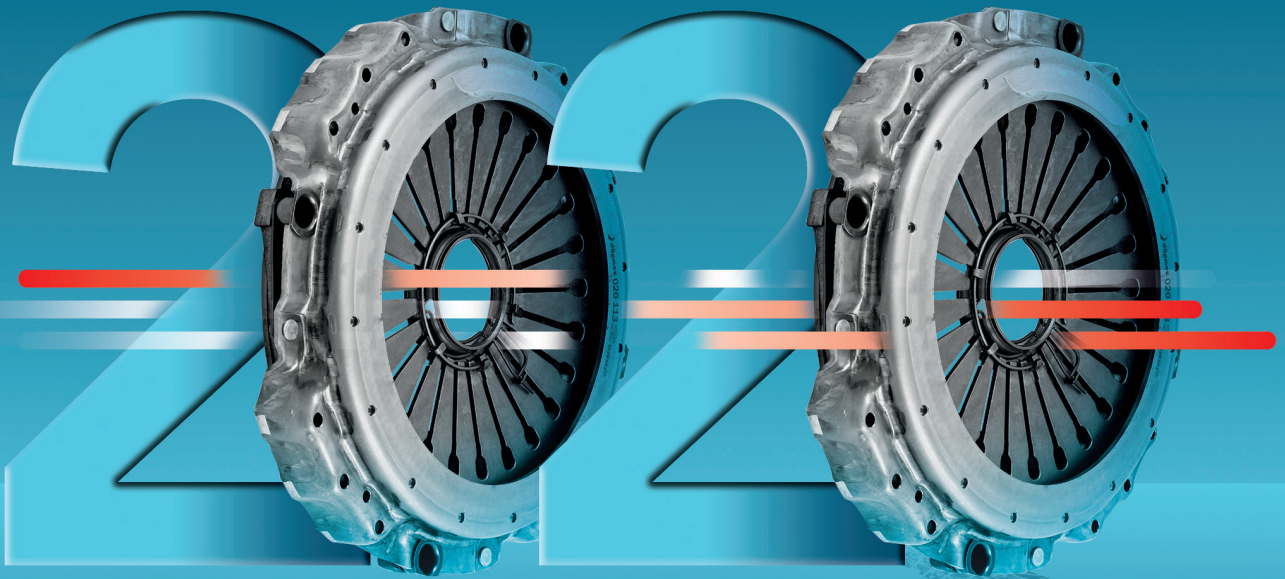


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MARCH
2020

Issue **1**

HAMMER

magazine



Are You Ready For The Future?

Clutch for Perfection!

TOGG - New Automobile of Turkey

Change, Transformation and Technology

You're invited! We are delighted to announce the launch of our new website!

By using the latest technology, our new designed website is compatible with today's browsers and mobile devices.

With complete product portfolio and technical data work together to help our clients with a detailed overview of Hammer's capabilities across a wide range of automotive industries!



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General Manager

2

Editor

3

New generation purchasing

4

International Automotive Engineering
Conference 2019

5

New Automobile of Turkey

6

New Product

8

Solutrans 2019

10

Export Trips: Kazakhstan /
Uzbekistan

11

Export Trips: Brazil 2019

14

After Sales Support Team
in Kayseri!

17

Donmez Clutch in Kayseri

21

NACV 2019

24

2nd International Distributors
Conference

26

Automechanika Istanbul 2020

27

Change, Transformation and Technology

28

Internal Communication Meeting

29

HR in Figures

30

Security Culture in Workplaces

32





GENERAL MANAGER

Ahmet COŞKUN

AS WE ENTER NEW MARKETS WITH BOTH OUR EXISTING PRODUCTS AND NEW PRODUCTS, WE CONTINUE TO RECEIVE **NATIONAL AND INTERNATIONAL** PATENTS WITH OUR UNIQUE DESIGNS, WHICH IS OUR R&D VISION.

Dear Hammer Kupplungen Friends,

Despite the contraction in the domestic market and the global crisis, our exports, which increased significantly in the past year, have contributed greatly to the stable growth of our company in recent years. While aiming for the top with our Hammer Kupplungen and Dönmez brands in the world markets, we continue to maintain the market leadership that we have achieved in our country in recent years.

In addition to the spare parts market, we have started to work with new main industries with the strength of our quality level, technological and design capability. We have started partnership with Anadolu Isuzu and Otokar from Turkey, and this partnership will continue by increasing. We have also carried out great projects with the world giant vehicle manufacturer Iveco from Italy.

WE HELD OUR INTERNAL COMMUNICATION MEETING, WHICH IS A PART OF THE IMPORTANCE WE ATTACH TO OUR HUMAN RESOURCES, WITH THE PARTICIPATION OF ALL OUR STAFF ON THE FIRST WORKING DAY OF THE NEW YEAR. I BELIEVE THAT THE INFORMATION I GAVE ABOUT OUR COMPANY'S ACTIVITIES AND FUTURE PLANS WAS VERY USEFUL. IN THE SECOND PART OF THIS MEETING, WE REWARDED THE BEST WORKS THAT HAD BEEN CONSIDERED SUCCESSFUL WITHIN KAIZEN WORKS, WHICH IS THE MAIN DRIVING FORCE OF EFFICIENCY AND SAVINGS IN OUR COMPANY. IN THE SECOND PART OF THE MEETING, AS THE MAIN ELEMENT OF OUR COMPANY'S EFFICIENCY AND SAVINGS, WE REWARDED THE BEST KAIZEN APPLICATIONS WHICH WERE SUCCESSFUL.

We are expecting record participation this year to our international distributors meeting that we shall organize before the Automechanika Istanbul fair to be held in early April. I believe that this event will be of great benefit in explaining our company vision and developments in our company to the world.

Hope to be together on our journey that is always forward,

Sincerely,

Hello,

We already finished 2019 and entered through the doors of a new decade.

With all its reality, It can be said that 2019 showed us a preview for a digitalization beyond our imaginations.

Electric vehicles, autonomous vehicles, artificial intelligence, big data, roboticization, industry 4.0 and even the first air taxi, the first unmanned technology store, birth of the first babies with modified genes to make them HIV immune, smart home assistant robots... None of these is the subjects of a science fiction movie; they are today's facts!

Technological developments in the first month of 2020 also tell us how intense this year's agenda will be. Researchers from the University of Bremen and University of Ioannina developed the vaccine, which has only been tested in mice for now and can treat 60% of all types of cancer. In addition, immediately afterwards, stem cells from frog at the level of embryos were combined with robots designed with algorithms, and this was the first in the world and the first robots consisting entirely of living cells were designed! All of these were announced in January!

So, what should be the trends that our companies, particularly those which maintain their existence in the automotive supply industry, should follow in this intensive technological agenda? Branding Turkey published the article "Branding Trends 2020" for companies from all industries that seek the answer to this problem. According to the article on 2020 Trends in Branding, companies have 3 main responsibilities in 2020. These are;

- Department transformation
- Corporate Academy
- Digital Branding

Mürsel Ferhat, owner and editor-in-chief of Branding Turkey, who made a statement on the issue said;

"Brand consultancies, carried out in a recitative style without analysis and strategy, fail. However, it is necessary to approach the issue from the most basic point of view, in other words, to eliminate the causes that lead the firm to become ill. Otherwise,

every branding - marketing or digital marketing action is a waste of time, if not in vain. Because that company will get sick after a while for the same reason."

So, what are these three responsibilities and what should we particularly do in the automotive industry?

- **Department Transformation:** It is the departmentalization carried out correctly that makes a company a brand. Steps that are more concrete should be taken in terms of departmentalization in 2020 in order to achieve branding which is the basic lack of SMEs accounting for 95% of Turkey's economy. Emphasizing the importance of department transformation in 2020, Sağlam drew attention to the subject as follows; "Department transformation enables the realization of transparency, responsibility awareness, accountability and internal communication within a company."

- **Corporate Academy:** In order to keep pace with the transformation process I mentioned at the beginning of the article and even to lead change in our field, our primary priority will be the sustainable construction of the educational processes. Companies with a lack of educational setup may face with difficulties in meeting their expectations in 2020.

- **Digital Branding:** In the context of this article, we can say that our last and most important responsibility is digital branding. We are in times when offline and online marketing are evaluated together or they definitely intersect somewhere. Companies that cannot dominate digital processes and do not plan a step further in digital branding under these circumstances seem to be going to take their place among those who cannot progress in accordance with the branding trends in 2020.

- Those who want to read the full article can scan the QR code below!

Have a pleasant reading...



Editor

Büşra ÖVET HAKTANIR





NEW GENERATION PURCHASING



WE ARE READY FOR THE NEW YEAR AS PURCHASING!

One of the idioms that we have heard for years about purchasing and emphasizes the importance of this department for companies is undoubtedly the expression "Money is earned when purchasing goods". A new structure was launched in the Purchasing Department in July 2019 in order to improve the Purchasing activities, which are also important for Dönmez Clutch, and to provide better service to our suppliers / all stakeholders without sacrificing quality. While the focus of our previously logistic operations including Purchasing department into total structure that performs strategic purchasing actions, logistic operations have been separated from Purchasing and started to be carried out under the Planning and Logistics Department.

The difference between this new structure and the old structure is as follows: In the old structure, according to the orders opened after supplier reviews and price negotiations, the Purchasing department were carrying out all the domestic procurement, import and subcontracting processes. In the new structure; purchasing department continues to perform price negotiations with suppliers and find new suppliers, but is not involved in the shipment of orders to the factory. During the shipment phase, our Planning and Logistics Department carries out the process according to our ERP system over the suppliers and unit prices agreed by the Purchasing department.

So, what do we do as Dönmez Clutch within the scope of Strategic Purchasing?

Within the scope of Strategic Purchasing, we continue our activities in 4 steps and work to improve them continuously:

1. Just as the Sales Department succeeds by communicating with its customers in the field, from same point of view, we believe that making field visits to our suppliers plays an important role in strengthening relations with them. From time to time, we make analysis by including our Quality and R&D team in field visits, and carry out studies to improve each other with our suppliers.

2. We carry out price negotiations and contract management, which are indispensable for the purchasing. Within the scope of price negotiations, we manage a process based on a win-win understanding with our suppliers, taking into consideration the conditions of the market and the data we have.

3. We conduct market and material studies, price-material analysis and value analysis for alternative supplier and material research. We

are looking for ways to improve costs without sacrificing quality.

4. We work to integrate digitalization into all our processes and believe that instant report monitoring and alert systems will help us make our structure more proactive.

The innovations we have targeted as Purchasing in the coming years are as follows:

- To carry out studies for "Supplier Preliminary Evaluation Form",
- To prepare a "Supplier Handbook" in electronic and printed form to communicate with our suppliers faster and to provide information about the procedure of our Purchasing process,
- To create a section for Purchasing on our website and to establish the "Supplier Portal" on this page,
- To move our tender system which we conduct through e-mail communications to the "E-Tender" environment and to expand the tender system to cover other product groups and services

As Hammer Kupplungen, it is very important for us to establish a sustainable relationship with our suppliers. We hope that we will make good progress every year with our valuable suppliers and expand our supplier network. We wish you happy New Year.

Aslı BİLGİNER





IAEC'19- International Automotive Engineering Conference

Our R&D team attended the 4th IAEC conference, which aims to convey the steps to be taken in engineering issues in the automotive industry, and the current dynamics of engineering in the automotive industry, with a technical perspective of international expert opinions.

The main theme of "Electric Vehicle Technologies and Its Future" was discussed at the International Automotive Engineering Conference - IAEC'19, which was organized on November 7-8, 2019 by OIB, OSD, OTEP, TAYSAD with the cooperation of SAE. Within this context, "Global Electric Vehicle Outlook", "Li-Ion Batteries: Current Status and Recent Developments", "Electric Vehicles: Markets, Policies and Emissions (Light Vehicles)", "Electric Vehicle Technologies", "Battery and Battery Management Systems", "Electric Vehicle Charging Infrastructure and Grid", "Electric Vehicles and Its Impact on Auto Industry in Turkey", "Success Stories" and "Commercial Vehicles in The Age of Electrification" were the main topics that were discussed.

Murat HAKTANIR





TOGG - TURKEY'S AUTOMOTIVE

TOGG

TOGG – Turkey's Automotive!

Anadolu Group, BMC, Kök Group, Turkcell, Zorlu and the Union of Chambers and Commodity Exchanges of Turkey (TOBB) combined their forces on June 25, 2018 to establish (Turkey's Automobile Joint Venture Group Inc.-TOGG), in the pursuit of creating a brand that we will have national intellectual property rights and compete in the global arena.

We are starting this journey with native electric, connected and

autonomous capable series production C-segment SUVs (sport utility vehicles) in 2022. New services, user experiences and business models will be developed within the peripheral of our smart and connected vehicle ecosystem. We will facilitate the creation of novel ideas and technologies with our business partners and start-ups."

These are the first sentences that welcome you when you visit TOGG's website; our sentences on the subject are as follows: This is a very exciting and very proud start!

As a company that has been in the automotive spare parts industry for many years and exports to the whole

world, we fully support the domestic automotive process.

We hope to see our new, domestic and national vehicles, that will be launched and that are deserved by a country like Turkey that has large export volume and is ambitious in industry, on the roads of the World.

Nazmi KARAKAŞ





TOGG - TURKEY'S AUTOMOTIVE





NEW PRODUCT

MERCEDES

AROCS - ACTROS - TOURISMO

430 mm Push Type Clutch Set

Our work on the clutches for Mercedes Euro6 vehicles has been continuing intensely, and we are proud to announce to our valued customers the 430 mm push-type clutch set we have produced for semi-automatic vehicles.

We think it would be useful to share information for all clutches used in these new Euro6 Mercedes vehicles. Since the clutch sets of these vehicles are self-adjusting (X-tend), the clutch system should be changed as a set, otherwise the probability of problems will be very high.

Please continue to follow us.

ACTROS 3242 / AROCS 4142 / TOURISMO RHD (GO 250-8) E6 SEMI-AUTOMATIC

CODE	O.E.M.NO	SACHS	VALEO	DIAMETER	EXPLANATION				
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NEW PRODUCT

NEW PRODUCT



Nazmi KARAKAŞ





SOLUTRANS

As Hammer Kupplungen, we took part in the international road and urban transportation solutions fair SOLUTRANS as an exhibitor for the first time, which took place between 19-23 November 2019, in Lyon, France.

Solutrans is the only organization organized in France that brings together all global stakeholders operating in the field of commercial vehicles.

The biennial fair has become the biggest meeting of electric heavy vehicles and urban vehicles in Europe, exceeding 50,000 visitors with the increase in the number of visitors compared to the previous one in 2017.

With the participation of 900 exhibitors and the brands represented, a 47% increase in the number of exhibitors has been achieved compared to 2017, 31% of the new exhibitors was their first participation. The fair hosted exhibitors from 23 foreign countries and visitors from 33 countries, furthering its international status, especially in the European and North African markets. As a confirmation of this worldwide success,

SOLUTRANS received accreditation from the International Organization of Motor Vehicle Manufacturers, OICA.

In the age of digital and new technology, SOLUTRANS 2019 brought new industry trends together by bringing together the new SOLUTRANS 4.0 field and players working on technologies applied to intralogistics and ICT for heavy vehicles and urban vehicles.

The fair also hosted a number of innovative start-up and R&D laboratories from major industrial companies working on models for the use of unmanned aerial vehicles and robots in future technological solutions and distribution models. The main topic highlighted at the fair was commercial freight and passenger transport systems and the creation of tomorrow's vehicles. In this context, it is clearly seen that the subject of "environment", which is one of our main problems, has become the common focus of all stakeholders in the automotive industry.

Until 2025, major players in the automotive industry continue their work to electrify commercial vehicles used primarily in the city.

It is expected that the change and development in the automotive industry will continue at an increasing pace in the near future, with the new technologies developed by commercial vehicle manufacturers and studies on vehicles operating with alternative energy sources.

As Hammer Kupplungen, we took part in SOLUTRANS in 2019 in order to follow the sectoral developments and increase our awareness in one of our target markets, the French market; It has been very efficient in terms of establishing new contacts, increasing our brand awareness and introducing our new products.

Kutluhan ZEYTÜNLÜ



I would like to state that I am happy to write this article to be published in the World of Hammer Magazine about Kazakhstan and Uzbekistan, which I traveled between October 28 - November 8, 2019.

Kazakhstan has a very important position in Central Asia, and is one of the seven independent Turkish state today (Others are Azerbaijan, Turkish Republic of Northern Cyprus, Kyrgyzstan, Uzbekistan, Turkey and

Turkmenistan). It is the ninth largest country in the world with an area of 2,724,900 km² (equal to the surface area of Western Europe). Its neighbors are Russia in the north, Turkmenistan-Uzbekistan and Kyrgyzstan in the south, and China in the east with which they have recently developed their political and economic relations. The roots of contemporary Cossacks go back to the Kazakh Khanate, which was established in 1400s. They lived under the Soviet regime until 1991, when they declared their independence from 1920, when the Russians took over their sovereignty. The Soviet Union Administration first made an interesting mistake and identified the region as the

KAZAKHSTAN UZBEKISTAN

"Kyrgyzstan Autonomous Socialist Soviet Republic"; they later realized the mistake they had made and changed the name to the "Kazakhstan Soviet Socialist Republic".

Kazakhstan is a member of the United Nations, the European Security and Cooperation Agency, the Euro-Atlantic Cooperation Council and Organization of Islamic Cooperation. Kazakhstan is also involved in regional integration movements; it is a member of the Commonwealth of Independent States, the Eurasian Economic Community (EURASEC) and the Central Asian Cooperation Organization (CACO).

The Republic of Kazakhstan, a parliamentary republic, has been governed by the governments led by Nursultan Nazarbayev since it gained its independence from the Soviet Union on December 16, 1991.

Nazarbayev was re-elected President in January 1999 for seven years, after he took office in 1991. Nazarbayev was re-elected as the President in the last Presidential election held in December 2005. On August 30, 1995, the second Constitution of the country after the independence, which extended the powers of the President, was adopted. According to this Constitution, the Republic of Kazakhstan is a democratic, secular state of law.



Kazakhstan, which gained political and economic stability after independence, has large oil, uranium, iron, gold and lead reserves. Kazakhstan is an important country due to its natural resources and lands. It is one of the few countries in the world with mineral and raw material deposits in terms of volume and variety. Kazakhstan is the most uranium exporting country in the world. The amount of uranium extracted from the ground is greater than the sum of the three countries that follow it. This amount corresponds to 7 times the production of Russia and 44 times the production of the USA.



EXPORT TRIPS: KAZAKHSTAN UZBEKISTAN

Kazakhstan has a continental climate due to the large mountains that prevent sea air from entering the interior areas. It has a wide temperature range from -19 degrees in winter to +26 degrees in summer. Although Kazakhstan is not one of the most popular tourism countries in the world, it has all the possibilities to offer tourists an exciting holiday to meet their expectations. It is stated that the originality of Kazakhstan is eco-ethnic tours and in these tours, travelers will learn the way of life by visiting the unusual locals' settlements. In some settlements of Kazakhstan, the way of life has not changed for several hundred years. It can be really exciting to meet the traditions of the locals.

Eco tours cover the unique natural regions of the country. Today, hunting and fishing are officially permitted in some areas. It should also be noted that the submontaneous regions of Kazakhstan are very popular among climbers. Many interesting national holidays are celebrated in Kazakhstan throughout the year. The most interesting for tourists is the holiday of Nauryz-meymary, which is the beginning of the New Year, according to Star Almanac. Celebration begins on March 21 and takes 2-3 days. Open-air festive parades and music concerts, traditional desserts, interesting sports competitions and numerous games - these are only a small part of all the entertainment on this important official holiday.

The leading main vehicle brands in the Kazakhstan market are KAMAZ, RENAULT, DAF, MAN, VOLVO, ISUZU, IVECO and SCANIA. KAMAZ vehicle use, which remains from Soviet habits and appears in Kazakhstan state vehicles and local people's preferences, is gradually replaced by VOLVO, DAF and other vehicles, in line with changing world dynamics. Due to the routes used in transit passes to Russia and Uzbekistan and cheap workmanship, drivers prefer to

have the maintenance of their vehicles performed and the parts replaced in Kazakhstan. Kazakhstan is the second country with the largest spare parts and heavy vehicle turnover potential in the region after Russia. In the country,



we are known more and more every day in the sector with our Hammer Kupplungen brand.

Now let's talk about Uzbekistan, located in the center of Central Asia. Its neighbors are Kazakhstan, Kyrgyzstan, Tajikistan, Afghanistan and Turkmenistan; and its area is 447,400 km². The country ranks third among the CIS countries in terms of population size, after Russia and Ukraine, and the first among Central Asian countries; there are 100 ethnic groups in the country.



The population is 80% Uzbeks, 3.8% Russians, 4.9% Tajiks, 3.6% Kazakhs, 2.2% Qaraqalpaqs and the rest is from other nations (Tatar, Kyrgyz, Turkmen, Ukrainian, Azeri, Armenian, Belarusian, Jewish, German, Korean etc.).

Uzbekistan declared its sovereignty on June 20, 1990 and independence on September 1, 1991. With the referendum held on 29 December 1991, the declaration of independence was approved. After gaining its independence, Uzbekistan established relations with developed countries especially in the economic field. Uzbekistan had the opportunity to sell its rich underground resources to foreign countries. Uzbekistan has become one of the strongest states in Central Asia shortly after gaining its independence thanks to its long-established state tradition and is now competing with Kazakhstan for the leadership of Central Asia. Islam Kerimov was the president of the country from the independence date of the country until his death on September 2, 2016.

One of the important geographical features of this country is that Uzbekistan is one of the two countries, along with Liechtenstein, that it and its neighbors do not have a coast. With the Karakalpakstan Autonomous Republic founded in 1936, Uzbekistan is divided into 13 regions. These regions are: Andijan, Bukhara, Jizzakh, Qashqadaryo, Namangan, Samarqand, Surxondaryo, Sirderyo, Tashkent, Fergana, Xorazm and Navoiy. Uzbekistan hosts important historical cities such as Bukhara and Samarkand. These cities are the cultural monuments where East and West have met for thousands of years. When we assume the Silk Road as a body, these points form the main body of that body. The great commander in history, Emir Timur declared Samarkand as the capital. More than four thousand historical monuments and sites throughout Uzbekistan are protected by special policies, not only in Samarkand, Bukhara, but also in Tashkent, Hive, Hokand, Nemengan, and Qarshi (Nasaf).

Bukhara is located in Central Asia. Today, it is a historical city within the borders of the Republic of Uzbekistan. According to archaeological research,



EXPORT TRIPS: KAZAKHSTAN UZBEKISTAN

the city of Bukhara is at least 2500 years old. Muslims consider this city, hosted by ma wara'un-nahr, very valuable.

The city of Bukhara has an important place in Turkish history as well. It is noted that Alp Er Tunga resided in this city from time to time and his grave was located here. According to legend, the Turkish presence in the region is also very old. Bukhara has been under the rule of Akhuns, Gokturks and Turgeshes for many years throughout history. It is considered as one of the important cultural and civilization centers of the region.

When the structure of the manufacturing industry is analyzed, it is seen that the most important sector, which has the priority and is developing and attracts the attention of foreign investors, is the automotive industry. In the automotive sector of Uzbekistan, significant developments have been achieved in the country with the joint venture established by Uzbek State Automotive Industry Inc.(Uzavtosanoat) and with the contribution of German Daimler-Benz and Daewoo companies of South Korea. Daimler-Benz Company produced 400 buses in 1995; these are the first Mercedes buses produced in the country. A significant part of this production was sold through Asaka Bank, which was established by Uzavtosanoat.

On the other hand, GM Company invested in Tashkent for car engine production and started production in 2010.

In addition, Koç Holding, together with its Uzbek partner Uzautosozlash, established the Samkoçauto factory with a capital of 64 million dollars, which produces commercial vehicles and sales accessories in Samarkand.

However, this partnership ended and the factory started to produce Japanese Isuzu brand commercial vehicles in 2007. This factory produced

1,268 buses in 2010, 964 buses in 2011 and 1010 buses in 2012.

In the statement made by Uzbek Auto Industry ("Uzavtosanoat") Press Department, it is reported that 245,700 cars were manufactured at the GM Uzbekistan factory in 2014 and that 55,000 were exported. According to company data, the production volume of companies operating in the automotive industry increased by 11.1% in 2014 and reached 8.9 trillion Soms. In 2014, 245,700 personal cars, 3,800 "ISUZU" brand buses and trucks, 1200 MAN brand trucks and 133,700 engine systems were produced by the factories within the company. Automotive products manufactured in Uzbekistan are exported to CIS countries such as Russia, Kazakhstan, Azerbaijan, Ukraine, as well as other countries such as Indonesia, Brazil, Turkey and Korea. However, in 2014, personal car sales to Russia was 37,695 units after a decrease by 38% compared to 2013.

A factory was established by German MAN Company in 2009 and commenced production in the same year; the factory manufactured 772 trucks in 2009, 832 trucks in 2010, 839 trucks in 2011, 910 trucks in 2012, 1200 trucks in 2013 and 1200 trucks in 2014.

An investment was made for the production of intracity and intercity buses and midi-buses in the unused facilities of Tashkent Chkalov Aviation Production Factory, which was established by Uzbek State Auto Industry Inc. and Mercedes Benz in May 2010.

As in Kazakhstan, our Dönmez and Hammer brands continue their development in the market thanks to our two customers. In this country where the perception of quality does not fit properly, the distinction made



in the spare parts sector is based on the fact that the products are made in Germany, Turkey and China.

Mustafa Mert KUTLU



Brazil

The Brazilian economy has been growing steadily since the 2013 crisis and is also called the "Giant of Latin America". As Hammer Kupplungen Clutch, we are proud of being in this big market for years with our export brand Hammer Kupplungen. In addition to the potential arising from the size of its market, Brazil is a key country in many respects. The country has a major impact on the continent's industry in terms of technological development, legislation and business culture. As a company that has been exporting to Brazil for the past ten years, we can

say that the potential in the country is real. Nevertheless, it is also necessary to pay attention to political changes and corruption in the country.

Brazil, the largest country in Latin America, is the fifth largest in the world in terms of surface area and the sixth in terms of population. Brazil with its capital, Brasília, and its most populous city, São Paulo, is multicultural due to mass migration lasting more than a century worldwide and embodies different ethnic groups. Brazil, which has a coast to the Atlantic Ocean in the east, has a coastline of 7,491 km. It has borders with all countries in South America except Ecuador and Chile. Amazon River basin has a wide range of natural resources, including a vast tropical forest, diversity of wildlife, diverse ecological systems,

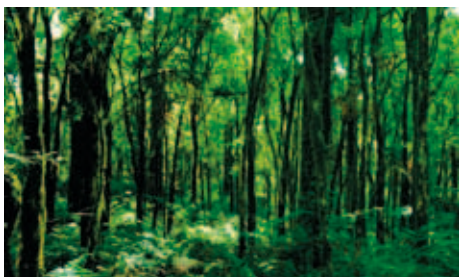
and numerous protected habitats. This unique environmental heritage makes Brazil one of the 17 megadiverse countries. For this reason, Brazil is always the subject of important global interests and debates about deforestation and environmental protection.

Brazil's current constitution, adopted in 1988, describes it as a democratic federal republic. Due to its rich culture and history, the country ranks thirteenth in the world in terms of the number of values included in the UNESCO World Heritage List.

The complexity of the tax system in Brazil should be specifically mentioned. This issue is so complex and important for companies; because, on average, changes occur in regulations regarding taxes, rates or social contributions



every three hours.



Brazilian Economy

The Brazilian economy is considered a developing economy. It has the ninth largest GDP in the world. It has been the largest coffee producer in the world for the last 150 years. The population of coastal areas in Brazil is more than 200 million. Recent data show that the economy is stagnant but on an upward trend.

Data for September 2019 showed a positive outcome in the third quarter in the domestic economy because of the jump in both economic activity and retail sales. In addition, data for the Q4 of 2019 indicate a broad momentum, with the production PMI remaining in the expansion zone for the third consecutive month in October, and increase in investments in November 2019.

Predictions for 2020

Growth has been achieved this year, based on the recovery of confidence and the compromising monetary policy. The renewed confidence tends to turn to new business areas. In addition, the government is constantly taking measures to improve household spending and allow workers to benefit from the unemployment fund. Increase in employments make the high consumption sustainable.

Nevertheless, the risks in appearance

are mainly due to the decline in foreign demand and the delay in reforms. Analysts forecast a 2.1% growth in 2020. The growth projected for 2021 is 2.5%.

Brazilian Commercial Vehicles Industry:

The commercial vehicle industry in Brazil is characterized by local production.

Ford in Bahia, Iveco and Mercedes-Benz in Minas Gerais, DAF, VW and Volvo in Parana, MAN "VWCO" in Rio de Janeiro, Sul and Mercedes-Benz in São Paulo, Scania, Toyota and VW.

The new truck and bus domestic market has increased by + 33% annually in the past two years; the number of vehicles expected to be sold in 2019 has reached 103 thousand. Commercial Vehicle production is expected to increase by + 7.5%. In 2019, domestic production reached 115 thousand vehicles.

The number of new commercial vehicles to be licensed in 2020 is expected to increase by 16.9% and the production is expected to increase by 13.4%; however, a decrease of -22.7% is expected in the country's exports



Hammer Kupplungen in Brazil

Our company, which has been exporting to Brazil for more than ten years, has managed to become a wanted brand in the Brazilian market. Our goal is to always go one-step further and become the first preferred and most sold clutch systems manufacturer in our distributors' portfolio. Competition in the clutch systems market in Brazil is quite fierce. For this reason, we are trying to do everything better than our best, and organize technical travel for our distributors minimum 3 times a year; thus we keep our finger on the pulse of the market.

São Paulo

São Paulo is the largest city in Brazil and the seventh largest city in the world. This makes the city an important destination for business and leisure travelers who want to enjoy Brazil and South America. It is especially rich in terms of historical, political and cultural value and allows visitors to experience the authentic and unforgettable characteristics of a fascinating country.

Due to its historical heritage, São Paulo is home to many sculptures, parks, museums and galleries. These create the perfect environment to sightsee while enjoying the sights and sounds of this destination.

Located in Southeastern Brazil, São Paulo is known for its unpredictable

weather conditions. Its climate is typically a climate affected by monsoon. Summer temperatures are between 17 and 28 degrees Celsius, and winter temperatures are between 11 and 23 degrees Celsius.

The places to visit in São Paulo can be listed as follows;

- Paulista Boulevard
- Banespa(Altino Arastes) Building
- Catedral da Sé
- Edifício Copan
- Estação da Luz
- Ibirapuera Park



KAYSERİ

In this issue of Hammer Magazine we prepared an article for you about Kayseri, the third largest city of Central Anatolia Region. Have a pleasant reading...

Kayseri is a city founded on the foothills of Mount Erciyes and has hosted many civilizations such as Rome, Byzantine, Seljuk and Ottoman Empire in the past. It is believed that the first settlement in Kayseri started in the Copper Age; the historical Silk Road also passes through Kayseri. Kayseri, which is located in the Middle Kızılırmak section, is a rapidly growing and developing city.

The name of the city of Kayseri comes from the name "Caesarea", which was given to the city during the Roman Empire. It is known that this name came from the title of "Caesar", which was given to the Byzantine emperors. This title was used as Kayser in the Ottoman period. Some sultans used the title of Kayser-i Rum.

Kayseri, which is one of the leading cities in Turkey in terms of industrial facilities, is in the first rank in furniture, food, metal goods, textile and packaging production; it also has precious metals such as gold, copper, lead, asbestos, zinc, iron and manganese. Standing out in agriculture and animal husbandry, Kayseri welcomes thousands of tourists every year with its rich historical monuments.

How to get there?

It is possible to reach Kayseri by road, rail and air.

You can use personal cars or intercity buses to reach by road. It is 4 hours

from Ankara, 9.5 hours from Istanbul and 12 hours from Izmir.

Kayseri is one of our most accessible cities in terms of rail network. Kayseri is one of the stops of the Eastern Express running between Istanbul and Kars, the Erzurum Express running between Ankara and Erzurum, and the Van Lake Express running between Ankara and Tatvan. In addition, rail transportation between Kayseri and Adana is provided with Erciyes Express.

For those who prefer the airline travel, Kayseri Airport, which offers both domestic and international flights, is located 5 km from the city. You can directly fly to Kayseri in 1 hour 15 minutes from Istanbul and 1.5 hours from Izmir. Travel to Kayseri by plane from abroad is possible with a connecting flight from Istanbul.

Places to See

Kayseri is one of Turkey's richest and most protected places in terms of historical buildings. The fact that it is located right in the middle of Anatolia and therefore the trade routes pass through there, made the city culturally rich. There are important historical buildings from the Seljuk period in the city.

We recommend you to sightsee Kayseri on foot, if it is not a cold season. You can choose one of the short and long tours prepared by Kayseri Metropolitan Municipality.

1. Kayseri Republic Square

When you stop at Cumhuriyet Square in the heart of the city and look around, you can see the historical legacies of the Byzantine, Seljuk, Ottoman and Republican eras from the Castle that dates back to Roman Period.

a. Kayseri Castle



The Castle, which dates back to 3rd Century BC, has 2 gates and 18 bastions; 1 door was opened in the recent history. Contrary to the ordinary, Kayseri Castle was built on a flat terrain, therefore, it is one of the rare examples. The castle, which started to be restored in 2013, was re-opened in 2019 and started to serve as a culture and art center. The castle, which has an area of 6 thousand square meters, includes educational areas, a library, cafeterias, meeting rooms and an archaeological museum.

b. Kayseri Clock Tower



During the reign of Sultan Abdulhamit II, an edict was issued to build a clock tower and muvakkithane (places built next to the mosques and used by the



c. Kurşunlu Mosque



It is located between Kayseri Grand Bazaar and Hilton Kayseri. It is rumored that it was one of the two mosques built in Kayseri by Sinan the Architect. Since Sinan the Architect was 97 years old at that time, there are doubts about this rumor. It is worth seeing pen embroidery and ornaments.

2. Hunat Hatun Mosque ve Complex



Built by Mahperi Hatun, wife of Alaaddin Kaykhubat and mother of Gıyaseddin Kaykhusraw, Hunat Hatun Complex has mosque, cupola, Turkish bath and madrasah sections. The complex, built in 1238, is one of the best examples of Seljuk architecture with its stone carvings and majestic appearance. While the 800 year old building had been about to collapse, it was restored and brought to life by the Regional Directorate of Foundations. There are 22 workshops in which Turkish-Islamic Arts are performed.

3. Alaca Kumbet



It is one of the symbols of the city. It is located in the middle of the road about 300 meters from the Hunat Madrasah. According to the inscription, it was built in 1280 by Amir Jamaladdin bin Muhammad. There is a pyramid-shaped cone on the cupola

4. Gevher Nesibe Hatun Madrasah ve Şifahane



Gevher Nesibe Hatun Madrasah and Şifahane, located in Mimar Sinan Park, which is one of the first Turkish medical centers in Anatolia has an architecture with an open courtyard and four iwans. The madrasah is used today as the Seljuk Civilization Museum. In the museum, the period from the beginning of the Turkish history in Anatolia to the fall of the Seljuks is presented interactively using technology. Information about Seljuk architecture, art, science and clothes is presented. The place, also called as Double Madrasah, was the place where health seekers visited 800 years ago. In the section about Şifahane, where mental patients are treated with water and music, information about the diseases and the treatment methods and instruments used in that period is presented. The tomb of Gevher Nesibe is located in the madrasah. Gevher Nesibe Sultan Fountain and Avcunlu Madrasah can be seen right next to it.

5. Kayseri High School National Struggle Museum



Historical Kayseri High School, Kayseri's first modern educational structure, is an impressive stone-built building that was built in 1904 in accordance with the Neoclassical architectural style of the Abdulhamid period. Today, it is called as Kayseri High School National Struggle Museum.

Kayseri High School has an important place in the history of the National Struggle. During the War of Independence, the National Assembly moved to Kayseri for a while, since Ankara had a risk of being occupied. The historical building was used as the National Assembly for a while in this short period when it had the title of "Second Capital". 62 high school senior students from Kayseri High School participated in the Sakarya Pitched Battle as volunteers and all of them were martyred at the front.

High school is also the place where Atatürk's picture that is identified with the alphabet revolution was taken.

6. Kayseri Atatürk House



It is one of the few classic Kayseri houses that have survived. İmamzade Rasit Aga Mansion, built in the 19th century, was built of wooden material and the exterior is covered with cut stones. The mansion is today used as Atatürk House and Museum. Atatürk, who came to Kayseri



on December 19, 1919 after the Sivas Congress, stayed here. The museum displays 41 works including Atatürk's photographs taken in the city and the declaration he published in Kayseri.

7. Talas



Talas is a place to see with its historical streets, stone buildings, old houses, mosques and churches. Talas, at the foot of Mount Erciyes, is an important settlement that still preserves its old cultural texture. Mazaks, Cappadocians, Romans lived in Talas, which dates back to 1500 BC. One of the European travelers who saw the mansions buried among vineyards, gardens and fruits mentioned Talas as the "Versailles of Cappadocia".

Talas, the trade center of Kayseri during the period when non-Muslims lived, turned into a modest settlement that lost its commercial importance as a result of the Armenians and Greeks leaving the city. Harman Mosque, Ali Saip Paşa Mosque, and the American College located in Upper Talas are among the places to be seen. The Andronike Church, which was built in 1886, one of the most beautiful buildings of Talas, was converted into a mosque in 1925..

8. Mount Erciyes



Erciyes Mountain, which is 3916 meters high, rising on the plain of the savannah, is 25 kilometers away from the city center and is very beautiful

with its magnificent view. Kayseri Erciyes is also one of the important ski resorts of our country. Erciyes Ski Center, which has undergone a rapid change in the last 5 years with a project of 275 million Euros, is advancing towards becoming a Mini Davos with increasing number of ski tracks and mechanical facilities.

9. Ağırnas Underground cities



As in Nevşehir, there are many dwellings, churches and underground cities for protection purposes, dug around Kayseri. There are more than twenty underground cities in Kayseri. Most of the rock and underground settlements in the region are in a beauty that can compete with other parts of Cappadocia in terms of architecture.

Ağırnas Underground City, located in Asagi Pinar, at the entrance of the village of Ağırnas, has a history dating back to the years before Christ. One of the important places to visit in Kayseri. The exact length of Ağırnas Underground City is unknown. There are even those who say that it extends to Cappadocia.

10. Soganli Valley



It is worth seeing with its fairy chimneys and natural beauty. It was an escape point for Christians in the 4th century and dozens of different churches were built here.

It is said that there were about 200 churches and monasteries in the valley in the years 850. There are still some frescoes from the early years of Christianity in some churches. The source of authentic rag dolls of Cappadocia spread throughout the world is Soğanlı.

What to eat?

Kayseri, which has a rich culinary culture, is a gourmet paradise with its cuisine consisting mainly of bakery and meat foods. Only with bacon ravioli and we know this ancient Anatolian city, creating a wonderful gourmet kitchen with Turkey's tour began to make his name as one of the better destinations

Featured flavors in Kayseri

- **Pastırma**, (Bacon) is a food identical to Kayseri. Be sure to eat the most delicious pastrami of Kayseri, which is very windy due to its geographical location and quite ambitious in fattening, here.



- **Traditional Kayseri Manti (meat pastry)**, is actually quite different from the meat pastry we know, or rather the pastry we know as Kayseri meat pastry. One or two scoops of thick yogurt are added on the meat pastry, which is made up of tiny grains such as a juicy soup with tomato paste.



- **Yağ Mantısı**, (Fat meat pastry) It has a very nice presentation in terms of its



AFTER SALES SUPPORT TEAM IN KAYSERİ

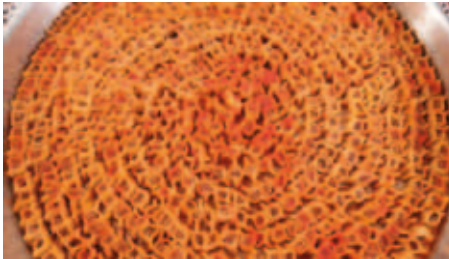
shape. The dough, which is opened in a larger size than traditional ravioli and added baking soda, is cut square by square and minced in the middle, folded at the edges and combined from the middle. And it turns out such an elegant, flower-like shape. Then it is fried in oil and served with yogurt, mint and sesame seeds



• **Yağlama**, a delicious meal consisting of minced meat sprinkled in layers between thinly rolled dough, like a medium-sized serving plate.!



• **Tepsi Mantısı**, a crunchy cookie! Because this scrumptious meat pastry variety, which is made by laying the mini tiny grains side by side in a medium-sized tray, is suitable to be eaten by seed fences. The image of the tray ravioli, which is served by pouring yogurt on it, is beautiful enough to enter your dreams at night.



• **Nevzine**, One of the most famous desserts of Kayseri cuisine. A local dessert, which is made at weddings, holidays and important days, is served to important guests as it is not done very often.

• **Hand Cut Kadayif**, One of the special desserts of Kayseri. Unlike the kadayif we know, the dough, which is opened by hand and cut into thin strips, is lined up on the tray and covered with walnuts and baked until it turns golden brown. Then, the syrup is poured on it. It is a delicious sherbet dessert and hand cut Kadayif is so light..



Where to go?

• A place where you can find Çemen's Gurme, Çemen's Mutfak, Lunchbox and Vanilin Chocolate local Kayseri flavors and much more, which has started its activities in Kayseri and located in the Mix Kayseri Life Center in the city center..

• Although the **Hacı Steakhouse** has been operating for 2 years already welcomes visitors from all over Turkey.

• **Ünlü Kelleci**, is an address that you can choose only for pöç, which is one of the most special tastes you can taste in Kayseri.

• **Sukru Ustanin Yeri** is famous for its tandoori kebab, dry casserole and kadayif cooked on wood fire. If you stop by Şükrü Usta; Just say that you are a guest in Kayseri and prepare a mixed plate.

• **Elmacioğlu İskender** is a truly admirable establishment that prepares and brings many unique flavors of Kayseri cuisine right before your eyes. It is the address of many people for crowded and long evening meals with reasonable prices.

• In addition to these places, Kervansaray Restaurant, located on the top floor of Hilton Kayseri, which is the first 5 star hotel of Kayseri and part of Kayseri city skyline, offers exquisite flavors.

Serkan ÖZMEN





HAMMER KUPPLUNGEN IN KAYSERİ



1



2

1

AK OTOMOTİV

2

AKSU TIR SERVİSİ



3



4

3

BALCIOĞLU

4

BAYKAN OTOMOTİV



5



6

5

BEREKET

6

ÇALIŞ



7



8

7

ÇELİK OTO

8

DEDEOĞLU



9



10

9

DEMİRAL OTO
TIR SERVİSİ

10

ERDİL



HAMMER KUPPLUNGEN IN KAYSERİ

11

GERMAN



11

12

HERMAN



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13

İÇÖZ TİCARET



13

14

İŞÇİOĞLU OTOMOTİV



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KARDEŞLER OTO



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MERCİYES



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MERT OTOMOTİV



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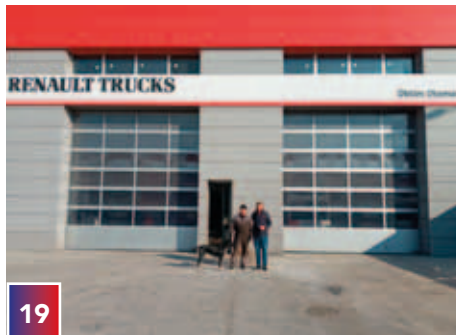
NESİL OTOMOTİV



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19

OBTİM



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OTO FINDIK



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HAMMER KUPPLUNGEN IN KAYSERİ



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OTO GÜLTEKİN

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OTO VAROL



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ÖZ OTO

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PAN OTO



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SOYYÜREK

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TOPALOĞLU



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YILDIRIM OTO

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ZARALIOĞLU OSM OTOMOTİV



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ZEYBEKLER

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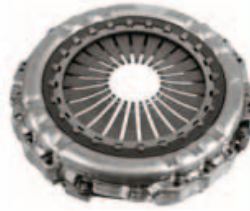


NACV 2019

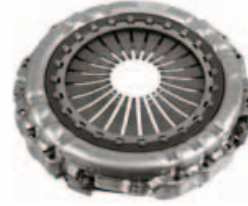
North American Commercial Vehicle Show 2019

We attended the fair held in Atlanta, Georgia, USA between October 28-31, 2019 with our general manager Ahmet Coşkun and our export manager Buğra Tüzomay. We had a very successful fair with the participation of Mehmet Taşkın from Hammer Truck Parts, the partner of our Hammer Kupplungen brand in the United States. We aim to make a lot of noise in the American market with our brand Hammer Kupplungen, which exports products to 80 countries.

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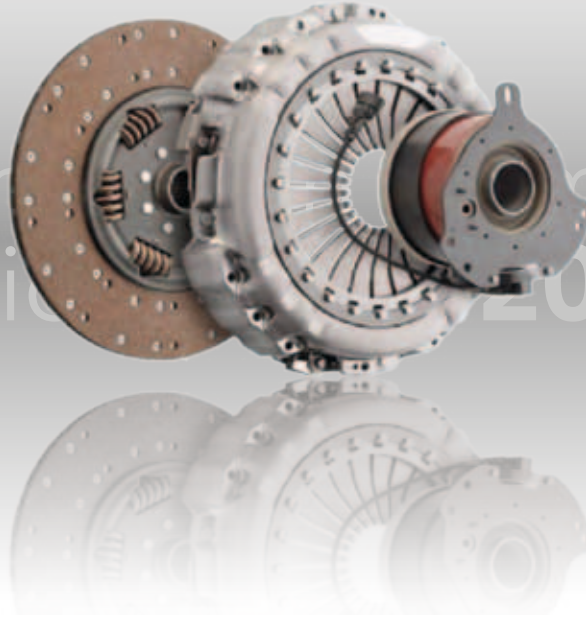


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North American Commercial Vehicle 2019





2. INTERNATIONAL DISTRIBUTOR CONFERENCE

30-31 MARCH / 1 APRIL
2020

Dear followers,

Last year, we realized the 1st International Distributors Meeting in Izmir with our export partners by signing a new ground in the history of Hammer Kupplungen.

We hope that we have an unforgettable three days with our partners from all over the world, on the first day of the three-day organization we met with our partners in Izmir, touring the factory on the second day, and visited the Şirince & Automotive Museum on the last day. With this motivation, we would like to announce that we are very excited for our event that will take place in a hotel in Kuşadası this time between 29-30 March and 1 April 2020!

See you at the 2nd International Distributors Conference in 2020!





Turkey's Leading International Automotive Industry Exhibition (typographical title)

Automechanika started to be organized in 1971; it is developing every day to become the most important meeting place in the industry, trade, maintenance and repair department, and it becomes even more important for companies.

As Hammer Kupplungen we are happy to meet you in Istanbul in 2020 as we do every year.

We are very happy to announce to you, our readers that our stand area has changed this year and that we have moved to a larger area than in the past!

See you on April 2-5, 2020!

Hall: 2 / C105



Change Transformation Technology

As scenarios that each of us can realize in the future for many years, We are experiencing a period when everything we see in movies and series is becoming a reality that we accepted as scenerious for many years and that may be realized in the future. We are already in an episode of the Jetsons cartoon. We can say that it is not the day that we did not say it was done. What I am going to tell you now is to remind everyone's minds about the scenes engraved in our memories in the Matrix movie. A technology company called Mojo Vision announced that it has begun to develop the first augmented reality contact lenses in the world!

Mojo Vision is a technology company with 84 people who previously worked for Google, Apple, Microsoft, Amazon, Motorola, Johnson & Johnson, Philips Healthcare, and Zeiss. Developing lenses that work with augmented reality technology for almost five years, the company has proven to the world that it is the most promising company in this field by introducing the latest model Mojo Lens. Mojo Vision, which has invested \$ 108 million so far, is trying to produce lenses that make text and visuals appear on real objects. Imagine you can see the weather when you look at the weather and your heart rate or sugar level when you look at the space on the home screen. Imagine that you can accessthe messages by blinking your right eye, you can access the



camera by blinking your left eye, or you can read the instant message from your friend without interrupting your activity or without interrupting the person you're talking to.

It is stated that the images will be much clearer and sharper than the previous models, thanks to the Micro-LED screen inside the lens, which can be designed specifically for the person's eye structure. In addition, more efficient energy use and higher brightness will be possible with LED technology.

The battery of the lens is designed to be located in the region that corresponds to the colored part of the eye, and in this area there will be a processor and 5 gigahertz radio transceivers. The company has designed, developed and manufactured all these parts from scratch.

Prototype models can be tried by a large number of people in 2020. In addition, the material from which the lens is produced will allow the eye to continue to breathe so that it can be used for longer hours without any discomfort compared to traditional lenses.

The biggest goal of Mojo Visions is that these lenses can be introduced and released according to their purpose without being compared with other lenses. Despite this, they will be removed from the sterile environment in the morning, such as the lenses used for vision disorders, and will be removed from the bedtime in the evening.

The company, which was founded in 2015 and produced its first prototypes in 2017, wanted to develop the lens a little more by listening to the rapidly changing technological trends. With the advancement of wireless technologies that provide fast data flow, increased battery efficiency and improved eye tracking sensors, the Mojo lens appears to be an eye-controllable smartphone.

The lens can be saved to the phone in the form of a photo or video, it can be matched with the details of the contacts in the phone book and can be displayed as information instantly, and navigation applications can be displayed in three dimensions with the information received from the phone.

For now, in the prototype model, it is necessary to quickly look to the left to see the menu and the arrow that appears to mark an option. The interface, which is used with the development and updating of the software over time, is expected to become much more practical and aesthetic.

In addition to all these, it is expected that these lenses will assist people with visual impairment just like hearing aids. Various alternative scenarios seem to be possible, such as increasing or decreasing the ambient light, enlarging the text with digital zoom, or ensuring near-far clarity in more advanced models.

I think we're even back into the future!



INTERNAL COMMUNICATION MEETING

The second of our internal communication meeting, the first of which took place in August 2019, was held on 2 January 2020 at the AOSB Atatürk Conference Hall with the participation of all our employees. The program, which started with the opening speech of Human Resources Manager Teoman Altın, continued with the Occupational Health and Safety training of OHS Specialist Alim Gürgen, and Occupational Physician Recep Yıldız, presentation of General Manager Ahmet Coşkun and Kaizen Award Ceremony.

In the Kaizen Awards ceremony, presented by our Method Engineer Nurten Canan, according to the 32 Kaizen suggestions given in the second half of 2019 and the 1st place after the evaluation, certificates and awards were given to our employees. Kaizen suggestions have been completed in the categories of exhibitors with our Chairman Hasan Dönmez and Board Members Ayşe Pakkan and Mukaddes Yağcı, Production Efficiency, Material Improvement, OHS / Ergonomics, SMED / Set Up, Quality Improvement. Our General Manager Ahmet Coşkun and Department Managers presented the participant awards of the project.

We thanked the Kaizen participants of Production Manager Abdullah Esmeroğlu and all the departments of the company, and celebrated the new year together with all our employees, with the cake we cut with the participation of our General Manager and Board Members to say ' Hello to the year 2020'.





HR IN FIGURES

Employment has an important place among the country's economy and workplace evaluation criteria. In order for the companies to succeed, they should take the employment issue very seriously. Its importance should not be forgotten in terms of ensuring the continuity of the successes achieved.

While the candidates prefer the companies they will work with, they first make researches on how the companies they evaluate approach the employment issue and what they do in this regard. Our company Dönmez Clutch, which is aware that it is an important criterion that candidates prefer our company as a company to work with, prioritizes some topics in order to attract and retain the candidate to the institution. In addition to job security, which attracts employees from all age groups, it supports its employees in many areas such as benefits, career opportunities, and education.

In the year 2019 in Dönmez Clutch ;



Support is provided for all personnel who continue their doctorate and post graduate education or who want to do so, and their school days are considered as excuse leave. Thus, a friend from our export team completed his/her doctorate and a friend from our production department completed his/her master's degree, and two of our R&D department continue his graduate education..

We support our female employees to use their excuse leave so that they can experience their excitement with their children. In addition, the children of all employees who receive the last report of the education year are rewarded by our company according to the certificate of appreciation or achievement they received.

All personnel are given shopping cards during Sacrifice Feast, Ramadan Feast and New Year Eve.



In line with our R&D and innovation project proposal reward regulation of our colleagues working in our R&D department, an incentive premium is paid in addition to their salaries in application, registration, and utility model registration..



Horizontal and vertical promotion and rotation opportunities have been offered to our employees for many years in our company. We have 9 managers- 12 executives reporting to GM in our company, with our friends who changed departments with rotation or started as an expert and became managers..



Employment of foreign nationals

The doors of our company are always open to employees of different nationalities, such as our Spanish friend working in our export team. This multicultural environment combined with the good communication that we have within the company gives an opportunity to our employees to learn and adopt from different cultures.





HR IN FIGURES

In the fairs led by our export and domestic sales departments, our company provides the opportunity for dialogue and exchange of views to its employees, as the participants are from the sector or those interested in the sector.

Training Time Per Person

Throughout 2019, many internal and external trainings were organized for our employees according to the training demands of our employees and the training plan was created. The training time per person at the end of the year is approximately 28 hours. The participation of staff in symposiums, seminars, congresses and conferences organized by many institutions, organizations, companies, chambers and universities specializing in the trainings needed by the personnel will continue in 2020.

On-the-job training program

In our programs, we provide an opportunity for unemployed friends to develop and experience their professional competencies in these programs, which we organize in order to ensure that unemployed persons registered with İşkur gain professional experience, practice in their professions where they receive their theoretical training, and ensure compliance with the work environment. Many of our friends who had the opportunity to work through this program in our production department, has been integrated into the work life within our company after completing the program.

Vocational Training Internship

In order to prepare graduates for business life, cooperate with the working environment and employees and adapt themselves to the workplace conditions; Internship opportunities for higher education and university students and thesis students are provided with the opportunity to conduct thesis studies in the relevant departments according to the departments they study.

If the student doing the internship is evaluated by the relevant department at the end of the internship, it is

possible to find a job opportunity in our company. Our company, which evaluates many new graduates to train compared to many companies seeking experience, will continue to recruit new graduates in 2020.

The employees who have received a mastership certificate, supported in accordance with the 3308 numbered law published by the Ministry of National Education and the regulation related to this law. It was provided that our employees who have worked in our company for five years or more but who do not have a journeyman-mastership certificate in 2019, take the exam in line with their jobs. The journeyman and mastership certificates of our friends who successfully completed the exam were presented by our General Manager Ahmet Coşkun.



Complementary Health Insurance

Our company provides complementary health insurance (TSS) to all white collar employees as an additional benefit. TSS is a type of private health insurance that gets involved in cases that are not covered by the SSI or partially covered or when the person needs to pay an additional fee or when our employees demand higher standards of health care.



Social Activities

Our company tries to participate in activities such as family picnic and New Year's Eve dinner, Business Cup Football tournament, 4x4 Halfcourt Basketball league, which are designed to increase the sense of belonging, reduce the work stress of the employees and motivate them and make it traditional.

In the past years, we have organized our picnic at the Cesme Hilton Grand Ontur Hotel with the intense participation of all our employees and their families, and our New Year's Eve dinner with the participation of all our employees in Hilton Hotel.

In addition, the activities such as remembering and celebrating individual days like birthdays, celebrating professional achievements collectively and the rewarding of the staff are also organized.

Gizem ATMACAOĞLU



Safety Culture in Workplaces

Turkey ranks in fatal occupational accidents unfortunately first in Europe and ranks third in the world. It is important to establish a safety culture in order to reach the target of minimizing occupational accidents at workplaces and preventing accidents caused by the environment.

It is possible to see a reflection of unsafe behavior in working life. According to the statistics of the Social Security Institution (SSI), there is a work accident every seven minutes, an average of every 10 hours the employee loses his life and every 5.5 hours a worker is constantly unable to work. Although SSI publishes its data every year, considering the accidents that could not be recorded (not reported), it is estimated that the numbers mentioned are encountered with more incidents. On the other hand, according to many researchers and theorists, a significant portion of these accidents are caused by people's unsafe behavior, and most of them are preventable.

All these findings lead us to unsafe human behavior. The importance of occupational safety culture is undeniable on the basis of unsafe behaviors. Understanding the importance of cultural factors in occupational safety was the concept of "safety culture", which was first

introduced with reports prepared by international organizations after the nuclear accident in Chernobyl in 1986.

The concept of safety culture maintains its continuing importance due to material and moral losses resulting from accidents at workplaces. It is possible to prevent losses due to work accidents, to reduce material and moral damages, and to create a healthy and reliable work environment with a safety culture. The security culture can also be defined as "how employees act when nobody checks or monitors".

Safe working procedures ensure a safe workplace environment by implementing a number of practices to reduce employee injuries and workplace accidents. Especially in the production sector, employers must follow and comply with all safety and health-related guidelines and procedures at workplaces to minimize the number of accidents.

Accidents called as workplace-related environment can occur in situations where culture and safety factors in the workplace are incomplete or insufficient, and as a result, they can cause serious material and moral losses. One of these losses is their injury, which can cause a person to leave the job for long periods of time.

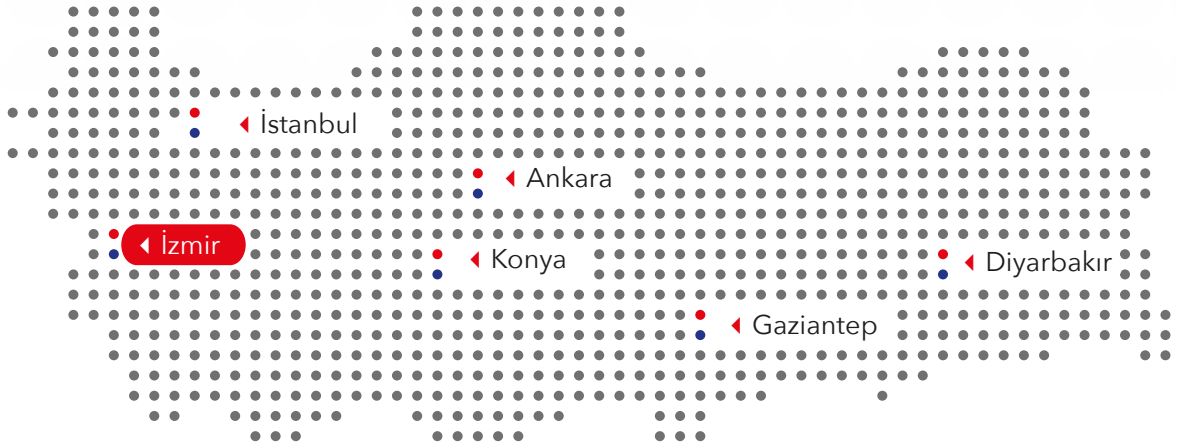
The following suggestions can be made in this direction:

- Frequent training of employees on occupational health and safety,
- Increasing internal audits for the effective implementation of occupational safety rules in the work areas,
- Personal protective equipment should be suitable for the work done and attention to use,
- Managers listen to the opinions and suggestions of the employees on taking measures.

These studies, which have administrative, technical and social dimensions, will show their benefits over time in order to prevent injuries and diseases related to workplace accidents. At this point, the presence of Occupational Health and Safety units is of great importance. The inspections, trainings to be given, the procedures and instructions to be prepared by these units will help to reduce work accidents and contribute to businesses.

Although managerial processes are applied well in preventing injuries as a result of a work accident, the fact that employees continue to exhibit their unsafe movements has negative effects to establish the safety culture.

Alim GÜRGEN




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