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Annual Report



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## Rinat Akhmetov:

FC Shakhtar President

**‘A patriot for me is a person, who works for prosperity of Ukraine’**

A patriot for me is not a person who was born and grew up in Ukraine, but one who works for its benefit. Being keen on integration into the European football, we invite the European professionals, who will help us live up to our expectations and achieve results as soon as possible. Thus, my great appreciation goes to our players. All of them are dear to my heart. Despite the country they came from, they play for Shakhtar Donetsk and uphold the honour of our country in the international arena. They left their motherlands and came here. My aim is to make them feel comfortable, right at home... I have always trusted Mircea Lucescu and keep on putting my trust in him. Last

season there were offensive banners at the stadium, we started Ukrainian Championship not so well... But I am convinced that the Donbass Arena capacity crowd will have a chance to applaud Mr. Lucescu's team upright. Mister has already been working for Shakhtar for five years, after winning three trophies in Ukrainian Championship, we also grabbed the European Cup. When the head coach came under a high pressure, I did my best to relieve it. Mr. Lucescu made a decision to remain at Shakhtar and it is very good. When the referee called an end to the UEFA Cup final, I was the happiest person in the world as well as the coaching staff, players and our supporters.

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**Sergiy Palkin:**

FC Shakhtar CEO

**‘Everything has just begun’**

«Все только начинается»

The 2008/2009 season will make, and even has already made history for Shakhtar Donetsk as well as for the whole country. For the first time in the modern history Ukrainian football club has won a prestigious European trophy. The UEFA Cup was a fitting end to great job made by hundreds of people. That day millions of fans' dreams came true. It was not the easy season at that. The coaching staff, our players and all the Club employees faced serious trials and tribulations. But still that has been the season finished with another title — the UEFA Cup Winner, almost completed five-star stadium and Shakhtar recognition in Europe... It means all the things were worth efforts. You will never find a better appraisal of your utmost, than its equal result. Meanwhile, the Club's serious achievements in the 2008/2009 season are not the summit of our activities. On the contrary, everything has just begun. We laid the foundations for our future magnificent victories. With this annual report, you are looking though at the moment, we have tried to recap another FC Shakhtar activity stage, being aware of the next following ones must be not less impressive.

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# Mircea Lucescu:

FC Shakhtar Head Coach

'My philosophy is to build up the team'



Shakhtar won the UEFA Cup. This is the reason for joy and sincere appreciation, first of all, for the President, the coaching staff and players. When I am asked whether I have been waiting for such success for long, my answer is no. I just wanted to gain the positive result. My philosophy is to build the squad, to bring up and develop the players and youngsters. It is much more important than winning a trophy. The coach's primary aim is to build up the team that could be even better than we have it now. Nowadays great funds are attracted to football clubs in Eastern

Europe: SCKA, Zenit, Galatasaraj and now Shakhtar. I suppose there is a future in such clubs. Shakhtar contributed many points to Ukraine. I hope this result will give the whole country strength to get ready for Euro 2012. And perhaps then, many things in Ukrainian football will get better. As for our squad, it is already striving for new goals. We want to reach much in the Champions League. Both our supporters and the President strive for it. The UEFA Cup will add confidence that we are also able to enjoy great success in the Champions League.

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# Reflections on 2008/2009

## Shakhtar the UEFA Cup Winner

### New Chapter

The Pitmen opened a new chapter in their glorious history. Shakhtar became the first Ukrainian club to win the UEFA Cup in the competition's final edition. Moreover, it turned out to be the remarkable event for the whole Ukrainian football. And personal victories also no doubt added it to the current campaign. Mircea Lucescu was recognized to be the Premier League Best Coach and Darijo Srna, the team captain, being as well the real team leader, was awarded the title of the Best Football Player in the 2008/2009 Ukrainian Championship. The successful season adds confidence, opens up prospects and reveals new ambitions. The UEFA Cup title spurs us on to the new achievements.

### Champions League If It Were Not For Bad Luck ...

Every year Shakhtar set an aim to get to the knock out phase in the most prestigious tournament of the Old World. This season the Pitmen successfully qualified for the group stage, having won 5 - 1 on aggregate against Dinamo Zagreb. Barcelona (Spain), Basel (Switzerland) and Sporting (Portuguese) were drawn at the group stage. The Matchdays 4 and 5 turned out to be decisive ones, as the Pitmen lost 1-0 to Sporting twice, their direct rival for qualifying. The

2008/2009 season had the positive moments as well. Shakhtar topped their European best score against Basel home.

The fixtures with the Catalans will be living long in supporters' memory. In the first leg Donetsk side was taking their lead throughout the game — 1-0; yet they managed to concede two goals in the dying minutes that turned out a bit contradictory. On the last GS matchday Mircea Lucescu's men earned a valuable victory over Barca at the Camp Nou that only a few did so. As a result, Shakhtar held third place in the group, having taken out a right to appear in the UEFA Cup. The old proverb says if it were not for bad luck... If the Pitmen qualified for the Champions League Round of 16, the UEFA Cup trophy would surely be grabbed by someone else and would never come to Donetsk.

### Ukrainian Championship Paled Before the Luster

Unsuccessful launch of the Premiership struck out all efforts in the second term of the season. Shakhtar finished second in the Premier League. But all failures paled before the luster of the UEFA Cup. Sometimes you have to sacrifice those summits you have already reached. The Club played 30 competitive games throughout the year and amassed 19 wins, 7 draws and only 4 defeats.

As a result, this year Shakhtar have finished with 64 points.

### Ukrainian Cup When Ardour Did Not Last Long

The 2008/2009 season turned out to be a 'runner-up' one for Mircea Lucescu's men in the domestic campaign. Shakhtar held the second spot in Ukrainian Cup as well as in the Championship. Despite a 1-0 win in the hardest clash against Dynamo Kyiv in the semi-final, the Pitmen unexpectedly yielded to Vorskla Poltava in the final. On the one hand the result is negative, but on the other, two silvers gained a tint of gold in the aggregate of European Cup triumph. You would hardly find a club, which refused such achievements at the end of the season. After an eagerly awaiting win over Werder Bremen in the UEFA Cup final the team was exhausted emotionally and lacked spur to gain a decisive victory in the national Cup.

### Ukrainian Super Cup Practice Makes Perfect

15 July 2008 Shakhtar won their first trophy in the season. The Pitmen beat Dynamo Kyiv in Super Cup. The penalty shoot-outs sealed the fate of the clash at the neutral venue in Poltava. Shakhtar's Brazilian international, Brandao became an author of the decisive goal.

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## Ukrainian Championship Position: Runner-up

	P	W	D	L	F-A	Pts
<b>Matches played</b>	30	19	7	4	47-16	64
<b>Home</b>	15	12	3	0	30-8	39
<b>Away</b>	15	7	4	4	17-8	25

### Attendance

Overall: **411,900**; Average attendance: **13,730**;  
Home: **230,800**; Average attendance: **15,387**;  
Away: **181,100**; Average attendance: **12,073**.  
Goalscorers: **17**;

### Best striker: Yevgen Seleznyov (7);

The rival's **own goal**: 1;  
Goals scored by Shakhtar: **63**;  
**Average score** (goals per match): — **2.1**; Shakhtar (**1.57**);  
rivals (**0.53**);  
Goals scored: first half — **17**; second half — **30**;  
Goals conceded: first half — **7**; second half — **9**;

**Biggest wins:** 6 (Shakhtar gained a **3-0** win);  
Most successful match: 18.10.2008 Shakhtar **4 — 2**  
Kryvbas;

### Gutsy wins: 2;

Score variations: **9**;  
Most popular score: **1—0 (9)**;  
In aggregate, Shakhtar sealed a **1-0** and **3-0** wins six times,  
and lost three times;  
Time when Shakhtar took the lead at the match: **1,064**  
minutes (39.4%);  
Time when it drew: **1,277** minutes (47.3%);  
Time when Shakhtar yielded: **359** minutes (13.3%);

### Jokers (goals scored by substitutes): Shakhtar— 7

(Seleznyov (**3**);  
Rivals — **1**;  
Hat-trick: no;  
Braces: Shakhtar — **5** (Brandao **2**; Luiz Adriano, Moreno,  
Seleznyov);  
Rivals — no;  
Most substitutes: Gladkyy (15);  
Most substituted: Seleznyov (11);

### Clean sheets: 18 (Pyatov —**15**, Khudzhamov—**3**);

Referees: **17**  
Most appearances: Venger (Kyiv), Gerenda (Kalush) and  
Godulyan (Odesa) — **3**;

### Penalty: Shakhtar 4 out of 5 (80%);

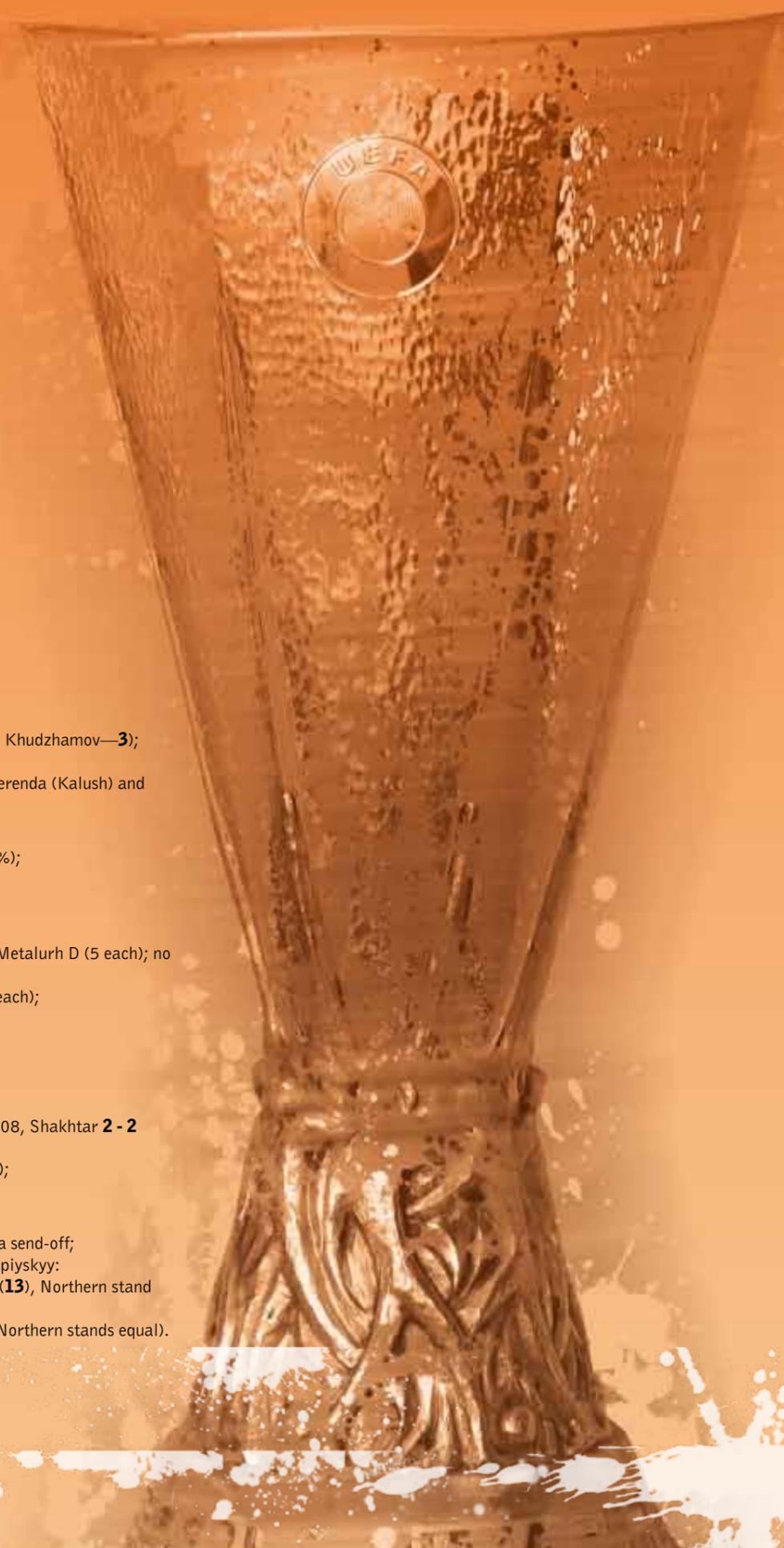
Rivals —no;

### Bookings: Shakhtar (**39**);

Most bookings against Vorskla and Metalurh D (5 each); no  
bookings against Dnipro;  
Most booked: Srna and Brandao (**5** each);  
Rivals — **65\***  
Most booked Metalurh Z (**8**);  
Least booked: Tavriya;  
Send-offs: Shakhtar (**4**), Jadson (**2**);  
Rivals: —**1**;  
Most undisciplined match: 17.08.2008, Shakhtar **2 - 2**  
Metalist;  
Bookings: 8 (Shakhtar **3**; Metalist **5**);

### Send-off: Metalist (**1**);

\*Do not count bookings followed by a send-off;  
All home games played at RSC Olimpiyskyy;  
Goals scored — **30** (Southern stand (**13**), Northern stand  
(**17**));  
Goals conceded — **8** (Southern and Northern stands equal).



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### Squad Changes

The launch of the 2008/2009 season pinpointed the arrival of goalkeeper Rustam Khudzhamov, defenders Mykola Ishchenko and Oleksandr Chyzhov, forward Marcelo Moreno. In the winter off-season Nery Castillo returned from Manchester City, where he played on loan. In August 2008 Oleksiy Byelik left FC Shakhtar for FC Dnipro Dnipropetrovsk. The transfer deal cost Dnipro USD 5.5 million. On 13 January 2009 FC Shakhtar and Olympique de Marseille agreed on Brazilian forward Brandao's transfer on fee of EUR 6 million. In February Shakhtar defender Leonardo moved on loan to Vasko da Gama (Brazil).

### Not a Comeback

Nery Castillo, who has just come back from Manchester City on loan, should have replaced Brandao this winter. Nevertheless, nothing came out of Nery's comeback. The Mexican player failed to get into the starting line-up and again at the end of 2008/2009 season he was moved to Dnipro on a year loan.

# Eighteen Honoured

At the end of the season 17 Shakhtar players, these are: Andriy Pyatov, Dmytro Chygrynskyy, Olexiy Gai, Jadson, Igor Duljaj, Mariusz Lewandowski, Razvan Rat, Darijo Srna, Ilninho, Fernandinho, Oleksandr Gladkyy, Mykola Ishchenko, Oleksandr Kucher, Luiz Adriano, Tomas Hübschman, Yevgen Seleznyov and Willian - were awarded

the Honoured Masters of Sports titles for the UEFA Cup win. And the Pitmen head coach, Mircea Lucescu earned the Honoured Coach of Ukraine title, being the citizen of another country. It is a unique occurrence in Ukrainian history: none of foreign coaches was favoured such an honour before.

## Shakhtar Appearances in the UEFA Cup Round of 32

19.02.09 Shakhtar 2 – 0 Tottenham (London)  
26.02.09 Tottenham (London) 1 – 1 Shakhtar

## Round of 16

12.03/09 PFC CSKA (Moscow) 1- 0 Shakhtar  
19.03/09 Shakhtar 2 – 0 PFC CSKA (Moscow)

## Quarter-Final

09.04.09 Shakhtar 2 – 0 Olympique (Marseille)  
16.04.09 Olympique (Marseille) 1 – 2 Shakhtar

## Semi-Final

30.04.09 Dynamo (Kyiv) 1 – 1 Shakhtar  
07.05.09 Shakhtar 2 – 1 Dynamo (Kyiv)

## Final

20.05.09 Shakhtar 2 – 1 Werder (Bremen)

Result: Shakhtar is the UEFA Cup Winner

## Shakhtar Appearances in Ukrainian Cup Round of 32

13.09.08 Illychivets 0 – 3 Shakhtar

## Round of 16

29.10.08 Zakarpattya 1 – 4 Shakhtar

## Quarter-Final

11.11.08 Oleksandriya 1 – 2 Shakhtar

## Semi-Final

13.05.09 Shakhtar 1 – 0 Dynamo

## Final

31.05.09 Vorskla 1 – 0 Shakhtar

Result: Shakhtar is Ukrainian Cup Runner-up

# Shakhtar Dinamo (Zagreb)

# 2-0 (2-0)



### 3rd QR. The UEFA Champions League. 1st leg

13 August 2008. Donetsk. RSC  
Olympiyskyy. Att: 25,000. +30C.

**Goals:** 1-0 Srna (3), 2-0 Jadson (31)

**Shakhtar:** Pyatov, Srna (capt), Kucher, Chygrynskyy, Rat (Ishchenko,9), Hübschman, Fernandinho, Jadson, Willian (Duljaj, 54), Brandão, Gladkyy (Moreno,71)  
Subs not used: Khudzhamov, Yezerskyy, Lewandowski, Adriano  
Head Coach: Mircea Lucescu

**Dinamo(Zagreb):** Kelava, Hrgovic, Etto (Guela, 64), Sammir (Morales, 68), Tadic, Mikic, Badelj, Mandzukic, Vrdoljak, Biscan (capt.) (Lovren,29), Drpic  
Subs not used: Jozic, Balaban, Chago, Carlos  
Head Coach: Branko Ivankovic

**Referee:** Florian Meyer (GER)

**Booked:** Hrgovic (2), Jadson (25), Mikic (47), Etto (60), Gladkyy (61)



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# Dinamo (Zagreb)

## Shakhtar



### 3rd QR. The UEFA Champions League. 2nd leg

27 August 2008. Zagreb. Maksimir Stadium. Att: 10,000. + 24C.

**Goals:** 0-1 Adriano (42), 1-1 Balaban (57), 1-2 Brandão (59), 1-3 Willian (70)

**Dinamo:** Kelava, Hrgovic, Balaban, Sammir, Mikic, (Lovren, 46), Badelj (Chago, 35), Mandzukic, Vrdoljak, Biscan (capt.), Drpic, Morales (Ibanez, 67)  
Subs not used: Jozic, Tomic, Carlos, Suares  
Head Coach: Branko Ivankovic

**Shakhtar:** Pyatov, Srna (capt), Chygrynsky, Kucher, Shevchuk, Hübschman (Ishchenko, 71), Duljaj, Willian, Fernandinho (Jadson, 73), Brandão, Adriano (Moreno, 61)  
Subs not used: Khudzhamov, Lewandowski, Chyzhov, Gai  
Head Coach: Mircea Lucescu

**Referee:** Mike Riley (ENG)

**Booked:** Balaban (21), Hübschman (23), Hrgovic (39), Chago (74)

1-3 (0-1)



**The UEFA Champions League. MD 1. Group C. 1st leg**

16 September 2008. Basel. St. Jakob-Park Stadium. Att: 34,820. +13C

**Goals:** 0-1 Fernandinho (25), 0-2 Jadson (46), 1-2 Abraham (90+3)

**Basel:** Costanzo (capt), Hodel, Gelabert (Rubio, 64), Huggel, Chipperfield, Stocker (Mustafi, 46), Abraham, Marque, Carlitos, Derdiyok (Eduardo, 46), Zanni

Subs not used: Stöckli, Gjasula, Perović, Ferati

Head Coach: Christian Gross

**Shakhtar:** Pyatov, Hübschman, Kucher, Fernandinho (Fedetsky, 83), Jadson, Ilinho (Willian, 66), Shevchuk, Adriano (Seleznov, 74), Brandão, Chygrynsky, Srna (capt.)

Subs not used: Khudzhamov, Duljaj, Rat, Yezersky

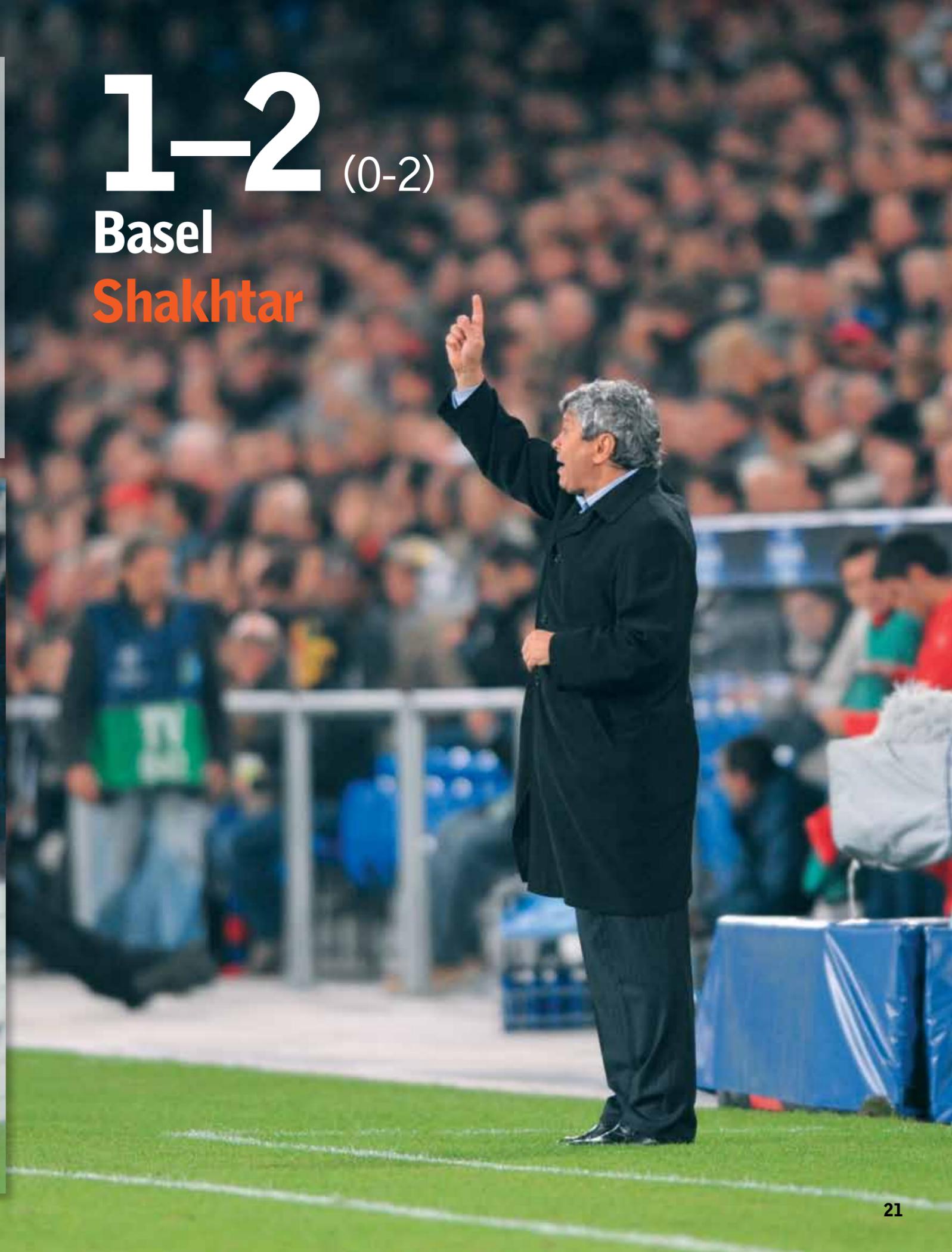
Head Coach: Mircea Lucescu

**Referee:** Terje Hauge (NOR)

**Booked:** Hübschman (33), Zanni (37), Shevchuk (41), Brandão (90+3)



**1-2** (0-2)  
**Basel**  
**Shakhtar**



# Shakhtar Barcelona

# 1-2 (1-0)



## The UEFA Champions League. MD2. Group C. 2nd leg

1 October 2008. Donetsk. RSC  
Olympiyskyy. Att: 25,300. +10 C

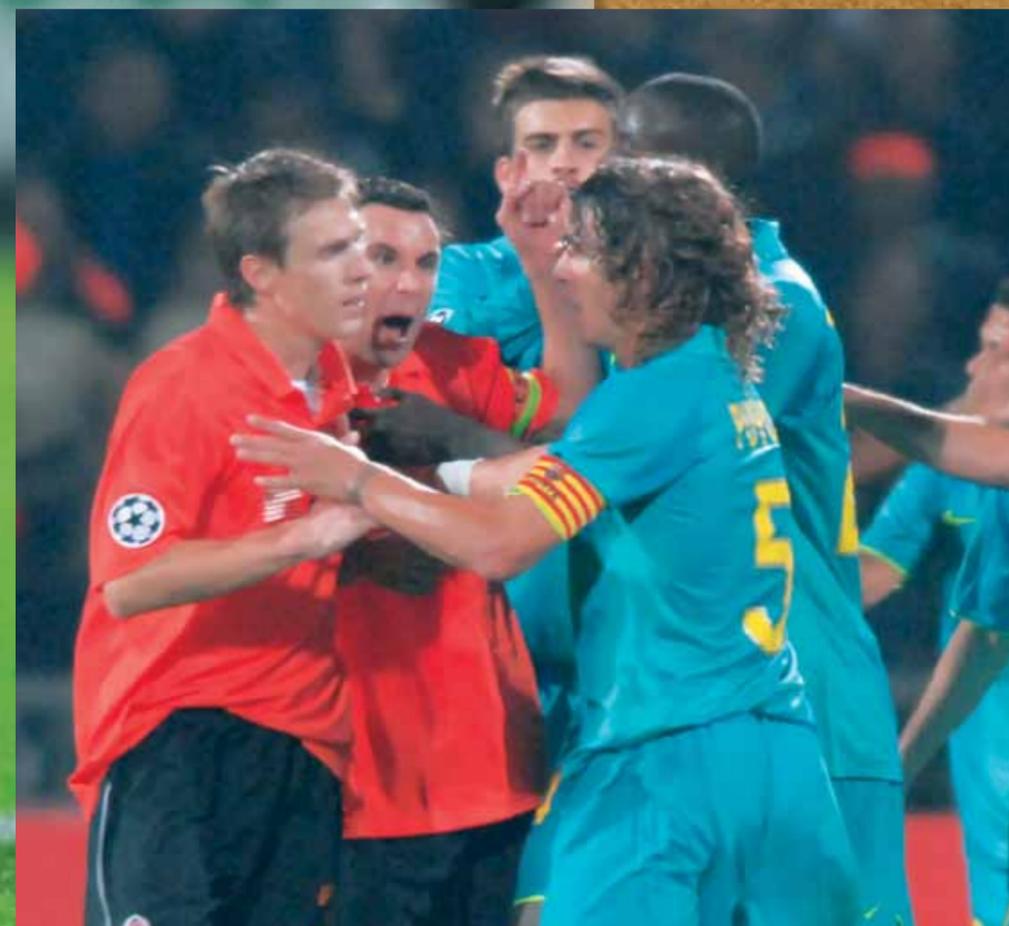
**Goals:** 1-0 Ilsinho (45), 1-1 Messi (87),  
1-2 Messi (90+5)

**Shakhtar:** Pyatov, Hübschman, Duljaj  
(Lewandowski, 90+4), Fernandinho,  
Ilsinho (Willian, 86), Shevchuk,  
Adriano (Seleznov, 72), Brandão,  
Chygrynsky, Ishchenko, Srna (capt.)  
Subs not used: Khudzhamov, Jadson,  
Rat, Yezersky  
Head Coach: Mircea Lucescu

**Barcelona:** Valdés, Piqué, Márquez,  
Puyol (capt.), Xavi, Iniesta, Eto'o  
(Krkic, 74), Henry (Messi, 60), Keita  
(Gudjohnsen, 81), Alves, Touré  
Subs not used: Pinto, Cáceres, Abidal,  
Busquets  
Head Coach: Josep Guardiola

**Referee:** Howard Webb (ENG)

**Booked:** Xavi (41), Srna (47),  
Fernandinho (58), Chygrynsky (69),  
Keita (78), Brandão (88), Márquez  
(89), Iniesta (89)



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# Shakhtar Sporting

# 0-1 (0-0)



### The UEFA Champions League. MD 3. Group C. 1st leg

22 October 2008. Donetsk. RSC Olimpiyskiy. Att: 25,000. +6 C

**Goal:** 0 -1 Liedson (76)  
**Shakhtar:** Pyatov, Hübschman (Gai, 83), Duljaj, Kucher, Fernandinho, Jadson (Willian,72), Brandão, Rat, Chygrynskyy, Srna (capt.), Moreno (Gladkyy,72)  
 Subs not used: Khudzhamov, Ishchenko, Seleznov, Lewandowski

Head Coach: Mircea Lucescu

**Sporting:** Rui Patrício, Polga, Izmailov (Grimi, 74), Derlei (Postiga, 87), Tonel, Miguel Veloso, Rochemback, Joao Moutinho (capt.), Romagnoli (Pereirinha, 68), Liedson, Abel  
 Subs not used: Tiago, Daniel Carrico, Pedro Silva, Yannick Djalo  
 Head Coach: Paulo Bento

**Referee:** Herbert Fandel (GER)

**Booked:** Sma (81), Rui Patrício (85)

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**The UEFA Champions League. MD 4. Group C. 2nd leg**

4 November 2008. Lisbon. José Alvalade Stadium. Att: 24,282. +14 C

**Goal:** 1-0 Derlei (73)

**Shakhtar:** Pyatov, Hübschman (Lewandowski, 81), Kucher, Fernandinho, Jadson (Adriano, 75), Willian, Brandão, Rat, Chygrynskyy, Srna (capt.), Moreno

Subs not used: Khudzhamov, Shevchuk, Gai, Gladkyy, Yezerskyy

Head Coach: Mircea Lucescu

**Sporting:** Rui Patrício, Polga, Izmailov (Pereirinha, 74), Caneira, Grimi, Postiga (Derlei, 87), Miguel Veloso, Rochemback, Joao Moutinho (capt.), (68), Liedson, Abel

Subs not used: Tiago, Daniel Carrico, Pedro Silva, Yannick Djalo, Romagnoli

Head Coach: Paulo Bento

**Referee:** Alain Hamer (LU)

**Booked:** Moutinho (22), Hübschman (24), Postiga (42), Chygrynskyy (55), Jadson (64), Brandão (78), Kucher (90+2)

# Sporting Shakhtar



1-0 (0-0)

# Shakhtar Basel

# 5-0

(1-0)

## The UEFA Champions League. MD 5. Group C. 2nd leg

26 November 2008. Donetsk. RSC Olimpiyskiy. Att: 14,000. +8 C

**Goals:** 1-0 Jadson (32), 2-0 Willian (50), 3-0 Jadson (65), 4-0 Jadson (73), Seleznov (75)

**Shakhtar:** Pyatov, Srna (capt.) (Yezerkyy, 78), Rat, Kucher, Ishchenko, Hübschman, Gai, Fernandinho (Duljaj, 74), Willian, Jadson, Adriano (Seleznov, 46)

Subs not used: Shust, Moreno, Shevchuk, Lewandowski  
Head Coach: Mircea Lucescu

**Basel:** Costanzo (capt.), Huggel, Stocker, Abraham, Safari, Marque, Ergić, Eduardo (Mustafi, 66), Carlitos (Frei, 70), Derdiyok, Zanni  
Subs not used: Stöckli, Gjasula, Perović, Rubio, Ferati  
Head Coach: Christian Gross

**Referee:** Kristinn Jakobsson (IS)

**Booked:** Stocker (87)

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**The UEFA Champions League. 6th GMS. Group C**

9 December 2008. Barcelona. Camp Nou. Att: 22,000. +12 C

**Goals:** 0-1 Gladkyy (32), 0-2 Gladkyy (58), 1-2 Sylvinho (60), 1-3 Fernandinho (76), 2-3 Busquets (83)

**Barcelona:** Jorquera (capt.), Cáceres, Piqué, Krkić, Keita, Sylvinho, Hleb, Rodríguez (Gudjohnsen, 76), Busquets, Sánchez, Vázquez  
Subs not used: Pinto, Henry, Abidal, Torres, González, Botia  
Head Coach: Josep Guardiola

**Shakhtar:** Pyatov, Hübschman, Kucher, Fernandinho (Adriano, 78), Jadson (Brandão, 68), Gai, Gladkyy, Willian, Rat, Chygrynskyy, Srna (capt.)  
Subs not used: Shust, Seleznov, Shevchuk, Lewandowski, Yezersky  
Head Coach: Mircea Lucescu

**Referee:** Michael Riley (ENG)

**Booked:** Krkić (50), Hübschman (65), Brandão (86), Adriano (87), Gladkyy (87), Kucher (89), Pyatov (90+1)

# Barcelona Shakhtar



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# 2-0 (0-0)

## Shakhtar Tottenham



### The UEFA Cup. Round of 32. 1st leg

19 February 2009. Donetsk. RSC Olimpiyskiy. Att: 25,000. – 5C.

**Goals:** 1-0 Seleznov (78), 2-0 Jadson (88)

**Shakhtar:** Pyatov, Srna (capt.), Chygrynskiy, Ishchenko, Rat, Lewandowski, Fernandinho, Jadson, Ilsinho (Adriano, 69), Willian, Gladkyy (Seleznov, 78)

Subs not used: Khudzhamov, Chyzhov, Fedetskiy, Shevchuk, Duljaj

Head Coach: Mircea Lucescu

**Tottenham:** Gomes, Zokora, Bentley, Huddlestone, Jenas (capt.), Gunter, Dos Santos (Bent, 69), Campbell, Dawson, Parrett (Bostock, 89), Chimbonda

Subs not used: Jansson, Gilberto, Bostock, Mason, Obika

Head Coach: Harry Redknapp

**Referee:** Thomas Einwaller (AUT)

**Booked:** Rat (40)

# Tottenham Shakhtar

# 1-1 (0-0)



### The UEFA Cup. Round of 32. 2nd leg

26 February 2009. London. White Hart Lane. Att: 30,595. + 5C

**Goals:** 1-0 Dos Santos (55), 1-1 Fernandinho (87)

**Tottenham:** Gomes, Bale, Huddlestone (capt.), Gilberto (Bostock, 77), Palacios, Gunter, Dos Santos, Campbell, O'Hara (Parrett, 70), Obika, Chimbonda  
Subs not used: Jansson, Butcher, Smith, Mason, Townsend  
Head Coach: Harry Redknapp

**Shakhtar:** Pyatov, Fernandinho, Jadson, Ilsinho (Gai, 81), Lewandowski, Gladky (Moreno, 61), Willian (Hübschman, 46), Rat, Chygrynsky, Ishchenko, Srna (capt.)  
Subs not used: Khudzhmov, Duljaj, Kucher, Seleznov  
Head Coach: Mircea Lucescu

**Referee:** Paolo Tagliavento (ITA)

**Booked:** Lewandowski (17), O'Hara (28), Hübschman (50), Palacios (91)

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**PFC CSKA**  
**Shakhtar** **1-0** (0-0)



**The UEFA Cup. Round of 16. 1st leg**

12 March 2009. Luzhniki stadium, Moscow. Att: 20,000. -2 C

**Goals:** 1:0 Vagner Love (50, pen.)

**Shakhtar:** Pyatov, Srna (capt.), Chygrynsky, Ishchenko, Raț, Hübschman, Duljaj, Fernandinho, Jadson (Gai, 85), Ilsinho (Willian, 67), Luiz Adriano (Moreno, 73)  
Subs not used: Khudzhamov, Kucher, Lewandowski, Gladkiy  
Head Coach: Mircea Lucescu

**CSKA:** Akinfeev (capt.), Šemberas, Ignashevich, A.Berezutski, Vágner Love, Krsić (Kalouda, 89), Zhirkov (Caner, 71), V.Berezutski, Rahimić (Mamaev, 46), Schennikov, Dzagoev  
Subs not used: Pomazan, Carvalho, Odiah, Odiah  
Head Coach: Arthur Antunes Coimbra

**Booked:** Chygrynskiy (17), Fernandinho (26), Ischenko (36), Vágner Love (38), Mamaev (63), Zhirkov (66)

**Referee:** Nicola Rizzoli (ITA)

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**The UEFA Cup. Round of 16. 2nd leg**

19 March 2009. RSC Olimpiyskiy, Donetsk. Att: 26, 100. +3 C

**Goals:** 1:0 Fernandinho (54, pen.), 2:0 Adriano(71)

**Shakhtar:** Pyatov (GK), Srna (captain), Ischenko, Kucher, Shevchuk, Lewandowski, Duljaj, Fernandinho (Willian, 90+3), Willian (Ilsinho, 77), Gladkiy, Adriano(Seleznov, 83)  
Subs not used: Khudzhamov, Gai, Rať, Hübschman  
Head Coach: Mircea Lucescu

**CSKA:** Akinfeev (cap.), Šemberas, Ignashevich, A. Berezutski, Vágner Love, Krasić, Mamaev (Ryzhov, 77), V.Berezutski, Schennikov, Dzagoev (Carvalho, 66), Caner (Aldonin, 66)  
Subs not used: Pomazan, Odiah, Kalouda, Grigoriev  
Head Coach: Zico

**Booked:** Ishchenko (20), Akinfeev (42), V.Berezutski (79), Seleznov (90), Ryzhov (90+2)

**Referee:** Bjorn Kuipers (NED)

# Shakhtar PFC CSKA

# 2-0

(0-0)



# Shakhtar

## Olympique de Marseille

# 2-0

(1-0)



**The UEFA Cup. Quarter-Final. 1st leg**  
**2-0 (HT: 1-0)**

9 April 2009. RSC Olimpiyskiy, Donetsk. Att: 26, 000. +4 C

**Goals:** 1:0 Hübschman (38), 2:0 Jadson (65)

**Shakhtar:** Pyatov, Hübschman, Fernandinho (Lewandowski, 80), Jadson, Ilsinho (Willian, 63), Adriano (Gladkyy, 89), Gai, Rat, Chygrynskyy, Ishchenko, Srna (captain).

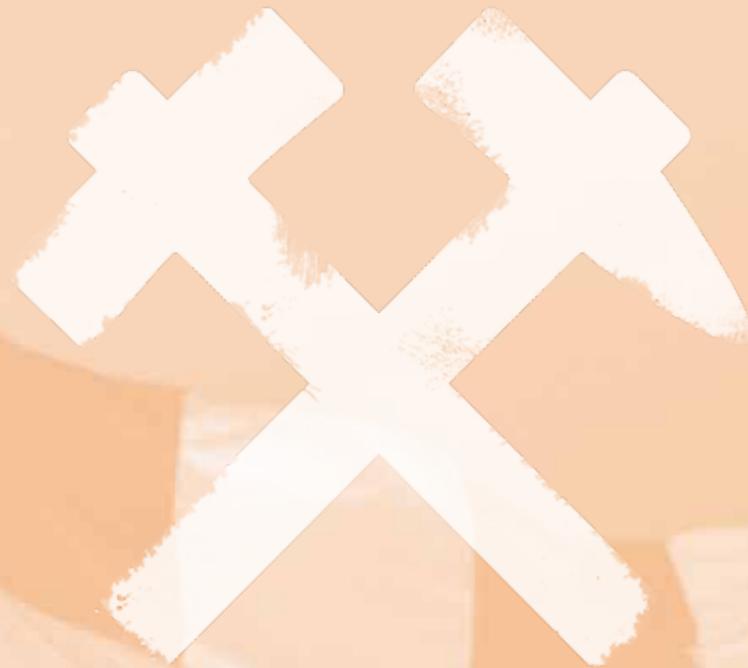
Subs not used: Khudzhamov, Kucher, Seleznov, Shevchuk  
Head Coach: Mircea Lucescu

**Olympique:** Mandanda, Civelli, Taiwo, Hilton, Cheyrou, Mears, Zenden (Samassa, 77), Niang, Koné, Cana (cap.), M'Bami (Valbuena, 67)  
Subs not used: Riou, Rodriguez, Kaboré, Zubar, Ben Arfa  
Head Coach: Eric Gerets

**Booked:** M'Bami (26), Ishchenko (82)

**Referee:** Felix Brych (GER)





**The UEFA Cup. Quarter-Final. 2st leg**

1-2 (HT: 1-1)  
16 April 2009. Marseille. Velodrom Stadium. Att:  
48, 268. +12 C

**Goals:** 0-1 Fernandinho (30), 1-1 Ben Arfa (43), 1-2  
Adriano (90+3)

**Olympique:** Mandanda, Civelli, Taiwo (Zenden, 46),  
Hilton, Cheyrou, Niang, Kaboré, Cana (cap.), Ben  
Arfa, Valbuena (Samassa, 66),  
Subs not used: Mears, Riou, Zubar, M'Bami, D'Ulivo  
Head Coach: Eric Gerets

**Shakhtar:** Pyatov, Hübschman, Duljaj (Gai, 45+2),  
Kucher, Fernandinho (Lewandowski, 74), Jadson,  
Ilsinho (Willian, 56), Adriano Rat, Chygrynskyy,  
Srna (cap.)  
Subs not used: Khudzhamov, Schevchuk, Gladkyy,  
Chyzhov  
Head Coach: Mircea Lucescu

**Booked:** Cana (21), Adriano (54), Cheyrou (69),  
Willian (70), Niang (85)

**Referee:** Manuel Enrique (SPA)



**Olympique de Marseille**  
**Shakhtar**

**1-2** (1-1)

08  
09

Dynamo Kyiv  
Shakhtar

1-1 (1-0)



**The UEFA Cup. Semi-Final. 1st leg**

30 April 2009. The Lobanovsky Stadium.  
Att: 16, 801. +14 C

**Goals:** 1:0 Milevskiy (22), 1:1  
Fernandinho (68)  
Shakhtar: Pyatov, Srna (captain),  
Chygrynskiy, Kucher, Rač, Duljaj,  
Hübschman, Fernandinho, Jadson  
(Lewandowski, 75), Ilinho (Willian, 56),  
Adriano (Gladkiy, 46).  
Subs not used: Khudzhamov, Gai,  
Ischenko, Moreno.  
Head Coach: Mircea Lucescu

**Dynamo:** Bogush, Betão, Vukojević,  
Sabljčić, Corrêa (Cernat, 81), Aliyev,  
Bangoura (Ghioane, 46), Milevskiy,  
Kaddouri (captain), Ninković, Yussuf.  
Subs not used: Shovkovskiy, Kravchenko,  
Gusev, Nesmachniy, Zozulya.  
Head Coach: Yuriy Syomin

**Booked:** Vukojević (41), Kucher (65),  
Corrêa (81)

**Referee:** Konrad Plautz (AUT)



**The UEFA Cup. Semi-Final, 2nd leg**

7 May 2009. Olimpiyskiy, Donetsk. Att: 26, 000. +13 C

**Goals:** 1:0 Jadson (17), 1:1 Bangoura (47), 2:1 Ilsinho (88)

**Shakhtar:** Pyatov, Srna (captain), Ischenko, Chygrynskiy, Rač, Hübschman, Gai (Willian, 70), Fernandinho, Jadson, Ilsinho (Lewandowski, 90+1) Adriano (Gladkiy,70)  
 Subs not used: Khudzhamov, Duljaj, Chyzhov, Seleznyov  
 Head Coach: Mircea Lucescu

**Dynamo:** Bogush, Betão, Vukojević, Sabljčić, Aliyev, Bangoura, Eremenko (Corrêa, 75), Milevskiy, El Kaddouri (captain), Ninković, Yussuf  
 Subs not used: Shovkovskiy, Ghioane, Kravchenko, Nesmachniy, Zozulya, Yarmolenko  
 Head Coach: Yuriy Syomin

**Booked:** El Kaddouri (32), Aliyev (37), Bangoura (37), Vukojević (45), Hübschman (68), Gladkiy (90)

**Referee:** Olegário Benquerença (POR)

**Shakhtar**  
**Dynamo Kyiv** **2-1** (1-0)

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# Shakhtar Werder 2-1 (1:1)



## THE UEFA CUP FINAL

20 May 2009. Sükrü Saraçoğlu. Istanbul. Att: 50,500.  
+17 C

**Goals:** 1:0 Adriano (25), 1:1 Naldo (35), 2:1 Jadson (97)

**Shakhtar:** Pyatov, Kucher, Fernandinho, Jadson (Duljaj, 112), Ilsinho (Gai, 100), Adriano (Gladkyy, 89), Gladkiy, Willian, Raț, Chygrynskiy, Srna (capt)  
Subs not used: Khudzhamov, Ischenko, Chyzhov, Moreno  
Head Coach: Mircea Lucescu

**Werder:** Wiese, Boenisch, Naldo, Baumann (capt), Fritz (Pasanen, 94) Rosenberg (Hunt, 78), Özil, Prödl, Frings, Pizarro, Niemyer (Tziolis, 103)  
Subs not used: Vander, Tošić, Vranješ, Harnik  
Head Coach: Thomas Schaaf

**Booked:** Frings (45), Srna (57), Lewandowski (77), Fritz (82), Ilsinho (87), Tziolis (114) Boenisch (120+2)

**Referee:** Luis Medina Cantalejo (ESP)

UEFA  
CUP FINAL





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# Gilded Youth



**Valeriy Yaremchenko:**  
FC Shakhtar Reserves Head Coach

**‘The guys are eager to work hard’**

—None coach gets satisfied with the result obtained. There is always something left to improve in football. Well, the result can justify some faults, as you can always find certain negative as well as positive aspects in moves of any player. I would rather evaluate the squad’s actions as positive ones. If I say the opposite, I will lie. I started coaching the squad, half consisted of players hardly turned seventeen. Must confess, I have made a mistake, having raised my demands in physical aspect. As I saw the players long recovered after tough games. They still have some time and opportunity for development, though they should not waste it, it is still limited... we have not had easy games to play this season. The most important is that the guys are eager to work hard during training sessions and do their utmost while coming on the pitch. If their spur and motivation become weaker, then all prospects will fade away.

The 2008/2009 season became a ‘golden’ one for FC Shakhtar reserves. Moreover, the Pitmen secured the title several fixtures before the Reserves Championship campaign was over. Note that Yaremchenko’s squad was one of the youngest participants of this tournament. According to the head coach’s words, his men became skillfully matured while progressing further. Coming on the pitch super motivated, their opponents were eager to eliminate the leaders, preventing them from gathering the path. Nevertheless, Shakhtar reserves stood firm as no one else. Besides, many Pitmen youngsters were capped for Ukraine U-21, having no time for recover. Fortunately, all the players found strength to keep on going and the coaching staff helped them much.



2008  
2009



**Patrick van Leeuwen:**

FC Shakhtar Academy Director

**‘We have taken a big step forward in infrastructure development’**

The Academy has a common assignment set: to develop players into the first team professionals. That is why we are trying to improve their level of skills, as well as to impart a winner’s way of thinking. All year round teams from U-8 to U-13 are taking part in competitions among soccer schools, where they deliberately choose older groups as counterparts. So focusing on skills development comes first for the coaching staff. And the result comes second. If we are talking about the Academy professional squads from U-14 to U-19, a result achievement and win in any competition play an important part here. We have taken a big step forward in infrastructure,

having put a new building into operation. Such conditions allowed our youngsters to take up their residence here at the training camp, instead of living in the city. The level of amenities is equal to a top one. Apart from developing football skills, the Academy pays attention to youngsters’ education. All our seniors successfully passed necessary exams and tests to enter universities.

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# The Academy: A Look From Inside



As an integral part of the Club, FC Shakhtar Academy, directed by Dutch expert Patrick van Leeuwen, successfully achieves all aims set. The Academy consists of 11 squads, where young players from 8 till 19 improve their football skills. The renowned legends of the Club, always ready to put their experience to good use, coach these teams. In the 2008/2009 season all four professional senior groups (U-14—U-17) won trophies in Ukrainian Youth Championship (South-East Division) that secured

them participation in the final phase. Shakhtar U-16 became a titleholder, with U-15 as a runner-up. U-14 and U-17 took the third and fourth spots, respectively. It is hard to demand high results from Shakhtar-3, facing the Ukrainian Second Division, as the youngsters play against professionals as equals. During all this year U-19 was trying to act bold, doing their utmost. And result was not slow to arrive. Shakhtar-3 ended their campaign fifth. That is not bad at all.

The retraining programs for coaching staff are considered a crucial aspect of a new generation up-bringing. In November 2008 the Academy coaches headed for Manchester to learn the training process from one of the outstanding European clubs, the Manchester United. During their visit the coaches got familiar with all new aspects of training and system of youngsters build-up, infrastructure, etc. Apart from going abroad, the Academy management often invites foreign experts, who share their views and experience.

## Recaps on the 2008/2009 Season

FC Shakhtar Academy players invited at another clubs of Ukraine:

Player Name	Current Club	Status
Vadim Shavriy (88)	FC Volyn Lutsk	on loan
Vitaliy Goshkoderya (88)	FC Volyn Lutsk	on loan
Ivan Matyazh (88)	FC Olimpik	on loan
Maksym Telnov (88)	FC Olimpik	free agent
Vitaliy Ponomar (90)	FC Oleksandria	on loan
Iliya Mikhalev (89)	FC Metalurh Donetsk	on loan
Andriy Shybko	ФК «Зірка» Кіровоград	в аренде
(88)	FC Zirka Kyrovograd	в аренде
Kyryl Doroshenko (89)	FC Zirka Kyrovograd	в аренде
(88)	FC Olimpik	продан 12 000 грн
Vyacheslav Pidnebenny (88)	FC Olimpik	on loan
Yuriy Konshyn (89)	FC Olimpik	on loan
Sergiy Kazachenko (91)	FC Poltava	UAH 12,000
Stanyслав Peredisty (89)	FC Stal Dneprodzerzhynsk	on loan
Yevhen Goryslavskyy (89)	FC Stal Dneprodzerzhynsk	on loan
Maksym Maksymenko (89)	FC Krymteplitsa	on loan
Sergiy Yavorsky (89)	FC Obolon	on loan

The following Academy products moved to FC Shakhtar first team:

Vlad Nasybulin (1989) — from Shakhtar-3;  
Mykyta Shevchenko and Sergiy Vakulenko (1993) — from U-17.



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**Paco Biosca:**

FC Shakhtar Head of Medicine and Sports Adaptation Area

# ‘Twice in the top five of the European medical football centers’

## Keeping Abreast of Europe

One of the key achievements in the Club medicine last year was the building of Medicine and Sports Adaptation Area, comprised Medical Department, Sports Analytic Group and Adaptation Department.

FC Shakhtar Medicine and Sports Adaptation Area activities are focused on both familiar and new domains of study. We go on developing the player fitness evaluation. The new swimming pool and proprioception room were opened in FC Shakhtar Academy new building. The fruitful work has also been done in terms of Donbas Arena Medical Department structure and its operation. During last year Medicine and Sports Adaptation Area kept on taking part in the UEFA injury prevention research among the Champions League clubs. The staff training and development of international relations are seen as key points for the Club. FC

Shakhtar doctors take an active part in the European medicine. Not only appearances in congresses held in Kyiv, Moscow, Warsaw and Leiden, but also European Association of Football Team Doctors project developed in partnership with such grandees as FC Barcelona, FC Celtic and FC Chelsea, prove positive changes once again. Besides, Shakhtar Head of Medical Department, Arthur Glushchenko’s appointment as representative of the European Federation of Orthopaedics and Sports Traumatology in Eastern Europe shows again and again that the Club Medicine and Sports Adaptation Area is developing day after day, keeping abreast of the times.

— Recapping the season, the Club Medicine and Sports Adaptation Area showed an efficient level of operation. The most important thing is that we keep on enhancing a so-called ‘system of FC Shakhtar Medicine and Sports Adaptation Area’ that based on certain protocols of diagnostics, treatment and rehabilitation, as well as on injury prevention programs and adaptation, as a single integrated system. This allowed us to get into the five top European medical football centers two seasons on end. We achieved the impossible. Twice we made it, so it proves our system works. I even did not expect to reach such a result without sufficient ‘technological’ investments. It also proves that a tense work and

professional development can substitute in some way a technological level, which the most teams taking part in the research have. It means a human factor is halfway to success. The ‘system of FC Shakhtar Medicine and Sports Adaptation Area’ is applied to every team at the Club. Besides, we are developing objective control programs for tracing progress of the Academy players as well as adaptation of recruiters (this program has not launched yet).

Today we are among the top medical football centers of Europe and we keep on growing and developing.

# ‘According to European Standards’

Nowadays the level of equipment and amenities at Kirsha training camp can be called an optimal one meeting the highest European requirements.



**Yuriy Taktashyov:**  
Sports Facilities Department Director



## Academic Building

Nowadays the level of equipment and amenities at Kirsha Training Camp can be called an optimal one meeting the highest European requirements.

In January 2009 a new two-storey building for the Academy youngsters was put into operation at Kirsha, where the squads from U-14 to U-17 are accommodated now. Apart from the living space, you can also find two equipped

gyms, four dressing rooms and showers here. At the players' disposal the building features an IT class, a study room, a cinema, as well as a billiard room and a tennis hall. The gem of the new building is a swimming pool with a capacity of 100 cubic metres, providing a two-level hydro massage for medical rehabilitation. We also built a covered synthetic ground of 40x60 metres. The operations also

embraced a pitch reconstruction including a drainage system enhancement with a natural surface applied. The Kirsha can boast the top-level turf and shrub machinery equipment such as an aerator, a grinder and a Husqvarna trimmer, etc.. We managed to enlarge some training ground capacities, now pitches No. 5 and No. 6 will be able to host more than 1,100 fans during tournaments held here.

## Kirsha Training Camp

Kirsha Training Centre covers the area of over 43 hectares including the lake of 10.5 hectares.

It accommodates 8 natural pitches and a synthetic one.

Three pitches have an under-soil heating system and seven others are fit with an automated irrigation system. All pitches are equipped with lighting systems for evening trainings. Today, Kirsha Training Centre is literally sinking in greenery. Around 4,500 trees and almost 3,000 shrubs grow on the territory of

the complex. It is also famous for its white and black swan farm.

In total, the residence for the reserves and Shakhtar-3 covers the territory of 2,300 sq.meters. It comprises cozy single and double rooms, doctor's consulting rooms, a class room, a gym, a modern medical area with the following facilities:

- **physiotherapy area;**
- **procedure units;**
- **recovery area, including a sauna and a swimming pool;**

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**Oleksandr Cherkasov:**

FC Shakhtar Secretary General

## ‘We took the experience of the best European clubs’

— Last year the lion’s share of the departments underwent many changes. It was extremely necessary first of all for creation of a clear subordination structure that is aimed to enhance the Club efficiency as a single entity. We also revised the experience of the best European clubs and I suppose we have succeeded to build a smooth and efficient management structure. Undoubtedly, it is not somewhat of a ‘frozen’ structure, it might be improved further and further.



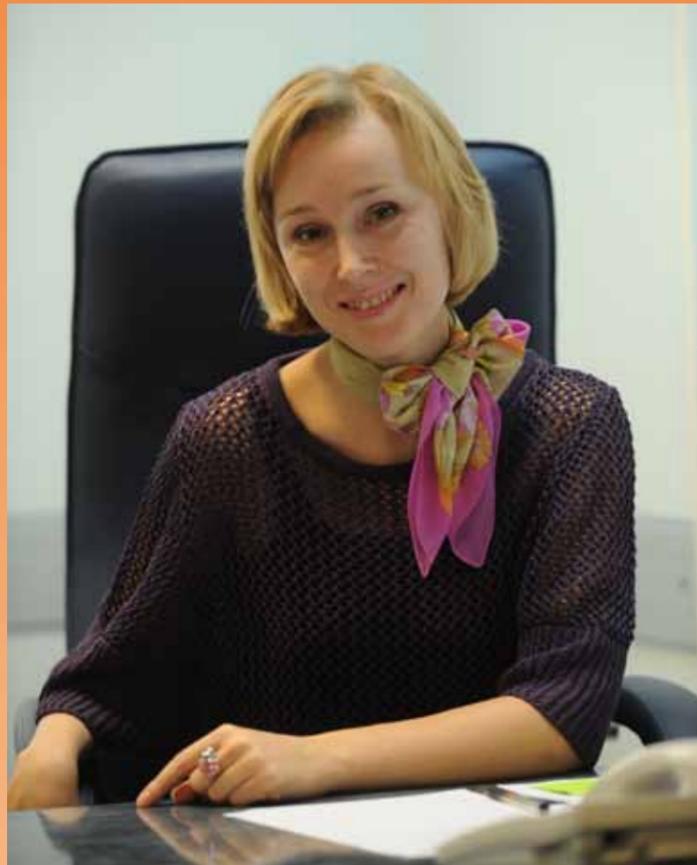
## Management ‘Tools’ For Success

Last year FC Shakhtar experienced dramatic changes in their establishment. Every single effort was targeted at optimization of work. In fact, the Club has been making changes all the time, as every new season puts new tasks to focus on, it means the so-called management ‘tools’ should be altered as well. The most sufficient changes in the 2008/2009 season have happened due to a top-class, recently built home ground, the Donbas Arena. All commercial departments were decided to be removed from the Club direct subordination. That meant both the Marketing and the Sales Departments were to move to the Donbas Arena. Only the Club Press Office was an exception. Being an independent unit starting from this season, it reports directly to the Club CEO. The serious changes embraced all the departments reported to the Secretary General. As a result, the numbers of structural units

were reduced from eight to six. And the general organization and establishment became clearer. The ambitious aims in both the domestic and the European campaigns the Club focused on have emerged a need for the International Competition Department, headed by a well-known international referee Lubos Michel. Besides, there was a new position offered — the CEO Deputy — to develop a better cooperation with the national football associations such as Premier League Committee, FFU and PFL. Anatoliy Popov has taken this helm.

The changes in structure have not touched the First Team, the Academy and Scouting Departments. However, to provide more close cooperation between the First Team and Reserves, the latest now directly report to FC Shakhtar First Team.

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**Svetlana Slobodyanyuk:**  
Donbass Arena Personnel and Development Director

## ‘We have divided the duties between the Club and the Stadium’

— At the beginning of the reporting period we have made decision to divide the duties between FC Shakhtar and the Donbas Arena. The Club stayed focused on football directly, while the Stadium was entrusted already developed branches such as marketing, commercial activities and fan coordination. Of course, the separation

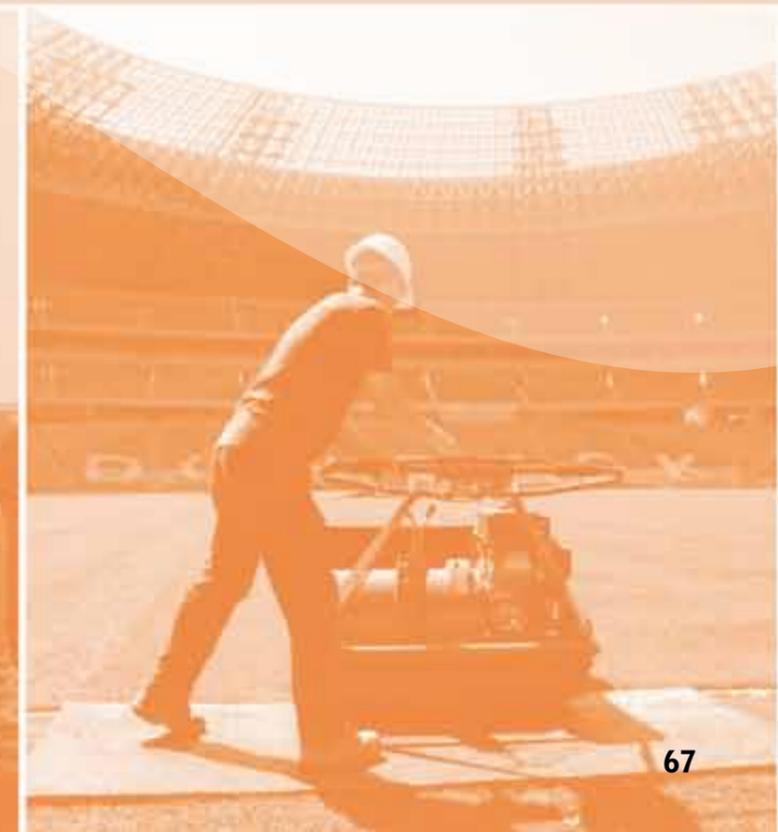
of duties has been followed by changes in duties and establishment. Then the staff started to make moves from the Club to the Arena. It was gradual transition that helped sort out some departments into separate companies, for example, OJSC Shakhtar Trading. By 1st June all changes in establishment had been finished.

### Staff Training

Last season FC Shakhtar employees spent time improving and developing their skills and knowledge. The Club held the training programs on following directions:

- English Classes with a corporate tutor for individual and group learning – 27 employees trained;
- Electric Security – 12 employees trained;
- Marketing, Media and Intercommunication – 5 employees trained ;
- Changes in tax law and accounting - 2 employees trained ;
- Changes in current legislation - 2 employees trained ;

Besides, 17 reserves and Shakhtar-3 players study in universities at the expense of the Club funds.



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**Andriy Kharytonchuk:**

FC Shakhtar Head of Legal Department

## ‘Shakhtar have got an important legal experience’

The year was tough, but interesting. I suppose the most significant event was legal judgment on Matuzalem’s case: Lausanne Court of Arbitration for Sport obliged the Brazilian player Matuzalem, who on 5 July 2007 unilaterally broke the contract with FC Shakhtar and signed a new deal with Real Zaragoza, to remunerate €11, 858, 934 plus a 5 % interest per annum starting from 5 July 2007 up till now. It means that each day of delay increases amount to be paid off. As of today the debt has come to € 13 million. The Court focused on the service value the Club had

lost following the player’s breach of contract. And it was amount doubled in comparison with the previous FIFA decision. The transfer details of Matuzalem’s move from Zaragoza to Lazio became a crucial moment in this case, as the court determined the service value and multiplied by two years left under the contract.

Shakhtar’s court victory is definitely considered a real achievement for all football clubs, as Lausanne Court stood up for a ‘contractual stability’ of players. Now Zaragoza are trying to appeal

against the judgment in the Federal Supreme Court of Switzerland. The judgment is expected to be delivered in November 2009. Apart from that, Shakhtar have got an additional experience on such cases. The sharing of best practice took place in the Third International Congress for Sports Law at the Royal Federation of Football in Spain. From 13 to 14 March 2009 about 300 lawyers from all over the world assembled here to pool their knowledge and skills. FC Shakhtar, FC Dynamo Kyiv and FFU sides represented Ukraine.



**‘We are focusing on brand promotion’**



**Dmytro Kyrylenko:**

Donbass Arena Commercial Director

— FC Shakhtar Commercial Department separates income into four main branches derived from: ticket/season cards; TV broadcasting rights; souvenirs and sponsoring packages. The peculiarity of Ukrainian market unlike Europe lies in the fact that the lion’s share of earned income derived from TV broadcasting rights. The situation is quite different in Ukraine, though a few positive changes have already been made. The Club is getting focused on the brand promotion

all over the country by means of outlet chain development. Last year the scheme of goods distribution also used now, including an active online sales, helped us achieve a constantly growing income. Still being stuck to our key aim we keep reaching every supporter around the country. Running the business we are trying to meet the highest international standards, transforming them according to Ukrainian fans’ needs.

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#### Technical Sponsor

On 1 July 2008 FC Shakhtar was delighted to announce NIKE the renowned manufacturer as its new Technical Sponsor and Official Supplier of sportswear for U-9 and upwards to the first team for the next three seasons.

#### OJSC Shakhtar Trading

Constantly growing demand for brand name products and souvenirs entailed a rise of more efficient system of sale. In March 2009 OJSC Shakhtar Trading was set up as an independent unit.

- OJSC Shakhtar Trading aims to:
- mark up the Club profit for souvenirs and branded products;
  - develop fan shop chains around the whole country;
  - increase a corporate market value.

OJSC Shakhtar Trading is currently numbering 42 employees, who are able to meet high sales performance, promoting FC Shakhtar name.

#### Retail Chain

The main outlet is a fan shop. The demand for the Official supporters products is always high. That is why in the 2008/2009 season our retail chain was widened with several newly-opened fan stores in Kryvyi Rih and Luhansk, following the other outlets successfully operating in Donetsk and Horlivka. According to this season statistics, the sales return amounts to UAH 10, 620,460. All the latest ranges of Official supporters products can be shopped almost in every big mall. The number of stores comes to 209. At the matchday the supporters are welcome to buy Shakhtar accessories in 30 outlets located both at the stadium and nearby area. And finally selling online, an online store is one of rapidly developing projects within the Club. Last year its overall income came to UAH 97, 172.

### Season 2008/09

	UAH, mill.
<b>Sponsorship and advertising</b>	44, 748,490
<b>Official supporters products</b>	10, 620,460
<b>Ticket and season card sales</b>	11, 593,370
<b>TV broadcasting rights</b>	5, 949, 240
<b>Overall</b>	72, 911, 560

#### Tickets and Season Cards

The earned income derived from season card sales went up by 65%. The minimum ticket cost of home match is UAN 5. For the convenience of supporters the Club kept on developing their successful policy of remote ticketing. The number of points of sale came to 170 in the 2008/2009 season.

#### Sponsorship and TV Broadcast

The revenue from sponsorship and advertising is spread for several areas, such as: ongoing and forthcoming sponsoring contracts, Champions League sponsorship, advertising with the official Shakhtar magazine and other media projects. Last year several new partners joined the Club, they are Forest-Park, the renowned Coca-Cola and Tom Tailor. Shakhtar status as a leader in Ukrainian football is also proved by their high TV coverage rate. All Shakhtar games were broadcast live and even some of their appearances were covered in Russia and Romania.

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**Gyulnara Akhmedzhanova:**  
FC Shakhtar Financial Director

# ‘The Club considers a supporter to be its strategic partner’

In view of specific character of football, where every activity is regulated by the FFU and the UEFA, the company competitive ability depends on how quick, well and in compliance with social policy the Club can use its assets. In fact, Shakhtar business strategy aims to return on their resources considered a competitive advantage. Since the above mentioned advantage much more exceeds their real value, this strategy comes to efficient use of asset, i.e. resources and abilities for achieving the goals set in the 2008/2009 season. Firstly, it is the UEFA Cup win. Secondly, it is development of competitive players, much in demand on the sports market, considering that their market value should much exceed expenses for their development. It means the Academy should become self-supporting and profitable. Investment assets are very here. Since the prime cost of our main products such as ‘match’ and ‘professional player’ are really high, and economic and social factors influence it much, in the nearest

future the financial resource will remain crucial. Our department is focused on efficient use of key assets, since Shakhtar strategy financial component aims to a net asset increase.

The operating activities of any football club lie in ‘selling’ football to supporters. In return for a spectacular game the Club earns not only profit (tangible assets), but also loyalty, image, ranking and reputation (intangible assets). A game production is at a loss now, though we have a large market share as well as a big amount of supporters ready to bring money to the Club, either making a purchase or giving their emotions and love to the Club, since these both things will work for its benefit and success in future. Our financial experts thoroughly analyze financial assets and their results in terms of image, as their impact on current and future company strategies is powerful, and eventually, they can shape some figures such as sales and net wealth.



## Income Earned

Season 2008/2009	UAH	Season 2007/2008	UAH
<b>Sponsorship and advertising</b>	44, 748,490	<b>Sponsorship and advertising</b>	31, 135,700
<b>Transfer rights</b>	109, 121,030	<b>Transfer rights</b>	187, 216, 600
<b>Official supporters products</b>	10, 620,460	<b>Official supporters products</b>	7, 796,500
<b>Tickets and season cards</b>	11, 593,370	<b>Tickets and season cards</b>	4, 778,500
<b>TV broadcasting rights</b>	5, 949,240	<b>TV broadcasting rights</b>	1, 408,400
<b>UEFA participation revenues</b>	97, 573,800	<b>UEFA</b>	55 128,80
<b>participation revenues</b>	55, 128,800		
<b>Overall</b>	279, 606,390	<b>Overall</b>	287, 464,500

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# Supporters Have Done Their Part

Last season turned out to be very tough for Shakhtar Supporters Club, as a fantastic success come in the UEFA Cup has brought up more cares. Sometimes the European fixtures coincided with the domestic league and Cup games. Traveling became a common thing: having hardly come back from Moscow the supporters had to make for Kharkiv, then from there to Donetsk, and finally, Marseille, Kyiv followed. The terminal and most significant station was Istanbul. Occasionally, it appeared the very spot in Turkey, where Supporters Club enlisting ardent local support helped Shakhtar grab a win over Werder Bremen. Last year was found significant as Donetsk-based ultras boasted their new musical perk, a unique CD named 'Shakhtar Supporters Voices' featuring popular songs performed by fans.

In addition to European achievements, a well-coordinated work in the stands of the Pitmen home ground was on the mend this year. The bright evidence is the so-called roll-call at RSC Olimpiyskyy and a new activity for supporters: using the flyers spread around the stadium. And the payoff was not long in coming. Facing Dynamo Kyiv in the UEFA Cup return semi-final, the Squad sparked by supporters did its best.

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## ‘Trying to foster love for our squad in children’

- The school children can be fairly called one of the most devoted supporters ever. No matter what the rival or weather is they are at the ground, loudly supporting their favourite squad. The School Club Project aims to bring up the next generation. We are striving to foster early love for our side and football in children. Once a week children have the Club Study, which also featured football rules and public order regulations. And the attendance of games is seen as a good practice, where children can apply their skills and knowledge gained in classes.



### **Andriy Gladchenko:**

Chief Manager for Supporters Club

#### **Bonus Season**

Starting from September 2008 the School Club Project became interactive. About 3,600 school children acquired personalized e-cards, as a part of FC Shakhtar loyalty program. Having attended Shakhtar home matches, the project participants received their bonuses via e-card. The bonus scheme was rated

depending on a fixture importance and visiting time. The said project provides not only a guarantee right for its participants to attend all home games in both domestic league and Cup races or transport perks, but even more: the luckiest, having succeeded to accumulate the highest bonuses during the season, were granted an opportunity to announce the Pitmen starting eleven or to appear on the pitch

leading the Shakhtar player by the hand ahead of the kick-off.

This September we are intending to involve the most active School Club members in the Shakhtar first team press-conferences. Apart from that, we hold annual quiz featured the Club Study facts. Last year we also launched the third annual Shakhtar Cup, a four-stage football tournament among 158 local school teams.

# 08 09

## ‘The supporters prod team into actions’

The Shakhtar home attendance is rather high. Last season RSC Olimpiyskiy became the most attended stadium in Ukraine. The supporters literally prodded their team into actions. Mostly, it was perfectly observed in a spring fixture against CSKA, where the stands burst out with ‘Argentinean’ colours; and huge orange-black flags with improvised fireworks in the UEFA Cup semi-final against Dynamo Kyiv, etc. The eye-catching and unconventional advertising banners, where the main characters were the Shakhtar players, made a noise in town as well. We have also released a special animation project for the youth, a mole-mascot. But the key aim for our department was to tee up the Donbas Arena, the five-star home ground, grand opening. Fantastic technological facilities ever available at the new arena demanded new schemes of work with great amount of supporters. And starting from September 2009 the Department is planning to launch a few more projects. They are: Family Club that will make football a real part of family rest and holidays; Parafan Club provides peculiar facilities for disabled supporters; Student Club undoubtedly can join great number of students and finally Fan Club International aims to round up all Shakhtar supporters overseas.



**Mariya Gryshko:**

Donbass Arena Marketing and Communications Director

— This season has been bright and successful. Our supporters - the ‘12th player’ - made a great deal of job to bring the European trophy to Donetsk.

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**Ruslan Marmazov:**  
FC Shakhtar Press Officer

# ‘Dear colleagues! It was a marvelous season, indeed!’

**On the Front Line**

They say successful communication is half the battle. And football club is not an exception. Moreover, it should prove this rule. That is why the Press Office always tries to be on the front line of events, stays in focus and breaks the news ‘at first hand’. The following Club media means can fairly prove it.

**Shakhtar Official Magazine**

This season the official edition celebrates its third anniversary; say it is not quite a short period. For years of its existence the magazine has suffered substantial changes, though its key peculiarities much-loved by all Shakhtar supporters remained unchanged. As usual in every fresh issue you can find match reports and fixture calendar; discover exclusive interviews with the players, coaching staff and management; also go face-to-face with Shakhtar legends; explore the

latest statistics; get exclusive posters and etc.

We also published the Shakhtar special issue, featured more than three hundred pictures of the Pitmen 2007/2008 golden season. There you can find the full set of Pitmen forty-eight matches played in both domestic and UEFA campaigns. In a word, every issue of 291,000 copies released for three years has its special zest. Besides, this year the Shakhtar official magazine was nominated by Ukrainian Association of Sports Journalists as the Best Sports Edition 2008.

**Official Website**

The official website of FC Shakhtar can be proudly called the Pitmen trademark. Here you can get the latest news about the first squad and Academy players, the Donbass Arena, Supporters Club and the newest accessories, etc. Besides, each supporter has a splendid opportunity to take part in

various polls, online quizzes, conferences and chats.

The news coverage provides photos, audio and video highlights from the very heart of the venue. You can also listen to post-match press conferences as well as to review the footage of goal highlights.

The information is updated twenty-four-hour in three languages that is significantly enlarging the range of users both in Ukraine and abroad. For several years a row FC Shakhtar official website has been drafted as the most popular resource among football clubs of Ukraine.

**Intercommunication**

The Shakhtar-Times, a corporate monthly, provides communication within the Club, the Donbass Arena and OJSC Shakhtar Trading. It features the latest information on corporate achievements, news, anniversaries, etc.

A scoop seems to be the most difficult thing in news making, as almost any literate person can describe the event masterly in the least or not. But where to find a good news story that is a question...

In this regard last season happened to be very simple, even a holiday one, for the Press Office. The events of different kind and scale rained down from every quarter. True to say, there was a hard time, when the squad started badly their domestic campaign. But what the euphoria it was, when Shakhtar Donetsk was recognized as the UEFA Cup 2009 titleholder! Even more... the Champions League was in the offing... but let us leave this story till the next annual report.

By and large, it was a marvelous season, colleagues! We are lucky to work for this very best football club in the year of its history-making triumph.

# On St. Nickolas Day

Every year on 19th December the whole Christian world celebrates St. Nickolas Day, time when dreams of many orphan and foster children of Donetsk region come true. Due to FC Shakhtar President Rinat Akhmetov and a composer Igor Krutoi's efforts the charity project takes place in orphanages exactly at this time. The work of mercy has been running for eight years so far. Everything started in 2001, when two friends tried themselves as philanthropists. If earlier their close cooperation under slogan 'From Shakhtar to Children' covered only three boarding houses, now in 2008 it amounts to 142 special establishments around Donetsk region, mostly due to increase in financing. Last year the charity budget estimated UAN 5,000,000.

Unfortunately, the philanthropists cannot visit all children establishments personally. Traditionally, both Rinat Akhmetov and Igor Krutoi attend three or four orphanages to hand round gifts and have a good time with children.

This year the first venue to visit was the secondary School No. 63 in Donetsk, which the President graduated from. By the way, now Rinat Akhmetov is financing a unique project that will change the school into one of the very latest educational establishment in Ukraine.

The next venues both friends attended were Orphanage No.1 and Boarding House No.3. The last teed up a real exam on Club Study for the Chairman which he successfully passed!



# On Day of Knowledge

Over a couple of years the Day of Knowledge has already been celebrated in a special way in Donetsk region. On the first day of autumn the Pitmen usually visit schools, granting all children special gifts: branded record books and charts. But the appearance of football stars themselves is considered, perhaps, even more extraordinary event for children. The players gladly sign autographs and chat with little fans, often giving various master-classes. In 2008 the choice of schools was not at random. The first one was picked as FC Shakhtar President finished it and the rest as they all have developed Supporters Clubs, including School No. 47 in Makiivka, which Yevhen Seleznyov went to. Talking in the language of figures, the project budget in 2008 amounted to UAN 2,500,000, with the Club granted 370, 000 record books and 132, 000 charts to children throughout the region.

Another social project is patronage under the Regional Hospital for Veterans of Grand Patriotic War in Mariinka. Every year on 9th May the Shakhtar delegation comes to see and pay tribute to former soldiers.



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— This year has become a build-up spell for us. We have teamed up highly qualified experts ready to face serious tasks. We have also unveiled the bowl and the pitch for our supporters, striving to welcome all new visitors. The Donbass Arena project is unique for Ukraine. Perhaps, it is the one and only in Eastern Europe. Being the five-star stadium we are offering a special atmosphere during the match days, concerts and other events. I can firmly promise the Donbass Arena will become a public, sporting and cultural hub of Donetsk.

Oleksandr Atamanenko:  
Donbass Arena Maintenance Director

**‘Arena will bring you a truly unforgettable experience’**



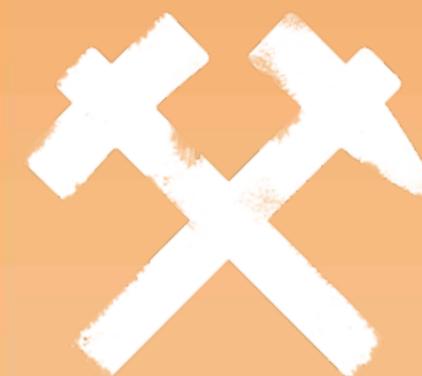
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More Than

# Elite

Perhaps reaching the final phase in the Donbass Arena construction has become an outstanding event of the season. The Stadium took shape not only from outside, but also acquired its guts with a new crew of creative and young, but already experienced specialists homed here. FC Shakhtar top managers and experts made the backbone of the team. And eventually, all the operating personnel was hired and trained.

The Pitmen home ground has also undergone dramatic changes from outside. In a few weeks 50, 000 spectator seats were ready for receiving visitors, as well as the corporate boxes. The natural turf laying having taken four days demanded a special craft. The grass raised at special farms in Slovakia was laid by common efforts of eight groundsmen. Since initially the under-turf drainage, irrigation and heating systems had been designed and installed, in winter the grass roots will keep temperature of +15...+18o C, and leaves from +1 to +5o C. Besides, a tailored bio-lighting plant providing a sunlight effect for the grass will also start working in cold weathers.



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Added to everything else, the under-pitch root aeration system was designed to enhance circulation of the natural surface all year-round. Overall, the arena 'sandwich' comprising underground constructions reached a meter deep!

You can also see a gorgeous park area, one of the best in Europe, stretched around the Donbass Arena. In early April the full squad headed by Rinat Akhmetov and Mircea Lucescu bedded trees out around the stadium. And since then its

active landscaping commenced. Now you can find several waterfalls making leaps in their descents, a colossal Floating Football made of granite, etc..

The five-star arena special pride is the very latest IT-systems. The high-performance, safe and efficient multicomputer system which serves as a platform for various innovative IT-services has also been installed here. This computer network comprises a wide range of systems: from cables and telephones to

backup servers and WiFi equipment. The Donbass Arena capacity is farsightedly rated at a sufficient power margin for IT innovations will possibly be introduced in the nearest future to avoid updating of the entire multicomputer system. It means all innovative and up-to-date technologies will be implemented here within development of stadium infrastructure and world knowledge in IT.

Thus, an Access Control System or simply saying a turnstile. The modern RFID-

card based solution rules out cases of a key falsification. The same thing is about the stadium premises, as the locks are automatically controlled. An access card serves as a pass key for systems allowing employees, company partners or just visitors get only into areas authorized.

Ticketing is also one of the most reliable systems at the stadium. It allows supporters to book tickets and season cards via Internet, as well as via the ticket boxes located at the Donbass Arena



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and other outlets. Ticketing is closely connected with stadium security, in other words, people being put on the stadium or the UEFA blacklist will be refused in ticketing.

Parking Management System has already been worked out here. All parking lots near the ground are automatically controlled and only season card holders of peculiar category will get an authorized access to them on matchdays. And the rest of the time they will operate as usual parking lots for all comers.

In order to provide the visitors with top-quality servicing and convenience, the RFID-card based DA Money Cashless Payment Solution was introduced at the Donbass Arena.



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By the way this RFID-card is multioptional. It serves as your season card, parking key, cashless payment and even as your loyalty card! The five-star arena can also boast a unique Digital Signage System comprising 600 screens and allowing display different information depending on their locations. For example, fast-food and restaurant screens display menu and various ads. Match highlights and statistics are shown in a stand zone etc..

The security system of the Donbass Arena fully meets the UEFA five-star stadium requirements. All high-ranking guests, who are welcome on tours almost every day, went into raptures at the magnificent Donbass Arena despite it had not been officially unveiled yet.

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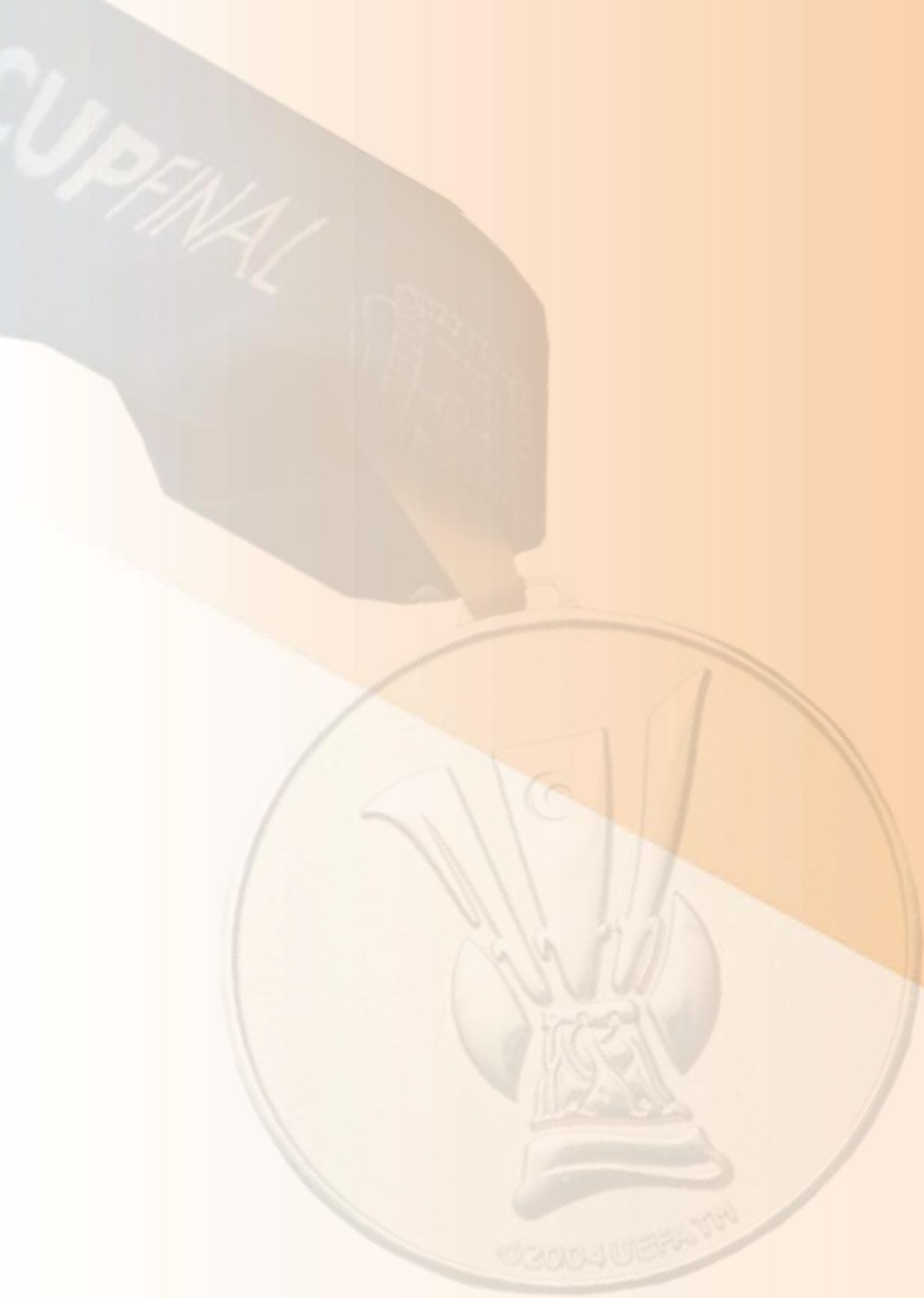
- Goals scored: **63**;
- Total area of the stadium glazed façade: **24,000** sq.m.
- Most common scoreline in Ukrainian Championship: **1-0**;
- Souvenir outlets: **209**;
- Shirts sold: **12, 922**;
- Average attendance at RSC Olimpiysky in Ukrainian Championship: **15, 387**;
- Number of employees in FC Shakhtar: **413** (as of 24 July, 2009)

- Total time Shakhtar led the score in domestic league: **1064** min. (39.4%).
- Scarves sold: **22,566**
- Shakhtar has grabbed the **UEFA Cup** title for the first time;
- Overall attendance at Shakhtar domestic league: **411,900**;
- Goals scored home in domestic league: **30**

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Photos: Valeriy Dudush, Ruslan Semichev.  
Designed by Donbass Arena: Andriy Semenishchev, Ilyia Potsepaev, Denys Sidelnikov, Vasyl Shendryk, Volodymyr Bochko.