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Welcome to our world of SIMPLICITY



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### **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 1,400 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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# You're one of the family



Out of the frying pan and into the fire... as soon as the pandemic began to subside, we were faced with the next challenge in the form of Russia's invasion of Ukraine. The fact that an already heavily strained supply chain is being exposed to additional stress means, of course, that within the manufacturing industry we now face continued challenges – but first and foremost, our thoughts go to those who are directly impacted by the outcomes of the war. People who have lost loved ones, houses and homes.

In light of the events of recent months, the possibility of putting together a 40th anniversary celebration and embarking on a tour is not something that can be taken for granted. But we are choosing to do it anyway. Never before in our history has the meaning of "the Rimaster family "been so important. During the spring and some way into the autumn, together with our custo-

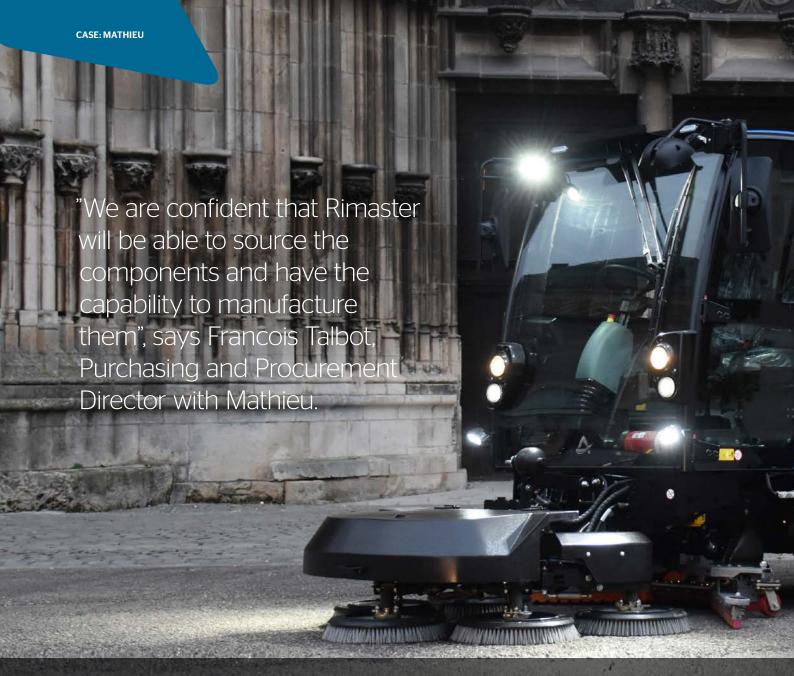
mers, we will be organising a number of events at all Rimaster production units. Using the theme "Master of Simplicity", we will be summarising our offering of High Mix, Low Volume, global availability, the importance our staff have for our development and a close customer focus.

When we talk about the Rimaster family, we don't just mean ourselves. Rimaster is a family business, but during the 40 years we have been developing, the family has grown to include our customers and suppliers. During these years, we have gained the confidence to grow with our customers. This means that today we run a stable, innovative and as ever entrepreneurial business with the capacity and commitment to help both our existing customers and new ones. You are welcome to come to us with small volumes. We'll make the growth journey together. In the Rimaster family, we take care of each other, and that's especially important in times like these.

Tomas Stålnert, CEO, Rimaster Group



efficient solutions from Mathieu.



With over 90 years of experience, Mathieu is a major player in the sweeping and cleaning market. As the only French manufacturer of street sweepers, its excellence relies on a certified channel of international retailers. It ensures to municipal customers a high level of confidence and skills, especially proximity, professionalism and a deep expertise of the market, explains Francois Talbot, who is Purchasing and Procurement Director with Mathieu.

Mathieu offers a wide range of compact and innovative sweepers and unmatched performances for a better productivity. This large and complete range ensures the customer to find the solution perfectly adapted to every specific cleaning task you'll have face. Mathieu is manufacturing very compact and highly technical machines that are working in very harsh environment with a lot of dust, water and vibrations.

## Part of the FAYAT Group

Since 1999 Mathieu has been part of the

FAYAT Group, a French family business with a network of over 205 autonomous companies, structured in seven divisions: building and public works; steelworks; electricity; electronics and IT; road equipment; material handling; hoisting equipment and pressure vessels.

Mathieu is part of the road equipment division and since 2017 has been in a Business Unit with street sweeper manufacturers RAVO, Scarab and Dulevo, called FAYAT Environmental Solutions. By joining forces they offer a wide range of street sweepers in the sub compact, compact, compact midsize and truck mounted sectors.

"Mathieu is a human-sized company in a large French family group that has preserved its family spirit and cohesion. A real sense of teamwork where we are the actors of our future. Innovative and very technically oriented reliable machine for the satisfaction of our customers and users. I enjoy working with Mathieu as part of FAYAT Environmental Solutions group which is global partners for a full range of sweeping solutions capable of meeting all daily challenges", says Francois Talbot.

# Global advantages

Mathieu has collaborated with Rimaster for five years now, and today Rimaster manufactures a lot of different harnesses developed for the company's needs, mainly sourced from Rimaster Poland. From the simplest to complex configurations with more than 700 wires each, making them the strategic heart of the machine from an electrical perspective.

"Our wish is to orientate ourselves towards suppliers with the capacity to meet our needs in quantity and quality. We are also developing our purchasing strategy with suppliers capable of supplying FAYAT Group's multisite operations", says Francois Talbot.

"We are working in partnership with Rimaster to find the best technical solutions facing the difficulties and disruptions we are



experiencing in the supply chain. This is also the advantage of having a global supplier with a network of component suppliers and expertise. For sure our commercial and mostly technical representatives are the keys of our success and rely on these resources as intermediate with Rimaster production sites."

# Increased transversality

Sustainability and energy efficiency is on the global agenda. And, naturally considering its environmental applications, Mathieu has chosen to take action.

"We are of course concerned with these issues as our slogan is "Taking care of a clean future". Our FAYAT Environmental Solutions division is committed to being "Your Partner on the road to Zero Emissions". Sustainable procurement is also a theme that we will include in our procurement strategy", explains Francois Talbot.

In the development of a brand new full electrical machine, Rimaster has been an

important collaborator.

"The development of an electrical machine involves new components and connectors on our new harnesses. We have decided to outsource the entire harnesses to Rimaster as we are confident that your company will be able to source the components and have the capability to manufacture them. Our strategy is to increase transversality and globalize our purchases. Rimaster is therefore the preferred player for Mathieu."

# No nuisance, no emissions

Humbled by the challenge to contribute to a more sustainable world, Mathieu will continue its product development.

"We are not necessarily the first, but there is a strong demand for machines that work without nuisance or emissions", says Francois Talbot.

"We manufacture compact and subcompact machines that operate in city centres and more and more municipalities are following the new directives and standards and want benefit from the current subsidies. We will therefore be present on the market with sweeper and washer machines that do not lose in suction efficiency and will benefit from a satisfactory autonomy with 2 capacities of batteries that can be quickly removed or fixed with an optimization of consumption to meet the expectations of customers. Let's not forget also the 'Made in France' proof of know-how and innovation."

In this work, Rimaster has the opportunity to be a strategically important partner:

"Of course, this will depend on our success in selling electric sweepers. Based on our experience of mono-sourcing, we will have to re-consider our purchasing strategy and there may be other opportunities for Rimaster to increase our commercial relationship. I therefore expect Rimaster to be exemplary in deliveries and quality of the new harnesses that will be delivered to us shortly."



# Rimaster on tour!

This year, Rimaster turns 40. It has been an exciting journey where we have had the privilege of developing together with our customers and setting new goals. Now we start the next stage of the journey. CEO Tomas Stålnert explains.

# What is "Master of Simplicity"?

"Master of Simplicity" summarises our offering as a system supplier with a focus on total solutions; that we have a wide range of mechanics, cabling, cabinetry and electronics that solve the customer's needs in a straightforward, simple and uncomplicated way. During this year we are going to undertake a tour of every Rimaster unit around the globe, gaining strength for the future. We will also be taking several of our customers with us, including Huddig, Oilquick, Toyota, Epiroc, Kalmar, Jungheinrich and Atlas Copco who will be exhibiting their products and relating for our employees how they view their collaboration with Rimaster. It will be great to finally meet up again after the pandemic and we at Rimaster more than ever see the added value of working closely with our customers!

# What does the future hold?

We will continue to develop our offering

in our High Mix, Low Volume niche, in a world in which we see that our focus is almost unique, and where few other suppliers can offer system solutions for machines and vehicles in small series. As our customer, we want you to know that we're happy to do small series. It makes no difference if you only produce 50 machines a year - you should always feel you are on our priority list and will receive all the skills, service and commitment you require. Proximity, global accessibility, system solutions and integration are key words for the future as well. And as always, the tougher and dirtier the environments your products are exposed to, the more fun for us!

# What does it take for Rimaster to keep that promise?

First and foremost, we need to look after our employees – their knowledge and their commitment is key. We are also going to work to build on an attractive "During this year we are going to undertake a tour of every Rimaster unit around the globe, gaining strength for the future"

cost and service structure, together with our subcontractors and within our own operations. Another example is our MRP system which we are in the process of upgrading to the next version. All our companies have also had common product numbers for a long time; this means that we have high transparency between our units and an opportunity to negotiate with our suppliers using global volumes.













































# The family that grew - the story of Rimaster

Being close to the customer, listening to the customer and developing with the customer. That's how easy – and difficult – it is to build a global company. Rimaster is the story of the family that just keeps on growing.



Dad Sigge, Per, uncle David, Jan-Olof and aunt Maja.



Per Carlsson



Jan-Olof Carlsson

# Historical highlights (and challenges)

# 1982

Rimaster was founded by Jan-Olof Carlsson. Shortly after his brother Per joined and has since then been managing the company. From the beginning the company focusses on manufacturing of wood splitters. Before long, the business expands into the development and manufacture of other mechanical items such as cabinets and tool carts.

# **1985**-1999

Rimaster takes over the entire Ericsson cabling department, which means that they choose to completely phase out the mechanics part and begin to focus entirely on electronics and cabling. During these years, Rimaster has been operating as a staffing company long before the concept was born. BT (today Toyota Material Handling) arrives as a customer during this period - a relationship that is still going strong

Rimaster begins a collaboration with Ericsson, which is having difficulty staffing its production. The collaboration develops in the areas of both production and staffing. At the same time, Electrolux arrives on the scene as a customer.



When Per Carlsson started making wood splitters at home in Rimforsa in 1982, he could not have imagined that 40 years later he would be the owner of an international company with a turnover of SEK billions and more than 1,400 employees.

The wood splitters were soon replaced with cabling manufacture.

"What was crucial for our development and what has shaped us, was the collaboration we began with Ericsson in the mid-1980s. Ericsson had a production unit in Linköping, but was having problems staffing it. We went in with personnel and worked for a period as a staffing company – a phenomenon that did not exist then. It ended with us taking over all of Ericsson's cable production", says Per Carlsson, who is still today the main owner and chairman of Rimaster.

Rimaster grew so fast. But then came the IT crisis, and Ericsson chose to move all production abroad. In just a few years, all the Rimforsa assignments just disappeared.

"The years with Ericsson trained us in customer focus and meeting the customer's needs. They also taught us not to put all our eggs in one basket. Quite simply, "One of Rimaster's greatest strengths is that we're good at accelerating and braking. I think that has been a success factor in our development"

Pernilla Norman, Rimaster Deputy CEO

we had to sit down and think about how we would survive and get new jobs that we wanted to work with in the future", Per Carlsson recalls.

# Enormous professional knowledge

But Rimaster survived, not least thanks to its committed employees who immediately started ringing around and selling. Rimaster is not a family business — it's simply a family.

"Our employees have been our most important success factor", says Linda Kajelm, who is Per's daughter and works with HR Support at Rimaster.

"Our business is based on a high degree of manual work. It can take several years to become self-propelled on the more complex products and we have enormous respect for our operators, whom for obvious reasons are very important for us to keep. That's the reason we work as much with our corporate culture as with business development. We want an open climate with widespread participation", she says and hopes that the company's significance for the local community is something Rimaster has taken along from Rimforsa to the group's other units around the world.

# Growing along with its customers

In 2003, Jan-Olof Andersson came onboard as CEO and co-owner. Today he is Deputy Chairman of the Board.

"The years with Ericsson had meant that Rimaster had accumulated enough capital to cope with this extreme situation. It cost a lot, but the company had the capability for the set-up time required", he explains.

Under his leadership, work began carving out the new customer-focused strategy that focused on simplicity and proximity – even globally.

# **2004**-2006

Rimaster starts production in Poland, partly at the request of BT. Atlas Copco comes in as a new customer and now the rationale behind a global presence takes off in earnest. Amongst other things, this includes a feasibility study concerning becoming established in China. Rimaster Development is formed through the acquisition of Electrosystem in Söderhamn.

The recession and Ericsson's relocation of production abroad hit Rimaster hard. The business survives the transition thanks to its strong financial position and a great commitment from its employees.

**2000**-2003

Rimaster begins production in Ningbo, China.



"Having the opportunity of being subcontractors to customers as demanding as ours is a benefit. They are global export companies and it is their needs that have developed many aspects of Rimaster and have helped us build the position we find ourselves in today. Our group structure has largely been built on organic growth, but also through acquisitions, start-ups in various countries, resulting from the specific needs of our customers. Our companies in Europe and China are all examples of this.

# Flexibility and adaptability

In parallel, Rimaster has been preparing for the future.

"We have been actively at work in building in a flexible mindset and in ensuring our own development so as to meet the demands of the future. Our collaboration with various universities and other seats of learning is an example of this. Being an adaptive company has been high on the agenda", says Andersson and points to the acquisition of Elektrosystem in Söderhamn as one of the important

strategic pieces of the puzzle for Rimaster's development into a system supplier.

One of those who joined Rimaster in connection with the Söderhamn acquisition was Pernilla Norman, who is currently the Group's Deputy CEO.

"Rimaster is a small company that has grown into something big thanks to its core values. That we are still governed, and behave, as a small customer-oriented company and not as a global group, I think is a success factor."







# ...Historical highlights (and challenges)

**2010**-2012

Rimaster BeNeLux is formed. Production facilities in Poland and China are being expanded. 2016

Rimaster Ningbo in China moves and expands its production facilities





Rimaster France is founded.





"Everything we do is based on honesty and common sense. If we see that the customer could do something better, we tell them – it's usually appreciated"

# Per Carlsson,

Principal Owner and Chairman of the Board

# The customer is a member of the family

Tomas Stålnert, current Group CEO, who has worked with Rimaster since 2009, sees the company's entrepreneurial power, its courage to dare to invest and its humility to listen and learn from customers as the great strength of the organisation.

"Instead of spending our time attending trade fairs and doing sales work, we go out to our customers and have regular strategy meetings where we listen to their needs. What can Rimaster do to contribute to customer growth? Our

investments in braiding, over-casting and other processes have been direct results from these dialogues. As a customer with us, you should feel secure in the fact that we offer a long-term and committed partnership. You don't have to be in the big company league or offer us a giant deal. We are so confident in what we do that we can install a little cabling and grow with the business. As a customer, you are a member of the family!









# 2019



Rimaster establishes a production unit in Serbia. Rimaster in Rimforsa expands.



2021

Rimaster passes the SEK 1 billion sales barrier.

Rimaster Poland is experiencing strong growth and hence a lack of capacity. This leads to further investments in the business. Rimaster Development's premises in Söderhamn undergo expansion and Rimaster Cab & Mechanics is expanding its premises in Horn.



Rimaster Serbia inaugurates its new production facility in Paracin.



**2017**-2018



Vredo is the field care company acknowledged for its high-performance solutions for manure processing and overseeding technology. In springtime, its iconic yellow and red coloured machines can be seen working the fields all over the world. With development and production in the Dutch village of Dodewaard it is still a family business with a strong agricultural heritage.

# Sprung from the soil

The beginnings of the company go back to 1947 when Mr de Vree, a farmer's son, decided to start his own agricultural contractor's business. Machines where often adapted to the specific demands of the heavy clay soils of the local area. In the course of time, the adaptation of machinery turned into development of new machines and Vredo

transformed into an engineering company with its own production. Today, development and production still takes place in Dodewaard and the company has more than 140 employees, explains Pieter Overbeek, electrical software engineer at Vredo:

"A Vredo self-propelled trac is built under very high quality standards and is characterized by its superior platform and chassis, good weight balance, as well as four-wheel drive. Our collaboration with Rimaster is driven by the ambition to improve it even more with smart and effective high-quality solutions."

# One-year trial

The Vredo-Rimaster collaboration was born at the Agritechnica Fair in November 2019 when Rimaster's Technical Sales Manager Bart Maes stopped by the Vredo team's stand.

"We had a good chat and booked a meeting where I was able to suggest some potential technical and economic improvements for the harnesses used in one of Vredo's self-propelled tracs. We later also stopped by with our Rimaster trailer to show product samples and introduce our different production technologies", Bart Maes tells.

The suggested changes were implemented at a few small wire harnesses for a one-year trial. The solutions proved to work very well, confirms Pieter Overbeek:

"Rimaster's solutions met our expectations and in early 2021 we launched our first development project for a full vehicle with the project name P10".

The scope was to develop a platform that could replace two existing types of chassis. As for the Vehicle cabin, Vredo



was seeking for a solution that could work as a multi usable plug and play-platform that could be used for any future chassis.

"We wanted to centralize a lot of components to create a platform that was easier for us to maintain as well as adding new values and simplicity for the customer — for example when adding extra equipment to the machine."

### A brand new machine

Rimaster came up with a totally new solution containing a centralized power PCB and a set of logical base harnesses with options according to their salable configurations. During the development project Bart Maes and Pieter Overbeek had daily contact.

"It was a rough task to design a machine platform in a full pandemic year.

Selecting components and getting them as good as possible into the time plan was really a challenge", admits Bart Maes:

"But to me and the global team, it was important to prove that our High Mix, Low Volume-offer is valid also during challenging times.

With mutual efforts, two prototypes were produced and delivered to their new owners right on time!"

When you are reading this, the two brand-new VT5536 machines are working hard to prove themselves in a challenging customer's test. In spring 2024 it will be in serial production (0-series will be delivered February 2023) and delivered under the name VT5536.

# New project in the pipe

According to Pieter Overbeek the project

has been an inspiring experience.

"I love working with Bart as he is highly motivated and has a lot of knowledge about the agricultural vehicle industry. The biggest challenge with this project was the centralisations of the main functionality of the boards. The easy connect, plug and play-system he came up with really saves a lot of time and work."

"The Rimaster organisation have proved that they are able to deliver really great solutions in development as well as in production. They have delivered good quality and have provided necessary information during the challenging pandemic times. It feels very safe to know that they have solid quality routines and that all harnesses are tested and approved according to standards."



# How we work with the UN's sustainability goals

For us at Rimaster, it goes without saying that we work for increased sustainability: ecologically, economically and socially. We have chosen to work with the UN's global sustainability goals because it is a way of working that is well known by customers, employees and other stakeholders - Enabling easy ground for dialogue.



We care about the health and well-being of our employees. We conduct safety rounds & safety committee meetings to eliminate

risks as far as possible. We have various personnel activities and our basic values where mutual respect is central.



We want our employees to have an individual development through internal and external training. We also collaborate

with universities and researchers to keep up with developments.



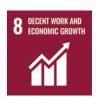
We base our Code of Conduct on the UN's 10 global principles and make no distinction between individuals based on

gender, nationality or sexual orientation.



We work continuously to streamline the energy use at our production units and continuously monitor developments and

decide on future measures.



It goes without saying that we must follow the laws and regulations that exist in the countries in which we operate.



We work continuously to limit our environmental impact by using approved materials and chemicals in our

business and to limit our travel by using video conferencing.



We work for a circular economy by recycling as much as possible in our business.



Our most important work in this area is to control and reduce energy consumption as much as possible. To reduce CO<sub>2</sub>

emissions, we choose vehicles and transports that contribute to this and we use video conferencing to reduce travel.



Our Code of Conduct prohibits corruption and bribery in all its forms. We have a whistleblower function where

everyone can anonymously report any violation of this.



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