

AN AWARD-WINNING SYSTEMS
INTELLIGENCE COMPANY TRUSTED
BY GLOBAL BRANDS AND
GOVERNMENTS TO NAVIGATE
SYSTEMIC RISK ACROSS SUPPLY
CHAINS, MARKETS, REGULATION,
AND NATURAL SYSTEMS - AND TURN
IT INTO STRATEGIC OPPORTUNITY.

2026

Company Profile



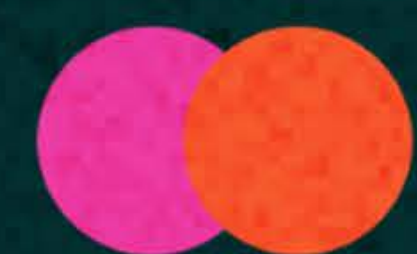
Hello

We are Coreo.

Coreo is an award-winning systems intelligence company taking circularity from theory to commercial reality globally.

Trusted by global brands such as Rio Tinto, L'Oréal, and Virgin to pinpoint material risk and unlock value at scale.

We are known for honest advice, rigorous analysis, and measurable impact.



“

The systems that powered yesterday's growth are now driving unmapped vulnerability at scale & pace.

”

Ashleigh Morris
CEO & Co-founder



What do we do?

TRANSFORM SYSTEMIC RISK
INTO STRATEGIC OPPORTUNITY



Most of the risks shaping your business don't sit inside your organisation.

They sit across suppliers, infrastructure, ecosystems, markets, and regulation. You don't own them, you can't insure them, and you don't fully control them – yet they materially affect earnings, asset values, and long-term resilience.

As a systems intelligence company, Coreo exists to make these risks visible, navigable, and actionable. We bridge the gap between internal decisions and the external forces that once powered growth but now drive systemic vulnerability – so leaders can intervene where it actually matters.

Our team brings systems intelligence honed across every major sector; from aviation and mining to beauty and government.

What Coreo delivers is focus.

As a CSO or senior leader, you're being asked to do more with less – expected to deliver the answers while the questions multiply. We're not here to sell you 'another strategy' or 'another sustainability initiative'. We're here to help you identify a few powerful systems levers that will unlock disproportionate impact, so you can do less, better.

Coreo

STRATEGIC INPUTS MAY INCLUDE:



ALIGN PRIORITIES

Move from disconnected initiatives to coordinated efforts focused on maximum return.



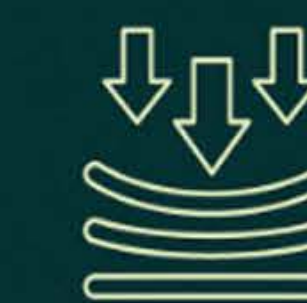
HIT TARGETS

Accelerate progress across Net Zero, Scope 3, water, waste, and nature simultaneously.



TRACK MULTI-VALUE METRICS

The value isn't in more metrics; it's in cohesive metrics that prove one action is solving three problems at once.



BUILD RESILIENCE

Ensure value and resilience compound by design.

STRATEGIC OUTPUTS MAY INCLUDE:



SUPPLY CHAIN AND VALUE NETWORK MAPPING

Reveal interdependencies, vulnerabilities, and leverage points across multi-tier supply chains and partner ecosystems.



BUSINESS MODEL AND IMPLEMENTATION DESIGN

Support innovation, co-creation, & strategic design of circular business models within system limits & long-term value creation.



MARKET AND TRANSITION INSIGHTS

Provide a robust evidence base to anticipate regulatory change, cost pressures, and shifting market expectations.



CIRCULAR MATURITY ASSESSMENT & BENCHMARKING

Evaluate organisational readiness against industry standards to identify performance gaps and track progress toward circular leadership.

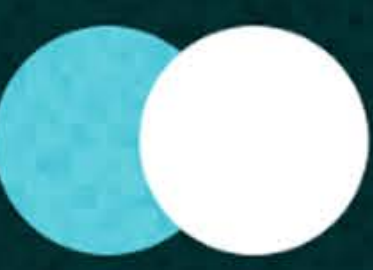


MATERIAL FLOW ANALYSES

Trace carbon, resources, and value across operations and value chains to identify where reduction, circularity, or substitution will have the greatest impact.

How do we do it?

THE SYSTEMS INTELLIGENCE METHOD



Strategy in complexity requires systems mapping. Without it, you're travelling blind.

THERE IS NO ABRACADABRA...

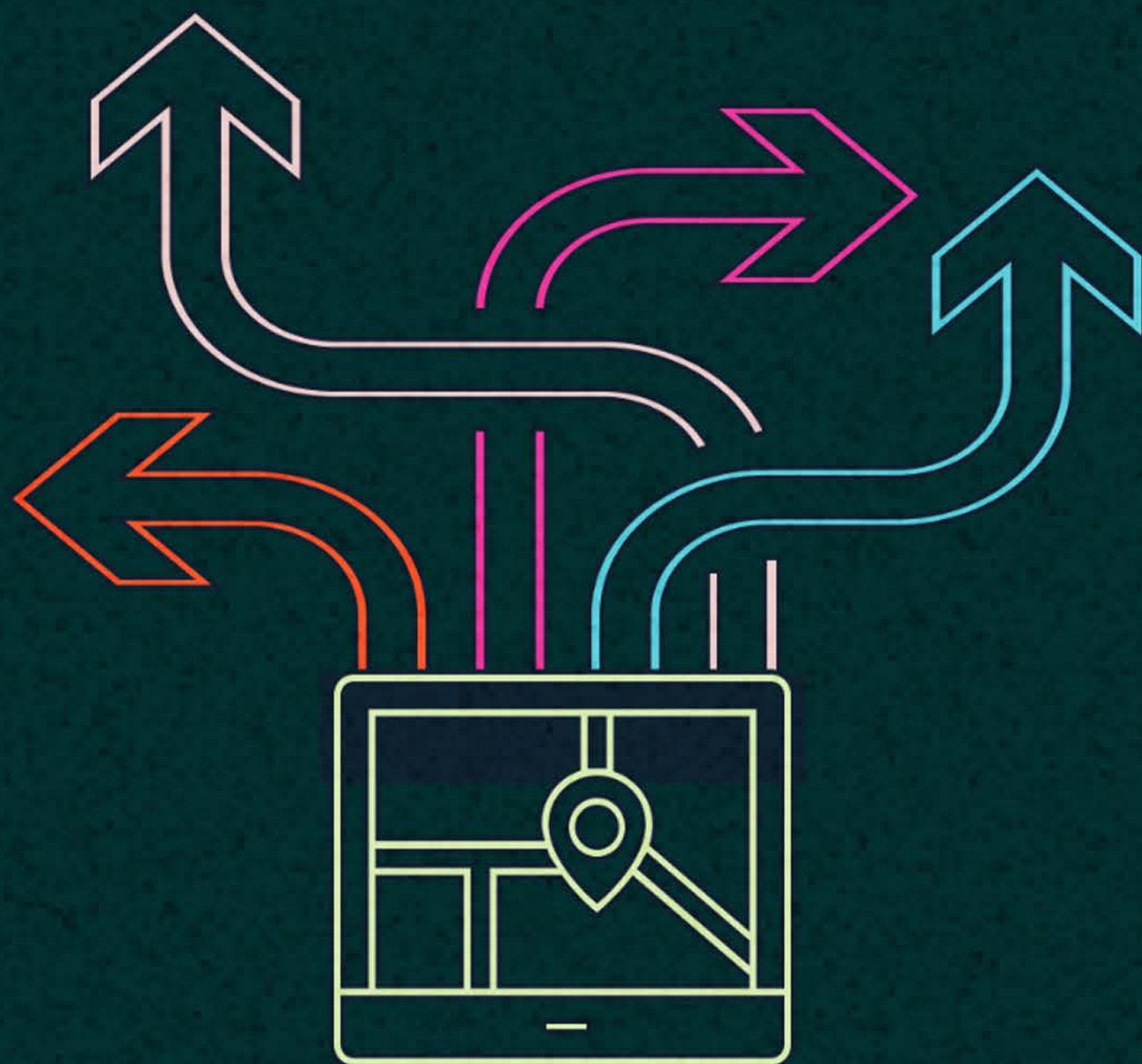
We've developed a robust methodology that builds capacity and capability while answering the questions that matter most. Every journey is different, but they all start by looking at the whole.

Systems Intelligence is the result of taking available data, information, and insight to generate an understanding that enables action. Whether represented as a singular visual 'systems map' or a collection of component outputs, it reveals the "in-between".

Materiality assessments tell you what matters. Systems mapping shows why it matters, how it connects, and where to intervene.



Traditional analysis & strategy is like an old fold-out map. Static, quickly outdated, and silent on the best route. It tells you where things are, not how they are moving.



Systems Intelligence is your strategic GPS. It identifies the optimal route, noting where conditions can change, creating the most cost-efficient and effective way to your destination.

A systems map shows how your business truly operates, not in isolation, but within the economic, regulatory, and natural systems it depends on. It connects internal dynamics such as operations, governance, and risk appetite with external forces across supply chains, markets, regulations, and ecosystems. By making these interdependencies visible, we surface constraints and leverage points that siloed analysis misses, and pinpoint where efforts can deliver the greatest returns.

Our methodology moves through three disciplined phases. This is how strategy is set when complexity is the norm, and performance depends on understanding the whole system, not just the parts.

1. Intelligence gathering

Baselining operations and mapping material and value flows to reveal hidden risks and dependencies.

2. Setting direction

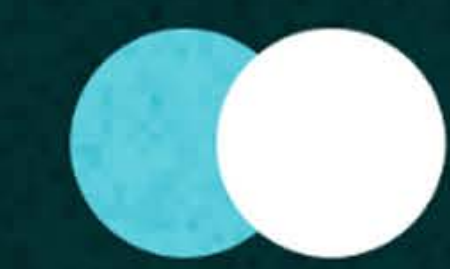
Using the evidence to test strategic ambition, set guardrails, and align targets with system realities.

3. Operationalising

Translating insight into focused strategy, governance-ready metrics, and decision frameworks that embed change.

How do we do it?

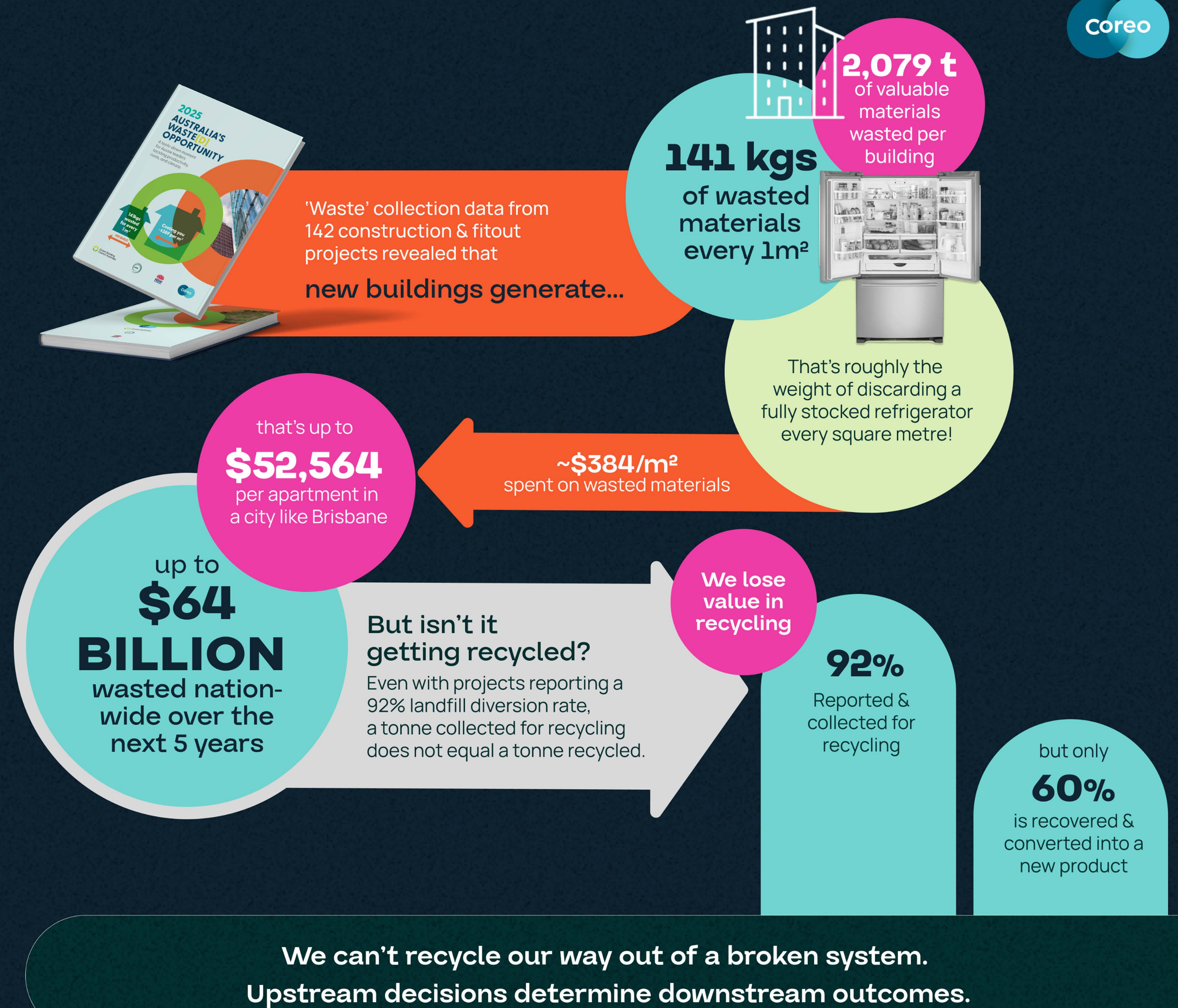
METHOD CASE STUDY



Australia's construction industry generates 29 million tonnes of waste[d] material annually. To help address this value loss, Coreo partnered with the Green Building Council of Australia to develop 'Australia's Waste[d] Opportunity', a systems-level benchmarking study of 142 construction and fitout projects.

The study mapped material generation and fates across the construction value chain to establish the first national per square metre baseline for wasted materials. It exposed structural inefficiencies in material use, reporting, and recovery, identifying a 29 million tonne circular opportunity.

Coreo



How do we do it?

METHOD CASE STUDY

Material Flow Analysis (MFA) provides a quantitative view of how materials move through a value chain, from extraction and production, through to use and end-of-life. To conduct an

MFA, we collect data from operations & procurement and industry sources. We then standardise the data into common naming & units, organise it into logical steps, and finally, visualise

it into a clear material flow diagram. Overlay indicators, such as carbon, cost, or risk can then be layered on top to reveal hotspots, risks, and opportunities.



YOU DON'T NEED TO FOLLOW EVERY FLOW, COREO SHARES KEY INSIGHTS...

FITOUT A
1,799



12% reuse

FITOUT B
1,994



93% reuse

55%
lower embodied carbon & 60% lower embodied water in fitout B, compared to fitout A

WHAT PART OF THE FITOUT?

FURNITURE
682

FLOORING
1,139

JOINERY
386

CEILINGS
541

FIXTURES
387

WALL FINISHES
627

ACOUSTIC PANELS
31

WHAT IS IT MADE OF?

WOOD
1,084

ALUMINIUM
387

STEEL
309

CONCRETE
619

GLASS
186

PLASTIC
311

PLASTERBOARD
774

TEXTILES
77

ADHESIVES & RESINS
46

WHERE DOES IT COME FROM?

AUSTRALIA
1,549

CANADA
387

MALAYSIA
316

CHINA
860

UAE
155

INDIA
139

JAPAN
77

VIETNAM
77

GERMANY
108

BELGIUM
31

USA
54

ITALY
46

WHAT IS THE MODERN SLAVERY RISK?

LOW

LOW

HIGH

HIGH

HIGH

HIGH

MED

HIGH

LOW

LOW

MED

MED

Why work with us?

Coreo is an award-winning team of systems intelligence specialists. Small by design. Systemic by nature.

We have deep technical capability across systems mapping, circular design, governance, data, and storytelling. We don't produce reports to gather data dust, we design systems that work, move, and scale.

We are known for getting hard things done, at a very high standard, in complex environments. We bring systems intelligence to mining, infrastructure, manufacturing, property, finance, government, and global platforms, helping organisations see interdependencies, identify leverage points, and redesign how value flows across natural, social, and economic systems.

Founded by two sisters, Coreo remains a family business at heart. As the team has grown, the values it was built on have held firm: trust, integrity, curiosity, and a bias for action.

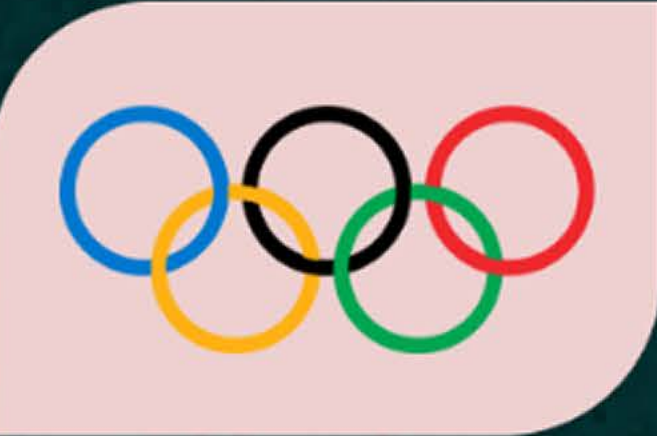


Our culture is defined by a few simple truths:

- Be kind. Always.
- Honesty is the best policy
- People invest in people.
- Listen first. Speak last.
- Words create emissions. Action reduces them.
- Work for the joy of it.
- Have the courage to fail, learn, and fly.



Moments we are proud of...



2032 OLYMPIC & PARALYMPIC GAMES DELIVERY PARTNER

Selected to join the Unite32 team to deliver the \$7.1 billion games infrastructure and venue program.



BUSINESS IN RESIDENCE, UNIVERSITY OF SUNSHINE COAST

Coreo is appointed Business in Residence with the team contributing to academic content, teaching and mentoring at USC.



AFR SUSTAINABILITY LEADER 2024

Recognised for excellence in Professional Services, Engineering & Advisory by the Australian Financial Review.



AUSTRALIA'S BEST ENVIRONMENTAL BUSINESS

Named the national winner for systemic change & circular economy impact. Australian Women's Small Business Champion Awards 2023.



WORLD CIRCULAR ECONOMY FORUM 2019/21/23

Invited to present global insights on circular systems and impact.



UNITED NATIONS GENERAL ASSEMBLY 2019

Invited to the UN General Assembly Roundtable on Leveraging Blended Finance alongside Paul Polman, former CEO, Unilever.



CIRCULAR ECONOMY FOR DUMMIES

Coreo served as technical editors for the Amazon Best Seller.



ELLEN MACARTHUR FOUNDATION MENTORS

Selected as global expert mentors for the Foundation's circular economy programs.



TEDX DISCOVERY SESSION 2021

Chosen by TEDxSydney to lead a session on Transforming Economies to Serve People and Nature.



OLYMPICS & PARALYMPICS LEGACY COMMITTEE

Coreo's CEO was one of 12 chosen to advise on the legacy of the 2032 Games.

Who we love to work with

Proudly delivering **systems intelligence** & **circular solutions** for iconic brands, government, & 30% of the ASX100



Coreo is proudly Australian, servicing global clients. The systemic nature of the challenges we face requires us to work across supply chains, industries, geographies and cultures. Replacing fragmented initiatives with coherent value-led action.

What they love about us

Coreo is refreshing and fun to work with. They are true systems thinkers, elevating our collective understanding and approach.

Carmel Reyes
Head of Climate Action & Sustainability
POWERHOUSE **NSW GOVERNMENT**

Coreo brought deep systems expertise, an innovative approach and a joyful, generous attitude to our collaboration. The 'How to Write a Building Disassembly Plan' guide that we co-released combined Built's pragmatic industry experience with Coreo's market-leading circular thinking to produce an easy-to-use guide that has market shifting potential. They also led the circularity measurement on one of Built's major projects, capturing the benefits of DfD (Design for Disassembly) amongst other key circularity metrics.

Joe Karten
Head of Sustainability & Social Impact
Built.

Coreo brought exceptional expertise and a collaborative spirit to our work on the Wagga Wagga Precinct circular economy strategy. Their systems-based approach and ability to engage with diverse stakeholders were pivotal in uncovering opportunities for industrial symbiosis and aligning circular initiatives with regional priorities. Their contribution has set a strong foundation for a more sustainable and connected future for the Precinct.

Rebecca Hicks
Manager Sustainability & Circular Economy - Regional Development Corporation
NSW GOVERNMENT

Queensland is resource-rich, and we are committed to realising full value from our resources. Coreo has been a trusted partner in this effort, mapping opportunities, testing feasibility, and developing concepts from multi-mine facilities to full value extraction from the full volume of tailings. They consistently deliver practical, high-impact solutions, that unite government, industry, SMEs, and communities, making them an invaluable partner.

Tony Knight
Chief Geologist
Queensland Government

I've worked with Coreo for years, and I know I can always count on them for being really responsive to changing requirements and going above expectations.

Amy Hogan
Head of ESG & Sustainability
Transurban

The Coreo team has been instrumental in guiding Nuton's strategy for seven years, helping to craft a market-leading positive impact approach that balances ambition with pragmatism. Their systems expertise ensures we give back more than we take.

Cecilia Perla
Growth & Sustainability Vice President
nuton

GOVERNMENT
Australian Government, Development Victoria, Sustainability Victoria, Queensland Government, Queensland Health, City of Melbourne, NSW Government, City of Sydney, Clarence Valley Council, Lake Macquarie City, Government of South Australia, Brisbane City, Green Industries SA, City of Ipswich, City of Logan, City of Gold Coast, LGAQ, Queensland Treasury Corporation

PROPERTY & INFRASTRUCTURE
Built, Charter Hall, Stockland, Investa, Acciona, Aurecon, Lendlease, Goodman, Dexus, Frasers Property, Mirvac, Green Building Council Australia

MINING & METALS
RioTinto, BlueScope, AngloAmerican, BHP, ICM, Alcoa, Fortescue, South32

AVIATION
Qantas, Virgin Australia, BNE, Finance, Westpac, Cefc, Iag

RETAIL
Woolworths Group, Mecca, Bega, QV Melbourne, QIC, L'Oréal

UTILITIES
CleanCo Queensland, Taswater, Hydro Tasmania, UrbanUtilities

OTHER
Aurizon, Worn Gundidj, COEX Container Exchange, South Bank Corporation, Powerhouse, USC

Nuton

A Rio Tinto Venture

REPORTING TO CEO

Nuton, is a Rio Tinto venture, deploying nature-based bioleaching technologies set to unlock copper resources from hard-to-reach ores while pursuing a Positive Impact ambition.

From concept to cathode, Coreo enabled Nuton venture & technology through systems integration:

Defining the system

- 2019**
- Nuton Venture Strategy & Order of Magnitude Study
 - Commercial model definition
 - Brand and narrative development to articulate Nuton's differentiated role in the copper value chain

Proving the system

- Copper supply commercial model development & market sounding
- Environmental Performance Baseline & ISO-aligned Life Cycle Analysis (with University of Technology Sydney)
- Governance advisory & technology development strategy to support scale-up & investment readiness

Activating the system

- Brand and narrative refresh & development of Nuton company profile
 - Positive Impact Strategy, ESG due diligence & reporting framework
 - Market recognition through award applications and industry positioning
- 2026**
- Technical workshops to advance environmental performance & operational outcomes



PROJECT LEAD
Ashleigh Morris



PROJECT SUPPORT
Taylah De Wit



DESIGN LEAD
Jenna Savin



December 2025

Nuton produced its first verified low-carbon copper in Arizona, underpinned by a cornerstone partnership with Amazon Web Services.



Nuton A Rio Tinto Venture

Coreo is empowering Nuton to transform copper production through nature, partnerships, & award-winning innovation.

“

The Coreo team has been instrumental in guiding Nuton's strategy for seven years, helping to craft a market-leading positive impact approach that balances ambition with pragmatism. Their systems expertise ensures we give back more than we take.

- Cecilia Perla,
Growth & Sustainability Vice President

”



AWARD RECOGNITION

ENVIRONMENTAL
STEWARDSHIP AWARD

INNOVATION AWARD

THE BUSINESS
EXPANSION AWARD



L'Oréal strategic leadership pathways

REPORTING TO L'ORÉAL ANZ SUSTAINABILITY LEAD

Using a systems mapping approach, Coreo empowered L'Oréal ANZ to identify where it holds the greatest control, influence and opportunity to lead across its L'Oréal for the Future commitments, translating ambition into prioritised leadership pathways with the potential for system-wide impact.

PROJECT OBJECTIVES

- Map the ecosystem surrounding L'Oréal ANZ's sustainability agenda across priority L'Oréal for the Future pillars.
- Identify high-leverage points where L'Oréal has direct control and influence to lead system change and align global commitments with the realities of the ANZ market.
- Assess internal and external performance to understand where effort would deliver the greatest impact across L'Oréal for the Future pillar targets.
- Provide clear, practical direction to accelerate progress through targeted action, partnerships and investment.

PROJECT LEAD
Ashleigh Morris

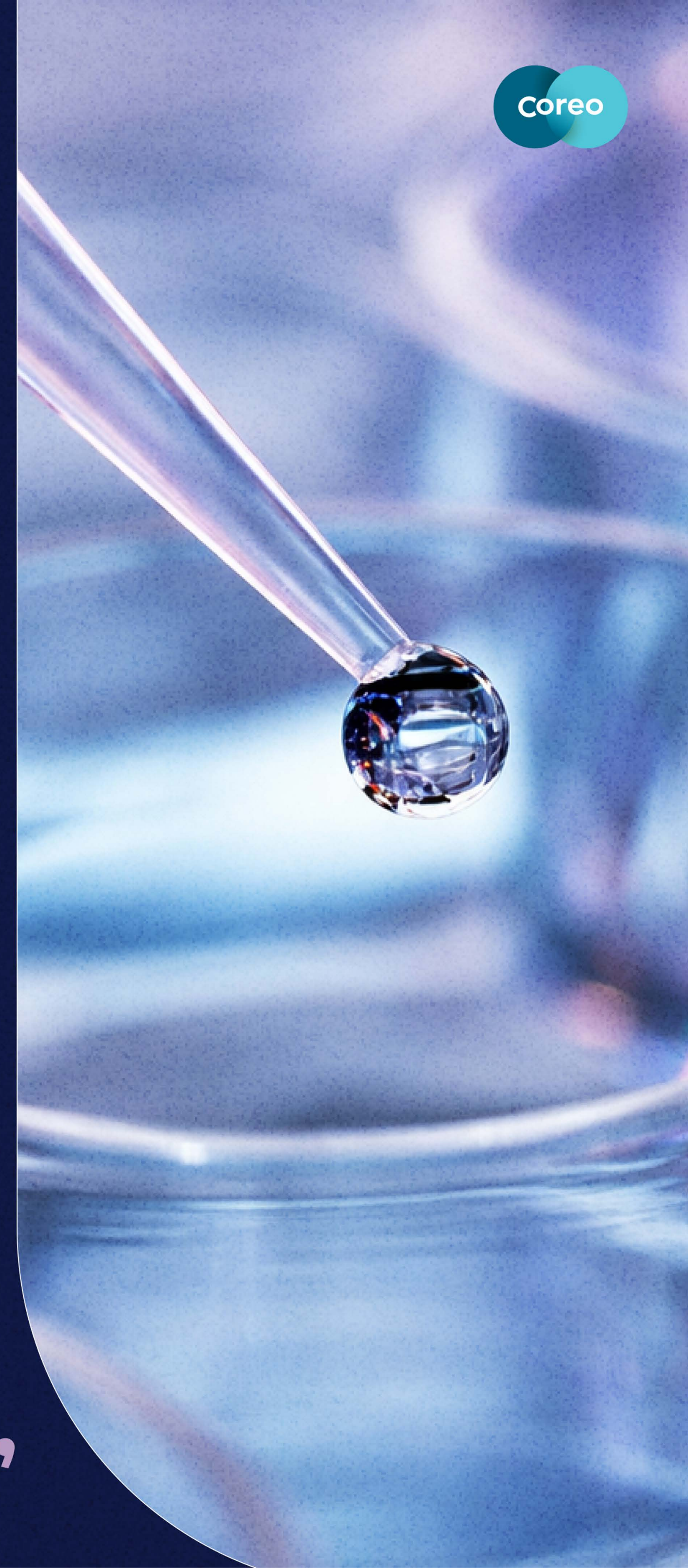


PROJECT LEAD
Taylah de Wit



“Partnering with Coreo empowered us to prioritise our sustainability ambitions and turn them into tangible action. Through their systems mapping approach, we gained clarity on the possible pathways to strengthen our ANZ leadership and impact. The opportunity prioritisation matrix they developed was a powerful tool to focus our efforts where we can make the greatest difference within each of our L'Oréal for the Future Pillars. Coreo's expertise inspired momentum to lead meaningful change.”

- Laura Barraso, ANZ Sustainability Lead



L'Oréal strategic leadership pathways

Coreo conducted comprehensive desktop mapping of L'Oréal ANZ's sustainability ecosystem, including an analysis of:

- Regulatory and policy settings across Australia and New Zealand.
- Market and peer activity shaping expectations and best practice.
- Existing partnerships and enabling organisations.
- System interdependencies across packaging, water, nature, climate, innovation and community.

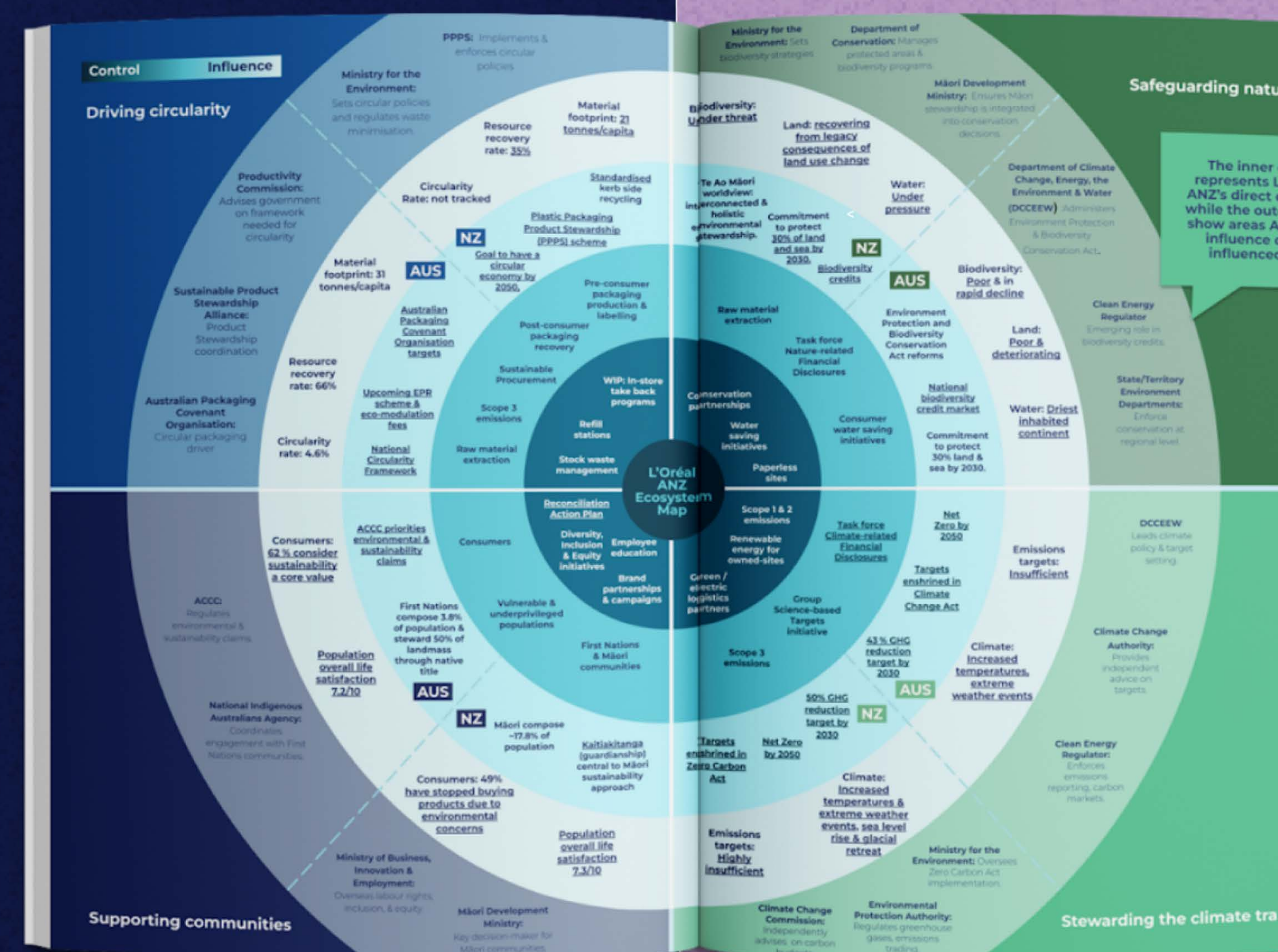
The ecosystem analysis was consolidated into strategic insights that surfaced system-level leverage points across L'Oréal ANZ's sustainability priorities.

Opportunity identification

Opportunities were identified by analysing the ecosystem map to surface points of leverage where L'Oréal ANZ holds direct operational control, can influence outcomes through its value chain, or is well positioned to catalyse broader system change.

Opportunity prioritisation

Opportunities were prioritised using a structured scoring framework aligned to L'Oréal ANZ's internal target tracking approach. Each initiative was assessed against their effort, impact and value-add in delivering progress across L'Oréal's For the Future targets.



2 wk

Ecosystem mapping

A systems-level map of L'Oréal ANZ's sustainability ecosystem, identifying key actors, interdependencies and leverage points.

ECOSYSTEM MAP

1 mo.

Strategic insights

A synthesis of ecosystem analysis into evidence-based insights that highlight where L'Oréal ANZ can lead and accelerate strategic priorities.

INSIGHTS PAPER

1 mo.

Pathway prioritisation

A structured prioritisation of strategic pathways to focus investment on initiatives with the greatest potential to deliver measurable progress and system change.

PRIORITISATION MATRIX



Powerhouse climate action to systems impact

REPORTING TO HEAD OF CLIMATE ACTION & SUSTAINABILITY

Powerhouse engaged Coreo in a collaborative process to evolve its Climate Action Plan into a broader Impact Plan, one that moves beyond operational emissions to drive systems transformation across social, economic and natural domains.

Building on a detailed Circular Action Plan developed for exhibitions and museum operations, the project reframes Powerhouse’s role from managing its own footprint to actively shaping the systems it influences.

PROJECT OBJECTIVES

- Expand the Climate Action Plan into an integrated Impact Plan, addressing climate, circularity, nature, social value and economic contribution as interconnected systems.
- Reduce the embodied carbon and material impacts of exhibitions and operations through circular design, procurement and production models.
- Identify high-leverage system interventions where Powerhouse can influence outcomes beyond its direct operational control.
- Embed circular principles into core decision-making and governance to enable long-term transformation.
- Position Powerhouse as a cultural leader in systems-led sustainability.

PROJECT LEAD
Ashleigh Morris

PROJECT LEAD
Cameron Kaufman



“Coreo is refreshing and fun to work with. More importantly, they are true experts in circularity, elevating our collective understanding and approach.”

- Carmel Reyes
Powerhouse Head of
Climate Action & Sustainability



Powerhouse climate action to systems impact

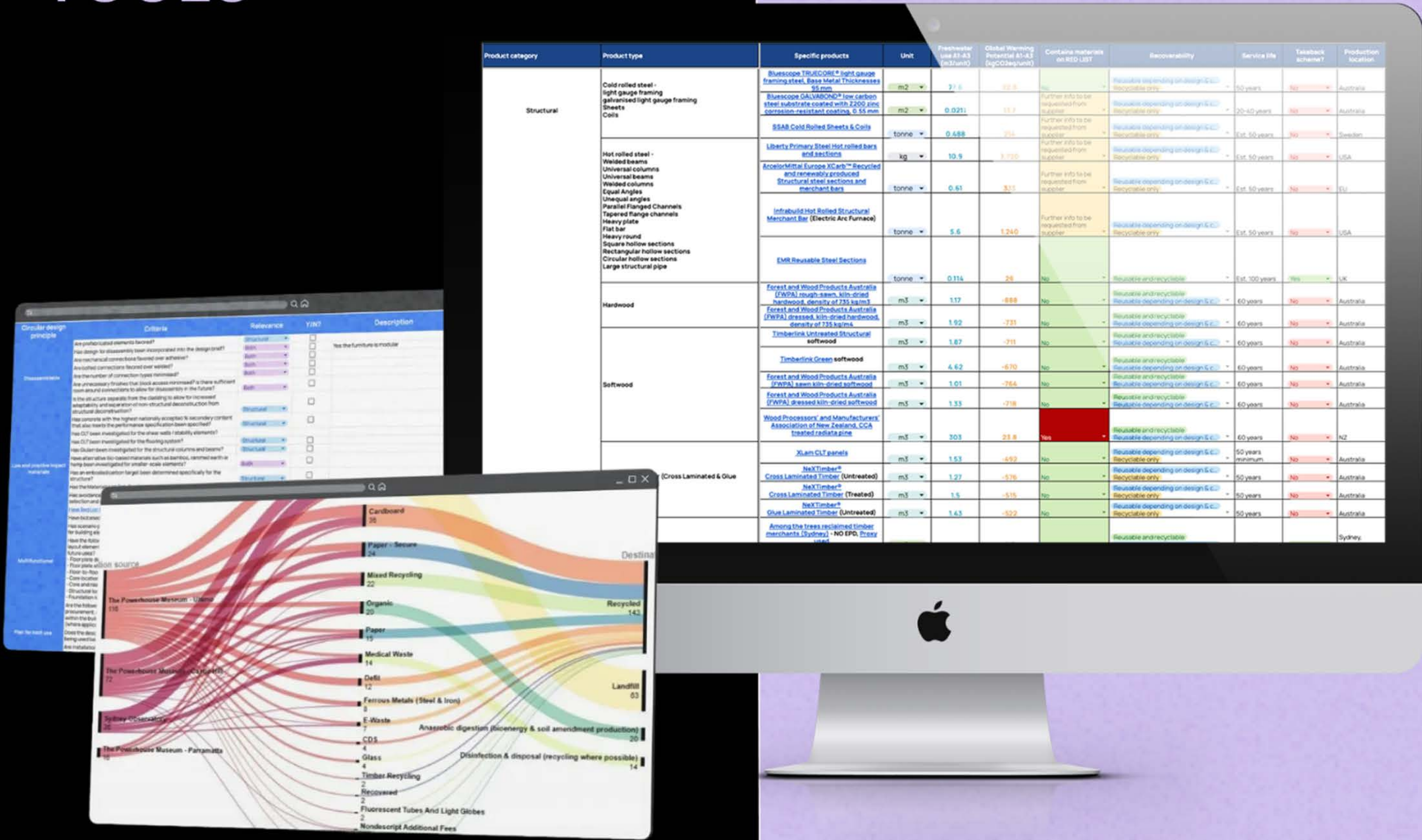
Coreo delivered systems transformation by:

- Quantifying embodied carbon and material impacts across exhibitions and operations to establish a baseline.
- Identifying value-chain hotspots where intervention can drive emissions reduction.
- Mapping system leverage points across design, procurement, partnerships and programs to influence material use.
- Prioritising decarbonisation and circular pathways based on impact, feasibility and Powerhouse’s sphere of influence.
- Co-designing implementation tools and governance to embed low-carbon and high material value decision-making into core processes.

This resulted in:

- A clear, material flow baseline identifying where Powerhouse can deliver the greatest impact.
- Alignment on priority pathways to reduce embodied and value-chain emissions across exhibitions and operations.
- A practical shift from climate ambition to execution, embedding circularity and decarbonisation into how exhibitions are delivered.
- Positioning Powerhouse as a circular, low-carbon, regenerative cultural institution.

COREO DEVELOPED
CIRCULAR ACTION
TOOLS:



2 wk Establish baseline

A quantified baseline of embodied carbon and material flows across exhibitions and operations.

MATERIAL FLOW ANALYSIS

1 mo. Opportunity discovery

Identification and prioritisation of high-leverage circular pathways where Powerhouse can materially reduce impact.

CIRCULAR OPPORTUNITIES

1 mo. Circular action plan

A fully designed Circular Action Plan, rolled out to key stakeholders via targeted training sessions, & tools implemented over 5 projects & programs.

CIRCULAR ACTION PLAN

CIRCULAR ACTION TOOLS

The Coreo logo consists of two overlapping circles, one teal and one light blue, with the word "Coreo" in white text centered within them.

Coreo

REACH OUT!

Call Lindar on
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ashleigh@coreo.com.au

or connect on [LinkedIn](#)

www.coreo.com.au

**" Systems
Intelligence: the
cognitive skill of
the 21st century "**

– Brené Brown, HBR, 2025