

The background of the cover is a photograph of three people standing in a factory. On the left is a woman with long brown hair, smiling, wearing a black button-down shirt and blue jeans. In the center is a woman wearing a blue hijab and a black zip-up jacket with the 'rimaster' logo on the chest. On the right is a man with glasses, wearing a black zip-up jacket with the 'rimaster' logo and blue jeans. The factory background is slightly blurred, showing various pieces of equipment and workstations.

# ri view

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## Rimaster in Rimforsa invests in diversity

6-7

**Case: Jungheinrich** – Forces for Industry 4.0

3-5

**riCon** – A star is born!

16

Welcome to our world of SIMPLICITY



# Extreme times call for extreme commitment

## CONTENTS

- 3 Case - Jungheinrich
- 6 Integration at Rimaster
- 8 Case: Optiqo
- 10 Overmolding - rilnforced
- 12 Capacity
- 14 Voices about Rimaster
- 16 riCon - A star is born

### Welcome to Rimaster

Rimaster is a leading supplier of electrical systems, 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 more than 1,200 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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We find ourselves in an exceptional situation. In fact, during my 30 years in the international manufacturing industry, I have never experienced anything like it. At the same time as market demand and customer volumes are increasing sharply, global supply chains are facing major challenges. The pandemic has affected capacity, both in the form of a shortage of staff who have been sick or forced to stay at home due to family members' symptoms, and the ensuing shortage of raw materials. In Germany, last summer's natural disasters and floods have affected several of our key suppliers. International transports have also been negatively affected due to a variety of circumstances and the material that is still available cannot always be delivered on time.

In mid-2020, sales volumes were at their lowest. The acceleration that took place in 2021 came as a surprise to most, and few have had time to build the capacity required to meet demand. We, at Rimaster, are in the same boat as everyone else, and in times like this you stand and fall along with your staff. We have the enormous privilege of having employees who live and breathe customer value. During the past year, our employees around the world have been hard at work keeping our customers informed, hunting down material supplies and making themselves available to work overtime. That we can be the kind of employer that attracts skilled staff who choose to develop and stay with us is one of the basic conditions for us being able to keep our promises to customers, now and in the future. In this issue of Riview you will meet some of these people. Of course, I want to thank all the employees in our entire organisation: you have made a fantastic effort. And to our customers and suppliers: Thank you for good communication and respectful dialogue!

We have a time ahead of us that will place continued demands on our determination and endurance. But we're going to make it – together!

*Tomas Stålnert, CEO, Rimaster Group*



As one of the leading providers of intralogistic solutions, Jungheinrich depends on system suppliers with high vertical integration. "Rimaster offers that certain extra performance because they know exactly how the cable harness connects with the Jungheinrich products", says Senior Purchasing Manager Marcus Gessner.

# Jungheinrich and Rimaster join forces for Industry 4.0

“The mix of cost competitive countries and stable, short delivery routes is very important for Jungheinrich’s very broad product range.”

Li-ion-technology, safety, digitalisation and automation... The global manufacturing industry is undergoing a rapid change, and in this Jungheinrich aims to be the first choice in providing efficient and sustainable intralogistics such as trucks, scaffolding and storage systems.

Jungheinrich is a family business founded by Dr Friedrich Jungheinrich in Hamburg in 1953. Today the company is among the world’s leading intralogistics companies. In 2020, Jungheinrich had about 18,000 employees and a global revenue of €3.8 billion. Its products are marketed by 40 direct distribution companies in

Europe, Asia, Africa, Australia and South America. The Group strategy is focused on sustainable, profitable growth in order to enhance the value of the company.

#### **Short and secure deliveries**

As a result of the continuous improvement of the supply chain, as well as value stream for each single material into the trucks, Jungheinrich focuses on suppliers with high vertical integration, explains Marcus Gessner, Senior Purchasing Manager at Jungheinrich in Germany:

“The focus here is particularly on the combination of demanding, automatable

processes and work content with a high level of manual work. If you want to be best in class within this segment, you need a production network in both high-tech and cost competitive countries, and delivery routes should be short and secure. All of these factors combined with a transparent and very competitive cost structure. In Rimaster, we have found a partner who has a great deal of intersection with our requirements.”

#### **Electrical revolution**

Rimaster is Jungheinrich’s system provider of electrical systems for several different models of trucks. “Rimaster offers that certain



Photo: Jungheinrich

extra performance because they know exactly how the cable harness connects with the Jungheinrich products, no matter if it is a truck, a charger, a battery or anything else. That is the advantage of a system provider that we want to make even greater use of in the future”, says Marcus Gessner.

“Another example is the merging of signal cable harnesses with power distribution from the battery to the electrical consumers. This is an important point, especially for lithium-ion batteries and their charging technology, and all the more so for Jungheinrich as a leading provider of this innovative energy storage.”

#### Stability in challenging times

As mentioned, the mix of countries with attractive wage costs and stable, short delivery routes is very important for Jungheinrich’s very broad product range.

“This has currently been shown to us by the Covid pandemic and the subsequent allocation phase.”

Most of the Jungheinrich production sites are in Northern and Eastern Europe, which, according to Marcus Gessner, corresponds well with the location of the Rimaster production countries.

“Sourcing from Asia will of course continue to be important for Jungheinrich. All

the better if Rimaster has a good presence there too.”



*Marcus Gessner is Senior Purchasing Manager at Jungheinrich.*

# Rimaster in Rimforsa invests in diversity

**Everyone at Rimaster should be given the chance to develop. For employees with Swedish as a second language, Rimaster in Rimforsa has carried out a successful integration project that has attracted participants with an international background.**

**“For me, it’s an opportunity to develop in my profession and to be a role model for my children”, says Laila Al Sharif.**

The program is open to anyone who has Swedish as a second language and its aim is to facilitate employee integration, both culturally and professionally.

“We know from experience that communication misses occur sometimes, due to the language barrier, cultural differences, different perspectives on things, different expectations and so on. Within the framework of the project, we have delved deeper into culture and language, but the people taking part

also receive training in the Swedish labour market and in our organisation and our way of working”, explains Camilla Sundberg – HR manager at Rimaster in Rimforsa:

“We have also observed that many of our employees with Swedish as a second language have no contact with Swedes and the Swedish language outside the workplace. So, we believe it’s important to give them the opportunity to practice listening to and speaking Swedish. We’ve also brought up job-related issues for discussion. Why do we as employers talk so much about quality, and why is that so important? What does it mean for us and for our customers? What are the different roles of employer, union, employees, and Rimaster as an organisation? What are our values, and so on?”

## **New career in Sweden**

Participation in the program, in which Rimaster finances 50 percent of the time and the participants the remainder, is voluntary. All in all, around 25 people have chosen to take part.

Laila Al Sharif and Eyad Al Habbal are two of them; the couple is from Syria, and are now living in Rimforsa with their family. Together they have three children: 17, 15 and 12 years old.

“The children and I were first to come to Sweden and Rimforsa, and we were reunited with Eyad when he arrived here after a year or so”, says Laila, who was a journalist in Syria. Here in Rimforsa, she took part in a project with the national employment service where she got an internship, followed by a job at Rimaster. Today she works with the installation of special cabling and crimping.

Eyad has had a long career as a pastry chef with a Syrian luxury hotel. Following the move to Rimforsa, he has changed his career path. After studying Swedish, he too got a job at Rimaster, as a fitter.

“I also drive a casting machine, manage the robot and have started driving trucks. It’s great fun and I see opportunities for development all the time”, says Eyad.

“Working at Rimaster, and this particular project, have been prerequisites for us being able to become a part of this society and not remain on the outside. It’s also important for us to be role models for our children”

*Laila Al Sharif*



### A way to develop

Laila and Eyad have had to begin again, from scratch, to rebuild their life, says Laila.

"Working at Rimaster, and this particular project, have been prerequisites for us being able to become a part of this society and not remain on the outside. It's also important for us to be role models for our children. We'd really like them to choose to go on with their studies and take advantage of all the opportunities available", says Laila, to which Eyad adds:

"Language is a challenge, and a prerequisite for us to be able to develop further at work. I've made an agreement with my language teacher that we will focus on all the verbs that relate to this profession. And my hope is that, with our international background, we can also contribute valuable insight and experience to Rimaster; after all, our workplace is a global concern", he says.

### Developing together

"For Rimaster, it's a win/win situation", states Camilla Sundberg.

"We have a very exciting future ahead of us at Rimaster, and as we move forward, we need skilled and competent staff. We also want to look after our employees so that they develop together with us, becoming equipped for what lies ahead. This project has been a way for us to facilitate that progress. We see it as a fantastic opportunity that we have so many newcomers to the municipality. We need the manpower and the skills. Just this past year, we've taken on about 50 new employees."

"I also drive a casting machine, manage the robot and have started driving trucks. It's great fun and I see opportunities for development all the time"  
says Eyad



Camilla Sundberg, HR manager, together with Laila and Eyad.

# Swedish Optiqo is revolutionising the real estate industry

*"With our solution, a typical hospital could reduce its costs by between 30 and 50 percent"*

*Daniel Westling, CEO Optiqo.*

Digitised property management is a multi-million industry. Swedish start-up Optiqo is one of the pioneers in the field - and is now experiencing worldwide growth with its smart services for airports, hospitals and shopping centres. And they have Rimaster Development as travelling companions.



Optiqo's solution with sensors to measure the flows and a display to inform visitors about the status of the premises, has been collected in so-called QlvrBoxes.

"We're in the business of helping property owners and various maintenance service contractors to optimise their service delivery, through the use of smart digital tools. Facility Management is an industry that has slipped behind a bit, when it comes to digitalisation, but now a full-steam change is underway", says Daniel Westling, Optiqo's CEO.

#### Important for the environment

To actually be informed about how many people are moving around the premises and using the various spaces – especially the toilets and changing rooms – enables a property manager or contractor to ensure that cleaning and maintenance is being carried out at an appropriate level. This is particularly applicable to large public facilities such as shopping centres, amusement parks, hospitals and airports which many people pass through over the course of a day. Cleaning at the right time and in the right way is efficient resource management.

"Our calculations show that with the help of our solution, a hospital could save between 30 and 50 percent on cleaning. It's also an issue of sustainability. Unnecessary cleaning means increased emissions of cleaning agents and chemicals as well as consumption of various disposable materials. Our customers want control both over costs as well as improving their sustainability work", says Westling.

#### Fresh and informative

Optiqo's customer offering consists of three different modules. Initially, a quality control examination is performed where we go through how property maintenance is carried out and what potential exists for improvement. Then sensors are installed that collect data about the flows in the property, facilitating the possibility of

matching deliveries to real needs. In a third phase, property maintenance is visualised as a service to visitors.

"We have developed a display that provides users with information about when and how the space was last cleaned. We have a lot of customers, including fast food chains, who have chosen to install these displays in their toilets, as an alternative to the traditional handwritten cleaning list on the door. The solution is very much appreciated by both our customers and their guests. Naturally, the pandemic has also been a contributing factor in driving this development", states Daniel Westling.

*"The opportunity of growing together with our customers, to be part of the journey from a new idea to a global company - that's the heart and soul of Rimaster."*

*Johan Lundh, Key Account Manager, Rimaster*

#### A smart box from Söderhamn

Optiqo's solution with sensors to measure the flows and a display to inform visitors about the status of the premises, has been collected in so-called QlvrBoxes, which are mounted at strategic locations within the property. Using a QR code, visitors can also provide feedback on how they found the experience. The box is equipped with a 4G card and forwards the information for compilation to Optiqo or directly to the customer, as desired.

Rimaster Development in Söderhamn has partnered with Optiqo and assists with both the development and production of the QlvrBox.

"We have a long-standing relationship with Rimaster who have assisted us and taken overall responsibility for the project.

For our part, it's a great strength that they can act both as a development partner for the electronics and systems, while at the same time, manufacture, assemble and keep track of the suppliers of components that exist around the world. We wouldn't be able to run this kind of project on our own", says Westling, who tells us that Optiqo is in a period of powerful expansion.

#### "Rimaster's heart and soul"

Today, Optiqo has 10 employees, half of whom work in the USA, Canada and the UK.

"Digitalisation and streamlining of Facility Management is a strong trend. We are currently expanding in the USA, Canada and England. We serve the European market from Sweden and via our partner in Germany. We are planning for continued global growth over the next few years", Westling tells us.

For Johan Lundh, Key Account Manager at Rimaster in Söderhamn, Optiqo is a real dream customer:

"This is exactly how we want to work. Our desire is to be the system supplier who is involved and supports our customers throughout the journey – from start to finish. From that first idea and the development of prototypes to series production, further development and continued growth."

"This type of collaboration is Rimaster's heart and soul", says Johan, and goes on to say:

"Being able to support growth companies along their journey is a privilege. We want to grow together with our customers, support and help them whatever the size of the task. Many of our customers have gone from fresh start-ups to becoming global players – and it's an awesome thing to be a part of that. That's how you build long-term relationships and mutual trust."



# Rapidly established in the market

**Rimaster's overmolding concept riInforced is expanding with new connectors.**

**"I'm proud to say that we have a mature concept with premium high-performance products that have already been integrated into our customer's solutions and are now performing in the field, says Julien Fambrini, Managing Director at Rimaster France.**

The riInforced overmolded connectors are a huge success among Rimaster's key customers.

"Compared to the existing competition, riInforced has a great advantage as we do not have to source externally. With overmolding integrated in our own production we have full control and can adapt the products exactly to the customers' needs, without having to make any adjustments on already sourced materials. Thus we are saving time and costs for the benefits of our customers", says Julien Fambrini.

## Short development times

Inhouse overmolding also results in short development times.

"This way, we can stay true to our high mix, low volume-concept, being able to offer prototypes within two to three weeks. And yes, it doesn't matter if you need only a few hundred connectors, we are flexible – and interested to help you out!"

The riInforced concept has been up and running in serial production for a year now and we are looking forward to expand the concept with new products.

"We've already completed several custom design projects and feel confident with our ability to provide top quality solutions. Customer needs are increasing and so is the awareness of this kind of system solutions."

## Complete system solutions

Harsh environments is Rimaster's special niche and there are very few suppliers on the market that can offer a totally integrated system solution with harnesses, overmolding, boxing, etcetera that meets the extreme specification of special vehicles.

"The riInforced offer is an excellent way for the Rimaster organization to extend our capacity and to offer as a total system supplier to our main customers."





"This way, we can stay true to our high mix, low volume-concept, being able to offer prototypes within two to three weeks. And yes, it doesn't matter if you need only a few hundred connectors, we are flexible - and interested to help you out!"

Julien Fambrini, Managing Director at Rimaster France

## CHALLENGES AND LESSONS LEARNED DURING THE PANDEMIC

# “A new reality to relate to.”

**How do you maintain your ability to deliver in a world in which the conditions are constantly changing? The pandemic has also been a major challenge for Rimaster.**

**“The last two years have really shown us how important it is to remain close to our customers, suppliers and employees”, says Pernilla Norman, Rimaster Group Vice CEO.**

The pandemic has also meant serious consequences for Rimaster, states Pernilla Norman.

“Like every other company, we’ve had to comply with the restrictions that have applied in various countries – worked from home and stayed at home even with the slightest symptoms. This has meant a very high sickness absence rate, which has affected our capacity.”

With such a high absence rate, managing material flows in parallel with anticipating demand has also been a challenge.

“Last autumn, we planned our capacity against the forecasts and indications we received from our customers. But already during this year’s first quarter, the market had taken off and we suddenly had to get into top gear to meet our customers’ needs. But Rimaster, like the rest of the market, immediately came up against major hassles to do with material flows from our suppliers. Some products were simply not available on the market and component delivery times rocketed across the board. This shortage of materials, which remains an ongoing problem in the fourth quarter, in combination with restrictions and sick leave have posed a real challenge for us”, says Norman.

### Close cooperation

Everyone at Rimaster has been working flat out in an attempt to meet the needs of our customers as far as possible. The fact that material shortages have occurred when the capacity has been in place, and vice versa, has made the situation extra complicated.

“Our organisation has been working very closely with customers and suppliers, has followed their forecasts and tried to parry the fluctuations. We have held weekly meetings with our suppliers in which we have closely tracked material supplies and joined forces in the search of alternative materials. But only changing materials to a customer is not possible but also requires an approval process at the customer according to standard routines.”

Overtime, new recruitments, temporary staff and transfers between our units are some of the measures we’ve taken to increase capacity – a work that is still ongoing.

### “In the same boat”

Even though the pandemic itself has entered a new, more controlled phase, Pernilla Norman believes that we find ourselves in a new reality that we will have to persevere with for the foreseeable future.

“Even if things are going in the right direction, an increasing number of people have been vaccinated and the infection isn’t spreading in the same way, we’re still in a pandemic. The balance between timing, capacity and supply of materials goes on.”

“So, what has the pandemic taught us? Well, that we’re all in the same boat, and that close cooperation, reciprocity and respect throughout the supply chain is an effective way to deal with difficulties”, she says. And goes on:

“The bonds of collaboration between our various units have been strengthened and we’re extremely happy and grateful for the way our employees have showed their solidarity during a time that has been challenging for us all. This also applies on a more general level, where I believe we have all generally come to the realisation that we need to show respect and understanding for each other’s situations. That the entire supply chain needs to co-operate if we’re going to get through this global pandemic situation.”



*Pernilla Norman, Rimaster Group Vice CEO.*

"The bonds of collaboration between our various units have been strengthened and we're extremely happy and grateful for the way our employees have showed their solidarity during a time that has been challenging for us all"



# rim

# Opinions voiced about Rimaster



## Karen Zhuo

*Sourcing Manager Rimaster Ningbo*

"I have been with Rimaster for almost ten years and it has been an enjoyable journey! When I joined Rimaster as a purchaser, I learned a lot. Most important; I've come to understand the construction machinery industry which was a new area to me. With the constant development of Rimaster Ningbo, I was totally attracted by its culture and beliefs. I am honored to be a member of the Rimaster and take pride in its flexible, fair and humane culture. We have a good cooperative relation with our Rimaster sister companies: global sourcing is our strength and advantage."



## Kerstin Andersson

*Supervisor support, Battery Cabling and Power Wiring, Rimaster Rimforsa*

"I've worked at Rimaster for 18 years and really enjoy it. The great thing about my job is that I get to know all the employees and their different qualities. It's fantastic seeing people develop. And the more responsibility they get, the more they enjoy their work. I've always liked the way we operate. It's so simple. We work as a team – we are a team – it's not us and them. We all greet each other and respect one another. For me, that sums up the Rimaster spirit!"



## Piotr Gawroński

*Quality Manager, Rimaster Poland*

"Rimaster enabled me to make a career by placing me in more and more challenging areas – meaning that the company saw the potential and then, the results. The company heard my improvement suggestions and gave resources to implement them. Mostly this is how careers can be built on at Rimaster, we look for the potential within our employees and give them a chance and challenge – the rest depends on the engagement and results of specific employees."

The Rimaster family is growing globally. But what has always been the heart and soul of Rimaster – that our employees should have the chance to thrive and develop together – remains. So, why work with us? Here are some opinions voiced about Rimaster.



### Dragana Mitić

*HR Manager, Rimaster Serbia*

”To me, the word ‘openness’ is what characterizes Rimaster. You really get the chance to develop yourself through the cooperation with colleagues from other units, to learn from your mistakes and to build your professional way through different challenges. But you also get to build your own personality through interaction with different types of personalities from different cultures. Rimaster is built from the uniqueness of each person and values your personal integrity. To us differences are desirable and welcomed. With us you are never not just an ID-number. We also strive to build a healthy work environment by mutual understanding, nice atmosphere, and socializing through work.”



### Anna Lindstedt

*Supervisor support, Panel, Boxes and Testing, Rimaster Rimforsa*

“I’m a qualified preschool teacher and have worked within the education sector all my life. Five years ago, I felt it was time to change course and began at Rimaster as a cable fitter. I hadn’t expected it to be such a demanding job. There are many requirements for accuracy – no room for mistakes. And that’s why the job is so rewarding. Starting to work at Rimaster is a challenge, but for those who are open to learning, there are endless opportunities for development. Personally, I think it’s awesome that Rimaster is growing so much and that we get to be a part of that journey. Having this company here means a lot for our community, not least in its contribution of job opportunities for young people as well as for adults.”



### Therese Ekengren

*Quality Manager, Rimaster Development*

“I’ve been lucky enough to make a personal development journey at Rimaster. I started working in production in 1994, assembling circuit boards and cabling. Since then, I’ve worked with production preparation and as customer service manager. Today I focus entirely on quality and environmental issues here in Söderhamn. I also get to be involved in project management sometimes, something I enjoy very much! I like the spirit here at Rimaster, the close proximity to production and the direct communication. The staff are great and we work well together. We also have a good working environment, which I think is important for your overall wellbeing!”



# A star is born!

We are proud to introduce riCon - Rimaster's own standard battery connector specially developed for the material handling industry.

With the riCon connector we aim to take standardized connectors to the next level. Developed by our experienced international team and produced in our own facilities in Rimforsa, Sweden.

## Big batteries, big machines...

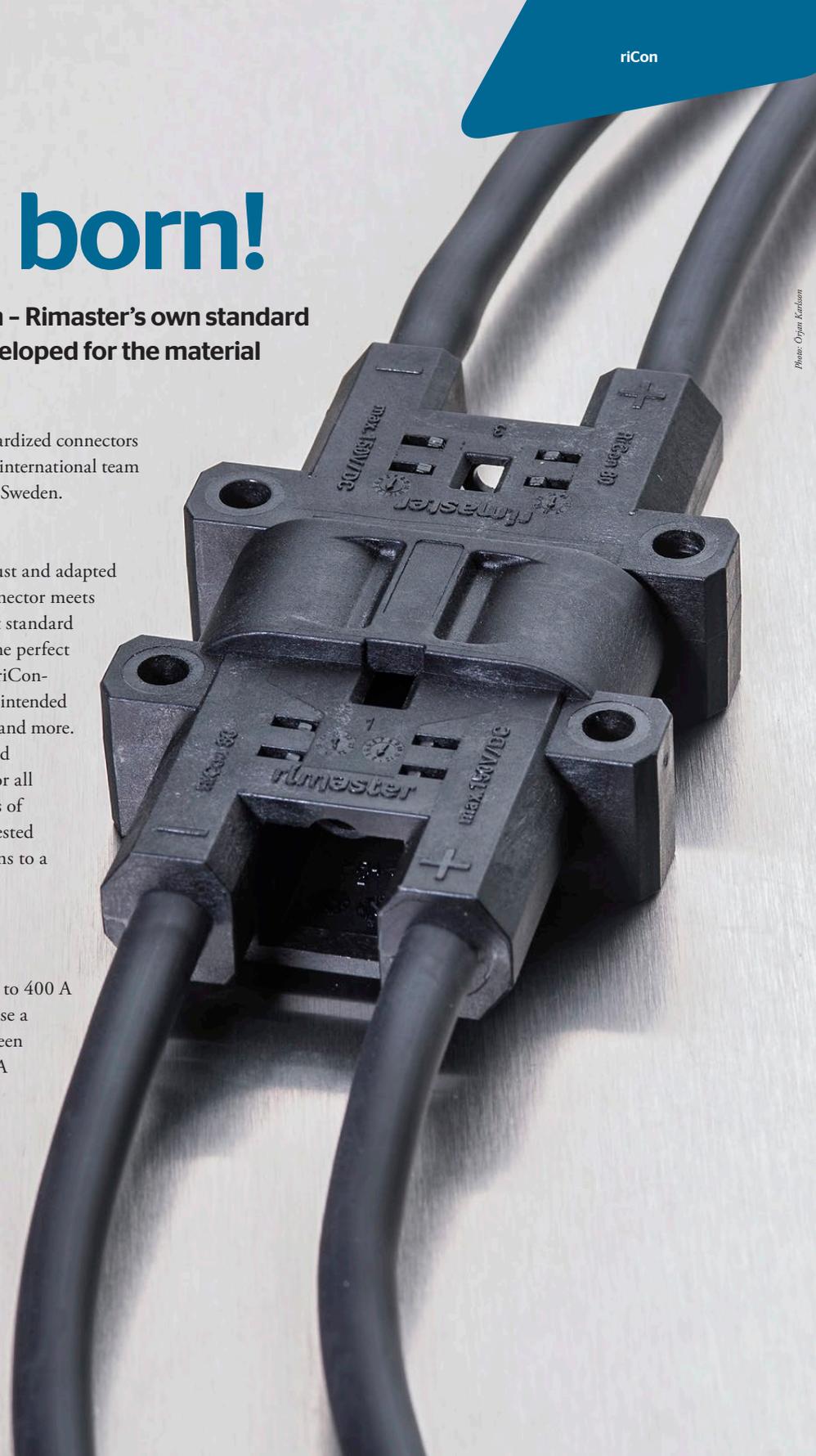
The overmolded riCon design is extremely robust and adapted for usage in the heavy industry sector. The connector meets the maximum range of current that the forklift standard and the relevant cable allows and therefore is the perfect match for really strong batteries. Actually, the riCon-range without difficulty performs with batteries intended for electrified equipment lifting up to nine tons and more.

With the riCon we can provide an optimized standard solution of high-power connections for all industries and a focus on the emerging markets of electrified vehicles. The riCon connectors are tested and proven for battery and charging connections to a very wide range of agricultural, industrial and contractor equipment.

## Continuous usage

The standardized range stretches from 80 A up to 400 A allowing continuous usage. This way you can use a smaller connector, meaning that when in between models - e.g. 160 A connector with up to 250 A instead of a bigger 320 A standard connector. In riCon we have combined our proud craftsmanship in harnessing with our proved experience within overmolding, creating an innovative new solution for the special vehicles market.

Enjoy!



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