



oldfields
HOLDINGS LIMITED

Capital Raise Investor Presentation

1 November 2022

ASX: OLH
Oldfields Holdings
Limited

A LETTER FROM OUR CEO

As Oldfields Holdings Ltd propels into a new era, we have seen a strong start to FY23 with the group delivering positive revenue growth in Q1 FY23. With 40% (Q1FY23 Vs Q1FY22) improvement across the group, growth continues to be driven by our strong value chain, market demand across core categories, and refinement of our scaffold projects.

FY23 will see Oldfields' embark on a robust strategic review and business transformation program, that will involve incremental step changes targeted at improving competitiveness, performance, and refining our focus on the customer experience.

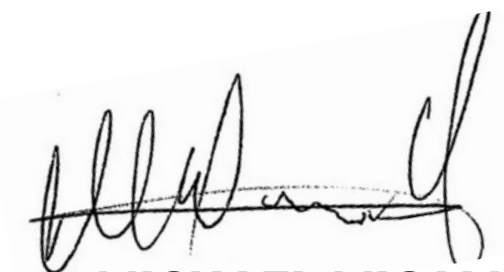
Market demand is high and significant opportunities exist in expanding into new markets (locally and globally) and acquiring new customers, all whilst increasing share of wallet to our existing base. Focus must shift and evolve to realise these opportunities across our direct, digital sales and marketing activities. With a greater emphasis on the rigour and cadence of these activities, increasing our touch points across all channels and mediums available will be crucial.

With a clear purpose, values and strategic objectives in place, the group is well positioned to leverage our rich 106-year-old Australian heritage and build a more recognised Masterbrand both locally and abroad. To capitalise on these opportunities in a marketplace looking for reliability, consistency, leadership, and purpose, it is essential to ensure business transformational activities crystallise, in order for Oldfields' to become a market leading industry specialist with a best-in-class ability to add value to customers by industry and sector.

To realise our future revenue growth, effective and localised project management, transformational resourcing and control is critical. Our focus on a great customer experience is underpinned by not only building a customer-centric workplace, but one that is also employee-centric. New talent across the senior leadership team and middle management across ANZ has not only driven accelerated growth but has built the foundations for a high-performance culture, with further organisational optimisation set to take Oldfields to new heights.

This capital raise is required to pave the way for new investment into initiatives that will see the Oldfields' group harness sustainable and profitable growth, building the platform for future investment.

We look forward to working with new investors on this exciting opportunity to reignite this 106-year-old Australian brand.



MICHAEL MICALLEF
CEO & MANAGING DIRECTOR

WHY OLDFIELDS?

- 106-year-old trusted Australian brand and service partner
- Rich history as prominent master brush makers since 1916
- Product, Service and Safety backed by a National ASX Listed company
- Products and solutions fit for multiple client purposes within the construction industry
- In-house Chartered Engineer and Engineering Expertise
- Demonstrated track record in retaining corporate clients over decades both in Australia and internationally
- Our own manufacturing facilities in China ensure products are designed and built well to Australian & Global Standards across all our entire scaffolding range
- Customer first ethos



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EXECUTIVE SUMMARY

EQUITY RAISING

- An equity raising of approximately \$5 million (the “Equity Raising”) at an offer price of \$0.065 per New Share, comprising:
 - a 1-for-2.18 pro-rata non-renounceable entitlement offer
 - Approximately 76.9 million new fully paid ordinary shares in OLH (“New Shares”) to be issued, representing 46% of existing shares on issue
- Offer proceeds to support working capital, inventory and growth initiatives including:
 - Process and System Business Transformation
 - Expansion into new local and international markets
 - Increase manufacturing capability to meet accelerating demand

GROWTH INITIATIVES

- Increase market share through accelerated customer acquisition, realising more from existing customer base and reactivating lapsed customers
- Leverage growth opportunities in new domestic and international markets and verticals
- Capitalise on additional channels to purchase (online, marketplace, social media, bricks and mortar)
- Refine our go-to-market strategy and leverage growth opportunities in new domestic and international markets and verticals
- Optimise customer experience through supply chain efficiency
- Build the brand

FINANCIAL OVERVIEW

- Spending by the Australian Government in the infrastructure industry has been further fuelled by recent natural disasters that have resulted in an increased demand for Scaffolding
- Major equipment hire customers continue to expand footprint resulting in a strong sales pipeline
- Secured customers including Dulux, Wattyl and PPG with opportunities to secure new relationships with other major retailers
- Opportunity to unlock further segments where we don't play within the paint tools market that is growing primarily due to a large shift in the DIY and small to medium enterprise market

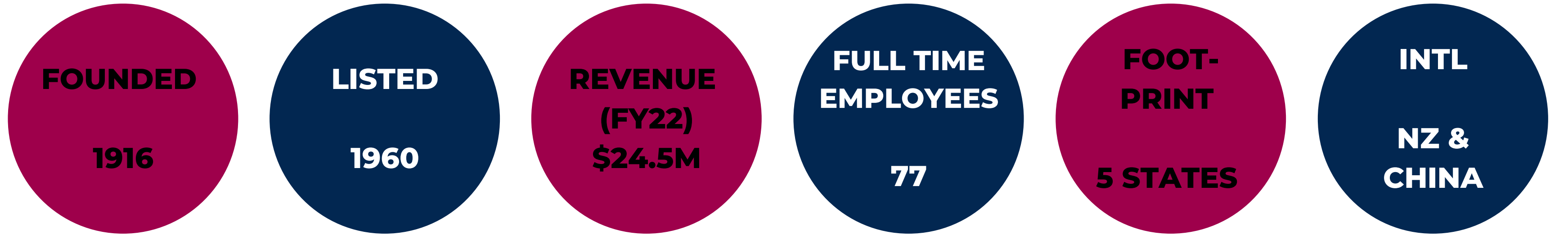
OUTLOOK

- Revenue for Q1 FY23 was \$8.92M, and we expect that the revenue performance for the remainder of FY23 will be maintained
- We achieved a positive underlying EBITDA for Q1 FY23 \$0.7M and we expect that the positive earnings will continue for the remainder of FY23

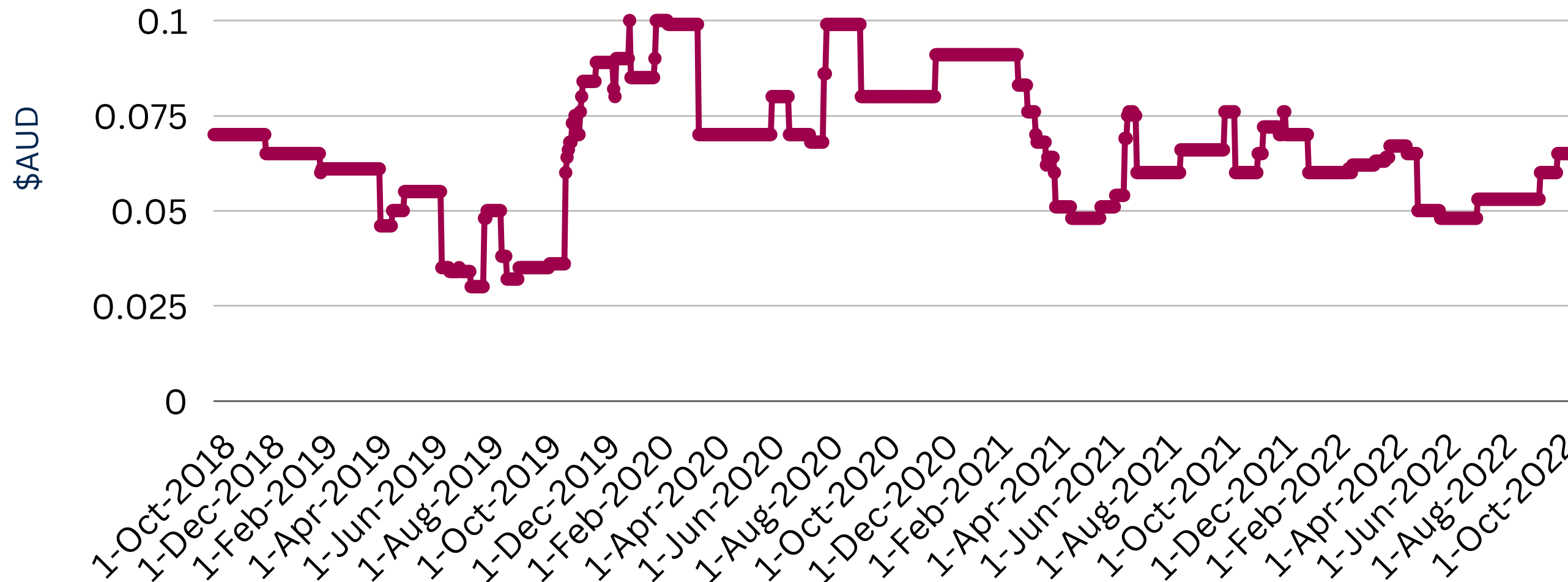


BACKGROUND & STRATEGY

OLDFIELDS SNAPSHOT



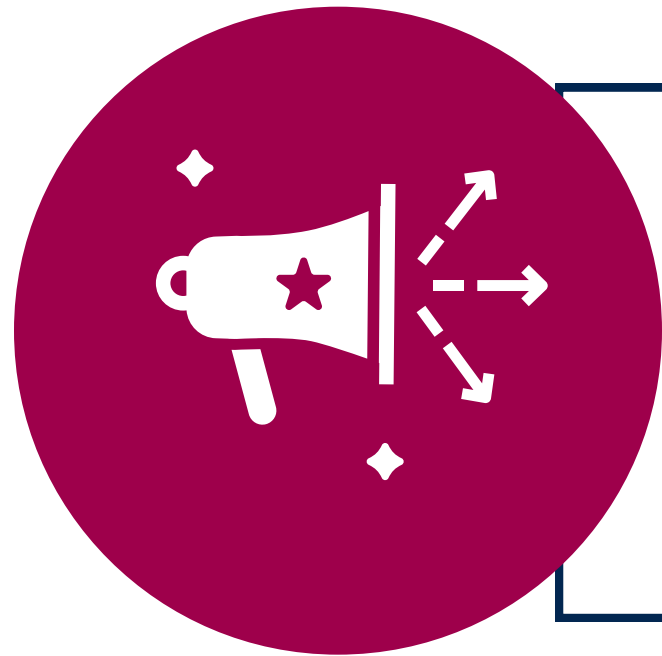
OLH SHARE PRICE



*Based on a closing share price of \$0.065 on 25 October 2022

OUR STRATEGY

Transform, Execute, Accelerate



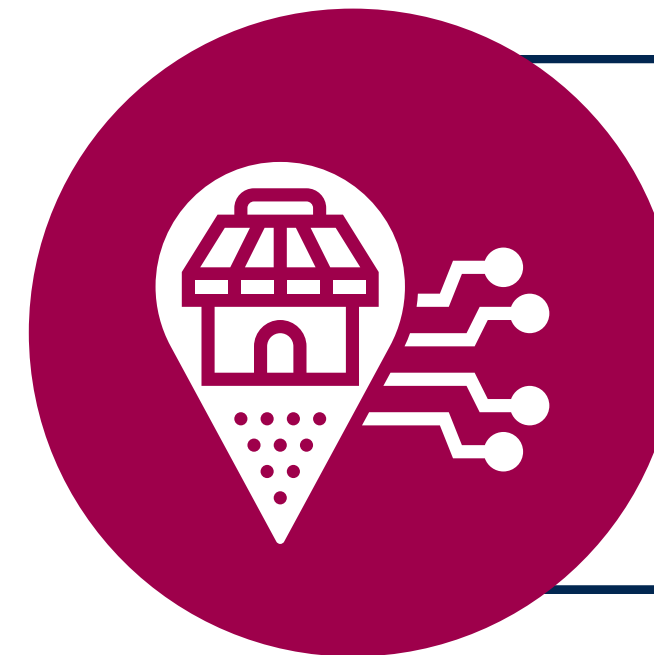
Streamline and tailor our brand offering and **become the go-to brand** for scaffolding and paint equipment in ANZ and abroad



Transform and take the business into the **digital age** with an overhaul of systems, business processes and sales channels



Employee, coach and retain **top talent** to help execute our growth initiatives across the group



Target high growth areas in existing markets and new with **opportunity for up-sell and cross sell** of our product portfolio and service offering

KEY MARKETS



MARKET INFORMATION - PAINT

- The estimated value of the Paint industry market in Australia is approximately \$1.85b*.
 - Oldfields considers that the addressable market within the Paint industry is \$160m-\$200m based on the Paint accessories market of which Oldfields plays. It is understood to represent a minimal part of the overall paint industry and is estimated at between 8-10% of category value+.
- Oldfields currently holds low market share relative to the addressable opportunity displaying significant growth opportunities.
- The **Online** Paint Accessories market in Australia represents \$158m** and signifies an opportunity to differentiate, specialise and offer additional avenues to purchase.
 - Value driven by the DIY and direct to trade market of which Oldfields currently **does not** compete.
 - Tradespeople and building contractors also demand hardware and tools. Although people in these markets mainly purchase products from wholesalers and traditional retailers, particularly for large-scale construction projects, some contractors purchase smaller products, such as hand and power tools, online through industry operators.
 - DIY consumers are the primary market for hardware and tools that are sold online.
- Significant opportunities exist within the UK & US paint accessories market of where we have a small footprint and aim to grow this.



Source:

*Management assessment using IBIS World G4231 - Hardware and Building Supplies Retailing in Australia and applying segment size to overall market size to estimate addressable market. i.e: The Hardware and Building Supplies Retailing in Australia sales are \$26.8b and the Paint and Paint Supplies segment accounts for 6.9% of this total = 6.9% x \$26.8b=\$1.85b

+Industry expertise estimates that the paint accessories and tools market represent approximately 8-10% of the overall Paint Industry value.

** Management assessment using OD5118 - Online Hardware and Tool Sales in Australia as source and applying the segment size to the overall market size i.e: The Online Hardware and Tool Sales in Australia account for \$542.8m and Paint tools account for 29.1% of this total = 29.1% x \$542.8m=\$157.95m

KEY OPPORTUNITIES - PAINT

We aim to grow through entering new markets and increasing penetration in existing markets while also refining and offering new avenues to purchase for customers



Key Vertical

Wholesale

- More stores, more range, stronger partnerships

New Verticals

ANZ

- Industrial, Government, Independent Building Services, DIY Market

International

- Identify & onboard key distributors in the UK/US



Be available where and when the customer wants us through refinement of our avenues to purchase:

Oldfields Sales Team*

Online**

Marketplace**

Retail*

Oldfields Branch**

Email*

Phone*

Click & collect*

*Existing
**New

MARKET INFORMATION - SCAFFOLDING

- The estimated market size in Australia for Scaffolding Sales, Hire and Service is estimated to be \$2.1b*.
- Industry revenue is forecast to increase driven by improved demand conditions in the key building markets recovering from the pandemic and increasing investment for high-density apartment and townhouse construction.
- Non-residential building market is the source of over half of the industry's annual revenue.
- Demand for new apartment development is projected to remain well above the long-term average, as high-density living remains a dominant trend in the housing market.



Source:

*Management Assessment using IBIS E3299 - Metal Cladding, Waterproofing and Scaffolding Services in Australia and IBIS L6631 - Machinery and Scaffolding Rental in Australia and applying segment size to overall market value:

E3299 Metal Cladding, Waterproofing and Scaffolding Services in Australia total market value is \$11.2b and Scaffolding Services account for 6.1% of this = 6.1% x \$11.2bn=\$683m

L6631 Machinery and Scaffolding Rental in Australia total market value is \$9.2bn and Scaffolding accounts for 15.3% of this = 15.3% x \$9.2b=\$1.4b

Total=\$683m+\$1.4b=\$2.083b

KEY OPPORTUNITIES - SCAFFOLDING

We aim to grow through a stronger brand presence and systematic market approach, leveraging our local and national expertise allowing for specific specialisation to be deployed effectively and efficiently



HIRE

Major Projects

- Local and National infrastructure projects

Local focus

- Residential, Light commercial, small remedial

SALES

- Local and National sales and contracts
- Identify & onboard key sales customers globally

MANUFACTURING

- Improved quality control
- Increase capacity to meet demand



Adding value, consistency and peace of mind through a strong brand association, building on heritage and trust through the following brand attributes:

- Trust via an ASX Listed company
- Australian Designed
- Engineered in-house
- Repair and maintenance offered in-house
- Recycle or buy-back scheme



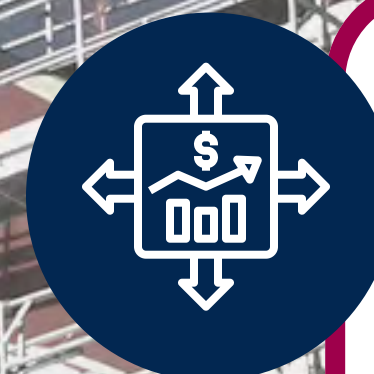
GROWTH INITIATIVES

GROWTH INITIATIVES



BRAND

- Exploit heritage brand and embark on brand build journey within key/new markets
- Grow brand equity within identified channels to become customers first choice for Paint and Scaffolding solutions



MARKET REFINEMENT & NEW MARKET GROWTH

- Launch robust pipeline development and management.
- Acquire new customers in existing verticals
- Increase share of wallet from existing customer
- Review and enter new and attractive markets including international, DIY and industrial



CUSTOMER EXCELLENCE

- Become true industry specialists with a deep knowledge of market and customer through a tailored verticalised go-to-market
- Provide our customer with flexible choice making and an ease of doing business



CHANNEL CREATION: Digital growth focus

- Launch web (including Marketplace) as a key channel to purchase
- Supported by strategic User Experience (UX), Pay Per Click (PPC) and content plan
- Rebrand existing branches as Trade Centres introducing paint products to a captive audience



PRODUCT: Right Range, Right Place, Right Time

- Provide the right range for our customers from a mix of Own Brand & Third Party Brands
- Ensure end to end profitability through full cycle supply chain efficiency
- Support global and local needs through new product development

TRADING UPDATE



TRADING UPDATE

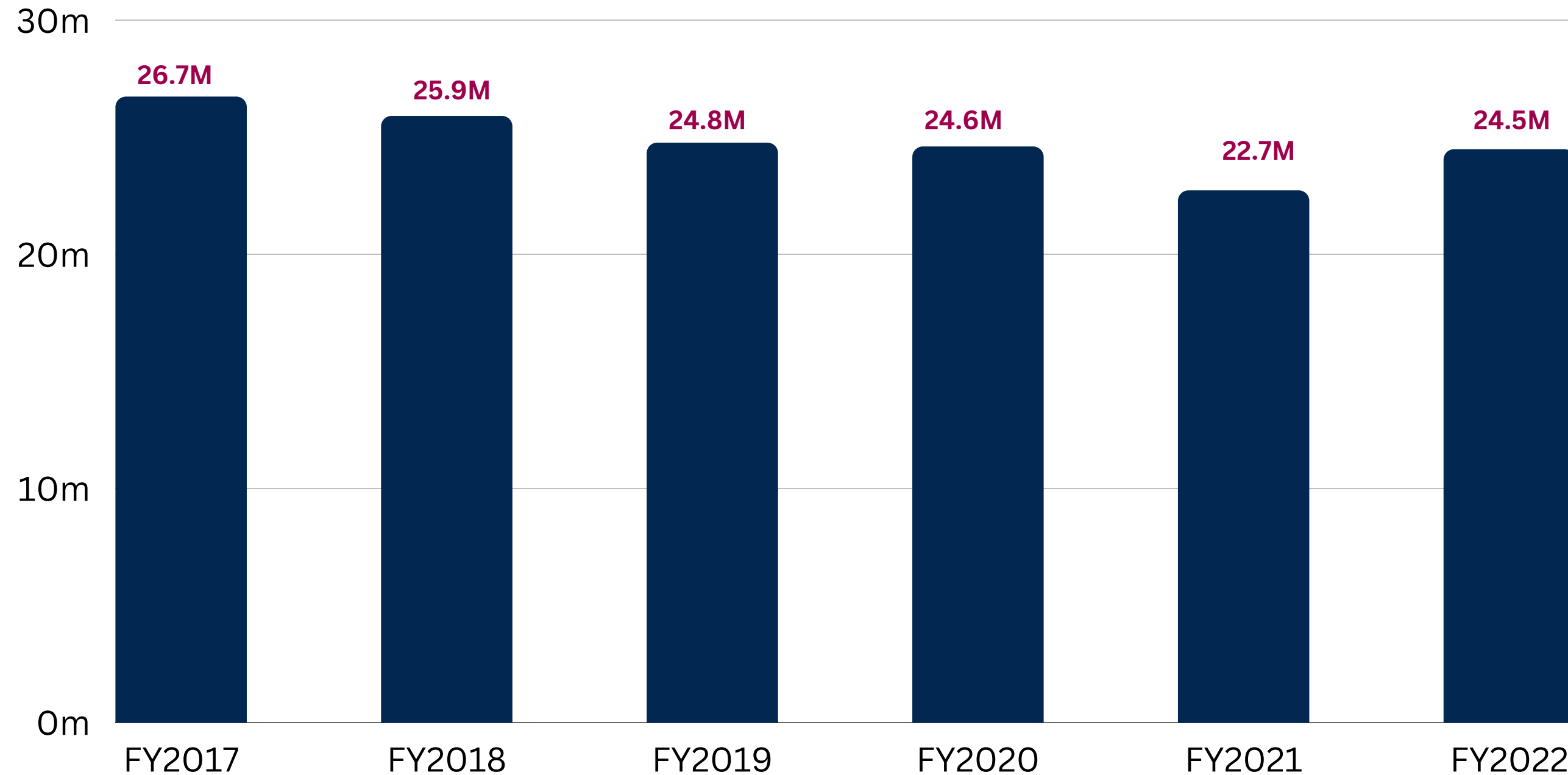
- Q1 FY23 Group sales revenue of \$8.92m, up 42.8% on Q1FY22, with overall Group returning to positive earnings in FY23*



- The new centralised team had significant impacts on winning scaffolding jobs and improving profitability
- The Paint Tools division had a record sales month in August 2022 since May 2017 and returned to profit
- In FY23, we will implement a robust strategic review and business transformation program, which will involve a series of measures aimed at improving our competitiveness, our performance, and sharpening our focus on the customer experience. Essentially, business transformation is an incremental step change to better deliver on the organisation's core value proposition

REVENUE TREND

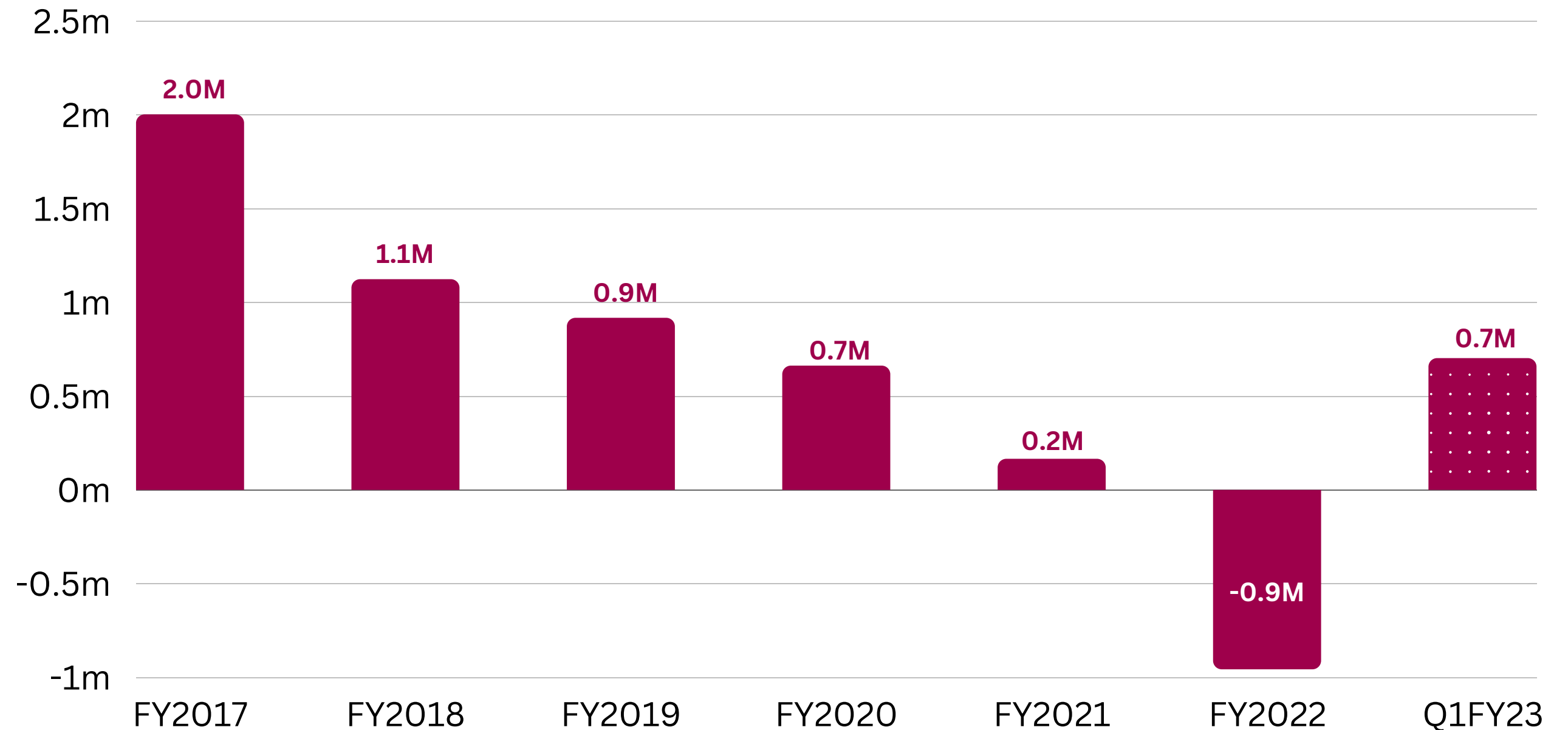
The revenue growth in FY2023 is forecasted to come from an increase in sales channels, a dedicated targeted customer strategy, new markets and additional avenues to purchase



Revenue for Q1 FY23 was \$8.92M and we expect that the revenue performance for the remainder of FY23 will be maintained.

EBITDA TREND

EBITDA improvement in FY2023 will be attributable to an increase in revenue, margin improvement, and cost saving initiatives from business transformation



We achieved a positive underlying EBITDA for Q1 FY23 of \$0.7M and we expect that the positive earnings will continue for the remainder of FY23



USE OF FUNDS

USE OF FUNDS

Activity	\$M	\$M
1. Working Capital	0.8	1.3
2. Inventory Scaffolding and Paint stock to meet accelerating demand through new markets and channel entrance	0.5	2
3. Business Transformation 3.1 Expansion into new local and international markets Costs associated with new market penetration including marketing, administration, freight, and personnel costs 3.2 Optimise Manufacturing Capability Increase international manufacturing capabilities and review local opportunities 3.3 Digital Transformation Update and integration of new processes and software including new revenue channels 3.4 Optimal Systems & Process Design and Implementation Overhaul of archaic systems and processes and implementation of new either analogue or digital alternatives	1.5	1.5
4. Costs Costs associated with entitlement offer	0.2	0.2
Total	\$3M*	\$5M*

*This table is illustrative only of the Company's current intention regarding use of funds. The precise activities that will be undertaken and the allocation of funds raised may change without notice depending on market conditions and circumstances generally from time to time. There is no guarantee that funds raised will be applied precisely in the manner set out above or in the amounts described.

CAPITAL RAISING



OFFER SUMMARY

Offer Overview

Up to \$5m Entitlement Offer

Entitlement Offer

- 1-for-2.18 pro-rata Entitlement Offer to raise up to \$5m
- Record date of 7:00PM (Sydney time) on 4 November 2022
- The company has put in place a shortfall facility under which eligible shareholders can apply for new shares in excess of their entitlement
- Allocation will be at the discretion of the Board. The Board also reserves the right to place any shortfall with investors within 3 months of the close of the Entitlement Offer
- Entitlement Offer opens 7 November 2022
- Entitlement Offer closes 24 November 2022

Offer Price

Offer price of \$0.065 per new share represents the closing price on ASX on 25 October 2022

Ranking

New shares will rank equally in all respects with existing shares

INDICATIVE TIMETABLE

Activity	Date
Entitlement Offer announced	Tuesday 1 November 2022
Record Date for determining entitlements to subscribe for New Shares under the Entitlement Offer	7:00PM (AEDT) Friday 4 November 2022
Despatch Offer Booklet and Entitlement and Acceptance Form to shareholders.	Monday 7 November 2022
Entitlement Offer opens	Monday 7 November 2022
Closing Date of Entitlement Offer	5:00PM (AEDT) Thursday 24 November 2022 (unless extended)
Notify ASX of shortfall	Monday 28 November 2022
Issue of New Shares (incl. Shortfall Shares) under Entitlement Offer	Tuesday 29 November 2022
New Shares under the Entitlement Offer commence trading on ASX	Wednesday 30 November 2022
Despatch of Holding Statements under Entitlement Offer	Thursday 1 December 2022

These dates are indicative only and are subject to change. Oldfields reserves the right, subject to the Corporations Act and the Listing Rules, to amend this indicative timetable. In particular, Oldfields reserves the right to extend the Closing Date, accept late applications under the Entitlement Offer (either generally or in particular cases) and to withdraw or vary the Entitlement Offer without prior notice.

SPECIFIC RISK FACTORS

(a) Growth strategy risk

The Company intends to implement a number of growth strategies both domestically and internationally some of which are transformational in nature.

There is no guarantee that any or all of the Company's growth strategies will be successfully implemented, deliver the expected returns or ultimately be profitable. There is also a risk that the growth strategies may be subjected to aggressive competitor responses, unexpected delays and/or additional implementation costs and may result in increased demands on its existing management and personnel as they navigate the growth phase of the Company.

The Company's pricing strategy may also not result in the level of growth in business volume that it anticipates. The Company may also fail to adopt and execute growth strategies that will enable it to maintain or improve its product and service offering and match any change in customer preference. Any change to the Company's ability to achieve any or all of its growth strategies is likely to have an impact on the Company's financial performance and position.

(b) Sales and revenue risk

Revenue will depend on the extent and timing of future product sales. Sales may take longer than expected to materialise or not be realised at all.

(c) Funding risk

There is no guarantee that the monies raised under the Entitlement Offer will be adequate or sufficient to meet the growth strategy or working capital requirements of the Company.

If the Company requires access to further funding at any stage in the future, there can be no assurance that additional funds will be available either at all or on terms and conditions which are commercially acceptable to the Company.

(d) Brand and reputation risk

The Company is a 106-year-old Australian brand. Accordingly, the Company relies on its reputation in day-to-day business activities to attract and retain customers. The Company's brand, image or reputation may be adversely affected through negative publicity or events which could lead to heightened regulatory focus or negative customer experience. Any events which diminish the Company's brand and reputation may reduce the Company's ability to execute its growth strategy and any adverse perception on the part of investors or customers could have a material adverse effect on the Company's business, financial performance and position.

(e) Industry risk

The Company provides services to the construction industry, accordingly, the financial performance of the Company is reliant on the level activity within the construction industry which is outside of the Company's control. Any downturn in the construction industry will negatively impact on the financial performance and financial position of the Company.

The Company's scaffolding business clients operate within a heavily unionised environment and there is a risk that they may experience industrial action. A lengthy union dispute and industrial action may negatively impact on the Company's financial performance and position.

(f) Competition

The Company operates in a competitive market which has moderate barriers to entry. Competition is based on a variety of factors including product range and quality, price and customer service (to attract and retain customers). Increased competition could result in price reductions which would have a negative flow on effect on the Company's financial performance. If the Company is not successful in competing in a competitive environment, then this could also result in a loss of market share and have an adverse effect on the Company's future financial performance and position.

SPECIFIC RISK FACTORS

(g)Project management risk

The Company will need to carefully manage its project pipeline to ensure that the Company is able to meet customer timeframes. If the Company is unable to meet customer timeframes then this will negatively affect client relationships and may involve additional costs (i.e. equipment hire costs) to ensure that the Company can meet customer project deadlines. This would have a negative effect on the Company's financial performance and position.

(h)Health and safety risk

The Company's scaffolding business provides scaffolding on a 'wet hire' basis which means that the Company is responsible for assembling and dismantling scaffolding at various construction sites. There is a risk that a serious safety incident involving the Company's equipment or personnel could occur at a construction site due to the nature and risks involved in construction. Further, the Company is unable to control the safety practices of other contractors and people who may also be onsite.

If there is a safety incident on site involving the Company's personnel or equipment, this could result in an increased exposure to workplace injury claims, fines and penalties and could also negatively affect the Company's reputation. This would negatively impact on the Company's financial performance and position.

(i)Product risk

There is an inherent risk that the products will contain defects or otherwise do not perform as expected.

If the Company's products fail to perform as expected, it could lose existing and future business and its reputation, brand and ability to develop, market and sell its product could be harmed. Product defects or non-performance may also give rise to claims against the Company, diminish the brand or divert resources from other purposes, all of which could have a material adverse impact on the Company financially and reputationally.

The Company is dependent on the supply of raw materials for a number of different parts and components. While the Company follows a quality control process there are possible situations where the quality of raw materials supplied will adversely affect the performance of the product.

(j)Personnel risk

The Company's scaffolding division is labour intensive and, therefore, is sensitive to labour shortages and increased labour costs. If the Company is unable to increase prices adequately to account for these increased labour costs, the Company's financial performance and position may be negatively affected.

The Company may also not be able to successfully recruit and retain management professionals. The Company believes that its future success will depend in large part on its ability to attract and retain highly skilled managerial and marketing personnel who are familiar with its key customers and are experienced in the industry. The Company cannot be certain that it will be successful in attracting and retaining the skilled personnel necessary to operate its business effectively in the future. There can be no assurance that the Company will be able to retain its key personnel or recruit suitable replacements. The loss of key personnel could have a materially adverse impact on the Company.

SPECIFIC RISK FACTORS

(k) Manufacturing risk

The Company manufactures aluminum scaffold equipment in our wholly owned factory in China.

There are risks which are inherent in manufacturing operations including machinery breakdowns, damage from flood and fire, below standard workmanship or materials, employee issues (including accidents), workplace health and safety and so on. Any adverse impact on production could have a materially adverse impact on the Company's ability to meet customer needs and the risk of customer claims and the Company's ability to achieve its growth plans or its financial performance.

(l) Supply risk

The Company's manufacturing operations depend on obtaining raw materials, parts and components, equipment and other supplies including services from reliable suppliers in adequate quality and quantity in a timely manner.

It may be difficult for the Company to substitute one supplier for another, increase the number of suppliers or change one component for another in a timely manner or at all due to the interruption of supply or increased industry demand. This may adversely affect the Company's operations.

The prices of raw materials, parts and components and manufacturing equipment may increase due to changes in supply and demand. In addition, currency fluctuations and the continued weakening of the Australian dollar against foreign currencies may adversely affect the Company's purchasing power for raw materials, parts and components and manufacturing equipment from foreign suppliers.

If the Company is unable to secure key supply inputs in a timely and economically acceptable manner, it could have a materially adverse effect on its ability to meet customer demand and sell its products profitably.

(m) Sovereign risk

The Company's manufacturing operations in China are subject to the risks associated in operating in foreign emerging countries. These risks may include economic, social or political instability or change, hyperinflation, or changes of law affecting foreign ownership, government participation, taxation, working conditions, rates of exchange, exchange control, export duties, repatriation of income or return of capital, environmental protection, labour relations and government regulations that require the employment of local staff or contractors or require other benefits to be provided to local residents. No assurances can be given that the co-operation of such authorities, if sought by the Company, will be obtained, and if obtained, maintained.

It cannot be ruled out that the Chinese government may adopt substantially different laws, policies and conditions relating to foreign investment and taxation. The Company may also be hindered or prevented from enforcing its rights with respect to a governmental instrumentality because of the doctrine of sovereign immunity. Any future material adverse changes in government policies or legislation in China in relation to foreign investment and ownership may affect the viability and profitability of the Company.

SPECIFIC RISK FACTORS

(n) Information technology

The Company relies heavily on its computer hardware, software and information technology systems. Should these not be adequately maintained secured or updated or the Company's disaster recovery processes not be adequate, system failures may negatively impact on its performance.

(o) Dividends

There is no guarantee as to future earnings of the Company and there is no guarantee that the Company will be in a financial position to pay dividends at any time in the future.

(p) Litigation risk

The Company is not currently involved in any material litigation as a defendant and is not aware of any facts or circumstances that may give rise to any material litigation commenced against it. However, given the scope of the Company's business and activities there is a risk that the Company may be subjected to litigation and other claims and disputes in the course of its business, including employment disputes, contractual disputes or workplace health and safety claims. There is also a risk that the Company may be subject to regulatory investigations or audits by government agencies in the event of non-compliance with applicable statutory or regulatory requirements.

Such litigation, claims and disputes, including the cost of settling claims or paying penalties and fines, operational impacts and reputation damage, could materially and adversely affect the Company's business, operating and financial performance.

(q) Exchange rates

The Company is potentially exposed to movements in exchange rates. The Company's financial statements are expressed and maintained in Australian dollars. However, a portion of the Company's income and costs are earned in foreign currencies and this proportion may increase materially. Exchange rate movements affecting these currencies may impact the profit and loss account or assets and liabilities of the Company, to the extent the foreign exchange rate risk is not hedged or not appropriately hedged.

GENERAL RISK FACTORS

(a) Share market

On completion of the Entitlement Offer, the New Shares may trade on the ASX at higher or lower prices than the Issue Price. Investors who decide to sell their New Shares after the Entitlement Offer may not receive the amount of their original investment. The price at which the New Shares trade on the ASX may be affected by the financial performance of the Company and by external factors over which the Directors and the Company have no control.

These factors include movements on international share and commodity markets, local interest rates and exchange rates, domestic and international economic conditions, government taxation, market supply and demand and other legal, regulatory or policy changes.

(b) Dependence on general economic conditions

The operating and financial performance of the Company is influenced by a variety of general economic and business conditions, including levels of consumer spending, inflation, interest rates and exchange rates, access to debt and capital markets, government fiscal, monetary and regulatory policies.

A prolonged deterioration in general economic conditions, including an increase in interest rates or a decrease in consumer and business demand, could be expected to have a material adverse impact on the Company's business or financial condition. Changes to laws and regulations or accounting standards which apply to the Company from time to time could adversely impact on the Company's earnings and financial performance.

(c) Tax risk

Any change to the rate of company income tax in jurisdictions in which the Company operates will impact on shareholder returns, as will any change to the rates of income tax applying to individuals or trusts. Any change to the tax arrangements between Australia and other jurisdictions could have an adverse impact on future earnings and the level of dividend franking.

(d) Legislative and regulatory changes

Legislative or regulatory changes in jurisdiction in which the Company operates, including property or environmental regulations or regulatory changes in relation to product sold by the Company, could have an adverse impact on the Company.

THANK YOU FOR YOUR INTEREST IN OLDFIELDS

For more information, please contact:

Michael Micallef, CEO

michael.micallef@oldfields.com.au

02 4645 0701 *or* 0457 575 055



APPENDICES



BOARD OF DIRECTORS



JOHNATHAN DOY
CHAIRMAN (INTERIM)

- CEO of Sparke Helmore Consulting
- Recognised specialist in corporate tax and structures as well as in the broader business implications of transactions in the Construction and Property industry
- Member of the Australian Institute of Company Directors and a Fellow of CPA Australia



JIE MA
NON-EXECUTIVE DIRECTOR

- A successful businessman in China and Australia in property, construction and cement industries
- Integral to Oldfields' China operations including the relocation & restructure of our manufacturing facilities, and ongoing management of local supply chains & supplier relations.



DAVID BAIRD
INDEPENDENT NON-EXECUTIVE DIRECTOR

- A respected local government, planning and property environmental law specialist
- Began his legal career in 1981 including as Partner at Gagens, PwC Legal and HWL Ebsworth where he led the Planning and Local Government divisions
- Member of the Law Society of NSW



RICHARD ABELA
NON-EXECUTIVE DIRECTOR

- An expert in industrial manufacturing, supply chain management, building brand equity and specialised sales and marketing
- Fellow member of CPA Australia and a member of the Australian Institute of Company Directors



MICHAEL MICALLEF
CEO & MANAGING DIRECTOR

- 25 years' experience in growth, turnaround and transformation in large and medium enterprise
- Seasoned in leading through change
- Member of the Australian Institute of Company Directors

EXECUTIVE TEAM



MICHAEL MICALLEF
CEO & MANAGING
DIRECTOR

- 25 years' experience in growth, turnaround and transformation in large and medium enterprise
- Seasoned in leading through change
- Member of the Australian Institute of Company Directors



ALAN LEE
CHIEF FINANCIAL
OFFICER

- 25 years' experience in financial reporting and controls, audit, corporate advisory and governance, business valuation, transaction services
- Holds a Bachelor of Commerce and a Graduate Diploma in Applied Finance and Investment and CPA



STEPHANIE LEVY
CHIEF TRANSFORMATION
OFFICER

- A strategic and innovative commercial leader experienced in navigating large scale organisational change in the manufacturing, logistics and distribution space
- Holds a Bachelor of Commerce and a Level 7 CIM Postgraduate Diploma in Marketing



NATALIE ORESKOVIC
CHIEF PEOPLE OFFICER

- An established commercial human resources business partner experienced in developing and leading human resources strategy to influence change and cultivate high performing teams
- Holds a Bachelor of Business & Commerce major in Human Resources & Organisational Design



GARETH EDWARDS
GM - SCAFFOLDING

- 20 years' experience in the construction industry, with 15 years in scaffolding
- Skilled in working and leading successful sales teams in the construction industry at both state and national level



MEEGAN ATKINS
NATIONAL MARKETING
MANAGER

- 20 years' experience in designing and executing profitable brand strategies across B2B and B2C
- Holds a Bachelor of Visual Comms from Western Sydney University