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# It is Time to Look to the Future

The year 2020 did not turn out the way we had expected. However, after six months of living in a new normal it is possible to say that the world keeps turning. At Rimaster we are humbled by what lies ahead—this is by no means over—but we are also deeply grateful for the stable and long-term customer relationships that have enabled us to get through the initial turbulence so successfully. By focusing on communication, transparency and mutual trust, we have been able to safeguard all steps of the supply chain. I would even go as far as to claim that none of our customers have suffered stoppages in the past months because of us. I would therefore like to extend a huge thanks to everyone: Rimaster's employees, our flexible sub-suppliers and our fantastic customers, who have shown such trust in us at this time.

For us here at Rimaster, 2020 is proof that we chose the right strategy. Our focus on electrical systems for customer-specific High Mix and Low Volume solutions remains successful. Our broad knowledge, global presence and end-to-end manufacturing process enables us to offer our customers a complete service — from actively contributing expertise in the development phase to a choice of production methods. We are lucky enough to be able to collaborate with customers in many different industry sectors and this variety has been a source of

inspiration to us for many years. During the pandemic our strategy of diversification, with customers in many different industry sectors, also proved to be a strength. Now we are looking to the future and look forward to developing our new production unit in Serbia: a new, 3000 sq. m. production area that will safeguard availability for both our existing customers and new ones. We will continue with our chosen approach as a global specialist in electrical systems developed and produced based on high levels of flexibility and local presence – in close cooperation with our sub-suppliers and customers.

*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 with origins and head office in Rimforsa, Sweden. Rimaster today has around 1,000 employees operating in 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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Rimaster wants to be a leading supplier in the field of systems solutions.

This is why we have developed an effective, highly adaptable process at all our facilities.

"The Rimaster process is based on flexible solutions for our customers and we use the technologies required to meet their needs," said Pernilla Norman, Vice CEO.

Photo: Olympe Karchan

A smiling man with a beard, wearing a dark blue t-shirt with the 'rimaster' logo, is working in a factory. He is holding a large black cable or hose. The background shows industrial machinery and shelves.

**The Rimaster process  
— how we ensure the  
production of high quality  
products for our customers**

Being the systems supplier for customers in the special machine segment involves specific requirements regarding processes and technologies. "We steer our processes to meet customers' requirements and we closely follow developments in the market to be able to offer the correct technology and a high level of availability," said Pernilla Norman.

"Because we operate in the niche segment of special vehicles and machines used for work in demanding environments, we are very focused on customer requirements and technical developments in these areas. Being able to offer production methods such as braiding, overmolding and ultrasonic welding is a prerequisite for being able to produce high quality cable harnesses customized for the environment in which the product will be used." Some cable harnesses must be able to withstand tough conditions, such as dirt, damp and both high and low temperatures.

While other cable harnesses may be subject to less taxing environmental requirements but must meet higher requirements regarding price optimization.

Rimaster's ambition is to cooperate closely with customers on development and design of the systems to be manufactured, in order to boost customers' competitiveness.

"We want to help our customers to be in

"We want to help our customers to be in the vanguard – and this means we have to be at the forefront too"

the vanguard — and this means we have to be at the forefront too," said Pernilla Norman.

#### Developed process control

Monitoring of customers' needs and meeting demands for different production technologies in each market is self-evident. Based on something we refer to as the Rimaster process, each production unit creates an efficient production chain in which all units are able to offer a complete, demand-driven supply chain. Rimaster Poland is the largest of our units to successfully develop process control and introduce new solutions for optimized availability and productivity. Taking the employees' working environment and participation as the starting point, the entire production line has been rebuilt — both in terms of machinery and assembly stations.

"Among other things we have introduced a new assembly line for selected

products where tools, instructions and assembly together create a U-shaped flow. Every production line has been equipped with new, specially customized tools and a large display screen with documentation and instructions for the employees. We have also improved the efficiency of logistics and daily production planning in order to be able to meet customers' demand for cost-effective products," said Piotr Gawroński, Head of Quality at Rimaster Poland.

#### Keeping the wheels in motion

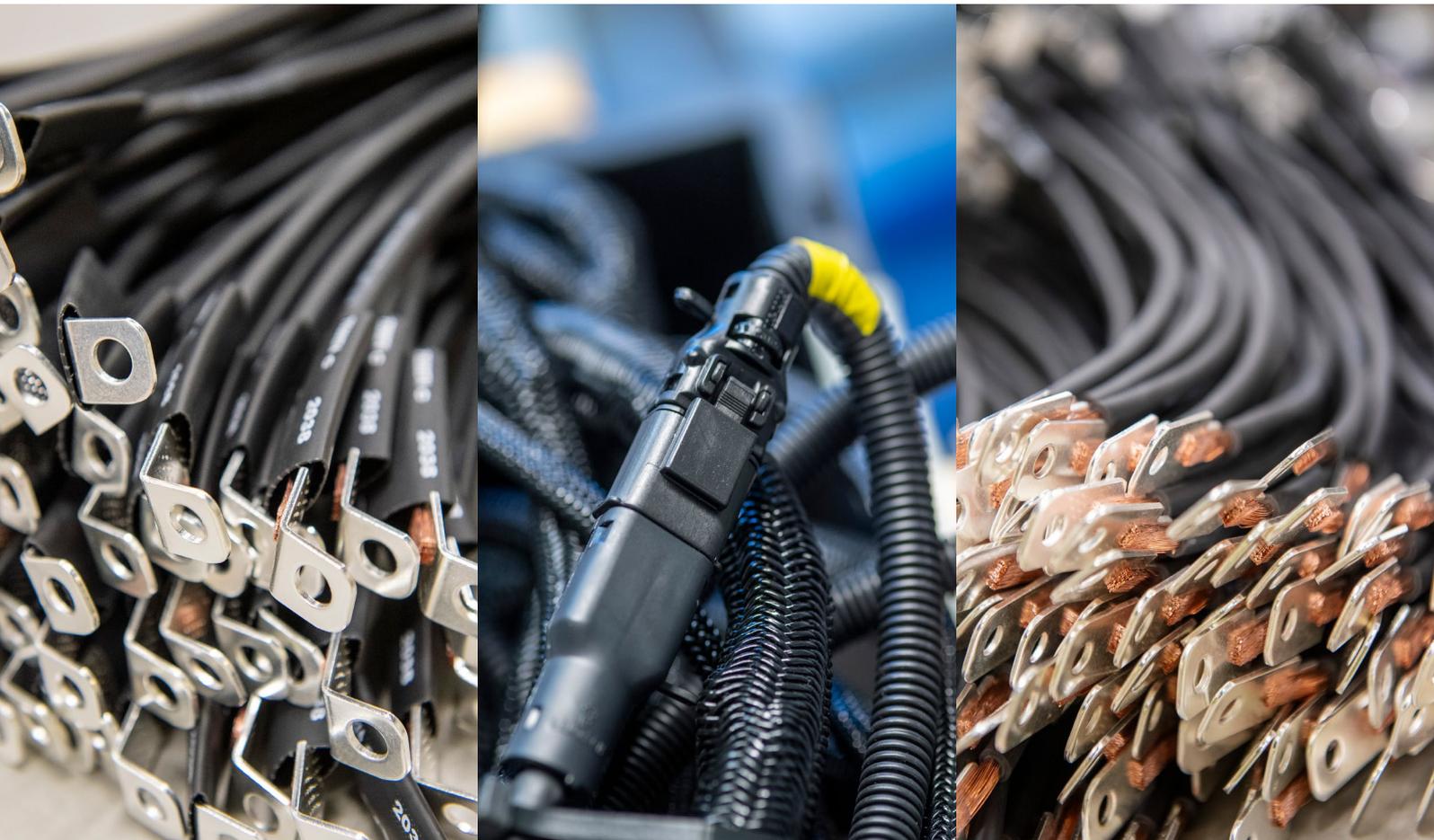
This has resulted in a powerful process encompassing planning, production flow, working environment and skills development, according to

Piotr Gawroński. "Working with continuous improvements on a daily basis is an important part of Rimaster's strategy and a way for us to maintain our competitiveness and meet customers' expectations. Every day we work according to the principle

'Plan - Do - Check-Act' to keep the wheels in motion."



Pernilla Norman, vice CEO



## THE RIMASTER PROCESS

# High mix, low volume

### Design

Design and development are carried out in both 3D and 2D using a number of tools, such as CREO, Autocad and Solidworks. Output data from these systems can be imported directly into the manufacturing process.

Complete system design and programming of machine functions based on customers' various needs.

### Crimping

Fully or partially automated crimping or manual crimping or crimping in robotic cells depending on design requirements and volumes.

### Braiding

Braiding is an example of the many ways in which Rimaster listens to customers' requirements and incorporates a method into the manufacturing process in order to improve cable harnesses for selected electrical systems. Braiding is used in cable harnesses to create durable, "thin" cable harnesses.

### Protection sleeves and rigid tubes

One alternative to braiding is to cover the cable harnesses with an elastic sleeve. This type of protection is suitable for cable harnesses in moving applications but offers slightly less protection against abrasion than braiding.

Rigid plastic tubes are another form of protection and are available in two versions: open, for easier installation, and closed, for better protection. However, the second option is more difficult to install as installation involves the entire cable harness together with the tube.

### Ultrasonic welding

Ultrasonic welding for effective use of space and flexible designs.

### Overmolding

Low pressure molding for components subject to high tightness requirements.

### Electronics

Circuit boards are manufactured using both traditional through-hole technology and modern surface mount technology. Production comprises all soldering technologies

and a fully automated selective soldering process is used when the circuit boards feature a combination of through-hole and surface mount technology. Automated optical inspection (AOI) is used for manufacturing inspection.

### Casting

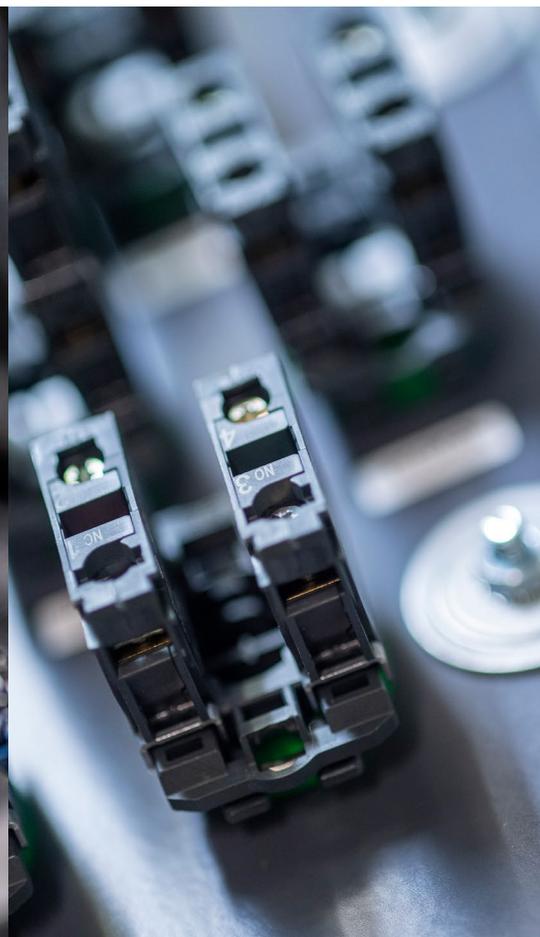
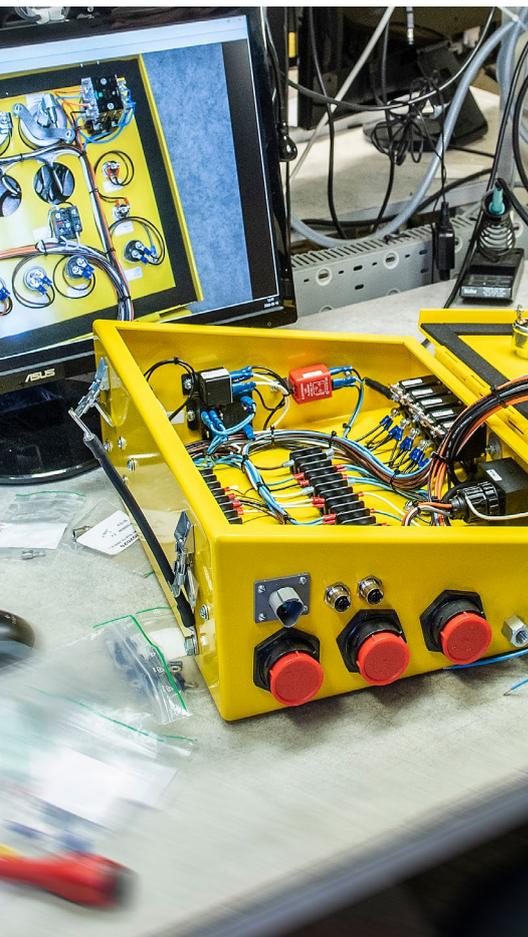
Casting of electronic components is performed for various classifications. For instance, we offer casting with potting to protect against moisture and impact. This is used to protect circuit boards or instruments where good moisture and impact resistance is required, this solution is permanent.

### Mechanics

Laser cutting and edge pressing using modern high capacity machines.

### Box building

We offer customers a complete system solution comprising everything from development and design in 3D to the manufacturing of printed circuit boards, cable harnesses, mechanics and programmable electronics.



## TOUGH CIRCUMSTANCES, TOUGH TIMES

# ”Rimaster never lets us down”

Come rain, come shine... a harvesting machine from Dewulf has to withstand the toughest conditions. With wire harnesses from Rimaster inside, it gets a lot easier.

”Rimaster always delivers solutions, never problems”, says Dewulf purchaser Bert Desmyter.

Vibrations, dust, mud and a constantly changing climate. It’s a hard life for all the Dewulf machines out there.

”Our machines are built to work in severe conditions. Our customers rely on the fact that we have the expertise to meet the different requirements and that our products will cope with whatever happens”, says Bert Desmyter.

Dewulf is the world’s foremost full-line supplier of potato and root crop processing machinery. With three locations in Belgium, the Netherlands and Romania, the company leads the industry in the development and production of agricultural machinery for soil cultivation, planting, harvesting, grading, storage and transport of potatoes and root crops.

#### Different climate, same wire harness

The extensive difference in temperature is the greatest challenge for the machines’ electrical systems. Dewulf machines must operate flawlessly in both extremely cold and warm temperatures. You can find Dewulf from the snowy plains of Canada

to the warm fertile fields of Ethiopia. Still, the same wire harnesses are used in all machines, no matter where on the globe they are working.

One might think that water is a problem, but actually the expansion and shrinkage that occurs with different variations in temperatures is a bigger problem. Dust and mud are another challenge, explains Bert Desmyter, as dry, fine-grained dust tends to nestle into the protective layers of electrical paper.

#### Innovative solutions

The wire harnesses from Rimaster live up to the requirements regarding quality, durability and sealing. Moreover, these harnesses offer the benefit of easy mounting in every step of the process – from development to serial production, says Bert Desmyter:

”We have a long-term collaboration in which Rimaster helps us to invest in new technology. They know our machine types and engines, and what kind of wire harnesses are needed. They also have the

habit of giving us feedback on how to create even better results.”

#### There’s always a solution

Dewulf is a family business with a rich 75 year history and is currently under the management of the third generation. Innovation, reliability, enjoyable collaboration and assisting the customer in finding the most economical solution are the cornerstones of Dewulf’s business strategy.

Dewulf and Rimaster have a common attitude, says Bert Desmyter:

”Rimaster thinks in solutions. They never share problems – instead, they always have a solution to share. This is exactly the attitude that Dewulf has towards its own customers. We always offer solutions. And that is why we choose Rimaster.

The turbulence created by covid-19 has further strengthened these bonds, says Bert Desmyter.

”It has been a heavy challenge for all of us, but during this period Rimaster never let us down. They had a solution even for this.”



# Full transparency and daily meetings -Rimaster's approach on the Corona crisis

A supply chain is never stronger than its weakest link. In 2020 communication has proved to be Rimaster's great strength.

"Collaboration, transparency and trust in the communication between us, our customers and our suppliers has been our main focus" says Dawid Haponiuk, responsible for global sourcing at Rimaster.

Long term relationships and close collaboration with suppliers has always been one of Rimaster's most important tools to ensure availability and meet customer's needs. Purchase is organized on a global level as well as locally in order to fulfil Rimaster's promise of global presence and local proximity.

"Our dedicated sourcing team is the core of our actions. We are constantly working with our reactivity and stock levels, communicating with our customers

**"Contemporary communication technology has been crucial"**

to create adequate forecasts of their needs, allowing us to have an equal transparent communication with our suppliers", explains Dawid Haponiuk.

*Dawid Haponiuk,  
responsible for global  
sourcing at Rimaster*



### **Reactivity and flexibility**

Smart inventory solutions, tailor made for Rimaster's High Mix Low Volume-niche, is another strong prioritization.

Having an optimized stock level for vastly used connectors and component, combined with agile suppliers increases reactivity and flexibility. Something that has proved invaluable during the Corona pandemic.

"The outbreak forced us to react very quickly and it was a great advantage to

have the existing communication routines in place", says Dawid Haponiuk.

### **Daily meetings**

Though, these activities were ramped up due to the pandemic.

"Of course we had to react very quickly to what happened on the market. By using our global communications platform we performed daily morning focus meetings with our customers. We've aimed for full transparency throughout the supply

chain, cross connecting all stakeholders on a daily basis."

### **It turned out to work great.**

"Contemporary communication technology has been crucial. Everyone has worked very hard and I honestly believe that we have not stopped any of our customers from performing their own activities."

# Great minds think alike

In order to provide our customers with premium quality solutions for harsh environments, Rimaster collaborates with the world's leading suppliers. The long relationship between Rimaster and TE Connectivity is based on a common set of values.

The love story between Rimaster and TE Connectivity (TE) began in the late nineties with a project for Caterpillar.

"We immediately saw the benefits of the TE's DEUTSCH connectors. They were easy to mount in production and demount in the field and there were no problems using them in demanding environments. We started to offer their connectors to other customers as well", explains Ulf Almén, System Design Manager:

"Since we are developing electrical

architectures for our customers and also are developing our own products, we recommend and design in DEUTSCH solutions that we know can meet the toughest environments that machines will face every day. Rimaster is recognized for expertise in the manufacturing of high-performance electrical systems for severe applications and must recommend and integrate components up to the constraints so as not to compromise the quality of the final product."

Today, Rimaster is sourcing on a global scale all sets of TE Connectivity product series including connectors, terminals, seals and wedges – but not only.

"Another advantage of sourcing and cooperating with TE Connectivity is that their complete series of products can be easily forged by us to offer our customers complete and reliable solutions. One solution can be sourced by one partner instead of breaking down every part towards different suppliers", Julien Fambrini tells.



*Advanced, high technology electrical connectors. Precision and tightness are important for full functionality in demanding environments.*

### Market leader

TE Connectivity is proud to be a market leader in developing products for industry solutions that provide reliable connectivity in harsh environments. Their sealed connectors can withstand extreme high or low temperature, high vibration, and corrosive environments, as well as the rigors of high-pressure cleaning.

"TE develops products based on customer input and an agreed-upon product requirement document. We use a lean stage gate process to track component development from its definition phase to its industrialization. Today, products are developed and described directly in a 3D model. The model provides all the information we need to produce a component and also generates a 3D PDF. This enables us to work with computer tomography to scan and measure components. We compare the actual part with a fail color method in the 3D model, using conventional measurement methods unless other methods are specified. After passing this test, parts undergo a qualification test program according to an agreed-upon specification in our test competence centers", explains Andrzej Zubka, Sr. Director Sales at TE Connectivity:

"Our use of simulation tools, prototype testing, and design for manufacturing

### "There is no doubt that TE Connectivity and Rimaster teams up in a really good way"

reviews and verification methods help TE develop high-quality products that work reliably from first use. We also save time during the tool building process with fewer conditioning loops."

### A great team

There is no doubt that TE Connectivity and Rimaster teams up in a really good way, says Andrzej Zubka:

"We have a well-developed customer and supplier relationship. Rimaster provides accurate orders and forecasting. TE delivers best-in-class products, leveraging its highly reliable supply chain to deliver them on-time and in the quantities specified. We work together cooperatively and collaboratively to serve our common customers with cable harness solutions, as well as provide strategies for technical and logistical solutions, improve workloads, and reduce costs. Both companies enjoy a good brand reputation for quality products and service."

Customers today expect more than

products from their suppliers. They expect partners who can help them develop solutions with flawless quality and state-of-the-art technology with the goals of outpacing the competition and controlling costs.

"TE Connectivity demonstrates its partnership with Rimaster by providing not just connectors, but also a broad portfolio of end-to-end solutions that include highly reliable connectors, tooling, training, and exceptional service. Being a harness supplier Rimaster has deep knowledge of customer needs and access to their designs. TE Connectivity supports Rimaster and end-customers with the products and services they need for their demanding applications", says Andrzej Zubka.

DEUTSCH, TE Connectivity, and TE connectivity (logo) are trademarks.



Ulf Almén



Julien Fambrini



**Mikael Hermansson**

Head of Finance, Sweden

*What will you be doing at Rimaster?*

I will be acting as the "local" head of finance for the Swedish companies, which means I will represent Sweden in our global finance organization. Prior to this I held the post of Finance Director of Sofidel paper plant in Kisa, where I grew up.

*Why did you choose to join Rimaster?*

I'm from the area and have heard people talk about Rimaster since I was very young. I worked for my previous employer for a long time and knew the industry inside out and I just felt it was time to try something new.

Rimaster works in an exciting industry sector and is a local, expansive business. It is important to me to be working in a business that keeps changing and developing, otherwise the job of finance director become mostly an administrative position. Rimaster suits me perfectly as we are right in the middle of implementing our growth strategy.



**Elisabet Boholm**

Site Manager,  
Rimaster Cab & Mechanics

*What will you be doing at Rimaster?*

I will have overall responsibility for the business – from production, production technology, warehousing and logistics to working environment and real estate. In total, I am responsible for some 30 employees. I am also a member of the company's management team. Before this I worked in various consulting and interim management positions. I have a background in manufacturing industry, having worked at companies such as Siemens, Sapa and Gränges. One "unusual" thing about me is that I've also worked at the Swedish Migration Agency. This organization had a very large proportion of female staff and was social sciences oriented, in sharp contrast to the manufacturing sector, but I learnt a lot!

*Why did you choose to join Rimaster?*

I think it will be exciting to be involved in expanding the business and developing our expertise and operations to become even more competitive. I look forward to being involved in developing our employees. For the kind of small series production we focus on, it is incredibly important to harness the expertise of our employees.



**Rimaster growing in development**

We are now strengthening our development resources with new employees around the world. Regardless of the market, you can receive support from skilled staff for your development process - locally and easily!

**Milan Pavlica**

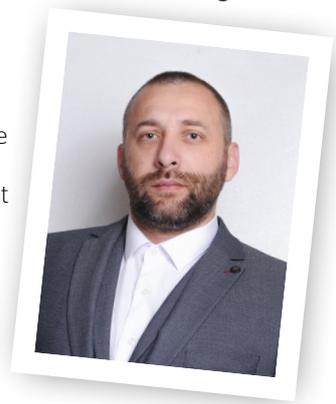
Managing Director, Rimaster Serbia

*What will you work with at Rimaster?*

I will lead the work of our unit in Serbia. Earlier, I've been working within the automotive industry and think that there is an exciting connection between Rimaster and my previous assignments. Right now my full focus is on our new unit in Paracin, which we have now completed - production is in full swing. Among other things, we are focusing on further development, standardization and quality assurance according to ISO and, of course, new customer relationships.

*Why did you choose to work with Rimaster?*

I've heard of Rimaster and I really like the way you work - it feels innovative. There is a positive spirit that is characterized by collaboration and a strong culture. It's a corporate culture which also gives freedom to develop under responsibility, within the framework of our common strategy and corporate culture. I think it will be very exciting to lead the development further here in Serbia. The situation is strategically good and we have good access to competent English-speaking employees.



**Peter Sonevang**

Managing Director, Rimaster Sweden

*What will you be doing at Rimaster?*

I will be responsible for Rimaster's operations in Rimforsa. We will actively be working on leadership and leader development as part of our work on consolidating growth and the basic structure of the group. I myself have more than 20 years' experience of management and change management activities in an international environment, including my time at Ericsson. Over the years I have come across many Rimaster customers in the environments I've been working in. I have also been involved in start-up operations in China, where I lived with my family in two different cities.

*Why did you choose to join Rimaster?*

The simple answer is that Rimaster offers the kind of company culture that I've been looking for. Rimaster has a lot of heart and soul and is clearly committed to local issues as well as global growth. The company pursues what I consider to be a healthy balance between financial targets and other values. The combination of people, technologies and production at Rimaster also appeals to me.



Rimaster's expansion in Serbia continues. The new production plant in the Paracin industry park is up and running, offering new possibilities for customers looking for specialist competence and high availability.

# Rimaster Serbia open for business

"Even if covid -19 slowed our pace in the late spring we are now back on our time schedule offering 3 000 new square meters of optimized production", says Milan Pavlica, managing director for Rimaster

Serbia.

Production has reached a steady pace and includes optimized production lines managed by more than a hundred skilled co-workers.

"Competence and availability is our main focus as we are continuing the dialogue with new exciting customers. We are also developing our quality processes, and are now offering the ISO-standard certifications

## "Rinforced" – overmolding for increased functionality and safety

Our overmolding (low pressure molding) production equipment in Rimforsa has been installed and commissioned. Rinforced, which is the name we've given to this concept, is perfect for all types of machines that operate in tough environments and are subject to high tightness and vibration requirements for components and cable harnesses. For instance, we are able to offer overmolded, customized electrical connectors with the correct cable lengths, resulting in improved cost effectiveness and shorter lead times. As the product owner we are also responsible for quality testing and certification. Please contact us for more information about what Rinforced can do for your product.



As employee number four, Niklas Kindén has been with Rimaster since the very beginning. In those 36 years he has worked in almost every role – except as CEO. "I like meeting people and I like doing business. This job is perfect for me!"





*Niklas Kindén in his home office, surrounded by nature and beautiful views.*

## NIKLAS KINDÉN, STRATEGIC SOURCING MANAGER

# “We need to continue to stay true to ourselves”

On 16 January 1984, Niklas Kindén walked into Rimek — Rimfors Mekaniska AB. He was one of the first people to join the company. "I was hired by Jan-Olof Karlsson, Per's brother and in actual fact I think I started before Per," said Niklas with a laugh. Niklas was trained in mechanical engineering and was familiar with welding and metalworking, which came in handy. "I was employed as a fitter, which meant I got to work with most things, from cables to connectors and sheet metal fabrication."

As the business grew, particularly as a result of working with Ericsson, Niklas became responsible for ordering cables and cable terminals — the kind of work he is still doing today. The responsibilities of the job increased and today he is the Strategic Sourcing Manager and is responsible for ensuring all components are available at the facility in Rimfors.

"Cooperation in the group is good and I think we have found a good balance between local and international purchases. I think we have found a good way of working, with local units being able to benefit from global agreements."

### Likes doing business

It is nearly 20 years since he made the choice

to focus on purchasing.

"At the time I was responsible for both production and purchasing but by that time the business had grown so large that I had to make a choice. It was very easy. I really like meeting people and I like doing business. I love my job!" In 2011–2012 he worked in China for a year, a time he found very educational. "If you like purchasing, China is the right market for you. I really enjoyed learning about Chinese business culture and how negotiations are conducted there. It suited me perfectly — I never give in," joked Niklas.

### Dynamic business

There is a reason Niklas is still with Rimaster in Rimfors after 36 years.

"Rimaster has always been a dynamic company. There is always a lot going on and you are given the chance to develop. If I'd continued working as a fitter I probably wouldn't be here today.

But I've had the opportunity to try everything — from technical development to production and purchasing," said Niklas, who added that personal development and inclusive decision-making has always been an important part of Rimaster's company culture.

"We have a very flat organization structure. It makes no difference whether you are a fitter on the shop floor or a shareholder — we all talk to each other and have an opportunity to have an impact at all levels. I myself have on several occasions been entrusted with a seat on the management team but this approach pervades everything, for instance investments and other development. Should we invest in a shearing machine or should we wait? And which one should we choose?"

### "Typical Rimaster"

A management willing to listen and freedom with responsibility is something that Niklas appreciates and which he believes is typical of Sweden in general, but particularly typical of Rimaster. "In my opinion, this is something we need to preserve in the future. We must continue to be true to ourselves, modest and willing to listen. It makes no difference who comes up with a good idea, the important thing is that someone has the idea and we are using it to our advantage. And of course I hope that management will continue to allow people to grow. That's a central theme in the company."

We are now stepping up our development resources to meet customers' requirements on a global level.

"Our expertise in special vehicles and tough environments is unique and sought after by customers," said Peter Haglund, who is in charge of the project.

*Peter Haglund, Head of Quality and IT at Rimaster.*



# Rimaster invests in global development

Rimaster's long-term development strategy is based on the three key words simplicity, proximity and global.

"We want to be near our customers and work closely with them from idea to finished product, offering either a complete service or help with specific aspects," said Peter Haglund.

"Our customers don't really need to know about electrical systems — we take care of that. The aim is to make it easy for customers to focus on end customers' needs.

Because, hand on heart, even if we think electrical systems are really exciting, these systems are only one component in the end users' experience of the finished machine."

Although Rimaster is now a global group, the company's values are based on close and personal contact. This is why Rimaster always prioritizes a local presence when the business is expanding. At the moment, the company is investing in new development resources in Belgium and France.

"Being close to hand and able to communicate in the customer's language is essential in order to be able to deliver good quality and to grow internationally." The skills required to develop a high quality electrical system in a cost efficient manner already exist in Rimaster's organization and expanding the development organization into Europe is the next step.

"Our extensive experience also means that we have a large knowledge database stored in our CAD systems, production equipment and our skilled employees."

What Rimaster offers — development and design of electrical systems directly in a 3D environment and with electrical drawing software that ensures the correct functionality and correct cable lengths — is not self-evident, says Peter Haglund.

"Many of the large companies that own the products have fantastic in-house expertise. But I think it is fairly unusual for a subcontractor to possess this type of development-related knowledge and experience."

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

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