

1916-2003 NILSEN 87 YEARS.



NILSEN

REVIEW

ISSUE 11, MARCH 2003



ELECTRICAL EXCELLENCE

OUR VISION:
'TO BE PREFERRED!'



FROM THE MANAGING DIRECTOR



We see financial year 2003 to be a year of consolidation. Our orders remain high and the groundwork in FY 02-03 puts the Group in a strong position for the year ahead.

Contracting remains our major activity. SA, WA, NT and NSW continue to contribute well.

As noted in the last Review, Victoria had some problem projects. Our team has worked through these and is now again poised to become a strong contributor. Queensland is building its order book. Our regional offices in Bunbury, Mt Gambier and Morwell continue to go from strength to strength.

Engineering Services, including our High Energy activities, performed well throughout Australia and our strong growth continues. This is an exciting area. Our unique skills in servicing, refurbishment and rebuilding switchgear, transformers and other critical equipment are in high demand.

Switchboards saw formidable growth with its now national focus. Our new WA venture has won its first major order for BHP. Also the large Lucas Height Reactor project is now under way. Our range of switchboards continues to broaden.

Data and Communications continue to complement our other activities in providing what we like to call our 'end to end' services.

The Technologies business continued to struggle in a market much changed over recent years. This market is now best serviced by smaller business

structures. So, when existing management proposed an MBO, this was taken up. We wish the new venture, Power Parameters, well.

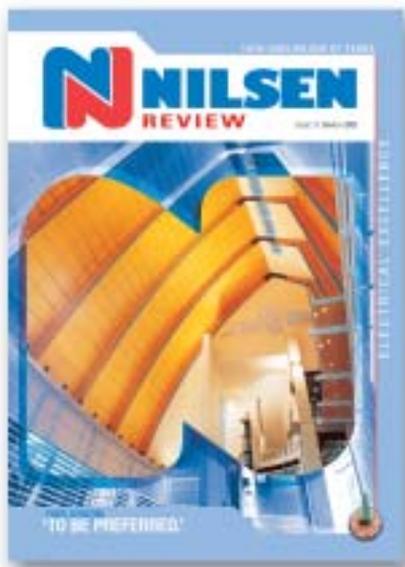
Full retail contestability and the intended rollout of 'Smart Meters' has meant substantial extra orders for our Revenue Metering business. Our meter redesign and business restructure has won us greater market share from some most influential customers.

We continue to develop our vision, 'To Be Preferred' following its launch in the last review. If our continuing winning of awards is any guide, our campaign is going well as you may note from the article on the opposite page.

I hope we are continuing at working to be preferred in our business dealings with you.

Peter Vandenheuvel

OUR REVIEW IN REVIEW



What is in this review?

- Front cover: An icon for Fremantle, for WA and for Nilsen, the new Maritime Museum.
- To be preferred. Our vision is being delivered. See opposite on Page 3.
- Unexpected blackouts - what businesses fear most! Pages 4 and 5 show how we help ease the pain.
- The water cycle and our not insignificant part in it! Page 6 shows how.
- Business disaster planning has to include the power supply. Find out why on Page 7.

- Our investment in the future. Page 8 outlines our exciting Management Programme.
- Our mini module is making impact. The details on Page 9.
- We broaden our MV switchboard range. Page 10 shows the latest.
- Moving - a pleasure when it's for the right reasons. Page 11 has the reasons.
- More variety. Not one, not two but five new projects on Page 12.
- Nilsen Landmarks. This edition it is the NT's turn. Page 13.
- Nilsen across Australia. The proof is on Page 14 and 15.
- Our people. Page 16 shows the latest appointments and achievements.



**Our website is still
a work in progress
but check it out at
www.nilsen.com.au**

2002 - ANOTHER EXCELLENT YEAR.

No matter how you count them, by state, nationally or all combined, our list of awards just keeps on growing!

The last edition of the Nilsen Review saw the launch of our new vision, simply 'To Be Preferred'. Well, if the awards won during 2002 are anything to go by, we are certainly trying very hard to be just that.

The year saw:

- Our WA company win two subcontractor awards, a state excellence award, a high commendation, and a nomination for a national award.
- Our SA company win a state excellence award, the perpetual state trophy award, and a national award.
- Our Victorian company as a finalist in their state awards.

Congratulations to all Nilsen companies and especially to all Nilsen People for another excellent year!



The list of awards won over the years is certainly impressive:

- 2002** MBA WA "Sub Contractor" of the Year
MBA WA Division Winner - Services
NECA WA National Nomination
NECA SA Best in Category
NECA SA Best Overall
NECA VIC Finalist
- 2000** NECA WA High Commendation
- 1999** NECA Best in Category National
NECA WA Best in Category
NECA WA Best in Category
IEA SA NT Best in Category
- 1998** NECA WA Best in Category
NECA WA Best in Category
MBA WA Overall
MBA WA Best in Category
NECA Best in Category National
- 1997** MBA WA Best in Category
NECA WA Best in Category
NECA VIC Best in Category
NECA SA Best in Category
NECA SA Best Overall
- 1996** NECA Best in Category National
NECA WA Best in Category
NECA National High Commendation
NECA WA Best in Category
NECA SA Best in Category
NECA SA Best Overall
- 1995** NECA Best in Category National
NECA SA Best in Category
NECA WA Best in Category
NECA VIC Best in Category
NECA SA High Commendation
- 1994** NECA Best in Category National
NECA WA Best in Category
NECA VIC Best in Category
NECA SA High Commendation



OUR BLACKOUT BUSTERS WIN HIGH PRAISE.

Those who can remember back far enough might recall the name Red Adair. He and his team were renowned for their ability to put out oil field fires. At a moments notice they would fly to any part of the globe to fight fires at oil wells, on off shore rigs under the sea and wherever.

Well, in our own small way, our teams have been following in their footsteps. We don't profess to be experts at fighting the types of fires Red and his team did, but we'd like to think we have Red Adair type teams when it comes to rectifying major catastrophes involving electrical plants. Certainly we have been called out to many instances where fires or other unforeseen circumstances have caused major unexpected power blackouts.

The dread of every facility owner, an unexpected power blackout! When, for some reason or another, an electrical failure occurs in a plant or in an office building, making safe

and then getting the facility 'back on the air' can be critical to the operation and even to the future of the business.

But, getting the facility back on air may not be that easy. Invariably, damage is not confined to just one piece of equipment or one part of the electrical plant. A switchboard fire often takes out much of the immediate electrical main and sub-main cabling, a cable installation fire often takes out machinery and the general lighting and power installation, and a transformer fire can severely damage a substation. Then, of course, there is also the risk to the comms system.

This often means reinstatement becomes a multi-disciplined effort.

Special skills are needed to rebuild damaged oil, vacuum, SF6 or air switchgear. But different specialist skills are needed to rebuild damaged switchboards. Yet different special skills are needed to repair and replace

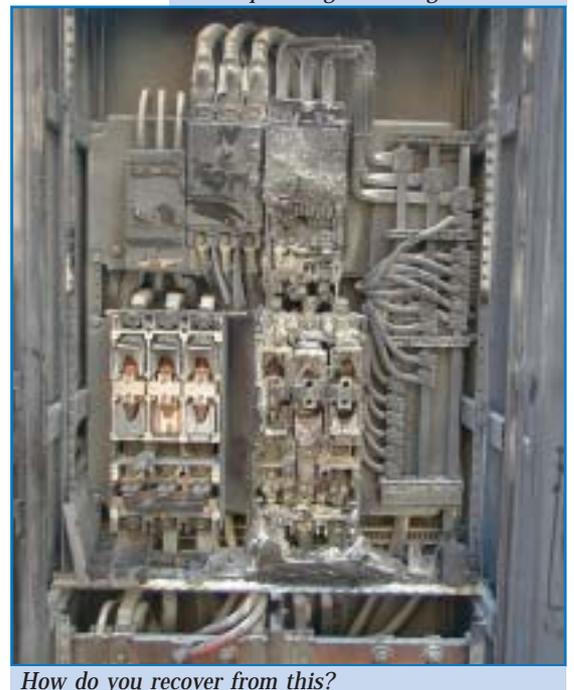
the mains and submains. Still different specialist skills are needed to repair the machinery or transformer.

Coordinating all these specialist skills can become a real nightmare. This is why, faced with a serious problem, many customers have recognised the value of having one multi-skilled organisation do the work. This is where our teams excel as they have the unique ability to deliver all these skills.

As noted by Garry Meyer, the manager of our Victorian Engineering Services Division, "We can muster large multi-skilled teams of switchgear, switchboard, transformer, installation, comms, HV and LV service technicians, familiar to these working environments, at very short notice, working around the clock if need be to get a facility back on line".



We keep the light shining.





An intricate emergency remove and replace job.



Repairs to control systems.



One of our Blackout Busting Teams.



Transformer repairs.

Recent reinstatement projects around Australia have been undertaken for:

- Australian Paper, Maryvale
- Royal Melbourne Hospital
- Queensland Nickel
- Westfields
- Caltex
- Robe River Iron Associates
- Peters & Brown
- Western Mining Kalgoorlie
- GIO Perth
- Cockburn Cement
- Vinidex
- Simsmetal
- Fremantle Port Authority
- Garden City
- Brisbane City Hall
- Pacific Fair Shopping Centre

SAFER WATER FOR US AND THE ENVIRONMENT.

Predictions are that in the next 50 years the world population may double. Will such growth eventuate? Only time will tell. But, one thing is for certain, growth will be substantial. And such growth will place great pressure on our water resources.

Water, already in short supply in the current drought, will become an even more scarce resource. Even now, many new and augmentation projects are underway to increase collection and storage capacities.

But, collecting and storing water is only one part of the water cycle. Once it is collected, it must be filtered and made safe for consumption. Then, as it is returned as wastewater, it again needs treatment before it can be released back into the water cycle if development is to be ecologically sustainable.

Recognising the importance of the water industry, our teams have become very skilled at the many and various aspects of water management. Recently our teams have worked on:

- Harvey Dam augmentation
- Glenelg Waste Water treatment Plant Upgrade
- Woodman Point Digesters stages 1 and 2
- Woodman Point Sludge dewatering
- Georges River Wastewater treatment plant
- Gippsland Water
- Subiaco Wastewater plant
- Neerabup Water Treatment facility
- Yangebup pumping station
- Samson Brook pipe-head dam
- Luggage Point Wastewater treatment plant
- Gibson Island Wastewater treatment plant
- Wacol Wastewater treatment plant
- Wivenhoe Dam
- Hinze Dam
- Gold Coast City Council water and sewer stations
- Noosa Water Treatment plant
- Happy Valley dam and treatment plant
- Hope Valley dam and treatment plant
- Christies Beach Wastewater treatment plant
- Bolivar Wastewater treatment plant

Water will be the most valuable commodity in years to come. Our teams will be helping ensure it will be both safe to drink and safe to return to the environment.



Bolivar SA.



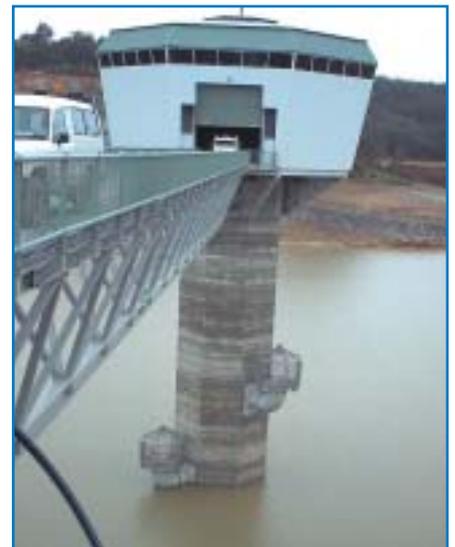
Woodman Point WA.



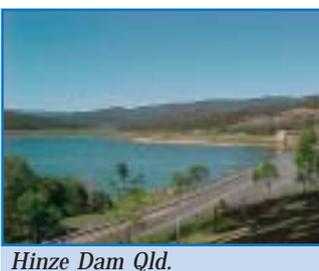
Noosa Qld.



Glenelg SA.



Harvey WA.



Hinze Dam Qld.



Wivenhoe Qld.



Gippsland Vic.



Gibson Island Qld.

IS A SECURE POWER SUPPLY PART OF YOUR BUSINESS DISASTER PLANNING?

The security of power supplies is something recent world events have certainly brought to the fore. Governments and utilities are now placing much greater emphasis on security of power generation and distribution systems. This must reduce greatly the risk of some creating mischief and interruption to supply.

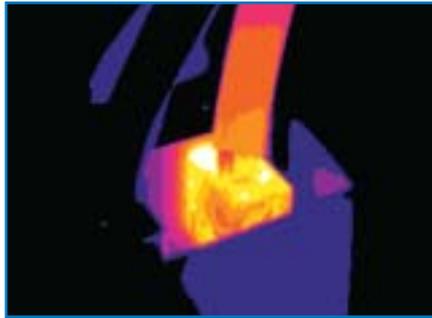
But, unfortunately it will do little to otherwise make power supplies more reliable. Why? Because system reliability is influenced by many other things. The weather, fires near powerlines, system condition and motor vehicle accidents to name but a few. But even given all of these possible causes, systems are generally extremely reliable.

However, often overlooked is the risk of a self-caused power blackout.

Typical causes are your overheated switchgear or transformers, loose connections, disabled protection, or incorrect protection settings.

When a system blackout occurs, your costs are often very high. But, at least they are limited to the temporary loss of facility use. When a failure of your equipment is the cause, however, not only does it cost you that, but you also have to pay all the repair costs, which could be much greater.

Electrical equipment becomes less reliable with age. Over time, the heat generated by the system causes contacts and connections to loosen and insulation to deteriorate. So a trouble-free past is no guarantee of a blackout-free future.



Thermography, early warning.

Main areas of failure should include all equipment from the point of supply to all critical plant including:

- HV switchgear
- Transformers
- Mains cables

- Main switchboards
- Critical distribution boards
- Change-over panels
- Generators
- UPS systems
- Change-over panels
- Battery banks
- Protection relays

All the more reason why regular servicing of your power supply chain by a specialist in this field must be a crucial part of your business disaster prevention plan.



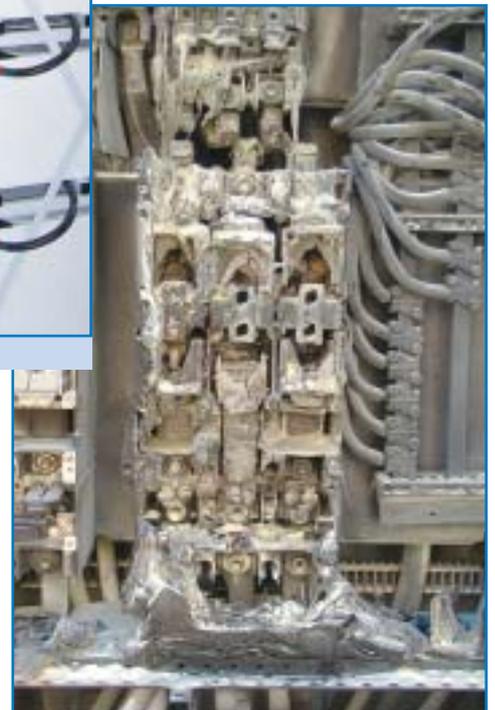
Don't overlook any battery!



Your Substation?



Your gensets, your lifeline.



This took only one or two seconds!

THE NILSEN MANAGEMENT PROGRAM – OUR INVESTMENT IN THE FUTURE

A company's most important asset is its people. True! After all, what is a company if not a company of people? None of the other company attributes or assets mean anything without people.

Recognising this, we always strive to make our people the best they can be.

We've always invested heavily in trade type training and learning specialist skills. Likewise, in helping our people make the transition from these technical skills

outcomes, it was often difficult for a single person to implement exciting new management concepts.

Our challenge, how we could do this better?

Well, with the help of the Melbourne Business School (one of the pre-eminent in the country) we developed a 6 module live-in program of typical MBA subjects. Our vision, to at any one time have twenty or more of our key people from all over Australia come together as a group to do the course. Also, as the course would

In Mark's words, "The outcomes in terms of academic development and national team building have been tremendous. The program has opened our key people to the latest business and management concepts and to each other. They will be equal to, if not better than, the best in the industry."

A company's most important asset is its people, but with one small qualifier. What is that qualifier? The most important asset is its good people.

The investment in our people through the Nilsen Management Program is very significant. The course fees, travel and accommodation all add up to a considerable amount, but it is our investment in the future of Nilsen.

With the Nilsen Management Program, we hope our key people will be the best.

take two or three years, we could have a new group starting each three years. So far, we are half way through the first program.



First Module Team 'Winning Negotiations'.

to supervision and project management. This training has made Nilsen the professional organisation it is today.

As Mark Nilsen (Executive Director, Corporate Projects) noted whilst reviewing our training strategies, "Our programs make happen a very effective project delivery capability. But what we, like many, lacked, was formal high-end training."

Whilst we always encouraged many to take on management related subjects, it was on an ad-hoc basis. And whereas this had some excellent



Second Module Team 'Strategic Marketing'.



Third Module Team 'Thinking Strategically'.

THIRTY INTO TEN DOES GO!

Thirty into ten what?

Thirty 'Form 4' Switchboard or MCC modules, that's what.



Our mini module.

How many switchrooms do you know which are space-challenged? Probably too many to list! Let's face it, even on new projects, switchboards never get the space they need. And the problems are only made worse as the project ages.

Recognising there are many applications where the installation of standard modules is quite space wasting, our switchboard team set out to develop a unique range of mini modules for our N Series Switchboard and MCC design.

Darrell Phillips, manager of our SA switchboard facility set some very stringent design guidelines. Darrell noted "The modules had to be retro-fittable to existing N Series, they had to be fully serviceable, they had to have a high fault withstand, all the normal safety interlocks and be feeders as well as motor circuits."

Well, the team has come up with a really elegant solution. The system uses a single adaptor plate fitted to a normal 570 by 190 cell. This can then be fitted with one one-third and one two-third size module. Or the same plate accepts three one-third size

modules. And the starter or feeder unit can have full functionality such as interlocks, fault current limiting, auxiliary relays and a number of control devices. Their draw-out design also allows the units to be bench tested and repaired. Another great feature is that you do not have to fit out a whole tier with mini modules. You can fit as little as just three in a single module!

Not only will the mini modules be the perfect solution for space-challenged switchboard installations,

they are also ideal for those projects where small auxiliary motors and other drives do not justify the using up of a complete full size module, yet where form 4 degree of segregation is required.

So, instead of just ten drives to a tier, you can now fit 30, or any number in between. You can mix and match exactly to suit your needs.



As few as three.

Easily drawn out.



Optimum repair access.

N SAFE FILLS THE GAP

What is N Safe? It is our most recent addition to our switchboard range. It is a medium voltage switchboard design targeted at 12kV and 24kV applications.

As noted by Richard Slater, Manager of our WA Switchboard operation, "It fills a gap that previously existed in our switchboard range." Richard continues, "Nilsen have for a long time now, had specialist medium voltage designs for particular applications, especially for secure power applications. N Series, aimed at 12 kV and 24kV applications, now makes the range complete."

And Richard is correct.

Our specialist MV designs have been well accepted in those industries where a high emphasis was placed on custom-built designs to suit specialised customer requirements. However, there was always the general area of HV distribution where our specialist designs were not as widely accepted.

Now, with N Series, that's all changed.

N Series features include:

- Metal clad design
- Air insulated busbars
- Arc proof construction
- Earthed partitions between compartments
- Mechanical safety interlocking
- Front access for all activities
- Gas or vacuum switching devices
- Optional new generation measuring sensors
- A wide range of functional unit types
- Modular structure
- Compliance with IEC 60694
- Ratings: 12kV, 31.5kA, 2500A
- Ratings: 24kV, 25kA, 2000A
- Optional integrated control system



Excellent cabling and service access.



MV switchboards for any purpose.

A WELCOME MOVE!

Moving from one premise to another is always a pain. But, when our WA team recently embarked on their latest venture, Switchboards, it was in expectation that, if successful, it would one day have to move this activity from its current premises.



Well, that 'one-day' has certainly come along much earlier than anyone expected. And well done to our WA team!

The Division has been more successful than we'd ever hoped. It has recently been selected to supply the BHP 'Area C Project', comprising 10 intelligent MCCs in 4 purpose built switchboards, all to be delivered by July 2003.

To their further credit, the team found excellent new premises in Wellard Street, Bibra Lake, 'just around the corner' from our Park Place premises. Needless to say, they have been busy moving.

As noted by Richard Slater, our WA switchboard division manager, "The premises are new, well presented, have a good aspect to Wellard Street and are of a good size. They should be able to accommodate our Switchboard activity, even if it keeps growing like it has been, for many years to come!"

And, for the technically minded, the BHP project uses our highly versatile N Series design in front connect and back to back configuration with various bus bar ratings and up to 10 modules per tier. The project also includes supply of switchrooms, which will be fully assembled prior to shipment to site.



New WA Works.



The WA Team, Rob Rees, Len Bridge, Richard Slater, Chris Aukim, Bruce Bellis.



Final inspection.



Typical incomer.



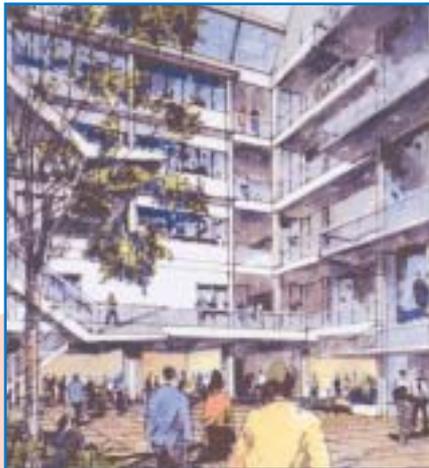
The versatile N Series as a power switchboard.

NEW PROJECT HIGHLIGHTS

A Law Courts, a Stadium, a CBD Development, a High Rise and a major University building.

What do these have in common?

All are new projects. All have been added to our order book since the September edition of our Nilsen Review. Also, all are with major and highly respected customers. Here are some pictures:



Western Australia:

The new Molecular Science Building for the University of Western Australia, for Western Australian Builder BGC, another of a long list of university and similar projects.

South Australia:

The new Magistrates Court at the southern end of Victoria Square in the heart of Adelaide, a new landmark building in this South Australian Courts Precinct, with Boulderstone Horniebrook.



Northern Territory:

The new Chinatown development in the Darwin CBD, the premier project in the Territory this year, another Nilsen project with Sitzler Bros.

Victoria:

A new high rise project in the Melbourne CBD, the RACV building, another landmark to grace the already very impressive Melbourne skyline, with Grocon.



New South Wales:

Further works on Stadium Australia at Homebush to make this the most versatile venue in Sydney and in Australia, with Multiplex.



NILSEN LANDMARKS

In each Review we try to show Nilsen landmarks in a particular State. You may recall in past editions we've featured projects from WA (New Maritime Museum and Swan Bells), from Victoria (MCG and Myer Music Bowl), from SA (National Wine Centre and Dame Roma Mitchell Performing Arts Centre), and from NSW (Stadium Australia, 77 Pacific Highway and the MLC building).

This time it is the Northern Territory's turn.

The two projects selected, and with which Nilsen have been recently involved, are:

■ Apin Base Robertson Barracks:

A leading edge defence facility for the Army at the top end, where we have done a number of stages over the last decade or so!



■ Royal Darwin Hospital:

Major works on this, the largest hospital in the Northern Territory, to ensure its facilities remain at the highest possible standards.

ANOTHER SNAPSHOT OF NILSEN ACROSS AUSTRALIA

Well, 19 snapshots to be exact. We continue to make our mark across Australia as one of very few national contractors offering the complete end-to-end Contracting, Communications, Switchboard and Service package.

And, what an exciting industry to be in! Just look at the diverse range of activities our people are working on around Australia.



Stadium Australia.



Powerlink.



Royal Darwin Hospital.



Rocky Point.



Lucas Heights.



Optus POP.



Visipac.



Santos, Moomba.





Croydon Substation.



Wynns, Coonawarra.



Kyneton Hospital.



Myer House.



Australia Post, Ardeer.



Perth Convention Centre.



Chisholm College.



FPC Kwinana.



Sheraton Apartments.



Dredger, Yallourn Valley.



Busselton Jetty.



NILSEN PEOPLE

The strength of any company is its good people. We always look to add to our good people, to help them be even better and encourage the learning of new skills. Here are some more names to put faces to. It is our good people who make it happen. In this Nilsen Review we would like to welcome, congratulate and recognise:



Ross Blacklock: as well as managing WA engineering services & switchboards, Ross will also take on the additional responsibility of acting or Deputy General Manager when General Manager Geoff Smith is interstate/on leave.



Graham Bone: has taken on the demanding Operations Manager role of our Victorian contracting division. He will work closely with the project teams to maintain our reputation as a most professional Victorian contractor.



Melusa Bulatovic: the newest member of the Top End team, she holds the office together in Darwin as Personal Assistant to the Area Manager and Office Administrator. With Chinatown about to start, they will be very busy.



Cameron Chambers: joins our Bunbury operations as the Contracting Supervisor. His experience in commercial & industrial work, both locally & overseas adds further dimension to our young energetic Bunbury team.



Dean Conley: joins our Victoria office as a field service Supervisor/Estimator. He comes with much experience in the service industry and brings a wide range of skills to this go-ahead division.



Grantley Fitzpatrick: twenty-five years service with Nilsen. Congratulations Grantley! He joined Nilsen in 1978 and held a number of positions in the SA contracting division. He is Area Manager at Mt Gambier.



Gregor Forsyth: promoted to Project Supervisor in our NT operations. With Nilsen NT selected an approved contractor for power factor correction and like works, Gregor will have many specialist projects to look after.



Phillip Hoets: appointed Manager of our fast growing WA Field Services division based at Park Place, Bibra Lake to service our many major customers in the Perth metropolitan area, Fremantle area, and the Kwinana strip.



Stewart Joyce: was in charge of the traffic contract in Victoria and has now been appointed as Sales and Marketing Manager, Victorian contracting division. He will be responsible for keeping the order pipeline filled.



Darryl Krinks: joins our contracting SA team in business development. Darryl will be responsible for furthering development of our customer base and opportunity-to-order conversion with help from our Estimating team.



Pat LaVista: Pat joins SA's high energy division as Business Development Manager. Given the trend for many utilities to outsource specialist high energy services, his experience in this industry will broaden our services.



Jon Leonard: joins Phillip Hoets, John Clarke and Ivan Ricci in our WA field services team in a business development role. Jon will be showing more prospective industrial customers how we can add value.



Frank Musca: with WA contracting starting some major projects, Frank's skills in project management are very welcome. His WA industry experience will add to our on-time on-budget deliverability to more customers.



Vince Musolino: forty years service with Nilsen. Congratulations Vince! Vince held many positions in SA contracting and was its Construction Manager for many years. He now manages SA's High Energy Division.



Eddie Nastasi: rejoins Revenue Metering in a customer service role. Eddie's past experience is welcomed as we win many new orders with the advent of full retail contestability.



Kieran O'Neill: appointed as the Area Manager for our vibrant WA Bunbury division. Kieran leads a team doing a mix of commercial, industrial and civil works in the area from Margaret River to Mandurah.



Carroll O'Shannon: has been with our WA Contracting division for more than a decade, most recently as its Construction Manager. He is now the Division Manager of this key business unit.



Craig Rigby: the considerable increase in Queensland Nilsen Switchboard users sees Craig appointed as Accounts Manager for this go-ahead state. He will be looking to build our opportunities from the Morningside base.



Geoff Smith: is now General Manager of our WA operation, heading up our team delivering all our end-to-end services throughout the west. No stranger to Nilsen or WA, he has been our Commercial Manager for many years.



Peter Witt: joined the Victorian Contracting team as a Project Manager. Peter has years of experience in the field and has moved from Queensland bringing with him his vast knowledge of project management.



Nicola Woodrow: appointed Administrative Assistant at the major Perth Convention and Exhibition Centre and Hotel, she will be helping the construction team with all the paperwork on this huge project.

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