

1/2018 • A magazine from

**rimaster**

# rlview



**With innovation  
in the driving seat**

PAGES 6-7

**Toyota's autopilot takes Lean  
Transportation to the next level**

PAGES 4-5

**Innovative leadership**

PAGES 14-15

Welcome to our world of SIMPLICITY



# The art of not reinventing the wheel

## CONTENTS

- 3 Aluminum - the next solution?
- 4 Customer Case: Maskinia
- 6 Storytelling Cabs
- 8 Customer Case: Toyota MHG
- 10 Risk Management IT
- 11 Production Development
- 12 Global Development
- 14 Innovative Leadership
- 16 Cooperation

### 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 with origins and head office in Rimforsa, Sweden. Rimaster today has over 950 employees operating in nine 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.

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

### PUBLISHER

Tomas Stålnert, tst@rimaster.com

Production: Effect Reklambyrå  
Illustrations: Hans Gustafsson, Effect Reklambyrå,  
unless otherwise stated.

Rimaster is currently experiencing a historic expansion. During 2017, we have continued our international growth. We have established partnerships with several globally positioned customers that we will continue to follow the world over. Meanwhile, we receive many exciting requests from leading and innovative local players. On the personnel side, we continue to grow - just this year we have increased by 260 persons and today we are 950 employees in Rimaster Group.

One of the reasons contributing to this success is that Rimaster is a mature group. We are stable in all our business areas and have the time and effort required to develop the business in all areas. We work constantly with leadership, organization and quality issues, the same with manufacturing. More and more customers have also found Rimaster's unique offer such as system integrator. The fact that we can create seamless synergies between our eight different business areas also contributes to the sharp increase in demand.

Rimaster is continuously working to secure productivity and delivery capability from a long-term perspective. Against the background of our customers' great interest, we have decided to further intensify building new capacity. This takes the form of automation investments in existing manufacturing units. But we are also considering establishing a completely new production facility at a new site. Exactly where, when and how is not yet decided but the establishment phase has been started in the form of

an in-depth study. We will focus on areas with a central geographical location, proximity to our customers and good logistics opportunities linked to Europe. Our choice of region will also be based on linguistic competence and the availability of labor.

I really look forward to coming back to you with more information and would like to take this opportunity to wish you all a good, new and active year. Thank you for choosing to work with and for us at Rimaster! ♦♦♦

*Tomas Stålnert*  
CEO, Rimaster Group



# Aluminum – The next solution for power cables?

Have you ever considered using aluminum cables in your vehicles?

“Lower weight and competitive prices really make aluminum an innovative and realistic option for power cables,” says Julien Fambrini, Managing Director of Rimaster France.

“As always, we like to be proactive and stay one step ahead in order to be able to offer our customers new and innovative options. We'd rather have solutions ready to make a proposal than follow market trends,” says Fambrini and explains Rimaster's latest development project with a focus on aluminum cables.

## **All technology in place**

Compared to a conventional cable solution based on copper wires, it is possible to save a good deal of weight - up to around 60 per cent for the same function. With emission standards becoming more and more challenging, aluminum is an attractive option for customers striving to reduce the total weight of their vehicles to improve the overall efficiency and meet these standards. Of course weight is also of strategic importance for the developers of electric cars.

Currently Rimaster's development team is evaluating production processes for the purpose and the first results are very positive.

“The fact is that aluminum requires specific processes, but we already possess all the necessary technology and expertise - from

ultrasound welding to suffusing for sealing and protecting welded areas from corrosion and mechanical limitations. We develop our production solutions in close cooperation with two of the most renowned suppliers and partners, Amokabel and Branson.”

“The fact is that aluminum requires specific processes, but we already have all the necessary technology and expertise”

## **A sustainable choice**

Julien Fambrini believes aluminum cables have a promising future because it is also a sustainable choice. The low weight means not only reduced CO<sub>2</sub> emissions, aluminum is also recyclable.

“Economy is a further strong argument. In a market where copper is quite expensive, aluminum is also a competitive alternative in terms of costs, provided that you can offer versatile production of high quality. This is what we strive for.”



*Julien Fambrini Photo: Rimaster*



Up to 5,000 hours of production - each year. Maskinia saves so much time with the distribution box that Rimaster is developing and manufacturing.

# Maskinia conducts customizing at a new level





*Left: Maskinia's technician Greger Westerdahl adapts machines for Nordic conditions. Above: The distribution box developed by Rimaster makes the job go much faster.*

Maskinia is a contract work specialist and the Swedish general agent for prestigious brands such as Doosan, Case and Atlas Copco. Head Office is located in Linköping but Maskinia also has their own branches in Jönköping, Staffanstorp and Stockholm plus dealers spread throughout Sweden.

#### Contract specialists

Each year, Maskinia delivers around 250 new construction machines - all tailored to meet your specific customer needs and requirements. Customization is done by Maskinia's own expertise in control and electricity.

"In principle, the machines that are delivered to us are free of equipment for adapting to Nordic conditions. Our customers often choose, for example, the addition of extra LED lighting, various control solutions like tiltrotator and diesel heater", says Fräs Erik Andersson, Aftersales Manager at Maskinia.

"We made our own electric boxes before, which took a long time and demanded too much of our manufacturing resources. That's why we produced a distribution box that suited our customers' needs, as well as ours. We already knew about Rimaster and that they developed and manufactured products for Atlas Copco and others, and for various manufacturers of forest machinery."

#### Smart and functional

Rimaster Development in Söderhamn has developed a distribution box that is based on a PCB solution. The distribution box is prepared for the most common items of equipment and has prepared cabling for up to two additional extra features. The PCBs are manufactured in Söderhamn and sent to Rimaster Poland for mounting into the final product. The distribution box is then

"Their developers have worked closely with our electrical technicians and together, we have created rather good results."

delivered complete for assembly by Maskinia's technicians.

"This solution is functional and also ensures that we don't interfere with the machine's own electrical system. We also save a lot of time, between 16 and 20 hours per machine. Today we need about 150 hours to equip a wheeled excavator and 100 hours for a tracked excavator", says Fräs Erik Andersson:

"We are really pleased with our collaboration with Rimaster, who have acted very professionally and we know that they have been responsive. Their developers have worked closely with our electrical technicians and together, we have created rather good results." ◇◇◇



*Fräs Erik Andersson is the After Sales Manager at Maskinia.*







*Karin Hiertoorn, designer, Annica Jonsson, fitter and Anders Jonliden test the electric sliding door on riCab.*

# With innovation in the driving seat

From the assembly of short series to the development and series production of our very own cab. With a focus on customer value, Rimaster has built competence in the field of cabs. "We realized that intelligence and functionality should determine the mechanics – not the other way around," says Anders Jonliden at Rimaster Cab & Mechanics.

Rimaster has long developed and manufactured electrical systems and wiring for cabs, intended for special vehicles. Countless cabs have been built and assembled in the Rimaster workshop in Horn. At the beginning of the 2010s, things began to happen.

"For a long time, cabs have been

designed and built 'from the outside in'. Whoever designed and constructed the cab also controlled the electrical system. But we saw that changes were occurring in this regard, thanks to new technology. System solutions that add intelligence and new functionality to cabs are now more important to customers than the mechanics. So we wanted to turn the tables and go from the inside out. Create functional solutions first, and then build the cab itself. And the best option then is to construct a cab ourselves, from scratch," explains Anders Jonliden, who has driven the project together with Ulf Almén, the responsible system developer at Rimaster Development.

## **All competence in-house**

Now, it's not really rocket science. All the skills needed could be found in-house.

"Electrical engineering, electronics, mechanics... The only thing we needed to do was to link Rimaster's various business areas and competencies together," says Ulf

Almén.

Around ten employees from Rimaster's various departments formed a group together for the joint development project. The aim was to produce a custom-designed and modular cab that could easily be adapted to customer needs.

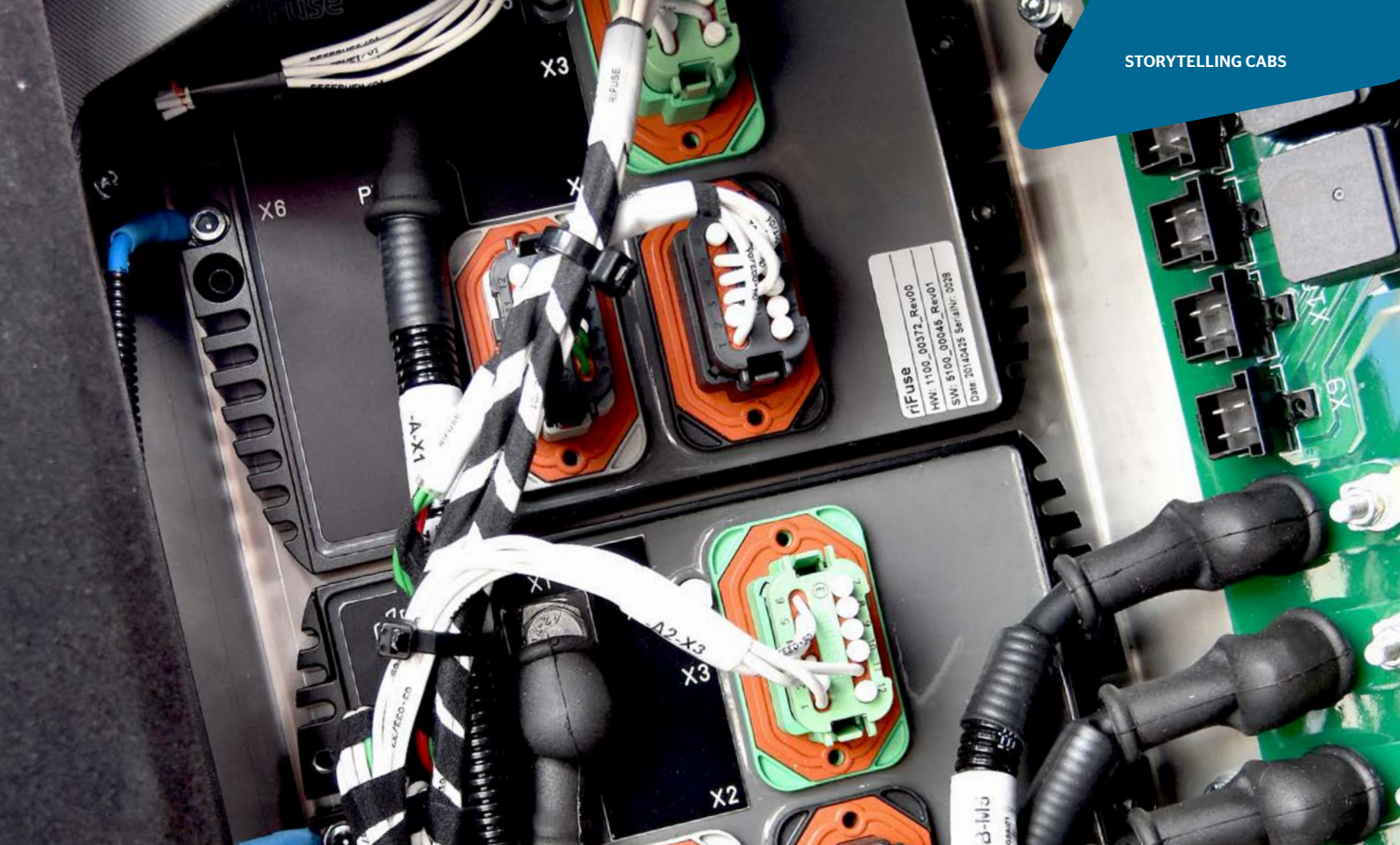
A few years later, the cab became a reality.

"With riFuse we control the electric sliding door and the lighting"



*Anders Jonliden*





*riFuse - Rimaster's proprietary intelligent and programmable control unit.*

The journey has been as important as the final result. During the course of the work, a range of innovative solutions, stemming from the original idea of creating new intelligence and functionality, have been realized. Among other things, riFuse, Rimaster's own intelligent control and monitoring device for electrical systems, has been integrated into the cab.

"With riFuse we control the electric sliding door and the lighting. It can also be used for engine diagnostics," explains Ulf Almén.

The sliding door, which is hung from arms set into the floor, opens and closes smoothly and with high precision.

"Above all, it's a space-saver. When open, the door doesn't take up unnecessary space, but it's still easy to get in and out of the cab", says Anders Jonliden.

### **Inspirational journey**

For Rimaster, this project has been an inspiring journey that has strengthened the integration between the different units. The opportunity to work together, combining and developing skills in the project has resulted in an even stronger offer.

"Our goal is to constantly offer our customers better products and better solutions. By entering earlier in the value chain, we can take overall responsibility for the cab and - if the customer chooses - for

"Developing our very own cab is complex, but the time was right for it"

the machine's entire electrical system. In this way you avoid sub-optimizing the cab, but can focus on the overall solution for the entire machine. The cab may be slightly more expensive because it has more features integrated into it from the start. But the total cost for the entire machine is lower," says Ulf Almén.

### **Complete supplier of cabs**

From having been one of many suppliers, Rimaster has developed into a full complete supplier of complex, customer-tailored cab solutions for the world's leading manufacturers of special vehicles. Rimaster is responsible for the entire chain, from development to manufacture and assembly. An established and efficient supplier that can meet the demands of larger series and high quality production while maintaining flexibility.

"The project has been successful, largely with thanks to the fact that we have been given the time and resources for develop-



*Ricab has an electric sliding side door as standard.*

ment work internally – and that we have had customer trust and support. Some of the results, with respect to cabs and electrical systems, we even apply to new customer projects," says Anders Jonliden.

"Developing our very own cab is complex, but the time was right for it. We saw the potential to do it and the risk of not having the courage." ♦♦♦

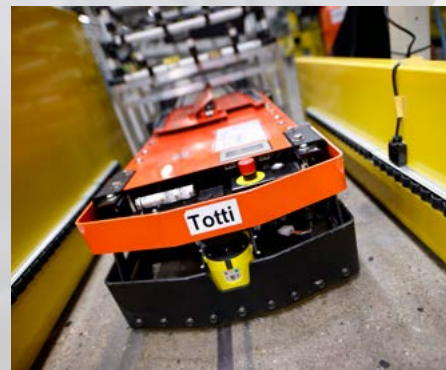


*Ulf Almén*





Toyota Material Handling's new autopilot, TAE050, is equipped with an innovative remote-control device that makes it easier for the operator and makes material flows even smoother. The device was developed by Rimaster Development, who have overall responsibility for the design, electrical system and programming.



*A remote control unit makes it possible to control the vehicle directly from the workstation.*





*Left: Jacob Arvidson Klint with the new remote control unit, TAE050.*

*Above: Autopilots are used of course in Toyota Material Handling's own production in Mjölby.*

# Pimp My Ride!

Toyota's autopilot takes Lean Transportation to the next level

The automation of the manufacturing industry is growing rapidly, and Toyota Material Handling Autopilots have become a common sight on production lines. TAE050 is an AGV (Automatic Guided Vehicle): an automatically controlled load carrier for freight movement. It is used for horizontal transport, to pick up and drop off loads between two points. The vehicle is able to tow up to 500 kg, and is installed easily and cost efficiently with the help of magnetic strips on the floor.

"Our autopilots are very popular in the manufacturing industry, not least with manufacturers with frequency flows and production systems inspired by the automotive industry, like Toyota's own TPS," says Jacob Arvidson Klint, Project & Product Manager at Toyota Material Handling, Logistics Solutions AB. TMHLS AB is the entity responsible for Toyota's investment in automation solutions for freight transport as well as advanced telematics solutions in stores and industry.

## Even more "lean"

In the standard version, the TAE050 is controlled using a display on the vehicle. The operator must then manually enter the destination into the vehicle. However, customers who want to make transportation even smoother can supplement the autopilot with a remote-control device, which

makes it possible to control the vehicle directly from the workstation.

This means that the operator doesn't need to approach the vehicle, which can take time and be a little complicated if there is a safety barrier around the workstation. Furthermore, there is no need to enter the destination – the vehicle automatically goes to the default destination if the operator does not select one of the quick commands.

"Our autopilots are very popular in the manufacturing industry"

"Another advanced feature of the remote-control device is that it can produce an auditory signal and light when the autopilot is approaching, which gives the operator time to plan, contributing to an even smoother flow in production," says Jacob Arvidson Klint.

## Versatile functionality

The remote control box has been developed by Rimaster Development's development team in Söderhamn.

"We have designed the instrumentation and the vacuum-formed housing, assembled the wiring, and we are also responsible for

the PLC programming, based on customer requirements. We have also contributed with our own ideas and improvements," says Ulf Almén, the responsible system developer at Rimaster Development:

"The vehicle communicates through Toyota's own wireless, optical interface, and it has also been the starting point for our work. The result is a very versatile solution that makes it possible to both remotely control the vehicle and link it up and integrate it with other control systems.

"The possibility of an overall commitment was crucial when Toyota Material Handling chose Rimaster Development as a supplier," explains Jacob Arvidson Klint.

"We wanted to have a versatile plug and play product with an interface that's easy for our customers to use – and we wanted a provider that could take responsibility for the entire solution, managing PLC programming and also having the capacity to act as a sounding board for us during the project. Our colleagues at Toyota Material Handling Manufacturing Sweden, which manufactures our manual trucks, recommended Rimaster Development. So this is actually our first Autopilot project together!" ◇◇◇



Ulf Almén





It should be safe and secure engaging Rimaster. We are now launching our new, centralized IT system where all vital global operating data is immediately updated and mirrored in two separate server halls.

"Stable and reliable communication between our international production units is an important factor in our ability to offer customers a long-term and stable relationship," says Per Mårtensson, IT Manager at Rimaster.

*The new global communications system is via fiber for safe and reliable communication between sites.*

## Advanced IT security provides stability and long-term prospects

"Rimaster works continuously to assess and prevent risks at all levels of the business, and each unit undergoes an annual risk assessment with subsequent measures for improvement. Over the past 10 years, the Rimaster Group's IT infrastructure has been continually developed in order to ensure stable and secure operation. Regular risk assessments and third-party audits have resulted in a global communications platform with a focus on security and stability," Per Mårtensson tells us.

### Global perspective

One of the first steps was to build a new data center with two separate and physically isolated server halls where all data is immediately updated and mirrored.

"We have, as a further step in the development of our IT infrastructure, signed a global communications agreement. This solution means that we can now centralize the operation of the business-critical systems

"...that's how we improve the security of their operating data considerably"

at our plants in China and Poland – thereby improving the security of their operating data significantly."

### Starting with the user

But IT security does not start with technology – it starts with the individual. The main risk in an IT system is actually its users. Not clicking on an attachment in an email can be crucial in averting an IT attack. Therefore, all employees also receive training in IT security. The training teaches clear procedures and is intended to minimize the risk of individual mistakes.

"For our customers, it means they can

feel secure in how we manage our own data as well as theirs, and know that we maintain operating security and are a long-term partner," Mårtensson stresses.

"There is research that shows companies that have lost large amounts of vital data actually go bust – if not directly after, later on. The damage is so great that they can't get the processes in place again. That won't happen to us!" ♦♦♦



*Per Mårtensson, IT Manager at Rimaster.*



# How to stay at the top of production with a high mix/low volume

Being one of the leading suppliers on the market of high mix/low volume does not mean you can take it easy.

"For us, it is extremely important to pursue an innovative production process globally", explains Ding Steven Shi, Technical Manager of global production.

High volume and low mix is often a manufacturer's recipe to keep pace and maintain cost efficiency in production. But what happens if the customer wants the opposite? The constant consolidation in the market has made it even more difficult for customers to find manufacturing partners who can offer production with a high mix/low volume in a competitive way. For a long time, Rimaster has been one of the rare players in the market that specializes in this area.

## How to stay at the top?

"Being effective in high mix/low volume means that you must have the ability to be more flexible in the process. Early stages can be highly automated by mixing orders to increase volume, but when it comes to assembly, you must switch to manual work. This means that we cannot fully focus on automation - we must find versatile strategies to mix orders in production in order to be able to produce more efficiently."

"Being effective in high mix/low volume means that you must have the ability to be more flexible in the process."

Do you have a strategy for product innovation?



"We are working in parallel with improvement in three different areas. The first is naturally new technology in the form of automation and smart technology solutions for assembly. The second is developing a global strategy for production technology, a standard that makes planning, production and control even easier. The third area is communication. By sharing experiences, ideas and problems every other week, we can identify and implement improvements by drawing up action lists for each month. In this way, we can work effectively with our global development of production technology and mutual performance, which also takes into account local differences."

## What significance does the Rimaster family have?

"I already started working with production technology at Rimaster Ningbo in 2011. In 2017, I had the opportunity to move with my family to Sweden and Rimforsa to work with strategic production technology on a global basis. It's a wonderful career opportunity for me and a first step for my children in learning to live and study abroad. I believe that the close communication between Rimaster's various units around the world, and the opportunities for individuals to develop within the Rimaster organization, contribute to an innovative way of thinking that is such an important part of our offer."



Rimaster Development in Söderhamn is known for innovative solutions and a humble attitude. This successful concept is now being implemented internationally.

“Problems are there to be solved – it should be easy to work with Rimaster!” says Daniel Brolin, Technical Manager at Rimaster Development, responsible for global development.

# Rimaster broadening its global development offer



Daniel Brolin has worked at Rimaster since 2001, first as a consultant and then as a permanent employee from 2005. He was part of the team involved in forming Rimaster Development's offer. Now, Daniel and his team are developing global functions, with the aim of helping new clients in new industries and new countries.

**What are the prerequisites for pursuing an innovative development?**

"Trust – both from our own organization and from our customers. Freedom, with responsibility and leeway to think freely, is a prerequisite for being able to work in an innovative fashion. We have a permissive environment in Rimaster – and a good structure – which I think is essential for making the work results-oriented. In terms of customer relations, we have the advantage of often acting as customer's external development department and problem solver. Occasionally, we are an extension and reinforcement of their own development department. Regardless of the arrangement; the best solutions involve close dialog, which we been trusted to enter into, and working within the client's system."

**How do you develop better solutions for clients?**

"We possess all of the skills in-house, so we can take overall responsibility for the client's development – from innovative solutions, design and details adapted to client systems, to the finished product. This means that we can create a better total cost of materials, production, cost-effectiveness and quality. But perhaps most importantly, clients receive a product with even better functionality, which is attractive on the market. The best course of events is when we take an overall approach to client issues and then implement a really good solution throughout the entire process. I personally believe it's great to work when I feel that I am making it easier for the client: solving problems and helping to reduce stress in the client's own organization."

**How do you intend on developing the offer on a global level?**

"The idea of providing assistance right from the development phase has long been a winning concept with our clients. We help with everything, from smart solutions to materials that we know work on the

market and in clients' machinery. We have noticed an increased need for development resources among Rimaster's international customers, and our aim is to provide development engineers in both Europe and Asia. We see the benefits of having development engineers with a local connection, with regards to both culture and language. But we have also expanded our resources to support our existing clients, as many of them are expanding, both in terms of the number of machines and development assignments. ♦♦♦



Daniel Brolin. Photo: Rimaster



Openness and curiosity. This is how Rimaster builds leadership that promotes curiosity and the spirit of innovation in the business.

“Rimaster is one of the most curious and extroverted organizations I have worked with. This is also their great strength,” says Leadership Consultant Peter Yngvesson.



# Convert curiosity into customer value

Dedicated and enterprising employees are a prerequisite for Rimaster's provision of added value to customers. And it is company management that has the ultimate responsibility for the development of an innovative business culture. Leadership consultant Peter Yngvesson has been following Rimaster's leadership work for nearly ten years.

“Focusing on situational leadership at a global level has been a successful strategy for Rimaster. They have succeeded in creating an open culture where giving feedback to each other and trying out different theories is a natural occurrence. Taking the time to get to know yourself and each other – in terms of attitudes and styles of communication – contributes to transparency at all levels. And this is the basis for an innovative entrepreneurial spirit,” reasons Peter Yngvesson.

“There's also a curiosity within Rimaster that is very healthy”

“There's also a curiosity within Rimaster that is very healthy. There's a curiosity about what is happening in the rest of the world, there's a thirst for knowledge about leadership and development, and they have even taken part in research projects on the subject.”

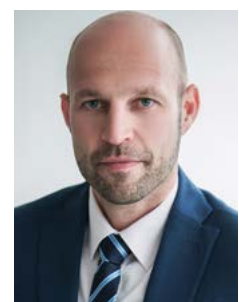
## It's OK to fail

Leadership is the foundation that allows employees to feel secure in their curiosity, Rimaster CEO Tomas Stålnert claims:

“Over the years we have built up a common management platform. All

leaders, regardless of where they are in the business, work with the same prerequisites. The objective is for everyone to be involved and feel that they have an influence – and in this way to increase motivation. As an employee at Rimaster, you should know that you have the freedom to explore new ways of thinking – and that it is actually okay to fail. Being innovative is not only about acts of genius, but also being tenacious and taking time to test your ideas.”

A well-thought-out strategic process is the basis for Rimaster's continuous



Tomas Stålnert





## TIPS FROM THE LEADERSHIP CONSULTANT!

- Dare to be open and questioning – it promotes an innovative spirit of enterprise.
- Be curious! Let go of the old procedures that are not relevant. But keep what's good.

development of the organization and its leadership. Long-term and daily procedures are improved on the basis of annual strategic work, beginning with an employee survey and input from the sales force. This information is then followed up on during the year in owner, strategy and budget meetings. Tools such as the KPI help to give objective and relevant information on where you are in relation to the goals.

### Focus on employees

“Our employee survey is an additional component that will form the foundation for leadership development,” says Tomas Stålnert.

“The information we receive in it is crucial in making the correct decisions.

Happily enough, this year's survey shows that all of our employees think that we are clear in our communication of strategies and objectives, with a potential for improvement on a global scale. Since then, we have had an intensive period of growth and economic upturn, and that means we must work even harder to give our employees the opportunity to influence their own development and situation.”

“In times of growth, leadership becomes

particularly important,” Peter Yngvesson believes.

“The spirit of innovation and curiosity here has been necessary for Rimaster's ability to grow with existing resources. They have been clever, moving around positions and using resources as well as possible. The starting point has always been: how can I, as an employee, move into other roles and contribute both to myself and to the organization?” ♦♦♦

“Investing in leadership has been very important in an expansive time. Specifically, our focus on feedback has helped us improve the Rimaster organization, both as individuals and as a team. We have learned to manage response as an opportunity and chance to development and not as a necessary evil. In this way, we can follow our customers even better - and understand their needs and wishes.”

**Iwona Uszakiewicz, Rimaster Poland**



Peter Yngvesson





Dawid Haponiuk. Photo: Rimaster.

# Not without the support of our suppliers

Open, honest and confidential supplier relationships are crucial for Rimaster's ability to provide customers with innovative and cost-effective solutions.

"When it comes to high mix/low volume, we must be clear in our communication with our suppliers. Together, we can create win-win solutions to benefit all parties," says Rimaster's Global Sourcing Manager Dawid Haponiuk.

Together with its group of dedicated employees in the Rimaster family, Dawid Haponiuk is leading the strategically important

work to broaden and deepen collaboration with various suppliers. This work is carried out at a global level with great local freedom of action — reflecting Rimaster's ability to offer proximity and high mix/low volume production.

## Flexibility and confidence

Rimaster has the advantage of working with some of the world's most well-known suppliers that offer high flexibility, long-term perspective and the will to find innovative solutions for customers.

"High mix/low volume means that you must have a deeper relationship with your suppliers than usual," Dawid Haponiuk tells us:

"By being fully open with customer needs - in confidence of course - our suppliers can participate in the innovative processes at a deeper level. That means faster responses to quotations and ultimately faster deliveries," says Haponiuk.

## A "global" perspective

On a local level, the customer must determine the delivery measures at every place of work.

"Here in Rimforsa, we are strongly focusing on improving our deliveries from a production point of view. Based on the customer's layouts, we can propose better and more cost-effective solutions or perhaps some other material or manufacturing," explains Niklas Kindén, Strategic Sourcing Manager at Rimaster Electrosystem in Rimforsa.

"At Rimaster Development in Söderhamn, this innovative approach can be included even earlier in the process as the team has the opportunity to work with suppliers who are already in a product development phase," says Stefan Åhlenius, Purchasing Manager at Rimaster Development.

"This really is the charm of sourcing, with the right suppliers and the right relationships, you can find ways of improving each part of the process. It's never too late." ♦♦♦

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



**Rimaster AB, Industrivägen 14 | 590 44 Rimforsa, Sweden | +46 494 795 00 | [info@rimaster.com](mailto:info@rimaster.com)**

**[www.rimaster.com](http://www.rimaster.com)**

### Rimaster Electrosystem

Industrivägen 14  
590 44 Rimforsa  
Sweden

Andreas Kronström  
+46 705 658 904  
[akr@rimaster.com](mailto:akr@rimaster.com)  
Patrik Andwester  
+46 703 991 448  
[pan@rimaster.com](mailto:pan@rimaster.com)

### Rimaster Development

Bröksmyravägen 31  
826 40 Söderhamn  
Sweden

Ulf Almén  
+46 705 173 309  
[ual@rimaster.com](mailto:ual@rimaster.com)

### Rimaster Cab & Mechanics

Industrigatan 1  
590 42 Horn  
Sweden

Anders Jonliden  
+46 708 720 877  
[aajo@rimaster.com](mailto:aajo@rimaster.com)

### Rimaster Poland

Ul. Kolejowa 4  
78-550 Czaplinek  
Poland

Hubert Walachowski  
+48 602 315 843  
[plhwa@rimaster.com](mailto:plhwa@rimaster.com)

### Rimaster France

114, Rue des Pépinières  
69400 Arnas  
France

Julien Fambrini  
+33 624 340 049  
[jfa@rimaster.com](mailto:jfa@rimaster.com)

### Rimaster Benelux

Halstraat 41  
3550 Heusden-Zolder  
Belgium

Jean-Pierre Vanheel  
+32 470 670 130  
[jva@rimaster.com](mailto:jva@rimaster.com)

### Rimaster Germany

Brüder-Grimm-Strasse 17  
34369 Hofgeismar,  
Germany

Norbert Heib  
+49 567 160 991 01  
[plnhe@rimaster.com](mailto:plnhe@rimaster.com)

### Rimaster Ningbo

Building 7#, No.1188,  
Zhongguan Road,  
Zhenhai Economic  
Development Zone,  
Ningbo city 315221,  
Zhejiang Province,  
China

Yong Shen  
+86 188 580 114 86  
[ysh@rimaster.com](mailto:ysh@rimaster.com)