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ri*view*

Welcome to our world of SIMPLICITY



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Competitive - together

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Welcome to Rimaster

Rimaster is a leading supplier of cable harnesses, electrical cabinets, electronics, and cabs for special vehicles and industrial systems.

We are a global group, whose origins and head office are in Rimforsa in Sweden.

Rimaster today employs more than 900 people across seven companies around the world. We have organizations for sales, design, development and production in Sweden, Poland, Belgium, France, Germany, and China.

Welcome to our world of Simplicity.

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The wheels are turning quickly at the moment. Our focus markets are booming and customers are busy. That's why here at Rimaster, we are working intensively to meet your expectations. Our first priority is to build a capacity that can deliver with margins. We do this in several ways. We've increased the workforce in Poland with more than 100 employees just since the New Year. Our staff have also shown their loyalty and work a lot of overtime. We are now ready and can use our newfound margins to continue to deliver just what a Rimaster customer expects. Initiatives and problem solving in addition to the agreed delivery.

With this number of Riview, we would like to inspire you to a continued development together with us. A Vinnova study on the Swedish company's global competitiveness reveals six different areas that are important to develop in order to retain and strengthen its position. In the articles, you can read about the way we work at Rimaster - ourselves and together with our customers - to become better in the different areas. Successful entrepreneurship and growth require a long-term approach and courage to change.

The ability to deal with changes becomes particularly important when the tempo is high. At Rimaster, we work a lot with competence and organizational development on all levels. Good communication and informed leadership is crucial when demands increase and competition intensifies. How we behave toward each other and our customers is crucial for the end result. The recognition that we are all parts of complex organizations and have everyday lives where we rise up to various expectations

must be the foundation for the efforts to improve the efficiency of production and processes. By being solution-oriented and avoiding becoming defensive, we avoid losing power and momentum, and can instead help each other to an increased competitiveness. Right now. And in the future! ♦♦♦

Tomas Stålnert
CEO, Rimaster Group



- **ATTITUDES**
- **ABILITY TO CHANGE**
- **COMPETENCE DEVELOPMENT**
- **TECHNOLOGY INTEGRATION**
- **STRUCTURES**
- **COLLABORATION**

What makes Swedish companies competitive?

Once upon a time, hard work was enough. Just run fast enough and you'd win. It's not like that anymore.

When global competition intensifies, we need to think again. The Swedish innovation agency Vinnova has researched what makes Swedish companies competitive. They found six different areas where Swedish companies stand out and which together create the conditions for competitiveness: attitudes, structures, cooperation, ability to change, competence development and technology integration.

Inspired by Vinnova and the book "Flaggskeppsfabriken" (Flagship Factory), we have examined how at Rimaster we manage to strengthen competitiveness in different areas for ourselves and for our customers. You can read our findings in this edition of Riview.

Thank you for choosing to develop together with us! ♦♦♦



The Swedish innovation agency Vinnova has found six different success areas that they describe in the book "Flagship Factory".

Owners, from the left: Jan Olof Andersson,
Per Carlsson and Tomas Stålnert.

ATTITUDES

A good corporate culture can contribute to increased participation, responsibility and a positive approach to development. Trust, willingness to change and prestige are important!

Welcome to the Rimaster family

With the right attitude, you can build a strong and safe family - with customers and suppliers as obvious members. Corporate culture is the foundation of operations for the owners of Rimaster.

They are not related in any way. Yet Per Carlsson, Tomas Stålnert and Jan-Olof Andersson have strong ties. They share a deep involvement in Rimaster. Per as the main owner and board chairman, Tomas as CEO and Jan-Olof as vice executive chairman.

As owners, they have the common goal of the Rimaster Group acting as a large family, where people and companies work together to develop business and each other. That the employees at all levels of the organization get the chance to thrive and develop in their work is the foundation of the "Rimaster Spirit".

Per - "The Rimaster Group has a flexible attitude when it comes to customer needs as the main driving force. Our companies should not concern themselves with marking territories. Instead, they should get down

"The most fun thing about owning and running a company is to see employees develop - while they develop the business.

to working together to solve customer problems. Customers and suppliers are part of the family and we do everything for the family. That is the essence of our corporate culture."

Jan-Olof - "As a system supplier with several different manufacturing units

and development competence, we have a unique strength at Rimaster. By working together, we can be fast, flexible and allocate efforts to secure deliveries."

Per - "The most fun thing about owning and running a company is to see employees develop - while they develop the business. When you start working with us, you don't need to prove that you deserve to be trusted. You've already proved that during the recruitment process. On the other hand, you have the opportunity to show that you should get even more responsibility. We have many employees who have worked a long time in various positions in the Rimaster Group and are today part of the management. When you work with Rimaster, there should be opportunities to develop in a way that strengthens



both you and the business. It should be fun to work with us!"

Tomas – "Leadership and skills development is a very important tool as we build our corporate culture. It all starts with leadership, so four times a year we hold management group meetings where we allocate time for skills development under external leadership."

Jan-Olof – "When we designed the new ownership directives, we valued the journey to be an important part of the owners' motivation in what we want to achieve, not only the goals in themselves."

Per – "In general, we encourage our employees to take the time to get to know each other and collaborate over corporate boundaries. In the end, it's

time well invested. We also try to be generous with travel opportunities for those who work internationally – getting to know your colleagues and activities on our other sites is valuable."

Tomas – "Being a family-owned business has many benefits. There's endurance in our efforts. Of course, an operation like Rimaster must also get a return on its investment, but it doesn't have to happen quite as quickly. There is a long-term approach to everything we do."

Per – How can we maintain the familiar feeling, even when we're growing? It's easy in my world! We will continue to reiterate our message about Rimaster as a corporate family that is characterized by simplicity and proximity – no matter where we are in the world. ♦♦♦

THESE ARE OUR THOUGHTS AT RIMASTER!

- We cooperate between units, departments, and people to create learning and development
- We are driven to delve into problems and find solutions
- We act professionally
- We view Rimaster and its subsidiaries with an overall perspective
- We encourage each other to development
- We take responsibility and provide feedback to create development
- We should have respect for each other's skills and personalities
- We have an unpretentious approach



Photo: Ojan Karlsson.

TECHNOLOGY INTEGRATION

By introducing new technologies in a balanced way, both man and machine come into their own, while taking advantage of the expertise and creating a better work environment.

Huge investment

Rimaster Electrosystem in Rimforsa is entering into a considerable investment phase. A new machine for plastic molding is already in place and a new robot cell will be installed in the summer. Inventory management will be automated in the fall.

“We are investing heavily to increase our global competitiveness and be an even better partner,” says Managing Director Mathias Nilsson.

For customers, investment means shorter lead times, even better quality and more opportunities for comprehensive solutions.

“Being able to offer products and processes with a high technological content is our opportunity to stand

out and offer additional value on the market,” says Mathias.

“With plastic molding in-house, we can mold cabling, connectors and other components. This gives us a better control over the entire process and increases the possibility to drive innovative product development.”

The next investment will be a robot cell, which will increase the degree of automation significantly in the production of power cables. This cell will contain two robots – one with a vision system that picks cable lugs and one that performs the actual crimping. Productivity is increased while quality becomes very even.

Investment also contributes to an increased interest in Rimaster as an employer.

“By offering exciting tasks related to robotics and plastic injection molding, we are able to attract the best employees.” ♦♦♦



Photo: Ojan Karlsson.

Mathias Nilsson



The new Huddig D range is packed with innovative technology – from the eco-friendly engine to the ergonomically designed driver environment. This backhoe loader can be tailored to customer needs in various industries.

We meet:



HUDDIG

Future-proof technology

The Huddig backhoe loader is known for its smart functions and innovative technology. When it was time to develop a new model of the Huddig D range, Rimaster Development was an obvious partner.

The D range is Huddig's flagship – a powerful backhoe loader that can be tailored to meet customer needs in the segments cable work, railway and construction. The new model, launched in April, is based on a new environmentally-friendly Stage IV Final engine.

“This results in lower particulate and nitrogen oxide emissions, but also more operating hours,” says Fredrik Forsberg, development engineer at Huddig.

The new model also has a new electrical and control system.

“The system has higher performance and more processing power,

which makes the machine scalable. We'll be able to add even more features and further customize each machine to meet the customer's specific needs. Meanwhile, the driver's cab has been given an even bigger and better screen

“The system has higher performance and more processing power, which makes the machine scalable.”

and intuitive control. A good interface between man and machine is crucial.”

In the front line

Rimaster Development has played a key role in its development. Rimaster has been responsible for the electri-

THIS IS HUDDIG!

Huddig develops, manufactures and sells backhoe loaders for cable works, railway and construction sectors. The unique combination of a pendulum pivot and transmission that allows the machine to run in almost any terrain.

Huddig is the market leader in the Scandinavian market and is also established in Germany and the USA. Development and production is sited in the Swedish town Hudiksvall and since the start 1959 Huddig has manufactured more than 10 000 backhoe loaders.



Fredrik Forsberg, development engineer at Huddig.

cal system with schedules and cable drawings.

Control systems and software have been developed by Huddig.

“We have a relationship that goes far back and we know exactly where we have each other. This has resulted in a close dialog which is characterized by flexibility and simplicity. Rimaster is responsive to the solutions and components we are interested in, while keeping us updated on what's happening on the market and coming with new proposals.

“Our customers are very knowledgeable and interested in innovative technology. Huddig must always be in the forefront of development. Offering future-proof products that have high functionality and can develop over time is crucial. In this perspective, our cooperation with Rimaster is very valuable. ♦♦♦

Rimaster Poland – a brief history

2002

System-Electro-Technik starts in Czaplinek. Cooperation with Rimaster begins.

2003

Rimaster acquires 50% of System-Electro-Technik.

2005

Rimaster acquires the remaining 50% of System-Electro-Technik and changes the name to Rimaster Poland.

CAPACITY FOR CHANGE

With clear methodology it is possible to drive changes in your business and get them to work at all levels.

Customer success is our success

Iwona Uszakiewicz, Managing Director of Rimaster Poland, knows a lot about the changes. Since she took up the position of Managing Director, the company has expanded from 252 employees to 585. At the same time, manufacturing premises have doubled.

It has been a fantastic development, but also a challenge that we have been very humble for. Our objective has always been to meet the changes without losing flexibility and customer focus.

Iwona Uszakiewicz has worked in Rimaster's Polish team right from the start. Her Rimaster-journey started back in 2002 when the company was still called System-Electro-Technik. Since then, she has worked with nearly all the different functions of the business –

from quality work, manufacturing and logistics management to organizational development. In 2012, she took on the position of Managing Director.

“It's very important that you go to work with a smile ...”

Strategic tool box

There are many reasons why we are growing so fast right now. Our long-

standing customers are in the midst of an economic boom, and there is a great demand on the market. At the same time, the European market has discovered the advantages of what Rimaster offers, Iwona explains.

Of course the rapid growth has been a challenge. To meet this, Rimaster Poland has worked with a strategic tool box. Content? Customer focus, organizational development and LEAN.

“Close relationships with customers are the cornerstone of the Rimaster philosophy. We work to simplify the

2010

Additional manufacturing facility established in Borne Sulinowo.

2015

Borne Sulinowo facility expands into new premises.

2017

Rimaster Poland has 586 employees.



customer's processes and find solutions to problems. Therefore, we have focused on developing and deepening cooperation with our customers during this time," explains Iwona.

Typical Rimaster

Organizational development consultant Peter Yngvevsson has been a key figure in our efforts to develop the organization and its leaders. Together, we have learned how we should react and work together to improve our performance.

"Personally, I think the relationships – with our customers and in our own organization – are starting a

**"Customer focus
– this is the Rimaster
way of being.
Customer success
is our success!"**

positive chain reaction. We spend 20 percent of our lives at work. Then it's

very important that you go to work with a smile ..."

Efforts to create even better customer benefits are now continuing, among other things by the further development of the company's LEAN methods.

"Customer focus – this is the Rimaster way of being. Customer success is our success!" ♦♦♦

Three tips from Helix to you who wants to develop your skills

1 Develop leaders

An active leadership is the prerequisite for your organization being able to grow with the challenges. This is especially important if you work in a global arena with many different leadership cultures! Establish a long-term strategy and a plan so that leadership development is continuous and not limited to specific measures.

2 Find balance

To create competitiveness in the company, it is important that you find a way to balance the demands for increased efficiency and productivity with good working conditions. Skills development is a good tool to create balance and a way to attract and retain employees in the long term. Someone developing in a good corporate culture will stay, even if demands are high.

3 Dare to experiment

Daring to test new things is also a way to work toward continuous improvement. Corporations that dare to experiment with methods and solutions can find new ways to grow and develop. But remember not to impose any guilt if it goes wrong! Create a permissive corporate culture where it is good to try new things and where possible failures are part of the playing field.

SKILLS DEVELOPMENT

Consistent and business-related skills development contributes to professional abilities, diverse skills and holistic approach in all the company's business areas.

How to handle the competition

In a global market where competition is tougher than ever, the development of skills is the key to success.

“A long-term sustainable working life is necessary in the future,” says Professor Mattias Elg at the Helix research center.

Helix is a center for working life research in cooperation between Linköping University, industry and other stakeholders. The Swedish government is its primary source of financing through the innovation authority Vinnova. If you are a long-time partner of Rimaster, you may have heard the name Helix before. Rimaster has participated in the project from day one and been featured in several different studies that yielded concrete results in the form of increased competitiveness.

Initially, Helix possessed funds for its research over a period of ten years, and the first sub-project has been completed. A new phase now starts. The forms have not yet been set, but it is highly likely that Rimaster will have a close relationship with Helix also in the future.

“The first project focused on research on working life in the broad sense of the word. Now we are going to focus on sustainable organizational development.

What are we going to do

to create a long-term and sustainable working life? In a global market where competition is increasingly tough, the organization must cope with demands on constant changes and improvements, and it must be in balance with the working conditions,” says Mattias Elg, who head of operations at Helix.

“Skills development is the key for companies that want to strengthen competitiveness Rimaster has in many ways been a forerunner in the field. Priority has been given to learning and leadership development in the organization and they have had the courage to allow research into daily activities. Put simply, Rimaster has a head start! ♦♦♦



Mattias Elg

STRUCTURE

Organizations that have a flexible structure without unnecessary hierarchies create greater involvement among employees and strengthen corporate competitiveness.

Participation and dynamics – every day

We shall do what we should – and we should improve what we do! The Rimaster Electrosystem mantra. With new ways of working and organizational development, the team in Rimforsa will be even more successful in delivering added value to customers.

“The work is carried out in project form and aims to increase flexibility and involvement in our organization. Then we can quickly meet customer needs while providing a good base on which to develop our quality and improvement work,” Mathias Nilsson, Managing Director of Rimaster Electrosystem tells us.

“Global competition is becoming tougher and this is our way of working to ensure a positive development at Rimforsa.”

Daily idea workshop

Together, we have established new procedures based on communication – across the entire organization. A start-up meeting is held each morning in six different improvement groups

“We think this project is very positive. It leads to a developed work content for our members in the production, while it relocates more responsibility to actual manufacturing groups.”

Per Stjerna, Chair
of IF Metall Labor
Union at Rimaster
Electrosystem



One of the improvement groups at Rimaster Electrosystem in Rimforsa.

where the employees have the opportunity to share the challenges and possibilities they face in the short and long term. No topics are too small or too big, and conversations move freely between issues that must be solved here and now, and suggestions on future improvements.

“After these morning meetings, the group leaders take the day's issues further to a meeting with manufacturing management. Manufacturing management then informs corporate management. And this happens every day,” explains Mathias.

“The idea is that all employees should feel involved and experience the opportunity to influence. A larger meeting is held every two weeks with the improvement groups, where even more room is allowed for discussing ideas. We work in seven different index areas where we regularly monitor the results. The commitment is great and

we have already received many good suggestions for improvements.

Honed customer values

A new structure has been established in manufacturing where the skills and authorities of the employees within different areas are shown clearly on organization boards. This makes it easy to reallocate resources if necessary. If there is a need for additional efforts in a given area it is easy to identify which employees can be engaged

– while ensuring workplace safety and competence.

“This way of working makes us more flexible and gives us the opportunity to prioritize. For customers, this means an even better delivery reliability and quality. For our employees, it is also a personal professional journey where they are encouraged and given the opportunity to develop their skills. ♦♦♦

7 AREAS FOR IMPROVEMENT

These areas are at the top of the list when Rimaster Electrosystem develop their organization.

- Safety at work
- Reduced customer complaints by working with internal complaints
- Delivery precision
- Position of quality from suppliers
- Participation
- Job satisfaction
- Productivity

COLLABORATION

Collaboration, both internally in the company and externally, makes it possible to find new solutions to complex problems.

Dawid Haponiuk is the new global purchasing manager at Rimaster based in Poland. Here, together with Tomas Stålnert, CEO, Rimaster Group.

"We strengthen the customer's competitiveness"

With efficient collaboration around purchasing and sales, Rimaster generates valuable synergies.

"We have a global supply chain strategy that strengthens the customers' competitiveness," says Rimaster's CEO Tomas Stålnert.

Rimaster is a decentralized group where each unit has a lot of freedom - under equal responsibility. At the same time, it is precisely the opportunities for cooperation which are the group's big strength.

"Above all, we have developed our purchase and sales functions. Here we can see big opportunities for synergies on behalf of the customer," says Tomas Stålnert.

A global purchasing strategy offers the opportunity to negotiate competitive solutions on behalf of the customers at regional and local level.

"Through our cooperation, we can work with price, quality, lead time and service level in a very efficient manner. We can also maintain our business intelligence at a high level and be early in our evaluation of new technologies and trends."

External purchase department.

Rimaster often acts as the customer's ex-

ternal purchasing department. Whether it is Rimaster or the customer who has chosen the supplier, Rimaster is responsible for the outcome. The dialog with suppliers is going on all the time.

"It also means we have a global phase-out list where we gradually dese-

"We see even greater opportunities to develop cooperation."

lect suppliers who don't meet with market expectations," explains Tomas.

"We see even greater opportunities to develop cooperation. We have a global purchasing manager since the New Year who will work with the joint purchasing issues at an international level.

A faster way to quotations

That coordination on the purchasing side provides benefits is a matter of course - but the trick is to create cus-

tomers benefit also in the sales process.

"Our customers expect us to act in the same way, no matter where we are in the world. That's why we've invested in an advanced and efficient IT system that's shared by all our companies. It provides the opportunity for a valuable exchange of knowledge while at the same time as having an equivalent communication towards our customers. It facilitates both in our purchasing and in quotations. Customers should experience contact with us as flexible, simple and global. At the moment, Rimaster has a strong focus on the quotation process where market expectations of quick response are becoming increasingly high.

"Our goal is that customers should get quotations drawn up consistently from all our companies, and even faster. Rimaster stands for a high level of service, which we create by working together. ♦♦♦

Invested in hybrid technology

Konecranes recently rolled out their new reach stacker with hybrid technology. Superior overall economy and environmentally friendly operation makes the HLT a popular choice among customers. "Our test drivers say the HLT is their favorite!", says Timothy Arnesson at Konecranes.

Meeting:

KONECRANES®

HLT is a so-called reach stacker used for lifting containers. The machine is equipped with a diesel-electric hybrid drive train, an electrified hydraulic lifting system and electric energy storage.

"Konecranes is known to be cutting edge of technology. It is important for us to be able to offer customers an alternative that is both economically and environmentally sustainable," says Timothy Arnesson, Machine Safety Engineer at Konecranes.

The reach stacker with hybrid drive shows a reduction in fuel consumption of between 30 and 50 per cent during the normal handling of fully loaded containers, compared with conventional reach stackers.

"The total cost is very competitive. Pay-off time is only two years or 10,000 hours.

Common learning

Development has taken place in close cooperation with Rimaster Development.

"We've had overall responsibility for the development of the electrical system. Since it's a question of hybrid technology, the challenge has been to combine the machine's three different systems - design of the base

engineers in various disciplines who have collaborated very closely. It's important for us to have a responsive partner and that dialog is straight and simple - especially in an advanced project like this.

Worked in the customer's model

While working with HLT, Rimaster and Konecranes also took the chance to further develop their forms of collaboration. Rimaster's engineers have this time worked directly in Konecranes' 3D model and done modeling of the cable harnesses in Creo.

"It's a lot of cabling and many new components to fit in. In this way, we were able to optimize the design from the start instead of trying to fit it into a finished machine," says Fredrik and is backed up by Timothy.

"3D modeling of high voltage cabling was really neat. Working in this way eliminates uncertainty later in the project. This is a way of working that we want to develop further so as to also include hydraulics."

Operating the finished, series manufactured reach stacker in its right environment is a high point after four years of development. And Timothy is very pleased with the outcome.

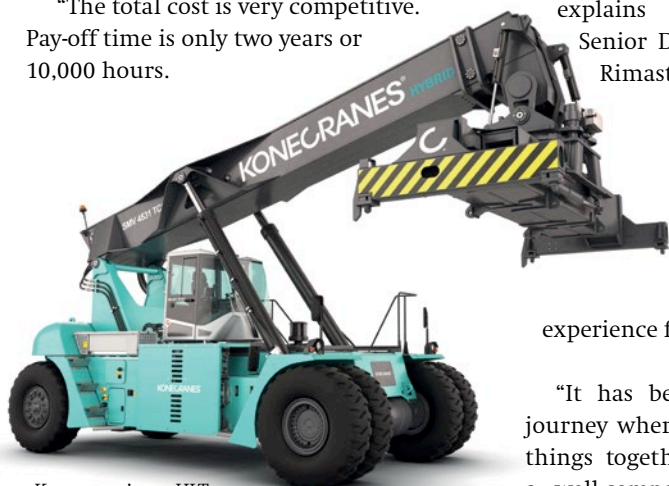
"I think it has a distinct response and is quite alert!" ♦♦♦

"It has been a challenging journey where we have learned things together."


machine, high voltage for operation and the lifting system itself," explains Fredrik Larsson, Senior Design Engineer at Rimaster Development.

Rimaster has a long history as a system supplier and partner of Konecranes' - but this was a completely new experience for those involved," says Timothy.

"It has been a challenging journey where we have learned things together. We have been a well-composed team of en-



Konecranes' new HLT
- Reach stacker.



The automatic optical inspection (AOD) is used for to inspect the circuit boards and confirm that they are correctly fitted.



Rimaster Development is growing in electronics manufacturing

More and more customers are choosing to hand over their electronics production to Rimaster Development in Söderhamn.

“Many people see our comprehensive solutions as an effective way to strengthen their competitiveness,” says Ulf Almén, System Design Manager.

Bombardier, Huddig, Jeven, Konecranes, Luminex, Oilquick, Väderstad..., the list of customers who choose to use the services of Rimaster for their electronics production is long.

What often started with the development and delivery of cabling has resulted in an increased confidence that includes entire system solutions where Rimaster Development also manufactures and assembles the electronics.

Long experience

Rimaster's history in electronics production stretches back a long way. The first electronics products manufactured in the factory were power supply circuit boards for Eriksson – the year was 1993. The manufacture of circuit boards then expanded to also include entire solutions where complete products were assembled.

The customer segment was broadened in 2004 and an after market with “last time buy” production was established in the factory. The business had a strong focus on power supply

equipment but as many new customers appeared, the product range was expanded. The product flora is now even bigger and includes everything from smaller circuit boards to large electrical control units and LED lighting. We have customers in Sweden as well as Europe and USA.

“Nowadays the customer can get help with everything from electronics development and design in 3D to the manufacture of printed circuit boards and pre-packed boxes with programmed electronics and wiring, so-called box building,” says Ulf Almén.

Impressive product range

There is a complete production facility in Söderhamn with the latest technology in electronics manufacturing. The newly installed surface mounting machine can handle the bulk of the component sizes found on the market. Thru-hole mounting is done manually, while soldering is done with selective soldering or wave soldering. Lead soldering and lead-free soldering can also be carried out. “There are also resources for encapsulation and quality control, amongst other things with the help of advanced AOI-equipment,” says Ulf.

“With all the technology in place, we are very flexible with respect to how the project is developed and which requests the customer has. Put simply, we can solve most things!”

PCB MANUFACTURING

- Fuji Aimex II high precision SMT mounter
- DEK Horizon 3iX screen printer
- Suitable components sizes
Dimensions from
0402 to 32 x 180 mm
Height up to 25,4 mm
- Soltec wave soldering, lead/lead-free
- EBSO SPA 400-F selective soldering, lead/lead-free

TEST

- OptiCon Smart Line automatic optical inspection
- Functional testing including test design
- High voltage and isolation testing
- Programming/loading of specific software

MOLDING

- 2K Allmix BR

BOX BUILD

Fewer suppliers - more benefits

For customers, there are many benefits outsourcing their manufacture of electronics to Rimaster Development.

“A turnkey supplier is an effective way of reducing the spectrum of suppliers and keeping down the quantity of purchased part numbers – which saves a lot of time and money on administration.”

But the solution is cost-effective also on other planes.

“Many also see it as a strength that the products are manufactured in Sweden. All production is here in Söderhamn. Geographical proximity is an important argument.” ♦♦♦



Ulf Almén, Rimaster Development

"Our domestic market is growing rapidly and we are now entering into relationships with some of China's biggest companies and brands," says Yong Shen, Managing Director of Rimaster Ningbo.

Rimaster Ningbo developing on the domestic market

In China, Rimaster has quickly become the first choice even for Chinese customers – both domestically and internationally.

"We look forward to following our local customers out on the global market," says Yong Shen, who is the Managing Director of Rimaster Ningbo.

When Rimaster Ningbo was first established in China, the idea was to offer Swedish customers manufacturing and business opportunities on the Chinese market. Today, Rimaster Ningbo is well established and has become an attractive partner also to Chinese customers.

"Our domestic market is growing rapidly and we are now entering into relationships with some of China's biggest companies and brands. Rimaster has a very good reputation

in China. We are known for performing at the top level, both in terms of quality and new advanced technology. Our Swedish connection is seen as a strength, and the fact that we have our own organization and manufacturing here in Ningbo is a door opener to the Chinese market," explains Yong Shen.

One of Rimaster Ningbo's domestic customers is SANY, well-known manufacturer of excavators and cranes with a global organization. When SANY expands into Europe, Rimaster is the perfect companion that can offer on-site sales and manufacturing in several European countries.

"In one way, we're looking at things in a new light now we're following our Chinese customers onto their export markets. Our hope is that we will be able to join SANY worldwide, including to the United States."

Of course, this does not mean a

reduced focus on Rimaster Ningbo's existing Swedish and European customers. On the contrary, Yong Shen expects the broader business perspective to benefit all customers, wherever



they are in the world.

"As we broaden our offer and establish new activities, all our customers can take advantage of Rimaster's offer with local knowledge, service and manufacturing in a global context."



Rimaster is a leading supplier of cable harnesses, electrical cabinets, electronics, and cabs for special vehicles and industrial systems.



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