites, a face-art station and a small football pitch.

In the 2012–13 season, over 6,000 fans and their families visited the Fan Land. The peak attendance was registered at the matches with Hoverla, Karpaty, Dynamo and Donetsk-based Metalurh. The amusements Well-Placed Shot, Penalty, Cliffhanger and an inflatable trampoline proved very popular with the public.

A football grill bar is open before matches.

The Fan Land concept is a key strategy towards building Donbass Arena's image as a family stadium.

**Joe Palmer,**  
FC Shakhtar Executive Director for Strategy,  
Commerce and Marketing



**IN THE 2012–13 SEASON, OVER 6,000 FANS AND THEIR FAMILIES VISITED THE FAN LAND**



# 04 ONE STEP AHEAD. ALWAYS CORPORATE SOCIAL RESPONSIBILITY

Charity, education, promotion of healthy lifestyle, involvement in social life, site improvement are the priorities of FC Shakhtar



The number of new participants in the Orange Laces project grew by 2.5 times



2011-12

1,877



2012-13

4,753

PARTICIPANTS IN THE ORANGE LACES PROJECT



[sirotstvy.net](http://sirotstvy.net)



# 5,712

children  
found new  
families



SIROTSTVY.NET





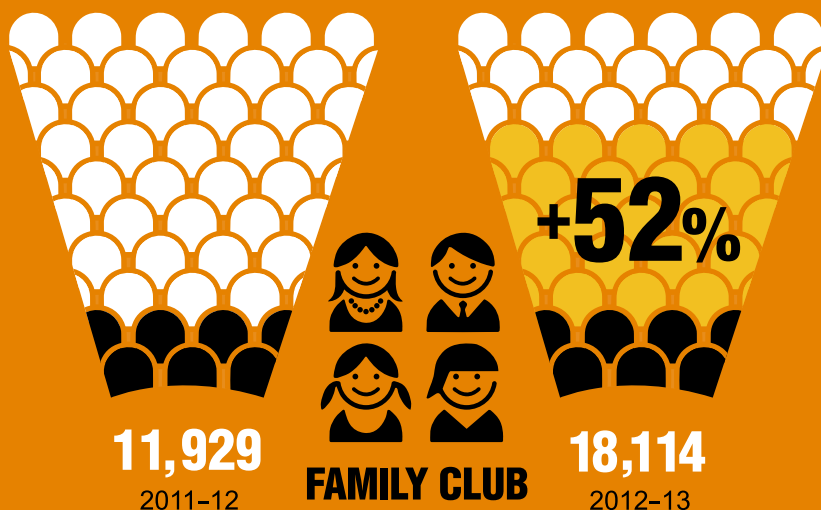
## social project

**No.1**

THE EUROPEAN CLUB ASSOCIATION  
RECOGNIZED THE SAY NO TO ORPHANHOOD!  
PROJECT AS A NUMBER ONE SOCIAL  
PROJECT IN EUROPE



A 52% increase in the number  
of fans attending Shakhtar matches  
in the Family Club section



THE NUMBER OF FANS WHO ATTENDED THE GAMES  
IN THE FAMILY CLUB SECTION

**111**  
**orphans**



SIMULTANEOUSLY PARTICIPATED IN THE  
MATCH WITH SHAKHTAR'S FIRST TEAM

**21,000**  
**children**



RECEIVED GIFTS WITHIN  
THE FRAMEWORK OF  
THE RINAT AKHMETOV AND IGOR KRUTOY  
TO CHILDREN! CAMPAIGN

**6,000**  
**fans**



WITH FAMILIES VISITED  
THE SHAKHTAR FAN LAND

**210**  
**students**



TOOK PART IN THE THIRD SEASON  
OF THE STUDENT LEAGUE

**1,800**  
**pupils**



TOOK PART IN THE SHAKHTAR CUP  
COMPETITION

**69,720**  
**schoolchildren**



ATTENDED FC SHAKHTAR'S HOME MATCHES  
IN THE 2012-13 SEASON



## CHARITY

### SAY NO TO ORPHANHOOD!

Charity is one of the five most important areas of corporate social responsibility, which FC Shakhtar pays a lot of attention.

In the 2012–13 season, Shakhtar continued to work within the framework of Say No to Orphanhood! project jointly with Rinat Akhmetov Foundation for Development of Ukraine. During the reporting period, 2,112 children — which is 153 more than last year — found a family. A total of 5,712 children were adopted by the end of the 2012–13 season.




НА ШАГ ВПЕРЕДИ.  
ВСЕГДА

**STEP  
AHEAD.  
ALWAYS**



# 04 CORPORATE SOCIAL RESPONSIBILITY



For us, every adopted child is a great reward on its own. Nevertheless, it is pleasant to realize that participation of FC Shakhtar Donetsk in the Say No to Orphanhood! project was recognized as the best social initiative of the 2011-12 season among all European clubs. We will continue to act so that our every step brings tangible benefits to society.

**Yuriy Sviridov,  
FC Shakhtar Marketing  
and Communications Director**

**IN THE 2012-13 SEASON, SHAKHTAR CONTINUED TO WORK WITHIN THE FRAMEWORK OF THE SAY NO TO ORPHANHOOD! PROJECT JOINTLY WITH RINAT AKHMETOV FOUNDATION FOR DEVELOPMENT OF UKRAINE. DURING THE REPORTING PERIOD, 2,112 CHILDREN — WHICH IS 153 MORE THAN LAST YEAR — FOUND NEW FAMILIES**



In September 2012, the European Club Association bringing together 201 football clubs from 53 European countries, recognized the Say No to Orphanhood! Programme as the best social project of the season. The main criterion of evaluation is its continuity and availability of a particular result. In the final part, Shakhtar's rivals were Manchester City and Benfica.

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ALWAYS**





# 04 CORPORATE SOCIAL RESPONSIBILITY









# 04 CORPORATE SOCIAL RESPONSIBILITY



In the 2012–13 season, the club actively promoted the idea of national adoption. Shakhtar players and head coach Mircea Lucescu bought a house for the large Zaretskiy family. Donbass Arena hosted a game with simultaneous participation of 111 orphans. The match between Shakhtar and Zorya was held in support of the sirotstvy.net portal. 200 orphans celebrated Saint Nicholas Day at Shakhtar's home stadium; the first-team players visited several children's homes.



Lucescu and the team presented a family with a house





НА ШАГ ВПЕРЕДИ  
ВСЕГДА

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# 04 CORPORATE SOCIAL RESPONSIBILITY



## HOUSE FROM SHAKHTAR

In the 2012–13 season, Mircea Lucescu and players bought a house for the Zaretskiy family, which is bringing up 7 children (4 adopted ones). Shakhtar allocated \$150,000, and another \$100,000 were directed by the Foundation Development of Ukraine to the repairs and equipment of premises, as well as site improvement.

On 12 November 2012, Mircea Lucescu, Darijo Srna, Dmytro Chygrynskiy, Luiz Adriano, Alex Teixeira, Douglas Costa and the Foundation representatives visited the Zaretskiy family. A few months later, after a re-visit, Mircea Lucescu said that the team were ready to buy another house and give it to those in need.

**SHAKHTAR ALLOCATED \$150,000, AND ANOTHER \$100,000 WERE DIRECTED BY THE FOUNDATION DEVELOPMENT OF UKRAINE**



Shakhtar invited the Zaretskiy family to football



## CHARITY GAME

On 13 April, Shakhtar faced Zorya. That match was held in support of the sirotstvy.net portal. The Pitmen took to the pitch wearing shirts with the address of the Ukrainian portal of national adoption. The players were accompanied onto the pitch by kids from boarding schools and children's homes of Donetsk Oblast. More than 400 orphans attended this match for free. That encounter was the third game for Shakhtar under the Say No to Orphanhood! programme.

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# 04 CORPORATE SOCIAL RESPONSIBILITY

## 11 VS 111 MATCH

On 24 May 2013, Shakhtar held a unique match by simultaneously playing with 111 orphan children aged 10–12 at Donbass Arena. That game drew public attention to the problem of orphanhood in Ukraine.



The match 'against orphanhood' — 11 vs 111



Lubos Michel, FC Shakhtar International Competitions Director and a top European referee in the recent past, was in charge of the game. Shakhtar's first-team lost to 111 opponents 2-1.



НА ІВАК БРЕПЕДН  
БОСТОН

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# 04 CORPORATE SOCIAL RESPONSIBILITY







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ВСЕГДА

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# 04 CORPORATE SOCIAL RESPONSIBILITY







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# 04 CORPORATE SOCIAL RESPONSIBILITY



## **RINAT AKHMETOV, IGOR KRUTOY TO CHILDREN!**

On Saint Nicholas Day, 19 December, FC Shakhtar President Rinat Akhmetov and composer Igor Krutoy took part in a traditional, 12th consecutive charity event. This time, its geographical boundaries were expanded — the guests went to Kirovograd to visit children's homes and provide assistance to orphanages, boarding schools and other children's institutions.




A man in a dark suit is seated at a black grand piano, looking down at the keys. The piano is open, and the lid is propped up. The background is a plain, light-colored wall.

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# 04 CORPORATE SOCIAL RESPONSIBILITY



Rinat Akhmetov and Igor Krutoy visited the Y. S. Meytus Music School No. 2 in Kirovograd, children's family-type home of the Kozhanovs, where seven children are brought up, and the Barvinok orphanage. At Donbass Arena, there was organised a celebration for 200 orphans of Donetsk Oblast.

The Rinat Akhmetov, Igor Krutoy to Children campaign covered 21,000 children in Donetsk, Dnipropetrovsk and Kirovograd Oblasts. Charity care — €8m — was directed to improve living, educational and leisure conditions.

**THE RINAT AKHMETOV, IGOR KRUTOY TO CHILDREN CAMPAIGN COVERED 21,000 CHILDREN IN DONETSK, DNIPROPETROVSK AND KIROVOGRAD OBLASTS**







# 04 CORPORATE SOCIAL RESPONSIBILITY



## PLAYERS IN DNIPROPETROVSK AND KHARKIV ORPHANAGES

On 7 October, the day of the match with Metalist, Andriy Pyatov and Oleksandr Kucher visited the Kharkiv Oblast Orphanage. The meeting took place at the initiative of Rinat Akhmetov's Foundation for Development of Ukraine.



Andriy Pyatov and Oleksandr Kucher visited an orphanage in Kharkiv



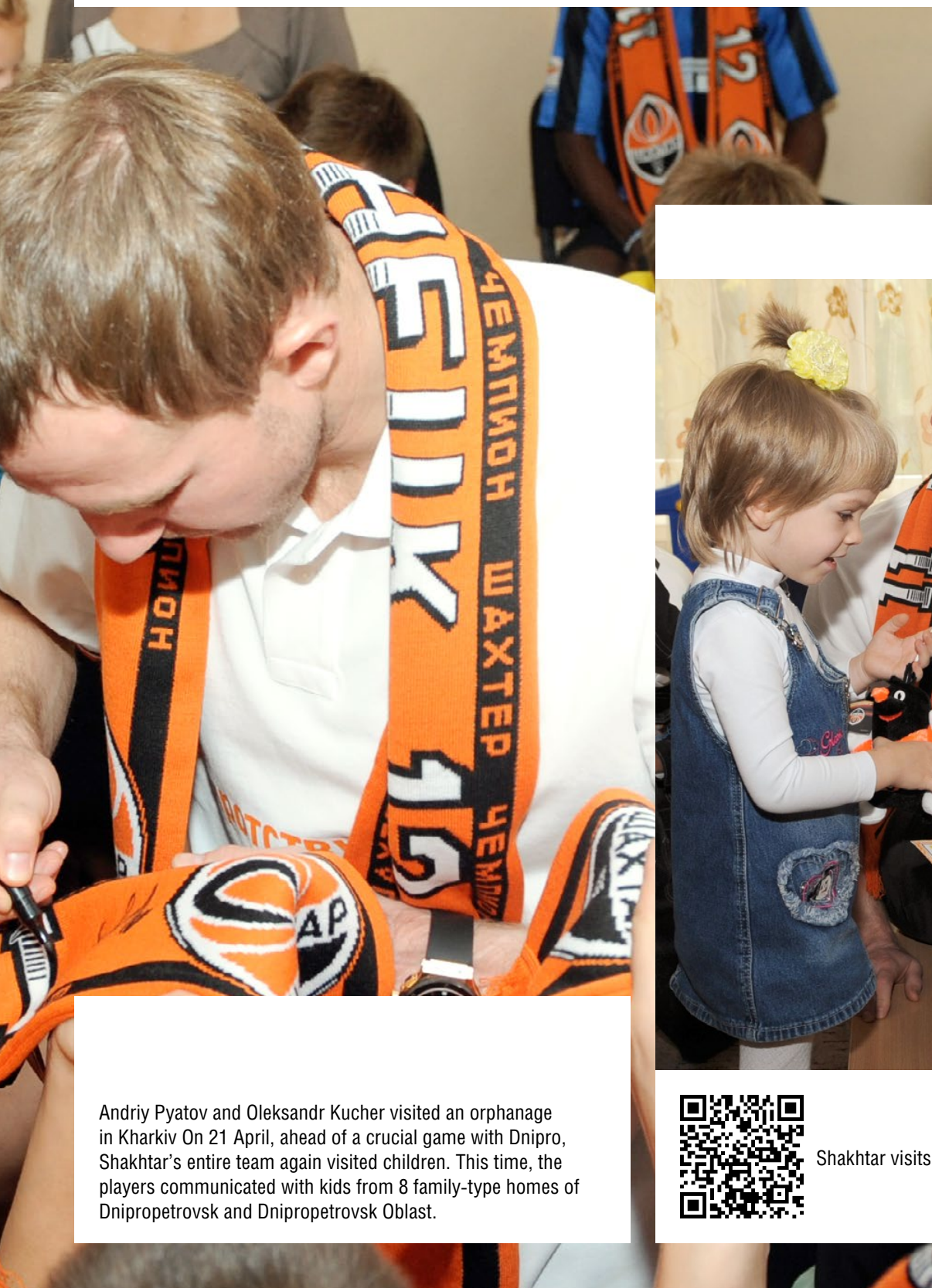


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# 04 CORPORATE SOCIAL RESPONSIBILITY



Andriy Pyatov and Oleksandr Kucher visited an orphanage in Kharkiv On 21 April, ahead of a crucial game with Dnipro, Shakhtar's entire team again visited children. This time, the players communicated with kids from 8 family-type homes of Dnipropetrovsk and Dnipropetrovsk Oblast.



Shakhtar visits Dnipropetrovsk kids



## HEALTH

### SHAKHTAR CUP

Donetsk schools took part in the seventh consecutive football competition called the Shakhtar Cup. 400 games saw 1,800 pupils aged between 9 and 10 from 150 schools compete for the trophy. The tournament, which promotes a healthy lifestyle among children, was held under the auspices of the club. The matches were attended by FC Shakhtar Academy scouts.



НА ШАХТАРСЬКОМУ  
СТАДІОНІ

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# 04 CORPORATE SOCIAL RESPONSIBILITY



Finals games and awards ceremony took place at Donbass Arena. The School No. 102 became the winners. Silver medals were claimed by pupils from the School No. 125. The School No. 14 lost to opponents from the School No. 119 in the match for third place school. Mykhailo Starostyak and Henadiy Zubov — Shakhtar's ex-players who are currently employed as Academy coaches — awarded the tournament participants and finalists with prizes and gifts from the football club.



The Shakhtar Cup final at Donbass Arena



## STUDENT LEAGUE

In the 2012–13 season, FC Shakhtar organised a mini-football championship among students of Donetsk and Makeyevka HEIs for the third consecutive year. 14 higher education institutions and 210 full-time students took part in the third season of the Student League, which included 112 matches. The Pitmen's midfielder Taras Stepanenko became the face of the tournament for the second year in a row.



НА ЦІНІ СПЕРЕДІ  
ВІСІТІВА

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# 04 CORPORATE SOCIAL RESPONSIBILITY



The start of FC Shakhtar Student League's new season





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# 04 CORPORATE SOCIAL RESPONSIBILITY



The competition was traditionally held in four stages. Preliminary games took place in the DonNTU arena and SC Tekstilschik. The final phase involved a grand city final at Donbass Arena, which brought together an impressive audience of 4,500 people.

A team representing the Donetsk National University of Economics and Trade won the game to lift the Student League's challenge cup and become holders of gold medals for the first time. The two-time champions of the tournament, the Donetsk State University of Management team, lost to the Donetsk National Technical University side to claim bronze. All winners received awards and gifts from the football club.



FC Shakhtar Student League's final



## FIGHT AGAINST SMOKING

In the 2012–13 season, FC Shakhtar launched a large-scale campaign against smoking at Donbass Arena. The first-team players Henrikh Mkhitaryan, Vyacheslav Shevchuk, Fernandinho took an active role in the anti-tobacco programme. They were featured together with children in a social video urging to quit smoking at the stadium.

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БОРЬБА

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# 04 CORPORATE SOCIAL RESPONSIBILITY



This video was regularly shown before and during the breaks in matches at Donbass Arena. It was posted on the Shakhtar official website, as well as in the club's social networks. 243 posters promoting healthy lifestyle were placed at Donbass Arena.

**THE FIRST-TEAM PLAYERS HENRIKH MKHITARYAN, VYACHESLAV SHEVCHUK AND FERNANDINHO TOOK AN ACTIVE ROLE IN THE ANTI-TOBACCO PROGRAMME. THEY WERE FEATURED TOGETHER WITH CHILDREN IN A SOCIAL VIDEO URGING TO QUIT SMOKING AT THE STADIUM**



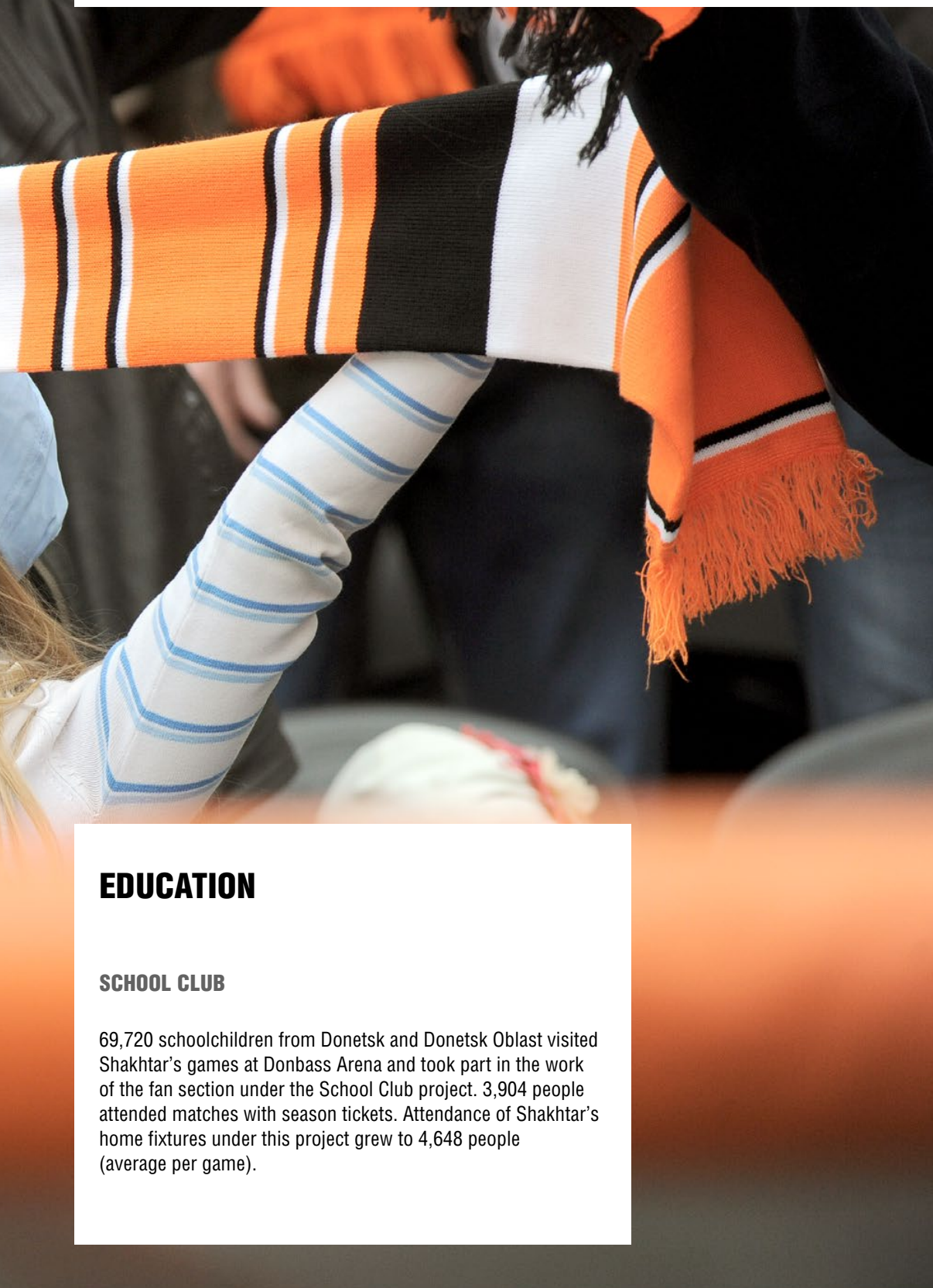


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# 04 CORPORATE SOCIAL RESPONSIBILITY



## EDUCATION

### SCHOOL CLUB

69,720 schoolchildren from Donetsk and Donetsk Oblast visited Shakhtar's games at Donbass Arena and took part in the work of the fan section under the School Club project. 3,904 people attended matches with season tickets. Attendance of Shakhtar's home fixtures under this project grew to 4,648 people (average per game).





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# 04 CORPORATE SOCIAL RESPONSIBILITY

THE WORK OF SCHOOL FAN SECTIONS COVERED TWO MAIN AREAS: SUPPORTING SHAKHTAR DURING MATCHES AT DONBASS ARENA AND FAN SECTIONS' WORK OUTSIDE THE STADIUM WITH HOLDING LESSONS OF THE CLUB'S HISTORY

15 new school fan sections of Shakhtar were introduced; currently, there are 165 of them. In addition to ordinary schools, 2 boarding schools for orphans and children of privileged categories — Donetsk's Boarding School No. 10 and Boarding School No. 3 — participated in the project.

The work of school fan sections covered two main areas: supporting Shakhtar during matches at Donbass Arena and fan sections' work outside the stadium with holding lessons of the club's history. Today, fan sections comprise more than 5,100 people.





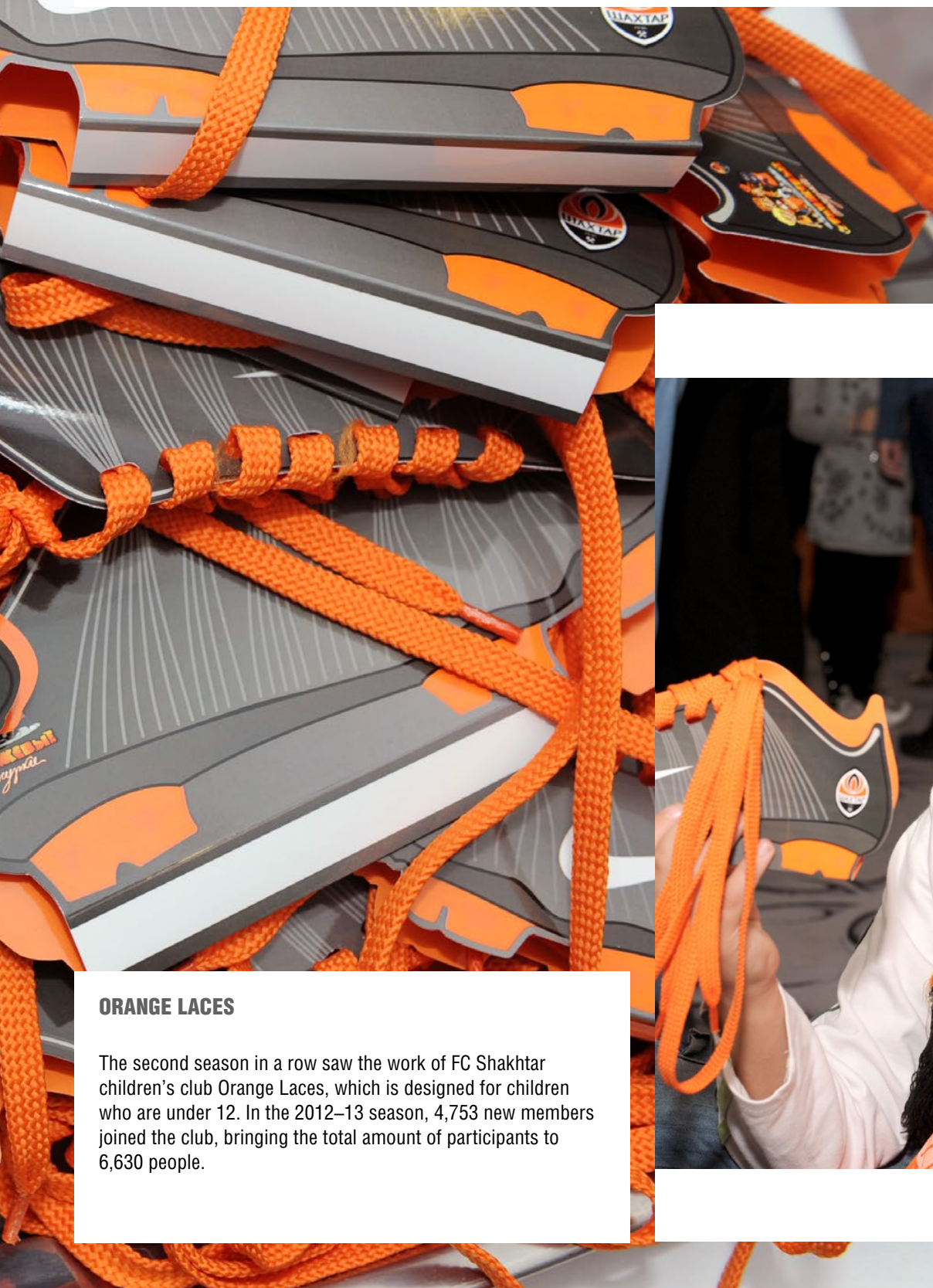


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ВСЕГДА

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# 04 CORPORATE SOCIAL RESPONSIBILITY



## ORANGE LACES

The second season in a row saw the work of FC Shakhtar children's club Orange Laces, which is designed for children who are under 12. In the 2012–13 season, 4,753 new members joined the club, bringing the total amount of participants to 6,630 people.





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# 04 CORPORATE SOCIAL RESPONSIBILITY



There was held a number of activities for kids, who are registered at the club: awarding of laces by FC Shakhtar's first-team players, children's press conferences, trips to STC Kirsha, celebration of sports and calendar holidays. Participants of the children's club accompanied teams onto the pitch during FC Shakhtar home games.



Children's press conference with Andriy Pyatov





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# 04 CORPORATE SOCIAL RESPONSIBILITY



A meeting with Alex Teixeira



## A LESSON AT DONBASS ARENA

One of the key areas of children's club Orange Laces involved lessons at Donbass Arena under the programme for third graders of Donetsk schools. Teachers held 3 lessons: Ukraine and I — FC Shakhtar history, mathematics, adapted to the football theme, physical education.

A total of 69 lessons with 2,223 children were held.



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# 04 CORPORATE SOCIAL RESPONSIBILITY







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# 04 CORPORATE SOCIAL RESPONSIBILITY



**DURING THE 2012-13 SEASON, 2,057 PUPILS VISITED THEORY SESSIONS ON A HEALTHY LIFESTYLE, A BALANCED DIET AND HARMS OF SMOKING, AS WELL AS A FOOTBALL LESSON**

## **A COACH'S VISIT**

There was implemented an educational programme Football to Schools, under which FC Shakhtar Academy coaches visited Donetsk schools on 63 occasions. During the 2012-13 season, 2,057 pupils visited theory sessions on a healthy lifestyle, a balanced diet and harms of smoking, as well as a football lesson.

## **TRAINING SESSIONS**

Practical football sessions for children aged between 7 and 12 were introduced for the Orange Laces. Training sessions are held by FC Shakhtar Academy coaches. Thanks to these lessons, young Pitmen's fans learn basic football skills.





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# 04 CORPORATE SOCIAL RESPONSIBILITY

KACCA

## SOCIAL INTERGRATION

### PARAFAN CLUB

In the 2012–13 season, FC Shakhtar was recognized as a benchmark regarding the treatment of the fans with disabilities. There are special areas for this category of fans at the third level of Donbass Arena, including those accompanying them. Comfortable drives, special fast-food restaurants, ticket windows, a system of individual infrared heating were built at the stadium for participants of the Parafan Club programme. Currently, there are 649 participants of the project.

In 2013, Donbass Arena was awarded a special prize from the Centre for Access to Football in Europe (CAFE) — associate partner of the UEFA — for outstanding contribution to improving the accessibility to football for fans with disabilities.

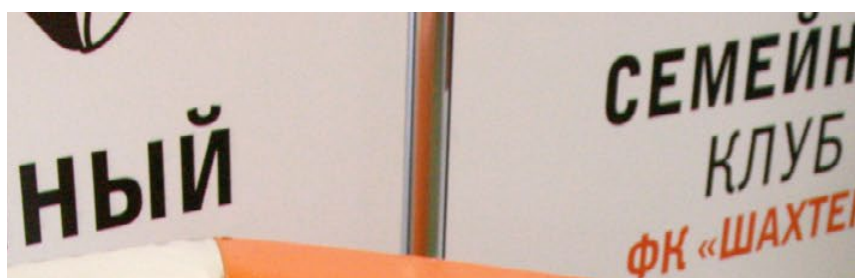
COMFORTABLE DRIVES, SPECIAL FAST-FOOD RESTAURANTS, TICKET WINDOWS, A SYSTEM OF INDIVIDUAL INFRARED HEATING WERE BUILT AT THE STADIUM FOR THE PARTICIPANTS OF THE PARAFAN CLUB PROGRAMME



## FAMILY CLUB

In the 2012–13 season, the Family Club worked for fans with kids.

During the season, the most active participants were invited to meetings with FC Shakhtar's first-team players. Children with parents attended STC Kirsha and entertainment events. A special menu for children was developed at Donbass Arena. There were improvements regarding a competition programme and animateurs' work on the children's playground.



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# 04 CORPORATE SOCIAL RESPONSIBILITY







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# 04 CORPORATE SOCIAL RESPONSIBILITY



18,114 people attended Shakhtar matches in the Ukrainian league in the Family Club. Compared to last year, attendance grew by 6,185, and the average occupancy of the family section was 86%, compared to 72% in the 2011–12 season.





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# **04** CORPORATE SOCIAL RESPONSIBILITY





## SITE IMPROVEMENT

### DONBASS ARENA PARK

Donbass Arena is bordered by a park area of 25 ha. It is the largest recreation centre in Ukraine. In total, there are more than 77,000 plants in the park; nearly half of them are roses. All the trees were brought from the Germany's oldest kennels Lappen and Lorberg.

One of the most interesting places in the park is a garden of stones. The total area of the garden is 2,300 sq m. There are dozens of boulders with a diameter from 0.5 to 1.5 m and a total weight of 1,200 tons in the lowlands and the uplands.

The park is famous for its attractions: a 28-ton granite ball with a diameter of 2.7 m, which rotates on the water; cascading waterfalls; an artificial pond with 15,000 cu m of water. Photos on the background of FCSD letters and Donbass Arena became fashionable components of Shakhtar fans' albums and those of Donetsk guests.



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# 04 CORPORATE SOCIAL RESPONSIBILITY



THE PARK IS FAMOUS FOR ITS ATTRACTIONS: A 28-TON GRANITE BALL WITH A DIAMETER OF 2.7 M, WHICH ROTATES ON THE WATER; CASCADING WATERFALLS; AN ARTIFICIAL POND WITH 15,000 CU M OF WATER





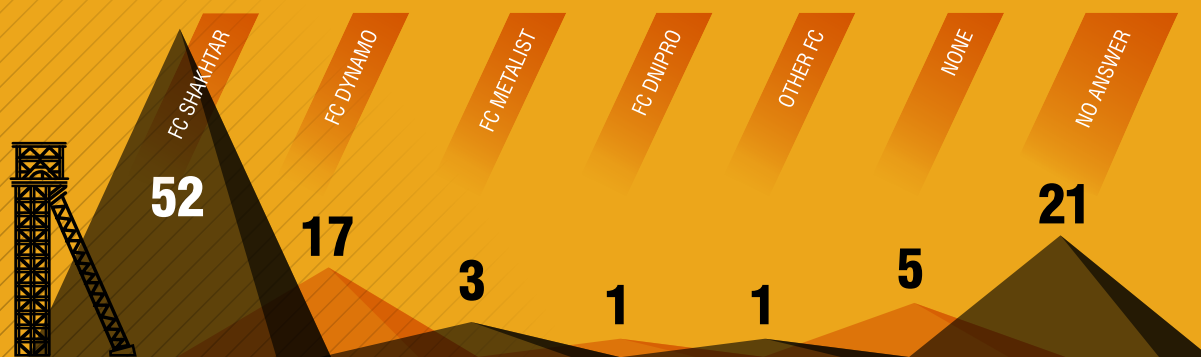
# 05 ONE STEP AHEAD. ALWAYS IMAGE

Popularity of the FC Shakhtar brand increased due to the unique image campaigns, media projects, merchandising and sponsorships

**23%**  
lighter

**±20%**  
stronger

Shakhtar's new away shirt became 23% lighter and 20% stronger



# 52%

In June 2013, 52% of the respondents considered Shakhtar Donetsk the most popular Ukrainian club

RESPONDENTS' OPINIONS ABOUT WHICH UKRAINIAN FOOTBALL CLUB IS CURRENTLY THE MOST POPULAR ONE, % TO THE NUMBER OF RESPONDENTS

FOOTBALL SUPPORTERS OF UKRAINE RESEARCH BY RESEARCH AND BRANDING GROUP, JUNE 2013





**29%**

or **₹123,808** —  
an increase in revenue  
from the sale of rights  
to use the club logo

2011-12



**427,019**

**+123,808**

2012-13



**550,827**

REVENUE FROM THE SALE OF LICENSES TO USE  
THE FC SHAKHTAR BRAND, **₹**

An increase in quantity  
of goods produced under  
the FC Shakhtar license



**10**

2011-12



**12**

2012-13

THE NUMBER OF LICENSED PRODUCTS

**217**



**families**

SENT THEIR  
APPLICATIONS TO PARTICIPATE IN THE WITH  
THE WHOLE FAMILY TO FOOTBALL! PHOTO  
SHOOT

**269**

**items**



OF GOODS WERE INTRODUCED  
IN THE FAN SHOP IN THE 2012-13 SEASON

**3** **tables**



FOR EATING ARE VISUALLY REMINISCENT  
OF DONBASS ARENA'S MINIATURE COPY  
IN THE DONETSK AIRPORT

**24** **hours**



THE LENGTH OF THE PLAYERS' PHOTO  
SHOOT FOR THE ANNUAL CALENDAR

**9,997** **people**



PARTICIPATED IN THE ONLINE  
GAME CALLED GUESS THE SCORE

**2,500**



**users**

CREATED THEIR VIRTUAL SHAKHTAR  
IN THE FC SHAKHTAR FANTASY MANAGER

**2** **films**



WERE MADE BY A CREATIVE TEAM  
SHAKHTAR TV



## NEW AWAY KIT

On 18 July 2012, FC Shakhtar and the club's technical sponsor Nike introduced the Pitmen's new away kit for the 2012–13 season. The presentation traditionally took place at Donbass Arena in front of many fans of the club.

The colour of the strip remained white. The main visual difference is a wide orange stripe from the left shoulder. The shirt became 23% lighter and 20% stronger. New technology provided good ventilation, which keeps athletes' bodies dry.

The kit was made from recycled polyester. As for environmental friendliness, it surpassed all the previous ones. Each kit (shirt and shorts) is manufactured using up 13 recycled plastic bottles.

НА ШАГ ВПЕРЕДИ.  
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# 05 IMAGE



Today Shakhtar is number one club in Ukraine. Our image is essential for strengthening the club's brand value, which is why we focus on activities that positively impact on the perception of Shakhtar as the leader of Ukrainian football and the number one brand.

**Joe Palmer,**  
FC Shakhtar Executive Director for Strategy,  
Commerce and Marketing

**THE SHIRT BECAME 23% LIGHTER AND 20% STRONGER. NEW TECHNOLOGY PROVIDED GOOD VENTILATION, WHICH KEEPS ATHLETES' BODIES DRY**



Presentation of new kit





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# 05 IMAGE



## TELEVISION PROJECTS

A creative team of Shakhtar TV presented 2 documentary projects to the fans: films Golden Rule (about last season) and Ferna 7 (about the team's Brazilian midfielder Fernandinho).

### GOLDEN RULE

The Golden Rule film, which was presented to the viewers on 14 October 2012 in one of the cinemas of Donetsk, became a debut for a creative team of Shakhtar TV, as everything — from writing a screenplay and organising the shooting process to editing and formatting — was made exclusively by the club specialists.

Running time of the film was symbolic — 45 minutes, the length of one football half. Golden Rule is a film about the 2011–12 season, when Shakhtar did their fourth ever double and retained the status of the strongest team of the country.



The premiere of the Golden Rule film





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# 05 IMAGE



## FERNA 7

On 31 March 2013, there was held a premiere of the documentary about one of the FC Shakhtar leaders Fernandinho. The film Ferna 7 tells about the life of the Pitmen's vice-captain in Donetsk, his way to top level football and professional career. The film contains unique footage from the player's personal archive, which has never been released. The film complemented a collection of documentary films about the players. Previously, the fans were presented with films Darijo and Thank You, Jadson!

The work on the film lasted about two months. Running time: 30 minutes.

After the premiere of the film, Fernandinho set a personal record for the highest number of signed autographs, leaving more than 450 signatures per hour.



Presentation of the Ferna 7 film



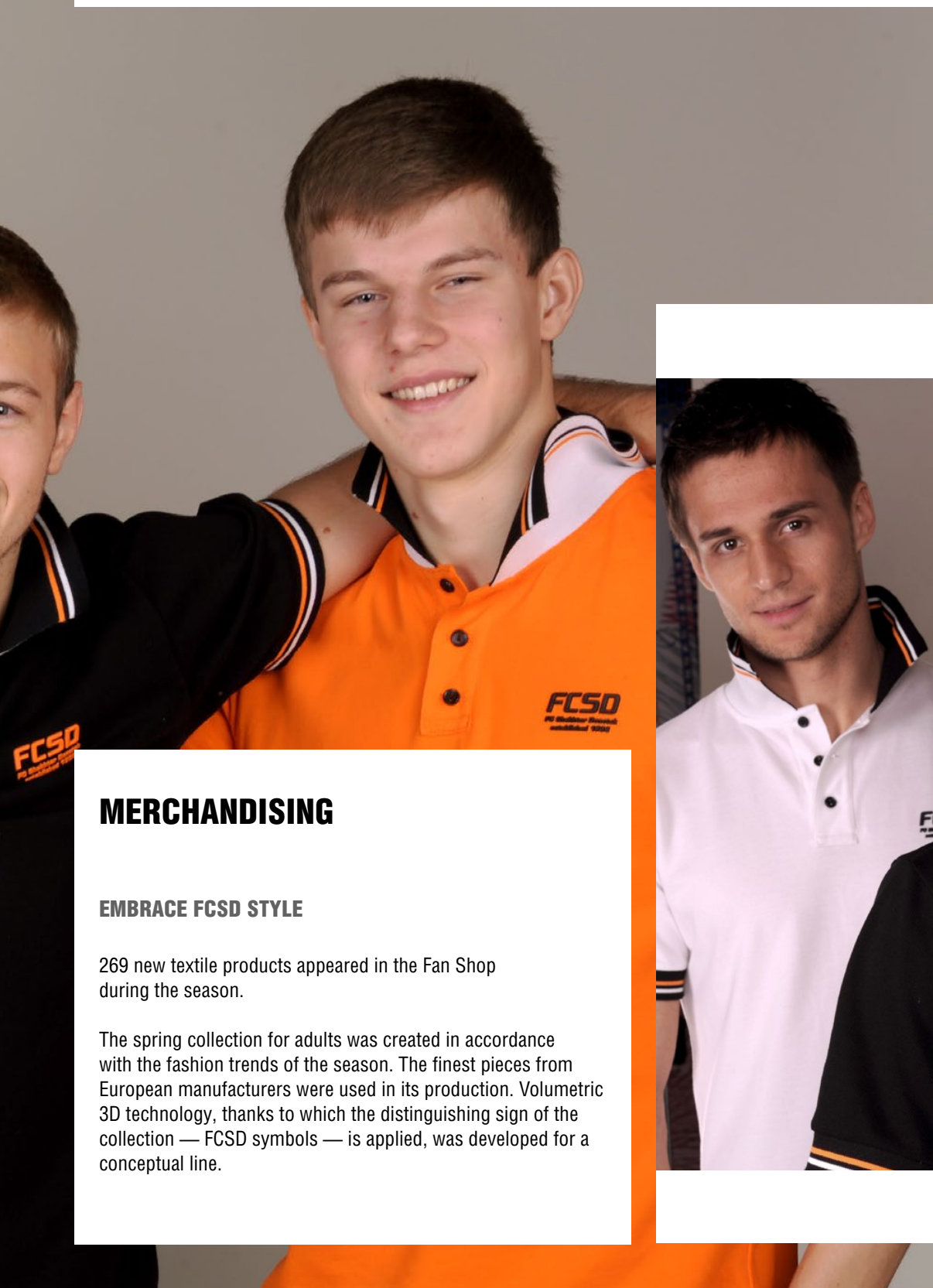


НАША БРЕПЕРИ  
БОГДА

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# 05 IMAGE



## MERCHANDISING

### EMBRACE FCSD STYLE

269 new textile products appeared in the Fan Shop during the season.

The spring collection for adults was created in accordance with the fashion trends of the season. The finest pieces from European manufacturers were used in its production. Volumetric 3D technology, thanks to which the distinguishing sign of the collection — FCSD symbols — is applied, was developed for a conceptual line.





## CHILDREN'S CLOTHING COLLECTION

FC Shakhtar children's collection completely transformed. The club mascot — mole Ugolyok — was the basis for the concept of textiles for the young fans. There were used themed prints: a team player, a superhero, Ugolyok on holiday.

The elements of design for adult models were reproduced in the clothes for kids, for it is consistent with global trends of the fashion industry. And another innovation: outwear was introduced in the children's collection.





# 05 IMAGE





## CO-BRANDING AND ACTIVATION

### PEPSI

In December 2012, Donetsk saw an appearance of retro billboards that united Shakhtar and Pepsi. That was the only case, when Pepsi implemented visual advertisements directed only at one city. Moreover, in two variants: the first one showed the legendary Vitaliy Starukhin parting with the team, and another one — a famous heap near the Shakhtar stadium, which is called the 'fifth stand'.

НА ШАГ ВПЕРЕДИ.  
ВСЕГДА

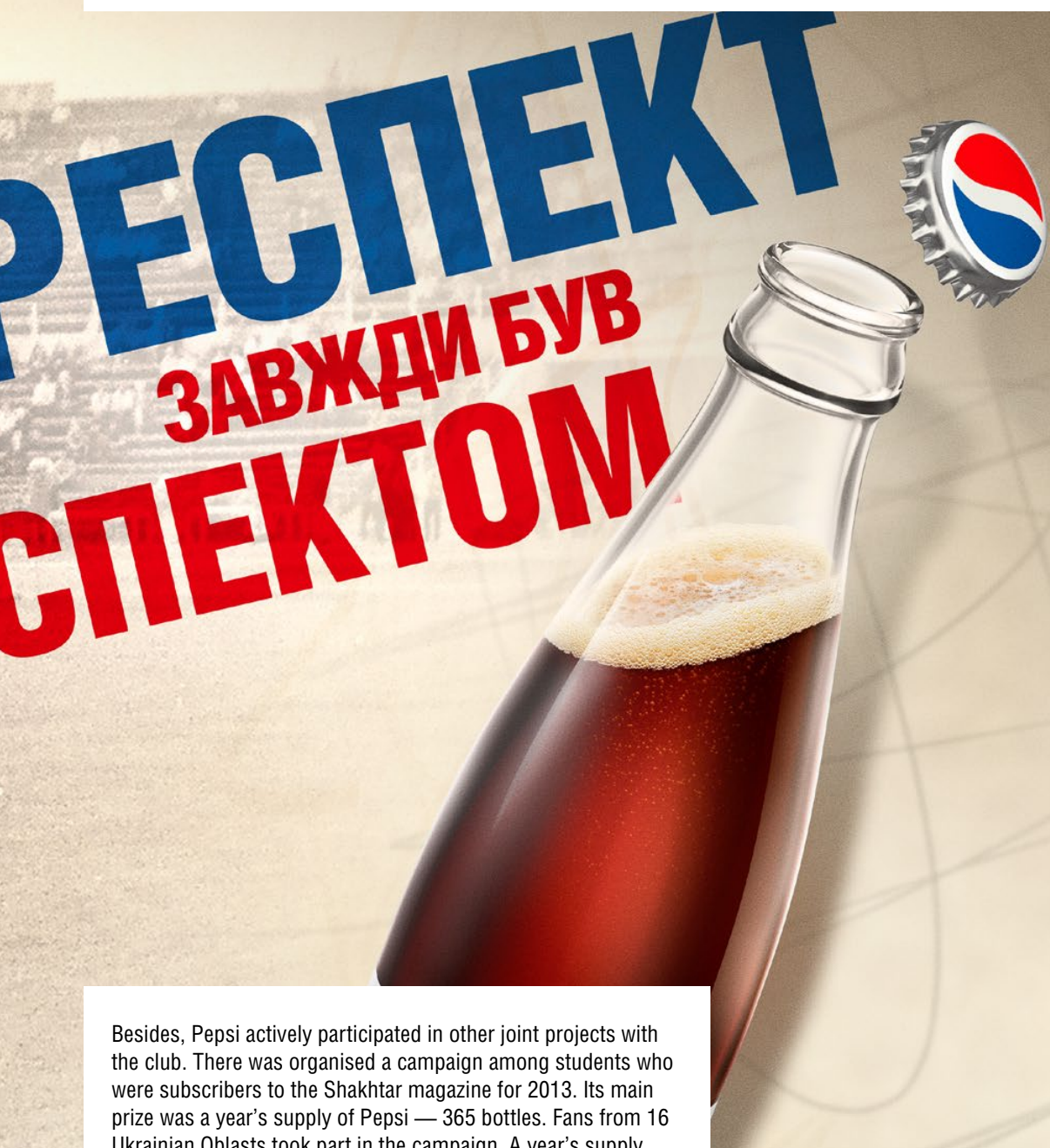
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ЦИРОМ «ШАХТАРЯ» ВІТАЛІЄМ СТАРУХІНИМ, 1981р.

PEP



## 05 IMAGE



Besides, Pepsi actively participated in other joint projects with the club. There was organised a campaign among students who were subscribers to the Shakhtar magazine for 2013. Its main prize was a year's supply of Pepsi — 365 bottles. Fans from 16 Ukrainian Oblasts took part in the campaign. A year's supply went to a student from Donetsk.

Also, Pepsi provided incentive prizes: a box of the drink for the Penalty campaign that was held at half time of matches. The most prolific participants had the opportunity to compete for the super prize — a year's supply of Pepsi.

**IN DECEMBER 2012, DONETSK SAW AN APPEARANCE OF RETRO BILLBOARDS THAT UNITED SHAKHTAR AND PEPSI. THAT WAS THE ONLY CASE, WHEN PEPSI IMPLEMENTED VISUAL ADVERTISEMENTS DIRECTED ONLY AT ONE CITY**



## PANINI ALBUM

In the past season, all participants of the School Club project could get a themed collectible album for stickers 2012–13 UEFA Champions League from the world famous company Panini. A significant part of the album stickers was dedicated to FC Shakhtar.



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# РАЗОМ МИ – СИ



## 05 IMAGE



Panini is one of the most popular publications in the world, which produces a collection of stickers for children's albums. FC Shakhtar presented its young fans with an interesting campaign. Participants of the School Club were offered to subscribe to the club magazine at a special prize and receive an album for stickers as a gift. Hundreds of fans joined the campaign.

### UNDER THE SIGN OF SARMAT

The entire football season saw Shakhtar working closely with its long-standing partner TM Sarmat. In the city, there were billboards displaying the Pitmen's venue and Shakhtar fans. A new advertising video One Victory was created and launched on TV channels. It was filmed during a match between Shakhtar and Volyn on 1 March 2013 at Donbass Arena. There was developed and introduced a new design for plastic beer glasses — Support Our Team!

Sarmat actively supported the idea of viewing all Shakhtar's away matches in the Fan Cafe at the stadium. All the adult visitors could enjoy a campaign: a free glass of beer to each guest for Shakhtar's first goal. Since September 2012, a similar campaign spread in 3 partner cafes in Donetsk, Gorlovka and Kramatorsk.





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ВОЗВРАЩА

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# 05 IMAGE



## TELEPHONES FROM FOXTROT

The Smartomania campaign became possible thanks to the FC Shakhtar sponsor — trading network Foxtrot. Home Appliances.

During a break of the match between Shakhtar and Dynamo, four season ticket holders and three FanID owners, selected randomly among fans through CRM, won Samsung smartphones. To do that, they had to score a goal from the penalty area line. All participants were awarded valuable prizes from the trading network.

## HERBALIFE

As a partner of global manufacturer of balanced nutrition Herbalife, FC Shakhtar took part in a series of promotional activities.

On 9 April, at STC Kirsha, there was held the filming of the video and an advertising photo shoot for Herbalife. Darijo Srna, Fernandinho, Andriy Pyatov and Vyacheslav Shevchuk were the main characters.

In June 2013, FC Shakhtar Medical Department Head Artur Glushchenko and the Pitmen's defender Eduard Sobol participated in trainings of the School of Future Millionaires, organised by Herbalife in the Croatian city of Split.



Shakhtar signed a contract with Herbalife





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# 05 IMAGE



**12 KINDS OF PRODUCTS — SNACKS, CHOCOLATE, BEVERAGES, KITCHEN UTENSILS, COSMETIC AND CONSUMER PRODUCTS — ARE NOW SOLD UNDER THE SHAKHTAR BRAND**

## LICENSING

In the 2012–13 season, Shakhtar continued to develop a type of commercial activity which is new for the Ukrainian market — sale of the licensed rights for manufacturing products with the use of the club logo.

During the year, 4 new contracts were signed. 12 kinds of products — snacks, chocolate, beverages, kitchen utensils, cosmetic and consumer products — are now sold under the Shakhtar brand. The season's revenue from the sale of rights to use of the logo of the club amounted to ₾550,000 — 29% more than in the past football year.

On 9 April 2013, Shakhtar launched the video game FC Shakhtar Fantasy Manager to become the first club in Eastern Europe to have implemented such a large-scale image-orientated Internet project. The game allows the Pitmen's fans to test their skills as coaches: one can take charge of a team and lead it to victory, competing with the fans around the world. The first week since the Fantasy Manager's launch saw more than 2,500 people create their own virtual Shakhtar daily.







НАША БИЗНЕС  
СЕМЬЯ

**STEP  
AHEAD.  
ALWAYS**



# 05 IMAGE



## MARKETING CAMPAIGNS

### WITH THE WHOLE FAMILY TO FOOTBALL!

In January 2013, billboards that featured fans, their loved ones and Shakhtar players appeared in Donetsk. The With the Whole Family to Football! idea was the basis behind it. It was implemented in three storylines: fans and players line up on the pitch before a match, take a memorable picture, root for the team on the subs' bench and at home on the couch, getting ready to enter the game at any moment.

A photo shoot allowed to bring fans even closer to the team and Donbass Arena as a family-type stadium, where one can comfortably and safely spend time together with the family.

The club's website, as well as the Pitmen's official pages in the social networks announced about an opportunity to participate in the shooting for billboards. 217 families sent their applications for participation. The main characters of the filming were 20 active fans of 6 families who regularly attended Shakhtar's home matches using their season tickets or FanID cards.

A PHOTO SHOOT ALLOWED TO BRING FANS EVEN CLOSER TO THE TEAM AND DONBASS ARENA AS A FAMILY-TYPE STADIUM, WHERE ONE CAN COMFORTABLY AND SAFELY SPEND TIME TOGETHER WITH THE FAMILY







НА ШАГ ВПЕРЕДИ.  
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# 05 IMAGE



## SHIRTS FROM COAL

After Euro 2012, the facade of Donbass Arena underwent significant transformation. It still displays Shakhtar players, but in 'coal' shirts.

The main idea of the updated photos is to show emotions and passion reigning on the football pitch. Black bars on the players' shirts are visually made of coal, and the orange ones — of hot coal. Among other things, this combination stresses FC Shakhtar's historical belonging to the coal industry.

The images of Yaroslav Rakitskiy and Darijo Srna appeared at the stadium first. The entire facade of the venue is decorated with sixteen shots; the size of the largest is 22.9 m. The total area of the glass facades is 2,468 sq m.







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# 05 IMAGE



## CALENDAR OF BEST FRIENDS

FC Shakhtar has been publishing an annual calendar with the first-team players for more than 10 years now. Every new project is not similar to a previous one. The feature of the 2013 calendar is the original idea embodied in photos.

FC Shakhtar is not only a team on the pitch, but also outside of it. It was reflected in the calendar slogan: The Best Players. The Best Friends.





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# 05 IMAGE



The footballers' images look very natural. The pages feature the players' ordinary days outside training sessions and games. Athletes walk around in the city, go to the cinema and for picnics, cook, do the housework, have fun playing musical instruments. And, of course, they give autographs.

All the first-team players took part in a photo shoot for the calendar. The process lasted 5 days, taking the total to 24 hours.





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# 05 IMAGE



## DONBASS ARENA IN AIRPORT

In the 2012–13 season, the Shakhtar image was used in the interior of the halls of the Donetsk air gates — S. S. Prokofiev International Airport. Food tables in the new terminal are reminiscent of Donbass Arena in miniature, including even ‘coal’ pictures on the facade.

There are 3 such copies of the Pitmen’s venue in the airport: 2 in the arrival area and 1 in the departure zone. No passenger will pass by the main attraction of the city thanks to their arrangement.





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# 05 IMAGE



## DAY IN ORANGE STYLE

On 2 September 2012, FC Shakhtar asked the fans to support the team during the match with Dynamo and become part of the Orange Day campaign by attending the game in orange clothes.





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ALWAYS**



# 05 IMAGE

THE ORANGE DAY CAMPAIGN BECAME THE BIGGEST FOOTBALL FLASHMOB IN EASTERN EUROPE; MORE THAN 50,000 FANS TOOK PART IN IT

The campaign saw a lively response from fans representing Donetsk and other regions, who were buying up shirts with the Pitmen's colours. The clothes with special promotional discounts from the range of Shakhtar branded stores — Fan Shop — enjoyed the biggest popularity. A few days before an important game, there were sold 3.5 times more shirts and 2 times more baseball caps than before any other game with a similar attendance. The sales reached a record of 805 shirts and 530 baseball caps.

The Orange Day campaign became the biggest football flashmob in Eastern Europe; more than 50,000 fans took part in it. Such strong support bore fruit — Shakhtar defeated Dynamo 3–1.



# 06 COMMUNICATIONS

ONE STEP AHEAD. ALWAYS

FC Shakhtar's external communications are an important direction of the club activities.  
In the 2012-13 season, the Pitmen's main media resources actively developed, and were recognised at the domestic level

**3.07**   
**people**  
unique users  
of the official site



GOOGLE ANALYTICS

# 16.4m

**people**

attendance at official site shakhtar.com  
in the 2012-13 season

**5.9**

2008-09



**9.5**

2009-10



**13.3**

2010-11



**14.7**

2011-12



**16.4**

2012-13

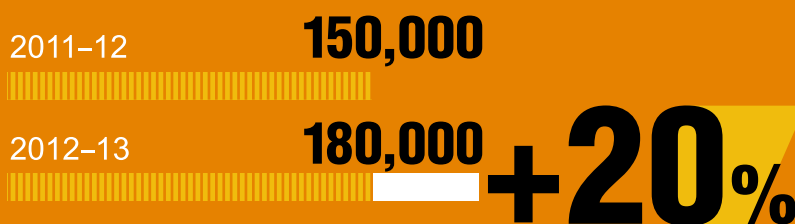


ATTENDANCE AT SHAKHTAR.COM

GOOGLE ANALYTICS



A 20% increase in the total circulation  
of Shakhtar magazine



THE TOTAL CIRCULATION OF SHAKHTAR MAGAZINE

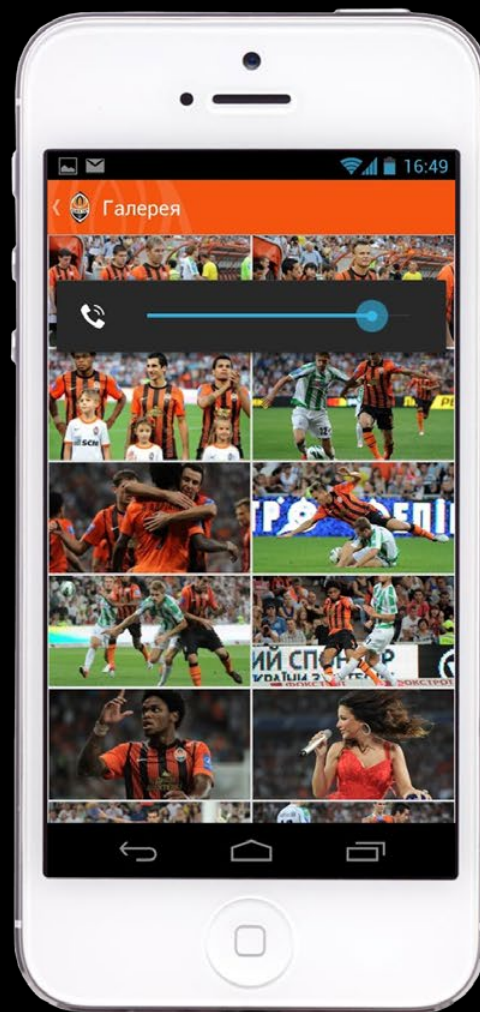


**2,460,437**   
text messages

**@ 571,156**  e-mails

 and **39,808**  letters

WERE SENT BY SHAKHTAR TO ITS SUPPORTERS IN THE 2012-13 SEASON



**4 times** ★★★★★

THE NUMBER OF OCCASIONS SHAKHTAR  
MAGAZINE HAS BEEN VOTED THE BEST  
PUBLICATION IN THE COUNTRY ACCORDING  
TO ASJU

**1,500**   
copies

CIRCULATION OF THE CORPORATE  
NEWSPAPER SHAKHTAR FAMILY

**13,755**   
fans

INSTALLED FC SHAKHTAR  
MOBILE APPLICATION

GOOGLE PLAY MARKET, APPLE APP STORE





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# 06 COMMUNICATIONS

Shakhtar has a constantly growing number of fans. Therefore a key part of our strategy is to create an optimal environment for fans to be able to feel a part of the club community, through the development of channels that enable fans to communicate directly with the club, share their impressions with other fans and to share and experience the club together.

Joe Palmer,  
FC Shakhtar Executive Director for Strategy,  
Commerce and Marketing

## SHAKHTAR MAGAZINE

The Association of Sports Journalists of Ukraine named the club's magazine the Best Sports Publication of the Year for the fourth time. The prize was given on 1 March 2013.

During the reporting period, the authors of the official printed periodical expanded audience of fans. The magazine introduced a new section — Orange Laces — for children under 12 years of age. Each issue offered young fans puzzles, drawing contests and quizzes. Throughout the season, children had a chance to win Shakhtar players' shirts.

**DURING THE REPORTING PERIOD, THE AUTHORS OF THE OFFICIAL PRINTED PERIODICAL EXPANDED AUDIENCE OF FANS. THE MAGAZINE INTRODUCED A NEW SECTION — ORANGE LACES — FOR CHILDREN UNDER 12 YEARS OF AGE**





Алекс  
ТЕЙШЕЙРА  
ЗАБРАЛ БЫ В БРАЗИЛИЮ  
ПРЕЗИДЕНТА

Разван РАЦ  
ПУЛЕМЕТЧИК  
БЫСТРОГО  
ВЗЛЕТА

Виталий  
СТАРУХИН  
САЛЬТО  
ВО ВРЕМЕНИ

Тарас СТЕПАНЕНКО

НА ШАГ ВПЕРЕДИ.  
ВСЕГДА

STEP  
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Томаш ХЮБШМАН  
Дарио СРНА | Марк

тан ИБРАГИМОВИЧ  
ЕВЧ | Бритни СПИРС

ФЕР  
ПЕТРО



# 06 COMMUNICATIONS



One can talk about the club's history, its outstanding representatives, glorious traditions anytime and as long as one wants. Even throughout the whole year — you never grow tired of it.

**Ruslan Marmazov,**  
Head of FC Shakhtar Press Office

The May issue of the magazine was a milestone — it was made in retro style. The Pitmen's historical kits, which belong to different epochs, were reconstructed specifically for the photo shoot. The current Shakhtar players took part in the shooting. The magazine's supplement featured a unique retro programme ahead of the clash between Shakhtar and Metalurh Donetsk, with stylized match sheets of the 1980s.



Taras Stepanenko presented the magazine



## OFFICIAL WEBSITE

During the past football year, the Pitmen's official website promptly covered the life of the club in four language versions: Russian, Ukrainian, English, and Portuguese. Shakhtar.com again became the most popular club Internet resource of the year in Ukraine. During the 2012–13 season, it was visited by 16.4 million users. For comparison: in the 2011–12 season the official site's attendance amounted to 14.7 million users.

There were developed and introduced new features: a multilevel project Guess the Score, a special application for iPhone and authentication system through social networks. Personal Cabinet appeared for the convenience of registered users. Additionally, a mobile version of ticket and season ticket sales was created.

НА ШАГ ВПЕРЕДИ.  
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# 06 COMMUNICATIONS



SHAKHTAR.COM AGAIN BECAME THE MOST POPULAR CLUB INTERNET RESOURCE OF THE YEAR IN UKRAINE. DURING THE 2012-13 SEASON, IT WAS VISITED BY 16.4 MILLION USERS







# 06 COMMUNICATIONS



## MOBILE APPLICATIONS

In the 2012–13 season, FC Shakhtar became even closer to the Internet users. In August 2012, an application for owners of the mobile platform Android was developed and launched. It is free and available for download in Play Market.

By using the application, users can read the latest news regarding the life of the club, view squads, statistics of games, pictures and videos, ask questions. Fans receive push notifications with results of the games.

The application was downloaded and installed on the mobile devices by 13,775 fans. Also, a mobile application for iPhone owners was updated; it became easier to use and navigate.



## DIRECT COMMUNICATIONS

The growth of the database of Shakhtar fans was accompanied by an increase in the number of individual communications. Through text messages, the club invites fans to home matches, provides important information, announces events and activities. In the 2012–13 season, the fans received 2.5 million messages.

Twice a year, each season ticket holder gets letters and birthday cards from FC Shakhtar. During the season, the club sent 39,808 such messages.

An important part of communication is e-mail, which allows not only to inform the fans, but it also provides feedback. In the 2012–13 season, FC Shakhtar sent more than 570 thousand e-mails.



НА ШАГ ВПЕРЕДИ  
ВСЕГДА

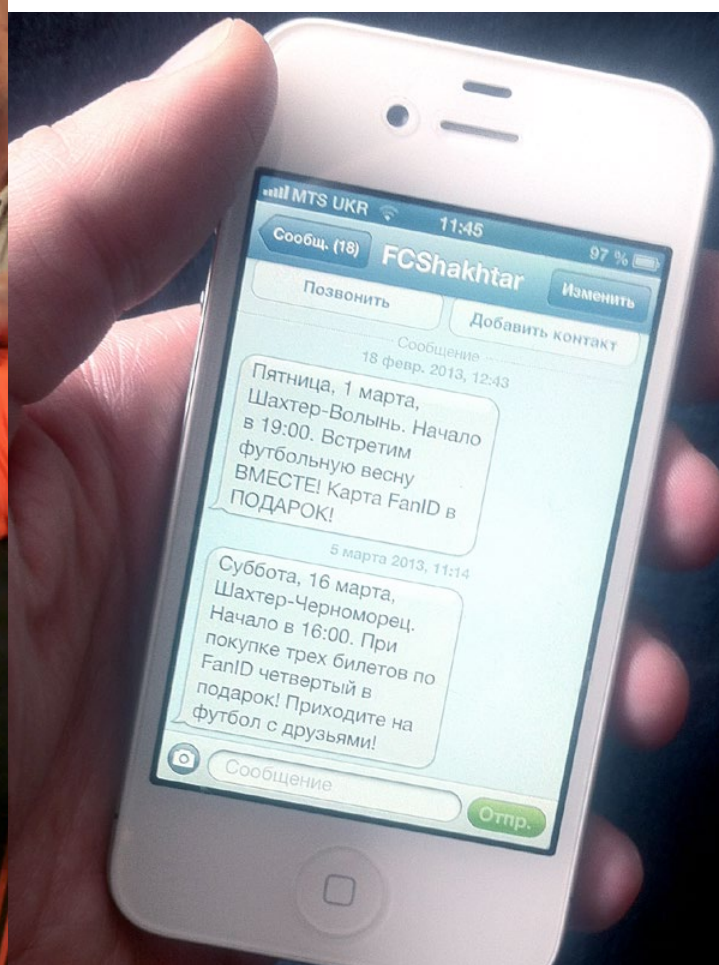
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# 06 COMMUNICATIONS



THROUGH TEXT MESSAGES, THE CLUB INVITES FANS TO HOME MATCHES, PROVIDES IMPORTANT INFORMATION, ANNOUNCES EVENTS AND ACTIVITIES. IN THE 2012-13 SEASON, THE FANS RECEIVED 2.5 MILLION MESSAGES







# ШАХТАР FAMILY CUP 2013



## ИГРАЮТ ВСЕ!

**Н**аконец, долгожданный финал! 28 мая на поле «Донбасс Арены» все было по-настоящему. Возбужденные болельщики, судьи с непроницаемыми лицами, даже массажист у кромки поля, подающий разгоряченным игрокам бутылки с водой...

«Кейтеринг» и All inclusive бились как львы. К концу первого тайма казалось, что победа в руках All inclusive, на перерыв команды уходили с «сухим» счетом 0:2. Но, видимо, мотивировать футболистов в раздевалке может не только Мистер – второй тайм был звездным для работников ножа и вилки. В упорной борьбе «Кейтеринг» вырвал у противника победу со счетом 3:2, впервые став обладателем Кубка Shakhtar Family 2013!

Через несколько минут победители уже вновь вышли на поле, чтобы сразиться за Суперкубок с Dream Team, состоящей из... топ-менеджеров клуба, начальников отделов и ветеранов «Шахтера»! Джо Палмер, Дмитрий Кириленко, Юрий Свиридов, Александр Вишняков, Сергей Исаков, Константин Киркарян, Мигель Кардосо, Андрей Бабешко, Игорь Леонов, Геннадий Орбу, Владимир Савченко, Олег Матвеев, Геннадий Зубов – именно против них играл «Кейтеринг». Тем не менее, основное время закончилось ничьей 1:1. Исход поединка решила серия послематчевых пенальти, где равных не было команде Dream Team – 3:0! Это была бесспорная и красивая победа опыта и мастерства.

Болельщики на трибунах сполна получили заряд эмоций, который дарит футбол. Мы все любим эту игру за честность, искренность и бескомпромиссность, за дух настоящей мужской борьбы, за ожидание и предвкушение, разочарование от поражения и радость победы. Тонкие девичьи «Дима, бей!» и басовитые «Сними лыжи – надень валенки!» неслись с трибун под ритмичный бой барабана.

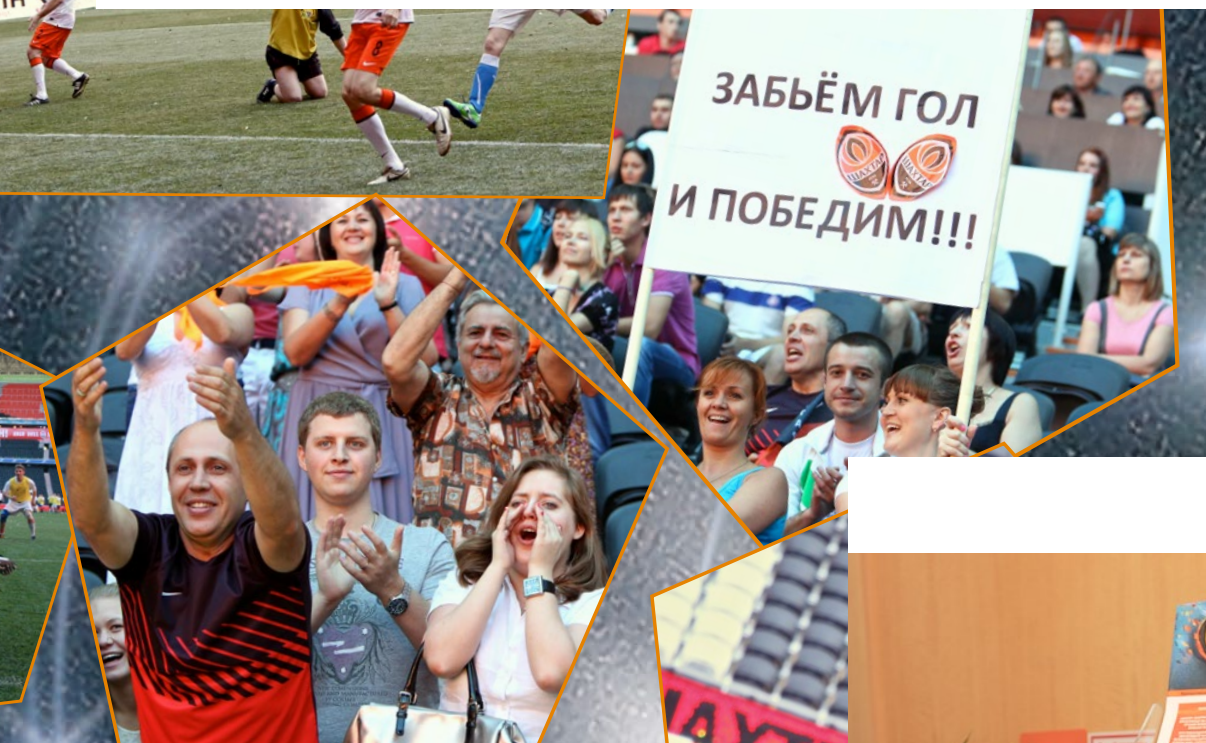


НА ШАГ СПЕРЕДИ.  
ВСЕГДА

STEP  
AHEAD  
ALWAYS



# 06 COMMUNICATIONS



## CORPORATE NEWSPAPER

In the 2012–13 season, the club continued to release a corporate newspaper Shakhtar Family for both full-time employees and part-time staff. The publication, which covers the inner life of the company, published extensive interviews with heads of FC Shakhtar, Donbass Arena and Shakhtar Trading.

Shakhtar Family reported about strategic goals, results of the season, intermediate results of the collective's work. The newspaper regularly presented new employees. There were reports about the specifics of individual departments' work, as well as courses of corporate etiquette in the format of a permanent section.

The June issue was dedicated to domestic football tournament the Shakhtar Family Cup-2012–13. The corporate publication announced the Contest of Initiatives. The company offered employees to present their ideas and projects, which, in case of the positive assessment from a jury, would be realized in the 2013–14 season.





# 07 ONE STEP AHEAD. ALWAYS FINANCE AND COMMERCE

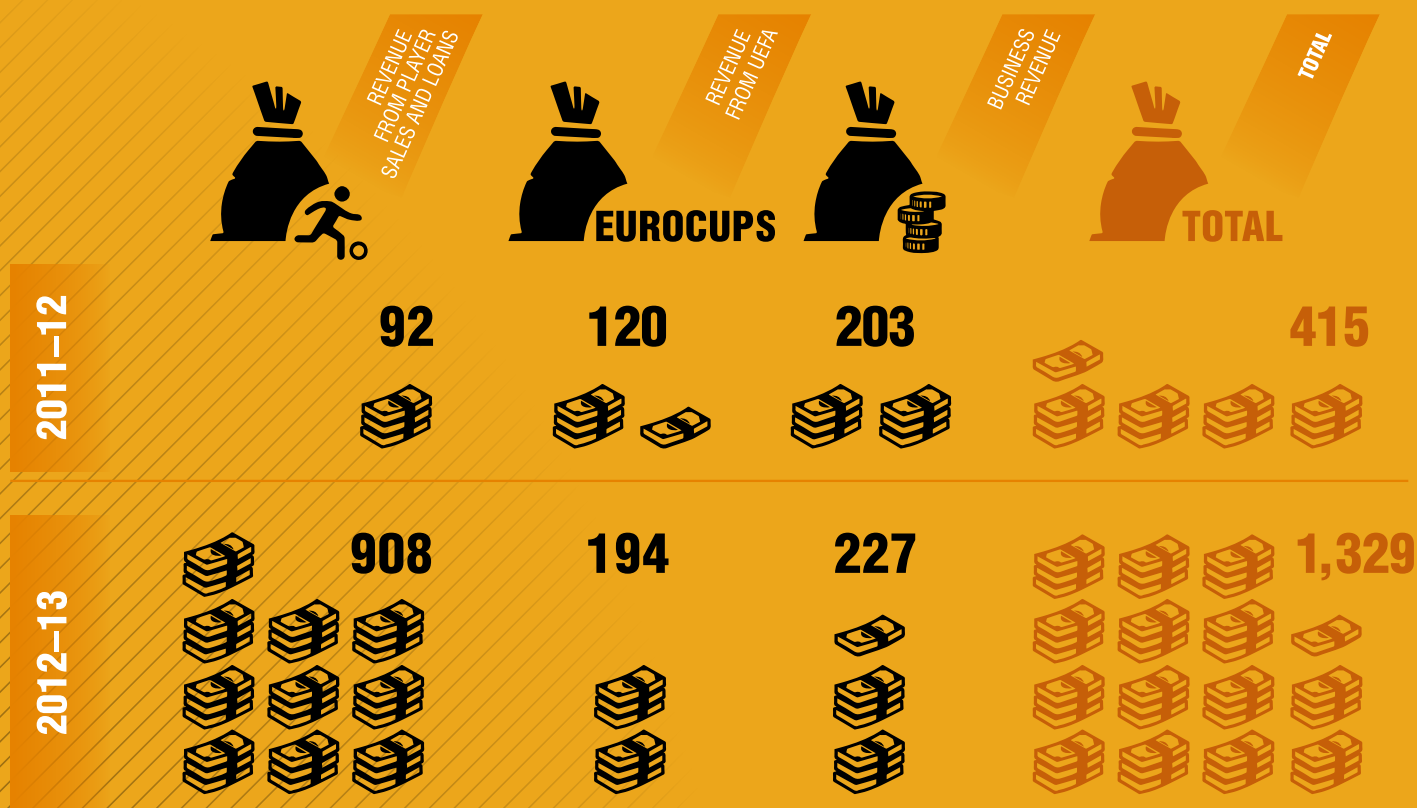


An increase in revenue is an indicator of the club's success along with sports achievements

FC Shakhtar revenue rose more than threefold compared to last season

# €1.33 bn

FC SHAKHTAR REVENUE IN THE 2012-13 SEASON



FC SHAKHTAR REVENUE, €M (VAT-INCLUSIVE)





**12%** an increase in the club's business revenue

2011-12 ▼

▼ 2012-13

SPONSORSHIP AND ADVERTISING



84



TICKETS AND SEASON TICKETS



49



CORPORATE BOXES



50



MERCHANDISING



22



REVENUE FROM PREMIER LEAGUE



22



..... **203** **TOTAL** **227** .....

BUSINESS REVENUE, €M (VAT-INCLUSIVE)

**€908<sub>m</sub>**

REVENUE FROM PLAYER SALES AND LOANS. THIS SUM IS TENFOLD GREATER THAN LAST YEAR'S REVENUE



**€40<sub>m</sub>**

TRANSFER FEE FOR FERNANDINHO'S MOVE TO MANCHESTER CITY



**7 new corporate boxes**



APPEARED AT DONBASS ARENA

**4,833 tickets**



WERE PRINTED OUT BY FANS THANKS TO THE NEW PRINT-AT-HOME SERVICE

**270 ticket sales points**



WERE OPENED IN THE 2012-13 SEASON

**173%**



AN INCREASE IN MERCHANDISE SALES ON MATCH DAYS — €5.4M

**900 sq m**



TOTAL FLOOR AREA OF FC SHAKHTAR'S OFFICIAL SHOPS



**FC SHAKHTAR REVENUE, ₴M (VAT-INCLUSIVE)**

REVENUE ITEMS	2011–12 SEASON	2012–13 SEASON
	₴M	₴M
Revenue from player sales and loans	92	908
Revenue from UEFA	120	194
Business revenue	203	227
Total	415	1,329

**BUSINESS REVENUE, ₴M (VAT-INCLUSIVE)**

REVENUE ITEMS	2011–12 SEASON	2012–13 SEASON
	₴M	₴M
Sponsorship and advertising	78	84
Tickets and season tickets	39	49
Corporate boxes	45	50
Merchandising	22	22
Revenue from Premier League (advertising + TV rights)	19	22
Total	203	227





# 07 FINANCE AND COMMERCE

The club carried out its activities in the 2012–13 season in accordance with strategy regarding compliance with UEFA requirements. Namely, it properly controlled indicators of performance, which were developed for all directions.

Gyulnara Akhmedzhanova,  
FC Shakhtar Financial Director

## REVENUE FROM PLAYER SALES AND LOANS

Shakhtar's successful domestic and international performances attracted the attention of top European clubs. In the 2012–13 season, the Pitmen made record revenues in the Ukrainian championship from player transfers: Willian moved to Anji Makhachkala for €35m, Manchester City signed Fernandinho for €40m. The total revenue from player sales and loans in the 2012–13 season amounted to €908m.

**IN THE 2012–13 SEASON, THE PITMEN MADE RECORD REVENUES IN THE UKRAINIAN CHAMPIONSHIP FROM PLAYER TRANSFERS: WILLIAN MOVED TO ANJI MAKHACHKALA FOR €35M, MANCHESTER CITY SIGNED FERNANDINHO FOR €40M**



## REVENUE FROM UEFA

In the 2012–13 season, Shakhtar advanced from the group stage to reach the Champions League last 16. Thanks to this, revenue from participation in the most prestigious club competition in Europe amounted to €194m — 62% more than in the previous season.



НА ШАГ ВПЕРЕДИ  
ВООГДА

**STEP  
AHEAD.  
ALWAYS**



# 07 FINANCE AND COMMERCE



Shakhtar is constantly evolving. It also applies to financial performance. In the 2012-13 season, the club increased its business revenue, maintained relationships with key partners and attracted new ones.

**Dmitriy Kirilenko,  
FC Shakhtar Commercial Director**





Офіційний



НА ШАГ ВПЕРЕДИ.  
ВСЕГДА

STEP  
AHEAD.  
ALWAYS

Стивен  
Кончи

Вице-президент компании Herbalife в России,  
странах СНГ, Монголии, странах Балтии и Израиле



# 07 FINANCE AND COMMERCE



INTERNATIONAL BRANDS PEPSI AND HERBALIFE BECAME FC SHAKHTAR SPONSORS

## BUSINESS REVENUE

### SPONSORSHIP AND ADVERTISING

In the 2012–13 season, agreements were signed with new partners. International brands Pepsi and Herbalife became FC Shakhtar sponsors. Both companies signed 2-year contracts.

In the past football year, contracts with long-time partners of FC Shakhtar — Hyundai Motor Ukraine, Efes Ukraine, Metinvest, DTEK, Konti, Foxtrot and Parallel — were extended.

Revenue, which was received from contracts with sponsors and advertisers in the 2012–13 season, amounted to ₴84m, ₴6m more than in the previous year.





НА ШАГ ВПЕРЕДИ.  
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# 07 FINANCE AND COMMERCE



## TICKETS AND SEASON TICKETS

Revenue from ticket sales increased by 27% to exceed ₴10m. Total revenue from the sale of tickets and season tickets reached a record high ₴49m.

## CORPORATE BOXES

In the 2012–13 season, 4 new companies were involved in cooperation, which led to construction of new corporate boxes at Donbass Arena. Contracts were extended with 34 companies. Total rental revenue from corporate boxes amounted to ₴50m.





## MERCHANDISING

Following the UEFA requirements, FC Shakhtar closed the Fan Shop at Donbass Arena, which is the main source of revenue from the sale of the club merchandise. However, revenue remained at the level of last season – €22m. Thanks to improvement regarding effectiveness of operations, there was an increase in profitability.



НА ШАГ ВПЕРЕДИ.  
ВСЕГДА

**STEP  
AHEAD.  
ALWAYS**



# 07 FINANCE AND COMMERCE



Sales on match days deserve special attention. Here, an increase amounted to 173% to reach €5,446m. In the 2012–13 season, the Konner project was successfully implemented: the trade area of a retail store in the Donetsk-City Shopping & Leisure Centre increased by 50%. Also, there was reached an agreement regarding rental of 150 sq m for three new club stores, which in the future will increase the total area occupied by the Shakhtar brand at retail up to 900 sq m.





Your opinion is important to us.

You can send your feedback and suggestions to [annual\\_report@shakhtar.com](mailto:annual_report@shakhtar.com)







