



ri*view*

Welcome to our world of SIMPLICITY • 1/2012 • A magazine from **rimaster**
ability to create simplicity

Be Prepared!
A special issue on
flexible organisation

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Brussels

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Welcome to Rimaster

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

We are a global group with our origins and our head office in Rimforsa in Sweden.

Today, Rimaster has around 600 employees in seven companies across the world. We have organisations for sales, design, development and production in Sweden, Poland, Belgium and China.

Our vision is to be a partner who creates simplicity for our customers and sets the standards for global industry.

Welcome to our world of Simplicity.

Rimaster AB
Industrivägen 14
SE-590 44 RIMFORSA
+46 494 795 00
info@rimaster.com
www.rimaster.com

EDITOR-IN-CHIEF
Jan-Olof Andersson, jan@rimaster.com



Editorial

Jan-Olof Andersson
CEO

We have now come part of the way through a new year – 2012. As always, the start of a year is a period when we look forward and feel excitement at the thought of the various challenges the new year will bring. At the same time, the start of the year is a time when one has the chance to reflect and look back over the year that is gone.

2011 was the year when the financial concern in Europe became reality. Uncertainty has increased, and predicting the future is difficult. During its history, Rimaster has been present during up and downturns, including the telecommunications crisis at the turn of the century and the recession in 2008/2009. Rimaster's history has created the Rimaster we have today, with our ability to create simplicity, our proximity to our customers and our global presence. All of these characteristics are foundations to give our customers the secure knowledge that Rimaster is a value-adding partner, a reliable employer and a company that takes its role in society seriously.

During recent years, Rimaster has undergone major development. 2011 was characterised by strong growth and improved results. Operations in China increased to almost 100 employees, we developed and invested further in the production environment in Poland, established a customer centre in Benelux, and brought all operations in Söderhamn together in one location.


Will 2012 be a year of new market turbulence and economic crises? Regardless of how the year develops, we must relate to the world we live in. Rimaster's strengths are our preparedness and ability to act in both up and downturns.

Our objective is continued international development across our whole product range. We will be intensifying the work to increase our customer base in Benelux and Germany, an area in which we are already seeing positive development.

A milestone will be passed in 2012. Rimaster will be 30 years old! Naturally, we will be celebrating this in different ways both with our customers and employees.

As you can see, we have taken a new step with Riview in order to develop our external communication and to clarify what Rimaster stands for. We look forward to receiving your opinions or suggestions for future issues; email me directly, CEO Jan-Olof Andersson (jan@rimaster.com) or VP Q/IT Peter Haglund (pha@rimaster.com).

Kind regards
Jan-Olof Andersson
CEO, Rimaster group

A photograph of a middle-aged man with a shaved head and glasses, wearing a red sweater over a striped shirt. He is leaning on a white metal railing, looking towards the camera with a slight smile. The background is a light-colored wall with a large, abstract, colorful artwork featuring gold, blue, and purple hues.

Meet three enthusiastic researchers, Andreas Wallo, Peter Nilsson and Henrik Kock, who are all passionate about their projects. We meet them at the University in Linköping, where they can be found in the Department of Behavioural Sciences, bearing titles such as Senior Lecturer, Assistant Professor and Doctor of Philosophy. An inspiring environment in which to study and consider modern management.

Modern Management

– fragments from a scientific perspective



Dare to develop the inherent drive

During the latter half of the 1900s, the economic situation to all intents and purposes followed a fixed cyclical pattern. Society and companies could in principle plan for forthcoming booms and recessions. How would you describe the conditions for management today?

Today we see a completely different pattern. Changes in the economic situation occur more quickly, tech-

nological development happens at incredible speed, we move almost unhindered across borders, communication is constantly updated and we are all exposed to information overload. The world has quickly become complex and global.

Through our work we have been able to follow companies who must manage these constant changes and at

the same time be focused on development. This is about the ability to deal with the Gordian Knot*; to accelerate and brake at the same time. To be able to see where savings can be made, and where investment and development should be carried out.

In your research, you meet companies within different industries and with different aims. Are there any questions that you feel

*The Gordian Knot is an apparently impossible task that can only be solved by an unusual action. It was prophesied that Alexander the Great would become lord of all Asia if the knot was undone, which – after Alexander cut it with his sword – it was. This whole episode took place in around 300 B.C.

are currently particularly important for today's managers?

One of the most significant trends over recent years is of course Lean Production; the ability to create added value for the customer. Lean can be both a philosophy and a concrete tool and it is particularly interesting that it can be used both within industry and public organisations with great success.

Many organisations and managers are sensitive to trends and constantly seek out new models for their management and way of working. This is important to hold one's own and to create competitiveness among customers and competitors, and in order to attract competent employees. It is part of creating an attractive brand and it generates energy for the organisation.

But we also see risks with being too sensitive to trends; it can lead to uncertainty and disjointedness for the organisation. And if everyone is equally sensitive to trends, there can be no distinguishing features. We believe that the managers of the future must dare to develop their own models; it

requires courage to differentiate oneself and to create competitiveness.

We discuss what is characteristic of Swedish management, and it is probably decentralised and delegated leadership. Jan Carlsson, who was CEO at SAS, taught us to "tear the pyramids down", but now it is time to take new action. Perhaps this will entail broadening the company's appeal by means of diversity and sexual equality; how can we ensure that more women want to be managers; how can we eliminate

the invisible barriers? Those who dare to construct their management groups with diversity where languages

and cultures mix will be strong over time. It is a case of seeing cultural differences as a means of access.

In today's global world, the tempo is high. Economic situations and circumstances change in a constant stream. Management is about creating flexible organisations that can rapidly readjust to new conditions.

This is why Human Resources, HR, is becoming ever more important. Correctly handled, HR can create value and competitiveness for the company at the

same time as it constructs and reflects the brand. A precondition for successful HR work is that information and communication go in both directions between managers and employees.

In a world where there is complete transparency and where we are all visible in the media, the spread of negative information can have devastating effects. Ethics and morality are at a premium, and it is important to implement the company's values as an ethical compass for all employees. Corporate Social Responsibility is a term that should be borne in mind.

Andreas, Peter and Henrik have to rush off, but before leaving they summarise our conversation: The future of management contains many challenges, but also management opportunities for those who have the courage to differentiate themselves and who have the power to develop the organisation's expertise in change. In a rapidly changing environment, it is important to eliminate uncertainty in organisations and to dare to develop their inherent drive. This requires managers to be close to their organisations and to understand the consequences of the changes that are implemented.

"Major opportunities for those who have the courage to differentiate themselves"



A ten-year research project that started in 2006 is under way at Linköping University between the University, Vinnova and twenty other partners. The project is multidisciplinary, which means that it is organised

in research groups with a broad spread in terms of subject area, theoretical starting points and traditions.

Helix has 45 staff, with 8 senior researchers and 36 researchers. The project is unique of its kind and creates interdisciplinary perspectives in collaboration with companies and organisations in order to develop new knowledge and methods. The starting point is that a workplace is not just a production system but also a system for encouraging learning, health and innovations.

Andreas Wallo, Peter Nilsson and Henrik Kock are linked with the project relating to Rimaster. Per-Erik Ellström is assistant centre director, while Lennart Svensson is research manager.

www.liu.se/helix



"Our research is linked with the Helix project here in Linköping and for us as researchers, this has meant a unique research effort on an interactive basis between the university, partner companies, society and organisations. We have been able to exchange experiences with researchers from other disciplines, which has given us new angles of attack and a broader perspective", explain Andreas, Peter and Henrik.

Picture above: Attractive surroundings at Linköping University.



The power of initiative

Riview meets Andreas Kronström one evening at the end of the working day. We are practically the only people left in the workplace; there are just a few lights left in some of the offices. Andreas works as Key Account and Project Manager within Rimaster, and we ask him what he thinks of the troubled economic situation?

This is a question we have talked a lot about within Rimaster. Someone had read an interview with Percy Barnevik in which he said that it's not a ques-

tion of if there will be a change in the economic situation, because there always will be. The world never stands still, and there are always changes taking place. Instead it is about being prepared and managing the situation. Be Prepared!

Naturally, we monitor the information we can obtain from the market on a daily basis. But we consider that it is most important to be responsive to our customers. In this way, we obtain the time to create the ability to act and to handle the current situation.

We want the key words associated with our brand to be Simplicity, Proximity and Global. This also shapes our strategy. Proximity means that we want the customer to perceive us

“Value-adding partners create competitiveness”

as a collaboration partner, a partner who can be both value-supporting and value-adding.



Globally prepared to be an active part in the search for efficiency and rationalisation.

A value-adding partner

As a value-supporting partner, we link with ongoing processes and provide support in line with what the customer values and needs. But as a value-adding partner, we take our own initiative for the customer and provide new solutions that give increased competitiveness.

To be constantly consciously moving forwards, we arrange different types of meetings with our customers. These can be strategy meetings, evaluation or development meetings. This becomes an iterative process where we create renewal and development together.

Value-adding processes

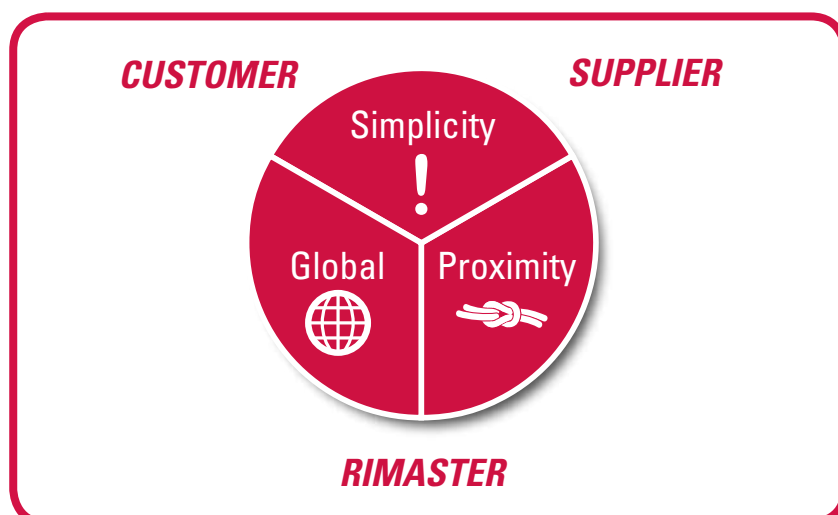
By following our customers as they move out onto the international stage, we are today ready for the global market. We take part in our customers' development of products and can easily transfer production to different production units depending on the volumes and product maturity involved.

Human Resources

Currently we are developing our HR work to anchor our strategy in the organisation by creating understanding, acceptance and the ability to act. Despite the fact that we are a

constantly growing organisation that is geographically spread across the world, the customer should meet the same Rimaster regardless of which of our sites they are in contact with. We therefore coordinate the organisation to increase our uniformity.

The objective is to create quick, straightforward communication between managers and employees, departments and work groups. In this way, Proximity becomes Rimaster's model for creating the time and ability to act in order to manage change. This is our response to the call: Be Prepared!



The key words associated with Rimaster's brand should characterise relationships and work processes. They give the opportunity to be both value-supporting and value-adding.



Be Prepared! This is our recipe for managing constant change, Andreas explains.

Conscious development

Mats Nilsson

*Toyota Material Handling Europe
Strategic Buyer.*

» Responsible for products such as electricity, electronics and cabling with around 1200 items and 20 suppliers.

» Employed by BT since 1998.
Lives in Linköping, commutes to Mjölby every day.

In Mjölby, we meet Mats Nilsson, who is an experienced buyer for BT. We ask him to tell us how he works with his strategic purchasing work.

Over the last 25 years, purchasing has developed from an administrative support function to a more strategic function with a very significant effect on the results of the company. From the beginning, the purchasing role was about placing orders and moni-

toring deliveries, but it has changed and developed. Today, the work is more about selecting the right suppliers and products and managing logistics and flows. In short, running supplier development projects.

When we evaluate new potential suppliers, we visit them over two days and the whole of the company's organisation is inspected. We have developed templates for evaluating and scoring, identifying weaknesses and working





As a strategic buyer, Mats Nilsson seeks straightforward and rational solutions for achieving cost-effectiveness.

together to find areas for improvement.

We also work with a supplier certification programme where quality, delivery and service are measured every quarter and compiled once a year. In parallel, cross-functional work takes place with other evaluations in areas such as technical discussions between designers and quality issues between engineers.

The Toyota Way

Within BT in Mjölby, we are part of Toyota Material Handling's overall strategic objectives. The objectives are then gradually broken down to the level of our factory in Mjölby and to objectives for the purchasing department. We are a part of the Toyota culture and I think that it works very well.

A current issue is "TPS", the Toyota Production System, through which our suppliers have progressed to different extents. One part of TPS is Kaizen, which means constant improvement. Together with our suppliers, we identify problems, shortcomings or areas for improvement that we can work through together.

Within the purchasing department,

we have a resource that helps our suppliers to find efficiency measures and improvements; Commercial Supplier Kaizen. It is fascinating to see how the Toyota model is also used within the County Council and hospital with great success. Set up times and preparation increase both efficiency and quality.

Global efficiency

Over a number of years, we have focused very tightly on quality improvement. Now we are also increasing our focus on cost reductions. Our objective is to achieve 25% market share in the world within our segment, which means that we must be more cost-effective. This is why we are collaborating with our suppliers to seek out simple and rational solutions.

Within Toyota Material Handling Europe (TMHE) we have three factories in Europe, and BT has also started production in China. About every two months, I travel to visit my overseas suppliers. Then we carry out comparisons and help each other to find new and stimulating solutions.

When I think of how we work and compare that with others, I see that a clear trend today is the search for efficiency and rationalisation. We are always striving to a greater extent to find global solutions for our purchasing.

Certified suppliers also have the opportunity to

deliver to other factories within the group. Today, for example, we see that Rimaster in Sweden delivers to our factory in Italy.

Close collaboration

I see major advantages in being able to develop prototypes and designs here in Sweden and then when it is time for volume production seeking

cost-effective solutions, primarily in Eastern Europe and China.

"One trend is the search for efficiency and rationalisation"

To have control over quality and

delivery accuracy is a precondition for us being able to develop effective production solutions together with the supplier. The initiative for an effective solution can come both from ourselves and from the supplier; that is how good close collaboration works.



A new truck has seen the light of day. The BT Optio L Series was recently awarded the Gold Award and the highest recognition for product design, functionality and design by the international jury at the iF Gold Awards. It has been developed around the Smooth Operator concept and is intended to create the best possible working conditions.



BT's factory in Mjölby is one of the largest production units in the world for the manufacture of material handling equipment, with around 1800 employees and 76,000 m2 factory space. Here there are functions such as product development, manufacturing and a central store with over 40,000 spare parts.

Polish success

Rimaster's plant in Czaplinek has recently obtained a number of new customers. Among others, Krone, the German manufacturer of agricultural machinery, has chosen Rimaster as its supplier.

Piotr Szyrman works with marketing and sales in collaboration with the Belgian sales office. He tells us with great empathy and enthusiasm how the contacts with Krone developed.

"Krone visited the production plant here in Poland and the result was a close collaboration where we developed adaptable solutions together. In the middle of December, we got infor-

mation about a new machine project, and in late January we delivered the first prototypes."

"Today we see that our robust processes, where quality and the right delivery times are a matter of course, are one of the most important keys for the customer to feel confidence in our organisation. Together with the customer, we can then create flexibility."

MD Iwona Uszakiewicz tells us that several more interested customers are on the way. "This is a victory for all of the personnel here in Poland."



Proud and happy! Piotr and Iwona see success as a victory for all of the personnel



"Jonas" and several of the other employees in China have significant experience of the Lean approach, including from Sony Ericsson's plant.

Kanban in China

At Rimaster's plant in Ningbo, in China, personnel have long been working according to Lean principles. It is a process that is constantly developed and refined. Yong Shen ("Jonas"), who is the MD, tells us that he and several of the other employees previously worked at Sony Ericsson's plant in China.

"There it was about large production volumes. Within Rimaster, we are instead aiming at 'high mix-low volume'. Here there are constantly different products, and that changes the production conditions."

"Together we have developed our pro-

cesses. But with the help of the Lean approach, we can maintain both high productivity, flexibility and have full control of the process. This involves our whole business, for example in design and sourcing."

"Six months ago we also introduced Kanban, which is a tool within Lean. The objectives include reducing our material stocks. The will inside the organisation is strong, so we saw results quickly."

"Development here in Rimaster's plant in China happens quickly. Today we see more customers who demand our entire process", Jonas concludes.

RD organisation changes

Benny Wallin is the new MD of Rimaster Development AB, as of 1 January 2012. Benny comes from a position as MD of Rimaster Electronics AB and has earlier experience of leading development operations from both Ericsson and Emerson. Benny is based in Söderhamn.

From the start of the year, Peter Haglund, the previous MD of the company and coordinator of the group relating to quality and IT, will be purely addressing quality and IT issues within the group.

New designers for Rimaster Development

The pressure was high within Rimaster Development for the whole of 2011. More and more of our customers ask for design help, both within electrical and electronics systems, and both for new products and changes to existing product lines. During the year, we have therefore reinforced our team with:

Anders Hahne who started in Söderhamn in February as an electrical systems designer. Anders previously worked for Saab in Arboga.

Olov Häggbom, who is working as an electronics designer in Jönköping. He started in May and most recently worked for Combitech.

Dennis Tang, who started in August as an electronics designer in Jönköping. Dennis comes straight from his studies!

Feng Yuanxing, who started during the summer in Ningbo as a designer, primarily within electrical systems. Feng previously worked at Aeroflex in Peking with test system development.

Bertil Sahlström, who since November has been working as an electrical systems designer in Söderhamn. Before he started at Rimaster, Bertil worked at CrossControl in Alfta.

Mats Andersson, who started in

December, also in Söderhamn as an electrical systems designer. Mats previously worked for Industriautomation in Sandviken.

Håkan Karlsson will be starting in spring in Jönköping as an electronics designer. He comes from BAB Elektronik.

30th anniversary – Rimaster 1982-2012

This year it is 30 years since Rimaster was established in Rimforsa. A Jubilee group has been created to work on proposals for how this anniversary should be celebrated. We started our jubilee year by inviting all of the employees within the group to sample “Rimaster cake”.

Forthcoming activities are an “open house” at all of our units before the summer where we have the opportunity to show our operations and our workplace to family, friends, customers and the public.

Merger between Rimaster Electro-system AB and Rimaster Electronics AB

The site merger in Söderhamn is now complete. The project went according to plan and the merger was finished by the turn of the year. In Söderhamn everything is now “under one roof”, and we are looking forwards; greater well-being, better resource management, more effective material handling, overall planning and more straightforward administration.

Appointments

From 1 March 2012, Iwona Uszakiewicz has been appointed as MD for Rimaster Poland and Yong Shen as MD for Rimaster Ningbo in China. Iwona Uszakiewicz has worked for Rimaster in Poland since 2002 and since 2011 has been Operations Man-

ager for the unit. Previously, Iwona has held a number of management positions within quality, project management and logistics.

Yong Shen started at Rimaster in January 2011 as Operations Manager for Rimaster’s operations in Ningbo, China. He then came from a position as Senior Improvement Manager within Sony Ericsson.

Tomas Stålnert, the former MD for both Rimaster Poland and Rimaster Ningbo is now Operations Manager for the Rimaster group.

Rimaster a prize-winner in Best International Growth

Ernst & Young Entrepreneur Of The Year is one of the world’s foremost awards for entrepreneurs. The competition is carried out at regional, national and international level in more than 140 cities and in more than 50 countries. In December 2011, Rimaster AB won the “Best International Growth” prize in the eastern area regional final.

“Rimaster has established production and marketing companies both close to home and far away through close collaboration with its customers. With a focus on simplicity, innovation and development, the company has created a reputable and profitable company whose expertise and competence have become widely known across the world.”



Per Carlsson, Rimaster’s principal owner and proud recipient of the award.



A greeting from Europe's capital – Brussels.

Welcome to Europe's capital

Favourite children have many names, and that applies to Belgium's capital Brussels, which is written Bruxelles by the French and Brüssel in Germany. Today the city is the main centre for the EU and NATO's headquarters are located here. There are just over a million inhabitants, but with the suburbs included this increases to around two million.

Kristel Olislagers is enthusiastic and well-informed about her capital. On a daily basis, she works with logistics and quality issues at Rimaster's office in Beringen, just outside Brussels. She tells us about the top sights of the city, and impresses us with her knowledge of architecture, art and history. Often a weekend in Brussels starts in

the Grand Place, the fine old square in the centre of the city, which must be one of the world's most beautiful squares. At the pavement cafe Le Roy d'Espagne, espresso is served while you take in the architecture. Manneken Pis is nearby, but we can pass by without further comment!

Then a little window shopping in Brussels' oldest shopping arcade, Galeries Royales de Saint Hubert, with its gorgeous marble halls and luxurious shops. Kristel feels that nothing can top a visit to the enormous art museum Musées Royaux des-Beaux-Arts, where everything awaits you from the old Flemish primitives to Magritte and

his surrealist friends. An alternative is the newly opened Hergé Museum, where Tintin has his own exhibition.

"Art Nouveau buildings abound in Brussels"

Enjoy the architecture in Brussels, where Art Nouveau buildings abound. While you wander, you can quench your thirst with one of the

more than 700 kinds of beer to choose from in Belgium.

Kristel concludes by reminding us of the famous Belgian chocolates, which are a must. She suggests a visit to one of the Leonidas shops, which can be found across the whole city with an excellent range and good prices. A favourite can be found at 46 Boulevard Anspach.

Good morning Niklas Kindén

How are you today?

Very well! I have just spent a weekend hunting; this time we got two wild boar. Otherwise, we hunt things like moose, hare and deer. But I am just as happy simply walking through the forest and enjoying the silence and stillness. I live on a farm called Aspudden, in Yxnefall, just outside Kisa. I bought the farm, which is only a few meters from the lake, in 1998. What could be better?

I have hunting in my blood; both my father and grandfather were great hunters. I have a hunting companion too, a wire-haired pointer. Together we are often called out if there have been traffic accidents and an injured animal must be tracked.

I have worked for Rimaster since June 1984; that's 28 of my 47 years! That must mean that I am happy here.

There is always something exciting happening at Rimaster. I now have a new role as sourcing manager on a global level. This has meant that I have been in China for long periods during recent years.

One of my tasks is coordinating our purchasing functions and developing our strategic collaboration within the Rimaster group. It is a major task, which will streamline and rationalise our business.

For me personally, this has been an enormous development. To work internationally has given me new perspectives both on my work and my private life. My advice to those who get the chance to work overseas is to appreciate the opportunity.

There is an exceptional team spirit at our plant in China. Everyone is posi-



Niklas the globetrotter with his hunting companion Meja.

tive and wants to create clever solutions. Jonas and all the others are doing fantastic work. In China I also met a new woman. She is 44 and is in Sweden just now to visit and to see how I live. Many millions of people live in Ningbo; in Aspudden, there's just me and the dog. How different life can be!

We take our hats off

Jimmy Holler works within Atlas Copco in Örebro. He has been project manager for the prize-winning Smart Roc T35, an above-ground application for rock drilling. A project that started in 2007 and which involved 30-40 people.

"With a new control system, we have managed to cut the machine's fuel consumption by half. We have also tested it in a number of different environments and under different conditions. Including in Poland, Turkey, Germany, Norway and Sweden. This has meant that we were awarded the "Environment Award", an internal prize within Atlas Copco."

"The environmental aspect is very important in today's society, and we have had many positive signals from our customers, even though the industry

is quite conservative. The 50% reduction creates competitiveness and a future for our factory here in Örebro".

"Rimaster has helped us with development and design work for the cabling. The result has been a cabling system that streamlines our production and reduces prices. Production takes place in Poland or Sweden, depending on volume. Today, Rimaster is one of the suppliers we work most closely with; we use the same design software and they work directly on our templates. Our collaboration just gets better over time."

"I am really proud that our team won, among 35,000 employees", Jimmy concludes. Rieviv takes its hat off in congratulation.



A prize-winning team from Atlas Copco in Örebro.



The next few years will be our best!

Rimaster's vision is to be a partner who creates simplicity for our customers and is an inspirational example for a global industry. This means that we must constantly develop in order to understand and meet our customers' demands. Within the group, we therefore carry out annual strategy work for both the forthcoming years and development seen in a longer perspective.

After the latest recession, Rimaster's business has developed positively. Growth has been strong, profitability has improved and our customer base

has grown, just to name a few indicators. The perspective in strategy work is broad and comprehensive. In this article, we have chosen to highlight a few current areas.

The customer relationship: We should be perceived as easy to work with and we should be found close to our customer, so relationships with our customers are extremely important. We therefore regularly hold different types of customer meetings. For example, strategy meetings are held so that we can better understand the customer's future needs. This is an

area we want to explore still further in order to build even stronger customer relationships and to be involved at an early stage in our customers' change projects. Then we can act proactively and create competitive advantages for the customer.

The customer base: Historically, our customers have been found in northern Europe, mainly within the special vehicles and industry systems segments. To reach new markets, we opened last year a customer centre in Belgium, from which we are cultivating customers in

Be prepared!

Benelux and Germany. This work will be intensified during 2012.

Flexibility and control: Changes in our surroundings take place outside our control and can happen very quickly. We are therefore constantly seeking new ways to increase our ability to be flexible. We are currently running deliberate projects to reduce tied-up capital and to develop the organisation's flexibility. In 2012, we will be increasing our focus by regularly measuring selected parameters and monitoring objectives to guarantee our control of operations and to be able to take fact-based decisions.

I n t e r n a l
processes: Our customers are exposed to competition in their respective markets. Therefore they are also price-conscious and require us to work to streamline our operations without losing focus on quality or delivery accuracy. We will be intensifying our work

"This is how we face an uncertain economic situation"

with standardising and streamlining our internal processes, for example by introducing a common part number system, standardised supplier agreements and continued development of our internal operational system.

Company and management culture: Rimaster's size and geographical distribution set demands on the management and management structures, which mean that management groups within all units are undergoing management development. Employees who have the ability and the desire can grow into new management roles. The group management has undergone minor alterations in order to increase clarity and to be prepared for forthcoming change projects.

Rimaster today has around 600 employees and operations in Sweden, Poland, China and Belgium. In order



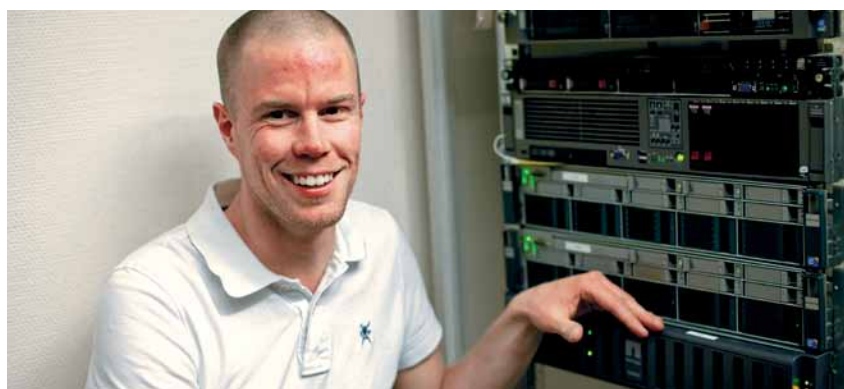
Peter Yngvesson and Liselotte Nilsson work with HR issues within Rimaster.

for this geographically widespread organisation to work towards the same objectives, we initiated a work in 2011 related to strengthen the company culture. The project was called "Master of Simplicity", and will continue in 2012 to increase all employees' understanding of the group, our customers and our future.

Flexible infrastructure

A geographically widespread organisation needs to be linked together with a modern IT environment. This is why an analysis was carried out in spring 2010 of the Rimaster group's IT environment. We were assisted by an external consultancy company that specialises in infrastructure and security. In spring 2011, it was time to act, and we have invested in a modern environment based on virtual servers and with duplicate backups to physically separate buildings.

Virtual servers give us a number of benefits. The number of physical servers in the business are reduced significantly, which means lower maintenance costs, a reduction in the need for ongoing investments in new, smaller servers, and a reduction in total energy consumption. We can rapidly adapt to new demands, such as the introduction of new applications, and the utilisation of the infrastructure is increased. The duplicate backup solution improves security and increases the possibility of a rapid return to normal operation if a catastrophe should occur.



Per Mårtensson, IT manager within Rimaster.

A centralised IT operation leads to reduced administration, better control over licences and improved opportunities to run certain common applications. We have now simplified the opportunities to adapt the IT system in the case of future reorganisations, and we have a flexible infrastructure.

In technical terms, the change project has so far gone well. Most of the servers that previously constituted individual physical machines have been implemented in the virtual environment. The actual installation of the

virtual environment went according to plan, while moving the servers has been more complex than we initially thought.

The virtualisation work will continue during the spring, with centralisation starting of all units' IT systems. This is a matter of "bringing order" to each respective unit's IT environment, evaluating what should be centralised and ensuring both normal and redundant communication between Rimforsa and each unit.

Welcome to our world of simplicity



Contact us



Rimaster AB
Industrivägen 14
SE-590 44 Rimforsa
Sweden

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

Rimaster Electrosystem AB
Industrivägen 14
SE-590 44 Rimforsa
Sweden

Bröksmyravägen 31
SE-826 40 Söderhamn
Sweden

Rimaster Development AB
Östra Storgatan 20
SE-553 21 Jönköping
Sweden

Bröksmyravägen 31
SE-826 40 Söderhamn
Sweden

Rimaster Cab & Mechanics AB
Klintvägen 3
SE-590 39 Kisa
Sweden

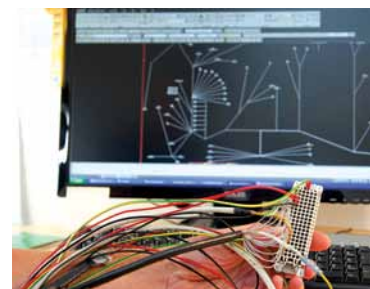
Industrigatan 1
SE-590 42 Horn
Sweden

Rimaster Poland S.P. Z.o.o.
Ul. Kolejowa 4
PL-78 - 550 Czaplinek
Poland

Ul. Poprzeczna 1
PL-78-449 Borne Sulnowo
Poland

Rimaster Benelux BVBA
Schaapsweg 6
BE-3582 Beringen
Belgium

Rimaster Ningbo Co., Ltd
No.9 Jinxi Road, Zhenhai,
Ningbo CN-3152 21
China



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