

> OVERVIEW

New Zealand Insulators – Temuka, South Canterbury. Making porcelain insulators for the electricity industry since 1924. A 'last man standing' local manufacturer. A business winning back share. A treasured New Zealand asset. This is our story...

94 years old and unlike so many New Zealand manufacturers, still alive and (albeit smaller than we used to be) – still sustainably profitable.

How can we compete against cheap imports – with low wages, industry protection and no compliance costs in the developing world? Everyone asks this.

*NZI 11kV 300W32
Line Post
Part No. 460818
Made in NZ*



Well, we own our 210,000 square foot Temuka facility, with cash in the bank. We own our own opencast mine in Kakahu and Mount Somers, and operate with low regional overheads. We're flexible enough to make specialised products in short-run quantities, plus we contend that our insulators are better than imported product. We supply a market that knows and trusts NZI product made in Temuka. Yes, our clients agree to a small price premium, but the NZI more-for-more value proposition competes well – even with the US\$/NZ\$ cross rate making imports look cheap.

So when inflation hits the Chinese imports, the exchange rate worm turns or trading terms change, as they certainly will – NZI will be uniquely positioned. Better still, we have an electricity industry which trusts NZI product coming out of Temuka, and who express a desire to support locally-made product, if our pricing is competitive.

We have also now completed the transition to ensure only products made in Temuka carry the NZI badge. Our clients can have certainty when they select NZI brand, they're buying products manufactured in New Zealand.

Of course New Zealand Insulators also represents some global brands – including DTR (Korea), NGK Stanger (Australia), Payer (Canada), Avon (NZ), GIG (Ukraine), Fulton (Australia), Cooper Bussmann (UK & India), Polesaver (UK), Long and Crawford (UK), Long Controls (UK) and Narada (China). Our 2018 Catalogue or website are the best ways to evaluate NZI's complete core stock product range.

Plus, we make many OEM products specifically (for switches, transformers, sub-stations & transmission)... as well as insulation products for projects (new lines, lines maintenance & rail electrification). NZI has made, over the years, upwards of 500 different insulator designs.

The intention of the Profile is to give you a snapshot of NZI, where we've been and where we're heading.



Evan Watson – Turning Line

> HISTORY

We became New Zealand Insulators when National Electric (NEECO) took over the Canterbury Pipe & Tile Company in 1924. Tiles, pipes, bricks and some insulators had been made on our site since Joseph Whitehead established the Temuka brickworks in 1868.

Using the clay and sand deposit found in our Kakahu Valley mine and with NEECO's capital/distribution – insulator production got into full swing.

The 1930's Depression hit NZI hard but during WW2 NZI was declared an 'essential industry' by the Government and insulator volumes grew quickly.



*NZI 11kV 420W32
Tie Top Line Post
Part No. 464314
Made in NZ*

The Thomas Street site was partially destroyed by fire in 1950, which meant the business could rebuild and install new generation kilns. The expanding New Zealand economy in the 50's and 60's saw infrastructure spending, and NZI's workforce grew to around 250.

In 1966 Cable Price took over NEECO. Variously we were then owned by Brierley Investments (1988), Skellerup Group (1993), and the ill-fated Maine Investments (1996).

Across the 80's and 90's NZI had some good years, and was split into three divisions with the Low Voltage division having it's own site in Ashburton. The business at peak employed more than 400 people, and many many staff stayed with NZI for their entire working lives.

So far however, the 21st Century hasn't been easy for New Zealand Insulators. Well-organised importers dealt a telling blow to NZI's market share. The company retrenched several times – shrinking gradually to annual sales of NZ\$6million in 2010 (down from \$18million in 2002) with just 34 staff. Sales decline is hard.

During 2011 & 2012 however, we made positive moves. New catalogue, product range additions, extended North Island sales representation, refocusing on manufacturing rather than importing, sharper market pricing, adding the DTR & Payer agencies – we worked hard to get NZI back on the front foot.



*Bruce and Louise – Line Manager and
Low Voltage Production*

We're not crying about having lost market share, we've set off to see if we can't win some back.

Since April 2011, production staff in Temuka has grown from 28 to 60+ as we responded to increasing demand.

So now it's 2018. We're part of Tom Sturgess's Tiri Group www.tiri.co.nz and enjoy supportive well-funded private ownership. Our 2018 Catalogue is out and our Auckland warehouse is supporting customers well. We're chipping away, winning customer support, ensuring our new initiatives bed down, making NZI strong from the inside out.

> NZI BRANDED PRODUCT

The NZI brand stands for trusted reliability. Product branded NZI means it has been manufactured by us, in Temuka, to a certified ISO9001 quality system, by New Zealanders.

Go to nzinsulators.co.nz and click on the section 'NZI Brand' – it details the following products that we manufacture in Temuka:

- Reels & Spike
- LV Insulators – 510/511
- 11kV Insulators – Pin/Post
- 22kV Insulators – Pin/Post
- 33kV Insulators – Pin/Post
- Guy & Fence Strains
- Insulator Bundles
- Station Posts
- Standoffs
- Lampholders
- Connectors
- Disconnects
- Pole Mounted Cutouts
- Fuseholders
- J-Type Fuse Carriers
- Busbar Supports
- DMC Standoffs
- Fastlug Connectors



Sharleen Laurie – Turning Line



NZI 33kV 940VC
Vert. Clamp Line Post
Part No. 464597
Made in NZ

> AGENCY BRANDS DISTRIBUTED BY NZI

NZI also proudly represents (in New Zealand) the following brands from around the globe:

DTR Electric (*Korea*)

Polymeric Polymer Strains
Polymeric Line Posts
Polymeric Surge Arrestors
Polymeric Station Posts, Standoff & EDO

Cooper Bussmann (*UK & India*)

Industrial Fuselinks
House Service Fuselinks
J Type Fuselinks
DIN Blade Fuselinks
12kV Fuselinks
Expulsion Fuselinks
DIN Disconnects
High Speed Fuselinks
Bottle Fuses
Cylindrical Fuselinks
Red Spot Fuseholders
Camaster Fuseholders

GIG (*Ukraine*)

Glass Disc Insulators for Distribution
Glass Disc Insulators for Transmission

AX Brand (*various*)

Spindles
Clevis Thimbles

Payer (*Canada*)

Preforms

Avon (*NZ*)

Line Hardware

Fulton (*Australia*)

Earth Rods
Earthing Accessories
Clamps & Connectors

NGK Stanger (*Australia*)

EDO/HVI Dropouts
ABS & SF6 Gas Switches
LVI/LVFI Links
NSD Disconnects

Polesaver (*UK*)

Composite Pole Sleeve

Long and Crawford (*UK*)

MV Switchgear OEM Spares
MV Switchgear Refurbishment

LCL (*UK*)

PowerDrive Actuators
PowerFuse
Substation Products
Site Service and Training

Narada (*China*)

Battery Energy Storage Systems
Lead Carbon Batteries
Off-grid Energy Solutions
Peak/Load Shed Solutions



Isaac Galbraith – Turning Line



NZI 22kV 630W32
Tie Top Line Post
Part No. 464368
Made in NZ

> ASPIRATIONS

With supportive New Zealand ownership, under the guidance of NZI's fourteenth manager, Chris van der Werff – NZI has set out to achieve certain things.

We thought it worth noting what they are:

Our primary goal is to get NZI back into growth mode – to improve our sales, marketing, product range and pricing so that New Zealand's electricity industry can once again have NZI as a cornerstone specified brand. Our long term goal is to double the size of NZI to \$12million annual sales, our next step is \$10million.

Our second goal is to ensure NZI is a thriving, sustainable business so that when our centenary in 2024 comes around it will mean we've done all that is required for NZI to be a viable business for many years to come.



*NZI 11kV 295VC
Vert. Clamp Line Post
Part No. 464589
Made in NZ*

However we not only care about what happens – but also how it happens. Our management are very particular about manners in the workplace. Nothing too weird – just greetings, farewells, respecting elders, treatment of visitors, never a bad word spoken about our customers, no raised voices, the correct use of email, eliminating the word 'they', no blaming and less gossiping.

Our other big thing is attending to the needs of our 5 various stakeholders – Customers, Staff, Suppliers, Shareholders and the Community. Excellent businesses (in our view) ensure that the needs of all five are balanced in a sustainable way.

NZI continues to focus on the environment by recycling any waste in our factory. We encourage customers to return old insulators to us so we can recycle them. In the last 12 months we have crushed and recycled 126 tonnes of waste porcelain, plus we have utilised all waste from our own production line.

We've also hired more staff, our factory volumes are up, our Auckland office and distribution centre is well established – but it all comes back to our primary goal of keeping NZI in growth mode.

If you're in a position to help NZI, please do.



*Quinton Gillanders and Andrew Laufiso –
Kumeu Dispatch*

> CONTACTING NZI

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WEBSITE

www.nzinsulators.co.nz



NZI 22kV 490W32
 Tie Top Line Post
 Part No. 464619
 Made in NZ



Management Team