

# ri view

**1 Cab. 1 000 possibilities.**

riCab is under production!

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**Partnering up with PALFINGER**

-to solve the enigma of the perfect supply chain

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**Rimaster AB**  
Industrivägen 14  
SE-590 44 Rimforsa  
+46 494 795 00  
[rimaster.com](http://rimaster.com)

**Publication Director**  
Pernilla Norman  
[pno@rimaster.com](mailto:pno@rimaster.com)

**Photography**  
Orjan Karlsson,  
unless otherwise specified

**Cover**  
Jimmy Baard, Rimaster  
Cab & Mechanics

**Text**  
Amelie Bergman,  
Jordbruket

**Form**  
Proud Power Agency


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## Solving the Equation Together

How do you solve the “challenging equation” of high quality, good price and reliable delivery? In this issue of riView we meet the purchasing team at Palfinger, one of Rimaster’s global customers. As a world-leading manufacturer of truck cranes, loader cranes, skip loaders and trailer forklifts, Palfinger’s operations are permeated by professionalism and the pursuit of perfection – particularly in the work of creating the perfect purchasing chain. That being our daily aim, we at Rimaster have been entrusted with becoming Palfinger’s partner. So how can we contribute?

We are constantly engaged in developing our organization to meet the trust our partners have vested in us. And it all revolves around our employees: their competence and commitment to their customers – from development and problem solving to their professional pride and production skills. With a value-conscious management investing in the development of leaders at all levels, we can offer our employees opportunities for advancement and growth, and thereby build a solid foundation for long-term partnerships. Through quality assurance and automation of our processes with the use of up-to-date technology, we create efficiency in the supply chain – whilst freeing up employees even more for customer relations work and innovative development.

Rimaster’s strategy of working closely with its customers is a success story. We notice this not only by way of the confirmations we receive – for example from JLG, which has awarded us the “Partnership Excellence” award. The fact that we are there to meet the needs of our smaller customers as well has also resulted in innovative solutions that can contribute to development and growth. What comes to mind in particular is our riCab cab, which is an excellent example of how we deliver Rimaster’s High Mix, Low Volume concept in everything we do – for the benefit of everyone. Thank you for your confidence! 

**Pernilla Norman**  
CEO & Group President

HOW do you combine good price with perfect quality, delivered just in time? And is it even possible when most of the products are configured differently? The technology company PALFINGER has teamed up with Rimaster to solve the “impossible triangle” of the perfect supply chain.

A Truck Mounted Forklift from PALFINGER with “Rimaster inside”.

Photos: Palfinger



# Partnering with PALFINGER

PALFINGER is an international technology and engineering company and a leading producer and provider of innovative crane and lifting solutions. The company has around 12,350 employees, 30 manufacturing sites and a global distribution and service network. From loader cranes and aerial work platforms to timber cranes, truck-mounted forklifts, winches, and Slipway Systems – with its products, the company consistently delivers on its promise of Lifetime Excellence. PALFINGER AG has been listed on the Vienna Stock Exchange since 1999, achieved a revenue of EUR 2.36 billion in 2024 and has the PALFINGER family as a stable and strong majority owner.

“PALFINGER’s leading market position comes from our ability to meet the customer’s requirements in every detail”, says Tobias Braunsberger, sourcing group lead buyer, control systems and mechatronics at PALFINGER.

“Of course, we have a standard range, but most of our products have a high number of variants in order to meet all requirements which are important to our customers. Another quality, highly appreciated by PALFINGER’s customers is our global distribution and service network to ensure worldwide proximity to the market.”

## High mix - no problem!

The high level of customization means that PALFINGER relies

on flexible, skilled subcontractors with a strong record of on-time delivery. Since 2019, the company has been collaborating with Rimaster on electrical harnesses for PALFINGER’s Truck Mounted Forklifts. Today, Rimaster is supplying PALFINGER’s production sites in the United States and Europe, via Rimaster in Poland, Serbia and China.

Hubert Walachowski, who is Global Account Manager at Rimaster Poland, is responsible for Rimaster’s overall commitment to PALFINGER and works closely with the PALFINGER organization: on global procurement matters together with Tobias Braunsberger, and in daily operations with lead buyer Katharina Winkler.

“The high degree of customer-specific adaptation can of course also extend to the business of harnesses and this is precisely where our high mix–low volume concept fits like a glove. Our flexibility, adaptability and ability to respond quickly to customers’ requests and needs are key to the success of our collaboration”, says Hubert Walachowski.

## “Polished and proactive”

It’s a view Katharina Winkler shares, and she values the close day-to-day collaboration between PALFINGER’s and Rimaster’s engineers:



“Our high degree of customer-specific adaptation also extends to the harness business, and this is exactly where Rimaster’s high mix-low volume concept fits like a glove”



Katharina Winkler,  
PALFINGER



Tobias Braunsberger,  
PALFINGER



Hubert Walachowski,  
Rimaster Poland.

“The harnessing is deep into our products and therefore a very important part of our development and production. Based on the customer’s requirements, our engineers prepare the drawings that form the basis for our cable harness inquiries. Whether it’s questions that need answering, samples that need to be produced, or simply a process that needs speeding up, we find Rimaster to be highly proactive. If any problem arises, we hardly notice any effects in our production”, says Katharina Winkler:

“It’s polished. It’s hands on, with a positive problem-solving approach, delivery times are perfect.”

### Knowledge-sharing

Alongside their day-to-day work, Rimaster also contributes specialist expertise to support PALFINGER’s development department.

“Our team possesses a great deal of expertise, and the dialogue between our team and the PALFINGER development team is inspiring. How can we, through our knowledge and production methods, help PALFINGER to offer their customers even better end products, says Hubert Walachowski.”

One example of further development of the cable harnesses is braiding – a production method in which Rimaster has extensive experience and which is now, following mutual

discussions, being tested by PALFINGER.

“The Rimaster team suggested braiding for some of our harnesses, and we are interested as we see benefits both in the form of easier production and aesthetics. We ordered some samples that we are now evaluating”, says Katharina Winkler.

### Cracking the code

The partnership between Rimaster and PALFINGER has developed quickly in a short time – Rimaster gaining trust year by year, delivery by delivery.

“I guess the challenge is the same for every supply chain organization”, says Tobias Braunsberger:

“The perfect supply chain is the result of an almost impossible triangle trying to balance good price with good quality – in time. And that takes partnership and cooperation. And in the future, our collaboration can reach additional heights. At the moment we are developing our supply chain by defining the standards of tomorrow and ‘preferred alliances’. Being such a preferred partner would of course open up for our collaboration to grow together.”

Andreas Wallström,  
Head of Forecasting at Swedbank.

# He predicts the future of the global manufacturing industry

The old rules no longer apply and the global manufacturing industry is facing new challenges. What is really going to happen - and how can we be prepared? Andreas Wallström, Head of Forecasting at Swedbank, gives his view of the future.

## "People are practising what is usually called 'friendshoring', meaning that they trade with their friends. This is clearly noticeable in Europe, for example, where statistics show that trade between European countries has increased"

As Head of Forecasting, Andreas Wallström maps the major macroeconomic relationships from a global perspective, and makes forecasts for growth in Sweden.

Andreas began his "macroeconomic career" at the Swedish Ministry of Finance 25 years ago.

"It hasn't got any easier over the years, the challenges have increased, but the job has actually become even more fun – despite it getting more complicated to get the forecasts right", says Andreas – referring especially to the unpredictable start of the 2020s with the pandemic, inflation crisis and political turbulence.

"None of us have experienced this kind of dramatic development in modern times, but it has also increased the demand for analyses", he points out.

"A macroeconomist has the same preconditions to work with as a meteorologist. If you look ten days ahead, economic development is relatively predictable – but no one knows how businesses and people will act a year from now. It's obviously a much harder task to predict the state of the economy a year in advance. The macroeconomist's principle role, therefore, is to describe the current situation and which factors and relationships are important to keep an eye on due to their potential impact on the future."

### Two important trends

Right now, there are two major trends that are absolutely crucial for the global manufacturing industry.

"Firstly, we have the trend of tariffs having an inhibitory effect on world trade and which are becoming a challenge for many global companies with complex supply chains. The second trend is the ongoing defence rearmament – particularly in Europe. This does of course benefit the companies and subcontractors who are developing and manufacturing various types of security and defence solutions."

### Sticking together with friends

Against the backdrop of tariffs and international conflicts, many global players are choosing to regionalize their processes.

"People are practising what is usually called 'friendshoring', meaning that they trade with their friends. This is clearly noticeable in Europe, for example, where statistics show that trade between European countries has increased", says Wallström.

The general advice given to manufacturing companies is to build flexibility.

"You need to look at the entire supply chain and consider the available alternatives. What happens if a certain supplier of raw materials or products in a certain region drops out? What alternatives do we have to secure the supply chain?"

Partnership has always been important, but now it has taken on renewed relevance.

"When the rules-based world order gets shaky, relationship building becomes even more important."

### Is AI the solution?

AI, along with other smart technologies, is becoming one of the tools in the transformation of the manufacturing industry.

"When you want to relocate certain types of production, automation and technological development, as well as various types of solutions using artificial intelligence, are one way of increasing efficiency and productivity. We see that investments in new technology actually pay off in both macro and growth statistics: it boosts the economy. This is particularly evident in the US, where they are at the forefront of technological development."

### Climate smart makes money

A long-term underlying trend is the ongoing climate transition.

"This is a permanent trend that will lead to growth in the companies of the future. Businesses that invest in a sustainable transition will be more competitive, both due to market demand and to the regulatory framework. With the new emissions systems, it will simply be too expensive to be 'dirty'."

Andreas Wallström highlights China in this context.

"China is currently responsible for the greatest emissions, but it is also the world's foremost developer of the technology that the whole world benefits from in the climate transition – I'm thinking, for example, of batteries and solar panels. I believe that people understand the climate change problem over the long term, even though we all wish that the transition would go faster throughout the world." ■



# riCab – One cab, A Thousand Possibilities

We are now starting to manufacture our riCab. riCab is the solution for customers who want their own customized cabs in small series without the need to invest extensive resources in their own development and manufacturing. Curious? Then you should book our riCab trailer for a visit.



Karin Hiertonn, designer at Rimaster Cab & Mechanics in Horn.

“riCab is the ultimate extension of what we at Rimaster are so good at: creating system solutions where wiring harnesses, electronics and mechanics provide a seamless and reliable driving experience even in the most challenging environments”, says Ulf Almén, Business Developer at Rimaster Cab & Mechanics.

**What led to the birth of the riCab concept?**

“Developing and manufacturing your own cab requires extensive resources and not everyone can or wants to make such investments. Many would rather focus on developing the functionality and leading-edge of the vehicle itself – regardless of the type of processing involved. That’s why we decided to develop riCab: a generic cab for customers who don’t want to manufacture their own, but who can’t find a good standard cab on the market.”

**How does the riCab concept work?**

“The cab is adapted to the customer’s needs and can – if so desired – be delivered complete with electrical systems, harnesses and control panels. A good cab is an important part of the customer’s finished system solution. It gives our customers increased accessibility and the opportunity of focusing on their own offering and what makes them unique in the marketplace. At the same time, they get a solution that is adaptable and cost-effective.”

**How much can the customer actually adapt?**

“The physical dimensions of the cab are fixed, but it is possible to influence the choice of doors and windows as well as the interior functionality. The customer can also choose the level of completeness of the delivered cab – with just some components, or fully equipped. The idea is that as the buyer, you only pay for what you actually want and need. Nonetheless, good

ergonomics are a very important part of the overall concept and we make no compromises there! The cab has been designed so that the driver can work the entire shift without getting tired.”

**Which industries can integrate riCab with their own machine concepts?**

“Manufacturers of agricultural machinery have already shown great interest. But basically, all manufacturers of special machines for demanding environments are targeted. We have extensive experience in supplying harnesses, electronics and mechanics for tough conditions where there is a lot of dust, moisture and vibration. Different types of terminal machines are other good examples. Since we assist our customers in developing the concept, there are really no limitations – that’s what’s so exciting and fun about riCab.”

**What should you do if you want to know more?**

“The simplest thing of all is to call us and book our demo trailer. Then we’ll come to you with a cab and give you a demonstration on site. Perfect when you want all colleagues to be involved in the development process, irrespective of department.”



Jimmy Baard and his colleagues in Horn are now taking the Rimaster riCab into serial production.

# Rimaster Invests in a New Business Area within Defence and Security

The Customers' need for security solutions is growing. That's why Rimaster has established a completely new business area: Defence & Security. "It feels good that we can help contribute to a safer world, says Business Developer Ulf Almén.

Rimaster has extensive experience in developing and producing system solutions, harnesses, electronics and mechanics for customers with high security requirements. These customers can be found in a range of different industries, from special vehicles to material supply and communication.

"With today's complex, global security situation, our customers have intensified their development and production work and therefore need our help. We see the opportunity to both develop our existing customer relationships and seek out new collaborations, and for this reason choose to work specifically towards this target group by organizing a new business area", says Ulf Almén, Rimaster Business Developer.

The focus is on security solutions aimed at the defence industry.

"By security, for example we mean information security and surveillance", clarifies Almén.

## Extremely high demands

Our expertise in system development and design solutions that drives the demand.

"Our customers in Security and Defence place very high demands on solutions, materials and documentation. Often, these are unique solutions not found in the civilian sector. Here, we can get involved as early as in the development phase and assist with the choices made to ensure that both function and documentation meet the high demands. We develop and produce special solutions but also offer box building based on given data."


Having all-embracing control of the flows and being able to avoid materials and solutions that can compromise security in one way or another is a high priority.

"Naturally, there are requirements for traceability and a desire to avoid materials and components of unclear origin. Here, it is a strength that we at Rimaster have our own development and manufacturing, which means that we can offer both special solutions and standard components under controlled conditions. The fact that we are used to working with high mix and low volume is also a winning concept in this area."

## A safer environment

Primarily, it is the Swedish companies that drive the Defence & Security business area towards customers; but the entire Rimaster group is involved and provides assistance with its expertise.

Investments have also been made to meet the requirements for safety and reliability. This has involved our making extensive renovations that include additional ESD rooms designed to counteract static discharge in connection with the assembly of the products. When manufacturing harnesses and circuit boards, international IPC standards are met.

"We see our new business area as a way to grow and create security for our employees. But it also feels meaningful that we are involved in building a safer and more secure environment where a strengthened defence capability can help reduce the risk of armed conflicts", Ulf Almén says. 



Ulf Almén,  
Rimaster Business Developer

# Dive deep into riFuse

riFuse is the new and innovative way to secure power supply without the need for traditional fuses: the unit provides power distribution to every consumer within the electrical system. With riFuse, you can achieve advanced solutions with unparalleled simplicity.

Our Product Manager, Lars Olsson, offers an in-depth look and highlights the possibilities in our new film, which you can watch by scanning the QR code.



# Rimaster Introduces New Energy Management Standard

As an important element of its sustainability work, Rimaster has been certified according to the energy management standard, ISO 50001 throughout the Group. “Where our sustainability work is concerned, we want to be at the cutting edge, so it goes without saying that we need to have ISO certification. This will also entail several exciting technology changes”, says Global Quality Manager, Christer Eriksson.

This is therefore a global initiative in which all Rimaster units around the world have gone through the certification process.

“We intend to build our routines and standards globally, but the energy survey work and improvements that form the basis for the certification will be done locally. The energy management system will be woven together with 9001, 14001 and 45001 so that we have a common Rimaster system that covers all the standards”, he explains.

## Dialogue with Customers

Our choice of system has been made in close dialogue with our customers.

“We want to be a partner at the forefront of sustainability. Rimaster has already been pursuing ambitious sustainability work through EcoVadis, where energy conservation and efficiency are important factors. That we are now taking the energy issues down to detail level has been very positively received by our customers, and several have indicated that ISO 50001 is the system they prefer. Many are themselves working within the system and therefore see many synergies in that their suppliers are also doing so.”

## Broad Initiatives

The audit took place at the end of 2025 and our hope is that all Rimaster units will be covered by the certification, coming into 2026.

Rimaster does not have any energy-intensive manufacturing, Eriksson points out, but that does not preclude the improvement initiatives from being pursued on a broad front.

“Amongst other measures taken, we’ve already replaced the heating system, modified the ventilation and replaced the lighting with an energy-efficient, sensor-controlled system at the facility in Rimforsa, Sweden. Similar initiatives are also

underway at our other facilities. For example, we’ve installed solar cells at both of our manufacturing units in Poland.”

## Driven at Management Level

The work of locating the major electricity consumers – so-called SEUs, Significant Energy Users – and addressing them, will continue and is being run at management group level.

“We have established an ‘Energy Management Group’ that meets regularly to promote the issue. The fact that energy efficiency work is prioritized by our top management is an important signal that Rimaster really takes this issue seriously.”

But the actual driving force comes into play in the everyday life of each individual employee, he emphasizes.

“Just like with all other improvement work, the success is based on the commitment and participation of our co-workers. We’ll also be developing a training package for all our employees so that everyone has access to the right knowledge – and insight into how they can participate and make an impact.”

### This is ISO 50001

ISO 50001 is an international standard for energy management systems that helps companies and organizations to systematically improve their energy efficiency.

The certification serves as a framework for the work of improving energy efficiency, energy use and energy consumption. By following ISO 50001, organizations can reduce their energy costs and environmental impact and increase their competitiveness.



Christer Eriksson,  
Global Quality Manager at Rimaster.



Solar cells at our manufacturing  
unit in Czaplonek, Poland.

# Customer Benefit Drives Technology Development

AI, automation, humanoids... It's a new, exciting world that we all need to navigate. For Rimaster, investments in new technology are about customer benefit, says Pernilla Norman, Rimaster Group CEO.



“Our driving force is customer benefit. We want to assist our customers in becoming more competitive within the framework of our partnership. That’s why we also have dialogue with customers in our various technology development projects. What optimizations do they prioritize?” That’s our question, she says.

The number one benefit from this new technology is efficiency in the form of time – speed, in other words.

“Lead times are historically short today and customers are looking for a quick response. Here, different types of AI solutions can provide faster feedback, while automation in manufacturing can create efficiency in our system solution and production offering. We have made a number of heavy investments in automation in particular.”

## Increases Competitiveness

“The new technology can of course also help us at Rimaster to become more competitive. We can work more efficiently and use our resources for other tasks that have a greater impact on

the business and are more stimulating for the individual. This, in fact, applies to all areas: from production optimization to supply chains and the more administrative processes.”

A number of AI and automation projects are currently being run within Rimaster. It’s an exciting journey that we are on and we are learning new things all the time.

“The overall goal of these projects is to minimise time and create cost reductions. Through the new technology, we can create conditions that free up time for our staff. Time that can be used to work on value development. Efficiency improvements that will then benefit us as well as our customers.”

## Down-to-earth Approach

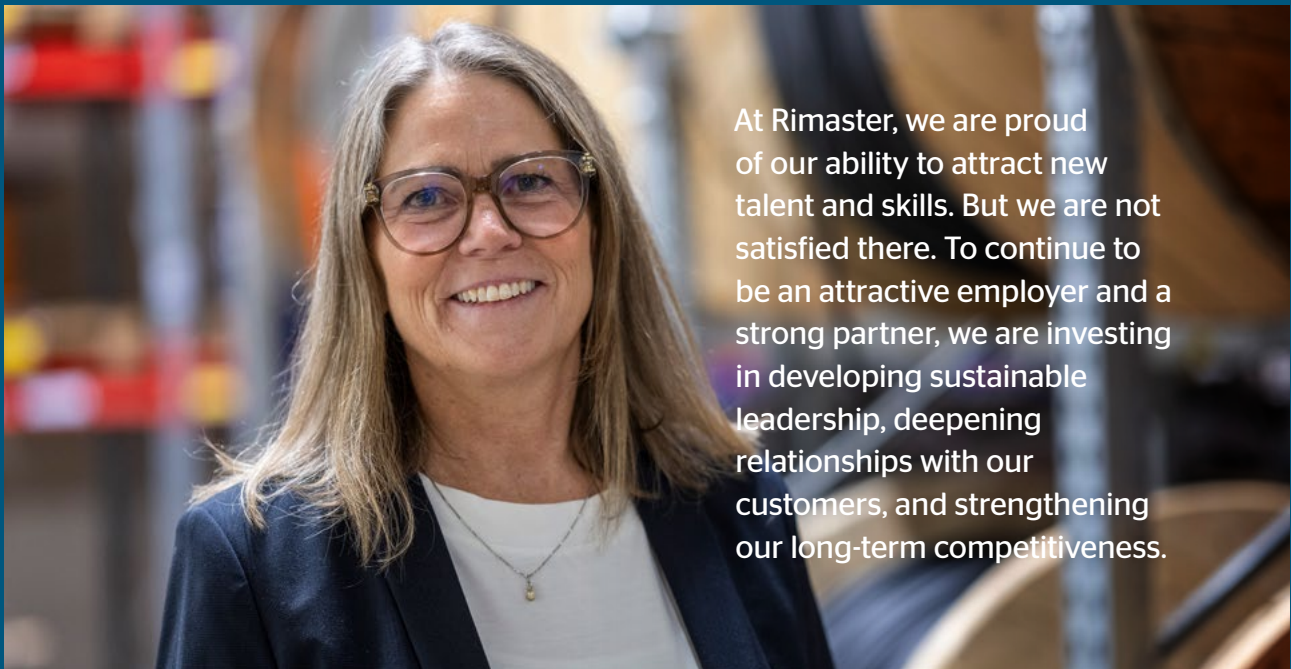
The investment is obvious, but Pernilla Norman emphasizes that in true Rimaster spirit, there is a down-to-earth approach to the new technology.

“There are a host of benefits available when the technology is used correctly – of that, we are absolutely convinced. And that’s why we also place great importance on evaluation and making carefully considered decisions. AI technology is still in its infancy and how the software is built and exercised, as well as what information it receives, is crucial for the result. It’s extremely important that we are source-critical and understand that the answer you get from an AI process is not automatically the truth. We need to be aware of the risks when we explore the possibilities.”

This is where skills development comes in as an important parameter to increase knowledge and drive innovation in our organization.

“We are holding various training courses on AI in the organization, both pertaining to fundamental issues such as security and integrity, but we are also collaborating with academia to gain insights into the latest research and future opportunities.”

# We're building the Leadership of the Future



At Rimaster, we are proud of our ability to attract new talent and skills. But we are not satisfied there. To continue to be an attractive employer and a strong partner, we are investing in developing sustainable leadership, deepening relationships with our customers, and strengthening our long-term competitiveness.

Lisa Wenåker is our new Global HR Manager.

With our new Global HR Manager, Lisa Wenåker, we are taking the next step in shaping the Rimaster of the future – one in which people, relationships and sustainable development go hand in hand.

“At Rimaster, we see leadership as more than leading – it’s about being a role model, being able to see opportunities, make wise decisions and at the same time inspire, develop and create long-term sustainable results together with your employees,” says Lisa Wenåker.

## Clear Strategic Connection

The position of global HR manager is a newly established one and is part of the strategic focus on skills supply and leadership. Lisa has a master's degree in Human Resources and Work Science from Linköping University and has worked with HR issues in industry since the turn of the millennium.

After some time within the Rimaster Group, Lisa describes a drive and a clear direction.

“It is very clear that the HR work within Rimaster is very closely linked to the Company’s strategy. There is a pronounced desire to genuinely invest in leadership and skills development – that words are translated into action. This creates a strong foundation for sustainable development and growth. There is an understanding here that people, skills and leadership are what build the business in the long term. It is very inspiring and progressive to be able to participate and contribute in a company where these issues are really taken seriously!”, she says.

## Leadership in focus

During 2025, work began on developing leadership for the future within Rimaster. The program began in the autumn with a leadership day together with the Board and the Global Management Team. It resulted in new perspectives and practical tools that are now being spread further within the organization.

“Leadership is the extended arm of management in the work of developing the Company and driving towards agreed goals. Good leadership is crucial for Rimaster to be an attractive employer of the future and to be able to develop the partnership with its customers. Leadership is also very important for the culture and therefore during our leadership days we placed a strong focus on the role of leadership for the Company’s values”, says Lisa Wenåker.

## Values to Nurture and Develop

Our values “Cooperation for Development”, “Team Spirit and Respect”, “Solution Orientation” and “Sustainability” have been around for a long time and today are broadly anchored in the organization.

“Our Corporate Culture is something we constantly need to nurture and develop – and here leadership plays a crucial role. By acting as role models, management shapes the culture from the perspectives of an employee, our customers and that of the business.”

# Rimaster Receives Prestigious Supplier Award

JLG, one of the world's leading manufacturers of work platforms, has awarded Rimaster the "Partnership Excellence" award.

"It's a great feeling of course, and a confirmation that our close partnership with our customers is recognised", says Rimaster CEO Pernilla Norman.

JLG is the world's leading developer and manufacturer of work platforms and telescopic handlers for a number of industries, such as: agriculture, construction and concrete, steel structures, real estate and warehouses, and steel structures. JLG operates on a global scale and is headquartered in the US. Our business relationship with JLG goes back many years and we are currently suppliers to JLG's production units at several different locations around the world. The award was presented during a ceremony at the JLG Headquarters in Hagerstown, USA.

"Building partnerships with our customers is an important part of our strategy. Together with our customers, we want to create the conditions to meet their unique needs in a safe and effective way, and by doing so, ensure a long-term and sustainable partnership", says Pernilla Norman.

"Because of this, it is of course extra gratifying to let you know that we have been assigned an award for this particular work. Something we receive with humble gratitude. The motivation behind JLG's award is confirming that our work of being a close partner is truly appreciated by our customers. It fosters our motivation to continue our changed and long-term work of deepening our partnerships. This is an award for the entire Rimaster organization – an achievement we have attained together!"



Pernilla Norman, CEO at Rimaster with (from left) Alberto Hermosillo, Commodity Manager, Electrical Components, Will McLean, VP, Global Procurement & Supply Chain and Julien Fambrini, Global Account Manager at Rimaster France, at the award ceremony.

"...Your commitment to quality, innovation and collaboration in achieving shared goals and driving forward our collective vision has made you a truly valued partner..."

"...Your eagerness to learn and grow, coupled with your humility and focus on long-term, sustainable growth, is truly admirable. Rather than overextending or taking unnecessary risks, you've chosen a steady, thoughtful path that aligns well with JLG's values and approach to business..."

**Rimaster AB**, Industrivägen 14 | 590 44 Rimforsa, Sweden | +46 494 795 00 | [info@rimaster.com](mailto:info@rimaster.com)

[rimaster.com](http://rimaster.com)

#### Rimaster Electrosystem

Industrivägen 14  
590 44 Rimforsa  
Sweden

#### Sales:

**Andreas Kronström**  
+46 705 658 904  
[akr@rimaster.com](mailto:akr@rimaster.com)

**Patrik Andwester**  
+46 703 991 448  
[pan@rimaster.com](mailto:pan@rimaster.com)

**Claes Nyberg**  
+46 72 092 94 88  
[secln@rimaster.com](mailto:secln@rimaster.com)

#### Rimaster Development

Bröksmyravägen 31  
826 40 Söderhamn  
Sweden

**Conny Nyström**  
+46 70 517 33 04  
[cny@rimaster.com](mailto:cny@rimaster.com)

**Johan Lundh**  
+46 72 6010066  
[sejlu@rimaster.com](mailto:sejlu@rimaster.com)

#### Rimaster Cab & Mechanics

Industrigatan 1  
590 42 Horn  
Sweden

**Ulf Almén**  
+46 705 173 309  
[ual@rimaster.com](mailto:ual@rimaster.com)

**Karin Hierton**  
+46 76 5479579  
[khi@rimaster.com](mailto:khi@rimaster.com)

#### Rimaster Poland

Ul. Kolejowa 4  
78-550 Czaplinek  
Poland

**Hubert Walachowski**  
+48 602 315 843  
[plhwa@rimaster.com](mailto:plhwa@rimaster.com)

**Edyta Kapelan**  
+48 787097749  
[pleka@rimaster.com](mailto:pleka@rimaster.com)

**Krzysztof Wątorek**  
+48 882189010  
[plkrw@rimaster.com](mailto:plkrw@rimaster.com)

#### Rimaster France

Actipark Bat D  
662 Rue des Jonchères  
69730 Genay  
France

**Julien Fambrini**  
+33 624 340 049  
[jfa@rimaster.com](mailto:jfa@rimaster.com)

#### Rimaster Benelux

Halstraat 41  
3550 Heusden-Zolder  
Belgium

**Bart Maes**  
+32 474 320 851  
[bma@rimaster.com](mailto:bma@rimaster.com)

#### Rimaster Germany

Kölner Strasse 27  
50226 Freschen  
Germany

**Jörg Hagmaier**  
+49 151 12427570  
[dejha@rimaster.com](mailto:dejha@rimaster.com)

#### Rimaster Serbia

Glavicki put b.b.  
35250 Paracin  
Serbia

**Maja Stanojevic**  
+381698076554  
[rsmst@rimaster.com](mailto:rsmst@rimaster.com)

#### Rimaster Ningbo

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

**Maggie Lee**  
+86 13486621599  
[mle@rimaster.com](mailto:mle@rimaster.com)

**Serena Zhuang**  
+86 13056821600  
[cnshz@rimaster.com](mailto:cnshz@rimaster.com)

**Aimee Liu**  
+86 15968902099  
[aml@rimaster.com](mailto:aml@rimaster.com)