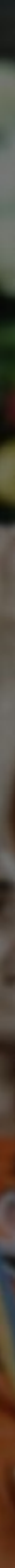


**365** DAYS  
**OF EXCELLENCE**  
**ANNUAL REPORT**  
**2011/12**





365 DAYS  
OF EXCELLENCE  
ANNUAL REPORT  
2011/12

ФОТО -  
НАШИ БУДЕЛЬЩИКИ!

НАШЕ ЗОЛТО -  
НАШЕ БУДЕЛЬЩИКИ!







## **DEAR FRIENDS!**

Welcome to the annual report of football club Shakhtar. It contains the results of the work carried out by our large team of experts during the season 2011/12. Over this period we have grown a year older and in the process, gained more experience as a club through the many achievements we have enjoyed this season. We won our eighth Cup of Ukraine and have become the seven-time league champions. This report will also seek to share some of our other results with you.

The development of the club is based on the concept of openness and the total transparency of our operations. As a result the report gives the reader a great deal of insight into other measures of performance, which some may find thought-provoking and others useful for transferring to their own working practices — which we would of course be flattered by.

The annual report of FC Shakhtar is available for everyone.

You are welcome to study, ponder it or even discuss it.

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





<b>PRESIDENT'S ADDRESS</b>	<b>2</b>
<b>CEO REPORT</b>	<b>6</b>
<b>MAIN EVENTS IN THE SEASON 2011/12</b>	<b>8</b>
<b>PHILOSOPHY</b>	<b>44</b>
<b>MANAGEMENT</b>	<b>46</b>
<b>SEASON REVIEW</b>	<b>48</b>
<b>ACADEMY</b>	<b>64</b>
<b>MEDICINE</b>	<b>70</b>
<b>SPORTS INFRASTRUCTURE</b>	<b>78</b>
<b>OUR SUPPORTERS</b>	<b>90</b>
<b>CORPORATE SOCIAL RESPONSIBILITY</b>	<b>102</b>
<b>CLUB IMAGE</b>	<b>120</b>
<b>COMMUNICATIONS</b>	<b>144</b>
<b>BENCHMARK STADIUM</b>	<b>148</b>
<b>KEY PERFORMANCE INDICATORS</b>	<b>166</b>
<b>SHAKHTAR IN FIGURES</b>	<b>170</b>



**QR CODE**

Throughout the annual report, you will see QR codes (two-dimensional barcodes). If your smartphone has an application that can read QR codes, you can get access to more information — the videos encoded in those codes — in a matter of seconds. Simply open the app and scan the related QR code (when using QR codes, you will be charged for Internet traffic according to your provider rates).





The annual report sums up our club's overall performance in the season 2011/12. It reflects the club's sporting achievements, development strategy, financial performance, the club Academy progress, marketing and commerce solutions, social projects, work with fans, transfer policy and other sides.

The past season can be quite reasonably called successful for Shakhtar. On Ukrainian football fields, our team have once again proved their strength and superiority over the competitors by winning the domestic league and cup titles. For many years, we have been creating the club of high European level, with new victories attesting to the efforts made. Unfortunately, Shakhtar's performance in the UEFA Champions League edition 2011/12 was not the most successful. The team could not qualify from the group, but they drew certain conclusions and took the negative experience into account.

This season was not the easiest for our team. In winter, Shakhtar head coach Mircea Lucescu got seriously injured in a car accident in Bucharest. The club management, players, staff and fans supported the Mister in that hard situation, so it did not take him long to rejoin the ranks. Just as for the results to be produced.

One of our major activities is working with the fans, whose number continues to grow daily. We regularly hold meetings with the team supporters for direct communication. We always listen to our fans, doing our best to make them feel comfortable in the stadium. One of the significant steps in this direction was installation of the infrared heating for the stands at the Donbass Arena — which is innovative for Eastern Europe. Besides, I maintain constant live contact with the supporters via Facebook social networking service.

Shakhtar to Children! charity campaign runs for eleven years now. Its geography expanded significantly that season, and on St. Nicholas Day, the children from orphanages and boarding schools in Dnipropetrovsk and Donetsk oblasts received material aid from the club president Rinat Akhmetov and the composer Igor Krutoy.

Besides, Shakhtar and Rinat Akhmetov's Development of Ukraine foundation marked a year of joint activities within the framework of the No To Parentlessness! project, being one of the club's socially strategic undertakings.

In August 2011, the STB Kirsha training ground played host to the International Youth Tournament,

involving academy teams from across Europe. We also organized the second major Youth Football Coaches Congress at the stadiums of Donbass Arena and Olimpiyskiy.

In the summer of 2012, Kirsha training centre received the UCL Injury Study Meeting, which was attended by representatives of the medical services of the top European clubs. Some special words should be said about our stadium: in summer 2012, Donbass Arena received five UEFA EURO matches to the highest standards.

Undoubtedly, FC Shakhtar made another step forward in the season 2011/12. However, we are not planning to rest on our laurels, as more new challenges on the way to accomplishing the set objectives await us ahead.

**Sergei Palkin**  
FC Shakhtar CEO





THIS STAR IS DEDICATED TO THOSE WHO ALWAYS SUPPORT THE TEAM.  
TO THOSE WHO ALWAYS WORRY ABOUT THE TEAM.  
TO THOSE WHO HAVE SHAKHTAR IN THEIR HEARTS!

RINAT AKHMETOV, FC SHAKHTAR PRESIDENT

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**





БОЛЕЛЬЩИКАМ  
ФУТБОЛЬНОГО КЛУБА  
«ШАХТЕР»  
2011



27/08/11

STAR TO THE SUPPORTERS

AT THE WALK OF FAME NEAR THE DONBASS ARENA, THEY SOLEMNLY LAID  
THE FIFTH STAR — IN HONOUR OF FC SHAKHTAR FANS

58  
DAY



SATURDAY 27/08/11

19.15



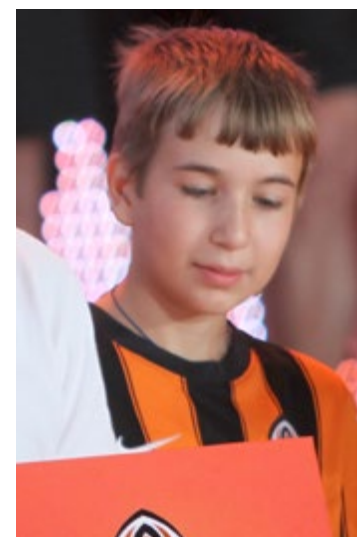




Unveiling the star  
to the supporters



AHEAD OF THE MINER DAY COINCIDING WITH DONETSK CITY DAY, ANOTHER STAR WAS ADDED TO THE PITMEN'S WALK OF FAME — THE ONE TO THE FANS. THOUSANDS OF SHAKHTAR SUPPORTERS WERE PRESENT AT THE GRAND CEREMONY ATTENDED BY THE CLUB PRESIDENT, THE FIRST TEAM PLAYERS AND COACHES



EVERY DAY...





PARENTLESSNESS IS ONE OF THE MOST PRESSING SOCIAL PROBLEMS IN UKRAINE. BY PARTICIPATING IN THE 'NO TO PARENTLESSNESS!' PROJECT, THE CLUB DOES ITS BEST TO MAKE SURE THAT EVERY UKRAINIAN CHILD IS HEALTHY AND BROUGHT UP IN A PROPER FAMILY. DURING OUR PARTICIPATION IN THE PROJECT, **OVER 3600 CHILDREN HAVE BEEN ADOPTED**

SERGEI PALKIN, FC SHAKHTAR CEO

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**





Фонд Ріната Ахметова  
**Розвиток України**

sirotstvy.net

**05/10/11**

**NO TO PARENTLESSNESS!**

FC SHAKHTAR JOINTLY WITH RINAT AKHMETOV'S DEVELOPMENT OF UKRAINE FOUNDATION SUMMED UP THE FIRST YEAR OF THEIR COOPERATION WITHIN THE FRAMEWORK OF THE 'NO TO PARENTLESSNESS!' PROJECT

**97**  
**DAY**







SATURDAY 05/10/11

**13.00**





No to parentlessness!

WITHIN THE SOCIAL RESPONSIBILITY FRAMEWORK, FC SHAKHTAR JOINTLY WITH THE DEVELOPMENT OF UKRAINE FOUNDATION ARE PROMOTING THE IDEA OF NATIONAL ADOPTION AND BRINGING UP PARENTLESS CHILDREN IN FAMILIES. ON APRIL 21, THE DONBASS ARENA PLAYED HOST TO A CHARITY MATCH IN SUPPORT OF THE 'NO TO PARENTLESSNESS!' PORTAL. SHAKHTAR DONETSK RECEIVED TAVRIYA FROM SIMFEROPOL



EVERY DAY...



'SHAKHTAR ARE THE CHAMPS!' I WILL SING IT OVER AGAIN.  
IT'S FOR YOU, MY SHAKHTAR, THAT I LOVE THE GAME.

GO SHAKHTAR, SCORE A STUNNER, NEVER GIVE THE BALL AWAY. AND REMEMBER: WE  
WILL ALWAYS FOLLOW YOUR WAY!

---

GAITANA, UKRAINIAN POP STAR

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**



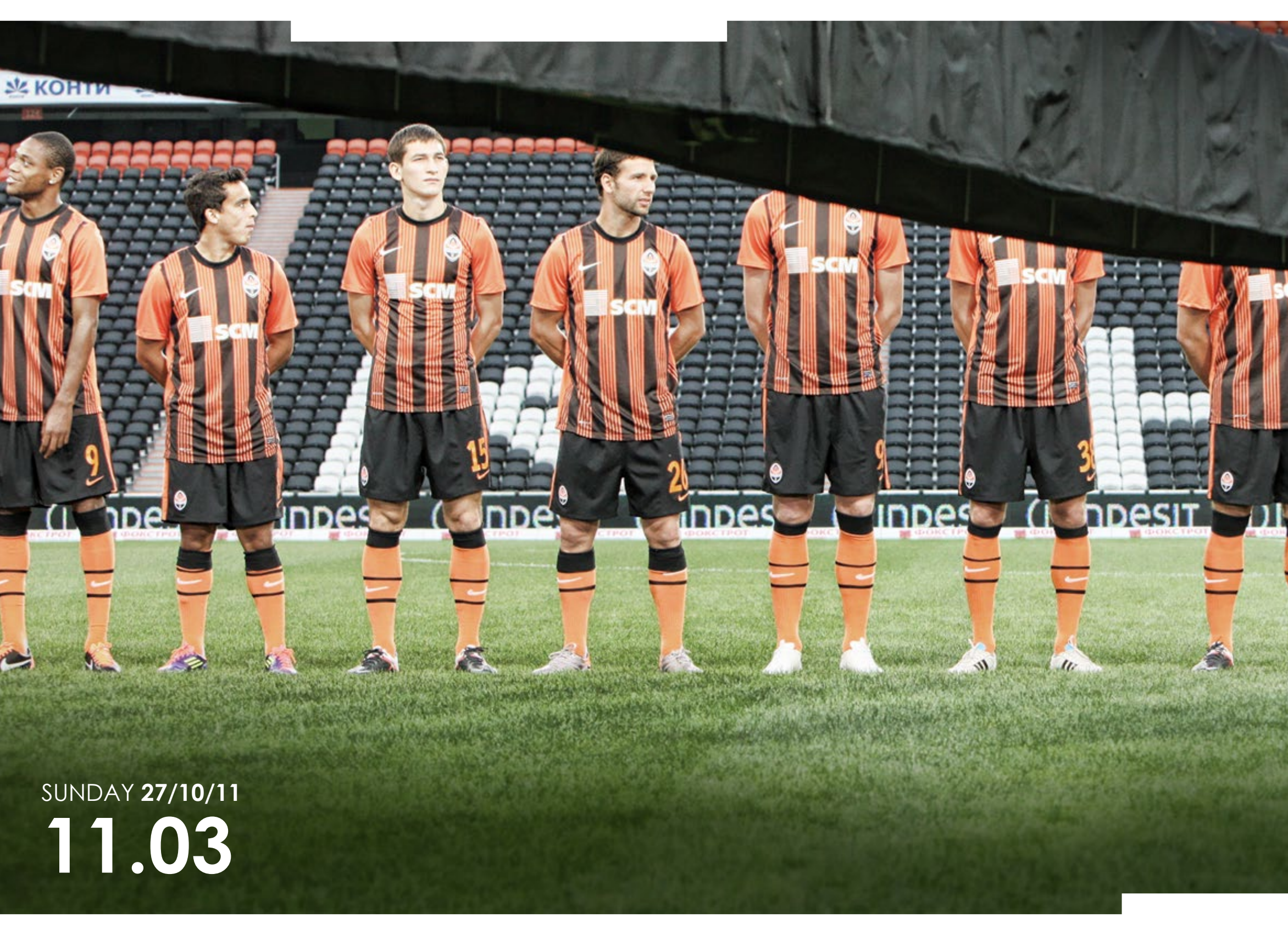


27/10/11

PREMIERE OF 'SHAKHTAR ARE THE CHAMPS!' VIDEO  
THE MUSIC VIDEO BY A RENOWNED UKRAINIAN SINGER GAITANA, DEDICATED TO  
SHAKHTAR, WAS RELEASED ON THE NATIONAL TV AFTER THE CLUB'S WIN OVER  
DYNAMO KYIV IN THE DOMESTIC CUP DECIDER

119  
DAY





SUNDAY 27/10/11

11.03





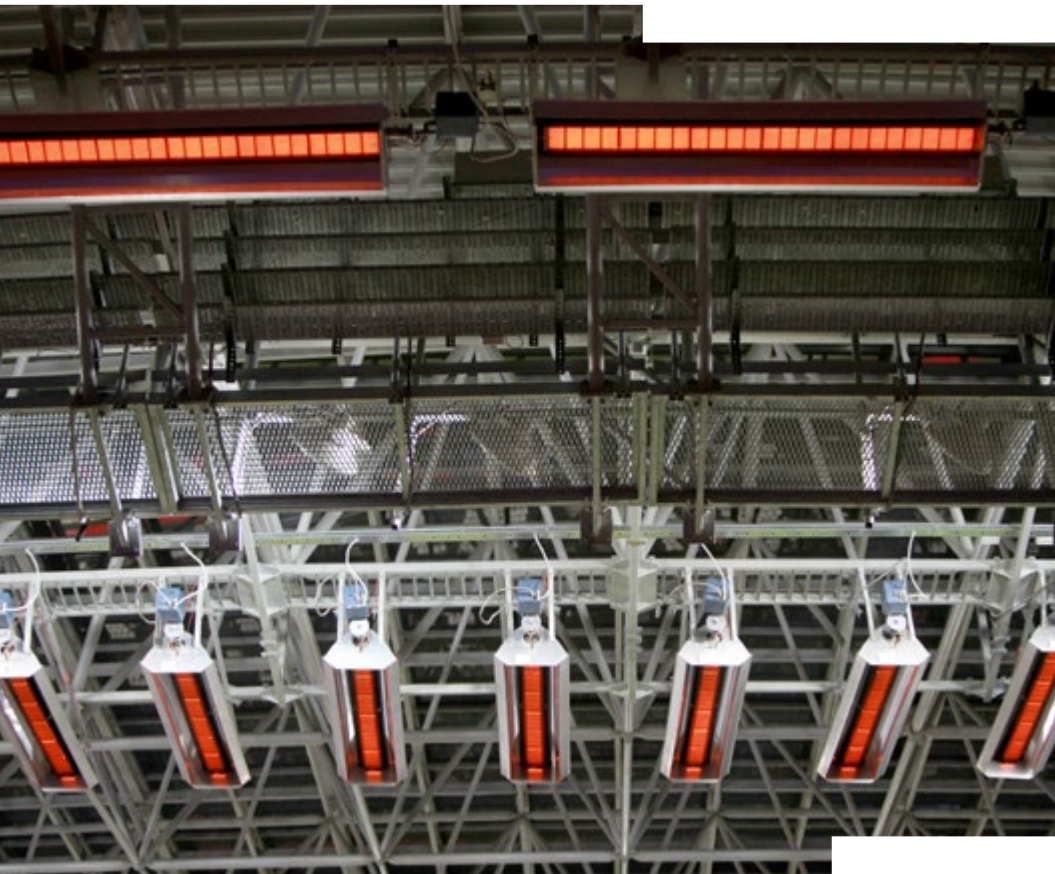
Shakhtar Are The Champs! video

FC SHAKHTAR INSPIRED THE POP STAR TO CREATE THE SONG AND THE VIDEO. THE VIDEO-SET WORK LASTED FOR TWO DAYS. THE TEAM COACHES AND PLAYERS TOOK PART IN GROUP SCENES, WHICH WERE SHOT AT THE DONBASS ARENA, THE CLUB FANS WERE ALSO INVOLVED IN IT. GAITANA PLAYED THE ROLES OF A FAN AND A FOOTBALLER, SYMBOLICALLY COMING ON AS A SUBSTITUTE FOR THE CAPTAIN DARIJO SRNA



EVERY DAY...





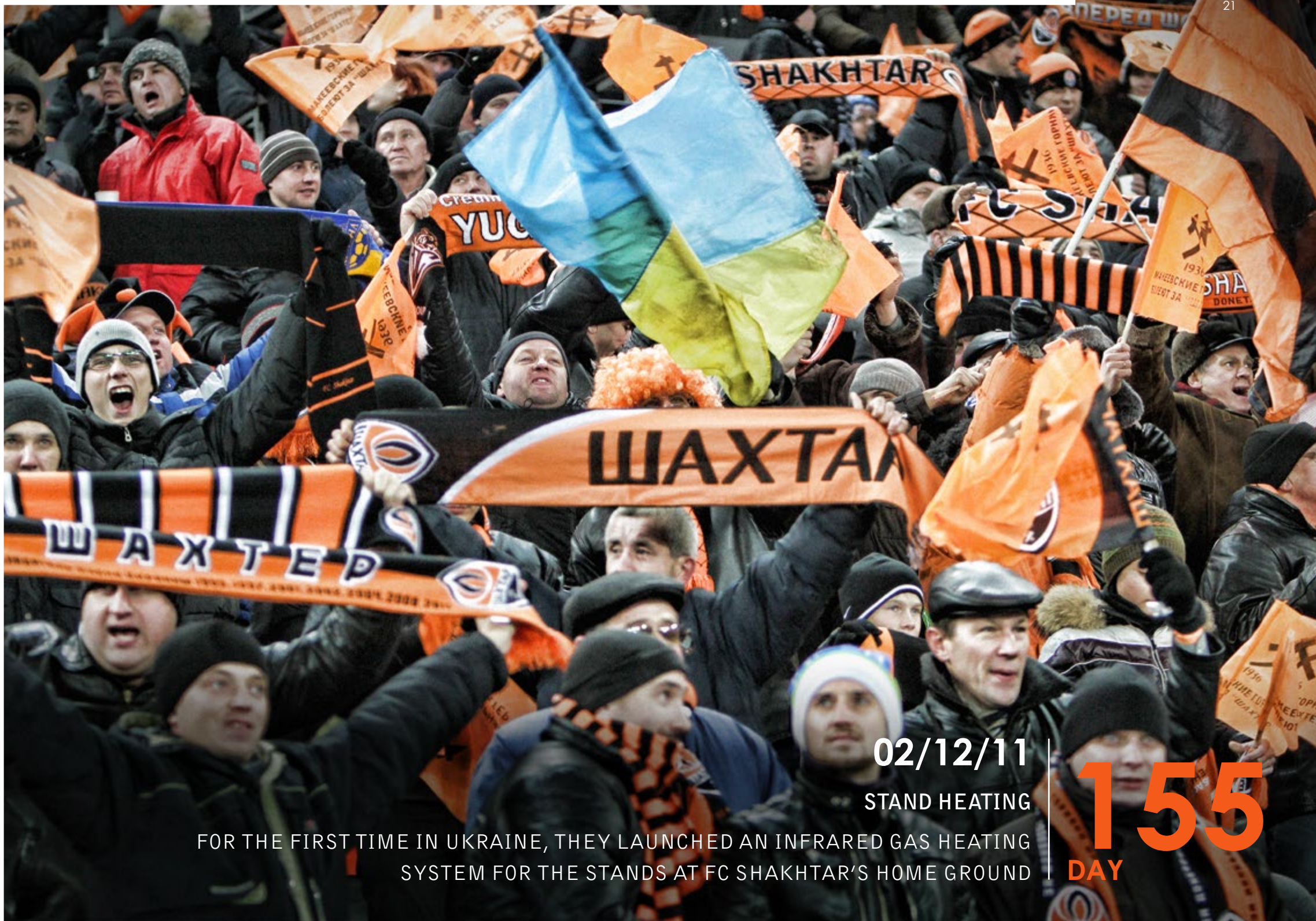
HEATING PROVIDES **EXTRA COMFORT**  
FOR WATCHING GAMES IN COLD WEATHER,  
WHICH ENSURES BETTER ATTENDANCE AND **SUPPORT FOR OUR TEAM AT THE ARENA**

ALEXANDR ATAMANENKO, DONBASS ARENA CEO

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**





02/12/11

STAND HEATING

FOR THE FIRST TIME IN UKRAINE, THEY LAUNCHED AN INFRARED GAS HEATING SYSTEM FOR THE STANDS AT FC SHAKHTAR'S HOME GROUND

155  
DAY





FRIDAY 02/12/11

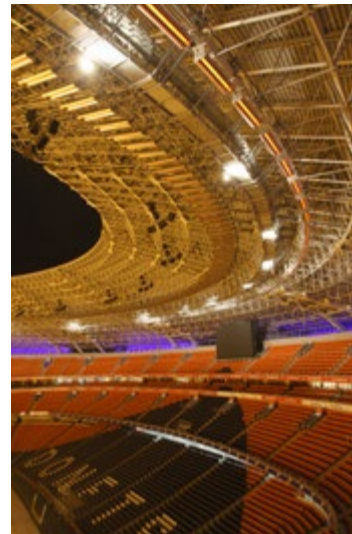
17.00





Installing the infrared stand  
heating system

THOSE WHO ATTENDED THE HOME GAME AGAINST KYIV-BASED ARSENAL AT THE DONBASS ARENA, WERE AMONG THE FIRST TO APPRECIATE THE ADVANTAGES OF INFRARED STAND HEATING. THE MEAN DIFFERENCE IN THE TEMPERATURES INSIDE AND OUTSIDE THE STADIUM IS 12 DEGREES. IN THE COLD SEASON, THE VIEWERS FEEL WARM OWING TO 550 GAS BURNERS



EVERY DAY...





THE 'ORANGE LACES' CHILDREN'S CLUB MEANS INVESTING IN WOULD-BE SHAKHTAR FANS. THE FIRST ACQUAINTANCE WITH THE CLUB SHOULD BE UNFORGETTABLE AND INTENDED TO INFECT CHILDREN WITH PASSION FOR FOOTBALL AND LOVE FOR SHAKHTAR FOREVER

YURIY SVIRIDOV,  
FC SHAKHTAR MARKETING AND COMMUNICATIONS DIRECTOR

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**





FC SHAKHTAR LAUNCHED THE 'ORANGE LACES' PROJECT WHICH IS UNPRECEDENTED FOR UKRAINE, IT IS AIMED AT CHILDREN UNDER 12

15/12/11

ORANGE LACES

168  
DAY





THURSDAY 15/12/11

12.20





Presentation of Orange  
Laces children's club

ANY CHILD UNDER 12 CAN BECOME A MEMBER OF THE CHILDREN'S CLUB (WITH PARENTAL CONSENT). THE CHILDREN ARE PRESENTED WITH ORANGE LACES. THE PROJECT'S MAIN OBJECTIVES ARE SOCIALIZING, DEVELOPMENT AND EDUCATION OF YOUNG FANS. A DEDICATED 'ORANGE LACES' JUNIOR.SHAKHTAR.COM WEBSITE WAS LAUNCHED



EVERY DAY...





BEFORE GAMES, WE CREATE A FESTIVE ATMOSPHERE FOR THE FANS,  
TURNING A REGULAR FOOTBALL MATCH  
ATTENDANCE INTO A FAMILY EVENT

JOE PALMER,  
FC SHAKHTAR EXECUTIVE DIRECTOR FOR STRATEGY,  
COMMERCE AND MARKETING

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**





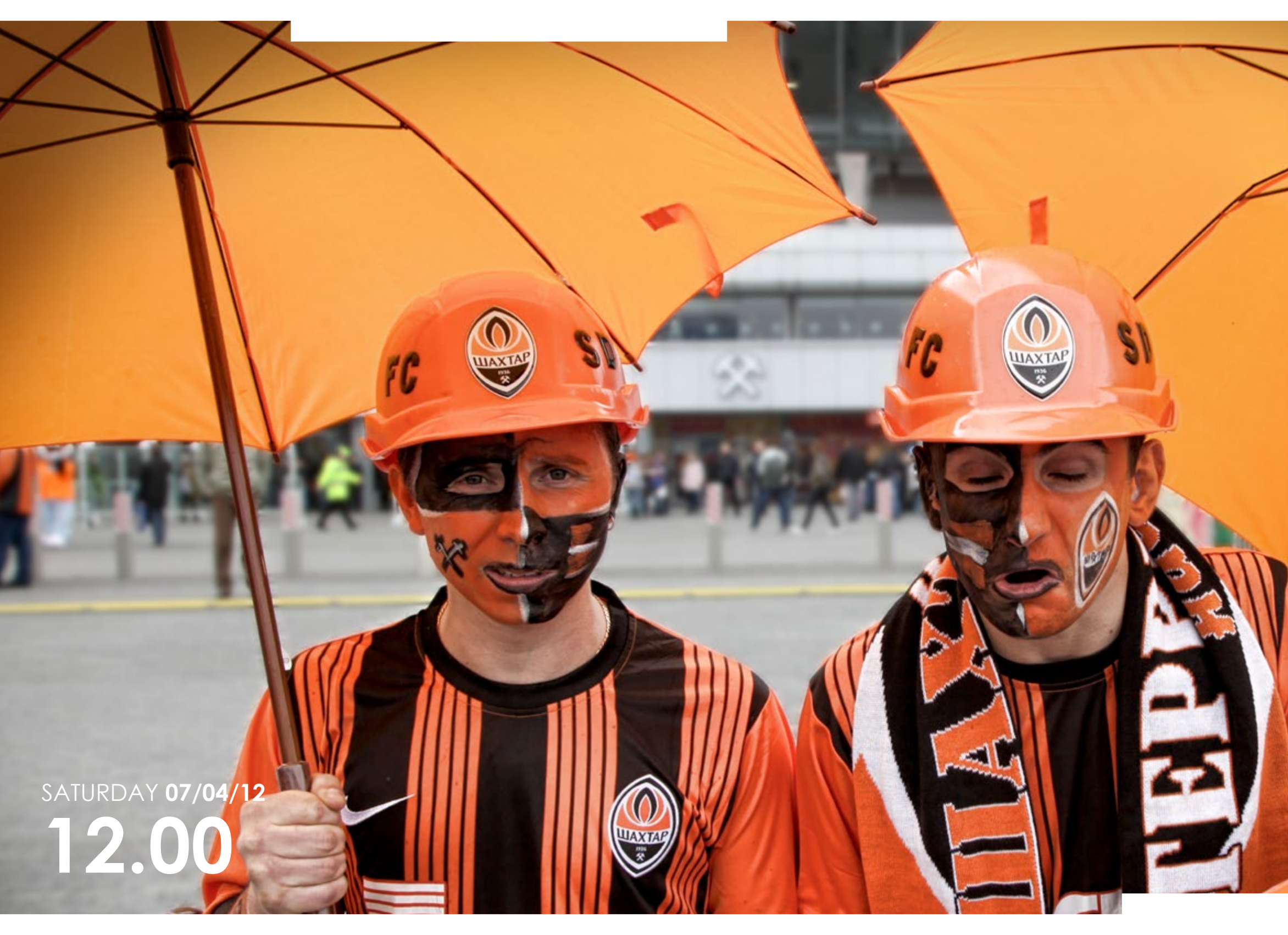
07/04/12

FAN LAND

THE FIRST IN UKRAINE PARK OF FOOTBALL ATTRACTIONS  
CALLED FAN LAND WAS OPENED IN THE PUBLIC GARDEN NEAR THE DONBASS ARENA

282  
DAY





SATURDAY 07/04/12

12.00





Opening Fan Land at the Donbass Arena



THEY HAVE CREATED THE FESTIVE ATMOSPHERE AT THE FAN LAND. FANS CAN STAY HERE UNTIL THE OPENING WHISTLE. ELABORATING THE IDEA OF FAMILY FOOTBALL IS ONE OF THE MAIN OBJECTIVES OF FC SHAKHTAR. THE FOOTBALL CLUB HAS DEVELOPED THE CONCEPT OF FOOTBALL FESTIVAL, WHICH IS HELD NEAR THE STADIUM ON A MATCH DAY



EVERY DAY...





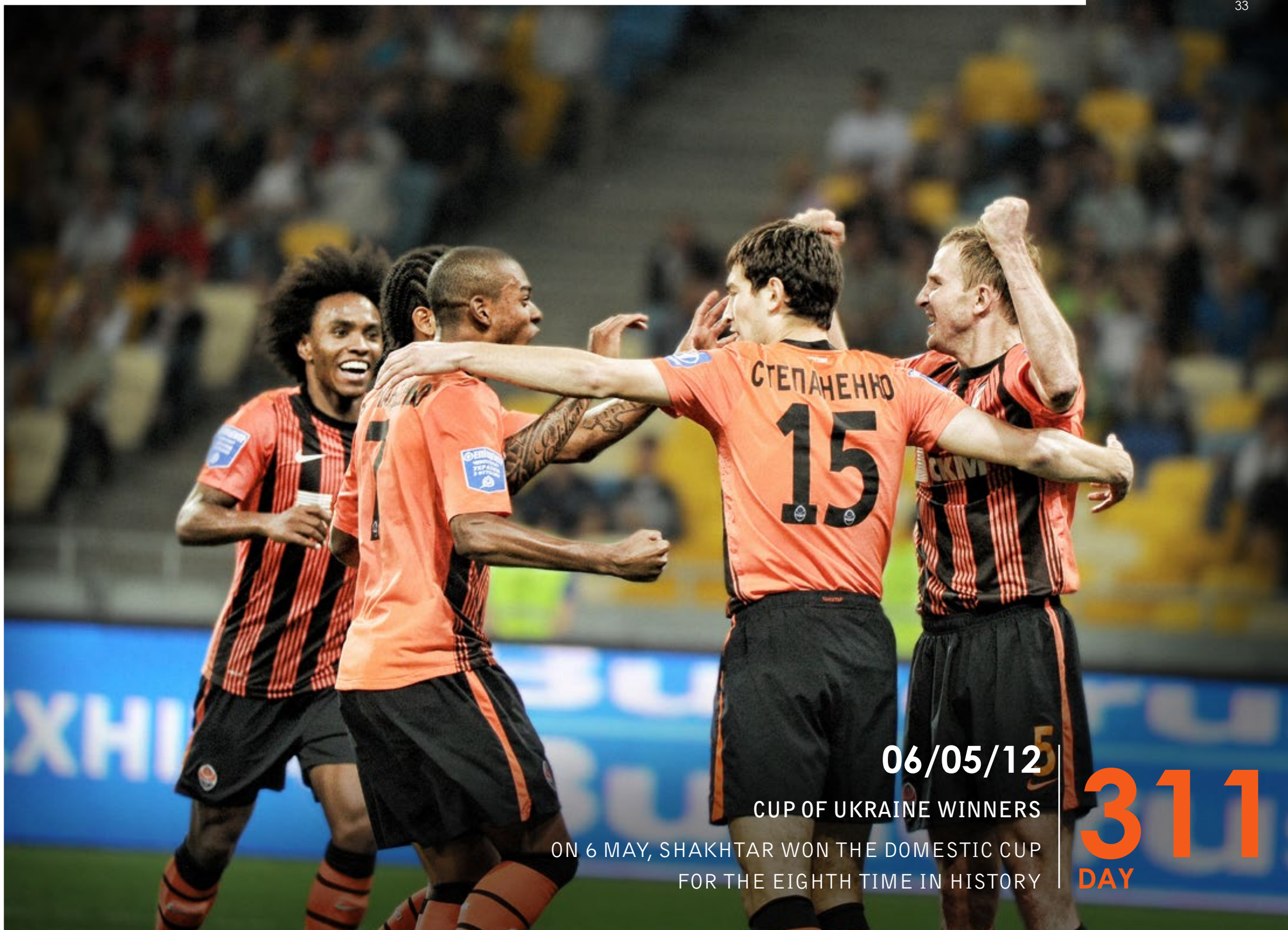
THE TEAM SHOWED QUALITY FOOTBALL AND STRENGTH.  
THE PLAYERS GAVE THEIR ALL ON THE FIELD OF PLAY.  
WE BELIEVED IN OURSELVES AND IN THE VICTORY

DARIJO SRNA, FC SHAKHTAR CAPTAIN

EVERY DAY...

**365** DAYS  
OF EXCELLENCE  
ANNUAL REPORT  
2011/12





06/05/12

CUP OF UKRAINE WINNERS

ON 6 MAY, SHAKHTAR WON THE DOMESTIC CUP  
FOR THE EIGHTH TIME IN HISTORY

311  
DAY





SUNDAY 06/05/12

22.05





Shakhtar v Metalurh D  
video highlights,  
06/05/2012



SHAKHTAR HAVE ALWAYS BEEN CONSIDERED THE CUP-WINNING TEAM. THE SEASON 2011/12 CONFIRMED THAT ONCE AGAIN. RAISING THE CUP OF UKRAINE WAS A DECENT PRELUDE TO WINNING THE LEAGUE TITLE. FC SHAKHTAR WON IN BOTH DOMESTIC TOURNAMENTS TO GET A 'GOLDEN DOUBLE' UNDER THEIR BELT



EVERY DAY...





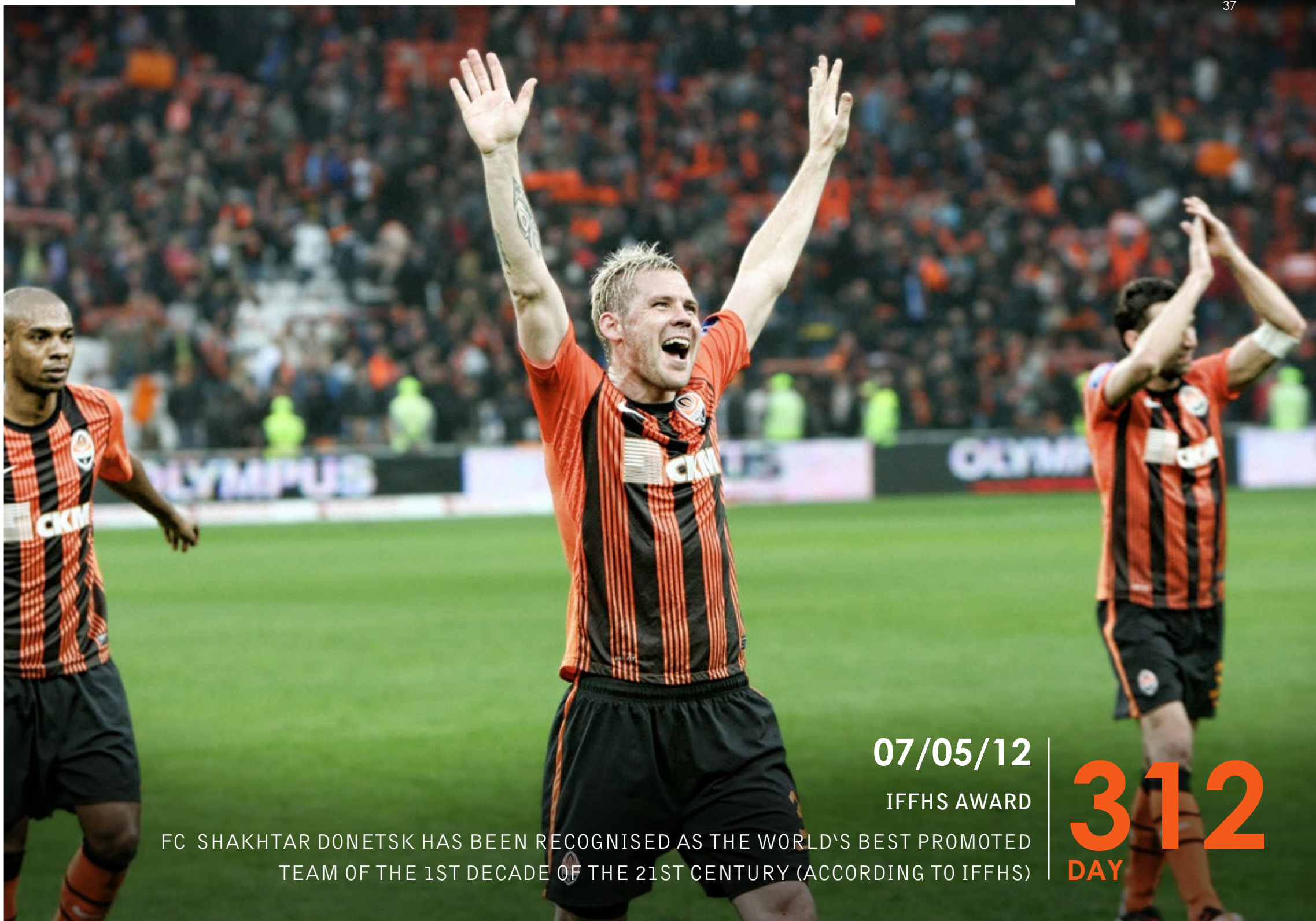
RECOGNITION OF SHAKHTAR'S ACHIEVEMENTS GIVES US A REASON TO BE PROUD.  
BUT WE ARE NOT GOING TO STOP AT WHAT HAS BEEN ACCOMPLISHED.  
THERE ARE MANY PRESTIGIOUS NOMINATIONS WORTH CONTENDING FOR

SERGEI PALKIN, FC SHAKHTAR CEO

EVERY DAY...

**365** DAYS  
**OF EXCELLENCE**  
ANNUAL REPORT  
**2011/12**





07/05/12

IFFHS AWARD

FC SHAKHTAR DONETSK HAS BEEN RECOGNISED AS THE WORLD'S BEST PROMOTED TEAM OF THE 1ST DECADE OF THE 21ST CENTURY (ACCORDING TO IFFHS)

**312**  
DAY

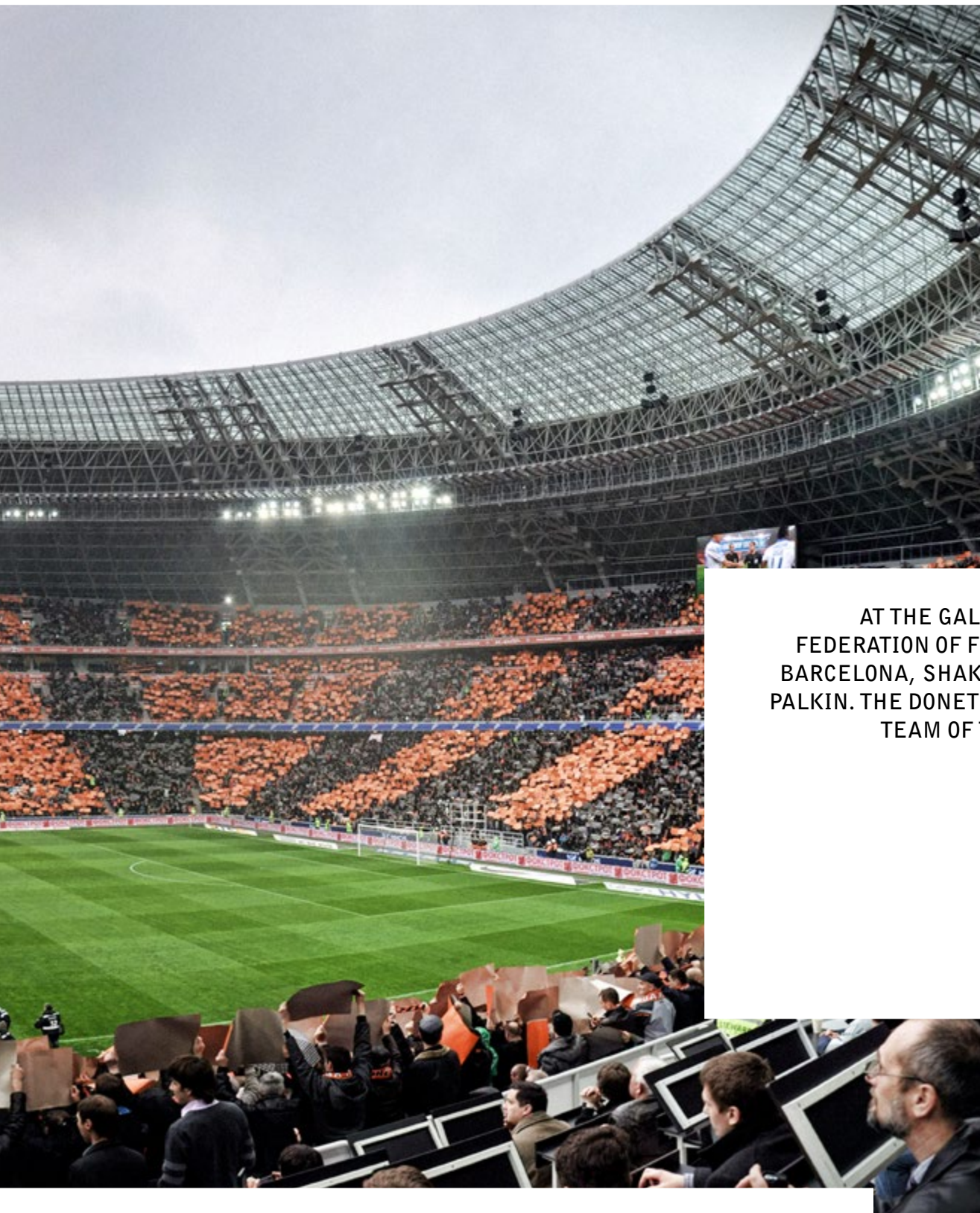




MONDAY 07/05/12

21.47





AT THE GALA AWARDS CEREMONY OF THE INTERNATIONAL FEDERATION OF FOOTBALL HISTORY AND STATISTICS (IFFHS) IN BARCELONA, SHAKHTAR WAS REPRESENTED BY ITS CEO SERGEI PALKIN. THE DONETSK CLUB WON THE 'WORLD'S BEST PROMOTED TEAM OF THE 1ST DECADE OF THE 21 CENTURY' AWARD



EVERY DAY...





WE HAVE EMERGED VICTORIOUS IN THIS LEAGUE EDITION,  
BECAUSE WE WERE CONFIDENT IN OUR SUPERIORITY AND  
DEMONSTRATED THAT IN EVERY GAME

MIRCEA LUCESCU, FC SHAKHTAR HEAD COACH

EVERY DAY...

**365** DAYS  
OF EXCELLENCE  
ANNUAL REPORT  
2011/12





10/05/12

CHAMPIONS OF UKRAINE

SHAKHTAR WON THE UKRAINIAN LEAGUE 2011/12 GOLD MEDALS,  
HAVING PROVED — FOR THE SEVENTH TIME IN HISTORY AND THIRD TIME  
IN SUCCESSION — TO BE UKRAINE'S NO.1 CLUB

**315**  
DAY





THURSDAY 10/05/12

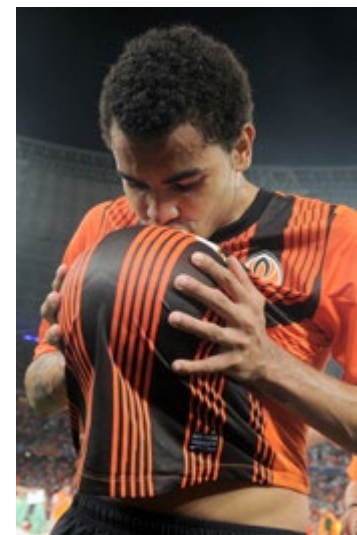
20.48





Awarding the champions

FC SHAKHTAR'S MAJOR OBJECTIVE IS TO RANK AMONG EUROPE'S BEST CLUBS. TOPPING THE NATIONAL LEAGUE IS AN IMPORTANT STEP ON THE WAY. ON MAY 10, THE PITMEN, TOGETHER WITH THEIR FANS, CELEBRATED WINNING GOLD MEDALS



EVERY DAY...



**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

**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





EVERY DAY...





### **1. SERGEI PALKIN**

CEO

### **2. ALEXANDR CHERKASOV**

General Secretary

### **3. JOE PALMER**

Executive Director for Strategy, Commerce and Marketing

### **4. PATRICK VAN LEEUWEN**

FC Shakhtar 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 GLUSCHENKO**

Head of Medical Department

**13. ALEXANDR ATAMANENKO**

Donbass Arena CEO



## WIN AND LOSS EXPERIENCE

IN THE DOMESTIC ARENA, THE SEASON 2011/12 WAS SUCCESSFUL FOR SHAKHTAR: THE TEAM CONQUERED THE NATIONAL LEAGUE AND CUP SUMMITS. BUT IN THE CHAMPIONS LEAGUE, THE CLUB THAT HAD QUALIFIED DIRECTLY INTO THE GROUP STAGE, FAILED TO PROGRESS TO THE KNOCKOUT PHASE. AT THE SAME TIME, SHAKHTAR HEAD COACH MIRCEA LUCESCU ENJOYED NEW RECORDS AND ACHIEVEMENTS, AND THE RESERVES UNDER SERGEI POPOV PROVED BEST IN UKRAINE FOR THE SECOND TIME IN SUCCESSION

# 8

years

MIRCEA LUCESCU HAS BEEN THE HEAD COACH OF SHAKHTAR

# 360<sup>th</sup>

match

WITH LUCESCU AT THE HELM ALLOWED HIM TO SURPASS THE RECORD SET BY OLEG OSHENKOV IN 1969

All goals of season 2011/12



### LUCESCU IS THE MOST DECORATED COACH IN UKRAINE

Having raised the Cup of Ukraine for the fourth time with Shakhtar, Mircea Lucescu entered the tournament history as the coach who won the title most frequently. Just a few days later, the Romanian specialist led the team to their domestic league success and became the most decorated coach in the history of independent Ukraine.

— During the year, we virtually all the time were behind Dynamo, but in the end we played very well. All this is due to our players' qualities, the strong support from the fans and, most importantly, thanks to the president's confidence in the fact that we can win the league. Thus, we have won two more titles.

### SHAKHTAR HAVE NOT LOST THE WILL TO CONSTANTLY WIN. WE ARE STILL HUNGRY FOR VICTORIES

I continue to rely on our young blood. They will show their mettle yet. Also, I am sure that our experienced players will help the youth to grow. I also want to mention the support of our fans.

Owing to them, we lost next to no points at our home Donbass Arena. It means a lot to us.

We have become more experienced by another year. We need to pay significant attention to what we lacked in the last Champions League edition. Now we need to perform much better.

Mircea Lucescu, FC Shakhtar Head Coach





EVERY DAY...





EVERY DAY...





## SEVENTH LEAGUE TITLE

The Pitmen put in a convincing, vivid and prolific performance, confirming their superiority over the domestic league competitors. Mircea Lucescu's outfit have secured the most wins (25), drew less games than the rest (4) and earned the right to kick off their Champions League 2012/13 campaign from the group stage. Moreover, in the Ukrainian League 2011/12 Shakhtar scored the greatest number of goals — 80.

**SHAKHTAR'S ONLY OBJECTIVE IN THE DOMESTIC LEAGUE WAS WINNING THE TITLE.** The Pitmen achieved it. Towards the league season end, two major title contenders emerged: Shakhtar Donetsk and Dynamo Kyiv. In the first half of the season the sides drew, while by the end of the second, the Donetsk side beat Dynamo 2–0 at the Donbass Arena.

The Pitmen concluded their league campaign by the winning streak of nine matches. On May 10, the closing Matchday game saw Shakhtar defeat Olexandriya at home and win the Ukrainian league title for the seventh time in history. Shakhtar Donetsk and Ukraine national team forward Yevhen Seleznyov became the league's top scorer with 14 goals.

## CLAIMING THE CUP IN FIVE STEPS

The final game of the tournament was held at the NSC Olimpiyskiy in Kyiv. Having defeated Metalurh Donetsk 2–1 in extra time, **SHAKHTAR HAVE BECOME EIGHT-TIME WINNERS OF THE CUP OF UKRAINE.** The goals for Shakhtar were scored by Alex Teixeira and Olexandr Kucher.

Following the tournament regulations and the draw results, all of Shakhtar's Cup of Ukraine 2011/12 encounters were played away. Mircea Lucescu's side kicked off the Cup of Ukraine from the Round of 32, in which they beat Shakhtar from Sverdlovsk 2–0. At the next stage, in Kyiv, the Pitmen snatched a 3–2 win over Dynamo Kyiv, while in the quarter-final game they secured a narrow win over Metalurh from Zaporizhya.

The semifinal in Lutsk was Shakhtar's most effective performance in the national Cup tournament. In a tough game, the Donetsk team won 4–3 with the goals scored by the Brazilians Alex Teixeira, Fernandinho, Luiz Adriano and Douglas Costa. 47 314 spectators witnessed Shakhtar's triumph at NSC Olimpiyskiy.

# 4

points

CLEAR OF THE SECOND PLACE  
RUNNERS-UP, THE TITLE  
WINNERS SHAKHTAR SAT ATOP

# 80

goals

WERE SCORED BY THE PITMEN  
IN UKRAINIAN LEAGUE



Shakhtar v Dynamo match  
report, 07/04/2012



Metalurh D v Shakhtar  
match report, 06/05/2012











---

---

# 3

goals

WERE SCORED BY THE PITMEN  
AT THE DONBASS ARENA IN  
THE CHAMPIONS LEAGUE

# 6

games

WERE PLAYED BY SHAKHTAR  
IN THE UEFA CHAMPIONS  
LEAGUE 2011/12

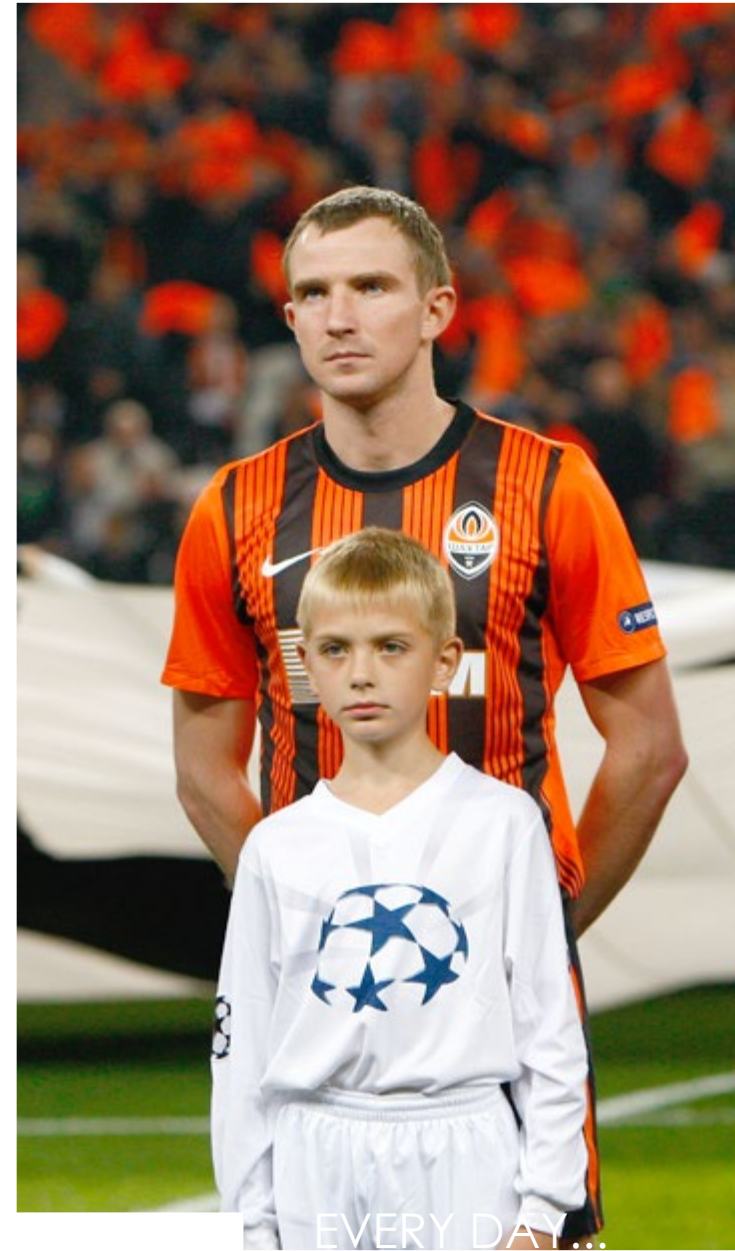
## CHAMPIONS LEAGUE LESSONS

The Champions of Ukraine's rivals in Group G were Porto (Portugal), Zenit St Petersburg (Russia) and APOEL from Nicosia (Cyprus). Shakhtar picked up five points: won one match, drew twice and lost three times. **THE FORWARD LUIZ ADRIANO HAS BECOME THE SIDE'S TOP SCORER IN THE GROUP STAGE WITH THREE GOALS.**

Already in the UCL opening match against Porto, Lucescu's charges lost two central defenders — Rakitskiy and Chygrynskiy were sent off. This affected the game and, as a result, made the Portuguese victorious. In the next round, Shakhtar fully dominated the game with APOEL, but they did not convert their chances and the match ended in a 1–1 stalemate.

The unlucky start was exacerbated by a draw and a defeat at Zenit. Shakhtar twice took the lead at the Donbass Arena, but the St. Petersburg outfit managed to level the scores. As a result, APOEL sensationally topped Group G. **SHAKHTAR WERE THE ONLY TEAM WHO MANAGED TO BEAT THE CYPRUS OUTFIT IN THE GROUP STAGE.** It happened in Matchday Six with the goals scored by Luiz Adriano and Yevhen Seleznyov.

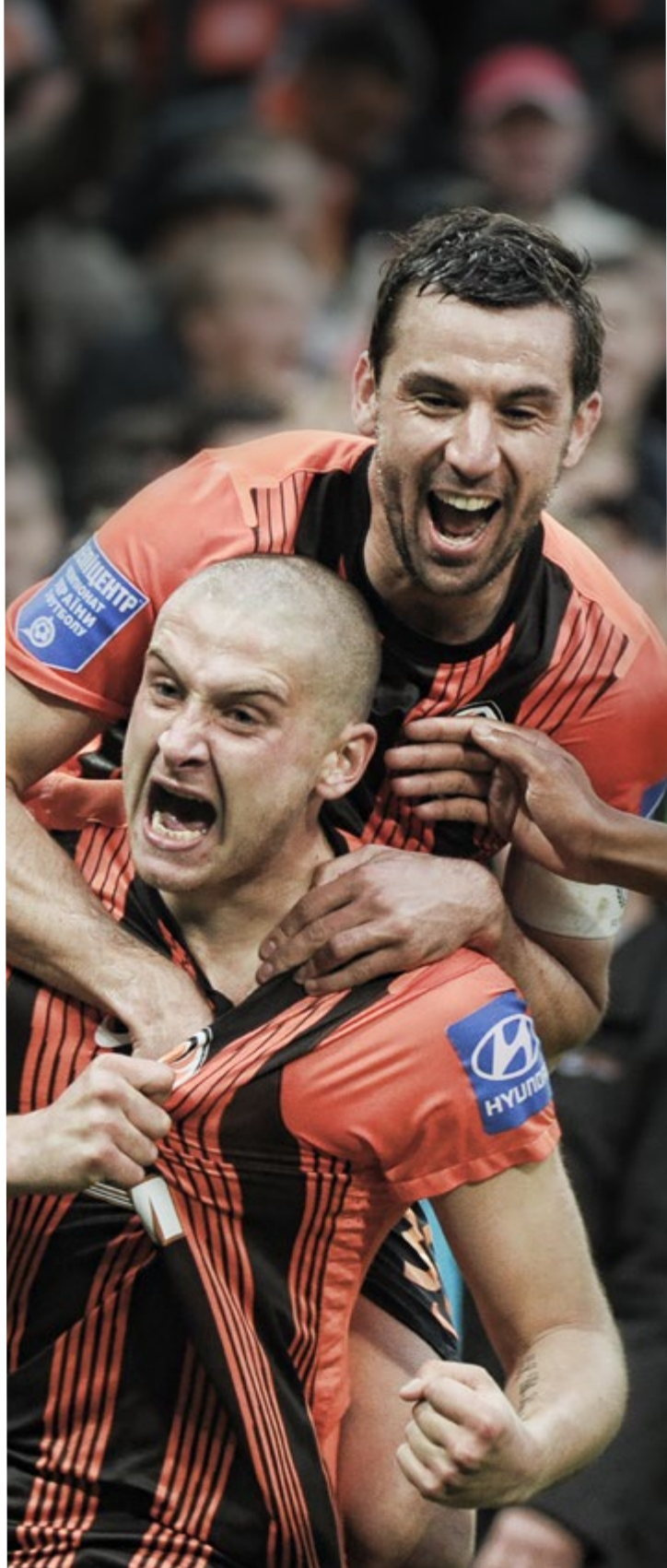
























EVERY DAY...

#### Incoming transfers 2011/12

Player	Signed from	Player ownership rights status
David Targamadze	Olexandriya (Olexandriya)	acquired
Ilsinho		free agent
Marko Devic	Metalist (Kharkiv)	acquired

#### Outgoing transfers 2011/12

Player	Moved to	Player ownership rights status
David Targamadze	Illichivets (Mariupol)	loaned
Marcelo Moreno	Gremio (Brazil)	sold
Jadson	Sao Paulo (Brazil)	sold
Nikolai Ischenko	Illichivets (Mariupol)	loaned
Vitaliy Vitsenets	Illichivets (Mariupol)	loaned
Roman Yemelyanov	Rostov (Russia)	loaned
Rustam Khudzhamov	Metalurh (Donetsk) Illichivets (Mariupol)	loaned sold
Bruno Renan	Zorya (Luhansk)	loaned
Kostyantyn Kravchenko	Karpaty (Lviv)	loaned
Denys Kozhanov	Illichivets (Mariupol)	loaned
Yehor Kartushov	Zorya (Luhansk)	loaned
Maksym Imerekov	Metalurh (Zaporizhya)	loaned
Serhiy Semenyuk (Zaika)	Energetik (Burshtyn) Dinamo (Brest, Belarus)	loaned sold
Ivan Lukanyuk	Prykarpattya (Ivano-Frankivsk)	loaned
Illya Hlushytskyi	Olimpik (Donetsk)	loaned
Leonardo Jose Aparecido Moura	Atletico Goianiense (Brazil)	loaned
Stanislav Makitsei	Nizhniy Novgorod (Russia)	loaned
Olexandr Kasyan	Karpaty (Lviv)	loaned
Olexandr Karavayev	Sevastopol (Sevastopol)	loaned
Maksym Ilyuk	Zorya (Luhansk)	loaned
Yaroslav Oleinyk	Zorya (Luhansk)	loaned



## SEASON TRANSFERS

In December 2011, Shakhtar was joined by David Targamadze, who arrived to Donetsk from PFC Olexandriya. Later, he was loaned out to Mariupol-based Illichivets. In January 2012, the goalkeeper Bohdan Shust returned to the club following his loan spell. Brazilian midfielder Ilsinho signed a deal with Shakhtar. The club signed up Ukrainian striker Marko Devic.

During the mid-season break, Marcelo Moreno left Shakhtar and moved to the Brazilian Gremio.

**BRAZILIAN MIDFIELDER JADSON, WHO HAD DEDICATED MANY YEARS TO THE CLUB, CONTINUED HIS CAREER AT SAO PAULO.** A number of Shakhtar players were loaned out to other clubs.

## TWO TROPHIES IN 3810 MINUTES

In the season 2011/12, the Pitmen made 42 appearances in all competitions. Whereof 31 (73.8%) were won by the Orange-Blacks, 6 (14.3%) were drawn and 5 (11.9%) were lost. Shakhtar scored 99 and conceded 35 goals in all tournaments of the season.

### Season 2011/12 statistics:

Tournament	Games	Won	Drawn	Lost	Goal difference
Ukrainian League	30	25	4	1	80-18
Ukraine Cup	5	5	0	0	12-6
Ukraine Super Cup	1	0	0	1	1-3
Champions League	6	1	2	3	6-8

# 272

times

JADSON APPEARED  
FOR SHAKHTAR

# 8

is the number

TAKEN BY ILSINHO AFTER HIS  
RETURN TO SHAKHTAR



Jadson bid farewell  
to Shakhtar



Ilsinho's comeback





EVERY DAY...

### 2011/12 Shakhtar players appearance statistics

Player	TA	F	S	C
Costa	38	9	11	18
Rakitskiy	37	33	3	1
Willian	37	21	13	3
Mkhitaryan	37	25	6	6
Teixeira	37	12	7	18
Adriano	35	12	15	8
Srna	34	34	0	0
Kucher	32	26	2	4
Fernandinho	32	25	4	3
Seleznyov	29	5	8	16
Hubschman	28	18	6	4
Rybka	26	26	0	0
Shevchuk	23	23	0	0
Eduardo	22	1	10	11
Dentinho	20	1	8	11
Pyatov	15	15	0	0
Rat	15	15	0	0
Jadson	15	1	11	3
Gai	13	7	4	2
Stepanenko	12	4	6	2
Kobin	10	7	1	2
Chygrynskiy	9	6	2	1
Ilsinho	9	0	4	5
Chyzhov	7	3	3	1
Kryvtsov	6	6	0	0
Patrick	2	0	1	1
Shust	1	1	0	0
Yemelyanov	1	0	0	1
Moreno	1	0	0	1

Footnote: TA — total appearances, F — played the full 90 minutes, S — was substituted, C — came on as a sub



## YOUNG CHAMPIONS

Shakhtar reserves have confidently covered the distance from the start of the tournament to the end. They secured a six point lead ahead of the second place Zorya from Luhansk. The reserves scored the most goals in the Ukrainian league (78), and found themselves behind less times than the rest of teams (29).

### **SHAKHTAR'S LEGENDARY EX-CAPTAIN AND U-21 HEAD COACH SERGEI POPOV HAS LED HIS TEAM TO THE VICTORY.**

He was assisted by Anatoliy Skyrchuk, who had previously worked at the club's Academy. The reserve team held their games at the RSC Olimpiyskiy and STB Kirsha. The majority of their U-21 premierships goals were scored by Shakhtar in the second half. According to statistics, the Orange-Black reserves scored 41 goals during the games' closing half-hour.

Occasionally, Shakhtar senior team regulars took part in the U-21 premierships 2011/12 games: goalkeeper Artem Tetenko; defenders Serhiy Kryvtsov, Mykola Ischenko, Dmytro Chygrynskiy, Olexandr Chyzhov and Razvan Rat; midfielders Olexiy Gai, Alan Patrick, Taras Stepanenko, Vitaliy Vytsenets and Vasyl Kobin; forward Marcelo Moreno. On numerous occasions, Shakhtar reserve team distinguished themselves by scoring braces and hat tricks. The doubles were scored by Olexandr Karavayev, Vladislav Kulach, Artur Zahorulko and Maksym Malyshev, the hat tricks — by Alan Patrick and Vyacheslav Churko.

# 21 games

WERE WON BY SHAKHTAR  
RESERVES IN THE  
PREMIERSHIP 2011/12

# 14 goals

WERE SCORED BY SHAKHTAR U-21  
FORWARD VLADYSLAV KULACH  
WHO BECAME THE TOP SCORER  
OF THE TOURNAMENT



## YEAR OF CONGRESSES AND TOURNAMENTS

IN THE SEASON 2011/12, FC SHAKHTAR ACADEMY HELD A NUMBER OF MAJOR EUROPEAN LEVEL EVENTS. UPON ITS INITIATIVE, THEY HELD THE SECOND INTERNATIONAL YOUTH COACHES CONGRESS, WHICH BROUGHT TOGETHER THE INTERNATIONALLY RENOWNED CLUBS. ADDITIONALLY, THE ACADEMY PITCHES HOSTED AN INTERNATIONAL YOUTH FOOTBALL TOURNAMENT DEDICATED TO SHAKHTAR'S 75TH ANNIVERSARY

# 389 coaches

TOOK PART IN THE SECOND  
INTERNATIONAL YOUTH  
COACHES CONGRESS

# 14 countries

FROM THE CIS AND EUROPE  
WERE REPRESENTED AT  
THE CONGRESS



Football giants'  
coaches forum

### EUROPEAN COACHES FORUM

For the second consecutive time, Shakhtar Academy organized the International Youth Coaches Congress. The club coaches from Ukraine, Russia, the CIS countries and Europe discussed the issues and different approaches used in training of young players at the academies. **TRADITIONALLY, THE COACHES CONGRESS TURNED INTO A UNIQUE PLATFORM FOR COMMUNICATION BETWEEN THE EXPERTS IN THE SPHERE OF YOUNG TALENT DEVELOPMENT.**

Apart from Shakhtar representatives, the coaches from the English Manchester City FC, the Portuguese FC Porto and the German SV Werder Bremen presented their training programmes. The reflection of the club philosophy and the vision of youth football development formed an indispensable condition for their presentations. This form of the congress organization was not chosen accidentally: it enables experts to simulate training routine and player development systems in new ways.

An important element of the coaching forum was its division into two nominal parts. Firstly, the participants had the theory sessions and discussions of the received information. Then, practice sessions followed, which allowed the coaches to demonstrate the basic elements of their training directly on the field of play.



## ACADEMY

” We had no doubts that the people, who had attended the Congress last year, were happy to return here again, since we organized the event of a very high level. And it’s not just about the names, but also about the work both in this hall and on the pitch “

*Patrick van Leeuwen, FC Shakhtar Academy Director*



EVERY DAY...





EVERY DAY...



## YOUTH TOURNAMENT OF EUROPEAN LEVEL

FC Shakhtar Academy played host to the International Youth Football Tournament dedicated to the club's 75th anniversary. The participants from Ukraine, Spain, England, Italy, the Netherlands, the Russian Federation and Romania took part in it. **ACCORDING TO ITS COMPOSITION AND THE LEVEL OF FOOTBALL PERFORMANCE, THE INTERNATIONAL YOUTH TOURNAMENT HAS BECOME ONE OF EUROPE'S MOST RESPECTED YOUTH COMPETITIONS.**

Shakhtar, Barcelona, Inter, Manchester City, Ajax, Spartak, Romania national team and Togliatti-based Konoplyov Football Academy were competing against each other to progress to the semi-finals (in two groups of four teams). Hundreds of fans in the stands followed the developments. The players turned in some outstanding and rich performance with goals and tough competition.

The International Youth Tournament was won by Barcelona. The Catalans beat their Shakhtar Donetsk counterparts in the final. In the third place decider, Inter Milan outplayed Ajax. The boys from Romania claimed the fifth spot, the Man City took the sixth. Konoplyov Academy occupied the seventh place and Spartak Moscow — the eighth.

**59**  
goals

WERE SCORED BY THE TEAMS  
IN THE INTERNATIONAL YOUTH  
TOURNAMENT











SHAKHTAR'S SUCCESSFUL PERFORMANCE IN THE SEASON 2011/12 OWES MUCH TO THE PROFESSIONAL WORK OF THE CLUB'S MEDICAL DEPARTMENT, WHICH CLOSELY COLLABORATES WITH THEIR BRITISH COLLEAGUES FROM CHELSEA FC. THE EXPERTS FROM DONETSK HIT THE HEADLINES NOT ONLY IN UKRAINE, BUT ALSO IN THE INTERNATIONAL ARENA. FC SHAKHTAR WERE THE INITIATORS OF THE UEFA CHAMPIONS LEAGUE INJURY STUDY MEETING, WHICH WAS ATTENDED BY THE MEDICALS FROM TOP EUROPEAN CLUBS. THE PITMEN PURCHASED ADVANCED MEDICAL EQUIPMENT. AND THE MEDICAL DEPARTMENT WAS JOINED BY A FRENCH PHYSIOTHERAPIST WHO IS VASTLY EXPERIENCED IN DEALING WITH KNEE AND MUSCLE INJURIES.

# 15

CLUBS FROM 6 COUNTRIES  
TOOK PART IN THE MEDICAL  
CONGRESS

## UCL INJURY STUDY MEETING

The UEFA Champions League Injury Study Meeting was attended by the heads of medical departments and doctors of Europe's leading clubs taking part in the UEFA Champions League. Prominent medical experts shared with their colleagues the latest practices, discussed the prospects of cooperation between the representatives of European clubs and UEFA on injury prevention.

### **THE ADDRESS BY THE UEFA MEDICAL COMMITTEE VICE-CHAIRMAN, PROF. JAN EKSTRAND, DREW SPECIAL ATTENTION AT THE CONGRESS.**

He introduced the guests to the latest research based on the analysis of more than 16 000 cases of various player injuries. The report attracted major interest and discussion. The doctors came to the conclusion that streamlined communication between the club's medical department and the head coach is vital for improving player availability.

Besides, the representatives of Shakhtar, Chelsea, Manchester United, Inter, Bayern, Porto, Tottenham, Juventus shared with the colleagues their vision of the development of modern medicine.

UCL Injury  
Study Meeting







EVERY DAY...















” New equipment allows you to demonstrate a player his condition, which is utterly important in the early stages of any training camp and during the offseason. In addition, it allows to timely identify health risks and prevent certain injuries “

## STATE-OF-THE-ART MEDICAL EQUIPMENT

Equipment of Shakhtar medical department was replenished with the isokinetic training machine that helps to speed up recovery of players from injuries. Such equipment is widely used by the largest European rehabilitation centres and the continent’s leading football clubs.

The new medical device allows to demonstrate to the player his condition at the time of the examination, which is extremely important in the beginning of training camps and during mid-season breaks.

Moreover, the **MODERN TECHNOLOGY ALLOWS TO TIMELY REVEAL HEALTH RISKS AND PREVENT CERTAIN INJURIES IN PLAYERS.**

FC Shakhtar also acquired ultrasound equipment of the latest generation with the Digital Signal Processing function, which provides high quality images and, therefore, quality diagnostics. The medical department purchased a portable electrocardiograph, equipment for cryotherapy (cold therapy), a cryoultrasound (the combination of cold therapy and ultrasound). They also purchased new exercise equipment and the Game Ready system used for the post-operative rehabilitation in sports medicine.

## COLLABORATION BETWEEN SHAKHTAR AND CHELSEA

Early in the season 2011/12, there was a change in the medical department management. **DOCTOR PACO BIOSCA, WHO HAD SERVED AS SHAKHTAR MEDICAL DEPARTMENT HEAD FOR MANY YEARS, MOVED TO LONDON-BASED CHELSEA FC.** He was replaced by Artur Gluschenko.

Having taken up his appointment as Medical Director at Chelsea FC, the Spanish specialist did not break his connections with Shakhtar. He continues to communicate with the club, giving the necessary advice. Thus, in early 2012, Paco Biosca organized a two-month stay in rehab centre at Chelsea for Shakhtar defender Dmytro Chygrynskiy. The footballer underwent the recovery procedures under the supervision of England’s two best physios. In addition, the idea of organising the UEFA Champions League Injury Study Meeting in Donetsk belongs to Paco. Shakhtar was suggested as the host club by the Spaniard at last year’s congress in Milan and approved by the majority of participants. And the joint report by the Chief Medical Officers of the Donetsk and London clubs about growth factors found great interest from the forum participants.

# 22

GUESTS ATTENDED UEFA CHAMPIONS LEAGUE INJURY STUDY MEETING



” Clement Hazard is responsible for organizing rehabilitation procedures for the players and for prevention of possible injuries and damage. He has solid experience in the field of knee injuries and problems with muscles “

**30–  
45**  
minutes

LASTS A DAILY RECOVERY  
SESSION FOR AN  
INJURED PLAYER

**45–  
60**  
minutes

LASTS ONE REHAB SESSION

### EXPERIENCED REHABILITATION SPECIALIST

In October 2011, physio Clement Hazard was invited to work in the medical department of the club. **CLEMENT IS THE FIRST FRENCH EMPLOYEE IN CLUB'S HISTORY. AT SHAKHTAR, MR HAZARD IS RESPONSIBLE FOR ORGANIZING REHABILITATION PROCEDURES FOR THE PLAYERS AND FOR PREVENTION OF POSSIBLE INJURIES AND DAMAGE.** Clement has solid work experience in the field of knee injuries and problems with muscles. The French expert received his invaluable skills in Colombia, where he worked with France U21 team within the framework of U21 FIFA World Cup.

Hazard has a French diploma (University of Pau), he majored in physical culture, a diploma and the defended thesis of a Belgian university (University of Louvain-La-Neuve) in physiotherapy and rehabilitation, plus education in the field of sports physiotherapy.

Before joining Shakhtar, Clement Hazard had some solid practice at the European Center for Rehabilitation of Athletes (CERS Capbreton) in Capbreton (France) and at the Medical Centre of Clairefontaine, the French Football Federation.



## MEDICINE

” Shakhtar closely collaborates with the medical services of London-based Chelsea FC



EVERY DAY...



# TERRITORY OF LOADS AND WINS

FC SHAKHTAR DONETSK'S SPORTS INFRASTRUCTURE COMPRISE DONBASS ARENA STADIUM AND KIRSHA SUBURBAN TRAINING CENTRE. THE FACILITIES ARE BUILT USING THE LATEST TECHNOLOGY AND QUALITY STANDARDS, WHICH ALLOWS TO CREATE FAVOURABLE CONDITIONS FOR THE TEAM'S SPORTING ACHIEVEMENTS

# 155

players

RESIDED AT STB KIRSHA  
IN THE SEASON 2011/12

# 10.5<sub>ha</sub>

ARE COVERED BY THE POND

# 43<sub>ha</sub>

IS THE TOTAL AREA OF  
THE CENTRE

## KIRSHA TRAINING CENTRE

Kirsha training facility is located 15km away from Donetsk. **THE CONDITIONS CREATED HERE MEET THE HIGHEST EUROPEAN STANDARDS**

### FIRST TEAM

There are 18 double rooms in the main hotel of the centre for the footballers and 6 rooms for coaching staff to live in. In the season 2011/12, the building was refurbished, new televisions and beds were put in the footballers' rooms. Besides, two extra rooms for players and Wi-Fi Internet connection were added.

### U-21 AND SHAKHTAR-3

The building for the reserve team and Shakhtar-3 is a mini copy of the main hotel. It has 32 rooms for players and 6 rooms for coaching staff. Here, there is all necessary equipment for the educational and training process, rehabilitation and treatment of the players. In the season 2011/12, the building corridors were redecorated and Wi-Fi Internet connection was added.

### ACADEMY

The Academy residential building has 30 double rooms fitted with modern furniture and equipment for the players of U-14, U-15, U-16 and U-17 teams. The players train on the STB Kirsha pitches. In the season 2011/12, they redecorated the Academy suites and added Wi-Fi Internet connection there.

### PITCHES

Besides the covered arena, there are nine pitches in the territory of the Kirsha Training Centre: one artificial and eight natural ones. ONE PITCH TURF HAS PASSED CERTIFICATION TO HOST MATCHES OF THE RESERVES AND THE UKRAINIAN SECOND LEAGUE GAMES. One more pitch was reconstructed in line with the design by British STRI and equipped with drainage system, automated irrigation and heating.



## SPORTS INFRASTRUCTURE

” I want to thank Yuriy Taktashev and all personnel at the facility. We still have fond memories of staying here. You managed to create the best conditions for us. The centre is great, the people are very nice

“

*Bernard Desumer, Vice-President of French Football Federation*

### **PARK AREA**

There are about 4 500 trees and almost 3 000 bushes growing at the facility. The park area was improved by adding waterfall cascades to the STB Kirsha pond.

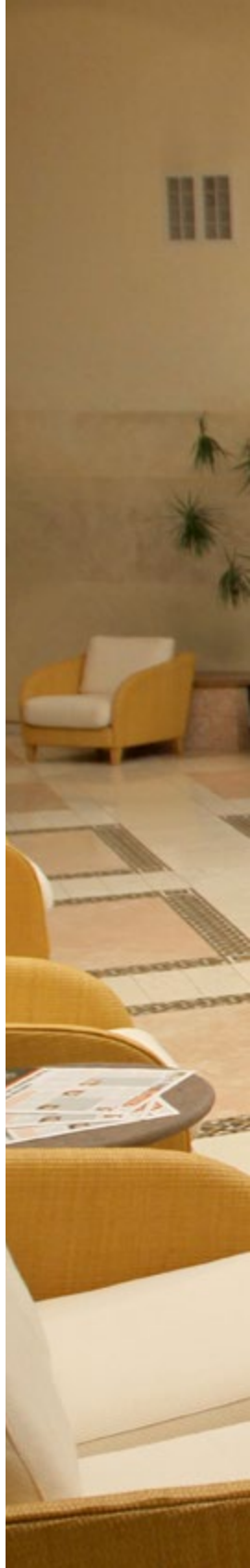
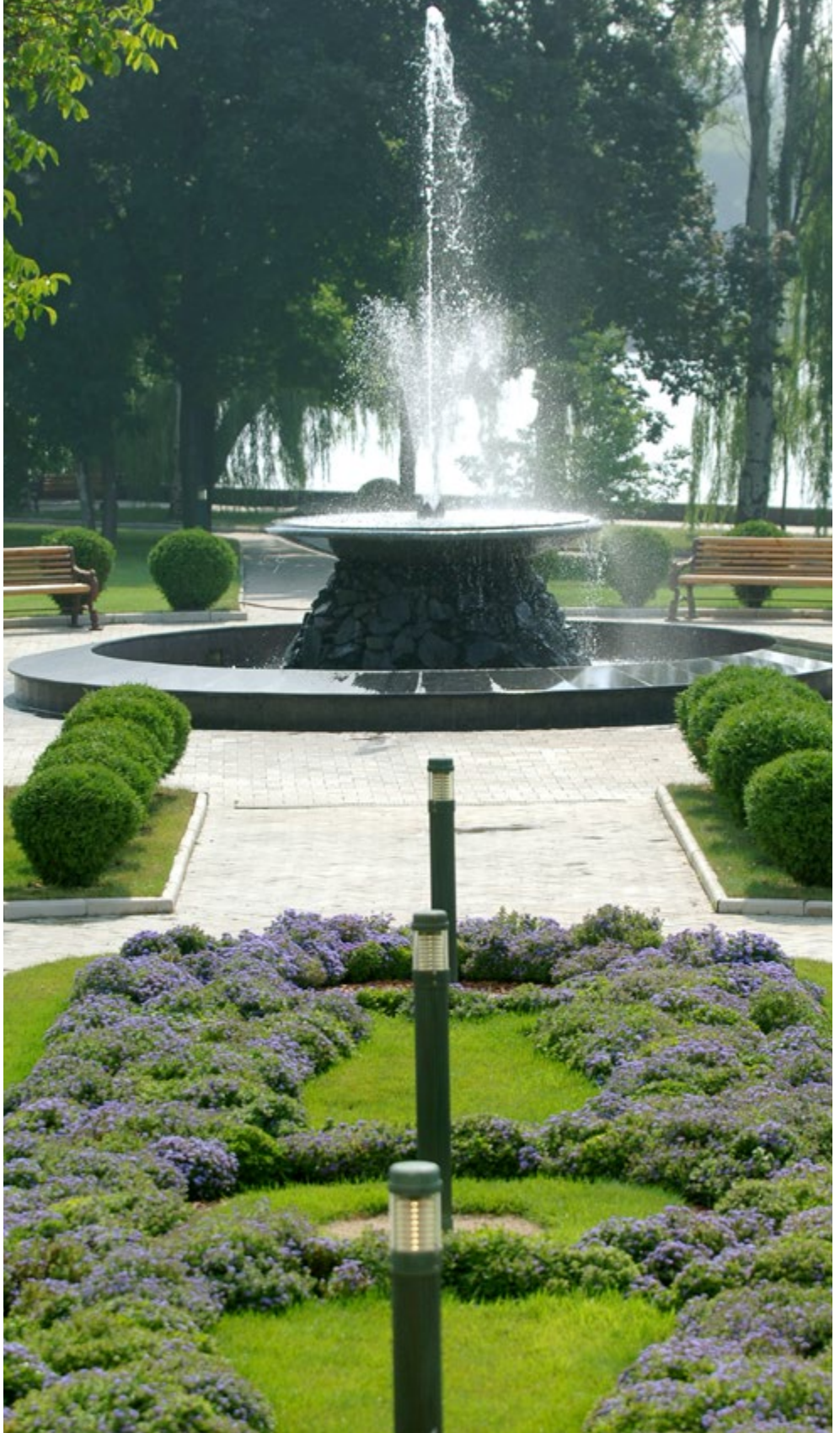
### **EURO 2012**

During the UEFA EURO 2012, STB Kirsha accommodated the national teams of France and Spain. The guests highly appreciated the merits of the facility.



EVERY DAY...













EVERY DAY...



## DONBASS ARENA STADIUM

Donbass Arena is the main venue in FC Shakhtar's sports infrastructure, which can receive the matches of the highest level and public events of any format.

### MEDIA FACILITIES

The Pitmen's home stadium provides the mass media with the best facilities. They comprise 189 specially equipped workstations in the stand, including 45 commentator positions. Besides, there is a conference room; the room for reporters, photographers and interpreters, as well as a flash interview area and a mixed zone. They have a high-speed Wi-Fi Internet access.

**STARTING FROM THE SEASON 2011/12, DONBASS ARENA OFFERED THE BROADCASTERS TO USE THE IN-HOUSE TV INFRASTRUCTURE.** Now TV people can use two beauty shot cameras and TV studios for better TV production.

The working conditions for the media were improved last year. Before the 2012 European Championships, they expanded the media box and replaced two-seat tables with three-seat ones. Also, according to the common practice of holding major football events, they built a media centre near the Donbass Arena with all the necessary conditions in place for journalists during EURO 2012.

### CATERING

A fan café with the floor area of 245 sq. m designed to seat up to 100 people is located in the Donbass Arena's southern part, on level one. 53 fast food outlets operate on match days and during other major events in the Donbass Arena bowl, plus remote street food outlets located outside the stadium perimeter, alongside the Walk of Fame. The restaurants Diamond, Platinum, Gold and four Silver bars were opened for VIP guests. The holders of season tickets of respective categories are served food and drinks there. Special boxes are at the disposal of the Donbass Arena's corporate clients.

### TRIBUNELounge

Level five in the northern part of the Donbass Arena houses Tribunelounge lounge bar. Modern lighting and AV equipment allows to host the club events and concerts to the highest standards. Tribunelounge is considered as one of the best nightclub spots in Donetsk.

# 180 seats

IS THE CAPACITY OF THE PRESS  
CONFERENCE ROOM AT THE  
DONBASS ARENA

# 45 corporate boxes

ARE AVAILABLE AT  
THE DONBASS ARENA

# 700 visitors

CAN BE EASILY ACCOMODATED  
AT TRIBUNELounge FOR  
A STANDING BUFFET



**1 003**  
parking spaces  
CREATED AT  
THE DONBASS ARENA

**700**  
sq. m  
IS THE FLOOR AREA OF FRESH  
FITNESS CENTRE'S GYM

**45 329**  
people  
VISITED THE MUSEUM IN  
THE SEASON 2011/12

#### CAR PARKS

Donbass Arena has five parking areas. In the season 2011/12, the car parks have been expanded from 947 to 1 003 spaces for vehicles. They have also identified the parking areas for the people with disabilities, as well as for OB vans.

#### FRESH FITNESS CENTRE

The Donbass Arena houses Fresh Fitness Centre. The centre comprises a gymnasium, boxing and ski mountaineering studios, halls for aerobics, Pilates and martial arts, a solarium, a sauna, rooms for sports and rehabilitation massage, a diagnostics room, a fitness bar and a children's club.

#### FC SHAKHTAR MUSEUM

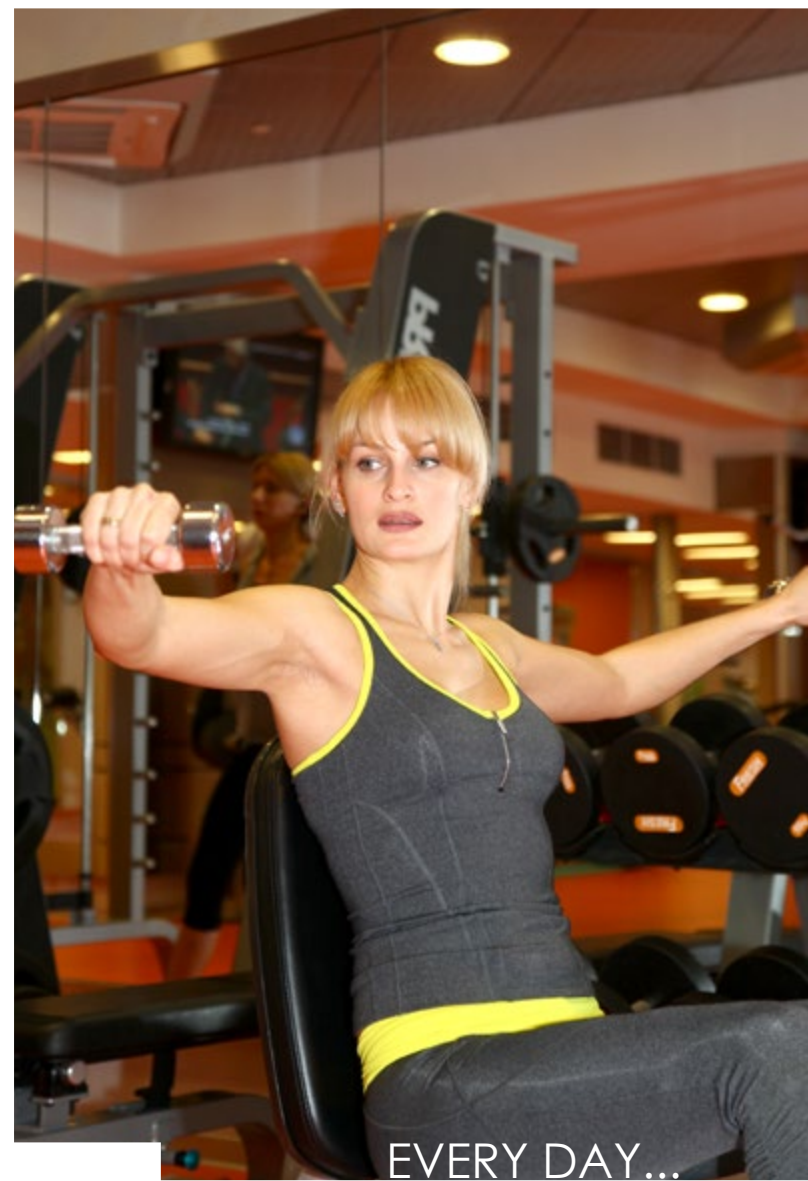
FC Shakhtar History Museum, located at the Donbass Arena, is the biggest sports museum in Ukraine. Its floor area is about 400 sq. m. **HERE, SHAKHTAR FANS CAN NOT ONLY HAVE A LOOK AT ARCHIVE PHOTOS AND VIDEOS, BUT ALSO IMMERSE THEMSELVES INTO THE CLUB HISTORY INSIDE THE UNIQUE INTERACTIVE SHOW ROOM.**

During the season, the museum was visited by 45 329 people. And this is despite the fact that the museum had been closed for two months in connection with the preparations and receiving UEFA EURO 2012.

#### FAN SHOP

Fan shop at Donbass Arena is the largest fc shop in Ukraine and the largest shop selling Nike sportswear in Europe. On the shopping space of 390 sq.m., they sell FC Shakhtar branded clothes, footwear and accessories, hundreds of souvenirs and merchandise.

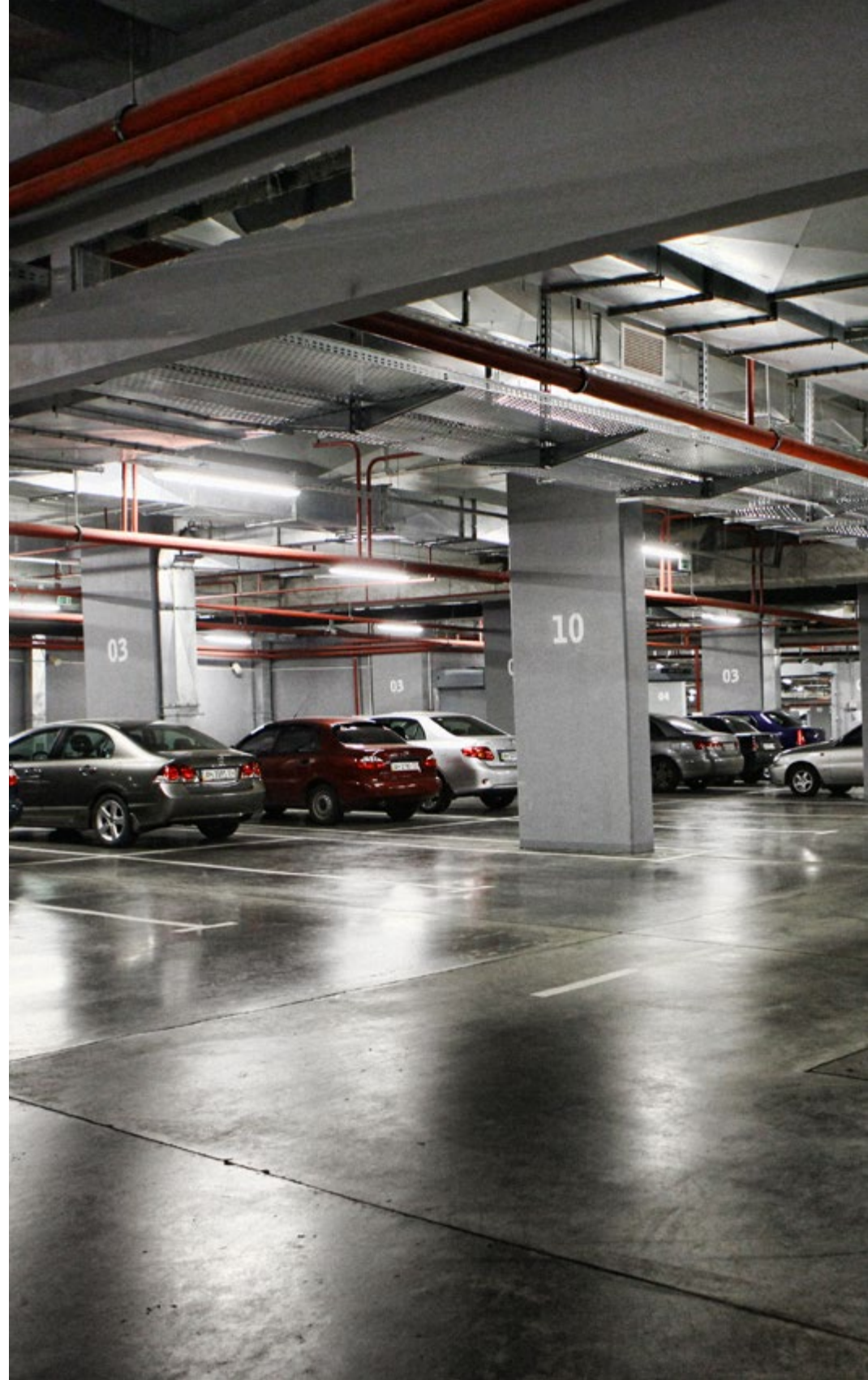






















## OUR WEALTH IS OUR SUPPORTERS!

SHAKHTAR IS THE MOST VISITED CLUB IN THE UKRAINIAN PREMIER LEAGUE. AND THE NUMBER OF ITS FANS GROWS DAILY. IN TURN, THE PITMEN DO NOT GET TIRED OF REPEATING THAT WITHOUT FANS, FOOTBALL WOULD NOT MAKE ANY SENSE TO THEM. THE PITMEN TAKE TO THE PITCH AND MINE FOR TROPHIES SOLELY FOR THEIR SUPPORTERS.

**5 000**  
people

GATHERED TOGETHER AT  
THE CEREMONY OF LAYING  
THE STAR TO THE FANS

**32**  
personalized stars

WILL BE LAID IN  
FC SHAKHTAR'S WALK OF FAME

### STAR TO THE FANS WAS UNVEILED

On May 14, 2011, at the ceremony of celebrating the club's 75th anniversary, the President of FC Shakhtar Rinat Akhmetov announced that another star would appear on the Pitmen's Walk of Fame near the Donbass Arena, dedicated to those who support the team. A few months later, on August 27, which coincided with the City of Donetsk Day and the Coal Industry Day, the promise was fulfilled: they unveiled the star with To FC Shakhtar Supporters lettering.

The solemn ceremony was preceded by a festival of songs about Shakhtar, in which the club fans took part. **THE STAR-LAYING CEREMONY WAS ATTENDED BY THE PRESIDENT OF FC SHAKHTAR DONETSK, THE COACHING STAFF AND THE PLAYERS.**



## OUR SUPPORTERS

” The supporters are in our hearts. We play and win for them. If we did not have them, we would have neither the titles nor the UEFA Cup. Your support, your criticism, your faith - that’s what makes our team strong and our dream real “

*Rinat Akhmetov, FC Shakhtar President*



EVERY DAY...





EVERY DAY...





### GROWING MATCH ATTENDANCE

Last season, the average attendance at the Pitmen's home games rose by 9% against the previous year, reaching the figure of 37 050. **THE GREATEST NUMBER OF FANS — 53 207 — WERE PRESENT AT THE UKRAINIAN PREMIER LEAGUE MATCHDAY 26 GAME SHAKHTAR VS DYNAMO ON 7 APRIL 2012.** This accomplishment has set the attendance record in history of the Donbass Arena.

The season saw four games attended by 40 plus thousand people: those were Shakhtar's encounters with Dynamo, Olexandriya, Metalist and Karpaty. For comparison: in the season 2010/11, there were just two such games in terms of attendance (against Dynamo and Dnipro).

Average attendance at FC Shakhtar Donetsk's home Ukrainian League games, thousand people



The attendance by season card holders has increased by 13% year on year. FanID card holders also come to the arena more frequently (for comparison: season 2010/11—33 585 people, season 2011/12—53 805). The growth rate is 60%.

Attendance at the Ukrainian Premier League matches, season 2011/12, people\*

No.	Team	Attendance
1	<b>Shakhtar</b> Donetsk	779 689
2	<b>Metalist</b> Kharkiv	593 800
3	<b>Dynamo</b> Kyiv	558 904
4	<b>Dnipro</b> Dnipropetrovsk	456 335
5	<b>Chornomorets</b> Odesa	377 145
6	<b>Kapaty</b> Lviv	343 955
7	<b>Kryvbas</b> Kryvyi Rih	266 774
8	<b>Illichivets</b> Mariupol	252 661
9	<b>Tavriya</b> Simferopol	252 243
10	<b>Vorskla</b> Poltava	248 488
11	<b>Zorya</b> Luhansk	241 580
12	<b>Arsenal</b> Kyiv	241 322
13	<b>Volyn</b> Lutsk	223 683
14	<b>Obolon</b> Kyiv	213 397
15	<b>Olexandriya</b> Olexandriya	211 864
16	<b>Metalurh</b> Donetsk	159 708

\* Source: www.fpl.ua

**37 050**  
is

THE AVERAGE ATTEDANCE AT FC SHAKHTAR'S HOME GAMES IN THE UKRAINIAN PREMIER LEAGUE SEASON 2011/12

**15 484**  
supporters

HAVE ATTENDED MORE THAN 10 MATCHES IN THE SEASON











# 458

fans

ATTENDED JADSON'S  
FAREWELL PRESS  
CONFERENCE ON  
16 JANUARY 2012

# 8 378

fans

TOOK PART IN THE MEETINGS  
WITH FOOTBALLERS

Sergei Palkin talks  
to the fans



Orange Laces  
project featuring  
Andriy Pyatov



## MEETINGS WITH SUPPORTERS

FC Shakhtar players try to meet with the fans as often as possible. **IN THE SEASON 2011/12, THEY HELD 30 SUCH MEETINGS ATTENDED BY MORE THAN 8 000 FANS.** The first-team players came to visit the children from the School Club four times, the children from the Orange Laces club six times, they also met with the Student Club members five times. The players awarded prizes four times, had dinner with the Family Club participants, met with representatives of fan clubs. In addition, the players descended into the mine, visited hospitals and donated medical equipment.

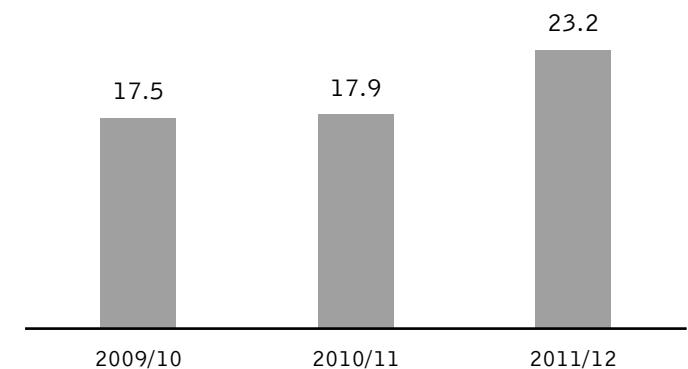
Three times this season, Sergei Palkin had traditional meetings with fans — over 600 fans asked the questions of importance.

## SEASON CARD HOLDERS FORM AN INTEGRAL PART OF THE CLUB

The fans form an integral part of Shakhtar, and the number of its loyal fans grows as the club progresses. **IN THE SEASON 2011/12, 23 248 SEASON TICKETS WERE SOLD**, which is 32% more than the year before. That is, the number of the season pass holders increased by 5 827 people. It is worth noting that 87% of these fans have purchased the 2012/13 season cards using the accumulated discount for attending matches last season.

The season card holders enjoyed the opportunity to be among the first to purchase tickets for all the non-football events at the Donbass Arena throughout the season, as well as the matches of UEFA EURO 2012. The most dedicated fans of the team were constantly in touch with the club: 39 808 letters, 156 323 emails and 1 415 260 text messages were forwarded to them.

Season card holders, thousand people





## FANID PROJECT

The FanID project running for several seasons now, attracts more and more participants. **THIS FOOTBALL YEAR HAS SEEN 13 489 FANID CARD HOLDERS ATTEND AT LEAST ONE GAME** (there have been 12 362 such spectators in the season 2010/11). All in all, FanID card holders purchased 53 805 tickets, 19 395 tickets more compared to the season 2010/11. 5 369 FanID cardholders acquired the passes for the Champions League edition 2011/12 using their priority right.

Among the FanID cardholders, about 50% reside in Donetsk, 36% live in the oblast, while 13–15% come from other cities and regions of Ukraine.



EVERY DAY...









Мой любимый  
«Детки  
ФК







EVERY DAY...





## OUR SUPPORTERS

” Developing the idea of family visits to football matches is one of Shakhtar’s major objectives in terms of building a new football audience “

*Joe Palmer,*

*Executive Director for Strategy, Commerce and Marketing at FC Shakhtar*

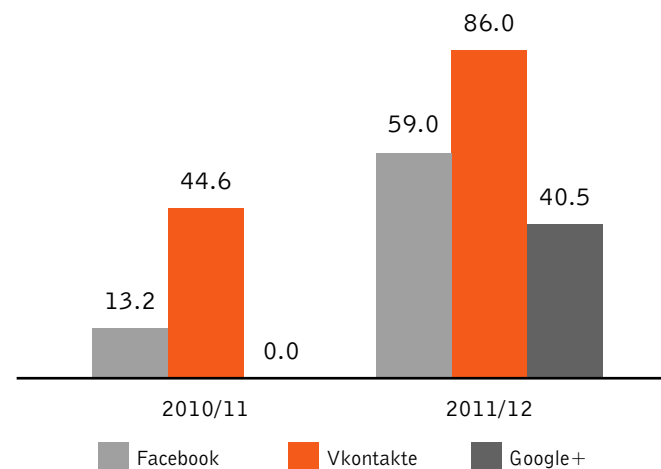
### SHAKHTAR IN SOCIAL NETWORKS

The number of Shakhtar fans visiting the club’s VKontakte page has increased twofold compared to the last season, exceeding 86 000 people. The number of Shakhtar supporters who registered on the club’s official page in Facebook at the end of the football year exceeded 59 000, which is four times more than in the previous season. Over 40 000 users expressed their support of the Pitmen in Shakhtar’s Google+ circle just this season.

FC Shakhtar CEO is the only chief executive among the heads of Ukrainian Premier League football clubs, who has a personal page on Facebook and who actively communicates with the fans. His page boasts over 5 000 subscribers.

**SHAKHTAR HAS BEEN THE FIRST FOOTBALL CLUB IN EASTERN EUROPE TO ORGANIZE LIVE BROADCAST OF THE MATCH VIA YOUTUBE.** Besides, the club has been ranked among the top 5 Ukrainian brands in Facebook social network in 2011.

FC Shakhtar communities, thousand people



### FAN LAND: FOOTBALL ENTERTAINMENT FOR THE WHOLE FAMILY

In order to turn your football visit into an enjoyable family pastime, FC Shakhtar Donetsk has set up in the park around the Donbass Arena the entertainment area called the Fan Land. Since 7 April 2012, the entertainment area comes to life before the Pitmen’s every home game. It features vivid inflatable amusements, relay races, quizzes, contests with prizes, photo areas, a face-art station and a mini football field.

**48 290**  
supporters  
from **98** countries  
WERE FOLLOWING SHAKHTAR VS  
METALIST GAME VIA YOUTUBE

**14**  
nations  
ARE REPRESENTED BY  
THE PEOPLE VISITING  
SHAKHTAR’S OFFICIAL  
FACEBOOK PAGE

**7 500**  
children  
HAVE VISITED THE FAN LAND  
SINCE ITS OPENING



FC SHAKHTAR IS CONTINUOUSLY INVOLVED IN THE CITY LIFE, HELPING TO SOLVE URGENT SOCIAL PROBLEMS. THE CLUB'S PRIORITIES IN THIS SPHERE ARE CHARITY, HEALTH, EDUCATION, SOCIAL INCLUSION AND LANDSCAPING

# 3 600

children

WERE ADOPTED BY VIRTUE  
OF WWW.SIROTSTVY.NET

## CHARITY

### NO TO PARENTLESSNESS!

Shakhtar and Rinat Akhmetov's Development of Ukraine foundation marked one year of the joint activities within the framework of the No to Parentlessness! project. This is one of the strategic lines of the football club's social work. The project target is tackling the problem of parentless children in Ukraine through an informative campaign, personal involvement of players and coaches of FC Shakhtar Donetsk in the project, measures to support the national adoption portal [www.sirostvy.net](http://www.sirostvy.net), provision of moral and material support to parentless children.

**IN THE SEASON 2011/12, THE CLUB JOINTLY WITH THE FOUNDATION ACTIVELY PROMOTED THE IDEA OF NATIONAL ADOPTION AND FAMILY VALUES** by making

and placing public service commercials and cartoons. The related campaigns involved the first team players, they also held the Adoption Day at the Donbass Arena.

On April 21, the match between Shakhtar and Tavriya was held in support of the [www.sirostvy.net](http://www.sirostvy.net) portal. The Pitmen took to the pitch wearing T-shirts featuring the portal's website address. The footballers were led to the pitch by the pupils from boarding schools and orphanages of Donetsk oblast. After the match, Mircea Lucescu said that the team decided to buy a house to turn it into a family-type home for parentless children. This is not a single contribution. In the future, the players plan to do everything possible to help parentless children.



CORPORATE SOCIAL RESPONSIBILITY

” The team and I decided to buy a house for the children who don't have parents. But we are not going to stop there, we will continue to do everything to help them out “

*Mircea Lucescu, FC Shakhtar Head Coach*



EVERY DAY...













EVERY DAY...



” Patrons should not shy away from investing in a solution of this problem. Three allies should be together: authorities, business and society. A child should be brought up in a family. A child must have his/her own home “

*Rinat Akhmetov,  
FC Shakhtar President*

## SHAKHTAR FOR CHILDREN!

19 December, on St. Nicholas Day, FC Shakhtar President Rinat Akhmetov and his friend, composer Igor Krutoy, held a traditional charity event. They were visiting orphanages, providing charitable aid to children's homes, boarding schools and other institutions.

**FOR THE FIRST TIME IN 11 YEARS OF THE CAMPAIGN'S EXISTENCE THE DIGNITARIES EXPANDED THE GEOGRAPHY OF VISITS AND PERSONALLY WENT TO SEE THE KIDS FROM DNIPROPETROVSK AND DNIPROPETROVSK OBLAST: CHILDREN'S HOME NUMBER 1 AND FAMILY-TYPE ORPHANAGE OF THE PINCHUK FAMILY.**

At Donbass Arena Rinat Akhmetov's Development of Ukraine foundation held a holiday event for 200 children from boarding schools in Donetsk and Makeyevka. In the framework of the event, the charitable aid was provided to 143 children's homes, boarding schools, hospitals, health centres, orphanages and child care centres in Donetsk Oblast. Also, the money was sent for the purchase of sports equipment. Hospitals were provided with funds for buying medical equipment for treatment and diagnosis. 20 600 children received greetings and presents.

# 200 children

FROM BOARDING SCHOOLS IN  
DONETSK AND MAKEYEVKA  
VISITED A HOLIDAY EVENT  
HELD AT DONBASS ARENA ON  
19 DECEMBER

# 143 orphanages

RECEIVED CHARITABLE  
AID IN THE FRAMEWORK OF  
THE CHARITY CAMPAIGN

Adhering to traditions of  
St. Nicholas Day





” The tournament brought together all Donetsk schools. And, most importantly, it is conducted among children representing the age, which the specialists of our Academy are most interested in “

**Andriy Gladchenko,**

*FC Shakhtar Head of Supporter Relations Department*

**1 800**  
children  
TOOK PART IN  
THE SHAKHTAR CUP

**4 600**  
spectators  
ATTENDED THE STUDENT  
LEAGUE FINAL AT  
DONBASS ARENA

The battle for  
the Shakhtar Cup



Student League:  
final in real time



## HEALTH

### SHAKHTAR CUP

For the sixth time in a row the Donetsk schools took part in the football tournament Shakhtar Cup: 1 800 pupils aged 9–10 from 150 city schools. The tournament, which promotes a healthy lifestyle among children, was held under the auspices of the club.

**THESE MATCHES WERE ATTENDED BY FC SHAKHTAR ACADEMY SCOUTS.**

Award ceremony and final matches of the tournament were held on the synthetic pitch of the Central Stadium Shakhtar. Having beaten their peers from Number 94 School, Number 28 School became the winner. For the fourth time in six years, Shakhtar Cup went to the Leninskiy District of Donetsk. All participants and finalists of the tournament received prizes and gifts from the football club.

### STUDENT LEAGUE

For the second consecutive year, FC Shakhtar organized mini soccer tournament among students of Donetsk and Makeyevka. 14 higher education institutions and 280 full-time students took part in the second season of Student league. The Pitmen's young midfielder Taras Stepanenko was the face of the competition.

The tournament was traditionally held in four stages. Preliminary games were held in the sports indoor facilities of DonNTU and SC Tekstilshik. **THE FINAL STAGE WAS THE CITY'S BIG FINAL AT DONBASS ARENA.** The final match of the tournament gathered an impressive audience. 4 600 spectators came to watch the teams representing DonNTU and The Donetsk State University of Management.

The Donetsk State University of Management team became the winners of the match, two-time winners of the Student league challenge cup and holders of gold medals. All winners received awards and gifts from the football club. A player, named as the best player of the tournament, won the individual award — an internship at FC Shakhtar Academy.



## CORPORATE SOCIAL RESPONSIBILITY

” An opportunity to take to the pitch of Donbass Arena is a great honour. Playing where the best play is already a victory!

“

*Yuriy Sviridov,  
FC Shakhtar Marketing and Communications Director*



EVERY DAY...













EVERY DAY...



## EDUCATION

### SCHOOL CLUB

Last season saw an increase in the number of pupils from Donetsk and Donetsk Oblast, who visited Shakhtar's games at Donbass Arena and attended fan sections' classes under the School Club project. 150 fan sections took part in the programme aimed at promoting football. In addition to traditional secondary general schools, two boarding schools for orphans and children of privileged categories, over whom Shakhtar took patronage, took part in School Club: School Number 10 and School Number 3 from Donetsk. The number of children in Shakhtar fan sections exceeded 5 000 people, with also a 32% increase in the number of girls involved in the project.

**THE WORK OF SCHOOL FAN SECTIONS WAS FOCUSED ON TWO MAIN AREAS: SUPPORTING SHAKHTAR DURING MATCHES AT DONBASS ARENA AND THE WORK OF FAN SECTIONS BEYOND THE STADIUM WITH LESSONS ABOUT THE HISTORY OF THE CLUB.**

In the framework of the project there was held a seminar at Donbass Arena, dedicated to the start of the football season and the school year.

4 promotions involving first-team players were held. For School Number 112 and School Number 63 there were organised meetings with Olexandr Chyzhov and Vasyl Kobin, dedicated to the Day of Knowledge — September 1. Makeyevka Sports School Number 1 was visited by Douglas Costa and Alan Patrick.

In addition, for the most active supporters of the project there was organized a press conference with Jadson and Olexandr Kucher in the Donbass Arena conference room, where the children had an opportunity to pose questions to their idols.

# 150

fan sections

WORKED IN DONETSK AND  
DONETSK OBLAST UNDER  
THE SCHOOL CLUB PROJECT

# 5 009

schoolchildren

REGISTERED FOR SCHOOL CLUB

# 62 550

schoolchildren

TOTAL ATTENDANCE AT SCHOOL  
SECTOR DURING THE SEASON



# 21

lessons

WERE HELD BY FC SHAKHTAR  
ACADEMY COACHES IN  
DONETSK SCHOOLS

# 1 105

children

ATTENDED A LESSON AT  
DONBASS ARENA

A lesson at  
Donbass Arena



Initiation into  
Orange Laces



#### ORANGE LACES

In December 2011, **DONBASS ARENA SAW A PRESENTATION OF A NEW FC SHAKHTAR PROJECT — CHILDREN'S CLUB CALLED ORANGE LACES, AIMED AT FORMING A NEW GENERATION OF THE CLUB'S FANS.**

The project is for children who are under 12 and includes four main points:

- FC Shakhtar children's club. After discharge from hospitals' maternity units, parents receive FC Shakhtar envelope with a corporate greeting card, information booklet and application form for registration.
- The educational programme Football For Schools. As part of this programme FC Shakhtar Academy coaches paid 21 visits to the Donetsk schools and held theory classes on healthy lifestyle, a balanced diet, and smoking cessation, as well as football session in the gym.

- A lesson at Donbass Arena — a programme for third-grade pupils of the Donetsk schools. The teachers held three lessons four times a week — Ukraine And I: FC Shakhtar History, mathematics, adapted to the football theme, physical culture. In total, in the 2011/12 season there were held 49 lessons for 1 105 pupils.
- The launch of the official website of Orange Laces club (<http://junior.shakhtar.com/ru/>), thanks to which 495 members of the club already signed up. All of them were invited to the ceremony for awarding the symbolic orange laces, certificates and FanID cards, held in one of the restaurants of Donbass Arena. Project participants received 'a little fan's set' personally from a FC Shakhtar first-team player.



## CORPORATE SOCIAL RESPONSIBILITY

” The club has created the concept that allows children to communicate with each other, share experiences, develop together. For Shakhtar one of the values is youth: Young players, young fans, young leadership. We will always invest in the development of youth “

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



EVERY DAY...







” Donbass Arena is the best stadium in Ukraine in terms of all of the accessibility standards for people with disabilities “

*Valeriy Sushkevich,*

*Chairman of the National Assembly of Disabled People, member of Ukrainian parliament*

## SOCIAL INCLUSION

### PARAFAN CLUB

In the 2011/12 season Shakhtar did everything possible for fans with disabilities to feel comfortable when attending Shakhtar's games at Donbass Arena. There are special areas for them and those accompanying them on the third level. **FOR PARTICIPANTS OF THE PARAFAN CLUB PROGRAMME THERE ARE CONSTRUCTED CONVENIENT ENTRANCES, SEPARATE FAST FOOD OUTLETS, CASH DESKS AND ALSO THE SYSTEM OF INDIVIDUAL INFRARED HEATING.**

The project participants are given Parafan Club cards. During two seasons of work 514 disabled people of Group 1 and 347 disabled people of Group 2 and Group 3 were included in the project. The largest parafan club called Terrikon, created on the basis of the Donetsk Regional Hospital of Rehabilitation Treatment, is provided with a bus for attending FC Shakhtar matches.

### FAMILY CLUB

Popularization of comfortable family visits to football games was one of the key objectives of FC Shakhtar corporate social responsibility in the 2011/12 season. Family Club, with its special children's menu, entertainers, playground, competitions and a ban on alcohol sales in the sectors, was actively operating for the fans with children in the 2011/12 season.

In the 2011/12 season, 11 929 people visited Shakhtar's league games as Family Club members. Compared to the previous season, attendance increased by 28%. 883 people decided to secure a permanent place for themselves and their loved ones in the 'family' sector and purchased season tickets. **MEETINGS WITH THE FIRST-TEAM PLAYERS WERE HELD FOR THE MOST ACTIVE PARTICIPANTS OF FAMILY CLUB.**

To promote family visits to football matches 32 promotions were held in public places of Donetsk, with advertisements in family entertainment places: cinema, circus, shopping malls.

**861**  
people

WITH DISABILITIES PARTICIPATE  
IN THE PARAFAN CLUB PROJECT

**11 929**  
people

WATCHED SHAKHTAR GAMES IN  
FAMILY CLUB SECTORS



---

---

# 28 tons

THE WEIGHT OF ROTATING  
GRANITE BALL IN  
THE DONBASS ARENA PARK

# 15 000 cubic meters

OF WATER IN THE POND OF  
THE STADIUM PARK

## LANDSCAPING

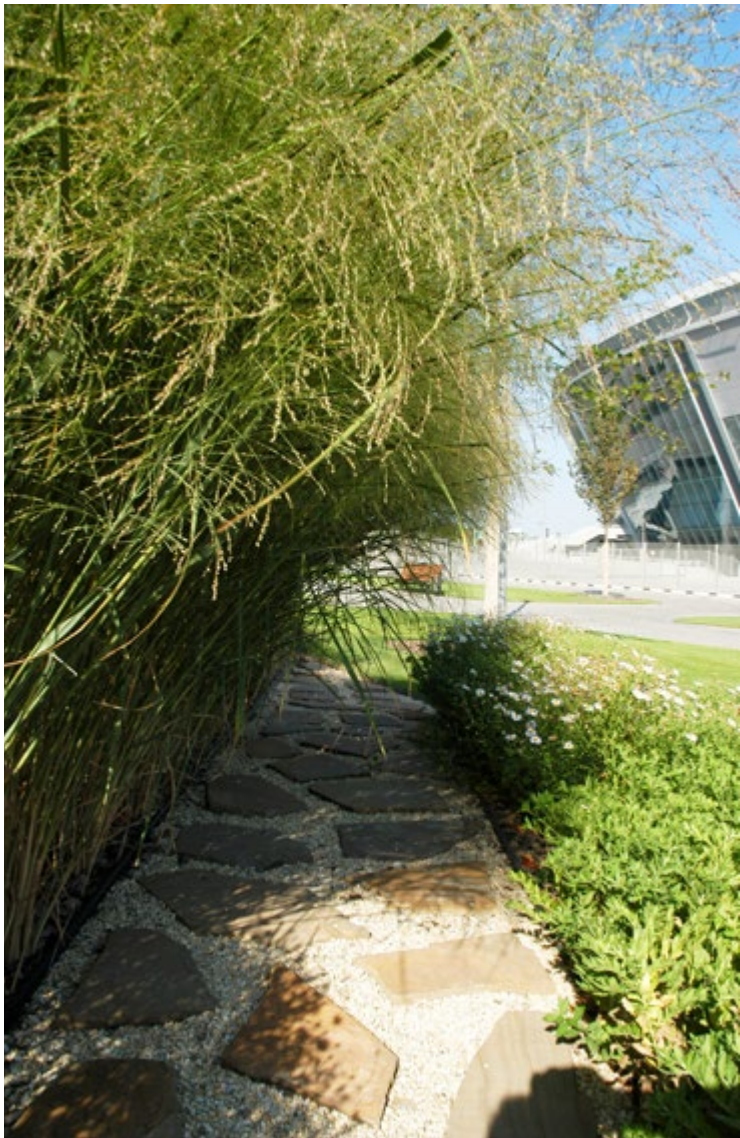
### DONBASS ARENA PARK

A distinguishing feature of Donbass Arena is a large green area of 25 hectares around the stadium. **IT IS A LARGE RECREATIONAL CENTRE, DESIGNED FOR RELAXATION OF RESIDENTS AND VISITORS TO THE CITY.**

In total, there are over 77 000 plants in the park, nearly half of them are roses. All the trees were brought from Germany's oldest nurseries Lappen and Lorberg, with their ages ranging from 20 to 30 years.

The main attraction of the park area is the world's largest 28-ton granite ball which rotates on the water and has more than 2.7 m in diameter, as well as waterfalls and ponds containing 15 000 cubic meters of water.





EVERY DAY...



FOR SHAKHTAR, THE 2011/12 SEASON MARKED A BOOST TO SPONSORSHIP ACTIVITIES

**1984**  
the year  
IFFHS WAS FOUNDED

## AWARDS AND RECOGNITIONS

During the season, Shakhtar repeatedly won prestigious awards and accolades in various areas of the club activity.

**INTERNATIONAL FEDERATION OF FOOTBALL HISTORY AND STATISTICS (IFFHS) NAMED SHAKHTAR AS THE MOST IMPROVED TEAM OF THE FIRST DECADE OF XXI CENTURY.**

For the Pitmen it was serious recognition of their achievements and successes. During the season, other departments were also recognized as the best.

At a gala ceremony held on May 7 in Barcelona, the award from IFFHS representatives was received by FC Shakhtar CEO Sergei Palkin.

In September 2011, FC Shakhtar Press Office was recognized as the best among the clubs of the Ukrainian Premier League. The Pitmen's official magazine and website became winners of the Best Corporate Media Of Ukraine 2011 contest. The club print edition was also nominated for the prestigious European Excellence Awards 2011. Various specialists named the club's website as the best on a number of occasions. Last season, it became the most visited site among all resources of the Ukrainian Premier League. FC Shakhtar Museum was nominated for the European Museum of The Year Award 2012.



CLUB IMAGE

” The IFFHS award makes Shakhtar proud. It is clearly the recognition of the club’s achievements. But our team is not going to rest on its laurels

“

*Sergei Palkin,  
FC Shakhtar CEO*



EVERY DAY...





EVERY DAY...





## NEW PLAYER KIT

On 8 July 2011, in front of the loyal supporters, there was held a presentation of Nike kit which the Pitmen put on for the 2011/12 season games.

The Shakhtar players and coaches were pleased with the new jersey. However, as Mircea Lucescu aptly said, 'The kit is beautiful, but we have to win.' **IT WAS THIS KIT IN WHICH MISTER'S CHARGES WON THE CHAMPIONSHIP GOLD MEDALS AND THE DOMESTIC CUP.**

## TV PROJECTS

Last season Shakhtar TV crew launched many creative projects.

In April 2012, they launched FCSD.tv online channel, through which you can access videos, interviews and broadcasts made by Shakhtar TV team. For convenience, the channel is divided into six units — matches, interviews, events, history, programmes and films. They are available to users of all modern mobile platforms.

Twice a week, Shakhtar fans can learn about the latest events in the life of the team thanks to FCSD News programme aired on Internet channel and TRC Donbass TV channel.

The premiere of the Thank You, Jadson film was held February 28 on Football TV channel and February 29 on the official club website. The film, directed by Valeriy Konovalov, reflected the history of the Brazilian midfielder's career at Shakhtar.

# 150 grammes

THE WEIGHT OF SHAKHTAR SHIRT

# 795 episodes

PRODUCED BY SHAKHTAR  
TV CREATIVE GROUP IN  
THE 2011/12 SEASON



A new kit from Nike



FC Shakhtar news:  
first broadcast











# 4

## Shakhtar players

TOOK PART IN FILMING  
PARALLEL COMMERCIAL

Champions'  
filling station



### FCSD CLOTHING COLLECTION

In spring 2012, FC Shakhtar released several new lines of clothing for fans under the slogan 'Wear with pride every day.' **DESIGNERS CREATED STYLISH AND FASHIONABLE ITEMS OF CLOTHING NOT ONLY FOR VISITS TO THE STADIUM, BUT ALSO FOR EVERYDAY LIFE.**

Men's and women's collections representing FCSD brand, updated and supplemented by a wide range of products of Retro line.

Shakhtar Trading Ltd specialists paid special attention to the women's clothing line Forever, presented in stylish pink skirts and shorts, elegant T-shirts with FC Shakhtar symbols and so on. Age group of children's collection greatly expanded — up to 14. In addition, the Pitmen's female football kit was presented in the club's branded shops. Last season, in addition to traditional orange and black colours, there were used khaki and gray ones.

**THE FANS' OPINION WAS THE BASIS WHEN CREATING A NEW COLLECTION.** To learn their preferences, Shakhtar Trading Ltd initially formed focus groups in which guests discussed the models and put forward their own ideas.

### CO-BRANDING AND SPONSORSHIP ACTIVATION

#### TOGETHER WITH PARALLEL

The whole football season saw FC Shakhtar working closely with a network of petrol stations Parallel. Not only the players but also the fans refuelled their vehicles. **THE NUMBER OF LOYAL CUSTOMERS INCREASED BY 37%, AND THE RETAIL SALE OF FUEL IN THE COMPANY'S NETWORK INCREASED BY 5%.**

Simultaneously, Parallel created an opportunity for the sale of the club's official club magazine Shakhtar at their stations. In addition, during halftimes of Shakhtar's games in the Ukrainian championship, the fans tried their luck in the Hit The Crossbar And Win Fuel From Parallel contest.





EVERY DAY...









80

parallel.ua

parallel.ua

AT

AT

3  
92 95 95

5

STAR



parallel.ua

parallel.ua

телефон горячей линии  
0 800 50 3333

parallel.ua





EVERY DAY...





## CLUB IMAGE

” We’re delighted to be launching this project, which we’ve put so much energy and enthusiasm into, because it’s a perfect expression of the concept of talent and puts at the centre of the whole operation the ‘genuine football fan’, the cornerstone of all our football activity “

*Marco Rota,*

*Indesit Company Brand & Consumer Marketing Director*

### NIKE STYLE

In the 2011/12 season FC Shakhtar continued its active cooperation with Nike, the team’s technical sponsor. In February 2012 the Shakhtar players Taras Stepanenko, Yevhen Seleznyov opened the first updated Nike brand shop in Donetsk and Eastern Europe. In addition, ahead of Euro 2012, Shakhtar players presented a new collection of Nike Clash boots, dedicated to the European Championship.

### POSSIBILITIES WITH OLYMPUS

Shakhtar’s final matches in the 2011/12 season saw worldwide brand Olympus acting as sponsor of the ball.

**SUCH PRACTICE IS WIDESPREAD IN THE EUROPEAN LEAGUES, BUT IN UKRAINE IT WAS IMPLEMENTED FOR THE FIRST TIME.**

In addition, Olympus is the official partner of the I Am The Shakhtar Fan! contest, organized to celebrate the 75th anniversary of the club. The company provided prizes for the winners, the most important of which was the professional camera Olympus E PL2 14–42 kit.

### INDESIT FOUND TALENTS

FC Shakhtar, alongside with Milan, Arsenal and PSG, took part in the European project Indesit Football Talents. The project is organized by their common official sponsor — the world-famous company Indesit.

Conditions of the contest implied registration on the website, or via social network Facebook, the posting of videos, photos or text, which clearly showed participants’ football skills and talents.

The following star players were the members of the jury: Shakhtar’s Henrikh Mkhitaryan, Darijo Srna, Luiz Adriano and Andriy Pyatov, Milan’s Kevin Prince Boateng, Alberto Aquilani, Urbi Emanuelson and Daniele Bonera, Arsenal’s Thomas Vermaelen, Johan Djourou, Theo Walcott and Jack Wilshere, PSG’s Diego Lugano, Maxwell, Christophe Jallet and Guillaume Hoarau.

# 512

people

ATTENDED THE OPENING OF  
AN UPDATED NIKE SHOP

# 514

people

PARTICIPATED IN THE I AM  
THE SHAKHTAR FAN! CONTEST

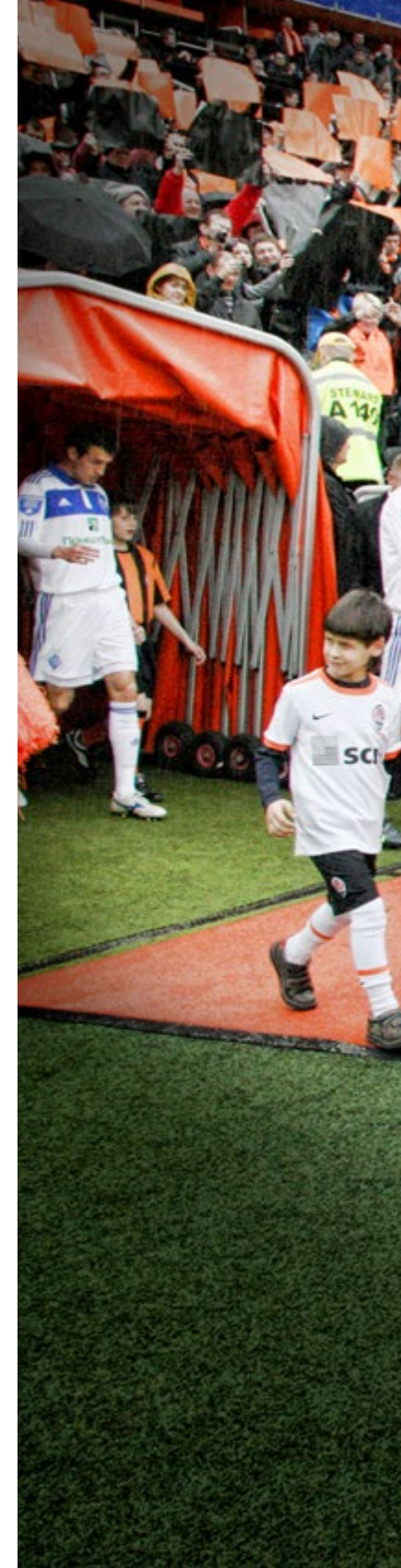


Football stars select talents



Footballers open  
Nike Shop



















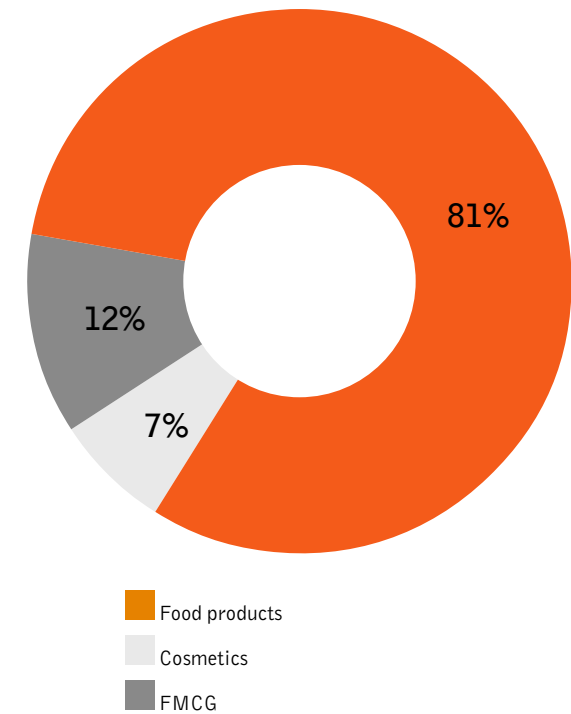
**10**  
**product items**  
WITH THE CLUB LOGO  
WENT ON SALE

### LICENSING AND IMAGE RIGHTS

In the 2011/12 season Shakhtar continued to develop a new type of commercial activity for the Ukrainian market — the sale of marketing rights for the production of products with the club logo.

**DURING THE YEAR THERE WERE SIGNED CONTRACTS FOR PRODUCTION OF CONSUMER GOODS WORTH A TOTAL OF UAH 1 MILLION 118 THOUSAND** excluding royalties from additional sales. Snacks, chocolates, beverages and cosmetic products with the logo of the club are produced under the Shakhtar brand name.

Royalty structure of licensed goods, 2011/12 season











EVERY DAY...



## IMAGE PROJECTS

### FACES OF GLOSS

Last season the Shakhtar players became the faces of glossy magazines and videos. **FERNANDINHO AND EDUARDO WERE FEATURED IN THE POPULAR VIVA! MAGAZINE. DMYTRO CHYGRYNSKIY AND YEVHEN SELEZNYOV TOOK PART IN A PHOTO SHOOT FOR ELLE MAGAZINE.** The photo shoot was dedicated to the upcoming European Championships, and was held at Donbass Arena.

### PREMIERE OF THE SHAKHTAR THE CHAMPIONS! VIDEO

For two days, the Pitmen's home venue hosted the shooting of the video for Gaitana's song Shakhtar the Champions! which featured Shakhtar's players and the Pitmen's head coach Mircea Lucescu. October 26 saw the premiere of the video on the Internet and on the leading Ukrainian TV channels. The song became one of the hits of the year.

### CITY IN THE STYLE OF THE CLUB

Donetsk saw the appearance of several new constructions, thematically related to Shakhtar. So, at the southern entrance to Donetsk, visitors and residents are met with the stele displaying the club logo. A goal-shaped tram stop was constructed near Donbass Arena, and orange and black letters FCSD appeared in the stadium park.

# 2

metres

HEIGHT OF EACH LETTER OF FCSD  
ABBREVIATION











” The book shows all my activities during the years spent at Shakhtar. I hope that while reading it you will see not only an author’s professionally written text, but you will also feel my love for Shakhtar and its fans who have always been supportive towards the team “

*Mircea Lucescu, FC Shakhtar Head Coach*

# 9

## hours

LASTED THE SHOOTING OF  
THE BACHELOR SHOW AT  
DONBASS ARENA

# 242

## pages

IN MIRCEA LUCESCU’S BOOK  
MY SHAKHTAR HISTORY

### KHOLOSTYAK

December 29 saw the shooting of the popular reality show Kholostyak (The Bachelor). The participants visited FC Shakhtar Museum, Fan Café and after putting on the club shirts held a demonstration training session at the stadium.

### MISTER’S BOOK

FC Shakhtar head coach Mircea Lucescu presented the book My Shakhtar History.

**THE EDITION INCLUDES NOT ONLY MISTER’S MEMORIES ABOUT YEARS SPENT AT SHAKHTAR, BUT ALSO A VARIETY OF EXCLUSIVE AND RARE PHOTOS.**

On 8 September 2011, the book was presented to journalists. Shakhtar’s players Darijo Srna, Eduardo, Olexandr Kucher, Douglas Costa, Dentinho and Alan Patrick took part in the presentation. My Shakhtar History became a bestseller and is actively sold in Shakhtar branded shops and Soyuzpechat kiosks.

The Bachelor show at  
the stadium









ONE OF THE MAIN FC SHAKHTAR ACTIVITIES IS THE CLUB'S EFFECTIVE COMMUNICATION WITH FANS AND MEDIA. FOR THAT THE PITMEN'S ARSENAL HAS AN OFFICIAL WEBSITE OF THE CLUB AND THE STADIUM, CLUB MAGAZINE, PRE-MATCH PROGRAMMES, CORPORATE NEWSPAPER. IN THE 2011/12 SEASON ALL THESE RESOURCES WERE ACTIVELY DEVELOPED AND RECOGNIZED NOT ONLY AT THE DOMESTIC LEVEL BUT ALSO AT THE INTERNATIONAL ONE.

# 150 000

**copies**

TOTAL CIRCULATION OF  
SHAKHTAR MAGAZINE IN  
THE 2011/12 SEASON

# 18 374 679 038

**letters**

PRINTED IN THE CLUB EDITION  
PAST SEASON

## SHAKHTAR MAGAZINE

The magazine was among the top five contenders for the prestigious European Excellence Awards 2011. This is an international forum, which annually determines the best professionals in the corporate media, PR-companies, communication resources in Europe. **SHAKHTAR WAS REPRESENTED IN ONE OF THE 59 CATEGORIES ALONG WITH SUCH FAMOUS BRANDS AS AUDI, CITROEN, VOLVO, NIKE, RONALD MCDONALD, MASTERCARD.**

In the External Publications category our competitors were publications which have much more experience in participating in such competitions: Einmalig 12 — Das Magazin der Bundesdruckerei (Bundesdruckerei company), Dimensions (Daimler company), Delphi Magazine (Deutsche Post DHL company) and Pulso (Telefónica company). Despite the fact that the jury chose the largest automobile concern Daimler, the fact of the Pitmen's inclusion in the top five was a great achievement, as Shakhtar acquired invaluable experience in international competitions for the first time.

In addition, in the Preservation And Enhancement Of Club Traditions, Important Educational Function, Interesting Rich Content And Modern Design category the Shakhtar magazine was among the winners of the sixth international business forum Innovative Marketing Communications. The club edition was the only representative of the sports industry. The Association of Ukrainian Sports Journalists named the Shakhtar official magazine as Best Sports Publication Of The Year.



” The inclusion of the Pitmen’s magazine in the top five contenders for European Excellence Awards 2011 is a great achievement – Shakhtar has acquired invaluable experience of taking part in international contests “



EVERY DAY...



## Marko Devic — Shakhtar player

MOST VISITED NEWS ITEM  
OF THE SEASON

# 14 680 094 people

ATTENDANCE OF FC SHAKHTAR  
OFFICIAL WEBSITE

## OFFICIAL WEBSITE

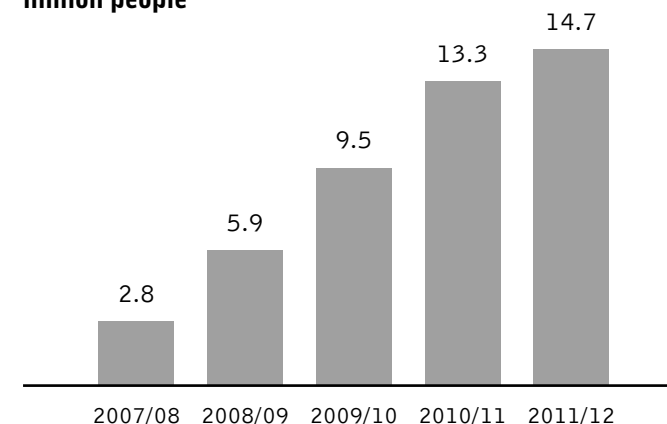
As the Pitmen's trademark in the field of communications, the official website is constantly improving. Unlike last season, timely information about the club is already updated not in three languages but in four. **THE PORTUGUESE VERSION WAS ADDED TO THE RUSSIAN, UKRAINIAN AND ENGLISH ONES, WHICH GREATLY EXPAND THE RANGE OF THE RESOURCE USERS.**

Specialists of the Internet Media Department launched a mobile version of FC Shakhtar official website and an application for I-Phone, updated the system of online ticket sales and subscriptions, developed a system for booking parking spaces, reorganized functionality of online store.

Novelty of the season — the introduction of new projects: FCSD.tv Internet TV channel and website of children's club Orange Laces. Thanks to the channel, the fans have access to fresh videos, interviews and broadcasts created by Shakhtar TV team.

But the main indicator of the site's activity is the number of its visitors. During the reporting period, the Pitmen's website was visited by 14 680 094 people, 1 336 094 more than last season. The number of unique visitors also increased: from 2 487 000 to 2 753 837 people.

**Attendance of www.shakhtar.com website,  
million people**





## CORPORATE NEWSPAPER

The design and content of the corporate newspaper Shakhtar Family underwent qualitative changes. Since this season the publication featured extensive interviews with officials representing FC Shakhtar, Donbass Arena and Shakhtar Trading. Interviews regarded both professional and personal subjects.

The paper is relevant and informative for corporate employees and temporary personnel. It allows to get better acquainted with the experts, to discover and develop their talents and abilities. Last season **FC SHAKHTAR HR DEPARTMENT INTRODUCED THE SYSTEM FOR OPTIMUM PLANNING OF THE EMPLOYEES' PROFESSIONAL GROWTH — INTERNAL "POOL OF TALENTS" CONTEST**, stages and results of which were covered in detail in the publication. In addition, the newspaper conducted traditional competitions among Shakhtar Family employees regarding the knowledge of FC Shakhtar history. The winners received prizes from sponsors.

**1 500**  
copies  
CIRCULATION OF CORPORATE  
NEWSPAPER



# EUROPEAN STANDARD OF HOLDING EVENTS

2011/12 FOOTBALL SEASON BECAME THIRD AND SPECIAL FOR DONBASS ARENA — NOT ONLY DID THE STADIUM HOST SHAKHTAR'S HOME GAMES IN DOMESTIC COMPETITIONS AND THE CHAMPIONS LEAGUE BUT ALSO EURO 2012 GAMES. THROUGHOUT THE YEAR, DONBASS ARENA ATTRACTED THE ATTENTION OF MILLIONS OF FANS AND JOURNALISTS AROUND THE WORLD. HERE CAME THE UEFA DELEGATION, VARIOUS COUNTRIES' OFFICIALS, MEDIA REPRESENTATIVES, FOOTBALL FANS AND GUESTS OF DONETSK.

# 6

metres

DISTANCE FROM THE SURFACE  
OF THE FIELD TO THE  
SHADE CLOTHS

# 5–10

degrees

TEMPERATURE IN THE SEVERE  
COLD AT THE GRASS ROOT  
COVERED WITH AGRO-FABRIC



Discovery: the story of  
one stadium

## PITCH MAINTENANCE

In order for the pitch to meet the highest standards, the stadium agro-service, along with the regular procedures regarding the pitch care, neutralized the effects of extremely high and low temperatures, snowfall and solar radiation on the turf. **A VARIETY OF PROCEDURES ALSO ALLOWED THE GRASS 'NOT TO NOTICE' SEVERAL LARGE-SCALE NON-FOOTBALL EVENTS.**

During heat the stadium pitch was watched over by shading system. It was designed by the stadium experts, as turnkey solutions regarding this sphere do not exist. **ALSO, IN THE SUMMER OF 2011 DESSO GRASSMASTER COMPANY REINFORCED THE PITCH BY ARTIFICIAL FIBERS, WHICH ALLOWED TO IMPROVE THE PLAYING PERFORMANCE OF THE PITCH.**

In cold weather, the grass was protected by special agro-fabric — a light high-tech cloth. When there wasn't any snow on the covering, the pitch even got sunlight. As for sunlight, its shortage was compensated by the 'artificial sun' — a system of stimulating the grass growth.

The Terratile covering helped maintain high conditions of the pitch during non-football events when structures weighing about 23 tons were installed on it, or when up to a thousand people were dancing there.

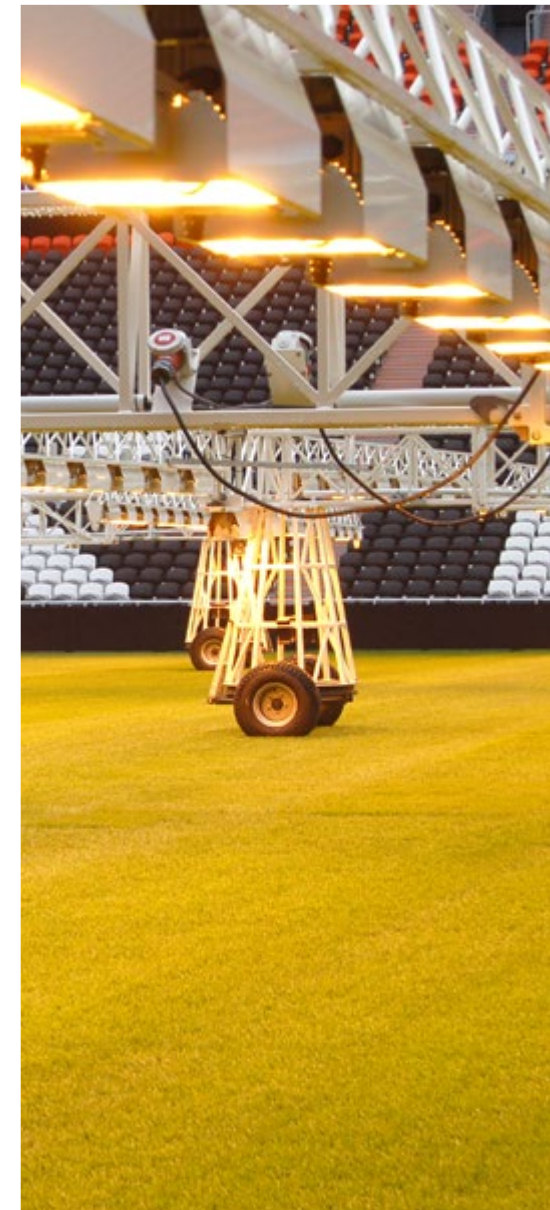
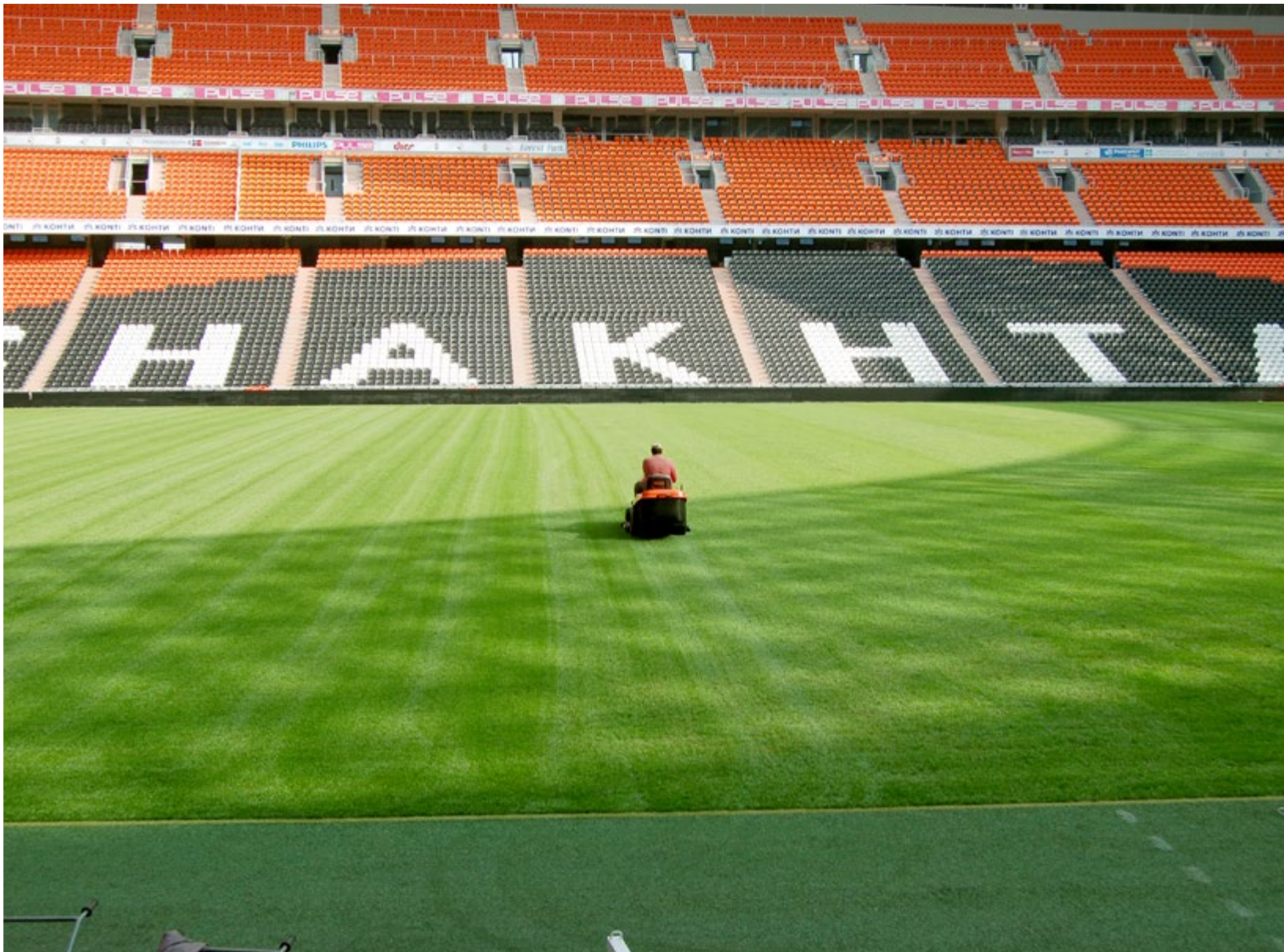


## BENCHMARK STADIUM

” Despite the fact that this year the field was longer than usual covered with a special blanket, which keeps it warm and allows the grass to survive in extreme conditions, we managed to keep the lawn in good condition

“

*Vadim Gunko, Donbass Arena Facilities Director*



EVERY DAY...





EVERY DAY...



## BENCHMARK STADIUM

” Safety of fans is not a question of interaction between the two units, but a result of well-coordinated work of all structures, including those at Donbass Arena, from the CEO to an ordinary employee “

*Sergei Burgela,*

*Donbass Arena Chief Security Officer*

### SAFETY AT STADIUM

In the 2011/12 season, as part of the Donbass Arena security concept, special attention was paid to the modernization of systems ahead of Euro 2012. There was enhanced Video surveillance of the hospitality area, SMC, accreditation centre, as well as a training centre for volunteers. A total of 29 additional cameras were installed, communications (more than 1 km on the territory of the building and about the same indoors) were rooted.

### **IN THE FRAMEWORK OF THE “SAFE CITY” PROJECT, VIDEO SURVEILLANCE NETWORKS OF THE CITY AND THE STADIUM WERE INTEGRATED.**

There were organized workstations for the 'safe city' system in the Control Room. They make it possible to obtain images from cameras of S. Prokofiev Donetsk Airport, train station, fan zones. All works were carried out by the technical team of the Donbass Arena security without the involvement of contractors, which allowed to use budget funds efficiently.

Another important event in the stadium's safety concept was a successful merger of two divisions: hostesses and stewards who had completed special preliminary training. In the 2011/12 season, stewards and hostesses participated in three special tactical exercises conducted by Donbass Arena in cooperation with the Ministry of Internal Affairs and the Ministry of Emergency Situations.

**2 km**  
**of communications**  
ROUTED IN THE PROCESS  
OF MODERNIZING THE CONCEPT  
OF THE STADIUM SAFETY BEFORE  
EURO 2012

**217**  
**events**  
INCLUDED THE WORK OF  
THE DONBASS ARENA HOSTESSES



” The climate in Ukraine and Russia in February and early March, and in the late autumn and early winter is not the most favourable, so it’s important to care about the fans’ health “

*Alexandr Atamanenko, Donbass Arena CEO*

**550**  
gas burners  
INSTALLED UNDER  
THE DONBASS ARENA ROOF

**21**  
MW  
THERMAL POWER OF  
THE HEATING PROJECT

**53**  
fast food outlets  
WORK AT DONBASS ARENA  
ON MATCH DAYS

## SERVICE AND COMFORT FOR THE FANS

### STANDS HEATING

Donbass Arena implemented the infrared gas heating system for stands — the largest project in the world and the only one in Eastern Europe. Before launching the system of the stadium heating, there were introduced electric infrared heating for people with disabilities, as well as the heating for children’s play area in Family Club sectors.

On 15 November 2011, there was held a test run of the heating system for the media, and the first game, in which the fans could feel the heat, was the match between Shakhtar and Arsenal Kyiv on 2 December 2011.

The system is unique in Ukraine, Russia and Eastern Europe.

### CATERING AT THE STADIUM

Since August 2011 the organization and maintenance of the stadium’s food service were completely handed over to the Donbass Arena catering service. It allowed to improve the quality of service, achieve good financial results, develop additional areas, such as the outdoor trade within the park and offsite catering.

### **BIG EXPERIENCE AND HIGH STANDARDS MADE IT POSSIBLE TO WIN UEFA’S TENDERS AND SIGN AGREEMENTS ON SERVICING EURO 2012 GAMES**

in the public segment, become a subcontractor in the VIP segment and sign an agreement for servicing UEFA personnel.

Fan Café menu was fully updated, the range of fast food outlets was expanded, in the park area 6 fast food stalls (street food) were opened. Innovative service of catering was introduced in the VIP segment (restaurants and sky boxes).



**THE DONBASS ARENA CATERING DEPARTMENT WAS SUCCESSFULLY CERTIFIED TO MEET THE REQUIREMENTS OF ISO 22000**

(the international standard that defines the basic principles of managing the food safety system and covers companies representing the food and related industries).

In the 2011/12 season the Catering Department employed over 1 110 people who serviced football matches and other events at Donbass Arena.



EVERY DAY...





EVERY DAY...





” The festival is surprisingly well organized. Believe me, this is a very big problem for any rock festival. Here, everything is fine with the hotel, preparation was running smoothly, good sound. In general, everything has been done competently. So great respect to Donetsk for that!

“  
*Svetlana Nazarenko, lead singer of the Gorod 312 band*

#### ASSESSMENT OF SERVICE QUALITY

As part of maintaining the quality of service at a consistently high level in the group of companies, which includes FC Shakhtar, Donbass Arena and Shakhtar Trading, there were implemented principles of communication between client-orientated personnel and customers. A system for assessing the quality of services was developed. **THE LEVEL OF EXTERNAL SERVICES' CORRESPONDENCE TO THE CURRENT STANDARDS IS CONSTANTLY MONITORED.**

Monitoring is carried out on match days and other events at Donbass Arena, which helps to improve the level of customer service.

Assessment is carried out by quality inspectors who completed preliminary training based on a specially designed programme.

## NON-FOOTBALL EVENTS

### ROCK ARENA

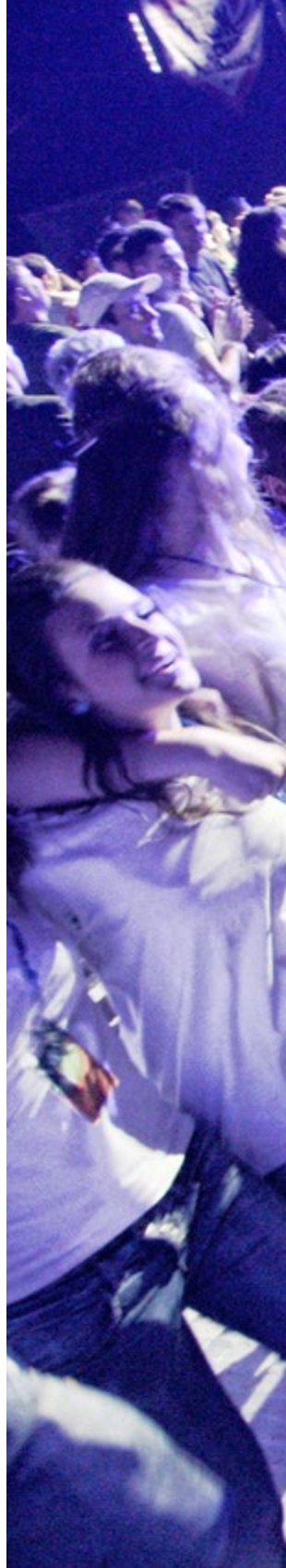
In April 2012, Donbass Arena hosted a large-scale music festival called Rock Arena. And if earlier the stadium was used purely as a rented area, **ROCK ARENA BECAME THE FIRST INDEPENDENT EVENT OF ITS LEVEL ORGANIZED BY DONBASS ARENA EVENT DEPARTMENT.**

The following bands took part in the festival: Gorod 312, Chaif and Zveri. The Russian singer Zemfira, who had not performed in Ukraine for seven years, was headlining at the Rock Arena.

**350**  
kW

SOUND POWER  
AT ROCK ARENA EVENT











” We are going back to Switzerland with an understanding of what is happening in the Ukrainian and Russian clubs. It was a useful meeting, we were pleased to be in Donetsk. The stadium is gorgeous, and I have already said that Donbass Arena is a very modern and beautiful building “

*Diederik Dewaele, ECA's Head of Administration*

**10 000**  
spectators

ATTENDED THE FINAL BOUT OF  
THE CHAMPIONS' NIGHT

**12**  
tons

THE WEIGHT OF THE MOUNTED  
BOXING RING

#### **ECA MEETING**

In April, Donbass Arena hosted a regional meeting of the European Club Association (ECA). Bosses of the leading football clubs in the CIS and Baltic countries discussed ECA's cooperation with FIFA and UEFA. The following topics were covered: financial Fair Play and insurance of players involved in the youth and national teams. The idea of combining Ukrainian and Russian Cups was also discussed. Shakhtar was represented by the club's CEO Sergei Palkin.

#### **BOXING**

On 29 April, Donbass Arena became the venue for professional boxing. The Champions' Night, organized by Union Boxing Promotion jointly with FC Shakhtar home arena, was successfully held at the stadium. It was the second event of its kind organized by Donbass Arena. The Champions' Night gathered about 10 000 spectators, two times more than in the last tournament in 2011.

**THE EX-WORLD HEAVYWEIGHT CHAMPIONS EVANDER HOLYFIELD AND WORLD FAMOUS RING ANNOUNCER MICHAEL BUFFER, WHO ANNOUNCED THE BOXERS, WERE THE DISTINGUISHED GUESTS OF THE EVENT.**

On the eve of the Champions' Night, Donbass Arena saw participants' press conference and the weigh-in, as well as the boxers' open training session. The main title bout between Ukraine's Vyacheslav Senchenko and Paul Malignaggi from the USA ended with the American athlete claiming the victory.



A ring weighing over 12 tons was set up specifically for the tournament. Dismantling the stage after the Rock Arena festival and mounting the ring for boxing was carried out at the same time. These works had to be performed within one night. The Donbass Arena Event Department developed a special scheme of logistics and contractors' work schedule so that the processes of dismantling the first stage and mounting the second one were synchronous.



EVERY DAY...





EVERY DAY...



**CORPORATE EVENTS**

In the 2011/12 season, the Donbass Arena Event Department held a series of unique corporate events. One of the aspects of this work was the presentation and development of an original teambuilding product called Own Game. This project allowed the company's employees and their partners to play football on the venue's pitch, using all parts of a proper game — referee, ball boys, information on the scoreboard, etc. The match took place in July 2011.

Another novelty of the season was the celebration of children's New Year parties and birthdays at Donbass Arena. During the season, there were 10 such events with tailor-made scenarios (maximum budget of one of the celebrations was UAH 68 000). There were additionally developed several packages of activities for children aged from 5 to 13: Champion, Formula 1, Quest Of The Stadium. There was a proposed scenario and four children's New Year parties themed as Cosmic New Year were conducted.

**THE BIGGEST CORPORATE EVENT OF THE SEASON AT DONBASS ARENA WAS DESIGNED FOR 800 GUESTS.** It took place in the eastern part of the stadium on the 4th level in three rooms simultaneously: bars Silver # 1 and # 2, Gold restaurant and adjacent lounge. All rooms were combined into a single zone.

Special offer of the Donbass Arena Event Department was the organization of corporate events on a turnkey basis. One of the most vivid events was held in the style of Nasha Russia. Sergei Svetlakov and Mikhail Galustyan acted as hosts.

**800**  
guests

WERE PRESENT AT  
THE CORPORATE CELEBRATION  
IN THREE RESTAURANTS  
SIMULTANEOUSLY

**10**  
children's birthdays

HELD AT DONBASS ARENA IN  
THE 2011/12 SEASON



” I would like to sincerely thank you for your efficient and professional handling of the unexpected weather conditions that we witnessed last night in Donetsk. I was very impressed with how you were acting during this difficult time, and I want to say: ‘Well done.’ “

*Michel Platini, UEFA President*

# 1718

hours

TOTAL DURATION OF  
THE ENGLISH LANGUAGE  
LESSONS FOR TEMPORARY  
STAFF AHEAD OF EURO 2012

# 956

people

RECRUITED FOR ORGANIZING  
AND HOLDING UEFA EURO  
2012 MATCHES

## EURO 2012

### EXCLUSIVE PROGRAMME FOR TRAINING TEMPORARY STAFF

The training for temporary staff was conducted on the basis of a four-step system, and included ESSMA trainings regarding public order in the stadium, culture of service, medical and fire safety. From February 18 to June 3, 2012 there were held 83 training days and more than 2 000 people were prepared. The above project was implemented entirely through internal resources without involving outsourcing companies.

To provide the right amount of temporary staff for organizing and conducting EURO 2012 games, there was carried out additional recruitment of workers representing 16 categories, with using a methodology developed by the Donbass Arena educational recruitment centre at the stage of preparation for the opening of the stadium and improvement over the past three years.

**IN THE FRAMEWORK OF PREPARATION FOR EURO 2012, THEY RECEIVED A PATENT FOR INVENTING “THE METHOD OF EDUCATION AND TRAINING STADIUM STEWARDS”.** Also, they released an internal

handbook of English for temporary staff.

### EURO 2012 MATCHES

Donbass Arena hosted five EURO 2012 games, including the quarter- and semi-final. The match between Ukraine and England attracted the biggest audience. 48 700 people attended that game. The Ukraine national team played two out of three group stage games at the Donetsk stadium. The national team fixtures against France and England were visited by 96 700 people.

**UEFA AND PERSONALLY MICHEL PLATINI HIGHLY APPRECIATED THE PREPARATION AND ORGANIZATION OF THE MATCHES AT DONBASS ARENA,** in particular, successful work

performed by the staff and the level at which the pitch drainage system functioned during unforeseen weather conditions in the game between Ukraine and France.

During the European Championship more than 239 000 football fans became the guests of the stadium. Many of them used the services of a special portal [euro2012.donbass-arena.com](http://euro2012.donbass-arena.com), which contains information on the various Donetsk establishments that received from Donbass Arena the status of ‘official fan partner’.

Michel Platini: visit on  
the eve of the Euros







EVERY DAY...











ONE OF THE KEY ASPECTS OF FC SHAKHTAR DEVELOPMENT STRATEGY IS AN INCREASE IN PROFITS. AT PRESENT, THERE ARE THREE MAIN SOURCES OF THEM: UEFA — PARTICIPATION IN THE EUROPEAN COMPETITIONS, OUTGOING TRANSFERS AND INCOME RECEIVED FROM COMMERCIAL ACTIVITIES. THE LATTER'S DEVELOPMENT IS REGARDED AS PRIORITY DIRECTION

#### Club income, mln UAH

Items of income	2010/11 season	2011/12 season
Player sales and loans	136	92
Revenue from UEFA	195	120
Income from commercial activities	169	203
<b>Total</b>	<b>500</b>	<b>415</b>

#### Income from commercial activities, mln UAH

Items of income	2010/11 season	2011/12 season
Sponsorship and advertising	54	78
Sale of tickets and season tickets	49	39
Corporate boxes	40	45
Sale of merchandise	22	22
Revenues from the Premier League (advertising + TV rights)	4	19
<b>Total</b>	<b>169</b>	<b>203</b>

#### REVENUES FROM PLAYER SALES AND LOANS

In the 2011/12 FC Shakhtar's priority transfer policy was to retain the current squad who had successfully reached the Champions League quarter-finals the season earlier. The club managed to do it. As a result, the championship and the Cup were won.

**DUE TO ORIENTATING TO A RESULT, WHICH CAN ONLY BE POSSIBLE WITH TOP PLAYERS, INCOME FROM PLAYER SALES IS SIGNIFICANTLY DIFFERENT FROM THAT OF THE PREVIOUS SEASON** (UAH 136 million

and UAH 92 million in the 2010/11 and 2011/12 seasons respectively).



## KEY PERFORMANCE INDICATORS

### INCOME FROM UEFA

FC Shakhtar revenues from UEFA for participation in the 2011/12 Champions League remained at a high level and amounted to more than UAH 120 million. The difference in income in this item from the previous season was due to the fact that the team completed their Champions League campaign at the group stages of the competition.

### INCOME FROM COMMERCIAL ACTIVITIES

#### SPONSORSHIP AND ADVERTISING

Last season, FC Shakhtar managed to increase revenues from commercial activities by attracting new partners and sponsors, signing lucrative agreements. The main partners of Shakhtar, a dynamically developing successful club in the 2011/12 season, were the giants of international business: Nike, Hyundai, Indesit, Miller Brands Ukraine, leading Ukrainian companies Metinvest, Konti, Foxtrot, Xado, Parallel, Mironovskiy Khleboprodukt.

As a result, revenue from sponsorship and advertising increased to UAH 78 million, 44% more than in the previous season. **STABILITY REGARDING CO-OPERATION WITH PREVIOUS PARTNERS WAS A SIGNIFICANT ACHIEVEMENT: IN THE 2011/12 SEASON ALL COMPANIES-SPONSORS, WHICH CO-OPERATED WITH**

### FC SHAKHTAR AND DONBASS ARENA, EXTENDED THE TERMS OF THEIR CONTRACTS.

#### SALE OF TICKETS AND SEASON TICKETS

The past season was successful in terms of ticket sales both for Shakhtar's games in the Ukrainian championship and the Champions League. Despite the fact that the Champions League campaign ended at group stages, the club managed to achieve excellent end-of-season results thanks to the attendance of Shakhtar's home games in the Ukrainian championship. The average number of spectators at UPL matches during the season was 37 050 people (against originally planned 36 000). Now it is a record in the history of Ukrainian championships. **IT SHOULD BE NOTED THAT SHAKHTAR BECAME THE HIGHEST-ATTENDED TEAM IN THE COUNTRY, AND AT DONBASS ARENA THIS RATE HAS BEEN INCREASING FOR THE THIRD CONSECUTIVE YEAR.** Also, the last season saw a new Ukrainian and Eastern European record for a number of sold tickets. In the 2011/12 season the Pitmen sold 23 248 season tickets.

# 20%

AN INCREASE IN REVENUES FROM COMMERCIAL ACTIVITIES COMPARED TO LAST YEAR

# 23 248

season tickets

SOLD BY SHAKHTAR IN THE 2011/12 SEASONS



# 12.5%

AN INCREASE IN REVENUES  
FROM SELLING CORPORATE  
BOXES IN THE 2011/12 SEASON

# 23 564

supporter scarves  
SOLD IN THE 2011/12 SEASON

# 3 520

t-shirts  
SOLD IN THE 2011/12 SEASON

#### CORPORATE BOXES

In the 2011/12 season the sales of corporate boxes at Donbass Arena reached their maximum. More and more clients started to rent them for 3–5 years. The guests appreciated the quality of service and comfort.

**A TOTAL OF 95% OF THE CORPORATE BOXES WERE RENTED FOR LONG TERMS.**

Income from corporate boxes in the 2010/11 season was 12.5% higher than in the previous year (UAH 40 million and UAH 45 million in the 2010/11 and 2011/12 seasons respectively).

#### SALE OF MERCHANDISE

One of the fastest growing areas of FC Shakhtar's work is the expansion of its own distribution network and retail sales of sportswear and souvenirs with the logo of the club, which facilitates popularization of FC Shakhtar brand. In the 2011/12 season, in order to meet the needs of the maximum number of fans of all ages, the range of products in the club's official shops was expanded. There was an active development of children's clothing line, everyday products and retro shirts.

Despite the lower (compared to the previous period) number of the club's home games in the Champions League, which traditionally causes the demand for merchandise, the club managed to maintain the income from the sale of merchandise at the same level. Thus, the amount of average receipt per customer increased by 7% to UAH 183 and 42 kopecks.

The club scarves and shirts were traditionally the most popular items in retail stores.

#### SALE OF MEDIA RIGHTS

The 2011/12 season was progressive in terms of selling media rights. **FOOTBALL TV CHANNEL BECAME THE OFFICIAL BROADCASTER OF THE UKRAINIAN PREMIER LEAGUE (UPL) FOR TWO SEASONS, SIGNIFICANTLY INCREASING THE PAYMENTS TO THE COMPETITION PARTICIPANTS.** 10 of 15 Ukrainian top flight clubs joined UPL's TV pool: Shakhtar, Metalurh (Donetsk), Obolon, Chornomorets, Karpaty, Vorskla, Illichivets, Zorya, Olexandriya, Tavriya (in the 2011/12 season). Shakhtar's revenue amounted to UAH 19 million.







DURING THE SEASON  
SHAKHTAR PLAYED

**42**  
official games:

**31**  
wins,

**6**

draws,

**5**

defeats

**99**—  
**35**

GOAL DIFFERENCE

**360<sup>th</sup>**  
game

WAS PLAYED BY SHAKHTAR  
UNDER MIRCEA LUCESCU.  
THE RECORD OF 359 GAMES  
BEING SET BY OLEG  
OSHENKOV AND HELD SINCE  
1969 WAS BROKEN

**280**  
students

FROM

**14**

universities

OF DONETSK AND DONETSK  
OBLAST PARTICIPATED  
IN THE STUDENT LEAGUE  
TOURNAMENT

**16**  
assists

UNDER THE BELT OF THE BEST  
2012 PREMIER LEAGUE  
ASSISTER SHAKHTAR'S  
MIDFIELDER  
**Willian**

**53 207**  
football fans

AT ONE GAME —  
**record**

ATTENDANCE AT DONBASS  
ARENA AT SHAKHTAR VS  
DYNAMO GAME

AROUND

**190 000**  
people,  
REPRESENTING

**19**  
countries

OF THE WORLD ARE THE  
MEMBERS OF FC SHAKHTAR  
FAN COMMUNITIES IN SOCIAL  
NETWORKS FACEBOOK,  
VKONTAKTE, GOOGLE+

more than  
**160 000**  
customers

VISITED THE CLUB FAN SHOP  
DURING THE SEASON



**80**  
goals

SCORED BY SHAKHTAR IN THE  
UKRAINIAN CHAMPIONSHIP —  
A RECORD NUMBER OF GOALS

**23 248**

season tickets

SOLD IN THE 2011/12 SEASON

**3 600**

children

FOUND THEIR FAMILIES  
THANKS TO THE  
[WWW.SIROTSTVY.NET](http://WWW.SIROTSTVY.NET)  
PORTAL

**1 105**

children

ATTENDED THE LESSON AT  
DONBASS ARENA

**1 800**

pupils

FROM

**150**

schools

OF DONETSK COMPETED IN  
THE FOOTBALL TOURNAMENT

AROUND  
**9 000**

fans

ATTENDED THE MEETINGS  
WITH CLUB MANAGEMENT  
AND PLAYERS

**415**

UAH million

THE CLUB INCOME

**337<sup>th</sup>**

official  
appearance

OF DARIJO SRNA FOR  
SHAKHTAR. THIS IS AN  
ABSOLUTE RECORD IN  
THE TEAM'S UKRAINIAN  
HISTORY PERIOD

**14**

goals

SCORED BY YEVHEN  
SELEZNYOV, WHO BECAME  
THE TOP SCORER OF THE  
UKRAINIAN CHAMPIONSHIP

**203**

UAH million

INCOME FROM COMMERCIAL  
ACTIVITIES

**37 050**

people

AVERAGE ATTENDANCE  
AT FC SHAKHTAR HOME  
GAMES IN THE UKRAINIAN  
CHAMPIONSHIP







Your opinion is important to us.  
Comments and suggestions can be sent to [annual\\_report@shakhtar.com](mailto:annual_report@shakhtar.com)



