

1916-2005 NILSEN 89 YEARS.



NILSEN

review

ISSUE 15, MAY 2005



ELECTRICAL EXCELLENCE



from the Managing Director



Welcome to this, the latest edition of our Nilsen Review.

We are now well into this financial year and it is with pleasure I advise that the Group has had another year of increasing its sales, diversity of projects undertaken and geographic locations where we have delivered them, whilst also increasing the bottom line return. Thank you to all Nilsen people for your efforts in making this possible.

As noted in our last Review, the three core areas of our business we continue to develop on a national basis are Contracting, Switchboards, and Service.

The Contracting teams continue to move from strength to strength, working on some of the most exciting projects around the country and their list of new orders is also most impressive. The diversity of work they undertake allows us to work with customers from all sectors of the construction industry, from hospitals, to residential towers to industrial process plants and factories and commercial areas such as shopping centers and convention centers. We have major and groundbreaking projects in all mainland states, including two in Darwin that will change the top end forever.

The Switchboard Divisions also keep on making their mark at the cutting edge and we certainly believe we are one of the leaders in the market segments we have chosen to operate within. Certainly, when you compare our depth of experience and level of skills of our people, the versatility of our systems and designs, as well as the great breadth of our work, it is an impressive scope of projects both geographically and of a type that we have assisted customers with around Australia.

Engineering Services, including our highly recognized High-Energy specialist services also keep setting new benchmarks in these critical service areas. In many activities, we have set up centers of excellence. Our specialist skills, which are in short supply in the industry are both well recognized and very highly regarded. They 'close the loop' in our end-to-end range of electrotechnology activities. As well it is our Service businesses that are often the first on the scene when unexpected failure occurs at an electrical installation around the country and they are able to draw on the resources of the Group to get the customer up and running again as quickly as possible.

Add to all this our regional operations. Building reputations in their respective areas as leaders in their fields. In Morwell, Bunbury, Mt Gambier and Gladstone, each is playing an important role in ensuring commerce and industry is well supported.

This combination of disciplines and locations, have again proved of considerable benefit to customers when unexpected incidents caused serious disruption to operations. In at least two recent incidents, at a major hospital and a major manufacturing plant, our teams, through commitment, diversity of skills, ability to work around the clock and ability to mobilize numbers of people with different skills, ensured any disruption was minimized whilst helping recover from disaster in the shortest possible time.

On a more sombre note, it is with sadness that we also remember a different stage in the Nilsen Group history, when a young man of enormous talent was an employee of 3UZ, where he was an instant hit with the audience, before moving to the medium of television. He was always destined to be a great entertainer and we like to think we played a small part in his success and thank him for the time he was part of the Nilsen team. That young man was Graham Kennedy, and we offer our condolences to his friends and family.

In this and future Reviews, I look forward to sharing with you our successes and the many exciting new initiatives we have on the drawing board. I hope you find our Review of interest, and, as always, welcome any feedback.

Thank you most sincerely for your continued support.

Mark Nilsen
MANAGING DIRECTOR

our review In Review



- ❖ A different view of the new stands at the Adelaide Oval. Front cover.
- ❖ Prepare to be impressed by our recent orders. See page 3.
- ❖ Our industrial projects, real proof of our diversity. Page 4.
- ❖ Our first NMP now completed and a great success! Page 5.
- ❖ Disaster recovery in half the expected time? Page 6 gives an insight.
- ❖ More awards, further testimony to our work quality! Page 7.
- ❖ Helping change the face of our cities. See pages 8 and 9.
- ❖ How is your inspection and testing, like your medical? Page 10.
- ❖ A half-life crisis? Check it out. Page 11.
- ❖ Repeats on repeats, Switchboards set the pace. Page 12.
- ❖ Nilsen Landmarks, its SA's turn to showcase. Page 13.
- ❖ More of our current projects across the country. Pages 14 and 15.
- ❖ Nilsen people, we show the latest appointments and our new NSW offices. Page 16.

Our website will always be a work in progress, check it out at www.nilsen.com.au.



See The Grins *from here!*

If, as they say in contracting, "You are only as good as your last order"; then boy, are we in good shape!

You might see the same project in two or more issues of our Review. Sometimes it creates an impression that not a lot changes. But how far from the truth is that! Sure, many projects take a year or more to complete, but what about those that progress at the rate of \$1M or \$2M a month! Then there are those that take the year (or more) but progress at an average rate of \$1M per month for all that time! That's certainly not standing still, is it?

Any business doing \$100M to \$200M in sales per annum needs \$8M to \$16M in orders and sales each month. Well over half a million each and every working day in orders to be won and work to be done. A formidable task in anyone's language!

It takes a lot of work. It takes a lot of effort.

But, like everything else, it is something our people do extremely well! Yet we don't always take the time to acknowledge the huge effort that has to go into it at the 'pointy end' of our business. Well, it's time to put that right. Think about it, our business development people and estimators perform a crucial role in ensuring Nilsen remains a leader. No orders, no business. It's as blunt as that. Theirs is a most critical role!

So, thank you to all involved in filling our order books. Thank you estimators, business developers, supervisors, technicians, managers and everyone bringing in those extra opportunities. Your effort, in the face of some very tough and never-ending competition, is very much appreciated by everyone in the company!

They say winners are grinners. Well our people certainly win and grin often. And, is it great to see!

Here is an 'around Australia roundup' of some of the new orders won since our last Review.

A big 'Thank You!' to all who help make it happen.

❖ **Western Australia** A number of exciting new projects including large new offices for Wesfarmers at Suburban Murdoch, in the University area, for Western Australian Builders Merit Projects.

❖ **South Australia** A real mix of projects, but the stand-out is the major new City Central Project for National Builder, Baulderstone Hornibrook on the corner of King William and Waymouth Streets! Reproduced with permission from Woods Bagot Architects.

❖ **Northern Territory** Defence, industrial and other works including works at the Larrakeyah Naval Base for Steelcon Construction with Savant as project managers on behalf of the Department of Defence.

❖ **New South Wales** Another good mix, this project is for Woolworths Minchinbury Distribution Centre, a Refrigerated and Temperature Controlled 40,000 sq m building with National Builder Hansen Yuncken.

❖ **Victoria** Works for the GPO and many other projects, including the upgrade of electrical services at Station Pier, a landmark and certainly one many travellers to the 'Apple Isle' will recognise.

❖ **Queensland** A wide variety of projects, including the new Energex substation at suburban Newstead to meet the power demand of this ever-growing state.



City Central Project, South Australia



Wesfarmers, Western Australia



Larrakeyah Naval Base, NT



Woolworths Minchinbury Distribution Centre, NSW



Station Pier, Victoria



Energex substation, Queensland

No, Of Course Not, *darling!*

Any other answer, you'd be dead in the water. What's the question you might ask? Well, imagine you are doing a 'Rear Imaging' project. Could it be a little like "Does my ... look big in these?"

Luckily, the rear imaging we are talking about is for the CitiLink project in suburban Melbourne. Our Victorian team completed the original vehicle identification project some years ago, and did it to a very high standard. So it was only natural to be invited to do this latest stage. It is designed to read the rear number plates on the vehicles at the same time as the front plates are being read.

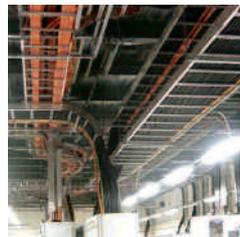
They say hindsight always has 20-20 vision. If that is so, then CitiLink certainly has it now! The project involved work on large gantries over the busy freeways across the Melbourne metropolitan area. There was also the installation of power and high speed data cabling, as well as the readers and peripheral devices. All communicating with the central computer and in real-time.

Is this is a typical project? Not really. But then, none of ours are. However, it highlights the diversity of skills of our contracting teams across Australia. The Rear Imaging project in Melbourne, a Tissue mill in the Green Triangle, Glass bottles in and just north of Adelaide, Liquefied Natural Gas in Darwin, Wharves in Brisbane, Conveyors in the Latrobe Valley, Smelting south of Perth, Telephony and Data in Sydney and Adelaide, X Ray atom stripping in Melbourne, Cars and Automotive parts in Adelaide.

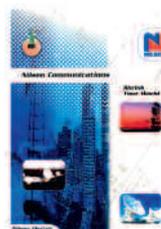
They all appear different, yet are also similar. They are just some of our industrial projects underway around Australia.

At the same time, our contracting teams, in their usual ambidextrous way, are also working on commercial buildings, retail centres, hospitals, undergrounding (in various places) and the like. You think of it, our people are probably doing it and doing it well.

No wonder it was contracting where we had our genesis. We've been doing it for almost ninety years! And our experience shows!



*Main pic: Giving CitiLink 20-20 vision.
1st row, l-r: Mining and processing; a petroleum refinery; a power peaking plant.
2nd row, l-r: Paper and tissue mills; a smelter.
3rd row, l-r: Contractors to Australia; communications and data.*



but what if they stay?

I hope some of our readers have been fortunate enough to hear the inspiring presentation by Tom O'Toole, 'The Baker from Beechworth'. If there is nothing else you might remember, this little yarn would be difficult to forget.

Tom discusses training with another manager, which I hope he doesn't mind me passing on. The manager asks "But what about if you train them and they leave?" To which Tom quickly responds "Ah, but what about if you don't train them and they stay!?"

And how true is that? Training, in any organisation, is critical.

That's why training is at the heart of our vision, mission and value statements. In these, we focus almost exclusively on our people, our learning, our innovation, our accepting responsibility and accountability, our interaction, and our focus to deliver value.

Our vision is 'to be a leading electro-technology company operating throughout Australia delivering installation, maintenance and manufacturing services from inception to replacement, and to deliver value by engaging our people, evolving through learning, innovation and managing risk'.

These are not empty words. This is nowhere more evident than in our key strategy, the development of our people. We want to help all achieve their highest reachable objectives. As part of this strategy we developed our unique Nilsen Management Program with one of the countries most respected business institutions, the Melbourne Business School.

The Nilsen Management program, or 'NMP' as it has affectionately become

known, is a course comprising 6 intensive live-in course modules over three years.

Well, we are now three years on from its launch and the first course has been completed. No fewer than 10 people, identified as current or future Nilsen Leaders, have successfully completed all the course modules.

Congratulations to all who participated, we know the future of Nilsen will be in good hands.

But this is only one of a number of training initiatives. We passionately encourage completion of other management and technical courses. As well, a number of our people attend other intense live-in courses, again to draw out that ultimate potential. And we take particular pride in our apprentice training program, it sees many Nilsen trained people at the top of the industry.

Is it making a difference? You bet! You see it everywhere. In our wide variety of work. In our excellence awards. In the regard with which we are held in Industry. The common denominator, the key difference, that critical competitive advantage? Our people!

Right, top – bottom: Victorian NMP Graduates – Stewart Joyce, Graham Bone, Kevin Gillman, Brian Steele; Western Australian NMP Graduates – Ross Blacklock, Garry Parker, Tom Leitchman; South Australian NMP Graduates – Greg Hodby, David Clark. Northern Territory NMP Graduate; Mick Galletti.



Below: Some of our apprentices at work – Adam Nicholson (Contracting NT), Matthew Lockie, Daniel Dobruckie, Peter Redding and Arek Trella (Switchboards SA) and Alister Fleming (Contracting NT).



another Nilsen

Mercy

Dash



But no partridge or pear tree!

What a bleak first day of Christmas for Mercy Hospital! Forget that partridge in a pear tree! Even Scrooge couldn't have made it a more miserable day.

At 3 o'clock on Christmas morning, smoke filled the basement and the three floors above, of the 1970s hospital in East Melbourne. About 70 firefighters were needed to control the blaze. According to the press it was caused by a fault in the hospital's electrical switchboard.

But fighting the fire was probably one of the easier tasks. Some one hundred and fifty patients had to be evacuated, including forty-four neonatal and intensive special care babies. Imagine all that, the sheer logistics of ensuring all were moved safely. But where to? Think of instantly finding suitable facilities in an already very busy health system for that many, especially the little babies needing very special high-intensive care!

Apart from that, at one stage it was expected more than 500 expectant mothers would also have to be diverted to other maternity hospitals whilst repairs were being done. Some possibly interstate. Best estimates were the hospital would be out of action for a month or more!

But they didn't count on the Nilsen Disaster Recovery Team. Nilsen to the rescue! Working around the clock, our team got the hospital re-opened in fourteen days. Yes, in half the time! During that time we reinstated all the electrical cabling, designed, built and tested new replacement switchboards and recommissioned both the electrical and mechanical systems. As well, all those thousands of other unforeseen little things needed to make it all work.

The result? No diverting needed for many of the five hundred mothers-to-be and no need for any babies to be delivered interstate. Another Nilsen Disaster Recovery success story! Another Nilsen mercy dash. Special thanks to our Victorian 'Mercy Team'. Things would have been quite different if it wasn't for your very, very special effort!



And why is it we have this ability to almost turn the clock back when disaster strikes? The quality and dedication of our people play an immense part. They are always committed to getting the facility 'back on the air' no matter how. It is good people who really make it happen.

However, there are some other parts to the success equation, other things that make Nilsen the natural choice. It is because of our true end-to-end service. This includes our:

- ❖ Recognised project managers.
- ❖ Skilled, specialist service teams.
- ❖ In-house switchboard building.
- ❖ Large skill resource base.
- ❖ High Voltage expertise.
- ❖ High Current expertise.
- ❖ Substantial contracting expertise.
- ❖ Ability to mobilize large teams.
- ❖ Alliances with other disciplines.

It makes us the natural choice. We have dashed to many disaster recovery emergencies around Australia in the last few years, which has included major industrial plants and CBD buildings in Sydney, Melbourne, Perth and Adelaide. Our Disaster Recovery Teams, just another of our not-so-secret weapons in the disaster recovery war.

Main pic: Sort this lot out!

Other pics, top - bottom: Birthplace for many Victorians; A mess, even after the clean-up; Where do you start?; What a birds-nest!; Where is the busbar?!; All in two weeks!; Safe working is paramount.

five Excellence Awards

And also a state finalist!

During 2004, we nominated five really diverse projects for judging. They were:

- ❖ Next Generation Health Club, Bibra Lake, Western Australia.
- ❖ Kimberly Clark Major Expansion, Tantanoola, South Australia.
- ❖ Transformer Repair, BOC Gases, Hastings, Victoria.

- ❖ Automated Controls, Loy Yang Mine Dredgers, Victoria.
- ❖ Our South Australian OHS System.

Well, the recognition of Nilsen Excellence continued. Our people won another four State Awards and one National Award. Again, an excellent result. Again, a credit to all our people. We just keep on doing what comes naturally, delivering work recognised as the best in its field!

So, five more nominations, five awards! Another vintage year. Congratulations and thank you to all of you, our people, taking the pride you take in your work and the care in your safety! Certainly, in the eyes of the industry and the judges, your effort is not going unnoticed!

What about the 2005 Awards? We'll certainly let you know the projects we nominated in the next Review!



Next Generation Health Club, Bibra Lake, Western Australia. After our SA team delivered a Next Generation Health Club in SA some years ago, our WA team went one better. They not only delivered, but also won a State ECA Excellence Award for their efforts! Offering a complete social environment, Next Generation Health Clubs are a way of the future. Congratulations to our WA Contracting team for the way they completed the most impressive Bibra Lake facility with local builder Perkins Brothers to the highest standard and in good time.



Kimberly Clark Major Expansion, Tantanoola, South Australia. This was one of our major projects in 2004. It comprised a large, new tissue mill and two other major projects at one site. All three delivered the same time. An excellent reward for our SA Contracting team's braving of a very wet winter in the coldest part of SA. The high quality HV and LV turnkey installation exceeded our customers' expectation and won our team not only a State NECA Excellence Award, but also a National NECA Excellence Award.



Automated Controls, Loy Yang Mine Dredgers, Victoria. Working smarter, not harder was the keyword for our Morwell team. Taking on work previously the domain of much larger specialist companies, they used their expertise in mining and conveying to design and install a new system successfully improving efficiency for this major generator by overlaying the existing dredger controls. The project won a Victorian NECA Excellence Award, one of a number of awards won by our small but very 'switched on' Morwell team.



OHS Systems: NECA introduced this new award focusing on OHS systems last year, recognising the critical importance of safety. Well, our SA Company, as well as nominating the Kimberly Clark project, nominated their OHS System for judging in this new category. Judging by the results, we have quite a focus on OHS, they were awarded the inaugural NECA SA OHS, Large Company Award.



Transformer Repair, BOC Gases, Hastings, Victoria. A project that really shows how our High-Energy and Engineering Services teams are coming of age. They provided immediate pay-back during start-up of a new maintenance contract, detecting a serious fault in a critical transformer, preventing a financially catastrophic business interruption. The project was selected as a finalist in the Victorian NECA Excellence Awards.

Holden means a great

Many will have seen the latest advertising, 'Holden means a great deal to Australia'. A very clever slogan. Different meanings on different levels, depending where you place emphasis. Unquestionably, Holden does mean a great deal to Australia, it was there from the beginning of Australia's motor vehicle industry. A little parallel. Holden were a major force in the establishment of the Australian automotive industry, we would like to think we have had some involvement with the inception and growth of the electrotechnology industry in these last 89 years.

Holden also means a great deal to Nilsen. Only in the last few months, our teams just completed the electrical and data installation on the company's new \$200M headquarters in Victoria. At the same time, we are also completing a joint Hirotec facility for use by GM Holden (the Holden Company's new name) and Mitsubishi. Also in South Australia our High-Energy teams provide many switchgear life extension services to both companies and other automotive industries on a regular basis.

Two Nilsen companies, doing similar things for the same customer. A coincidence? No way! Quite the opposite!

We have many examples of different Nilsen companies working with the same customers. Here are just a few:

- ❖ ACI Bottle Plants in SA & NSW where both undertake extensive maintenance and construction works.
- ❖ Multiplex Construction: the Perth Convention and Exhibition Centre and Sydney's World Square, Telstra Stadium and Proximity projects.
- ❖ Hansen Yuncken: The Adelaide Law Courts and New Adelaide Airport and Sydney's Kirrawee Retirement Village and Woolworths Warehouse are just the latest in many projects across SA, Victoria and NSW.
- ❖ John Holland: Darwin's Robertson Barracks and Brisbane's Southbank TAFE and Wolston Park Hospital are just a few combined projects.
- ❖ Baulderstone: Adelaide City Central and Liberty Towers and many other projects around the country.
- ❖ Incitec: On-going maintenance at their Adelaide and Brisbane Facilities.
- ❖ Alcan: Switchboards for their Gove NT and their Gladstone Qld refineries.

❖ Gandel: Midland Gate Shopping Centre in Perth and The Elizabeth Town Centre in South Australia to name just two.

❖ Rio Tinto: Switchboards for Yandi and Dampier Port upgrades in WA and other sites.

And so the list could go on and on. All respected customers. All impressive projects. A real sense of working together to make things happen.

We are in an exciting part of the electrotechnology industry. Working with esteemed companies on all these many different and impressive sites around Australia. Creating change, creating the future, a real buzz!

I'm sure many of us find ourselves in a particular spot from time to time to find it has some familiarity. Then all of a sudden, you realize, "hang on, I was here some years ago working on this very project!" It can be part of a city skyline, along a particular city street, or out in the suburbs or the country. Then all that nostalgia hits and you. Its almost like travelling back in time!

I'll bet we are all proud of having made even only that little bit of difference on these projects.

That's what is exciting about our industry, we help create change and hopefully leave our mark. Sometimes we might even be able to say, "Well if it weren't for us, the outcome might have been different, perhaps not as good".

City skylines, country locations, suburban areas, we've certainly helped our customers and their customers leave their mark. And, if this leaves us with a feeling of some pride, all the better, it shows that we really believe we tried to give it our best shot.

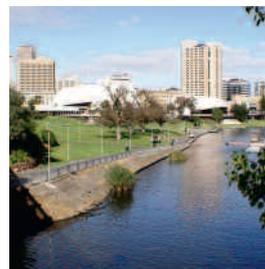
And what a mix of projects they are: new buildings, refurbishments, new processes, new technologies, new methods, new customers and new outcomes. We've really helped change the skylines of most capital cities in Australia.

Thanks to you, all of our customers for letting us play our part. Our teams are working hard to make today's projects, tomorrow's excellence awards.

The industry we're in is exciting, it has taught us all to stand on our own feet and it has given and continues to give great satisfaction!

And so do Mitsubishi, Ford, Toyota and all

Here are some of the projects that have helped define change for us:



This page: Some of the skylines we've helped to change.

deal

our other loyal customers!



This page, main pic: A typical example of our diverse skills

Left column, top – bottom: Holden head office; Holden Adelaide plant; Hirotec Holden-Mitsubishi initiative; Santos House Adelaide; World Square Sydney.

Middle column, top – bottom: Chinatown Darwin; Central Plaza Brisbane.

Right column, top – bottom: RACV Melbourne; Convention Centre Perth.

Specimen *please!*

Going for a medical – to most of us, even at the minimum, it is a bit of a pain.

There's finding the time, then getting poked and prodded, doing any fasting and bringing along that essential sample. Then there is the apprehension of some unwelcome news.

But when you go to all that bother, the least you would hope is that the doctor does the job thoroughly. It is no good going through all that, then taking a short cut doing only some basic tests, only to do the same again next time. Do one or two tests only, you only get a very limited view. And that would include the testing of your sample. It might give you an answer that you would like to hear, but in the long run something serious might go undiagnosed until it is too late.

Don't have all the tests done and it can be too late to fix the problem, too late to turn the clock back.

Oh, if only...

It's your medical, it is important to get the earliest possible warning of any problem.

So, isn't it just as important when you give your critical electrical plant its medical? You go to great lengths to get the power off, to make safe, to get the crew there, to get the test equipment there, then to do the tests, to power back up and to recommission and restart the process. Just doing all that is a major undertaking. Then add the loss of income during the outage and you are looking at a major investment in time and money, just to do the tests!

Doesn't it make sense to get the maximum benefit? And that includes doing all the possible tests to check the electrical plant's well-being.

So where does the specimen come in? Well, for transformers and all other oil-filled devices, regular testing of the oil must be an essential part of any maintenance program. But the choice of what tests are done, just the basics or a fully comprehensive set, is up to you. Sure, there may be a slight premium to run a more detailed series, but the cost difference is negligible when weighed against the whole cost of the shut. And, the savings in getting that early warning could be huge.

One of our finalist excellence award entries was a prime example, early warning saved our customer major transformer repairs and a much-extended unexpected plant shutdown!



So what do these tests do? Here is a quick overview:

Dissolved Gas Analysis: Tests for partial discharge, internal heating and arcing, cellulose degradation and the presence of leaks.

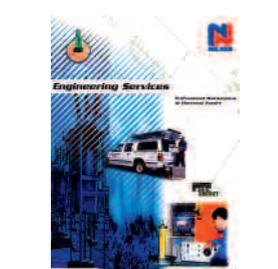
Furan Analysis (with estimated Degree of Polymerisation): Tests for any accelerated of paper insulation and for determining any approaching end-of-life.

Particle Analysis: Provides information on deterioration of materials which assists toward identifying phenomena such as coking, wear and depolymerisation.

Oil quality tests: Evaluates the condition of the insulating fluid as well as assisting identifying faults or failure modes.

Tap-changer Activity Signature Analysis: A diagnostic tool specifically for tap-changers to provide condition assessment of load path components and assists toward prioritising maintenance activities.

The choice is yours. But, regardless of who does your critical electrical equipment servicing, we can't stress enough: ensure the tests are comprehensive, using the latest technologies.



Main pic: It also happens to switchgear.

Smaller pics, clockwise from top left: Could this have been prevented?; Don't do this prematurely; Got to it in time; Call for more information; Testing helps look inside; Get early warning!

Mid-life crisis *in Morwell?*

Is it only people who have them? No, we found dredgers have them too!



Look at what our Morwell team is up to.

They have only just finished celebrating the win of their third (yes third!) NECA Excellence award for a dredger automation project. Now they have won an order for another, a major mid-life refurbishment of Yallourn open cut overburden dredger D13.

The aim of the mid-life refurbishment is to extend its life by 30 years, involving both electrical and mechanical disciplines.

Similar to, but far more extensive than the previous project, it involves digger and hopper automation. It is planned to superimpose a state of the art PLC system over the existing relay system. It is designed to provide automation for multi-tier digging.

As part of the project, all the control panels will also be replaced with touch-screen panels and a number of motors will be fitted with variable speed drives to optimise operation. It will make the whole process much more efficient with more accurate location and less manual intervention. Another example of working smarter, not harder.

So, how big is this project?

Well, just imagine, these are not just the sort of machines you roll off the back of a truck or the type you assemble underground. These digging machines operate in huge open-cut pits, as anyone

who has been to the 'Valley' well knows. They are huge, totally integrated mining monsters. The type of thing that would do any science-fiction movie proud. To give you some idea, if you could sit one in the Melbourne Cricket Ground, or Sydney's Telstra Stadium (ironically two more 'Nilsen' projects) even putting the machine length-wise, you would have considerable overhang at each end!

Imagine the automation on something so big, travelling under its own power, digging away with a very high degree of accuracy and keeping connected to its conveyors as it is going along. A very formidable task in anyone's language.

Project design is well under way and the team hopes (with any luck) we may not have to be commissioning on Christmas day!

Our modest Morwell team has certainly built their own centre of excellence in lignite mining, conveying and the associated activities. They have taken on work that used to be the exclusive domain of much larger, often multinational companies and completed projects as far a field as Thailand. In doing all this they have earned themselves the highest reputation in this highly specialised field.

Congratulations to the Morwell team, we are all proud of you!



Top – bottom: Dredger 13; You lose perception of scale; Another house-call; Twenty-four-seven mining; Controls; More controls; A dredge at work

More repeats? *yes please!*

If you were a television executive, you might think all your Christmases have come at once! Given the creativeness shown by some TV programmers (not!), it's a wonder we are all not subjected to the two hundred and twelfth re-run of 'I Love Lucy'.

Reruns are certainly not good repeats! But that's not to say there are none. Our switchboard businesses definitely have some classic examples of repeats they really, yes really, like.

So, are they sitting around watching the TV? No way! They haven't the time! Why? They are building too many switchboards. So where does this fit in with repeats? Well, they are counting all the repeat orders!

The list of repeat orders reads like a who's who in the serious switchboard buyers guide. CSC stage 2, repeat orders from Latrobe Valley power generators, works for major Telco's Telstra in Adelaide and Nortel in Sydney, works for Shell and BP, two major petroleum refiners, more works for alumina refiners, more works for a major car plant and so the list goes on.

The mere fact of getting repeat orders is already brilliant. But, it's more than that. Some of the repeat orders are from customers and sites to which we've been delivering switchboards for the last thirty and forty or more years!

And that is worth bearing in mind. These Nilsen switchboards have been in service for those many years. Obviously they are performing to expectation (or better) for the customer to have sufficient faith to award repeat orders! Our teams are well aware that the switchboards they are building today, are also expected to provide equal service with the right



maintenance program. That will take them out to the 2030s, the 2040s and beyond!

Who knows what the world will look like then? But regardless, it will be reassuring to know today's Nilsen switchboards will still be performing to expectation.

Our switchboard teams are proud of the Nilsen history in manufacturing switchboards. Proud, knowing their work will still be performing in the middle of this century. Few companies have

delivered major switchboard projects nationally for the last 30 or 40 and more years. Fewer are still here to support their equipment. Fewer still now have a wider manufacturing base!

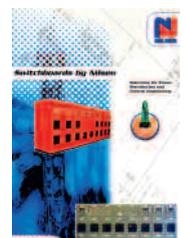
How have we done it? It's our people! Well done, your efforts have seen our switchboards become an industry leader.



Main pic: A stacker-reclaimer unit.

1st row, l-r: We also package substations; Our specialty, major arc-fault design; Installation at site is all part of the service.

2nd row, l-r: For another new glass plant; The Versatile N Series; The widest range, MV and LV.



Nilsen Landmarks

Changing the world, usually means leaving our mark. We are proud of the marks we leave, especially the landmark projects we have been involved in. In each Review we try to show Nilsen landmarks in a particular State. We have been around the country a couple of times now and this time it is again South Australia's

turn. Here is just a glimpse of some of the work done by our SA team. And what a broad spread; hotels, offices, railway stations, theatres, sporting venues, universities, colleges and law courts. If you can think of it, we've probably done it! We hope they impress.



According to cricket buffs, Adelaide Oval is one of the prettiest in the world. Definitely it must rate very highly. Our association with it is certainly considerable, only recently have we done the lights and the new stands. Here is a view looking back to the city and yes, all the buildings in the background have also had that Nilsen touch.



The almost completed Commonwealth Law Court is becoming a major landmark just off Victoria Square. It is changing the city-scape in the Adelaide 'courts precinct'. Again one of a number of major buildings in the vicinity we have worked on.



Part of the Adelaide skyline from the river Torrens. There are at least ten separate buildings in this picture, the Casino, the Hyatt, Parliament House, the Myer Centre, the Adelaide Railway Station and the Riverside Complex to name but a few. And we've done major works on all ten! As well as at the Festival Theatre Complex just out of the picture!



The Roma Mitchell Arts Education Centre on Light Square. This is one of a number of educational facilities in the cities 'West End' for which we have been the electrical contractors. All are within a stone's throw from one another and include the Adelaide TAFE, the old Lion Factory and the City West campus for the University of South Australia.



The University of South Australia City West campus. Only by standing well back can you appreciate the immensity of this project. The campus is on North Terrace, a one-mile (1.6km in the new language) boulevard, which, for all the projects we've been involved with on it, should possibly be renamed Nilsen Terrace!

OUR Album Keeps Filling!

Here is the latest collection of pictures. Another two pages from our 'Around Australia' album. More of our projects currently under way. As you can see, our teams in the different states have again been very busy delivering quality and

variety. Versatility remains our byword, just look at the different projects we undertake. Another nineteen projects across these pages that highlight our people's skills across Australia.



City East



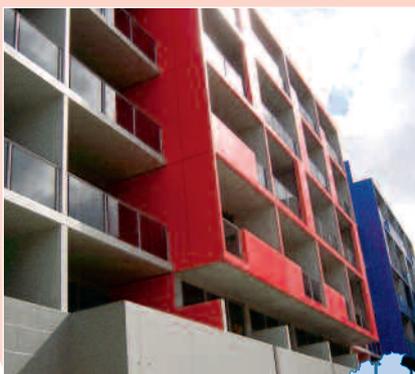
Mercy Hospital



Cape Lambert



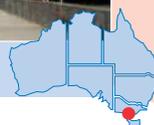
First Aviation Command



Bent St Apartments



Yarra Edge

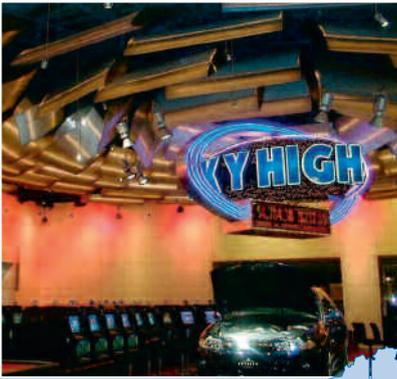


Shaol Bay Station



Entertainment Centre





Adelaide Casino



Woolworths Distribution



The Alfred



Caltex Lytton



Larrakeyah Naval Base



Dandenong Hospital



World Square Retail



Queensland Alumina



Vaughan Place Apartments



Scots Church Redevelopment



Moreton Bay Aged Care



Police forensic



Nilsen *people*

Our people, one of our key points of difference. On this page we like to recognise those who have joined and those who have achieved. It is our people that make Nilsen great. Again, some new appointments, some career milestones, some transfers and some promotions. As well, and very nice to see, there are some coming back, a very good sign indeed! Here are the latest:



Paul Bailey: Joins our Victorian Switchboard Division as a Projects Coordinator and has more than 20 years of electrical industry experience, predominantly in switchboards. Welcome aboard, Paul.



Rex Ball: Joins our very successful (and very busy) Northern Territory team as an Estimator, a frontrunner at the pointy end of our business, keeping those orders coming in. Welcome Rex!



Ross Blacklock: Has been manager of our very successful WA Service, Switchboards and High-Energy Divisions and has now taken on the most senior role in that state, General Manager of Nilsen in WA. Best wishes Ross! Ross is also one of three of our WA people to have successfully completed the Nilsen Management Program and joins nine others to be one of the first ten to do so. So double congratulations Ross!



Graham Bone: Construction Manager, Contracting Vic, is one of four of our Victorians to have successfully completed the Nilsen Management Program and is also one of the first ten to do so. Congratulations Graham!



David Clarke: Senior Estimator, Contracting SA, is one of two of our SA people to have successfully completed the Nilsen Management Program and is one of the first ten to do so. Congratulations Dave!



Dave Coates: Was awarded the 'Safety Supervisor of the Year' award by Multiplex Constructions and Jonson Business Consulting Services on the World Square Project in Sydney. Congratulations and well done, Dave!



Damien Cole: With the increasing workload in Contracting Queensland, we welcome Damien who has joined the team in the important role of Contracts Administrator. Welcome aboard, Damien!



Adrian Creeden: Adrian has reached a very significant milestone with our SA Contracting Division, clocking up twenty-five years and helping make SA Contracting Number 1! Well done and heartiest congratulations, Adrian!



Sean Drennan: Has been appointed Principal Electrical Engineer for our Victorian Switchboards Division, including project design and management to help keep us at the cutting edge. Welcome aboard, Sean!



Mick Galletti: Is the only Territorian in the 'top end' to have attended and successfully completed the Nilsen Management Program and is also one of the first ten to do so. Congratulations Mick!



Jacqui Gillman: Recently moved from our Victorian Engineering Services Division to our Switchboard Division in that state. As Office Administrator she brings considerable knowledge in this area. Well done, Jacqui!



Kevin Gillman: Senior Estimator, Contracting Vic, is another of four Victorians to have successfully completed the Nilsen Management Program and is also one of the first ten to do so. Congratulations Kevin!



Gary Glenn: Made the move from the South Australian Engineering Services operations team to become Assistant Operations Manager to help the team cope with the increased orders. Good luck, Gary!



Andrew Gray: Andrew Gray joins the NT team as Contracts Administrator, keeping those jobs running smoothly. In what looks like it is going to be a busy place for some time. Welcome aboard, Andrew.



Rick Hobson: In the past has been one of our key communications and data people and we are pleased to welcome him back as Victorian Contracting Division Communications Manager. Welcome back, Rick!



Greg Hodby: Formerly Manager, Contracting SA, has now been appointed Manager SA and NT. It is proof of our policy to promote from within where possible and an exciting time for our people in SA. Congratulations Greg! Greg is also the other of our two SA people to have successfully completed the Nilsen Management Program and is also one of the first ten to do so. So double congratulations to Greg as well!



David Holland: Joins our New South Wales Contracting Team as Construction Manager and will be looking after a wide variety of different work in this exciting city. Welcome aboard, David.



Stewart Joyce: Sales and Marketing Manager, Contracting Victoria is another of our four Victorians to have successfully completed the Nilsen Management Program and is also one of the first ten to do so. Congratulations Stewart!



Geoff Masterton: Has returned to Nilsen to take up a key role as the Estimator within the Contracting Division. Geoff brings back with him enhanced skills in automation. Welcome back Geoff!



Andrew Moulton: Joins our Victorian Switchboard Division as Project Coordinator and Designer, two roles where his 24 years industry experience will be of great help. Welcome aboard, Andrew!



Chris Perez: With more and more focus on water management, joins our Victorian Contracting Division in a Business Development role to further develop this area of our business. Welcome aboard, Chris!



Rob Schnitzerling: Has been promoted to Manager of Queensland, to grow our business in this go-ahead state, from his previous role as Construction Manager of the Queensland Contracting Division. Congratulations Rob!



Justin Shute: Joins our Western Australian High-Energy Division as Supervisor. He brings with him a great depth of knowledge servicing our larger customers, especially in remote WA. Welcome aboard, Justin!



Joe Smith: Twenty-five years with our SA Switchboard division, Joe is one of those unsung heroes that have helped make Nilsen Switchboards one of the industry leaders! Thanks for all those many years and many to come, Joe!



Brian Steele: Manager of our Victorian Switchboards operation is the other of our four Victorians to have successfully completed the Nilsen Management Program and is also one of the first ten to do so. Congratulations Brian!



Arek Trella: Is one of the many apprentices we train throughout Australia. He has the distinction of being our South Australian Switchboards 'Apprentice of the Year' for 2004. Well done Arek!



Neil Williamson: Joins our SA Contracting Division as Estimator. Neil joins the very successful estimating team, in the important 'getting them' area of our business, to keep those orders coming. Welcome aboard Neil!



Fawad Yaqub: His 16 years industry experience will be very valuable to our Victorian Switchboard Division as Project Co-ordinator and Estimator and will be involved with both the getting and doing. Welcome aboard, Fawad!



Bernie Zappia: Joins our New South Wales Contracting Team also as Senior Project Manager to further build our capacity to deliver the wide variety of different work we do in the Sydney area. Welcome aboard, Bernie!

Our Sydney Office has moved!

With the continued growth of our Sydney Operation we have again outgrown our offices. You will now find our team at: Unit 26/38 South St. Rydalmere NSW 2116. And to keep it all simple, there is no change to our phone or fax numbers! How is that!

Just look on South Street for the building with the big N!



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