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Welcome to our world of SIMPLICITY



Can we get some flow now maybe?

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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.

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

PUBLISHER

Tomas Stålnert, tst@rimaster.com

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"Panta rei". Everything flows. Everything changes. The classic words of wisdom from the Greek philosopher Heraclitus are always relevant. You cannot step down into the same river twice, the philosopher stated, thus urging us to be prepared for change. Paradoxically, one of the major challenges of recent years has been that things have not flowed as usual. Things have been sluggish with blocks and obstacles to navigate around almost all the time.

Now it feels as if the world finally experiencing a little better flow again. Although no one, least of all me, dares to presume anything in advance; nonetheless, it feels as if we are on our way into some form of normality. Supply chains have begun functioning again with more efficient lead times and a certain stabilisation of prices. It is time to start working in a structured way with

forward-looking activities. In a situation where all the focus is no longer only on accessibility, here at Rimaster we choose to build on our classic strength: proximity to our customers. We are ready with local sales offices and technical resources to contribute with cost-optimised solutions.

That proximity also includes the cohesion that exists between us in the Rimaster family. This autumn we finally get to finish our "Master of Simplicity" tour at Rimaster Ningbo in China. At the same time, we are launching extensive e-training that will further strengthen our corporate culture – and in the long run, our customer deliveries. The outside world continues to be worried and we are unable to influence everything. But the development of Rimaster's offering is ongoing, just as usual.

Thank you for choosing to work with us, deliver to us and create growth together with us!

Tomas Stålnert, CEO, Rimaster Group

TIMBER

Plantma Forestry is the Swedish innovation company that gives planting a new face on global forestry. With the PlantMax planting machine, they have discovered a way to replace laborious manual work and right now these machines are being rolled out all around the world. The cabs are being built at Rimaster Cab & Mechanics in Horn.

Foto: Plantma

PlantMax places 40 forestry plants in the ground per minute

"The choice fell on Rimaster due to, amongst other things, their solid experience of high mix, low volume."

PlantMax is a conventional forwarder with a soil preparation unit in the middle. And at the rear of the machine, there are two planting arms. Land preparation can be done both by harrowing and intermittently, that is, with piles or patches. The rear bogie presses the tilt to create optimal planting conditions.



Mechanisation of the Forestry Industry has been in progress since the 1960s. First, came the forwarders for transporting the wood out, and then the harvesters for thinning and felling. But a labour-intensive element of forestry – planting – has continued to be done manually.

"Handling small and delicate, organic plants mechanically and on a large scale in an environment requiring big, heavy machines that work the soil is not an easy task", explains Joakim Eckerström, Financial Manager at Plantma Forestry in Borlänge.

Before planting, so-called "soil preparation" is undertaken, where the soil is loosened up in furrows. The young plant needs then to be planted at the correct depth in the mineral soil without dam-

aging the roots. It is also important that it is planted at the right point where it is neither at risk of being drowned nor of being dried out, and where pests have difficulty attacking it.

In smaller areas and in hilly terrain, it has, quite simply, been difficult for machines to compete with the quality of manual planters. In South America, known for its extensive experience in large-scale agriculture together with its relatively flat land, planting machines have been around for a long time, but here too, PlantMax stands for something completely new.

"We have an advanced machine and the only one that both prepares the land and plants at the same time as it is continually on the move", says Joakim Eckerström.

Increased production rate

The machine is a conventional forwarder with a soil preparation unit in the middle. And at the rear of the machine, are two planting arms. The planting function itself is operated directly from a dedicated driver's cab, and this is what's now being mass-produced by Rimaster Cab & Mechanics in Horn.

"We developed and manufactured the prototype ourselves. After test driving it in Sweden, it has moved on to the USA and Canada. In 2022, we delivered our first machine to the Swedish forestry company Holmen and we recently shipped a machine to New Zealand, at the same time as we have a number of orders from Brazil, where we are currently conducting demo runs with one unit.



This is the rear planter cab manufactured by Rimaster Cab & Mechanics in Horn. The machine plants up to 40 plants per minute, and a self-learning image analysis tool is currently being developed that can contribute to further optimisation of planting points.



Joakim Eckerström, CEO Plantma. Photo: ATL

Quite simply, we needed a skilled cab manufacturer who could help us get the production rate up”, Eckerström adds.

The choice fell on Rimaster due to, amongst other things, their solid experience of high mix, low volume.

“It’s a bit difficult finding suppliers willing to take small series of complicated products and who can also deliver in time. Rimaster understands the scenario and it’s obvious they’re used to this type of slightly clever products.”

“The external areas are so designed that the driver has a clear view of the planting furrow and it’s completely open at the back, which has also had an impact on the design. In addition, it’s been tested and approved according to ROPS (Roll Over Protection System) and FOPS (Falling

Object Protective Structure), which places high demands on production.”

Complex manufacturing

“It’s really no ordinary cab”, says Karin Hierton designer at Rimaster Cab & Mechanics.

“Since Plantma Forestry has done the development work themselves, we’ve also received excellent information from them. My job has mainly comprised preparing and helping to put the cabs into production. It’s a significantly larger cab than those we normally work with.”

In addition, there are a number of different production stages that need preparation.

“Laser cutting, edge pressing, drilling and threading, welding and painting

and final assembly. The entire flow needs to be synchronised and we actually do everything in-house with the exception of the painting”, says Karin.

“An industry of the future”

Claes Creutz, Site Manager at Rimaster Cab & Mechanics, sees it as a wonderful challenge to bring in this type of cab project that is both physically large and presents opportunities for growth into a somewhat longer series.

“We, at Rimaster, have a wealth of experience working with solutions for the forest industry on the harness side, and now we’ve received the opportunity of drawing on our cabin expertise as well. Forestry is an industry of the future and one we’re extra happy to be a part of!”

Focusing on automation for a better working environment

A better working environment and even better quality and availability for our customers. Those have been the outcomes of the automation process currently underway in Rimforsa and Horn.

During the past year, Rimaster has made heavy investments in new production technology at Rimaster Electrosystem in Rimforsa and Rimaster Cab & Mechanics in Horn.

At Rimaster Electrosystem, a completely new production line for the main process has gradually been built up.

“We began by investing in another cable cutter for increased availability. With that installed, we were able to create an automation line that both cuts and connects the connectors, irrespective of cable length. Along the process line, it is possible to switch between crimping and ultrasonic welding, and we also took the opportunity of investing in completely new crimping and welding modules”, says Peter Sonevang, Managing Director of Rimaster Electrosystem.

“First and foremost, we see it as a work environment issue. Our employees avoid heavy lifting and monotonous work positions that can lead to strain injuries. Instead, they are able to focus on thinking ahead in the process, picking up tools and working on the quality aspects.”

Data-driven process control

The line can handle 80 percent of all articles, and that increases opportunities for standardising and quality-assuring the flow, without reducing the possibility of different combinations.

“We simply tie the process together and achieve a quicker turnaround time”

“We get fewer position-related errors at the same time as the equipment assists in the self-checking process. The delay time between steps is reduced or even disappears, and that which produces smooth and stable flows with high availability. We simply tie the process together and achieve a quicker turnaround time.

With the new automated production process as a foundation, new conditions are also created for digitised quality control.

The next step will be to get in some statistics and create a more data-driven process control system that we can use in our quality development.”

Increased casting capacity

The overcasting line for the production of RiCon has also been strengthened. Production has been enhanced with the addition of another casting machine and the machines have also been equipped with raise-and-lower platforms that enable personal settings and better work ergonomics.

To eliminate exposure to dust through

manual replenishment of plastic granules, an investment has been made in a closed, automatic replenishment from large bags system.

New Press Brake for Horn

At Rimaster Cab & Mechanics in Horn, investment has been made in a new press brake.

“The savvy with this is that the tool set is already in the machine. And thus, the operator doesn’t have to lift and carry the tools around, and this provides better work ergonomics. It also reduces the risk of dropping the tools, as well as of getting trapped”, explains Claes Creutz, Site Manager.

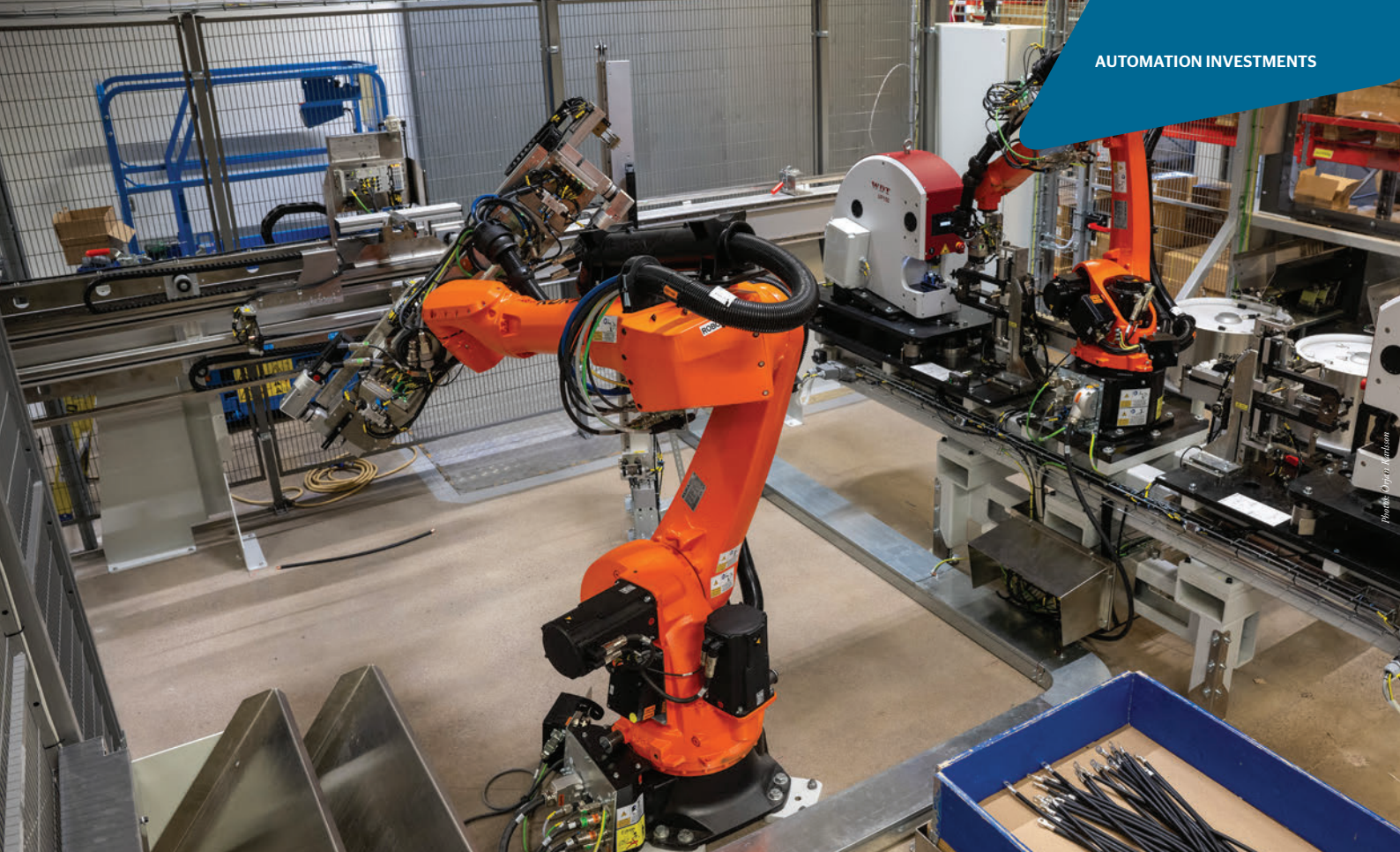
“On top of that, we get a quicker production transition and that’s always positive! The next step will be to invest in larger traverses that will further increase safety and capacity.”



Claes Creutz



Peter Sonevang



The new production line at Rimaster Electrosystem in Rimforsa creates a better working environment and higher quality.



Faster changeover, higher flexibility and better work ergonomics are some of the advantages that the new press brake at Rimaster Cab & Mechanics in Horn provides.

A man and a woman are standing in a modern office. The man on the left is bald, has a beard, and is wearing glasses, a blue shirt, and a dark blue blazer. The woman on the right has blonde hair, is wearing glasses, a red cardigan, and a black top. They are both smiling. The background is a wall with a pattern of black and yellow hexagons. The floor is a grey carpet.

“We need to do smart things together”

How are supply chains affected in a world that is becoming increasingly unpredictable? Carin Bergendorff, Vice President Operations at Epiroc and Rimaster’s CEO Tomas Stålnert see the partnership between customer and supplier as a success factor.



The path to the finished product is marked by a complex supply chain where the ability to be close and communicate is decisive for the result. Here, Manuel Loyola assembles a Rimaster harness in one of Epiroc's machines.

Proximity has always characterised the business relationship existing between Epiroc and Rimaster. Our collaboration began in 2003 when Atlas Copco (today Epiroc) moved the production of loaders and mining dumpers from Portland in the USA to Örebro in Sweden. Every now and then, they looked for a local supplier of electrical systems with experience in special machines with high mix, low volume. The choice fell to Rimaster and over the course of this 20-year collaboration period, the relationship has developed into a close partnership. In 2008, Epiroc increased its presence in China and Rimaster was asked to join the global journey and establish production in China.

"As far as we were concerned, it was of course extremely important that we succeed. We felt we could get there faster together with a supplier who knew us and our needs", explains Carin Bergendorff, Vice President Operations Underground Rock Excavation at Epiroc.

But proximity is of course not just about geography. The courage and confidence to dare to let each other into our strategic sphere of business is crucial in a world that has become increasingly unpredictable.

How has the supply chain changed?

Carin: Following a number of years

"The choice fell to Rimaster and over the course of this 20-year collaboration period, the relationship has developed into a close partnership"

of strong outsourcing and long supply chains, came the pandemic and the war in Ukraine. These have objectified the vulnerability existing within supply chains. An overarching trend in the industry right now is to create supply chains that are closer to customers and thus reduce this vulnerability.

Tomas: During the pandemic, accessibility became the focus. Now we see a return to more classic "performance"-related supply issues such as productivity, reduced lead times, delivery precision and quality.

How would you describe the relationship between Epiroc and Rimaster?

Carin: The move from the USA to Sweden was a tough journey and even then, we developed a strategic relationship with Rimaster. The question was: How can we resolve this together? And, so it has been ever since. For our part, business relationships are based on transparency and trust. We believe that openness and a long-term

perspective create the best conditions. Then, of course, we constantly challenge and expose our suppliers to competition to ensure that they keep up.

Tomas: I feel that Epiroc show us a great deal of trust. They let us in on their strategic work and they take the time to give us the information we need to be prepared and deliver in a satisfactory way. This close collaboration also gives us the opportunity to work with the supply chains at a more comprehensive level, thus facilitating us being able to clarify with Epiroc the opportunities, risks and needs we perceive. For us, the long-term nature of a relationship is important; it's a prerequisite for our daring to invest.

What does proximity in the supply chain mean for Epiroc?

Carin: Rimaster was a local supplier in Sweden from the beginning. But by gradually working to ensure competitive requirements and with the establishments in Serbia and Poland, they have also shown that they have understood that proximity to the customer means where we have our manufacturing. The increasing complexity of our products in the form of electric and hybrid operation as well as automatic control using sensors also means that we need to surround ourselves with the right skills.



Epiroc's award-winning office and production facility in Örebro is certified according to Leed Silver and has been designed by White Arkitekter.

How do you work with risk analysis?

Carin: The risks have become many. It could be anything from climate-related risks to geopolitical factors that threaten to affect future supply chains. IT vulnerability and disinformation are other risks we need to take into account. For these reasons, we have to establish our supply chain in a way that allows us to also deal with the unforeseen.

Tomas: For us, it's about getting our subcontractors, i.e., the next level, into our thinking. It's important to find a balance between the dispersion of suppliers, availability and cost-effectiveness. How can we regionalise whilst still maintaining the efficiency of our high mix, low volume offering?

Carin: We are part of globalisation, which will continue. Nonetheless, regionalisation is also taking place, which means that our customers want us to have a regional presence and be able to serve them with production hubs in their vicinity. This means we are also

regionalising our supply chain and have a need for suppliers who can deliver to us regionally. Regionalisation is also a way of managing the risks – all our eggs are simply not in the same basket.

What is Epiroc's supply strategy for the future?

Carin: We are working intensively on building up our organisational flexibility so that we can handle a range of challenges in the future. Inflation has also shown itself a major challenge here. The acceptance of price increases no longer exists. So as to compensate for the increases in costs, we need to do smart things together with our suppliers. An element of this is our strategic investment in regional production sites all around the world where we are working with our suppliers for supply at a local level. We want to continue our strategic collaboration with Rimaster that can support our plans to supply our customers on a global scale.

What is Epiroc's strength for the future?

Carin: Our customers demand productivity, security and sustainability. That is why we are investing in automation and digitisation as well as the electrification of our products.

How is Epiroc working with the sustainability issue?

Carin: Electrification of vehicles is a key issue. For our customers, it's not only about CO2 emissions; it's also about the working environment. Battery-powered machines mean that emissions from fossil fuels in the mines are reduced, and this results in better working conditions, as well as the reduction of energy consumption on ventilation. We have set ambitious goals based on the Paris Agreement 2030 and this also embraces increased transparency in terms of raw materials, materials and transport. These are goals we can only achieve through close cooperation with our suppliers.



Tomas Stålnert and Carin Bergendorff in front of a Mining Truck 65 that will soon be ready for delivery (above).

Manuel Loyola states that a smart and well-thought-out design facilitates the assembly of the harnesses (below).



Facts Epiroc

Epiroc is one of the market leaders in mining automation. With a strong focus on innovation, Epiroc develops and manufactures smart and safe equipment such as drilling rigs, rock mining and construction equipment and tools for surface and underground applications. What they offer also includes service and other aftermarket support as well as solutions for automation, digitisation and electrification.

Epiroc is headquartered in Stockholm, had revenues of SEK 50 billion during 2022, and has approximately 17,000 passionate employees who support and work together with their customers in approximately 150 countries.

Epiroc was part of the Atlas Copco Group founded in 1873, until 18 June 2018 when Epiroc was distributed to Atlas Copco shareholders and listed on Nasdaq Stockholm.

The proximity principle



Investing in our local markets is part of Rimaster's proximity promise to our customers. Every Rimaster subsidiary have added their own values to the concept. Join us on a proximity world tour.

Q How do you work to offer the customers proximity in your specific market? What is your view on proximity? And how do your customers respond to this?

Maggie Lee

Order planning manager, Rimaster Ningbo

A "Our customers are facing fierce competition from local brands, which requires our customers to continuously improve delivery times and launch new products with speed. In this situation, we need to be more closely connected with our customers at the design stage and provide our expertise and solutions. Therefore we have technicians frequently visit the customer's production site, listen and respond to the difficulties and actual needs from customers. This way

we can develop a very close and strategical partnership with our customers and, of course, benefit more from the business. According to customer's feedback we are a very professional supplier, customer-oriented, response fast and effective. We are very proud of the awards given to us, for example Best Response and Short Development Time Award from Dynapac China and Best Delivery Award from Epiroc China."

Hubert Walachowski

Sales & Engineering Manager, Rimaster Poland

A "To us, the word proximity is not limited to speaking and understanding a native language. It is about caring about and collaborating with the customer in a close partnership: a part of the Rimaster company culture. I think the most important thing is the meetings and discussions in which we can learn about the customers' challenges and requirements. Our engineers are always there to support our

customers, and we are constantly talking about how to help and improve products.

Our customers feel safe when they see our proximity and commitment, making us a reliable partner. Once I got the comment: 'You always answer calls', and that says something about how important proximity is to our customers."

Bart Maes

Technical Sales Manager, Rimaster Belgium

A "Expectations and ways of communicating can divert from culture to culture and that sometimes needs guidance. Being the local bridge between the customer and our production houses is a service that is self-evident. Often customers have needs from the full scope of our portfolio and that is easiest accessed within the proximity setup. Our customers are always happy with the easy acces-

sibility and being served in their own language is for many prior. To serve our customers, I add my technical background to help them seeking solutions. In many cases that turns out into a complete solution tackling all points of improvement in one move. I always try to hold a helicopter vision covering all aspects commercial and technological, as well as I would zoom in little details that make the icing on the cake."

Julien Fambrini

Managing Director, Rimaster France

A "I see Rimaster's main asset in its very advanced experience and expertise in its special vehicle market in the broad sense. Locally in France, it is relayed by our equally experienced engineers and it is essential for me that we can meet our customers, discuss directly on their production lines to take full measure of their constraints and needs. Our role as a designer and manufacturer is to reconcile all the aspects as well as possible to achieve a product that in no way compromises reliability while optimizing the technological choices to achieve this at the best possible price. There has been a lot of frustration during the pandemic that it was not possible to conduct such meetings but it's time

again now especially when our customer need our support to improve product design to compensate price increases for raw materials and energy. We have gone through several years of great uncertainty and extreme tension linked to the pandemic, shortages, inflation... These periods have demonstrated the importance of a close relationship, whether geographical or cultural, keeping a constant link to defuse crises and find together the best solutions to get through them. The feedback from our customers shows us that our keywords Simplicity-Proximity-Global have more meaning than ever and confirm that these values held by Rimaster are the right ones."

Jörg Hagmaier

Sales Manager, Rimaster Germany

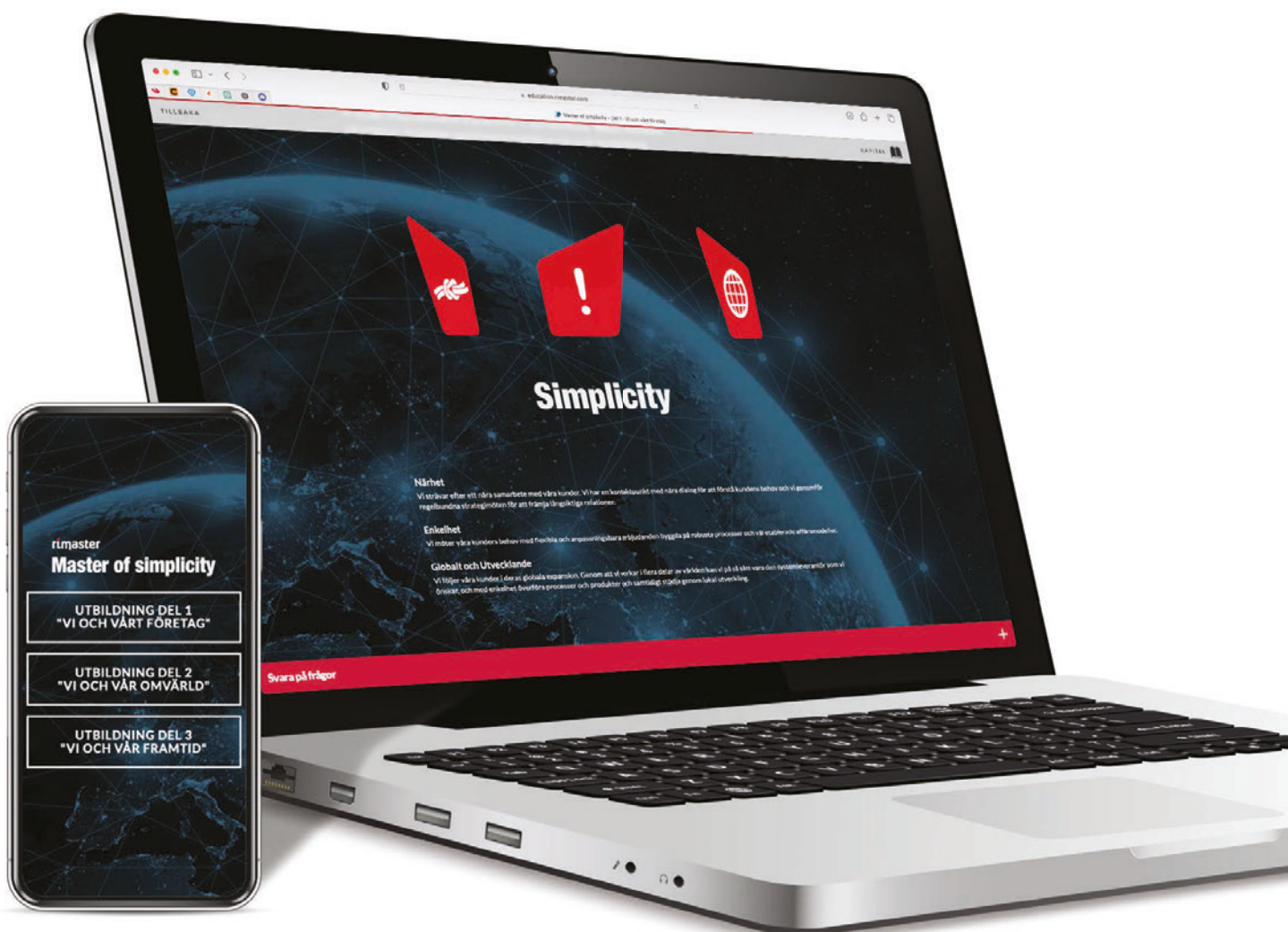
A "From my point of view, German customers welcome to have a local representative as well as one principal contact. They feel that, this way their needs are seen and understood better. Even if English is the accepted business language it still is difficult for some customers meaning communication directly in German facilitates a common understanding. I have regular calls with my direct contacts within our Rimaster Germany customers and of course I pay personal visits. This helps me to understand their organisation, way of working and thinking. This is something we really need to

know in order to give the most efficient and pinpointed service.

Sharing culture is important. Even in our modern society cultural differences in social interaction, way of working and sense of time is different. I understand my customer's point but I am also an ambassador for Rimaster and the culture of the individual production location or colleges. If explained right it is a bonus if it is left unexplained sometimes it creates differences. Same goes the other way: only by being close to the customer I can explain customer or market expectations to my colleagues."

Rimaster introduces its digital learning platform

"Master of Simplicity" is the name of the new digital training for employees. "Our aim is to equip all our employees with the same foundations as concerns Rimaster's history, values, present position and vision for the future. The training should also provide every individual with a good feeling for their particular aspect in the supply chain. We will give a better understanding how everyone contribute to Rimaster's total solution that we will deliver to our customers", says Linda Kajelm, Rimaster Co-owner.



From the summer of 2022 onwards, all Rimaster employees worldwide are required to undertake the digital training program. It will also be used as part of the induction for all new hires. There is a lot of knowledge to be conveyed and for this reason, it has been divided into three different stages with a focus on the company, the surroundings and the future.

“Our objective is that it should be easy to absorb the message irrespective the level of knowledge. It should be informative without being complicated. Quite simply, the training program needs to be rewarding for all employees, whatever their role in the company. And, of course it has been a challenge”, says Linda Kajelm.

Focus on the Whole

Our starting point is the Rimaster family and the spirit within Rimaster.

“We want to emphasise the fact that we are a supplier of comprehensive solutions. Because when you as an employee focus and work with your special part in the supply chain, it is not always easy to get the big picture and see how your know-how and your specific part fits to the whole solution. We want to contribute to that context through this training program.

In a small or medium-sized company, context and understanding come automatically”, says Linda.

“So long as there are fewer than 50 employees and they’re all in the same place, you can easily share information and build a company culture you can enjoy. If we take Rimaster Cab & Mechanics in Horn as an example, where at the time of writing we have 35 employees, I think most people there feel that it’s quite easy to get a handle on the business locally. There was a time when the entire

Rimaster organisation was not bigger than that.

“Our starting point is the Rimaster family and the Rimaster spirit”

But now we have approx 1,400 employees, in seven different countries. Then, you need to find other solutions to create consensus and togetherness. This training program is one of the tools in that process.”

Questions lead to improvements

“We have chosen to design the training in a format that fits both computer and smartphone, to make it as accessible as possible to our employees”, says Linda.

Attending the training is compulsory and each part is followed up with control questions.

“The purpose of the control questions is to provide a little repetition and help with memorisation of what is most important. But they also help in our development of the material.

If we notice there are questions that many are answering incorrectly, that’s an indication that as far as that particular point was concerned, the program may have been a bit difficult to comprehend. Then we can make improvements in the course.”

A first step towards digitalisation

“But what benefit do customers get from this? That’s a quality question”, says Linda.

“On the one hand, the training itself places a strong focus on quality because it is so extremely important in our performance to our customers. That our employees feel themselves part of the Rimaster family and understand our value base – and that our customers are also part of the family – is also something that is very important for our customer relationship and what we deliver.”

The investment in e-education is perhaps the clearest expression of the digital knowledge platform that is currently being built within Rimaster.

“For example, Rimaster’s Leadership Handbook already exists, but it’s not yet digital. We’ve also created a training course around our CSR work, which is intended for our employees to participate in, in the near future. So, we’ll be continuing to successively build on our internal training, in relevant areas.

Syncing with everyday life

The training to be undertaken must also be synchronised with our daily work.

“That’s why we are currently evaluating this e-education, and looking into what different platforms for training that are suitable for Rimaster. At the moment, we’re continuous work to find the right tools to be able to readily convey to Rimaster’s employees, the knowledge we see as relevant”, says Linda Kajelm, who believes that the e-Training has many advantages.

“We reach many with the same information, whilst at the same time, that doesn’t exclude the local companies making adaptations as regards the practical implementation. But from my perspective, e-Training cannot be the only tool we use for learning. Application of new knowledge in our daily work is an important part in developing skills, i.e. “learning by doing” continuously every day at work. We need to continue to meet, and learn from one another. I strongly believe in the mix of physical meetings and digital education. And it’s always exciting to see what we can create and develop together, not only to be as good as we are today but also how we can be even better tomorrow!”



Linda Kajelm, co-owner of Rimaster.



Rimaster prepares for EcoVadis

With an aspiration of taking the next step in sustainability work, Rimaster has decided to become a member of one of the leading evaluation systems for sustainability work, EcoVadis.

EcoVadis employs a methodology based on international sustainability standards, including the UN’s Global Compact, GRI (Global Reporting Initiative) and ISO 26000.

“As far as we’re concerned, it goes without saying that we ought to do everything we can to contribute to global sustainability work. Then, of course, we see an obvious business benefit in being able to report on our work in a correct way. There are many good alternatives, and our choosing to join EcoVadis is based on the fact that we already have customers who use EcoVadis and are pleased to do so”, says Peter Haglund, who is responsible for quality within the Rimaster Group.

Responding to EcoVadis’ comprehensive survey, which spans the areas of environ-

ment, working conditions, human rights and sustainable procurement, is currently underway.

“Coming out of that, we expect to receive a rating and an improvement program. It will take time before all the parts are in place – EcoVadis is a comprehensive system with high requirements. But over the long term, we hope that EcoVadis will become the tool we use to make our strategic and systematic sustainability work successful and clear to the world around us.”

Peter Haglund also sees it as a preparation for the upcoming EU directive "Corporate Sustainability Reporting Directive" (CSRD).

“Regardless of whether it’s about reducing our climate footprint or ensuring

that our employees have good working conditions, what’s important is the results. If we have achieved the results, we will also be meeting the expectations of our suppliers and other partners – and, in consequence, also the requirements of our customers and of legislation.



Peter Haglund, Quality Manager Rimaster Group.

Rimaster Electrosystem

Industrivägen 14
590 44 Rimforsa
Sweden

Andreas Kronström
+46 705 658 904
akr@rimaster.com
Patrik Andwester
+46 703 991 448
pan@rimaster.com

Rimaster Development

Bröksmyravägen 31
826 40 Söderhamn
Sweden

Conny Nyström
+46 70 517 33 04
cny@rimaster.com
Johan Lundh
+46 72 6010066
sejju@rimaster.com

Rimaster Cab & Mechanics

Industrigatan 1
590 42 Horn
Sweden

Ulf Almén
+46 705 173 309
ual@rimaster.com

Rimaster Poland

Ul. Kolejowa 4
78-550 Czaplonek
Poland

Hubert Walachowski
+48 602 315 843
plhwa@rimaster.com

Rimaster France

Actipark Bat D
662 Rue des Jonchères
69730 Genay
France

Julien Fambrini
+33 624 340 049
jfa@rimaster.com

Rimaster Benelux

Halstraat 41
3550 Heusden-Zolder
Belgium

Jean-Pierre Vanheel
+32 470 670 130
jva@rimaster.com

Rimaster Germany

Jörg Hagmaier
+49 151 12427570
dejha@rimaster.com

Rimaster Ningbo

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

Yong Shen
+86 188 580 114 86
ysh@rimaster.com

Rimaster Serbian

Glavicki put b.b.
35250 Paracin
Serbia

Maja Stanojevic
+381698076554
rsmst@rimaster.com