

MELBOURNE
CONVENTION
EXHIBITION
TRUST

FY 25-27

A woman is the central focus, wearing a bright, sequined, long-sleeved outfit. She has a large, elaborate headdress made of pink and white flowers and feathers. She is smiling broadly, with her mouth open in a joyful expression. The background is a blurred indoor setting with red curtains and white fringe. The overall lighting is warm and vibrant, matching the colors of her outfit.

Business Strategy

Acknowledgement of Country

Built on the banks of the Birrarung (Yarra River), Melbourne Convention and Exhibition Centre (MCEC) Acknowledges the Traditional Owners of Narm, the Wurundjeri Woi Wurrung people of the Kulin Nation. We pay our respects to their Elders past and present, and to Elders of all First Nations communities that visit MCEC. We recognise the ongoing significance of the Birrarung to Traditional Owners as a life source and a meeting place for millennia and seek to honour this long-standing tradition of building community and exchanging ideas on these lands.

As operators of the future Nyaal Banyul Geelong Convention and Event Centre, we also Acknowledge the Traditional Owners of Djilang (Geelong), the Wadawurrung people of the Kulin Nation. We pay respects to their Elders past and present, and thank them for gifting the centre its name, returning language to Country. Meaning 'open your eyes to the hills', once open, Nyaal Banyul will encourage visitors to the centre to look deeply and appreciate the landscapes and history of Wadawurrung Country.



Foreword

Our 2025-27 strategy continues to set a strong foundation and prepare us for a bright future as a dual-site operator.



I'm proud to share our FY25-27 strategy which looks at a three-year horizon as Melbourne Convention and Exhibition Trust (MCET) prepares to become a dual-site operator.

The opening of Nyaal Banyul Geelong Convention and Event Centre presents a unique opportunity to strengthen our core business offering and optimise the way we work. I'm excited about the contribution we'll make to Geelong and its surrounding regions when the venue opens in 2026.

By 2028, we're expecting to see over 111 million visitors to Victoria* and we'll welcome close to one million visitors to Melbourne Convention and Exhibition Centre (MCEC). Over the coming years, we'll continue to enhance our offering, bring the best of Melbourne within, and create a place where diversity connects.

As we build to become the world's trusted partner in delivering impactful events, we're elevating the customer and visitor experience at every touchpoint and solidifying our State's reputation as the home of major events.

Natalie O'Brien AM

She/her

**Chief Executive,
Melbourne Convention
and Exhibition Trust**

*Tourism forecast for Australia 2023 to 2028, Tourism Research Australia



Our purpose

Welcoming places for people to share ideas, build communities, and leave legacies.

Our vision

The world's trusted partner for delivering impactful events.

Our values

Our values were created in collaboration with our employees, they inform the behaviour that we role model and expect from each other. They inform how we grow, how we collaborate and how we treat our colleagues, customers and partners.

One team

Success comes from working and celebrating together.

Own it, do it well

Do your best and get better every time.

Respect

Respect each other and our customers.



Our objectives

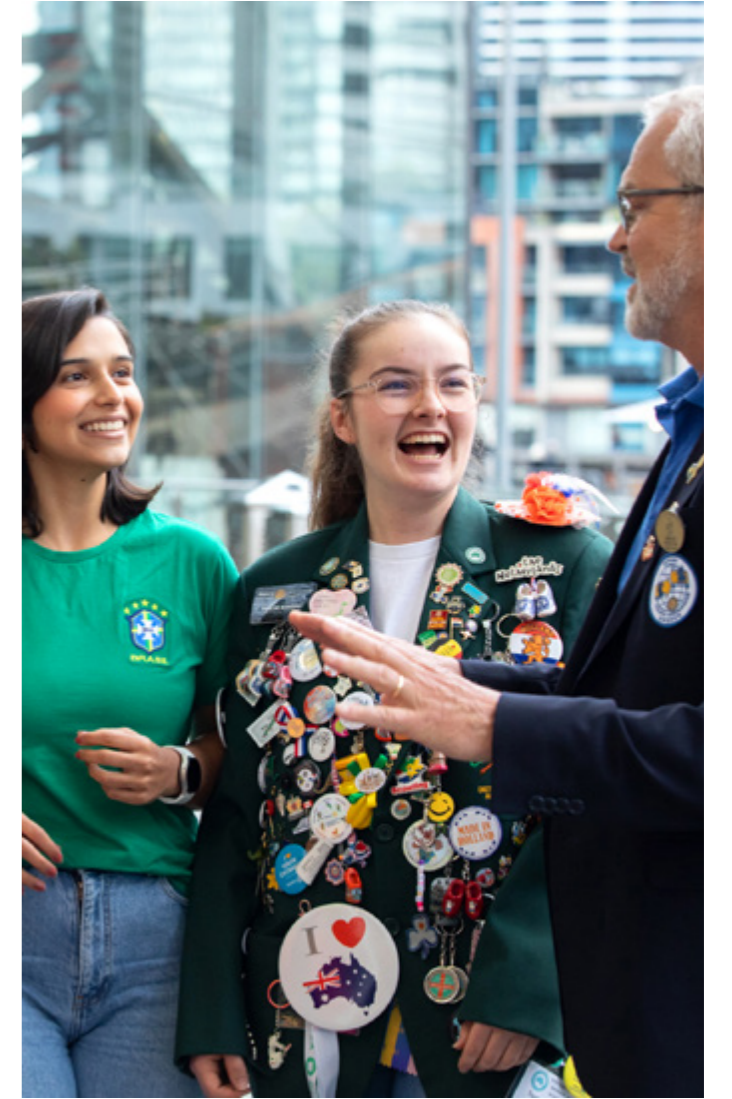
Our people

Engage our people, provide clear objectives and create a rewarding environment to thrive.



Our customers

Attract new customers and enhance the customer and visitor experience at every touchpoint.



Our business

Increase venue use and uplift organisational productivity and efficiency.



Our impact

Brand and position our venues and the state as the world's trusted partner for delivering impactful events.



About our venues

Melbourne Convention and Exhibition Centre (MCEC)

At MCEC, visionary ideas come to life, and the world's thought leaders gather. Our iconic venue is an outlet for Melbourne's signature culture, hosting dynamic exhibitions, conferences, galas, and concerts. Our place will leave you buzzing with inspiration and excitement.

We love all types of communities and interests and work hard to create a space where everyone feels at home. Always thinking ahead of the game, we blend trendy eats, sustainability, and cutting-edge tech to create mind-blowing, globally recognised events.

And thanks to our progressive sustainability practices, when you choose us, you're always making a positive impact on the environment.

Our venue sparks curiosity, joy, and connection so you can have experiences unique to you.

Feel Melbourne's vibe in every corner. Come in, you might discover the next big thing and be part of the conversation that shapes the future.



Nyaal Banyul Geelong Convention and Event Centre

Opening 2026

At Nyaal Banyul, we welcome you to the waterfront of Wadawurrung land to continue the traditions of knowledge-sharing and gathering spanning thousands of generations.

Deeply embedded in layers of Country, Nyaal Banyul immerses you in the sky, sea, and land around you. Come and experience the transformative power of discovery and connection and share new perspectives in Geelong's/Djilang's newest venue.

With a 1,000-seat theatre and 3,700 square meters of versatile event space, this state-of-the-art venue gives life to events, from community gatherings to large-scale conferences and international music, theatre, and entertainment events. The surrounding precinct will enhance Geelong's charm with shops, diverse eateries, a public plaza, and a vibrant 200-room hotel.

So come gather with us. Open your eyes to the hills. Open your heart to community. Open your mind to a new perspective.

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