

# review



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# Employees are the foundation of our success

Over the last few years, Rimaster Group has had an annual growth of 27 percent. Managing this type of expansion while maintaining a positive balance sheet and good customer relationships is not a matter of course, but we have succeeded thanks to our employees' tireless enthusiasm and commitment.

Our ambition is to continue to grow, which means that we not only continue to develop the business, but also to broaden our areas of expertise. As an employee at Rimaster, you will feel that your efforts are seen and appreciated, and that you get the opportunity to develop together with the company. Therefore, we are now investing heavily in our continued efforts to develop our organization and our experts. To do this, we have created two brand new staff roles. Annika Rahm, our new global HR manager, and Emanuel Vardi, our new Business Controller, will help to ensure Rimaster's position as a long-term attractive employer and business partner.

The fact that we actively work on our skilled labor force is crucial for Rimaster's continued success. Faced with ongoing technological developments, and an increased focus on electronics and rechargeable electric vehicles, our employees and customers will need to broaden their expertise. In this issue of Riview, you can read about our customer Epiroc's investments in new, groundbreaking mining technology as part of the SIMS research project. While our involvement and support for our customers in this development is natural, we must also look after

and develop our own fantastic employees and attract new expertise. The competition for the best is tough, but we know that Rimaster is an attractive option!

Of course, we also need the resources to meet the demands in development and production. Therefore, you can also read about our new investments in European development resources and about our new production in Serbia, which has gotten off to a very good start. BT/Toyota and Bomag are just two customers that have chosen to set up a production workforce here. Thank you for your confidence! 💎💎

*Tomas Stålnert, CEO Rimaster Group*



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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 1150 people across ten companies around the world. We have organizations for sales, design, development and production in Sweden, Poland, Belgium, France, Germany, China and Serbia.

Welcome to our world of Simplicity.

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# Paving the road to the future

If there is a King of the Road, it is BOMAG. As the world market leader in the field of compaction technology and machines, BOMAG literally paves the road to the future. The collaboration with Rimaster is an important part in the company's giant global puzzle.

"We need global suppliers with local proximity to meet future challenges", says Oliver Michel, Global Commodity Manager Electricals.

*The BMP 8500 Multipurpose compactor is safely operated by the help of a remote control with integrated operator protection*







*BOMAG offers a wide range of single drum rollers and soil compactors for every type of work.*

The Bopparder Maschinenbau-Gesellschaft mbH was founded in 1957. Today, BOMAG is the world market leader in the field of compaction technology and manufacturer of machines for the compaction of soil, asphalt and refuse; the machine portfolio covering everything from stabilizers and recyclers to milling machines and pavers. Compaction equipment from BOMAG is used in areas as diverse as horticulture and landscaping to the entire range of road construction and heavy dam construction. Furthermore, BOMAG provides special solutions for use on landfill sites of all sizes, for recycling damaged asphalt pavement, and for soil stabilization.

#### **Part of the Fayat family**

Since 2005 the company is forming a dream team with its French owner, The Fayat Group. The construction group Fayat is operating in 170 countries providing innovative and sustainable solutions to its

*"At the moment, Rimaster is manufacturing wire harnesses for BOMAGs entire product range"*

customers all over the world in seven different industries: Civil Works, Foundations, Building, Energy Networks, Metal, Pressure Vessels and Road Equipment.

Rimaster has earned the confidence from three of the strong brands within the Fayat Group: BOMAG, Mathieu who are renowned for their innovative street sweepers and washers and compaction and paving specialist Dynapac.

#### **Capacity a priority**

Rimaster and BOMAG have collaborated since 2017.

"We were looking for a new reliable sup-

plier of wire harnesses. We visited Rimaster, were happy with the situation and wanted an immediate startup with quite a challenging volume. After this, our collaboration has developed fast," tells Oliver Michel.

At the moment, Rimaster is manufacturing wire harnesses for BOMAGs entire product range – except for smaller machines without electrical architecture – as well as electrical cabinets and dashboards.

Oliver Michel confirms that Rimaster's global presence is important for BOMAG.

"We prioritize capacity and geographical proximity and are happy to see that Rimaster is investing in new production sites around the world. Of course, we also appreciate cost efficiency, not least as some of these cost sensitive products require manual work."

#### **Transparent dialogue**

German vehicles are world famous for their outstanding quality and BOMAG's





"With our global approach it is really, really important to have global suppliers with local proximity to be able to meet future challenges"



Photo: Bomag

*BOMAG has been developing, designing and building compaction equipment for more than 60 years and the company's asphalt rollers is a familiar sight on roads and highways all over the globe.*

machines are no exception. Producing harnesses for BOMAG is therefore associated with high demands.

"A failure in a wire harness will have a direct impact on the machine's electrical architecture. The wire harnesses mounted have to be 100 percent tested and approved. Discovering an electrical fail at the final check is not an option, as it is quite complicated to remove and replace a harness at this late stage", Oliver Michel explains.

The cooperation between BOMAG and Rimaster is based on a mutual trust and a regular dialogue.

"We have an intense communication flow between our different channels like engineering, quality, purchase and sales. Daily, as the amounts of products are increasing. To have an open discussion in both directions is essential to avoid any misunderstandings and I really appreciate the transparency in our dialogue."

### A global approach

At the moment, BOMAG has production sites in every corner of the world: Italy, Germany, Brazil, China and USA.

"With our global approach it is really, really important to have global suppliers with local proximity to be able to meet future challenges. The layout of our machines is different depending on the demands and legislations in the geographic area where the machines are used. This meaning that our vehicles have to be locally produced – and that we need to have our suppliers close."

The ongoing global conversion to electric vehicle solutions calls for a close cooperation with an experienced partner within electrical systems.

"To have an innovative mindset is important to meet future challenges and recently, BOMAG was nominated to the BAUMA Innovation Award 2019 at the

BAUMA International Trade Fair. We are proud of our progress in developing successful innovations!" ♦♦♦



*Oliver Michel, Global Commodity Manager Electricals.*





After extensive investments in production, Rimaster Cab & Mechanics has made an exciting breakthrough.

"Last summer's Ricab Tour led to a series of requests and we are currently in the final stages of negotiation," says Managing Director Claes Hull.



*Claes Hull, Rimaster Cab & Mechanics*





*Extensive investments have been done during the last year.*

# Rimaster Cab & Mechanics is expanding its cabs and subcontracting services

New assembly lines, increased welding capacity, and a fully automated laser cutting machine are just some of the investments made at the plant in Horn during the past year. Recently, the laser cutter was put into operation, and is expected to significantly increase capacity. At the same time, flexibility will increase, and lead times shorten, which is ideal for small- and medium-sized series.

## At the right time

The investment is timely, says Claes Hull, who took over as Managing Director of Rimaster Cab & Mechanics in the summer of 2018.

"The demand for cabs is increasing and we have a number of interesting customer dialogs taking place right now. From being a parts supplier, we are now a complete supplier of complex and unique cab solutions for special vehicles and are currently on the brink of a breakthrough in our deliveries."

Our transition is a long-term effort requiring patience and leading to the strategy and capacity we now have.

"We have an ownership structure and an owner's philosophy that is about more

than just a quarterly focus. The business allows for sustainability and we work with a strategy that is maintained over time and will benefit both us and our customers," says Claes Hull.

## Valued concept

Rimaster's offer is based on a high-mix, low-volume concept and that is precisely why cab manufacturing fits the business's identity so well. This is really about multi-faceted products in relatively small series, whilst at the same time maintaining a very clear connection to special vehicles.

"The significant interest we have received shows that our concept holds value and that customers appreciate our offer in the form of competitive prices in short series. The key to our success lies in our complete offering and our flexibility. We can help with product development and manufacturing – from sheet metal to electrical systems – and we boast extensive experience and a unique supply chain. Furthermore, our production system lends itself to efficiency in small details."

## Sheet metal subcontracting

Investments in production have made it possible for us to meet the increased demand, and to begin offering other, new services.

"In our sheet metal workshop, we serve our cab customers and our own production. But we also provide production subcontracting services for external customers in other sectors. We have a complete production cycle (bending, welding and cutting) with short lead times, and we can quickly produce custom solutions in small series. ♦♦♦



*The fully automated laser cutting machine will significantly increase capacity says Pierre Vernersson and Karin Hiertoorn.*



# From science fiction to reality in record time

In the future, mining will be performed by self-driving, electric machines, remotely controlled from above ground. And for the Swedish company Epiroc Rock Drills AB, the future is already here. As one of the participants in the EU 'SIMS' project, Epiroc developed several groundbreaking machines for innovative and sustainable mining.

SIMS stands for Sustainable Intelligent Mining Systems; a major research and development project partially funded by the EU Horizon 2020 program. The aim is to develop new solutions and technologies for the future sustainable mining industry. Within the framework of the project, a consortium was formed with participating mining companies, equipment and systems suppliers, and researchers from higher education institutions.

## Efficient platform

Epiroc, which previously operated under the name Atlas Copco, is the project coordinator for the consortium. For Epiroc, a

"Battery power means that we can eliminate diesel exhaust altogether."

market leader in mining automation and development of drilling units, rock excavation and construction equipment, participation is a given, says Åsa Gabrielsson, Global Technology Manager of Epiroc's Underground Rock Excavation division.

"Epiroc finds value in the SIMS Mining Project in a number of ways. We view the EU platform as an effective way to reach out with our message on future mining. It also includes various types of training and

simulations, which gives an understanding of what it is like to work in the mining industry, something that may contribute to the supply of skills in the long term. Thanks to this form of cooperation, we have also developed and tested new technology solutions interactively with mining companies and universities, which has contributed to a high degree of innovation."

## Battery powered and remote controlled

As part of the project, Epiroc developed several battery-powered underground vehicles: a 42-ton dump truck, a 14-ton loader and a two-boom drill rig. The machines are remotely controlled from a control room above ground.



## The following companies participate in SIMS

Epiroc Rock Drills AB, ABB, Agnico Eagle Finland, Boliden, Ericsson AB, iGW, K+S, KGHM CUPRUM, LKAB, Luleå University of Technology, Mobilaris, RWTH Aachen University, WolfIT.



Armin Beslagic

Rimaster has delivered electrical systems for all models in the form of cabling.

"With these machines, we are breaking new ground. This is our second-generation battery machine but the first to be developed for electric operation from the start. It's efficient and very modern," says Åsa Gabriellsson.

"Battery power means that we can eliminate diesel exhaust altogether. With the existing fossil operation (internal combustion engines) in underground mines, it's basically like operating the machines indoors. It requires great ventilation systems and a lot of energy. The fact is that we need to bring more tons of air out of the mine than rock mass. So it is not just an envi-

ronmental issue but also implies a major individual cost for mining companies. Therefore, the benefits of electric operation are many. Our automated remote solutions also contribute to a safer working environment in the mines."

### Tight timeframes

The major challenge has been the time factor. To design – in a relatively short timeframe – a fully mature product that can be demonstrated to customers and that works as well as a diesel machine. So says Armin Beslagic, who managed the loader development project.

"We launched the machine in November

2018 to great interest. The first deliveries are planned for the end of 2019. But the most important phase is in front of us and that is the upcoming field test," notes Armin Beslagic.

"Rimaster has helped us meet this tight timeframe. We have had close and good cooperation, which has resulted in delivery in record time. Together, we found a good approach by which we identified the material to be purchased and used beforehand. The cabling production took place as soon as the drawings were finished, which was at a rather late stage. We value being able to have such a close dialog and obtain solutions with extremely short lead times."



A woman with short brown hair and glasses, wearing a pink blazer, sits on the left side of a small round wooden table. A man with short dark hair and glasses, wearing a dark suit, sits on the right side of the table. A laptop is open on the table in front of the woman. They are both smiling at the camera. The background shows a window with blue and white striped curtains. The overall scene is bright and professional.

# New organizational structure keeps Rimaster looking to the future

Putting its employees at its heart, Rimaster launches a new organizational structure with a focus on the future. Annika Rahm (Global HR Manager) and Emanuel Vardi (Business Controller) are two new resources brought in to ensure Rimaster's long-term competitiveness.





*Annika Rahm and Emanuel Vardi are new employees at Group level - with a focus on long-term development of expertise and economic stability.*

After several years of intensive growth, we are focusing on Rimaster's competitiveness for the future. Skills and business development will go hand in hand. Therefore, we have now adopted a new organizational structure strengthened by two new Group-level employees.

### Great challenge for the industry

Annika Rahm joins after holding a position as HR Manager with Husqvarna Construction. She is trained as an economist and has worked as a business manager in a bank. As an HR specialist, she has worked in managerial positions in international businesses since 2006.

"I have had the privilege of working with skills development in both service and manufacturing companies, including entrepreneurial enterprises. My passion is for developing skills and a skilled labor force, and I hope that I will be able to contribute with new approaches to Rimaster's employee development," says Annika Rahm.

A skilled labor force is a major challenge for the global industry; therefore, a well-functioning HR program is crucial for companies' ability to remain competitive. Existing employees must be encouraged to further develop themselves and be offered new challenges so that they choose to stay. At the same time, Rimaster should be an attractive employer that is able to add new and relevant expertise.

"Satisfied employees and satisfied customers are two interconnected vessels. Employees who enjoy their work are keen to develop the

## "Skills and business development will go hand in hand"

company and customer relationships. The commitment of our employees is, in turn, valued by the customers that choose us."

### Strong values attract

What is it that makes Rimaster attractive?

"An interesting business and an exciting job in a company that is doing well and gives you the opportunity to develop. To come into a company that is growing, developing new products, and winning new customers is always a sure-fire way to ensure you get the chance to step into new roles. You have the opportunity to be part of the company's journey and perhaps to work in new markets," states Annika Rahm, who suggests that there are advantages to working in a non-listed, owner-managed company with a sustainable long-term focus.

"Rimaster is really a family that stands for strong values in a way that is quite unique. Those who choose to work with Rimaster get the chance to develop and be part of the company's future growth in close collaboration with colleagues and managers."

The foundation is created by all of Rimaster's units sharing values, views, and processes.

"Therefore, I will also be a resource for our various subsidiaries and provide support and coordination, so that HR-related procedures and processes are carried out with

global consensus. In essence, it is also about efficiency: sharing the 'best practice' and not taking the time to re-invent the wheel."

### A healthy balance sheet provides opportunities

Emanuel Vardi has a wealth of experience working with Rimaster. For eight years, he has worked as an external consultant in the form of an authorized auditor for Deloitte.

"My role is to work together with management to maintain and improve the Group's financial health. The aim is to maintain the combination of steady growth and a good financial position," says Emanuel Vardi.

"Strong long-term finances sends important signals to both our customers and our employees. For employees, it is not only about having a secure job but also knowing that there is potential for them to progress within the organization. A stable financial base is a requirement for us to be able to invest in a skilled labor force."

Emanuel Vardi himself is a shining example of this:

"After working with Rimaster for such a long time, I know how strong and motivated the ownership behind it is and the strength that this provides throughout the entire Group. The owners are very clear that they also want to see continued growth and positive development of the Rimaster Group in the future. I would very much like to be on board this amazing journey!" ◇◇◇



**Now, Rimaster's successful development concept will take flight. We are expanding our engineering resources in France and are planning investments in more countries. At the same time, Rimaster Development in Söderhamn is being strengthened with new employees.**

*Fredrik Pettersson and Daniel Brolin,  
Development Manager, discussing a new  
customer development project.*



# Rimaster Development grows internationally

Rimaster Development is our electrical system engineering resource for customers. From development and design to prototype and serial production.

"In many cases, Rimaster Development functions as an external development unit for customers' electrical systems. By taking a holistic approach to its work, the Development team's design engineers can help customers to save on costs through increased functionality of materials, manufacturing, and operation," says Daniel Brolin, Development Manager at Rimaster Development in Söderhamn.

"We know from experience that our development expertise is much appreciated, both by the small- and medium-sized customers that do not have these kinds of resources, as well as by large customers that have their own development departments within the sector but seek collaboration and new approaches through external expertise."

## Investment in France

To meet demand in Europe, we are strengthening the design resources at Rimaster in Lyon. We are also planning to strengthen design resources at more units so that we can

"We know from experience that our development expertise is much appreciated"

be closer to our customers.

"Right now, we are recruiting an electrical design engineer so that we can create a development department with a focus on the French and Belgian markets," says Philippe Faure, Technical Project Manager, Design Engineer and Customer Support Manager for Rimaster in Lyon.

"Our aim is to extend our local service with the same concept that we offer in Söderhamn, with development and design support. We will also be more proactive in the prototype phase and create synergy through close collaboration with the Rimaster Development team in Söderhamn. Of course, we will also work according to our central procedures to ensure quality and efficiency, as well as consistency in our working methods. If, as expected, the market reacts positively to our investments, then we will

continue with these and employ additional expertise."

## New skills in Söderhamn

Expertise in the design of electrical systems for special vehicles does not just grow on trees. It is something that is learned along the way. Here in Söderhamn, Rimaster Development has its own "Rimaster Academy" where employees are given ongoing field training opportunities. Daniel Brolin and his team also offer training to Rimaster employees from other units across the world.

"Currently, we are even strengthening resources here in Söderhamn. We have recently hired an electrical design engineer, Fredrik Pettersson, and are continuing to recruit. At the same time, we are rebuilding and expanding the Development team to aid future growth. The ongoing electrification in the automotive industry means a steadily increasing demand for our expertise." ◇◇◇



Philippe Faure

## New expertise at Rimaster Development

### Fredrik Pettersson, Electrical Design Engineer

*"I have worked as an electrical design engineer for several different consulting companies for almost ten years. Most of the time I have been out on assignments with customers from the steel, paper and nuclear power industries so I'm used to, and appreciate, a close customer dialog. I am very interested in cars and private vehicles, so working with Rimaster's customers is a bit of a dream come true. Special vehicles is a unique field with unique conditions and it is the kind of challenge that I enjoy. Now, I also have the opportunity to follow up on my work in production and I think this adds an extra dimension to the job."*







*Management factory visit in April 2019.*

# Rimaster Serbia – our new powerful production resource

Rimaster Serbia is up and running! With serial production for key accounts BT/Toyota and Bomag – and sample productions for new customers coming up, our new launch is taking off like a rocket.

The new Rimaster Serbia production facilities has been operational since December 2018. After receiving approvals from both BT/Toyota and Bomag the serial production of harnesses is at full speed with great opportunities for future expansion.

RFQ process for new customers is already initiated.

"At the moment we have 850 square meters at our disposal and 39 employees. At the end of this year we planning to have 60. In the beginning of next year we will relocate our production and offices to new premises with an area of 4 000 square meters. This will be a state-of-the-art facility with about 200 employees", tells operational manager Dejan Simic.

## **Strategic location**

"We are very proud of the fact that all production equipment is brand new and optimized for manufacturing of high-quality harnesses the Rimaster way. For instance, we've made heavy investments in ma-

"We have a long-term commitment that will offer stability and reliability with the possibility to easily increase capacity when needed"

chines for cutting and crimping, as well as for multicord cutting and stripping. For these jobs, we've invested in a Schleuniger Crimp Center 64 and a Schleuniger PowerStrip 9559. I think this is a powerful message to the market, that we are here





to stay” says Dejan Simic who himself has extensive experience from the industry.

Rimaster Serbia is located in Paracin, in central Serbia. 160 km south of Belgrad, Paracin can offer smooth logistics in all directions. This central Europe location is of great strategic value for customers wanting to connect the eastern and western Europe markets. The area is also known for its industrial knowledge and craftsmanship.

#### **A competitive edge**

”The fact that we have good access to competence makes Serbia really com-

petitive. We are experiencing a welcome post war stability and the region is very positive about the Rimaster establishment. It's a win-win for everyone”, Dejan Simic concludes.

From a customer point of view, Rimaster's customers will benefit from high level quality harness production and delivery performance that follows with increased capacity.

”We have a long-term commitment that will offer stability and reliability with the possibility to easily increase capacity when needed.” ♦♦♦



*Dejan Simic, Operational Manager*





# Industrialization 4.0 at Rimaster Ningbo

*Rimasters quality assurance team has worked purposefully to develop the business in Ningbo, says Simon Zhou, here performing a review together with Andy Luo.*

During the past years, Rimaster Ningbo has made heavy investments in automation and capacity leading to a significant increase in productivity.

"Our efficiency in production and testing is constantly improving", states Quality and Engineering manager Simon Zhou.

"We are in the middle of the new industrial revolution where automation and new process technology is changing the entire business. For us at Rimaster Ningbo, it is natural to be active in that process", says Simon Zhou who has driven the project

together with his colleagues.

## Increased capacity

By focusing on two different areas – investing in automation and in activities on testing performance – the Ningbo team has achieved continuous improvement over several years. "Improvements are seen continuously and during 2018 production efficiency was up 21 percent and testing efficiency was improved by 28 percent".

Several investments replace manual work, others have further increased the existing degree of automation. For instance, a new corrugated tube cutting machine, an auto-crimping machine and an automatic feed splice machine have been installed together with shrinking tube machines and a tracked shrinking tube heater.

## Effective testing

"The success is a combination of machine investments and improvements in processes and quality. One won't succeed without the other", says Simon Zhou.

The continuous improvement of testing routines includes the creation of a

voice-control testing program for smart and reliable tests of cabinets and control boxes and testing jigs for high volume products to reduce test times.

"We also have arranged monthly 'lessons learned'-trainings for the test team as a way to share experiences and facilitate improvements. The team has worked hard and we now have a very high delivery reliability – but of course we won't settle with this and will continue our improvement work according to plans." ◇◇◇

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