

FC SHAKHTAR DONETSK
ALWAYS AIMS HIGH



«I WANT THE
SCORE TO BE 3:0 FIVE
MINUTES AFTER KICKOFF»

The last season when we won 'the golden double' (the Ukrainian Championship and the Ukrainian Cup) wasn't easy for me. The journalists asked if I wanted 'the golden match'. I said that 'the golden match' is something wanted by the media, whereas I long for golden medals. I would prefer to know that Shakhtar are going to win the championship three rounds before the end, just to worry less. This leads to a conflict of interests with the fans, though. They want the winning goal to be scored on the 85th minute, while I wish the score be 3:0 five minutes after kickoff.

FC Shakhtar Donetsk always aims high. We must win both the cup and the national championship. But this is only the means, not the goal. Our target is to achieve the biggest success in the Champions League. Today I'm happy that the team won the national championship and the Ukrainian Cup. The team had an excellent start in the Champions League but made a bad finish in Europe... I was certainly disappointed to have missed the European spring matches. Shakhtar were probably doomed to go through this. It is hard to understand why it happened. Nevertheless, I assure you that our team is very strong, they are young but already experienced...

Winning the championship with a one-point edge is, in a way, the team's feature. They like to keep nervous not only me but also the supporters. I believed in the victory till the very end. Shakhtar outperformed their rivals in the last season!

SEASON '07-'08
ANNUAL REPORT



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FC SHAKHTAR IS NOT JUST A FOOTBALL CLUB.
FC SHAKHTAR IS A SYMBOL OF THE CITY,
THE REGION AND THE WHOLE COUNTRY.

WE HAVE GONE A WAY FULL OF CHALLENGES, BUT WE HAVE KEPT OUR COMMITMENTS
TO THE SET GOALS AND BELIEF IN VICTORY

SEASON '07-'08
ANNUAL REPORT

SERGEY PALKIN:
«OUR COUNTRY
IS ON THE
THRESHOLD
OF GREAT
FOOTBALL
FUTURE»



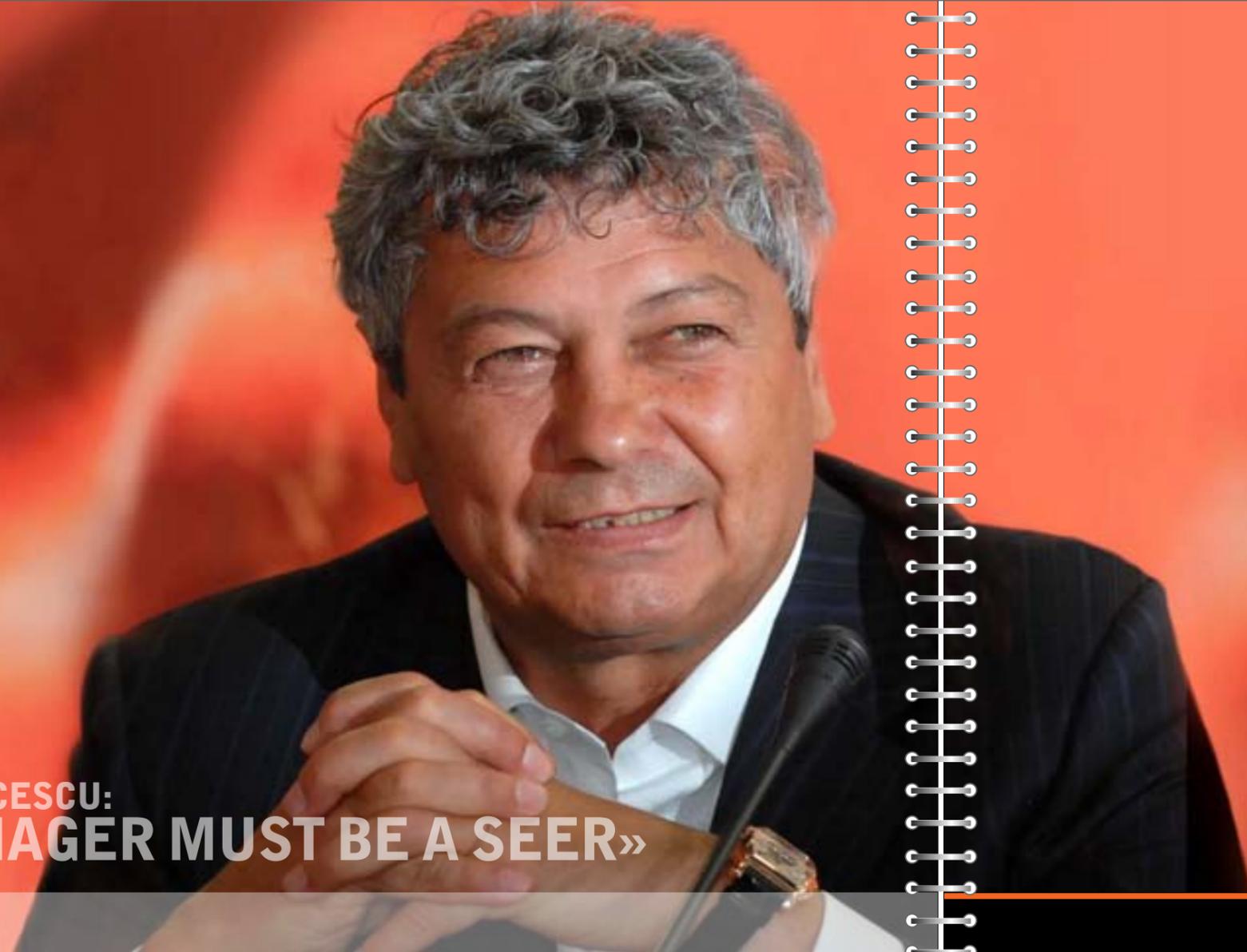
CULTIVATING LOVE FOR FOOTBALL AMONG
YOUTH IS PARAMOUNT TO US

Chief Executive Officer Statement

Season 2007-2008 was, on the one hand, hard and contradictory for FC Shakhtar, but on the other hand it was marked by a range of significant events. The autumn struggle in the Champions League, a "snow battle" with Dynamo, the "golden double" and the new logo, the Academy's progress and controversial performance of the newcomers in the first team – all these factors have become a part of our history.

The construction of the new arena was in full swing early this season. I am strongly convinced it will become not simply a home pitch for our football club, but also a symbol of the city and a popular tourist destination. We've been persistently analysing new solutions and best practices from all over the Old World – the UK, Holland, Spain, Portugal, Germany and Italy – and applied at our stadium. However, we carefully adjust everything we do to our Donetsk reality. We want the new arena to become a comfortable and beloved place for all locals. Of course, cultivating love for football in young generation is another big or even bigger contribution to the future. The Club traditionally makes a lot of efforts in this area. I mean not only our Academy, which is built in line with advanced Dutch solutions and gives our children a chance to play "Sport No 1" from the age of 7. Cultivating the so-called "fan culture" is equally important. We strongly believe our country will have a great football future, which will also include a European football event – Euro 2012. But our performance in the future will primarily depend on us.

MIRCEA LUCESCU:
«A MANAGER MUST BE A SEER»



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

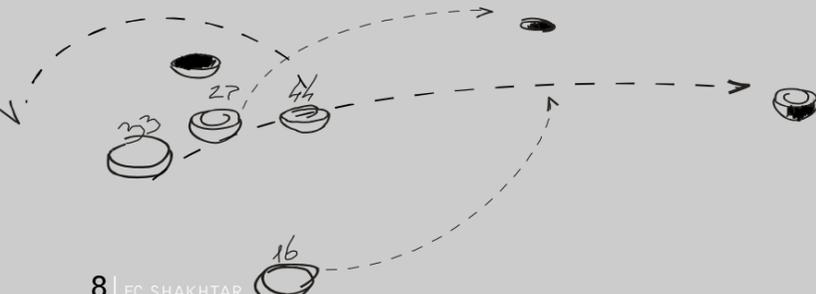
2007-2008 season review

The last season was successful and unsuccessful for us. We started almost with a new squad. During the break I was reshuffling the team and rearranging the players until I found the best variant. Then Brandão scored a fantastic goal against Salzburg, which opened the Champions League for us. We were really lucky but didn't promote to the Last 16. I've always said we lost to heavyweights because we lacked experience. Still we showed good performance. Such games make me sure that we can progress.

As for the Ukrainian championship, Shakhtar necessarily had to win the tournament. There was not a second option. I said to the players: «Think how to win and show a splendid spectacular football». Everyone understands that we deserved that victory. To be honest, I want very much to achieve new success with Shakhtar. My biggest desire as the manager is to take my fantastic team to the opening of the new 5-star stadium.

Mircea Lucescu

FC Shakhtar Manager



SHAKHTAR'S GOLDEN DOUBLE IN 2007-2008

Led by Mircea Lucescu, Shakhtar have won three champion titles over the past four seasons (for the Romanian coach this is the fifth title for the last seven years). The team have won the Championship and the Ukrainian Cup, the latter for the first time since 2004.

The champion with a Cup character established a new club record by the number of goals during the Ukrainian championship – 75 goals. Shakhtar's Brazilian midfielder Fernandinho was called the best footballer of Ukraine in 2007-2008.

At the same time the ambitions of the Ukrainian super club are bending towards the UEFA Champions League. The Donetsk team is determined to play in Europe and win recognition on the European football scene. And this is certainly what the club's President Rinat Akhmetov and numerous fans expect.

SEASON '07-'08
 ANNUAL REPORT

SQUAD RESHUFFLING

Failures in the previous season urged the squad reshuffling and the aiming-high Shakhtar announced new transfers. An Italian footballer entered the Ukrainian championship for the first time ever – the striker of the Italian national team Cristiano Lucarelli. Another three star novices – Brazilians Willian, Ilsinho and a Mexican Castillo – joined the team from the Latin American football.

The demand for Shakhtar footballers has not only remained high but also grew. Elano and Ciprian Marica were invited by the strongest European championships. The Brazilian went to the English Manchester City; the Romanian improved the pack of German Stuttgart; while Olexiy Byelik joined Dnipro.

A WINTER BREAK

Since the game against Zorya was rescheduled to spring, Shakhtar could have entered the winter break as the champion. Still, it was Dnipro, which won the title of the winter champ. Shakhtar were 2 points behind with a game in hand. In the last match of 2007 Championship Shakhtar drew 1:1 against Neftyanik.

SPRING DEVELOPMENTS

Talented midfielder Konstantin Kravchenko joined Shakhtar in the break. Two Ukrainian champions went to Europe: Nery Castillo was rented by English Manchester City and Cristiano Lucarelli was bought by Parma.

Shakhtar had its ups and downs in spring. Confident victories over Zakarpatyie (5:0), Metallist (4:1), Metalurh Zaporizhzhya (4:0) were followed by an unfortunate away defeat against Tavriya (2:3) and Chornomorets at home (0:1). They also had to weather the referees' attack: Shakhtar got 14 (!) yellow cards and two send-offs during the first four match-days. However, the team resisted and reached the home stretch with several reserve points.



2007-2008 season review

UKRAINIAN CHAMPIONSHIP

AN EXCELLENT START

Shakhtar made a powerful start despite the draw (1:1) on Day 1 at home against Dynamo. The team won a streak of 11 matches with 5 big victories (11 in total in the championship). The amazing performance of striker Oleksandr Gladkyi, who scored 12 goals out of 31 scored by the team, deserves a special attention. The victories in Uzhgorod against Zakarpatyia (1:0) and at home against Vorskla (2:1) were not easy. The future bronze champion Metallist was defeated in Kharkiv (3:1).

A SNOW BATTLE IN KIEV

Shakhtar lost 0:1 in Krivyi Rih in October but defeated FC Kharkiv (2:1) and Metalurh Donetsk (1:0) before an away match against Dynamo. Snow storms pounced on Kyiv on the match day against Dynamo, yet the game was not cancelled. In anti-football conditions the host team were luckier and won 2:1. The gap between Shakhtar and Dnipro going second reduced to 3 points.

THE MOMENT OF TRUTH

The match against Kryvbas in Donetsk could have been a crucial point. Shakhtar needed only a victory and they achieved it with Fernandinho showing his excellence. The only goal secured the victory and made the team the champions for the third time in the last four years under the leadership of Mircea Lucescu.

THE FINAL CHORD

Two final matches against FC Kharkiv and Metalurh Donetsk were played in one go and finished with outstanding victories 3:0 and 4:1 respectively. Thus, Shakhtar made 'the golden double', having won the Championship and the Cup.

UKRAINIAN CUP

A FINAL IN THE FINAL

Shakhtar didn't see any substantial resistance on the way to the final. Neither Vorskla Poltava nor Chornomorets Odesa could be a matching rival. Shakhtar gained advantage already in the first fixture, whereas the second match was rather formal.

The game against Dynamo Kyiv was not easy but Shakhtar managed a confident victory of 2:0. The match was full of yellow and red cards "generously" showed by a referee from Odesa, Viktor Shvetsov. Three Shakhtar and two Dynamo players were sent off.

PLUCKING UP THE SPIRITS

Shakhtar easily defeated its old rival Armenian Pyunik (2:0 and 2:1) and got a difficult opponent in the battle for the Champions League. Austrian champion Salzburg had a hard victory 1:0 over Shakhtar on the artificial pitch at home and also scored in the first minutes in Donetsk! Shakhtar plucked up the spirits and made the rival tremble. The winning goal was scored by Brandao 3 minutes before the final whistle. With 3:1 Shakhtar qualified for the Champions League. Donetsk fans will always remember the atmosphere of this match filled with shattering emotions.

EUROPEAN CUPS – CHAMPIONS LEAGUE GROUP

Left with nothing

The draw put Shakhtar into the group with Milan, Celtic and Benfica – strong and experienced rivals playing in the best club tournament of Europe. Although comparing to other groups, this one offered a chance of promotion.



2007-2008 season review

AMAZING STATISTICS OF THE SEASON:

- On 31 October 2007 in a game against Arsenal Kyiv midfielder Jadson scored the 200th goal of Shakhtar in the Ukrainian cups.
- On 11 May 2008 Shakhtar scored their 1000th goal in the Ukrainian championships. It happened during the match against FC Kharkiv. The anniversary goal was scored by Fernandinho.
- Brazilian Brandao scored Shakhtar's 100th penalty in the Ukrainian championships on 23 September 2007 against Dnipro.
- Shakhtar manager Mircea Lucescu played 30 footballers during the season. The team took part in four tournaments (the Ukrainian Championship, the Ukrainian Cup, the Super Cup and the Champions League) – 48 games. The 40-game benchmark was achieved by Jadson (40), Darijo Srna and Fernandinho (41), Dmytro Chygrynskiy (42) and Olexandr Hladky (46). Brandao and Andriy Pyatov remained a bit behind with 39 and 38 matches respectively.
- Forwards, as it should be, were the team's best strikers: Brazilian Brandao with 19 goals and Olexandr Hladky with 21.
- In January 2008 Shakhtar joined the UEFA Association of European Clubs.

A more fabulous start can hardly be imagined: two victories, six points and the first place in the group. Then came the defeats and in the end Shakhtar could neither stay in the Champions League nor qualify for the UEFA Cup. The team lost to Celtic in the last minutes and was defeated at home by Portuguese Benfica 1:2, which outran Shakhtar in the table.

PATRICK VAN LEEUWEN:

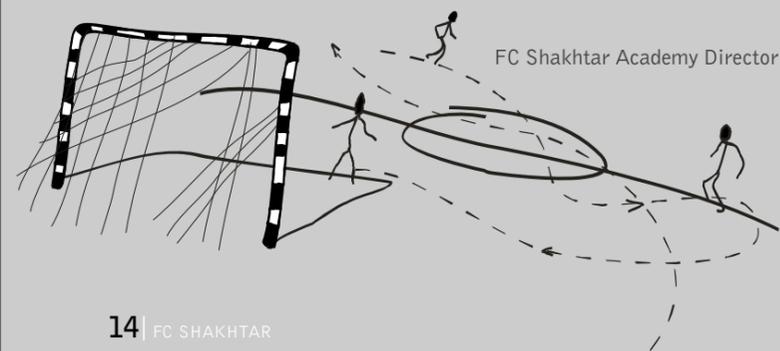
«THE MAIN GOAL OF THE ACADEMY IS TRAINING FOOTBALLERS FOR THE FIRST TEAM»



The main goal of the Academy is training footballers for the first team. We have many talented boys, who, hopefully, will be able to appear in the main squad very soon. In the first team today you can see Yevhen Seleznov, who was trained at our school. Another six players were transferred on loan to the clubs of the Premier League and First League of Ukraine.

However, we do not focus only on the physical development of our students; their secondary education is equally important. We are making all possible efforts to combine training and school education. By the time each student leaves the Academy, he should be not only a professional football player, but a comprehensively developed individual.

Another important goal of the Academy, as I see it, is to improve the prestige of the Donetsk football school. FC Shakhtar should be well-known both within and outside Ukraine as a club with a strong football school. Our serious intentions are confirmed by the high profile of the International U-17 Tournament commemorating Alexandr Braguin.



FC Shakhtar Academy Director

Patrick van Leeuwen

THE YOUTH

WE BELIEVE YOUTH IS THE TIME IN LIFE WHEN TALENT AND ABILITY CAN BEST BE DEVELOPED; THIS IS WHY WE ENABLE THE PLAYERS IN OUR ACADEMY TO ACHIEVE THEIR FULL POTENTIAL IN FOOTBALL AND IN LIFE. FOOTBALL HAS A GREAT INFLUENCE ON THE BELIEFS AND BEHAVIOUR OF YOUNG PEOPLE, AND WE STRIVE TO SET A GOOD EXAMPLE THROUGH EVERYTHING WE DO

Football Academy

Training the young footballers, who are going to defend their team's colours in due time, is one of the most important objectives for any modern football club. All the global football trends are connected with the aspirations of teams to have as many home-trained players as possible. This is confirmed by introduction of the limits on international players as well as by the UEFA and FIFA memorandums. A strong national football school is the keystone for popularity of football in a country and success of the national football team. But it is not an easy task to set up a sound club school. This requires big investment, a well-developed infrastructure, and, which is most important, a carefully crafted system of training of young football players scheduled for many years ahead. Regrettably, many football clubs can't launch such extensive projects because of various reasons.

Shakhtar in deed proves its intentions and cares about the young generation.

This is confirmed by successful operation of the unmatched youth Academy of Shakhtar, headed by Patrick van Leeuwen, a specialist from the Netherlands. The Academy comprises 11 teams, in which 190 boys aged 8-19 are mastering the fundamentals of the football art. Besides, the structure of the Academy ensures that the boys under 13 can train at five branches: Shakhtar Makeyevka, Shakhtar Monolit, Shakhtar SotsDonbas, Shakhtar Tekstylshyk and Shakhtar Yenakiyev. About 90 footballers train in the groups U-8-U-13 at each branch. The boys are promoted to the senior professional groups at the age of 14 after completion of the initial football stage.

All the trainings and lessons of the Academy's professional groups take place at Kirsha training centre supervised by experienced trainers – former outstanding players of Shakhtar, who now share their expertise and knowledge with the younger generation. Young Shakhtar players have a lot at disposal: several natural grass and artificial pitches, a residential complex and a medical centre. By the way, a new additional residential facility for the Academy's students is being built. It will be equipped with everything necessary: classrooms, computer rooms and a recreation room.

The Academy regularly holds the so-called Open Doors Days. Anyone may come and demonstrate his football skills and abilities to the professional recruiters, thus getting a chance to join the FC Shakhtar Football Academy.

These efforts are not in vain. The Academy students, apart from successful appearances in the national championships in their age categories, regularly hone their skills in the international tournaments. Their peers from Italy, the Netherlands and Germany can easily envy the excellence of Donetsk players.

In the season 2007-2008, the Shakhtar Mini program was launched. On certain week days, parents can take their five-year-old and six-year-old children to the Academy for a watch. By doing this, we actively look for football talents at a very young age, giving the boys a chance to play in the colours of their favourite team from the very childhood.



Football Academy

AT THE BRAGUIN CUP, THE MOST INTERESTING THING FOR US IS THE QUALITY OF WORK DEMONSTRATED BY OUR PEERS FROM FOREIGN FOOTBALL SCHOOLS. LOOK AT THE COMPETING TEAMS AND YOU'LL FIND REPRESENTATIVES OF THE LEADING EUROPEAN CLUBS THERE, WHICH YOU WOULDN'T SEE BEFORE. TODAY THE BEST YOUTH SCHOOLS OF THE WESTERN EUROPE ARE COMING TO PARTICIPATE IN THE BRAGUIN CUP. SO, IT IS VERY INTERESTING TO WATCH HOW WE LOOK AS COMPARED TO THEM. THOUGH THIS COMPARISON MAY SEEM FAR-FETCHED, I BELIEVE THAT THIS TOURNAMENT FOR THE ACADEMY'S STUDENTS IS LIKE THE GROUP STAGE OF THE CHAMPIONS LEAGUE FOR ADULTS. THE TEAMS ALWAYS LOOK FORWARD TO SUCH COMPETITIONS BECAUSE THEY ARE CONSIDERED TO BE AMONG THE MOST PRESTIGIOUS ONES"

Shakhtar U-17 Manager

Alexandr Funderat

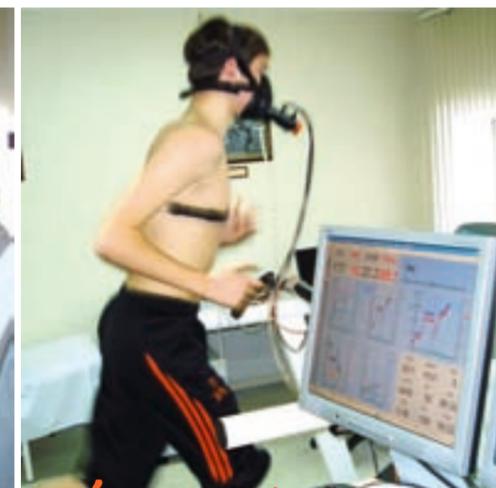
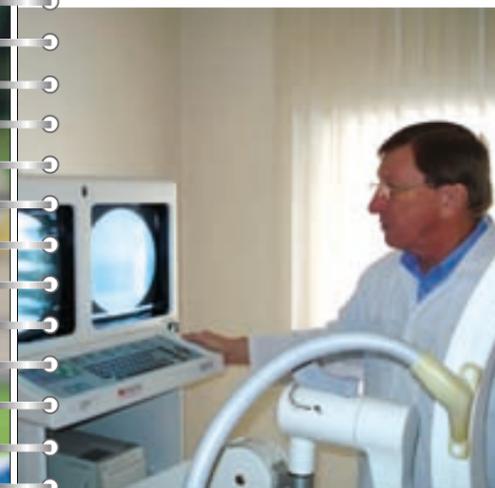
In fact, the Alexandr Braguin International Youth Tournament can, by right, be called an additional incentive and a real test for the students of the FC Shakhtar Academy. This competition is regarded as the best tournament for this age group in the Eastern Europe. The tournament commemorating the first president of Shakhtar has become a hallmark of the Donetsk football school and Donetsk region for long. The 12th Braguin Cup was held in 2007. It hosted U-17 teams from various football schools of the Netherlands, Russia, Greece, Italy, Scotland and Ukraine. They belonged to such clubs as Lokomotiv and CSKA (Moscow, Russia), Dynamo (Kiev, Ukraine), Olympiacos (Greece), Celtic (Scotland), Sampdoria (Italy) and Feyenoord (the Netherlands). Young Shakhtar players won the tournament and retained the trophy at home.

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Artur Glushchenko

Deputy Director, FC Shakhtar
Medical Department

LAST SEASON THE FC SHAKHTAR MEDICAL DEPARTMENT CONTRIBUTED A LOT TO THE CLUB'S INTERNATIONAL IMAGE. ALONGSIDE THE UEFA RESEARCH PROGRAM WE PARTICIPATED IN OTHER IMPORTANT PROJECTS. OUR STAFF TOOK PART IN THE EXCELLENCE COURSES IN BARCELONA, ATTENDED THE INTERNATIONAL CONGRESS ON SPORTS TRAUMATOLOGY IN WARSAW AND HAD VOCATIONAL TRAINING IN THE FC MILAN MEDICAL CENTRE.



Medical department

DURING THE LAST FOOTBALL SEASON SHAKHTAR'S MEDICAL DEPARTMENT PARTICIPATED IN THE RESEARCH ON TRAUMATISM HELD BY THE UEFA. THIS IS THE MOST HIGH-PROFILE AND FOCUSED STUDY IN THE WORLD. WE RECEIVED A NUMBER OF SPECIFIC INDICATORS AFTER COMPLETION AND THE OFFICIAL INVITATION TO TAKE PART IN THE RESEARCH DURING THE SEASON OF 2008-2009. I AM CERTAIN THAT ONLY THE BEST CLUBS ON THE CONTINENT CAN DELIVER SUCH RESULTS, ESPECIALLY SINCE INVOLVEMENT IN THIS RESEARCH IS ALREADY A BIG VICTORY. JUST IMAGINE THAT SHAKHTAR PROMOTES FROM THE GROUP STAGE OF THE CHAMPIONS LEAGUE EVERY YEAR – THAT WOULD BE SUCCESS. WE HAVE ACHIEVED THIS IN MEDICINE. THE RESEARCH SHOWED THAT SHAKHTAR IS AMONG THE FIVE BEST TEAMS OF EUROPE. HOWEVER, THIS IS NOT THE MERIT OF ONE PERSON – THE WHOLE MEDICAL DEPARTMENT HAS ENSURED THIS SUCCESS: DOCTORS, PARAMEDICS, ASSISTANTS AND DRIVERS.

Head of FC Shakhtar Medical Department

Paco Biosca

The club's medical department headed by Dr. Paco Biosca achieved a lot last season. The outstanding performance and professional approach of the medical staff ensured Shakhtar the invitation to the most high-profile and significant traumatism research program held by the UEFA. Following the results showed in the season 2007-2008, the UEFA repeated their invitation thus highly appraising the contribution of Shakhtar's doctors.

Effective performance of the medical department is obvious as the injury rate in the team has halved. Statistics are eloquent: the rehabilitation period for the first-team footballers after a muscle injury does not exceed 11 days now; recovery after ligament injuries takes 12 days; and common ailments are treated in less than four days. In the Shakhtar Academy the rehabilitation period for back injuries was reduced to 6 days and even less, while common ailments are treated within 4 days. There's a sharp decrease in the number of surgical treatment of pubalgia (less than 4 cases).

The total number of injuries in all teams during the last season went down to 174 – 69 injuries less than in 2006-2007.

The average rehabilitation period in all teams during the last season was 10.6 days.

Such high figures had an obvious impact on the performance of the first team footballers and FC Shakhtar Academy.

At the same time we focus our efforts on development in future. We are discussing construction of a rehabilitation centre to the global standards in Donetsk. To do this, we need to study the international practices. With this purpose Artur Glushchenko, Deputy Director of the Medical Department, visited the French sport rehabilitation centre Capbreton, which treats about 120 – 130 athletes daily.

The goal of the trip was to study thoroughly the organization in the centre, its structure and relations between the departments. The centre is highly recognized for its perfect systems. Each physiotherapist and each paramedic have in-depth expertise in their areas. Doctors examine patients, prescribe rehabilitation treatment and control the recovery process.

The whole system is computerized and the data are available to everybody. We want to make a similar centre in Donetsk for FC Shakhtar.

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OLEKSANDR ATAMANENKO:
«WE'LL HAVE TO ESTABLISH A NEW TRADITION OF GOING TO THE STADIUM»

OUR MISSION
 TO REDEFINE THE BOUNDARIES AND STANDARDS OF EXCELLENCE IN FOOTBALL

The New Stadium

The new stadium is a very ambitious and responsible object. I must admit that the offer from FC Shakhtar was unexpected, but pleasant and interesting for me. I, certainly, agreed and signed the contract with the club.

We'll have to establish a new tradition of going to the stadium. A visit to a football arena is actually a cultural event in Europe. People come an hour or two before the match, visit restaurants, have dinner and talk. And only after that do they go to the stands. Fans in our country show up just before the kick-off. Why? The main reason is that at the moment there is simply nothing to do at the stadium if you come earlier!

For several years Donetsk inhabitants could witness extensive football construction: the new FC Shakhtar arena was taking its shape rapidly. It is a common knowledge that even before the launch, the stadium under construction was recognized one of the best in Europe.

Last season the construction of the century was on the homestretch. Today, a year before the opening, it is clear who will supervise one of the best European sport arenas. Oleksandr Atamanenko – not just a domestic expert but also a person with Donbass roots – was appointed stadium operations director.

Although young (Oleksandr is only 32 years old), the new director has already gained interesting management experience. He graduated from the International Institute of Management, Business and Law in Slavyansk, worked abroad in the area of international trade, charter flights and tourism, as well as built from scratch and developed Forest Park, a popular recreation centre in Donetsk.

Having chosen the Ukrainian expert, the FC Shakhtar gave Mr Atamanenko a chance to receive a special training and the international experience. Technologies of the well-known Dutch stadium Amsterdam Arena were the spotlight. The new knowledge, certainly, should be adapted to our local realities. The club has set a big task to the new director: to develop and provide all functional components of Elite-Class stadium.

Oleksandr Atamanenko

Stadium Operations Director

SEASON '07-'08
 ANNUAL REPORT

Everything will change when the new arena is constructed. First of all, the industry of hospitality in Donetsk and beyond will be developing. Say, ticket booking and purchasing will help identify the main routes to the stadium. To ease the travel of fans, the special infrastructure with convenient traffic intersections will be put in place. The amount of passenger transport vehicles and street patrols ensuring safety will be increased along these routes.

On match-days the stadium will run three restaurants, bars, cafes and dozens of fast-foods. The hours of service will be convenient and allow fans to spend the whole evening: stay after matches, talk and share their impressions. On non-match days the stadium should lead a full life too! For example, why not use rented corporate boxes facing the pitch for corporate events: meetings, workshops or negotiations with partners? Now it is very fashionable and prestigious abroad.

Holding family or corporate events here is a good idea too. Restaurants, conference halls, a fitness-club, FC Shakhtar museum and a brand shop will be open in the stadium. By the way, the two latter places will be the essential venues during the tours around the stadium held by specially trained guides.



The New Stadium

Tours will be designed for adults and children. The general concept will include an insight into Donbass Arena, a visit to footballers' rooms, FC Shakhtar Museum (including watching the film about the club history), and, finally, a drop at FC Shakhtar brand shop for souvenirs.

Officially the stadium will be open in summer 2009 as well, when a magnificent landscape park appears around the new arena. FC Shakhtar President Rinat Akhmetov has allocated \$30m to landscape the place. It means that the area will be one of the best recreation sites in Europe.

Several fountains will be designed in the expanded pond with the bank aligned with the general concept. A cascade of fountains will decorate the western side of the stadium in Chelyuskintsev street where the main entrance to the park was located before.

An interesting design solution was suggested for the biggest parking area to the north of the stadium. Parking lots will be separated by tall 8-metre-high trees, with the lower crown height being no less than 3 metres. This would ensure visibility for car manoeuvres, while the parking area will be steeped in greenery.

The Alley of Fame will be established at the new stadium too to perpetuate names of legendary players and managers of Shakhtar.

A huge granite ball turning on the water will crown the Alley of Stars and become another symbol of the new stadium. It will represent succession of generations, respect for history and traditions of the club.

Chelyuskintsev street will probably change its image.

If the city government backs the initiative of the club, an overpass of 6 metres high will be constructed in the street. The passers-by will have a full overview of the stadium visually focusing on the facade and glass elements of the roof.

Additional free space between the two stadiums will appear under the overpass for pedestrians. Additional parking lots will be arranged here during big sport events. The main parking area will lie to the north of the stadium. Following UEFA standards, it will include a parking lot for the cars driven by disabled people.



The New Stadium

And now let's focus on the main thing – the pitch. The field will be natural and require as much as 8,000 square metres of grass being grown now. The company Richter Rasen will cut the grass just before laying. It will be transported to Donetsk in special refrigerating trucks to keep the lawn fresh and viable.

Drainage, heating and irrigation systems will run under the lawn. In winter at the grass roots the constant temperature will be +15°C – +18°C and on its surface – from +10 up to +50°C. Special biolamps imitating sunlight will be placed about the pitch in winter to ensure enough light for the grass and photosynthesis.

Besides, an airing system is designed under the field to supply air to the grass roots. In total, the pitch "sandwich" of underground facilities will come up to 1 metre in depth. Laying the football lawn will cost a hefty sum – €200,000-300,000.

The lawn will require upgrades, not frequent though. Everything will depend on whether the stadium will be used only for football matches or for concerts as well. The grass will live for about five years with up to 40 matches a year and without any shows. Certainly, it will need partial renews. With concerts the lawn will require more frequent replacements.

Today the grass of the European quality for football lawns is not grown in Ukraine. But a special farm may be established here following the initiative of FC Shakhtar. It will be a joint production of Ukraine and a renowned European company.

A few words should be said about another important aspect – safety.

The stadium meets the highest international safety standards. Approach routes and entrances with turnstiles will allow fans to fill the stadium within one hour and evacuate all guests within eight minutes in an emergency. Numerous CCTV cameras will keep an all-day watch of the Stadium and adjacent territories.

Three "S" (Safety, Security, Service) are the keystone of a modern five-star football arena.

Facts and Figures

At the project peak over 1000 construction workers operate on the site

The total area of the construction site (including mobilization areas) is 254,907 sq m

The area (including pitch), where the Stadium will be located, is 46,780 sq m

The height of the new stadium is 54 m from the pitch level to the top of the roof.

The stadium will contain 227 toilet rooms with 471 WCs and 333 wash basins

Over 120,000 cu m of concrete will be used for construction of the Stadium

Approximately 4,300 tonnes of steel will be used for construction

The total area of the tiers will make approx. 70,000 sq m

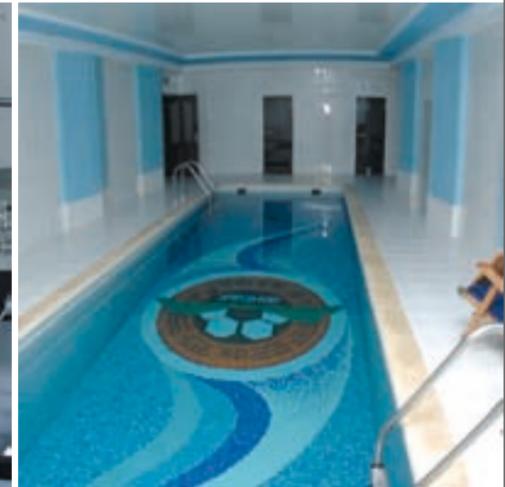
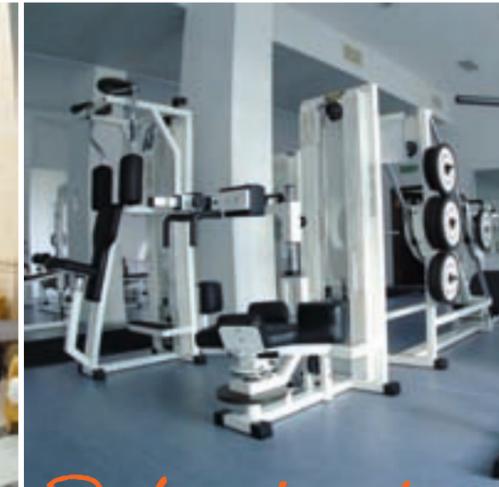
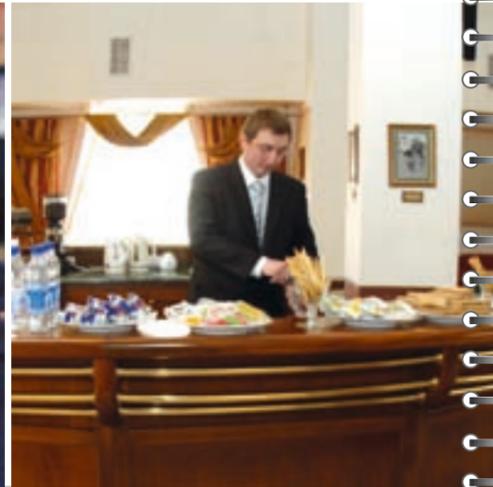
The size of the football pitch is 105 m x 68 m with 7,668 sq m of natural grass and 2201 sq m of synthetic grass

KIRSHA TRAINING CENTRE

Total territory – over 43 ha
9 pitches (8 natural grass pitches, 1 artificial field).
All pitches are equipped with lighting; three of them have under-soil heating.
The pond is 11.7 ha.

The Kirsha Training Centre is over eight years old. Late 1999 saw the launch of a new modern training complex for the main squad in the village of Kirsha on the site that had hosted Shakhtar's former training facilities founded in 1953. Even at that time, this training complex was unmatched in the "football territory" of the post-Soviet countries, and besides it was constructed to a record-breaking deadline.

Soon after that, on 29 December 2001 Shakhtar's second squad and Shakhtar-3 also received a new training centre. Located near the first-team premises, it became an integral part of the FC Shakhtar's facilities. The training centre built for the young players is practically as good as the first squad's training complex.



Infrastructure

AT PRESENT, THE EQUIPMENT AT THE KIRSHA TRAINING CENTRE MEETS THE HIGHEST EUROPEAN STANDARDS. WE ARE PROUD OF THE NEW FACILITIES FOR THE ACADEMY THAT WILL BE COMPLETED IN 2008. THEY WILL BE USED BOTH TO ACCOMMODATE THE ACADEMY'S STUDENTS AND HOST A FULL-SCOPE TRAINING PROGRAM COMBINED WITH THE GYM AND RELAXATION EXERCISES.

Sports Facilities Department Head

Yuniy Taktashev

At present, the total territory of the residential complex used by Shakhtar's second squad and Shakhtar-3 is about 2,300 sq m. It has comfortable one- and two-bed rooms, premises for doctor consultations, theory lessons, reception, a dining room, a canteen, a gymnasium, and fully equipped offices of the medical department where the health of the players is controlled.

This department includes:

- A physiotherapy centre;
- Treatment rooms;
- Recovery centre with a swimming pool and a sauna.

A new dormitory for the Youth Football Department was quickly constructed during the season 2007-2008. It has 30 rooms and is 3,757 sq m. To make it possible for the young players to concentrate on the training process, and on the other hand to make their life as comfortable as possible, the dormitory has a swimming pool, a sauna, a gym, a medical department, a theory lessons room, an IT room, as well as billiards, table tennis and a cinema.

In addition, one training pitch was reconstructed: its drainage system was improved and new natural grass was laid. Besides, Shakhtar bought latest equipment to maintain training pitches and care for grass, trees and shrubs in parks. In addition, the number of seats at two pitches was increased – now during the Braguin Cup the grandstands can accommodate almost everybody willing to see the games.

SHAKHTAR CENTRAL STADIUM

VETERAN PLAYERS SPEAK:

Victor Grachyov:

I'll never forget the match Shakhtar–Žalgiris in 1987. I hadn't been in the starting line-up for some time because of certain reasons and sat on the bench. The games against such teams as Žalgiris would gather the full house. The first half ended with 0:0. Once the second half kick started, the fans began to shout out my name. The coaches were confused and didn't know what to do. Then they told me to warm up. While I was preparing, the stadium was roaring. It may sound not modest but when I appeared on the pitch the guests just surrendered. We won 3:0 with me assisting all goals. I cried of happiness and pride shone in my eyes at that moment. I felt that I met expectations of the crowded stadium demanding my show-up.



Infrastructure

Victor Zvyagintsev:

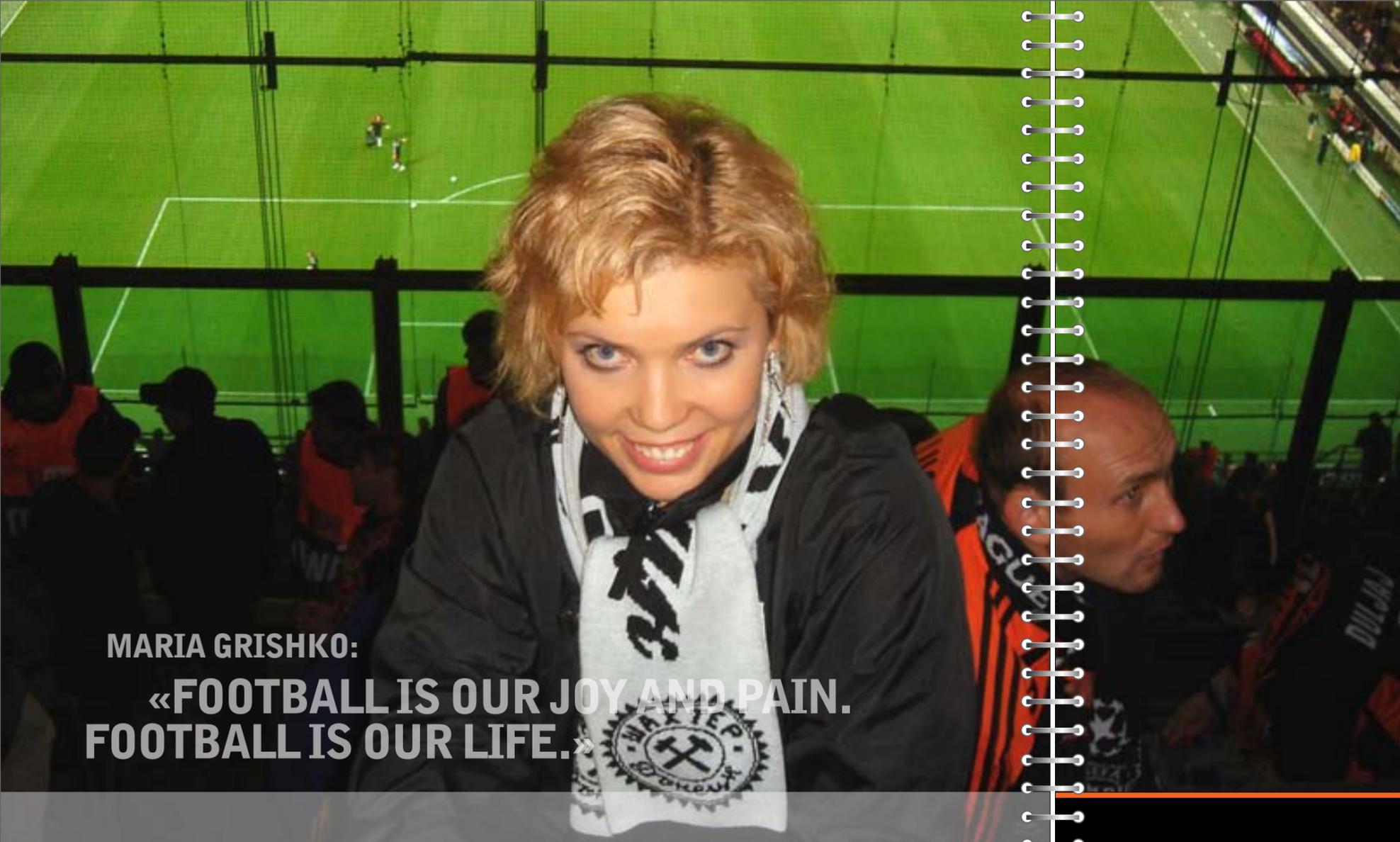
The most significant event for me connected with the Shakhtar stadium took place in 1975. We defeated Ararat Yerevan at home 3:0 and won silver medals of the USSR Championship. When the game ended, the whole stadium blazed up – 40,000 spectators lighted torches made of newspapers. Just imagine, closing of the season, the flags are being pulled down, the anthem of the USSR is being played... We just broke into tears when we saw it; the whole team was standing with the tears in their eyes.

Igor Leonov:

I came to Shakhtar from the second league. When I saw the crowded stadium, I just couldn't believe my eyes. Later I was even more impressed at the loyalty of the fans. They would come to every match whatever rival we had. What seems to have amazed me most was that true and sincere devotion of the fans.

The team achieved many glorious victories at Shakhtar stadium: the first bronze medals in 1951, silver in 1975, the first success in the European Cups of 1976 and 1983, the first medals of the independent Ukrainian Championship and first matches in the 2000 Champions League. Games at this stadium have been always filled with a special football air, probably because the stadium was always full, or maybe because of the so-called "fifth" stand – that's how the locals call the slag heap near the stadium. In the 1950-60s around 10,000-12,000 fans would climb onto the hill and share the energy of miners with their favourite players of Shakhtar.

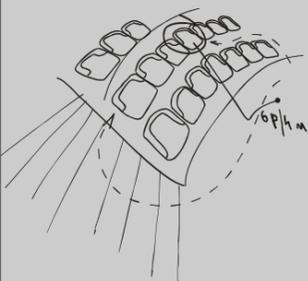
Now Shakhtar's reserve team play at this stadium. The story continues...



MARIA GRISHKO:
**«FOOTBALL IS OUR JOY AND PAIN.
 FOOTBALL IS OUR LIFE.»**

LOYALTY
 WE ARE DEVOTED TO OUR
 SUPPORTERS, AND WILL NEVER
 BETRAY THEIR PASSION

Our Fans



Talking about Ukrainian club football, I'd say FC Shakhtar takes an absolutely unmatched position. A football club means not only sport achievements, budget and infrastructure, but also a unique combination of regional traditions, mentality of supporters, memories of historic victories and bitter defeats, people, whose names are in the club history forever, as well as the sincere love of fans for their club. FC Shakhtar enjoys this all.

Today, when football is only about to regain its former popularity, we should realize that «years of oblivion», which followed after the collapse of the USSR, not merely threw us back even as compared to the 1980s, but also changed people's attitude to sport and, particularly, football. Football used to be «Sport No 1», which brought together thousands of football fans at stadiums. Just look – all giant arenas in the post-soviet area (including Shakhtar central stadium) were built in the 1950s-60s. But Ukraine has drastically changed –from the national status to the economic system. Many generations grew adult, but unlike before they were not «football - grown».

So, our primary objective today is to bring people back to the stadiums and let them see how attractive and inspiring football is, as a stadium is the only place where you can really feel football. Football has a power to unite and can do a lot for the region and for the whole country.

Marketing and Communication Director

Maria Grishko

FAN CLUB

I guess that seeing full stands at the stadium is more important for Shakhtar than it is for any other club in Ukraine. Creating a live football atmosphere is among the main goals of the official Fan Club, which develops and implements different programs for fans.

Over the season 2007-2008, FC Shakhtar introduced a bonus program for the most devoted fans. Bonus fan cards that cost UAH 10 were issued in autumn to give the fans a range of advantages. Apart from discounts in the Club shops, fan cards enabled their holders to participate in a loyalty program and collect bonuses that were added for visiting FC Shakhtar home and away games according to a special scheme. By scanning their cards at the Fan Sector entrances turnstiles, card holders topped up their bonus accounts. Later the bonuses could be used to get one of the most sought-after awards – a trip to a European Cup away game. Fans also received bonuses for visiting official away games in Ukraine as the Club needs support both at home and away.

Expenses for prize international trips were completely covered by FC Shakhtar, including visa support, charter flights, accommodation and football tickets. The system was launched at the First Channel Cup in Israel - the first away game, for which card holders collected enough bonuses.

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FAN CLUB

Talking about support from our fans, we have to admit that any club enjoys the best support at home. So, home game is always more preferable for the team for this reason as well. Not without a good reason one of the most serious punishments applied by football bodies to a club at fault is a home game at the empty stadium. In this respect FC Shakhtar outperforms many Ukrainian football clubs, to say nothing of the game attendance, which in season 2007-2008 was the best in the country. Donetsk fans were also the most creative in "expressing themselves" at the stands.

A so-called «visual» part (banners, modules, flags) has been on top in Donetsk in the recent years, however this season the stands of Olimpiyskiy stadium showed even better performance. The season opened up with an impressive banner-module show performed by 5 sectors during Shakhtar-Dynamo match on the first match day. Everybody will remember such banners like «Our power is traditions» (Shakhtar-Zarya), «7 years without you» (dedicated to Shakhtar's legend Vitaliy Starukhin, Shakhtar-Vorskla), «We have got our gold, now it's your turn!» (to mark the Day of Miner, Shakhtar-Tavriya), silver cup with radiating orange rays (Shakhtar-Celtic), a team of warriors on six huge banners (Shakhtar-Milan).



Our Fans

OVER THE PAST SEASON WE MADE A SPECIAL EMPHASIS ON THE WAY THE FANS SUPPORT US. UNLIKE EMPTY STANDS AND INDIFFERENT SPECTATORS, AN ENERGETIC AND ROARING AUDIENCE PUSHES THE TEAM FORWARD AND CONTRIBUTES TO THE VICTORY, WHATEVER HARD IT MIGHT BE. JUST RECALL THE HOME GAME WITH SALZBURG, WHICH TOOK US TO THE CHAMPIONS LEAGUE. DURING THE GAME THE WHOLE OLIMPIYSKIY STADIUM SUPPORTED THE TEAM AND THIS MIGHT HAVE INFLUENCED THE OUTCOME, TOO. ANYWAY, I GUESS WITHIN THE LAST 10 MINUTES OF THE GAME EVERYBODY AT THE STADIUM WAS ON THE HOP. OUR GOAL IS TO ENSURE SUCH SUPPORT FOR EVERY GAME.

Manager of FC Shakhtar Official Fan Club

Denis Sorokin

The season also saw numerous module shows, which are one of the most complex performances. Thus, the first animated module show (with a changing image) was implemented by Donetsk fans. During the last game of the season with Donetsk Metallurh sector 18 was decorated with a shining gold medal lit by stroboscopes to symbolize the Golden Double of Shakhtar.

Sound support (a so-called «voice-support») was also on the rise. Ultras not only invented new «shouts» to support the team, but also spread them among other stands – Donetsk had not seen such a well-concerted performance of the fans for long. For texts of team fight songs and «shouts» to be learnt by as many fans as possible, ultras helped prepare a special CD of fan songs «The voice of FC Shakhtar fans», which was recorded at the end of the last season and is to be released in the first round of season 2008-2009. The CD includes basic fan songs and a famous local song about a miner known to every Donetsk region resident. The disc was recorded both during home games at the Olimpiyskiy stadium and at away matches. It also features studio records made by Shakhtar fans.

Schools were as active as Fan Sectors. Over the season home games of FC Shakhtar have witnessed one of the most effective methods of voice support - sectors echoing (fan-sectors to school-sectors). Totally, over 8 sectors (7,000 people) participated in the echoing.

The fans are moving further and we hope to see even a more thrilling and passionate atmosphere at FC Shakhtar games.

Of course, the life of a fan is primarily focused on the stadium, though it can be interesting and eventful outside the stadium, too.

A traditional contest Miss Fan Club was held in spring 2008. It was preceded by an open competition of beautiful female fans – first, the girls sent their photos to the Club, the best ones were placed on the official website followed by several weeks of online voting. Eleven finalists competed in beauty and display of their love for the Club. Apart from numerous prizes, the winners got the most desirable prize – a chance to accompany FC Shakhtar to Champions League away matches.

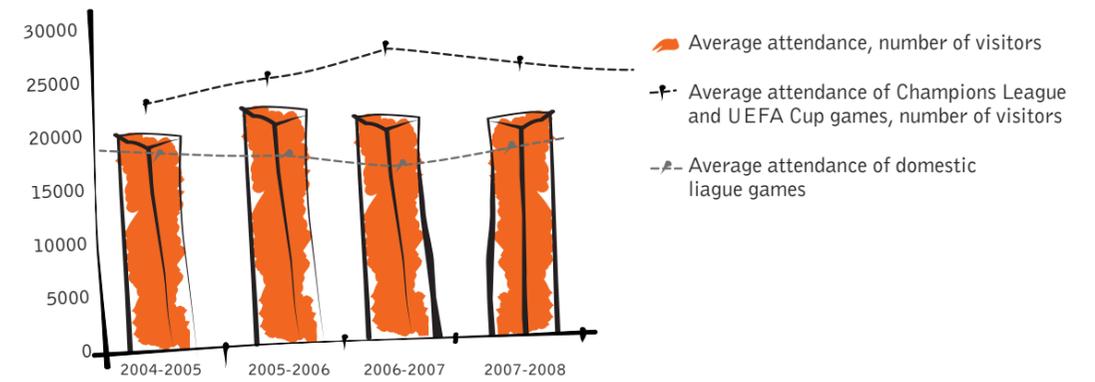
The New Year Fan party by FC Shakhtar pulled over 800 people from all around the city. Of course, the final outcome of the European Season upset the fans, but the show must go on, and the efforts of guests - "football" musicians from Moscow, Saint Petersburg and Donetsk – to elevate the spirits of our fans eventually succeeded.

FANS AT THE STADIUM

Each football team wants its matches to be attended by the biggest possible number of fans. Support from fans gives tone to the players and makes them more confident. A game at the home pitch is considered a big advantage, while the second worst punishment after disqualification is a game at an empty stadium.

Besides, attendance of home games is an indicator which significantly affects commercial activity of a club.

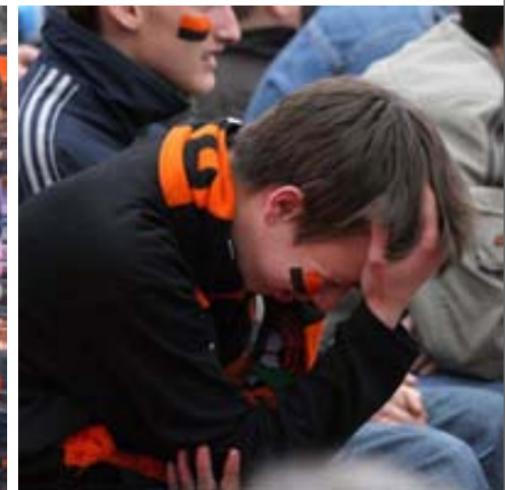
FC Shakhtar's home games are the most attended in the Ukrainian Championship, says statistics provided by Professional Football League of Ukraine.



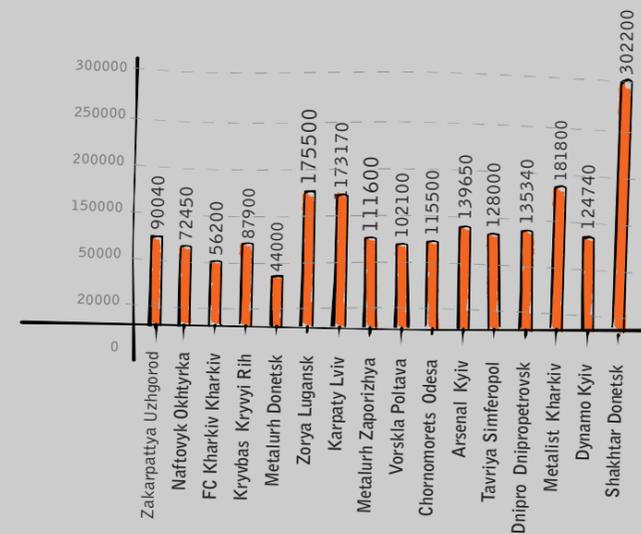
Average match attendance, number of visitors

Source: statistics by FC Shakhtar

The last several years showed a consistently high attendance rate for the games with FC Shakhtar. The average attendance of all matches starting from 2004 amount to over 200,000 people.

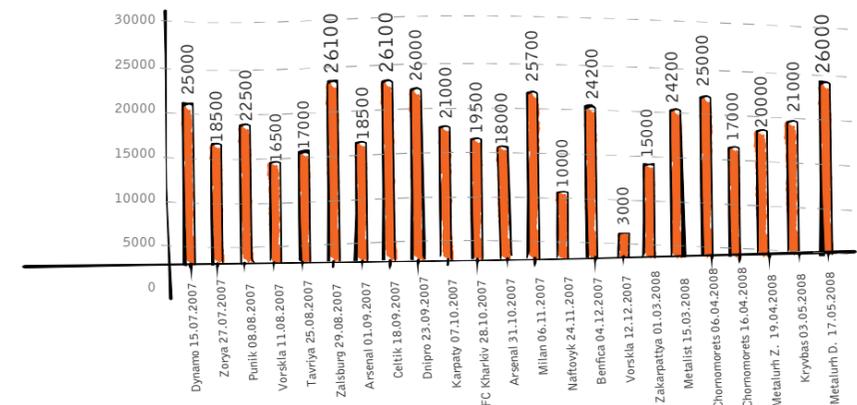


Our Fans



Attendance of home games in season 2007-2008 (games within Ukrainian Championship only), number of visitors

Source: Statistics by Professional Football League of Ukraine



Game attendance over season 2007-2008, number of visitors

Source: statistics by FC Shakhtar

The game attendance is affected by a number of factors: status of the game, weather and kick-off time.



RINAT AKHMETOV:
 «ONLY THE SOCIETY THAT SHOWS
 CARE FOR ITS CHILDREN IS
 REALLY MATURE»

When we first visited an orphanage, we were deeply impressed. We promised that as long as we live we would support children, who can't withstand such a difficult life alone... We all hate poverty, suffering and misfortunes, but few have a chance to fight them. We have such an opportunity. By joining our efforts we, adults, should build up such a system, which could root out children's sorrows, for no one is secure against misfortunes...

President of FC Shakhtar

Rinat Akhmetov

Charity is to some extent a dialogue between you and your conscience, understanding of what is happening and a desire to make a personal contribution into the life of the country. So, our being here is a huge benefit for Ukraine and a stepping stone to the future. Let's just keep up this initiative and a good tradition, for this is beyond politics, PR and any other external factors.

Composer

Igor Krutoy

THE YOUTH
 WE BELIEVE IN THE YOUTH OF OUR COUNTRY,
 IN ITS POTENTIAL AND IN THE ROLE OF
 FOOTBALL AS A SOURCE OF PROSPERITY,
 PRIDE AND UNITY.

Charity

SHAKHTAR TO CHILDREN ANNUAL CHARITABLE CAMPAIGN

According to Rinat Akhmetov, the campaign arose from a good tradition he had established with his close friend, renowned Russian composer Igor Krutoy. In 2001, they decided to support several children's homes and orphanage-schools.

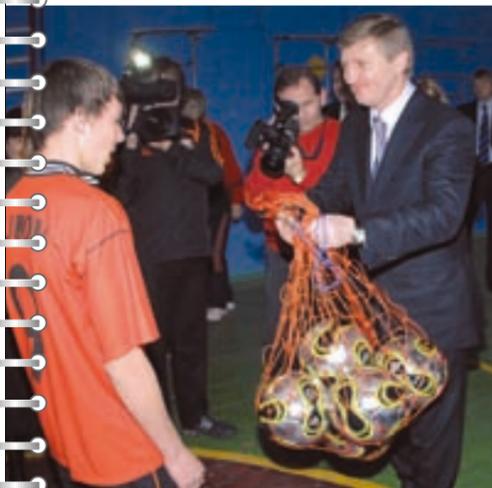
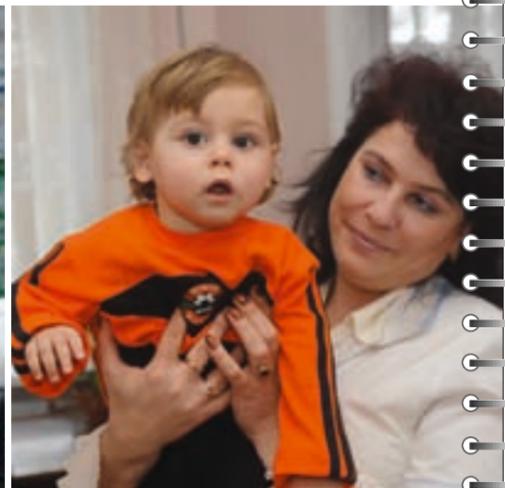
As the campaign was held on New Year's eve, soon it was linked to a particular date – 19 December. The St Nicolas Day was not a random choice. This Saint is widely worshiped by the Catholic and Orthodox people. It marks beginning of Christmas and New Year celebrations. The legend says that St Nicolas favoured children most of all. He secretly brought them toys, warm clothes and medicines for sick boys and girls. Every year since that time St Nicolas has come down to the Earth and brought presents for children.

The campaign was launched on 16 November 2001, when the benefactors visited three Donetsk schools. Orphan school No 5 for children with locomotorium disorders, orphan school No 8 for children with diabetes and secondary school No 63 (Rinat Akhmetov went to this school when a child) received UAH 150,000 each. Besides, teachers and students were invited to a music evening with Igor Krutoy where other Russian singers also took part.

In 2002, FC Shakhtar President and the Russian composer visited 6 children establishments in Donetsk. The total aid amounted to UAH 300,000. The charitable initiative, which turned into a tradition, grew every year. Thus, in 2003, 11 establishments were supported, while a year after, in 2004, the campaign covered 72 establishments in Donetsk oblast. In 2004, UAH 3,600,000 was allocated to support children. Children's homes, orphan schools, children's hospitals and health improvement centres received the most necessary items: medical facilities, vehicles, children furniture, computers, household appliances, etc. Sweet presents "From FC Shakhtar with Love!" are a hallmark of the annual campaign.

In 2005, the New Year campaign expanded geographically as 90 specialized establishments for children with different malfunctions were supported. Rinat Akhmetov and Igor Krutoy personally visited five of them.

In 2006, the charitable initiative of the benefactors covered 83 educational establishments, which included 47 orphan schools, 4 children's homes, 169 children hospitals, 11 health improvement centres and 5 baby's homes. Each of them received UAH 50,000 from FC Shakhtar. The total sum of support amounted to around USD 1m.



Charity

In 2007, the New Year campaign Shakhtar to Children was first held together with the Foundation for Development of Ukraine. The Club and the Foundation worked together to support family-type orphanages – support of such establishments is paramount for the Foundation, as sometimes it is the only chance for an orphan to find a family. Altogether, FC Shakhtar President and his friend supported 103 establishments (orphan schools, children hospitals, health improvement centres) with 12,650 children in total. In 2007, the overall budget of the campaign traditionally came up to USD 1m.

On 19 December, following the established tradition, Rinat Akhmetov and Igor Krutoy visited three out of 103 establishments. First, they visited the family-type orphanage of Aleksandr and Olga Kogan with 10 foster children (in addition to 5 own). With the financial support of the Club and the Foundation, the family bought new household appliances and furniture. The guests were happy to see a warm atmosphere and comfort. The children showed Rinat Akhmetov a picture of the new FC Shakhtar logo, which they made with the help of the computer presented by the Club. While for Igor Krutoy the girls sang a song about mother.

Now young tailors and carpenters can get professional skills using new sewing machines and workbenches. School football team awaited the guests in the gym. FC Shakhtar President presented local footballers with heaps of footballs. The young players were ecstatic.

After that, the guests were invited to the assembly hall for a concert. The winners of the city and regional contests performed their songs for the guests. After the concert Rinat Akhmetov and Igor Krutoy received presents made by the students of the orphan school. At first sight these were ordinary backgammon sets, but when the Club's President opened his present he saw a football pitch there. For his friend Igor Krutoy the children made a stave in the backgammon set.

Shakhtar to Children charitable campaign ended up with a briefing attended by the benefactors, the Director of the Foundation for Development of Ukraine and media.

Rinat Akhmetov: "Every year Igor and I visit children to see how and where they live, what they dream about and how we can help them. Just like us they dream about a good life, good family, good future and good job. Our key objective is to help them become respectable people".

Igor Krutoy: «I am glad that our meetings occur regularly and believe me it's not a PR, but a desire to put this problem in spotlight. So that heads of regional administrations or statesmen noticed this problem. If this year they take more care, it will be very good for the country».



ANDRIY GLADCHENKO:

«THE MOST DEVOTED FANS ARE – ALWAYS AROUND»

We started discussing the School Club project in autumn 2005. Initially we wanted to create the system that would enable us to develop the football fan's culture from the very young age, to tell the children about the football rules and the club's history, and, which is most important, to cultivate their sincere love for football. As the most devoted fans are always at the stadium, the stadium had to become a link. In March 2006, the first School Sectors appeared in the grandstands of the Olimpiyskiy stadium. In the course of time the number of schoolchildren was growing, as was the number of school fan sections. Every year the methodology materials about the football rules and Shakhtar's case studies were developed and updated for the lessons in the Fan Sections; every season saw some new competitions and additional events. For instance, in 2007 the Cup of Shakhtar was held among Donetsk schoolchildren for the first time. In 2008 158 teams from all over the city participated in it. I sincerely believe that not only Shakhtar, but the whole country will benefit from our work: we will be ready for Euro 2012. Besides, the Shakhtar fans will stay active and devoted for many years to come.

Fan Movement Department Head

Andriy Gladchenko

YOUTH
WE BELIEVE IN YOUTH AS A
UNIVERSAL SOURCE OF CHANGE,
AMBITION AND ACHIEVEMENT

Social activities

SCHOOL CLUB PROJECT

The School Club project, one of the most important social programs of FC Shakhtar, will turn four years old in the next season. Having started in 2006 as a small School Sector, this program soon became a large-scale project. Six black and orange children's sectors in Olimpiyskiy stadium have long been surprising the fans of the guest teams. Those fans of Shakhtar's opponents who know about them often choose not to come to Donetsk at all, for their voices will not be heard as long as the kids support their team so eagerly.

No doubt, the schoolchildren can be called the most loyal and devoted fans of the team: they are always at the stadium, all year round, whatever the weather is outside. In spring and autumn, when the kids come back from their school vacations, there are about 5,000 young football fans in the grandstands on average.

In September 2007, the first special-purpose seminar was held for the supervising teachers and leaders of the fan sections. The kids saw a "module show", studied the best global practices of the team visual support, were explained how important it was for the sound support to be well-coordinated and how much it meant for the football players. Besides, the best banner competition was held – the result could be seen in the grandstands during the home match with Karpaty.

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SCHOOL CLUB PROJECT

However, visiting the stadium is only a part of the extensive program under the title «School Club». First of all, it includes a special training course comprising two main aspects. The first one is the history of football club Shakhtar, which is practically inseparable from the history of the city and the region; and the second is the football rules (the kids must know them to understand what happens on the pitch). All these subjects are included into an optional course taught by the supervising teachers weekly to each Fan Section with 30-50 kids of various age groups (at the end of the season there were 138 Fan Sections). In the season 2007-2008, the methodology books for teaching the optional courses were updated. Now there is a number of brochures and a set of 9 tests on the team's history divided into periods.

These intellectual contests culminate in the regional competition held at the end of each academic year at RSC Olympiyskiy and are participated by about 50 students representing the teams-winners of the district (town) Brain Rings. For this competition, special tests with various complexity levels are developed. The winner and prize winners of the competition are awarded with certificates and achievement letters from FC Shakhtar and get branded presents.



Social activities

In addition, Brain Rings about club's history and football rules are held in each district of Donetsk, in Makeyevka, Khartsyzsk and Starobeshevskiy district every academic winter and spring. The winners receive presents from FC Shakhtar and the right to represent their district (town) at the regional competition.

One of the most important principles of the School Club is that the kids not only go to see the football games, but play football themselves. The most important and broad competition is the Cup of Shakhtar, in which the boys aged 9-10 from all over Donetsk play for this prestigious award. Such competitions have been held since spring 2007. According to the established rules, the Cup season starts with the training camp and runs almost together with the Shakhtar season according to the autumn-spring system. By the end of 2007, the district competitions had been held according to the «bunch» principle, and then in spring the finals were held at the districts of the city. In May, the tournament reached its final stage with 9 strongest teams. The Cup of Shakhtar of the season 2007-2008 was won by the team of Donetsk school No.45. The kids received a challenge cup and gold medals from the club.

SPECIAL PROJECTS

MOBILE MINI-FOOTBALL PITCH

For the schoolchildren living in Donetsk region, FC Shakhtar has realized a special project – the transportable Mobile Mini-Football Pitch. The mobile pitch travelled practically around the entire Donetsk region: now it is well-known in Aleksandrovska, Zugres, Velikonovosyolovka, Zhelannoye, Debal'tsevo, Konstantinovka, Druzhkovka, Mariupol and another 9 towns and villages of the region. In each town, a mini-football tournament was held for the kids aged 9 and 10, at the end of which the winners were announced. They received Shakhtar branded football clothes and were invited to participate in the finals of the mini-football championship held in Donetsk.



Social activities

But not only boys play football in this program – girls do it too. In November 2007, the Mini-Football Tournament for girls aged 12-14 was held among the school Fan Sections. Three stages of the tournament included competitions at the levels of the Fan Sections, district and the city. The winners received prizes from FC Shakhtar and could visit the training centre of the Shakhtar's first team.

The range of Shakhtar's fans is very broad, but unfortunately not all of them can go to the stadium on their own. That is why the Club has been implementing special programs for the people with limited physical abilities for several years. Representatives of four para-fan clubs visit the home games regularly. Shakhtar supports them by providing transport and tickets. Besides, at the Olympiyskiy stadium there is a special entrance ramp behind the Fan Sectors, from where the fans in wheelchairs can comfortably watch the games. Moreover, the club supports the fans in another way: it provides them with the sport equipment, football clothes and branded souvenir.

Shakhtar obviously helps veterans of the Great Patriotic War. Every year it provides financial aid to the Maryinskiy Hospital to buy medical equipment and medicines. On the New Year's Day and on the Donbass Liberation Day, a concert and a festive dinner are organized for the veterans.

SPECIAL PROJECTS

MOBILE PITCH IN THE CITIES OF UKRAINE

Promoting football in Donetsk and in Ukraine is an important objective for Shakhtar. This is clearly illustrated by the project Mobile Pitch in the Cities of Ukraine launched on 25 August 2007. The club's special mobile mini-football pitch visits the main squares of various cities, usually on the Day of the City, and creates a real football feast for everybody. Usually both children and adults participate in the football battles and the winners receive special prizes from the club. In 2007, the mobile pitch visited Lutsk and Sumy, Poltava and Kherson, Nikolayev and Chernovtsy, Zaporozhye and Kirovograd, Chernigov, Odessa and Sevastopol.



Social activities

FAMILY SECTOR PROJECT

It is an open secret that visiting a stadium is a very special thing. Nobody has invented anything better than a stadium to watch football. Yet going to stadium with little children may not be comfortable sometimes. To make a family visit easier, the Club set up a special enclosed Family Sector No. 23 at RSC Olimpiyskiy. There is an additional medical brigade and the face control at the entrance is tougher than usual. The kids, whose parents bought tickets to this sector, get candies from sweets producer, Konti. And the lucky ones, whose birthday falls on the date of a home match, receive special gifts: balls signed by the football players, baseball caps and calendars for the next year.

The schools also received presents from Shakhtar. In the course of preparation for the project, the Club found out that the visual aids were among the most required teaching materials – in many schools they dated back to Soviet times and were wearing out. Shakhtar decided to produce the learning charts for the schools, and by 1 September 2007 132,000 maths learning tables were awaiting students in all secondary schools of Donetsk and the region.

Shakhtar players also congratulated the schoolchildren on the Day of Knowledge. Although a home match took place on that day, Olexiy Belik, Dmytro Shutkov, Yuriy Virt and Serhiy Tkachenko visited schools No. 25 and 63, launched the academic year together with the kids and handed them presents.



DMITRIY KYRYLENKO:
 «IN OUR WORK WE APPLY
 THE MOST ADVANCED
 BUSINESS PRACTICES»

DETERMINATION

WE ARE NOT AFRAID OF THINKING BIG.
 WHAT OTHERS DREAM OF,
 WE BELIEVE IN

Commercial Activity

Commercial department of FC Shakhtar divides incomes in four main areas of activity – tickets/season tickets, game broadcasting, merchandising (items with the Club’s identity) and sponsorship packages. Key distinction of the Ukrainian market is that unlike clubs in the Western Europe, where the major part of income comes from broadcastings, we cannot stake on this business so far. Therefore, today we focus on promotion of our brand in the country through, for example, geographical development of the Club shop-chains from the full coverage of Donetsk region to the whole country.

The system of goods distribution, which is currently developing, will both ensure a stable income in future and cover the needs of our numerous fans all over Ukraine.

I’d also like to stress that in our work we apply the most advanced business practices. The Club’s considerable success in this area is proven not only by our own results, but also by positive responses of renowned foreign partners.

Head of Sales Department

Dmitriy Kyrylenko

ISO 9001:2000 CERTIFICATION

Any self-respecting consumer always wishes the manufacturers to provide guarantees of quality, reliability and stability. Many can take it on the trust, however, for the words not to remain just an empty phrase, the global community has developed ISO 9001:2000 – standards and requirements to the quality management system. By accepting these norms, the manufacturer undertakes to manage his business in such a way, so that his products and services meet the consumers’ needs.

Supported by the leading Ukrainian consulting company Prirost-Sistema, FC Shakhtar has developed and introduced quality management system for its commercial activity. One of the leading global certification bodies, Swiss company SGS, has recently acknowledged the compliance of FC Shakhtar’s quality management system with ISO 9001:2000 requirements. So, now Donetsk club is among few in Europe and the only one in the post-soviet area to operate in line with the international standard ISO 9001:2000 and have a respective ISO certificate.

This certificate guarantees that all products and services promoted by the commercial department have the quality matching the global standards.

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MERCHANDISING

Merchandising, ie Shakhtar branded goods, is a hallmark of any football club. In the global practice the rating of football clubs is assessed by the quantity of sold T-shirts, scarves and other branded goods. However, identity is not only profit, but also an indicator of fan's loyalty, for to buy and wear the Club's clothes and accessories, you really have to love the Club.

FC Shakhtar has a wide choice of products with the Club's identity. First, these are branded T-shirts, sports items and football accessories – we have sold over 2,000 branded T-shirts over the season. Paying tribute to its history, last season FC Shakhtar issued striped black and orange football suits, which were in big demand, as in the past FC Shakhtar had won its most significant awards wearing those T-shirts.



Commercial Activity

As to the essential fan accessories, we have sold over 14,000 scarves of different designs to please even the most sophisticated taste.

The commercial department constantly seeks to expand the choice of products to cover all categories of fans. For example, over the season 2007-2008, apart from football goods, fans could buy flags and cushions for cars, black and orange slippers, towels, baseball caps, headbands, coffee sets and beer glasses, watches and accessories for mobiles, school supplies, toys and children's clothes... Another unrivalled souvenir – a collection of badges featuring all logos over FC Shakhtar's history – was highly appraised by the admirers of history and rare symbols of FC Shakhtar. You can hardly enumerate all goods presented in branded shops, as the complete range of products numbers over 500 items.

The Club has around 20 specialists to develop, produce and sell branded goods. This area of activity is paramount for the commercial department as to some extent the range and quality of goods also contribute to the increased number of the Club's fans. The commercial performance shows that branded goods are also popular because of their distinguished design and quality.

Over the season, the Club's total income from branded goods amounted to UAH 7,900,000, an 80% increase year on year, ie the income from this area has grown almost twice.

RETAIL CHAIN

The main points of sales are branded shops. Branded goods are in big demand, so we run three shops in Donetsk – on Pushkina boulevard, as well as in Belyi Lebed (White Swan) and Donetsk City shopping malls.

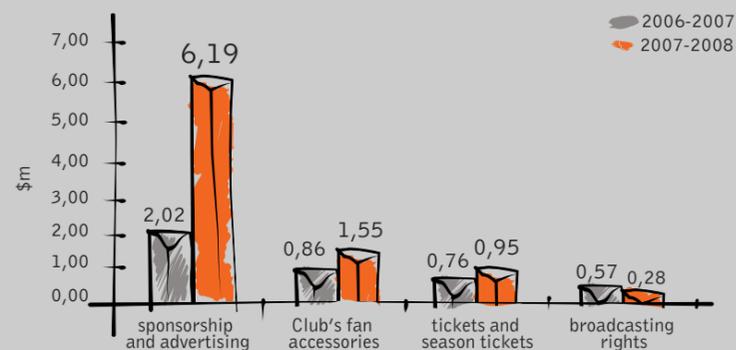
On 28 February 2008, another branded shop was launched in Gorlovka town. We also plan to open a branded shop in Krivoy Rog city. Last season, sales via branded shops made UAH 5,540,000.

However, goods with FC Shakhtar identity are sold not only in branded shop. We have FC Shakhtar corners almost everywhere – in 12 supermarkets, 58 self-service stores, 64 retail shops and 10 outlets in Donetsk oblast. Late last season, the total number of such outlets amounted to 150.



Commercial Activity

Before and during the game, fans can buy Shakhtar branded goods from 30 outlets located not only at the stadium, but also along all approaches to it, which ensures convenience. A new method of promotion via online shops is also quite successful. The range of goods presented there fully matches that of regular shops, and the total income amounts to UAH 90,000. Starting from this season FC Shakhtar also runs a mobile outlet – a so-called fan-mobile, a branded shop on wheels.



Income items, \$m

TICKETS AND SEASON TICKETS

In the season 2007-2008 FC Shakhtar played in 23 official games, with the income from ticket and season ticket sales amounting to UAH 4,563,000.

The Club sold over 4,600 season tickets for Premier League and Ukraine Cup games. Owners of the season tickets had a priority to buy tickets for European Cup matches. Last season, the minimal cost of a ticket for FC Shakhtar home games was UAH 3.

The pricing procedure in the Club is as follows: at the last home game of the Premier League, the Club makes a survey to identify the buying capacity of fans and whether they are pleased with the services provided by the Club at the stadium and outside. Proceeding from these surveys, economic situation in the country and the market demand, we fix the ticket prices for the next season. Of course, one of the key factors for the Club is occupancy of the stadium and affordability of football for people.

Also, to make it convenient to buy tickets, FC Shakhtar has been running the so-called RSO – remote sales outlets. Their number in the season 2007-2008 hit 293.

SPONSORS AND TV BROADCASTS

Income from sponsors and advertisers comes from several areas: current and new sponsorship contracts, sponsorship of the League, the 1st and 2nd advertising lines at the stadium, European Cups, ads in Shakhtar magazine and other projects – a season movie, yearbooks, advertising banners on the official website, etc.

Last season FC Shakhtar found new sponsors - partners, to be more precise. These are Morshynska trade mark – official "water" partner, Parallel company – official "fuel" partner, as well as trade marks Snack-group, Orbit, Sandora and Gerkules.

FC Shakhtar's position as a leader in the Ukrainian football is also supported by a wide TV coverage of the Club's games. All FC Shakhtar games in domestic championship, the Cup of Ukraine and European tournaments were broadcasted live. Some games were also broadcasted in Russia and Romania.



ANNA GOLOVINA:
**«THE CLUB ALWAYS PROVIDES
 OPPORTUNITY FOR THE EMPLOYEES
 TO IMPROVE THEIR SKILLS»**

KNOWLEDGE
 WE BUILD OUR NEW HISTORY BY EXPANDING,
 CULTIVATING AND APPLYING THE KNOWLEDGE
 AND EXPERIENCE OF GENERATIONS OF
 PLAYERS AND CLUB OFFICIALS

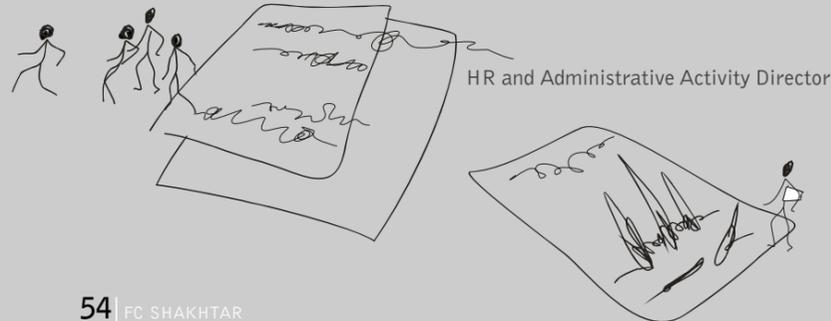
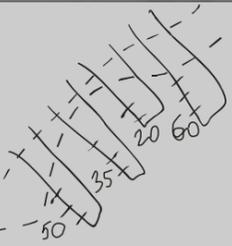
Human Resources

FC Shakhtar is an organization with a renowned name and big targets. That is why we take a very careful approach to the personnel recruitment focusing on personal qualities of applicants and professional skills, because friendly environment and teamwork skills are very important for us.

Apart from that, the club always provides its employees with the chance to improve skills. We arrange advance training courses, various workshops and seminars selected on an individual basis. And these training efforts are not in vain. Our employees often get a promotion and go up the career ladder thanks to their persistence, commitment and hard work.

HR and administrative activity department of the club performs every activity related to the transport, visa support, and, most importantly, HR management and qualification upgrade of the club's employees.

A real professional learns throughout his entire life. Being guided by this axiom, last season the HR and administrative activity department did a lot to improve the professional qualities of the club's employees. During the last season, 17 students of the Academy completed their higher education, 7 trainers of the Academy and two members of the medical department obtained the mandatory professional licenses. And this is far from being the end of the story. Six employees of the club took MBA course at the Open University of Great Britain; 20 employees took the course in the English language and 12 – computer excellence courses. There were also various seminars and trainings on a number of areas of FC Shakhtar's activity.



HR and Administrative Activity Director

Anna Golovina

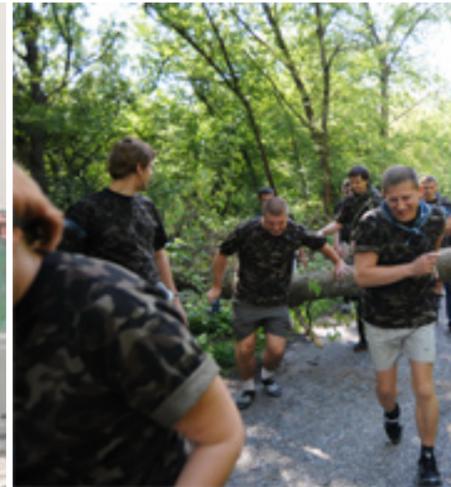
A mid-season loyalty study of the club's employees produced impressive results: 91% of the respondents approve the innovations and changes made in this season; 53% of the interviewed employees realize the need for steady development of every activity area of FC Shakhtar. Besides, 86% said that the Club's new philosophy, mission and values are close to their own. By the way, a number of focused seminars and lectures were held for the employees.

A very important fact is that 86% of the employees believe the staff of their structural units operate as a close-knit team. The majority (89%) put the interests of FC Shakhtar before their own personal interests and do their work as if they worked for their own business. We cannot but rejoice at these results. After all, it is common knowledge that people are the basis of any business.

From season to season we can see a sound trend towards increase in the number of the club's employees. Over the elapsed period 29 workers, 39 specialists, 2 line managers and one senior manager were hired by the club.

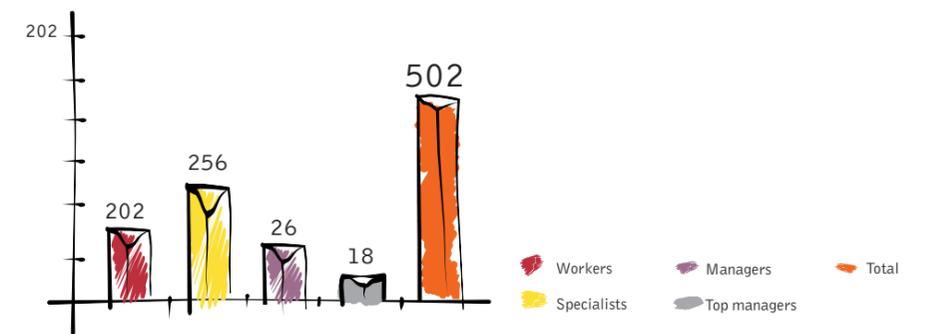
Certainly, football is the fans. As to the support of the team's supporters, FC Shakhtar stands out among the other clubs of Ukraine. The club's transport department provides 5-10 buses for the fans to attend each away game in the championship of Ukraine or the Cup of Ukraine; for the decisive away games the number of buses reaches 300. Besides, the club provides fan transport for the home matches as well: in particular, on average 125 buses are allocated to ensure comfortable transportation of the schoolchildren under the School Club project. For each away match of the European Cup, Shakhtar gives to the members of the official Fan Club participating in the bonus program a complete package of services required to visit the game, including the charter flight, transfers, hotel accommodation, match tickets and visa support. Thus, the most devoted fans of Shakhtar get the chance to combine the comfortable stay in a foreign country with an opportunity to visit the game of their favourite team.

In March 2008, a unique \$500,000 Mercedes-Benz bus was purchased for the trips of the first team. It is equipped with latest appliances ensuring necessary comfort for the players and has an exclusive design.



Personnel

WE HAVE BEEN APPLYING SUCH A UNIQUE INSTRUMENT AS THE SYSTEM OF EMPLOYEE LOYALTY MEASUREMENT AND SATISFACTION WITH WORKING CONDITIONS FOR TWO SEASONS SO FAR. THIS MEASUREMENT HELPS US UNDERSTAND THE LEVEL OF THE PERSONNEL'S MOTIVATION AND SATISFACTION WITH THEIR EMPLOYMENT, AND MONITOR ALARMING SIGNALS TO PREVENT POSSIBLE DISSATISFACTION. ONE OF THE MAJOR GOALS OF THE HR DEPARTMENT IN SUCH A MANY-SIDE AND VERSATILE ORGANISM AS FOOTBALL CLUB SHAKHTAR IS TO CREATE THE CONDITIONS FOR SUCCESSFUL COOPERATION BETWEEN THE STRUCTURAL UNITS OF THE CLUB AND DEVELOP AN EFFICIENT ENCOURAGEMENT SYSTEM. I WOULD LIKE TO POINT OUT THAT FOR THE FOOTBALL CLUBS OF THE CIS COUNTRIES THIS SCHEME IS AN INNOVATION. IT HELPS US UNDERSTAND BETTER THE PROBLEMS OF OUR EMPLOYEES AND THEIR NEED TO HAVE A REGULAR FEEDBACK FROM US.



Number of FC Shakhtar's employees by categories (season 2007-2008)

HR Department Deputy Director

Svetlana Slobodyanyuk

**GYULNARA AKHMEDZHANOVA:
«FOOTBALL IS NOT SEEN
AS BUSINESS IN OUR COUNTRY»**

Speaking about profitability or even a break-even operation of a football club, we can just say again that in today's Ukraine it is simply doomed to be unprofitable. From the financial point of view it is almost impossible to receive a product, which can be sold with the desirable return on investment, given such an expensive incoming resource. Time is required to change the state of affairs for the best. Football is not seen as profit-making business in our country. Yet a number of domestic football clubs can compete on the European level carrying out the image function or, in other words, acting as ambassadors of this country in Europe.

Promotion of the club is money-losing obviously, and the profit can be expected only in the future, provided the proper promotion policy is in place. However, some attempts in certain business areas are being made. Particularly, the methodology of building and assessment of the FC Shakhtar brand value was developed last season.

Finance Director, FC Shakhtar

Gyulnara Akhmedzhanova



KNOWLEDGE

THERE IS ALWAYS A BETTER WAY TO DO THINGS.
WE BELIEVE IN KNOWLEDGE AS A DRIVER OF
GROWTH AND DEVELOPMENT

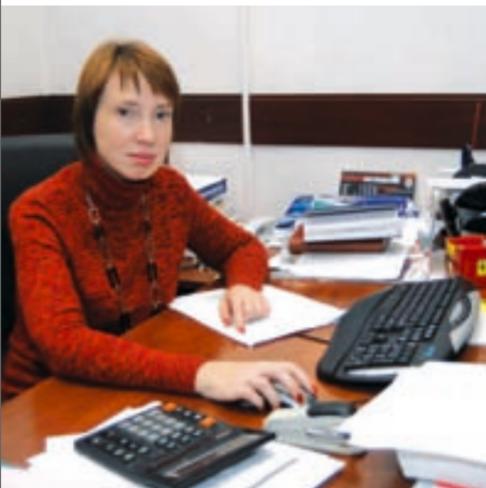
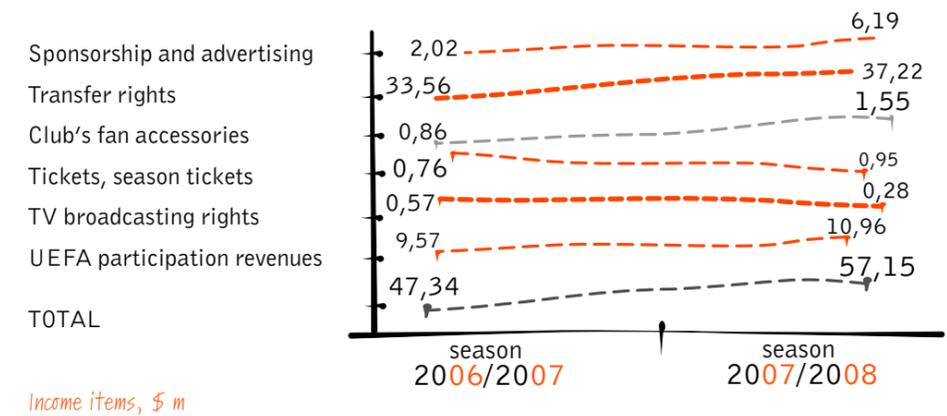
Finance Operations

FINANCE DEPARTMENT and ACCOUNTING DEPARTMENT

The finance department of FC Shakhtar includes five subdivisions: accounting, finance (treasury), budgeting and controlling, IT and procurement. The employees of this major department are responsible for effective financial activity of all numerous club divisions. Much was done in the season 2007-2008. The new accounting parameters meeting the highest global standards were developed and introduced.

There are four fundamental indicators guiding activity of the financial department: performance, effectiveness, efficiency and ethics. Analysis shows that the modern corporate culture in any organization is a so-called "the culture of objective" and the FC Shakhtar management system is focused on goals. In other words, every business activity in the club is set to achieve its specific targets. And each of them meets the SMART criteria. When working to meet an objective, people should be committed to attain concrete results, which in turn, must deliver a certain income subject to evaluation. Besides, all expenses are estimated and then cause-effect relations between benefits and expenses are established. Finance department makes such efficiency analyses quarterly. However, this process is individual at each football club. In fact, unlike any other organization, a football club's activity is connected with a football season and not with a calendar year.

Special attention should be paid to the fact that this system allows to manage the company successfully amid constantly changing goals and objectives. Let us imagine that initial goal was to succeed in the UEFA Cup, but the team managed to enter the Champions League group tournament. Then it can get into the UEFA Cup again or fail. So, goals and objectives – achieving the highest results on the domestic arena – change accordingly in the Ukrainian League and the Cup of Ukraine.

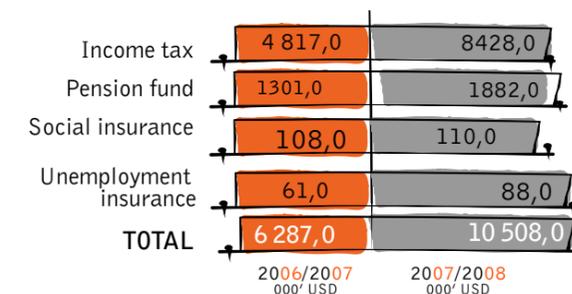


Finance Operations

Information support is undoubtedly important for the management system. Today the analysis and improvement of IT needs a systematic approach as IT progress is the most powerful factor of changes and a source of competitive advantages. In this case, it is the high-quality information, which would serve as a ground for managerial decisions. Quick decisions will be a new source of competitive advantages for the company in times of globalization.

Corporate finance budgeting automation system developed by the company Intalev-Ukraine has been successfully introduced in the club, while Intranet information system ensures internal communications. The club will develop soon a special quality measurement system for input data to identify and eliminate information overloads.

As to the procurement system, now the club partially moves from the tender system to the so-called Japanese model. This principle will help establish reliable partnership with suppliers and get discounts for goods and services. According to the finance department calculations, the efficiency of procurements in the following season should grow 20% at least.



Payments to the state budget



ANDRIY KHARITONCHUK:
«EMPLOYEES OF OUR DEPARTMENT
ARE EXPERTS IN ALL BRANCHES OF THE LAW»

EMPLOYEES OF OUR DEPARTMENT ARE EXPERTS IN ALL BRANCHES OF THE LAW. THEY SHOULD KNOW ALL LEGAL ASPECTS STARTING FROM LABOUR LEGISLATION STRAIGHT TO THE INTERNATIONAL LAW. TRANSFERS OF FOOTBALL PLAYERS ARE, IN FACT, ONE OF THE MOST COMPLICATED AND DELICATE AREAS IN OUR WORK. NOW THE COURT OF ARBITRATION FOR SPORT IN LAUSANNE (SWITZERLAND) IS CONSIDERING A NOTORIOUS CASE ON UNILATERAL CANCELLATION OF THE LABOUR CONTRACT WITH THE CLUB BY BRAZILIAN FOOTBALLER FRANSELINO MATUZALEM. THE DECISION IS EXPECTED SOON. THIS CASE IS A LEGAL PRECEDENT AND THEREFORE IT HAS BEEN CONSIDERED FOR SUCH A LONG TIME. WE ARE FULLY INVOLVED AND SUPERVISE THE PROCESS.

Head of Legal Department

Andriy Kharitonchuk

Legal department

The fundamental goal of FC Shakhtar legal department is legal support of all areas of club's activity. Last season our lawyers secured decisions of four disputes in favour of the club. One of them was economic and others were related to sports issues.

Another figure looks even more impressive. During the last season the legal department considered 1020 economic contracts. Agreements signed by the Department of Marketing, Sales and Communications account for 60% of the amount. In addition, 130 sport contracts were analyzed: various employment details, transfer issues and matters related to moves of football players of the Academy. The legal office of Shakhtar considers agreements within the tightest deadlines (not more than two working days on average). This is not dry statistics, but a well coordinated and approved procedure.

Along with ongoing activity the club lawyers regularly improve and polish their professional skills. The chief of the department Andrey Kharitonchuk visited recently the international congress in Madrid The FIFA Regulations for the Status and Transfer of Football Players.

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KNOWLEDGE
WE LOOK FOR THE BEST COMPETENCES
IN EVERY FIELD FROM ALL CORNERS
OF THE WORLD



SERGIY PALKIN:
**«THE LOGO SHOULD
 DESCRIBE THE CLUB»**

www.shakhtar

1936

Верность традициям прошлого

Энергия и ст
 То

BRAND ESSENCE BEYOND BOUNDARIES

Club's Image

The football club Shakhtar has changed a lot over the past decade. Some of the transformations were extensive, influenced the city and even the whole country. We faced a challenging task to identify what the club represents today and what kind of future it has. Certainly, we have a clear objective to be successful in Europe. Any football club strives for victories. What makes us different? What makes our fans remain so loyal even when the performance is not that good? This is the ideology and values inherent to our club. This is our vision.

FC Shakhtar CEO

Sergiy Palkin



REBRANDING

In December 2007, FC Shakhtar presented a new brand strategy, vision and values embodied in the logo of the club. The brand concept had been designed in collaboration with the consulting company Interbrand – the world leader in this business.

The new brand image expressed in the new innovative design combined the glorious past and the promising future of Shakhtar. The modern appearance and a powerful emotional energy reflect the club's ambitions to go beyond the limits of a purely local brand and gain the international recognition.

The brand concept is an important part of club's general development strategy designed to improve its position in the international football and increase the influence of Shakhtar on development of the Ukrainian football.

We have presented our new image at the time when the new 5-star stadium Shakhtar, which will have been completed by 2009, was nominated for the matches of Euro 2012.

The new logo developed by Interbrand is universal and meaningful. The team's name in the centre of the logo emphasizes the historical connection of the club with the profession of miner (Shakhtar means "miner" in Ukrainian). The orange and black contrast symbolizes the sunshine and the darkness of coal mines.

The logo symbolizes the past and the future of Shakhtar: the year of foundation and the crossed hammers is our tribute to the history and traditions of the club, to the hard labour of miners. The flame in the upper section stands not only for the energy of nature hidden in the heart of Donbass, but also the passionate and sincere love of the club's fans.

The upper part of the logo is also a national symbol of Ukraine, a trident. The club shows thus its desire to be the country's pride and the local symbol. It also shows the Cyrillic letter 'Ш' – the initial letter of the club's name inscribed in the outlines of a mining adit.

The upper section of the logo features the horizon lit by the sun, symbolizing the rise of the new epoch in the history of Shakhtar.

The general logo shapes are innovative in the football industry and show the club's ambitions and clear understanding of its objectives. The sharp aggressive form represents the fighting spirit of the team.

«Today we are fully aware of what Shakhtar really is. The club's logo – its symbol, embodiment and emblem – should reflect this new understanding, because it represents an important part of our visual communication», says Maria Grishko, Marketing Director of FC Shakhtar. «For this reason, we presented a new version of the logo. It certainly does not mean that the previous logo, which had accompanied the club's history for 20 years, was not good enough. The same is true for other emblems of the club since 1936; each of them symbolizes its epoch and the club at that time».



Club's Image

TODAY SHAKHTAR IS BECOMING A RECOGNIZED BRAND IN THE INTERNATIONAL FOOTBALL. SHAKHTAR IS AN EXCEPTIONAL EXAMPLE OF HOW THE FOOTBALL BRAND CAN COMBINE A CAREFUL ATTITUDE TO THE CLUB'S TRADITIONS AND UNDERSTANDING OF DIFFERENT GENERATIONS OF SUPPORTERS. THE CLUB IS DRIVEN BY THE COMMITMENT TO EXCELLENCE PROVED BY CONSTRUCTION OF A NEW STADIUM, FOUNDATION OF THE FOOTBALL ACADEMY AND UPGRADE OF THE TRAINING CENTRE. EVEN BY THE INTERNATIONAL STANDARDS SHAKHTAR IS AN OUTSTANDING FOOTBALL CLUB, WHICH IS REFLECTED IN THE BRAND CONCEPT. CREATION OF A NEW LOGO WAS INSPIRED BY SHAKHTAR AND ITS RECENT SUCCESS. IT IS HARD NOT TO BE IMPRESSED WHEN YOU MEET PEOPLE WHO WORK HERE AND SEE THEIR FAITH AND DILIGENCE. SHAKHTAR IS UNDOUBTEDLY A RISING STAR IN THE INTERNATIONAL FOOTBALL.

You can also see that we used some of the elements of the previous logos. In our view and, most importantly, in the opinion of our fans, they represent our history and traditions. However, to move forward with a confident pace and understanding of our goals, we must have the symbols on our «shield», which reflect our present vision.

Led by Manfredi Ricca, the Italian Office of Interbrand made two task groups of ten employees: designers and strategists. To deliver the project, they had to understand the philosophy of the club and the people working to ensure its success: directors, employees, managers, footballers and fans. We made a number of interviews including one with Rinat Akhmetov, the President of Shakhtar. We asked people about their vision of Shakhtar, what makes this club unique, how they see its future. We analyzed external studies about the club to formulate with the club's senior management the philosophy reflected in the logo', explains Manfredi Ricca.

Chief of Italian Office Interbrand

Manfredi Ricca

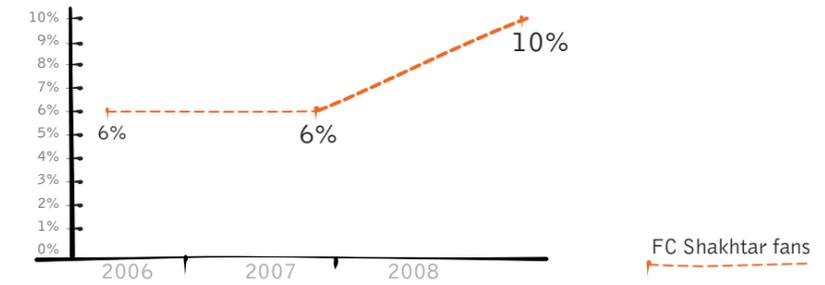
RESEARCH IN UKRAINE

FC Shakhtar is one of the few clubs in the CIS, which seriously treats its social role in the country and surveys preferences of fans. The club started to carry out such polls in 2003. It was clear that that intuition alone was not enough to make well-grounded marketing and business decisions.

Marketing research is a tool of market study and also a type of communication with fans, a chance to learn their opinion on the various issues related to the club. The research results help meet wishes of our fans promptly.

The club has been conducting national polls for three years to find out the number of football supporters, club fans and the general image parameters. The survey was very important for Shakhtar. Along with sport and commercial performance it is the way to appraise the overall club performance over a season.

In addition, the number of FC Shakhtar fans, who consider Shakhtar their only favourite club, went up in Ukraine by 4%. This is 1.69m people in relative parameters of loyal fans.



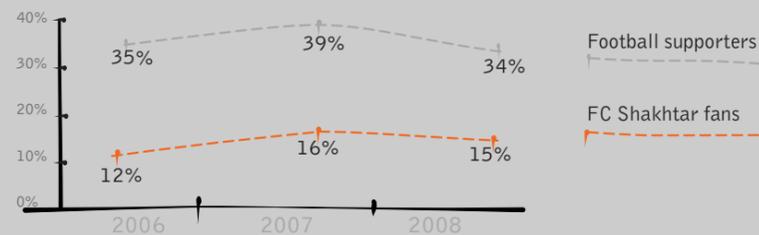
Loyal FC Shakhtar fans aged 10-59, over 3 years in % of population

Source: Football Fans Behaviour Study. 2006, 2007, 2008. MASMI-Ukraina



Polls and marketing research

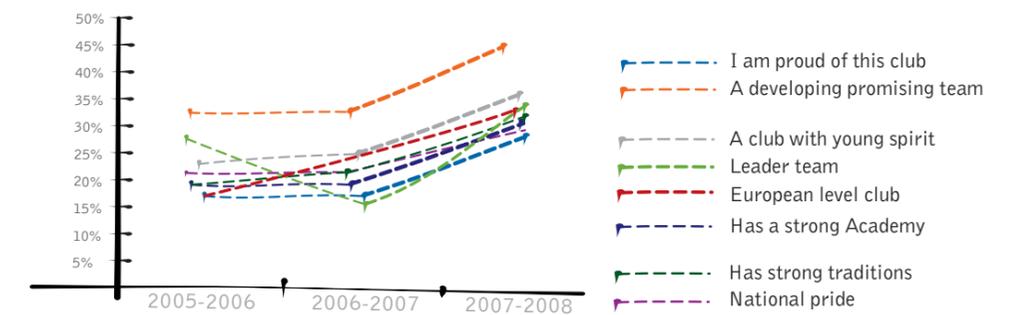
In 2008, the number of football fans went down in Ukraine by 5% year on year. Their general approximated quantity made 7.88m people. Despite the reduction, the number of FC Shakhtar fans totalled 3.48m. In business terms, this shows the increase of FC Shakhtar's "share" in the football market. The number of Shakhtar's supporters decreased much less than the general quantity of the fans.



Football supporters and FC Shakhtar fans aged 10-59, over 3 years in % of population

Source: Football Fans Behaviour Study. 2006, 2007, 2008. MASMI-Ukraina

Image aspects are also studied to know if a certain feature important for a football club is typical for Shakhtar. In total, about 30 features are researched. The diagram shows the dynamics of the most important image characteristics for FC Shakhtar, which represent the philosophy of the club. In the season 2007-2008 positive dynamics was seen in all the aspects.



Football club image characteristics

Source: Football Fans Behaviour Study. 2006, 2007, 2008. MASMI-Ukraina

TARGET RESEARCH

Local researches are often needed to answer questions about business and marketing activity of the club. Shakhtar conducts at least four studies of the kind during a season.

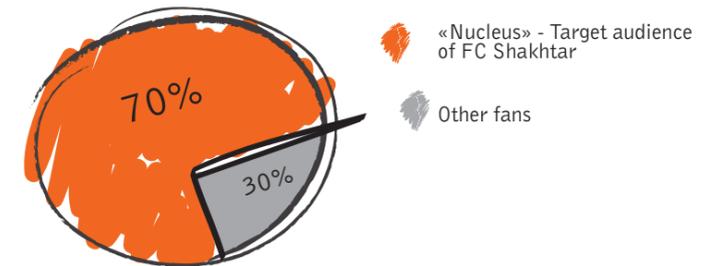
OUTDOOR ADVERTISING EFFICIENCY ASSESSMENT

In September 2007, the club launched a broad outdoor advertising campaign of home matches for the first time ever (billboards 6x3 m, city lights). The ads fundamentally differed from what had been done before. The core of the campaign was to make a match announcement a more emotional, bright and effective means of attracting fans to the stadium.

FC Shakhtar players did not simply appear as familiar faces on the new advertising boards. They directly addressed the fans and invited to support the team at the stadium. The most popular football players were involved in advertising.

RESEARCHING SUPPORTER AUDIENCE AT THE MATCH

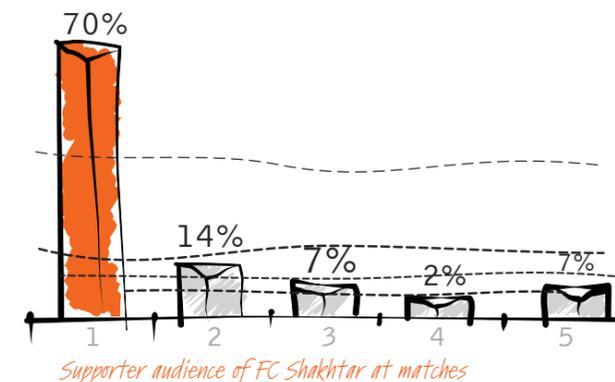
There is no better target audience than at a football match of Shakhtar. The club receives the most important data about the audience structure and fan preferences from match researches at the stadium. One of the surveys was carried out at the stadium RSC Olimpiyskiy before the match Shakhtar-Zorya on 27 July 2007. The idea was to get information about a typical FC Shakhtar supporter at the stadium and find out the channels which raise supporters' awareness of the match and influence their attendance.



Polls and marketing research

The need to estimate effectiveness of the advertising campaign arose once the drive was over. A research among Donetsk citizens was carried out. The results showed that the most of Donetsk inhabitants aged 15-60 (more than 3/4 of the population) saw advertising messages about FC Shakhtar football matches. About 65-71% of them remembered new ads well. The advertising campaign was called successful and appeared to be the most effective among the fans of younger age (15-26). Andriy Pyatov and Oleksandr Gladky were the most remembered footballers.

Source: Outdoor Advertising Efficiency Study Results, December 2007



Supporter audience of FC Shakhtar at matches

Source: Supporter Audience Research Results at Match Shakhtar-Zorya, July 2007, Donetsk Information and Analysis Centre

- 1 Try not to miss any home match of FC Shakhtar
- 2 Once a month on average
- 3 Approx. every three months
- 4 Visit only matches Shakhtar-Dynamo and Euro Cup matches
- 5 Others

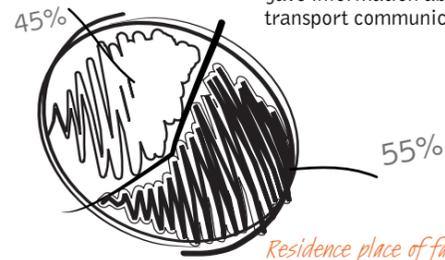
FC Shakhtar target audience is the fans willing to visit all home games of our club. They show the highest level of devotion to the team. Given the scope of this group, it actually reflects the general "face" of FC Shakhtar fans.

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RESEARCH RESULTS ACROSS UKRAINE AND DONETSK

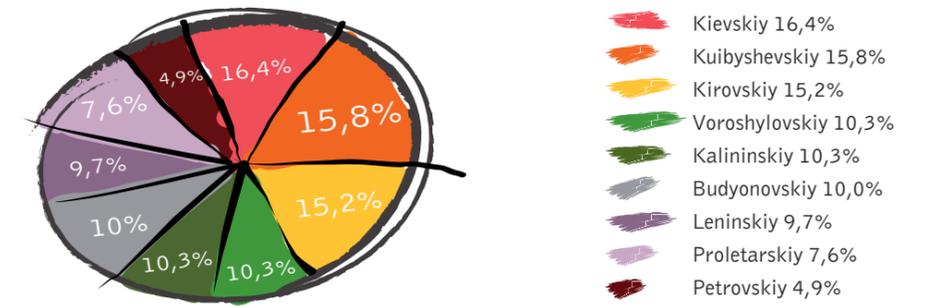
RESEARCH OF RSC OLYMPIYSKIY TRANSPORT AVAILABILITY

The research was much important for the ongoing and forthcoming activity of the club. The survey gave information about logistics of fans movement to RSC Olimpiyskiy stadium to schedule transport communications including those at the new stadium.



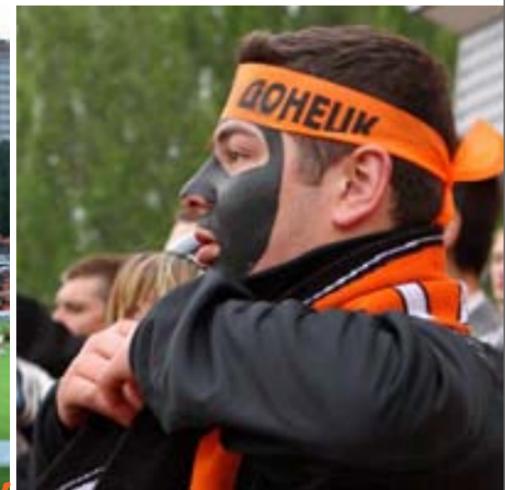
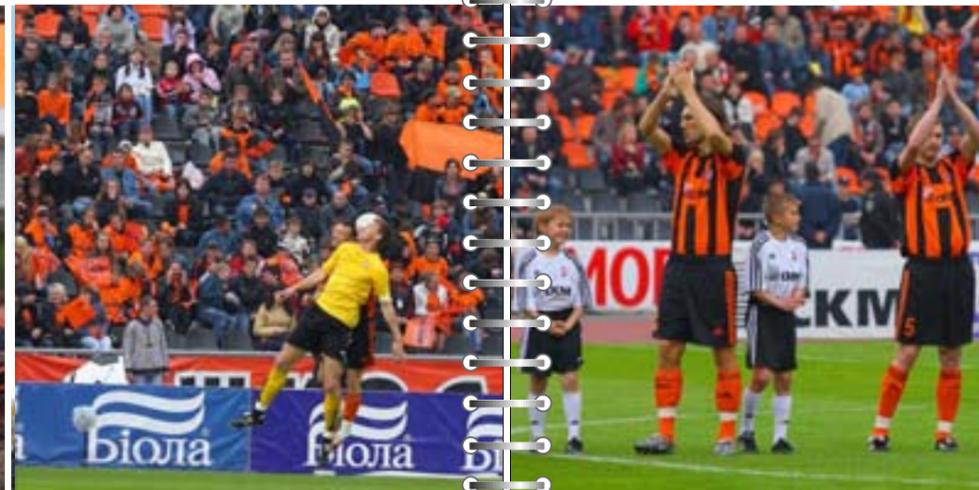
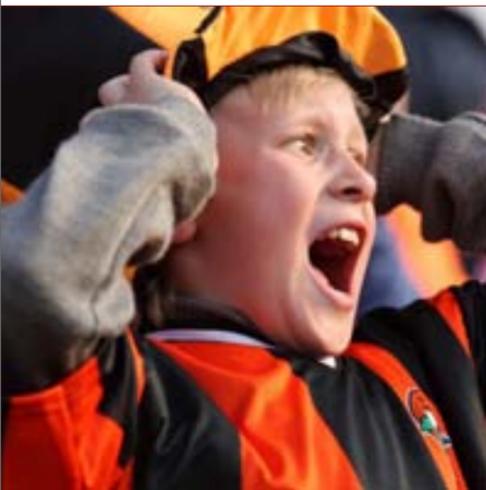
Residence place of fans at the stadium, % to respondents

Source: Research Results of RSC Olimpiyskiy Transport Availability for Football Fans on Match Days, May 2008, Donetsk Information and Analysis Centre

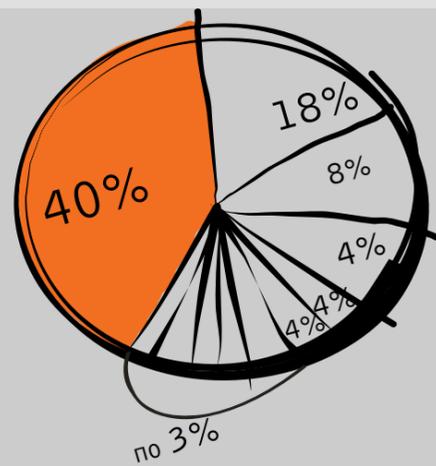


Residence place of fans interviewed at the stadium: Donetsk residents in % to respondents

Source: Research Results of RSC Olimpiyskiy Transport Availability for Football Fans on Match Days, May 2008, Donetsk Information and Analysis Centre

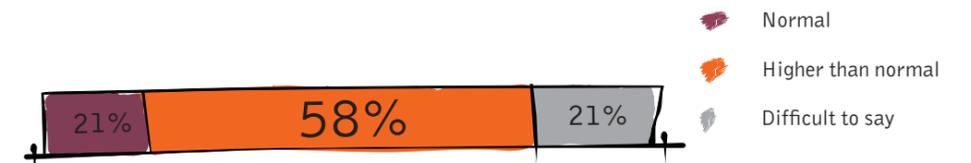


Polls and marketing research



Residence place of fans interviewed at the stadium: non-locals in % to respondents

Source: Research Results of RSC Olimpiyskiy Transport Availability for Football Fans on Match Days, May 2008, Donetsk Information and Analysis Centre

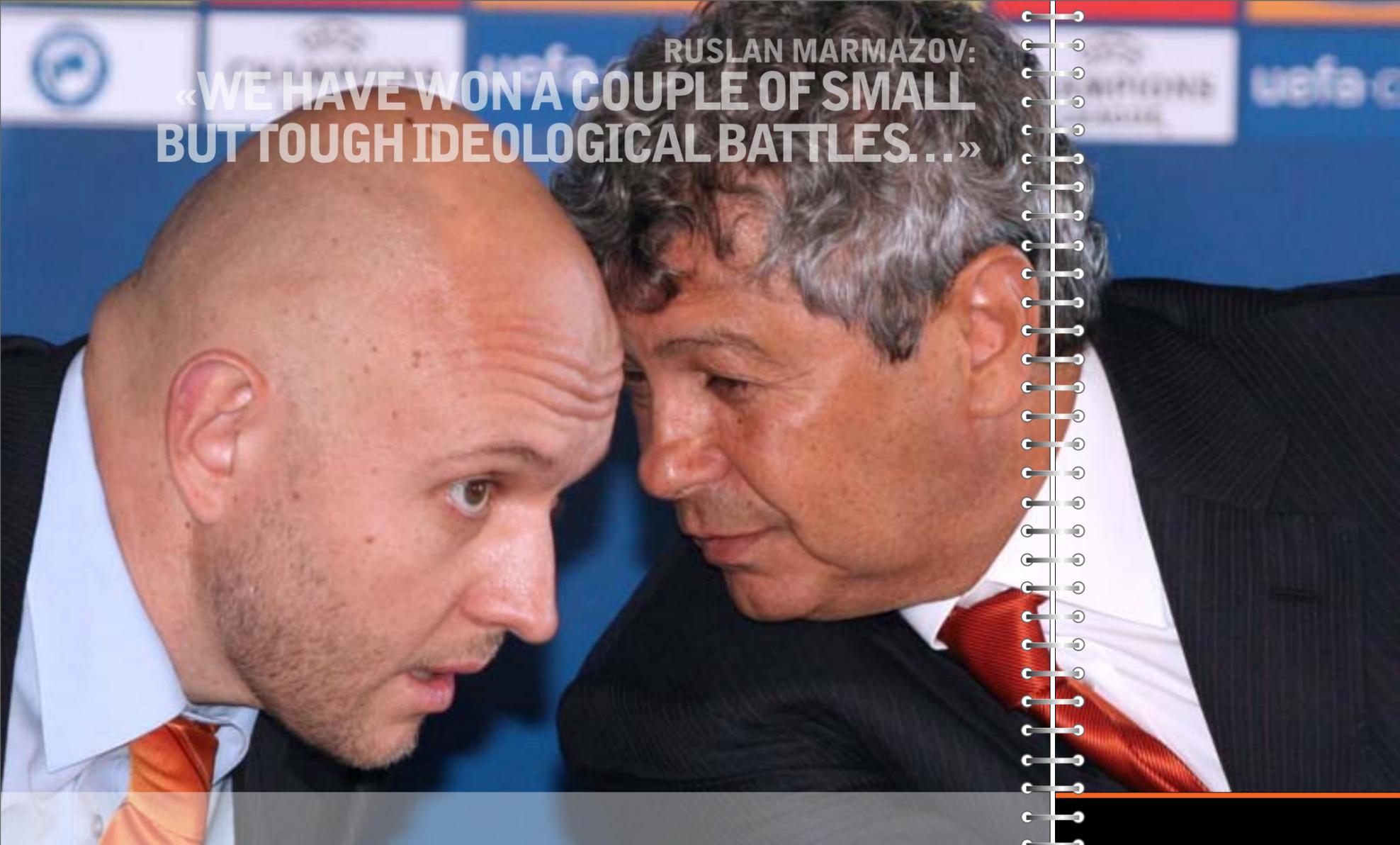


Fans' assessment of public transport occupancy on the way to the stadium, % to respondents using public transport

Source: Research Results of RSC Olimpiyskiy Transport Availability for Football Fans on Match Days, May 2008, Donetsk Information and Analysis Centre

The majority of stadium visitors (58%) using public transport said that on match days its occupancy is higher than usual. The results can be regarded as an immediate guide to action for the club and the local authorities to improve transport service and accessibility of the new stadium for city and oblast citizens.

RUSLAN MARMAZOV:
 «WE HAVE WON A COUPLE OF SMALL
 BUT TOUGH IDEOLOGICAL BATTLES...»



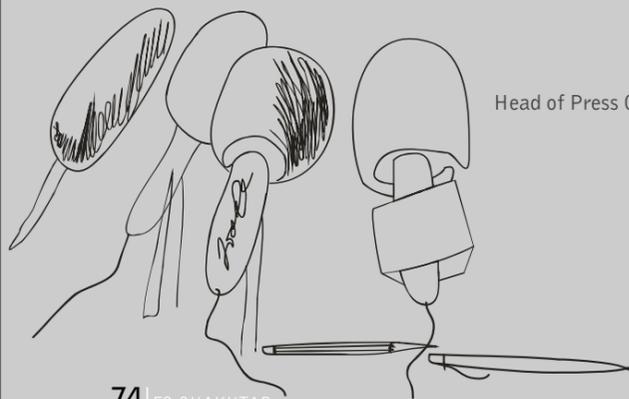
DESTINATION
SPORTS
 TO BE ONE OF EUROPE'S
 TOP FOOTBALL CLUBS

Club Communications

Last season the Association of Sport Journalists of Ukraine called FC Shakhtar's magazine the best Ukrainian football print medium, while the work of FC Shakhtar press office was recognized the most effective. FC Shakhtar's website is the most attended among Ukrainian football websites.

We have won a couple of small but tough ideological battles... What does it mean? Absolutely nothing, perhaps only the fact that the Club with European ambitions must have all departments operating in full swing.

Ruslan Marmazov



Head of Press Office

Communications are important for any organization, but they are paramount for a football club. All communication media of the Club – official website, magazine, leaflets, etc – meet three key principles. The first principle is prompt publication of information, which is primarily ensured by the official website of FC Shakhtar.

As the Club has a very bustling life, our goal is to provide our fans with information, chiefly, about games, as quickly as possible. The Club runs two departments – Press Office and Internet-Media, which secure quick availability of information – texts, photos and videos (starting from the next season). Second, reliability of information is also vital. The Club's employees seek to ensure accuracy of quotations of footballers, coaches and Club's senior management.

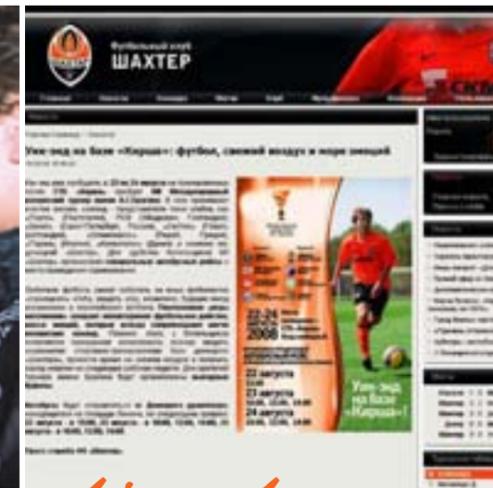
Third, the quality of submitted information is another key factor. As you know, one and the same event can be described differently. However, despite an intensive flow of information the Club strives to ensure a good quality of materials. For example, the stories for the Club's magazine are written by in-house employees and leading football journalists. The quality of materials does not mean only the content, but also the design of prints. To bring the quality of print products into compliance with the best international practices, the Club decided last season to set a design and pagination office, whose employees have worked to a high standard during the season.

SEASON '07-'08
 ANNUAL REPORT

SHAKHTAR MAGAZINE

Official monthly magazine Shakhtar has been supplying fans with the news about the team and the Club for several years. It features materials on the team's achievements, statistics, exclusive interviews with players, coaches, Club senior management, veterans, insights into the history of FC Shakhtar, games calendar and, obviously, a poster for collections of fans. As the new stadium generates a big interest among the supporters, in the season 2007-2008 the magazine set up a column dedicated to the stadium. In each issue specialists highlighted the process of construction and the arrangements at the new stadium.

In the season 2007-2008 the Club developed and promoted the magazine as well as searched the advertisers on its own. As FC Shakhtar is concerned about where and how the fans can buy the magazine, the Club set an important task to expand the distribution chain. Now the magazine is sold not only in Donetsk, but also in Lugansk, Poltava, Kharkov and even in Kiev.



Club Communications

The subscribers also enjoyed a surprise – a new method of subscription via SMS. Anyone can easily subscribe to the magazine – you only have to send a message by the 15th day of the current month and from the next month you will become a subscriber to the Club's magazine.

The magazine was also highly appraised by the public. The Association of Sport Journalists of Ukraine called Shakhtar magazine the best Ukrainian football print media.

INTERNAL COMMUNICATIONS

To maintain the internal communications, the Club also issues Shakhtar Times newspaper on a monthly basis. On the first day of every month you can find it in the offices and at Kirsha Training Centre. The objective of this newspaper is to highlight the life of the Club, the news and achievements of all departments of the Club. From the newspaper you can learn who left or joined the Club and when its employees have anniversaries and other memorable events. Also, any employee can put a question to the management and receive the answer in the newspaper.

OFFICIAL WEBSITE

Official website is among the key ways of the Club's communication with its fans. The site efficiently provides the users with the information updated daily, including week-ends. The average number of daily feeds is around 3-4 times a day, but it can come up to 10 on tough days. The Club's website features news about the first team, the life of the Academy, new branded goods and activity of the commercial department. The website regularly holds online polls and contests. Starting from the last season, the website regularly gets the news from the official Fan Club. After the game, users can read a report on performance of the team and the support of fans at the stands.

FC Shakhtar's official website www.shakhtar.com is a football portal comprising the front news-line, online shop and several sub-sites:

- website of FC Shakhtar Football Academy, featuring full information on young FC Shakhtar's players, coaches of the Academy; games reports;
- website of the new stadium with a web-cam;
- website of the official Fan Club;
- website of the International Centre of Football Medicine;

Also, fans can put a question to the management of the Club in the section Your Question, chat with other fans in the forum and participate in online conferences with players and employees of the Club.

In the season 2007-2008, the official website visit statistics was 2,824,545 which made it the most attended website among other clubs in the Premier League. Innovations introduced over the season helped increase the visiting statistics by 127% year on year. The website was completely updated into a new one matching WEB 2.0. requirements. Online media department has been delivering this broad-scale project throughout the season.

The new website will have a modern design and an easy-to-operate interface, as well as possess the most advanced technical properties. The new website will run AJAX technology allowing to download the data without page reloading, which enables to play audio and video online – the new engine will withstand up to 5,000 visitors per second. Besides, the new website allows storing the data for 50 years. Commercial services were also addressed when developing the website. Thus, by paying via SMS, the user can download an e-version of the Club's magazine.

In the season 2007-2008, **99** goals were scored in matches with FC Shakhtar

Over **2,000** branded T-shirts were sold during the season

FC Shakhtar's Fan-Mobile can take **3,000** fan scarves

Oleksandr Gladky is FC Shakhtar's best forward in the season. He scored **21** goals

4,600 season tickets were during over the season

On 11 May 2008, in the game with FC Kharkiv, Shakhtar scored the **1,000th** goal in the Ukrainian Championship

The side of the pitch at the new stadium is **105x68** metres

Over **42%** Donetsk residents aged 16-54 support FC Shakhtar

In Ukrainian Championship 2007-2008 FC Shakhtar most often won with the score **4:1**

The number of outlets with branded goods amounted to **150**

FC Shakhtar in Figures

FC Shakhtar employs **502** people

3,480,710 Ukrainians support FC Shakhtar

The time of FC Shakhtar leading in score in the 2007-2008

Ukrainian Championship games amounted to **1,164** minutes (43.1%)

Apart from the ticket offices at the stadiums, the tickets were also sold from **293** outlets

14,000 fan scarves were sold during the season

In the season 2007-2008, FC Shakhtar won the Ukrainian Championship for the **fourth** time

The construction area of the new stadium totals **254,780** sq m