

# Victoria's India Strategy: Our Shared Future 2025-30



# Acknowledgement of Country

The Victorian Government acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of Country.

We respectfully acknowledge all First Peoples of Victoria and celebrate their enduring connection to land, skies and waters. We thank First People for their care of Country and contributions to Victorian communities. We honour and pay our respects to First Peoples' Elders past and present.

---

Authorised by the Victorian Government  
1 Treasury Place, Melbourne 3002

© State of Victoria (Department of Premier and Cabinet)  
September, 2024

[vic.gov.au](http://vic.gov.au)

## **Creative Commons**

This work is licensed under a Creative Commons Attribution 4.0 licence, visit the Creative Commons website (<http://creativecommons.org/licenses/by/4.0>).

You are free to re-use the work under that licence, on the condition that you credit the State of Victoria (Department of Premier and Cabinet) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any third-party images, photographs or branding, including Victorian Government and Department logos.



ISBN 978-1-923294-01-1 (Print)

ISBN 978-1-923294-02-8 (pdf/online)

## **Image credit**

Cover image: Werribee Park. Image credit: Parks Victoria

## **Disclaimer**

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

## **Accessibility**

For an accessible version of this publication, visit [vic.gov.au](http://vic.gov.au)

# Contents

<b>Foreword from the Premier of Victoria</b>	<b>3</b>
<b>Foreword from Australia’s High Commissioner to India</b>	<b>4</b>
<b>Foreword from India’s High Commissioner to Australia</b>	<b>5</b>
<b>Executive summary</b>	<b>6</b>
<b>Strategy on a page</b>	<b>7</b>
<b>Introduction</b>	<b>8</b>
<b>The India and Victoria relationship</b>	<b>11</b>
<b>Objectives</b>	<b>14</b>
Objective 1: Strengthen connections for a meaningful and inclusive relationship	14
Objective 2: Enhance strategic economic cooperation for the mutual prosperity of India and Victoria	15
Objective 3: Deepen bilateral education, innovation and technology ties for a vibrant knowledge economy	16
<b>India: key states and sectors</b>	<b>18</b>
<b>Sectors to strengthen</b>	<b>20</b>
Food and Agribusiness	20
Education	22
Digital Technology and Innovation	25
Tourism and the Visitor Economy	28
<b>Sectors to grow</b>	<b>30</b>
Creative Industries	30
Sport	32
Environment, Sustainability and Energy	34
<b>Sectors to explore</b>	<b>36</b>
Health and Life Sciences, and Beauty, Wellness, and Personal Care	36
Manufacturing and Engineering Solutions	38
<b>Actions</b>	<b>41</b>
<b>Next steps and implementation</b>	<b>43</b>



## Foreword from the Premier of Victoria

Almost 15 years ago, as Victoria's Minister for Industry and Trade, I wrote to the then Premier about the need to establish a strategic relationship with India.

For two places with so much in common, I was sure there were untapped opportunities we needed to explore.

While I can't take full credit for the idea – the benefits of better engagement with India spoke for themselves – it was the beginning of a new chapter in our partnership.

Since then, that partnership has gone from strength to strength.

Victoria is now home to the largest Indian-born community in Australia – a community that makes our state stronger, smarter, better and brighter.

And the bonds between our two regions have grown even stronger, too.

We are proud to be a key trade and investment partner with India – from food and fibre, to education and innovation.

And every year, our ties grow as we welcome more students, visitors and businesses from India to our state.

Our Government released Victoria's most recent India Strategy in 2018. And while we've achieved much since then, the world has changed just as rapidly.

With this new Strategy, we chart new horizons, envision new opportunities and strengthen our partnership in an ever-evolving world.

Importantly, it's a strategy that is grounded in partnership. We have worked with our partners – both in Victoria and India – to make sure it delivers the right outcomes for both our regions.

This is our roadmap to shared prosperity.

Our partnership spans the distance of more than 9,000 kilometres, but we've never been closer.

Hon. Jacinta Allan MP  
Premier of Victoria



## Foreword from Australia's High Commissioner to India

I warmly welcome this update to Victoria's India Strategy: Our Shared Future.

The growth we have seen in the India-Australia bilateral relationship since Victoria released its India Strategy in 2018 is phenomenal. In that time, India and Australia have signed an Economic Cooperation and Trade Agreement, over twenty Australian ministers have visited India, and more than fifteen Indian ministers have visited Australia. This level of engagement speaks to the priority our country places on this relationship, and our vision to strengthen those ties even further.

Economic complementarity is at the heart of the Australia-India partnership. This congruence between our economies is driving growth across a range of sectors. Victoria is central to this story.

Victoria is home to Australia's largest Indian diaspora, from across the length and breadth of India. In 2023, Victoria was the destination for over 70 per cent of India's total Foreign Direct Investment into Australia. Victoria's education sector continues to respond to the growing number of Indian students seeking high quality internationally recognised qualifications. Victoria is also the host of institutions – like the Australia-India Institute – that are central to deepening our economic, political and cultural connections with India.

This update is an opportunity to harness this momentum and identify how we can channel it to have the greatest impact. I commend the Government of Victoria on its commitment to deepening relations with India and look forward to working with you on the implementation of this updated strategy.



His Excellency Mr Philip Green OAM  
High Commissioner to India



## Foreword from India's High Commissioner to Australia

I am delighted to know that the State of Victoria is refreshing its India Strategy.

Over the years, India and Australia have shared a Comprehensive Strategic Partnership, marked by mutual respect and a shared commitment to peace, prosperity and progress. Since the signing of the India-Australia Economic Cooperation and Trade Agreement (ECTA), our economic cooperation has been further strengthened.

Victoria plays a key role in India-Australia relations. As a State, it has the largest Indian diaspora as well as Indian students in Australia who contribute to the rich multicultural fabric of the State and help in advancing our all-round ties. I am sure that Victoria's refreshed India Strategy will provide a roadmap for taking our relations to greater heights by deepening our economic ties, promoting greater people-to-people connection, and enhancing collaboration across key areas such as trade, investment, culture, education, innovation and tourism.

I commend the efforts of all those involved in the development of Victoria's refreshed Strategy and am confident that it will further strengthen India-Victoria bonds.



His Excellency Mr Gopal Baglay  
High Commissioner for India



# Executive summary

Victoria and India share a special relationship, one that has been built through cooperation and shared values.

The relationship has evolved and strengthened since the release of **Victoria's India Strategy: Our Shared Future in 2018**. Creating a vibrant and mutually beneficial relationship with India remains a Victorian priority, as our economies and societies continue to complement each other. India is one of Victoria's biggest trade partners with two-way merchandise trade between India and Victoria reaching almost \$3.7 billion in FY2023-24. Victoria is also home to the largest Indian diaspora in Australia, accounting for 38 per cent of the Australian total.

It is these strong people-to-people ties that form the bedrock of our relationship. We both share a love for good food and sport and have long cultivated complementary sectoral strengths and interests.

There have been a great many successes built from the **2018 Strategy**, including increased student numbers, a host of creative events that grow in popularity, and enhanced collaboration in the innovation ecosystem, food and agribusiness, and tourism and visitor economy sectors.

But, the world has changed since 2018.

Our domestic priorities have shifted, and global events have shaped bilateral relationships. To further build on our connection and enhance cooperation, we are refreshing Victoria's India Strategy. It is our vision to ensure Victoria and India continue to share a deep and genuine connection across our economies and societies and achieve joint prosperity.

**Victoria's India Strategy: Our Shared Future 2025-30** therefore adjusts our focus for the next five years as we look to boost cooperation with India across strategically important sectors and states.










We have set out three objectives that we will target over the next five years. Firstly, we aim to strengthen our connections for a meaningful and inclusive relationship with India. Secondly, we want to enhance our strategic economic cooperation for mutual prosperity. Thirdly, we are committed to deepening our education, innovation and technology ties for a vibrant knowledge economy.

Since 2018, we have identified where we have strengths in our network and have since refined our focus to those areas where we have established advantages – in high quality food and fibre, in the strength of our educational institutions and services, our digital and tech talent, and in the tourism offerings of our cities and regions.

But there is also more to be done to progress growing areas of interest as both Victoria and India look to continue to grow the connections between our creative and sport industries, and to partner together to solve sustainability challenges. We also need to develop highly skilled workers, networks and industries to grow a manufacturing sector that is flexible, digital, and builds on Victoria's strengths in research and innovation.

Our vision is to further connect Victoria and India - state-to-state and person to person.

# Strategy on a page

<b>Our vision</b>	Victoria and India share a deep and genuine connection across our economies and societies, achieving joint prosperity		
<b>Our mission</b>	Boost cooperation with India across strategically important sectors and states		
<b>Our strategic practice</b>	Strengthen connections for a meaningful and inclusive relationship	Enhance strategic economic cooperation for the mutual prosperity of India and Victoria	Deepen bilateral education, innovation and technology ties for a vibrant knowledge economy
<b>Our action plan</b>	<p><b>Sectors to strengthen</b></p> <ul style="list-style-type: none"> <li> Food and Agribusiness</li> <li> Education</li> <li> Digital Technology and Innovation</li> <li> Tourism and the Visitor Economy</li> </ul> <p><b>Sectors to grow</b></p> <ul style="list-style-type: none"> <li> Creative Industries</li> <li> Sport</li> <li> Environment, Sustainability and Energy</li> </ul> <p><b>Sectors to explore</b></p> <ul style="list-style-type: none"> <li> Health and Life Sciences, and Beauty, Wellness and Personal Care</li> <li> Manufacturing and Engineering Solutions</li> </ul>		

# Introduction

Since the release of *Victoria's India Strategy: Our Shared Future* (the 2018 Strategy) the Victoria-India relationship has gone from strength to strength – but there is potential for it to reach even greater heights.

The **2018 Strategy** provided opportunities to strengthen our partnership, from collaboration across international education, food and fibre, and sustainability, to building a knowledge economy and boosting bilateral trade and investment. Victoria has established strong connections with India and demonstrated how we can work with industry through government partnerships. This strategy outlines a deliberate and contemporary approach for a targeted and mutually beneficial partnership between India and Victoria.

## Our world has changed since 2018

Since the **2018 Strategy**, the Victorian Government has sharpened our thinking across several priority sectors, including through the **Climate Change Strategy**; **Creative State Strategy 2025**; **Made in Victoria 2030: Manufacturing Statement**; **Victoria's International Education Recovery Plan 2025** and the **Gender Equality Strategy**. Achieving Victoria's nation leading ambitions on climate action and energy transition, housing, and gender equality will require work with domestic and international partners.

India became the world's most populous country in 2023 and is expected to become the world's third largest economy by 2030. Since 2010, India's Gross Domestic Product has more than doubled, reaching more than \$5.2 trillion in 2023. Its growing middle class and increasingly urbanised and highly educated population is fuelling consumer spending, while its innovative businesses are stimulating investment and technological development at pace. Victoria's complementary strengths and strong ties between our people position us well to be a partner in this growth.

Deeper engagement at the national and regional level in recent years will also allow Victoria to unlock new opportunities. In 2020, Australia and India upgraded their bilateral relationship to a Comprehensive Strategic Partnership (CSP), and discussions for future cooperation have centred on areas such as advanced manufacturing, sustainability, education and skills, diaspora relations, sports, creative industries, and others. In December 2022, the Australia-India Economic Cooperation and Trade Agreement (AI-ECTA) entered into force, significantly reducing tariffs on agricultural products and opening opportunities for more Victorian exports. These developments are expected to create opportunities for both Victorian and Indian businesses and service providers.

Built on the solid foundation of the **2018 Strategy**, this refresh aims to further develop the Victoria-India relationship to ensure businesses and communities are supported to achieve their potential for years to come.



## Victoria's commitment to Gender Equality

Victoria leads the nation in progressing gender equality, and **Our Equal State: Victoria's Gender Equality Strategy and Action Plan 2023-2027** represents a significant step forward in this critical work.

Victoria is proud to be the first and only jurisdiction in Australia to have enshrined public sector gender equality in legislation through the *Gender Equality Act 2020*, demonstrating our commitment to systemic and structural reform.

Victoria is committed to embedding the guiding principles of **Our Equal State** into the Victoria-India relationship. We will support the implementation of structural and cultural change, inclusion, diversity and accessibility, and Aboriginal self-determination to ensure gender equality remains a priority.

This complements India's implementation of a suite of initiatives designed to improve gender equality. The **2023 Women's Reservation Bill** aims to increase the number of women in national and state parliaments. Aligning with this intent, the **Gender Advancement for Transforming Institutions Project** promotes gender equity in science and technology and government loan programs.

As part of this refreshed strategy, we will build on our successes promoting gender equality together. In 2020, for example, the Global Victoria Women (GVW) initiative led an all-women inbound trade mission, with 16 out of 60 international female leader delegates from India. Victorian trade activities have been strong in women-led industries including DIDAC, Asia's largest education technology exhibition, and Cosmoprof India, South Asia's largest beauty and wellness trade show.

The Victorian Government has also funded initiatives focused on gender equality in the education sector. **Future Forte**, a gender equity initiative for international students, and **STEM Sisters**, a community dedicated to empowering women of colour in STEM have set the scene for the next generation of global woman leaders to succeed. Similarly, the Department of Education's Women in School Leadership (WISL) program empowered exemplary school principals from Victoria and India to explore issues like student and staff mental health and wellbeing. The program increased intercultural capabilities and allowed principals to develop strong professional relationships while growing as leaders.

Building on these initiatives the Victorian Government is conducting **Gender Impact Assessments** on any new policy, programs and services that have a direct and significant impact on the public. Over the next five years, Victoria is eager to enhance our shared gender equality commitment and **Panel Pledge**.





# The India and Victoria relationship

Victoria is proud to be home to the largest Indian diaspora in Australia, with over 258,000 Victorians born in India at the 2021 Census, and many more claiming Indian ancestry.

Victorians are united by our shared love of good food, sport and celebrations - and the diverse Indian diaspora across our state is a big part of that. We are proud to see how Victorians have embraced Indian culture, which is clear from the success of events including the Indian Film Festival of Melbourne, the first in Australia, and the annual Festival of Diwali at Federation Square.

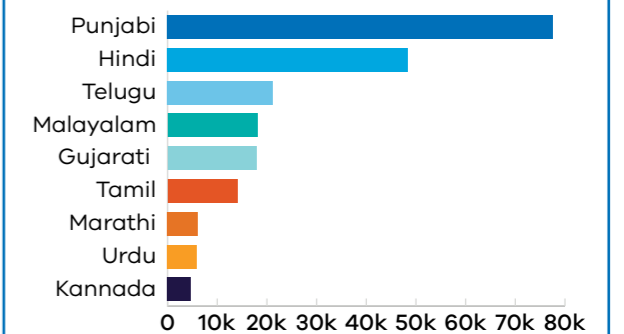
It is not just Victoria's capital, Melbourne, that has embraced the Indian diaspora. Our regions, particularly Bendigo and Geelong, have growing Indian communities with Indian events becoming a fixture in local calendars. The Victorian Government recognises the valuable contributions the Indian diaspora is adding to our local societies and economies, and will keep building community connections, engagement and collaboration.

India and Victoria have shared ambitions for high-quality education and meaningful work for the next generation. Our economies are complementary, with ample opportunities to leverage each other's skills, strengths and expertise to create mutual prosperity.

With the largest population and the fifth-largest economy in the world, India is rapidly growing. And Victoria can proudly support India in its journey, particularly in key sectors such as pharmaceuticals, technology, and manufacturing.

Victoria is the second-largest economy in Australia, and our strong and diverse industries, including food and agribusiness, education, healthcare, manufacturing and technology, represent opportunities to engage with Indian partners.

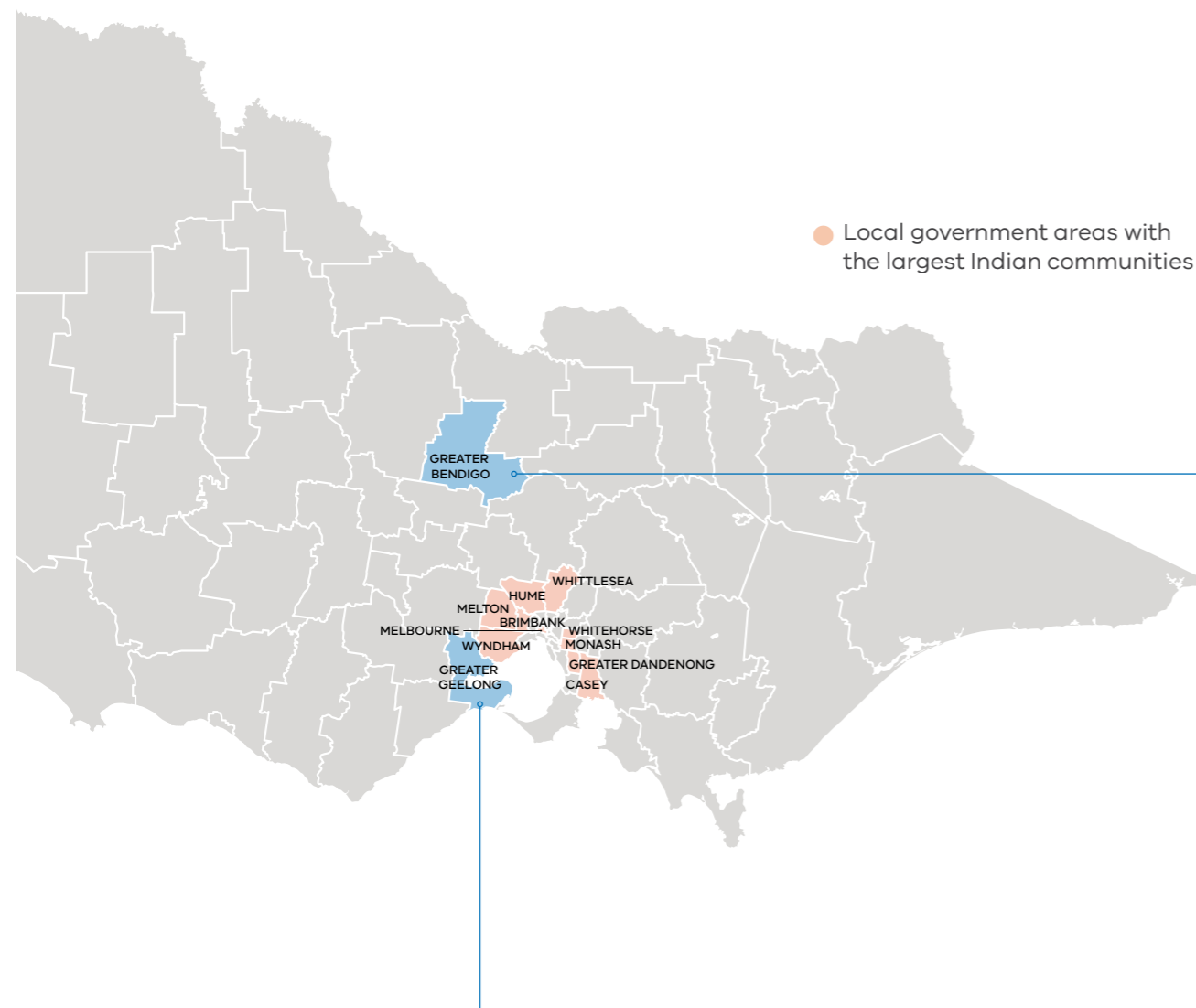
**The top Indian languages spoken by the India-born population in Victoria include:**



Geelong Waterfront



## Victoria



### Bendigo

The City of Greater Bendigo in central Victoria on Dja Dja Wurrung and Taungurung Country enjoys a growing relationship with India through the city's Indian community, cultural, education and tourism connections.

Bendigo's Indian-born community is quickly becoming one of the city's largest. Malayalam, Punjabi and Hindi are among the top five languages other than English spoken at home. This community makes an important contribution to the city, particularly in Bendigo's major economic sectors of health, engineering, IT, and food and hospitality. Bendigo is home to a La Trobe University campus offering popular courses for Indian students in dental science, nursing, information technology and biomedical science.

A signature event in Bendigo's cultural calendar is the Holi Festival in March, held in partnership with Golden Square Swimming Pool. In 2024, Bendigo hosted the regional launch of the Indian Film Festival of Melbourne. Bendigo is also home to The Great Stupa of Universal Compassion, an important religious and cultural connection point for Victorian Indian communities. The Buddhist stupa also includes contributions from Catholic, Hindu and Sikh faith groups and an Islamic installation in progress.

Bendigo welcomes a large number of Indian visitors each year. Bendigo Heritage Attractions, which runs the iconic Bendigo Tramways and Central Deborah Gold Mine tourism experiences, recently appointed its first Hindi-speaking staff member to cater to a growing Indian tourism market.



Bendigo  
Image credit: Tourism Australia

### Geelong's Rapid Growth and Global Engagement

Geelong, Victoria's second-largest city southwest of Melbourne on Wadawurrung Country, has established itself as a vibrant hub for economic and cultural prosperity. Deakin University and The Gordon TAFE deliver world-class education and lead globally recognised research from Geelong. Deakin University has campuses both in Geelong and India, making the city a premier destination for students from India. Initiatives like Study Geelong help international students settle into and explore the region.

Geelong has been designated a UNESCO City of Design, making it a drawcard for creative industries, advanced manufacturing, clean technology and other innovation. The Advanced Fibre Cluster in Geelong is connected with India through international research partnerships. Geelong is also home to Pako Festa, Victoria's largest free multicultural festival that attracts more than 100,000 visitors a year. The development of the Nyaal Banyul Geelong Convention and Event Centre and other projects reflect the city's cultural vibrancy, and the importance of the visitor economy.

# Objectives

## Objective 1: Strengthen connections for a meaningful and inclusive relationship

We are determined to continue promoting and celebrating the unique connections we have built for a long-term, inclusive and meaningful relationship between Victoria and India.

The contribution of the Indian community to Victoria's society and economy is clear from its strong representation in business and entrepreneurship, community, universities, and research institutions and in community leadership roles.

Victoria is home to Indian diaspora-owned businesses operating across health, financial services, education and other sectors of the economy.

The Connecting Schools with Indian Communities (CSIC) program supports Victorian primary and secondary schools to engage the Indian diaspora and develop students' understanding of the contributions the diaspora makes to our State.

Nearly 9,000 students in Victorian schools are studying an Indian language with the Victorian Government committing \$3.5 million in the 2023-24 State Budget to establish three beacon schools to teach Hindi and Punjabi in Melbourne's west, north and south-eastern suburbs. These schools will offer high quality learning in Hindi and Punjabi while serving as system leaders in these languages.



Almost

**260k**

Victorians were born in India



Almost

**40%**

of Australia's Indian diaspora community live in Victoria.



Since 2014, the Victorian Government's Multicultural Affairs portfolio has provided over

**\$38m**

in funding for projects supporting Victoria's Indian Community

## Objective 2: Enhance strategic economic cooperation for the mutual prosperity of India and Victoria

The 2018 Strategy established the foundations for a long-term economic partnership and delivered extensive mutual wins, including a three-fold increase in non-stop air services between Victoria and India.

Victoria is an attractive location for prominent multinational companies, including Indian technology companies such as Infosys, Wipro, UST, Tata Consultancy Services, Tech Mahindra, HCL, Cyient, Ramco Systems, Sonata Software, Cognizant and Sedin Technologies. These competitive advantages, as well as our specialities in food and agribusiness, education, and digital technology and innovation present significant opportunities for collaboration with India.

Victoria proudly operates the largest state government trade and investment network of any Australian state or territory. Our Indian offices in Bengaluru and Mumbai help to make connections for trade, investment, and international education services.

Strategic investment in Victoria's international network and securing direct flights have been instrumental in supporting Victorian businesses and economic outcomes for the state.



Between FY2018-19 and FY2023-24, Victorian merchandise exports to India grew by

**51%** ↑



In FY2023-24, two-way merchandise trade reached

**\$3.67b**

(\$900 million in exports)



India was Victoria's eighth largest source of foreign direct investment (FDI), valued at

**\$94m**

in CY2023



**400%**

### Massive growth in direct flights between India and Victoria

Non-stop flights between India and Victoria have grown from three times per week in 2019 to 13 flights per week in 2024, with business arrivals increasing by 20 per cent in that period.

Air India now operates daily flights from Delhi to Melbourne and three weekly flights from Mumbai to Melbourne, the latter launched in December 2023 with Victorian Government support.

Qantas also operates three weekly flights from Melbourne to Delhi which launched in December 2021.

This has far-reaching benefits across social and economic outcomes, making it easier than ever to realise business opportunities, promote tourism, and to reach family and friends.

### Objective 3: Deepen bilateral education, innovation and technology ties for a vibrant knowledge economy

Long standing education, digital technology and innovation ties have been at the core of the Victoria-India relationship. Further opportunities to expand those partnerships will be explored to enhance our reputation as a world leading knowledge economy.

India is well recognised as a global leader in technology services, talent and innovation. Indian technology companies call Victoria home to utilise Victoria's highly skilled workforce.

Indian talent also plays a critical role in building Victoria's digital technology workforce. Indian migrants were the top nationality of Information and Communications Technology occupations.

Indian students also play a valuable role in our knowledge economy with around 65,600 Indian students enrolled in Victorian education institutions in 2023, accounting for 23 per cent of all international enrolments in Victoria and fostering the environment for entrepreneurial students to make industry connections.

Indian entrepreneurs have a global-first mindset and Victoria is the ideal destination for startups. Growing engagement between our globally connected and industry focused accelerator program and innovation hubs will be instrumental in supporting startups, scale-ups and greater innovation.



### Case studies

#### Education providers

**Bendigo Kangan Institute (BKI) Group**, which encompasses VETASSESS, has a collaboration with the International Automobile Centre of Excellence (iACE) in Gujarat. iACE is a state-of-the-art, purpose-built automotive manufacturing and service and repair training facility. Since its inauguration in 2021, iACE has leveraged BKI's expertise and experience in delivering automotive courses and industry-led automotive teacher training programs, including for electric vehicle safety.

The first foreign university to start operating in India was **Deakin University** in 1994. Building partnerships for 30 years, Deakin welcomed a new era in Australia-India education collaboration in July 2024 through the establishment of Deakin's Gujarat International Finance Tec (GIFT) City Campus, the first international branch campus in the country. GIFT City delivers Deakin's world-class education and experience to Indian students on their home soil, helping graduates to realise the best future for themselves and their communities, supported by in-country cadetship and employment opportunities.

**Federation University Australia** delivers collaborative research programs with partners in India across disciplines including sustainable agriculture, renewable energy, information technology and engineering. Through a partnership with Employability.Life, Federation is helping Indian students gain qualifications embedded with industry experiences. Federation University provides recognition for Employability.Life's Experiential Master Classes (XPMCs) which provide credit towards Federation's higher education courses.

**The IITB-Monash Research Academy**, established in Mumbai in 2008, is a partnership between Monash University and IIT Bombay (IITB). The partnership leverages both universities' strengths to create translational research projects addressing global challenges such as Clean Energy, Smart Materials, Circular Economy, Sustainable Societies and Management and in the domains of AI/ML, Advanced Computational Modelling, Health Sciences, and Infrastructure Engineering.

**Swinburne University of Technology** has long-standing partnerships with IIT Hyderabad and IIT Madras, supporting research and research training. It is also building schools connections through the Knox Innovation, Opportunity and Sustainability Centre, connecting school groups in Victoria with international partner schools including Akshar Arbol International School in Chennai, India.

**RMIT University** partnered with the Birla Institute of Technology in 2023 to create The Academy. This partnership is the first Australian-Indian dual degree program contributing to the development of a globally engaged and skilled workforce. The Academy is committed to delivering high-quality transnational education to Indian students.



#### Victoria and India, startup central

Victoria is renowned for globally focused accelerators – ASTN, Cremorne Digital Hub, Medtech Actuator and Startupbootcamp - that are well placed to build on connections with India to help catalyse startup and scaleup opportunities between Victoria and India and into global markets. There are more than 3,500 startups in Victoria – a number that has almost tripled since 2017.

Likewise, India has seen a major increase in entrepreneurial activity over the past decade and is now the third-largest startup ecosystem in the world.

The digital and innovation economy depends on the workforce, which will need to grow by 20,000 technology workers by 2030 to meet demand. There is mutual opportunity for Victoria and India to work together to grow our skills needs.

# India: key states and sectors

The Victorian Government's trade and investments arms, Global Victoria and Invest Victoria play a key role in our strategy to foster long term economic prosperity, including by increasing the state's export opportunities, and developing key sectors to create jobs and drive economic growth.

With an international network of 23 Victorian Government Trade and Investment (VGTI) offices, ours is the largest network of any Australian state or territory. Victoria has two VGTI offices in India, an office in Bengaluru (since 2005) and in Mumbai (2012). These offices help Victorian companies export to India, identify Indian investment and technology partners who will grow the Victorian economy, and support and promote Victoria's education industry.

Victoria has established close relationships with states across India, but there are opportunities to deepen ties. We will focus on strengthening engagement with government partners and industry where our strategic goals are the same, and continue looking for opportunities for new partnerships - for example with Gujarat and Punjab, where there is potential for collaboration on both cultural and economic fronts.

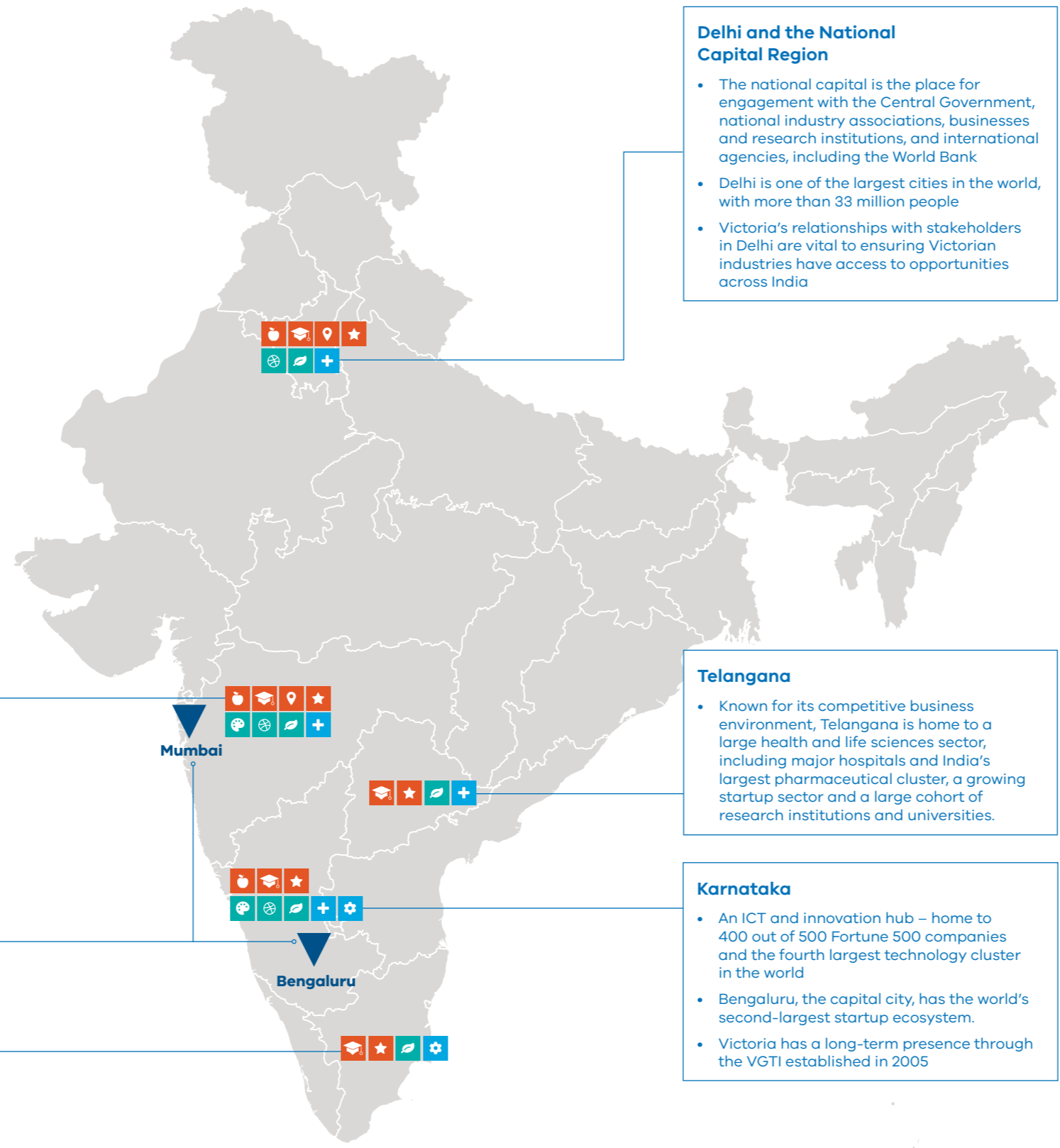
**Maharashtra**

- The largest state economy in India, with a growth rate above India's national average
- Bollywood, the world's largest film industry in terms of viewership, is based out of Mumbai
- Mumbai, the capital city, is the business and financial centre of India, and has been home to a VGTI office since 2012

**Victorian Government Trade and Investment Offices**

**Tamil Nadu**

- The largest exporter of electronics in India, and home to 23 per cent of India's total wind power installed capacity
- Chennai, the capital, is the fourth largest city in India and a major manufacturing hub.



**Delhi and the National Capital Region**

- The national capital is the place for engagement with the Central Government, national industry associations, businesses and research institutions, and international agencies, including the World Bank
- Delhi is one of the largest cities in the world, with more than 33 million people
- Victoria's relationships with stakeholders in Delhi are vital to ensuring Victorian industries have access to opportunities across India

**Telangana**

- Known for its competitive business environment, Telangana is home to a large health and life sciences sector, including major hospitals and India's largest pharmaceutical cluster, a growing startup sector and a large cohort of research institutions and universities.

**Karnataka**

- An ICT and innovation hub - home to 400 out of 500 Fortune 500 companies and the fourth largest technology cluster in the world
- Bengaluru, the capital city, has the world's second-largest startup ecosystem.
- Victoria has a long-term presence through the VGTI established in 2005

**Sectors to strengthen**

Sectors presenting opportunities to further enhance the India-Victoria relationship, by building on the progress we achieved since the 2018 Strategy. Victoria will aim to capitalise on our success and focus on strengthening partnerships for even greater outcomes.

- 🍏 Food and Agribusiness
- 🎓 Education
- ★ Digital Technology and Innovation
- 📍 Tourism and the Visitor Economy

**Sectors to grow**

Sectors presenting significant growth potential and high-value opportunities. These are areas where the India-Victoria relationship has been initiated and can now be used to further develop engagements and collaborations.

- 🎨 Creative Industries
- 🏆 Sport
- 🌿 Environment, Sustainability and Energy

**Sectors to explore**

Sectors with significant long-term outcomes that are yet to be fully explored but hold possible avenues for collaboration.

- ⊕ Health and Life Sciences, and Beauty, Wellness and Personal Care
- ⚙️ Manufacturing and Engineering Solutions

# Sectors to strengthen



## Food and Agribusiness

Food and agribusiness are critically important sectors to both Victoria and India. Agriculture is a significant part of our economies and communities, and we share a love for quality food and beverages. Since 2018, Victoria has successfully built awareness of Victorian products and helped companies understand the right pathways to market.

This includes connecting Victorian food and beverage businesses with Indian suppliers through trade missions. Success stories include the Craft Beer and Spirits Visit Program, hosted at the Melbourne Food and Wine Festival, which featured several Indian chefs and an Indian themed lunch, and trade missions to ProWine India 2023 and the Aahar International Food & Hospitality Fair 2024.

We have also supported industry associations in India following the implementation of AI-ECTA, which provides growing opportunities for Victoria and India agricultural trade. The agreement supports Victorian exports to India by improving market access for commodities such as wool, hides, sheep meat, horticulture, lentils, cereals, fruits, berries and nuts. Victoria's high-value wool exports are also an important input into India's fashion industry.

### What's the opportunity

As Indian consumers' tastes diversify and India seeks to grow its agricultural productivity, there are opportunities for Victoria to increase exports to India, explore research cooperation opportunities and promote our shared culinary experiences.

Victoria will benefit from the staged tariff reductions under AI-ECTA and through opportunities for collaboration in food and agricultural innovation and climate-smart farming, leveraging expertise in agri-bio research and on-farm trials.

#### India is in the



## Top 10

export markets for Victorian grain, dairy, horticulture, forest products, skins and hides.



Victorian high-value wool exports are an important input into India's fashion industry, supporting Indian manufacturing and value-added exports for India.

## Case studies

### Ellerslie Hop

Ellerslie Hop is a Victorian Hop producer supplying global brands and craft breweries with high-quality hop for four generations. While initially unsure whether the Indian market would be the right fit, they embarked on a journey to explore the Indian market in July 2022 with support from Global Victoria.

Ellerslie Hop first supplied to Alchemy Brewery in Bengaluru, with their products now featuring in Alchemy's India-brewed Aussie Pale Ale in 2022. In 2023, they partnered with Bengaluru-based Geist Brewing Co and Mornington Peninsula-based St Andrews Beach Brewery to launch an Australian-style lager called OzLageRoo in India.

'We would not have been able to arrange meetings, engage and build relationships with so many potential customers in such a short period of time without the help of Global Victoria. With their support we were able to achieve in one week what would have otherwise taken us months or even years. Because of their help, India has now become a key part of our global growth strategy.'

**Greg Croke,**  
Managing Director of Ellerslie Hop Australia

### Infant Nutrition Council

The Infant Nutrition Council (INC) sees India as an important emerging market. The AI-ECTA agreement will see a reduction in tariffs from 50 per cent to 0 per cent over seven years. This presents a significant advantage over competing importers from EU and New Zealand in the short term.

Global Victoria supported INC in partnership with Austrade to deliver the first infant nutrition trade mission to India in 2023. The mission met with Indian regulators, importers, manufacturers, distributors and health professionals. This partnership approach between industry and government was important and will be central to the ongoing engagement approach in India.

### Conosh

Conosh is bridging the culinary gap between Australia and India through experience dining, featuring renowned chefs from Victoria such as Gary Mehigan, George Calombaris, and Helly Raichura in major Indian cities like New Delhi, Mumbai, Hyderabad, and Bengaluru.

The three chefs captivated Indian audiences with culinary creations that showcased the highest quality Australian produce. Collaborating with Victorian businesses like Flinders Truffles, Conosh is elevating local Victoria ingredients on the global stage.

These events celebrated cross-cultural gastronomy while simultaneously bolstering Australian and Victorian tourism presences and brand positioning in India, paving the way for increased networking and business opportunities between the two regions.





## Education

Victoria is known for the strength and high quality of its education systems. Victoria has eight public universities, with two among the QS World's top 50 rankings 2025. Victoria's public vocational education and training (VET) system is also recognised for its quality, responsiveness to industry needs, and high employment rates.

Victorian universities and tertiary education providers have strong links with India, through transnational education partnerships, research, joint degrees, exchange programs, two-way mobility, and curriculum co-design and development. India is also Victoria's largest source country for international students.

Within the primary and secondary schooling system, Victoria has invested in programs such as the Women in School Leadership (WISL) and Victorian Young Leaders to India to build capability, intercultural leaderships and life long connections.

Victoria hosts over 250 or around one-third of Australia's innovative EdTech companies, which support 6,800 jobs and contribute more than \$1.4 billion annually to the economy.

Victoria's **International Education Recovery Plan 2025**, released in 2022, reiterated the commitment to a strong education presence in India through its Global Education Network and South Asia Study Melbourne Hub. The Hub supports current and prospective Indian international students by providing resources on studying, living and working in Victoria.

The Victorian Government also delivered the first Victoria-India EdTech innovation exchange and policy paper in partnership with the Australia India Institute and EduGrowth. This enabled the delivery of EdTech trade missions to DIDAC, India's largest EdTech conference, increasing the number of delegates from organisations from 19 to 43 in 2023.

### What's the opportunity

There are opportunities to deepen Victoria's education engagement with India through the Victorian Government's Global Education Network based in India. This includes leveraging the mutual recognition of qualifications, collaborative skills development, curriculum engagement, facilitation of joint degree programs between higher education institutions, student and academic exchange, and supporting the internationalisation of India's education sector.

Embedding cultural and intercultural understanding from a young age, familiarity with major Indian languages, and continuing to welcome and support Indian international students will continue to contribute to Victoria's vibrancy and diversity .



**Victoria is the preferred Australian state for Indian students, with around 40 per cent choosing Victoria as their study destination.**



**Melbourne is consistently ranked as Australia's best student city, currently fifth best globally (2025 QS Best Cities Index).**



**Victorian Young Leaders to India program incorporating a Global Design Challenge that enables Victorian and Indian students to collaborate on STEM projects.**



**Indian students are the most represented group in international enrolments in higher education IT courses, accounting for over 35 per cent in 2023.**

## Case studies

### E2

E2 is a Victorian online educational platform that provides preparation resources and training for English language proficiency tests. It offers hybrid learning methods that can take place anytime and anywhere. India is a major market for E2's high-stakes English test preparation courses.

To succeed in India, E2 recognised the importance of adapting and developing product mixes at an affordable price point. They worked with the Victorian Government to obtain market intelligence and commercial contracts. Relationships with test providers like Pearson, OET, and IDP offered insights into consumer learning preferences, while engagements with Indian schools helped to develop innovative delivery models.

'We provide essential, effective and affordable education to help those who wish to work, study or live in English-speaking environments. Our mission is help everyone overcome barriers to achieving their life ambitions''

**Josh Fast,**  
CEO, E2



### Health Careers International

Health Careers International Pty Ltd (HCI), trading as Institute of Health and Nursing Australia (IHNA), launched its healthcare course delivery in Kochi, Kerala, in 2022. This initiative aims to promote Australian skills courses in India with a focus on high-quality healthcare education. Since its inception, the project has enrolled over 1,000 students, with many graduates now working in India and abroad.

The project aligns with HCI's mission, "Education for Employment", and supports India's growing demand for skilled healthcare professionals and contributes to the broader goal of improving healthcare standards. HCI signed partnerships with Arizona State University and Ramsey Healthcare in 2024, and has been working with the VGTI for market intelligence, and commercial and government connections.

### ACER

The Australian Council for Educational Research (ACER) is a not-for-profit research organisation with over 90 years' experience creating research-based knowledge, products and services to improve learning. ACER established an Indian subsidiary in New Delhi in 2005 to extend its operations across South Asia and beyond. They have worked with notable clients including the Asian Development Bank, UNICEF, and leading private school groups. They have also provided technical support to governments and educational bodies across the region, including the Delhi Board of School Education.

The success of ACER in South Asia can be attributed to three key factors: extensive global research, strong partnerships with key regional stakeholders, and a team of highly qualified and experienced staff. ACER has benefited the Victorian EdTech missions to DIDAC and from VGTI's support in making government and industry introductions.

'I'm delighted to say that ACER India has been able to make an impact over the last decade in supporting the transformation of learning systems in many countries in South Asia. We remain firmly committed to better preparing young learners for their future, helping them learn successfully and achieving their full potential.'

**Amit Kaushik,**  
MD & CEO, Australian Council for Educational Research (India)



RMIT, Nanotechnology  
Image credit: Department of  
Jobs, Skills, Industry and Regions



## Digital Technology and Innovation

With its world leading university and research hubs, Melbourne is the home for innovative businesses. The **2018 Strategy** focused on the emerging opportunities in entrepreneurship, startups and e-commerce, while noting the need for innovation across other sectors including health.

Invest Victoria has assisted several Indian-based technology enterprises to announce Melbourne as their Oceania or Australian headquarters, including Sedin Technologies and JARVIS Invest. Indian multinational AI company Fractal also announced it would scale up operations in Melbourne.

India has the third largest number of startups in the world and has produced the third largest number of unicorns – reaching 111 in 2023. Innovations such as India's Unified Payments Interface (UPI) have been groundbreaking. In 2022, the National Payments Corporation of India reported 74 billion UPI transactions, worth around \$2.25 trillion.

Victoria and India's connections across the startup and scale-up ecosystems continue to grow. World leading Victorian accelerator programs provide attractive offerings to help Indian technology companies prepare for international market expansion and are increasingly active in India.

The Victorian Government has facilitated and secured further investments from major Indian technology companies, such as UST, LeadSquared, Zepic, and Infosys' first Living Labs. This has created jobs and fostered partnerships with Victorian universities to drive innovation.

The Victorian Government has assisted RMIT University to partner with the Birla Institute of Technology and Science, Pilani (BITS) for the new BITS-RMIT Higher Education Academy and La Trobe University to partner with the Bangalore Bioinnovation Centre, to support innovation in its new Bio Innovation Hub and Digital Innovation Hub.

### What's the opportunity

Digital technology is a critical aspect of Victoria and India's economic relationship that enables multiple points of engagement across trade, investment, international education and talent development in the digital economy. Areas of opportunity span cyber security, digital games, EdTech, energy, FinTech, MedTech, DeepTech, and SportsTech.

There is a modest but impactful number of Victorian tech companies succeeding in India with room to grow. While India is a global leader in technology services, Victoria has strengths that are complementary in India, particularly in relation to measurement and monitoring technologies.



The Victorian Government has delivered several innovation exchanges in the tech sector to catalyse new areas of opportunity for Victoria and India:

- a MedTech innovation exchange led by the Medtech Actuator in partnership with the Bangalore Bioinnovation Centre in 2019.
- a clean energy tech innovation exchange led by Startupbootcamp with Indian industry partners in 2020.
- an EdTech exchange led by EduGrowth in partnership with DIDAC India in 2021.

## Case studies

### GapMaps

GapMaps is a global leader in location intelligence services, partnering with businesses to develop and implement data-driven strategies that optimise the size, performance, and placement of store networks. By combining advanced analytics with comprehensive demographic and market insights, GapMaps empowers businesses to make informed decisions that drive growth and operational efficiency.

GapMaps entered the Indian market over five years ago and built its presence through word-of-mouth referrals. They have worked with several leading retail businesses in India, including Burger King, KFC, Subway, Taco Bell, Anytime Fitness and Tata retail to optimise their store networks.

In India, GapMaps has realised the importance of relationship building and attribute their success to their ability to build trust with senior decision makers. They have leveraged the local knowledge and networks of the Victoria's Bengaluru office to navigate the local business environment and connect with opportunities across India.

'We operate across many countries in the Asia-Pacific and Middle East. India continues to be one of the most challenging markets, but it also continues to be the market with the greatest potential. Step by step, with the assistance of the Victorian Government, we're building a presence, building revenues and the potential is becoming real. After more than five years working in India, we remain confident that it will be our largest global market within the next three years.'

**Tim Shaw,**  
Director of Market Planning & Advisory,  
GapMaps

### Fractal

Fractal is a multinational AI company founded in 2000 that has established itself as a leader in providing cutting-edge AI and analytics services across a broad range of sectors. With headquarters in Mumbai and New York, Fractal services Fortune 500 clients around the world from its global network in India, United States, the United Kingdom, and fifteen other locations.

Fractal opened an office in Melbourne to scale its operations and respond to increased demand for design, data, AI and analytics services in Australia. The office was established with support from the Victorian Government and services clients in data, AI machine learning (AIML), cloud tech and analytics.

With recent funding of US\$360 million, Fractal achieved unicorn status and has solidified its position as a trusted service provider for industry giants such as Google and Wells Fargo. The opening of Fractal's Melbourne office follows a growing trend of Asia-based unicorn companies looking to Australia to establish or expand their technology initiatives in the region.

'Melbourne has a strong pool of tech professionals. Invest Victoria has been helpful in connecting us into the local talent ecosystem.'

**Rohit Joshi,**  
Regional Head, Fractal Analytics

### Acusensus

Acusensus, a Victoria-headquartered company, provides automated recognition of drivers illegally using mobile phones to enforce traffic safety laws. Their mission is to reduce road accidents and fatalities through innovative technology and now want to help respond to India's annual road death toll of over 150,000 fatalities. Since entering India in 2018, Acusensus has implemented speed camera systems along the Mumbai-Pune Expressway, Tamil Nadu Road Sector Project as well as in Bengaluru and Hyderabad. Acusensus has partnered with the World Bank and SaveLIFE Foundation, India's leading not-for-profit focused on improving road safety, to deliver some of these programs

Finding the right partner with local connections, insights, and cultural understanding was crucial to success in India. Ador, India's largest provider of traffic safety and enforcement solutions, was an early investor in Acusensus. Guided by a mutual commitment to road safety, they developed a solution tailored to India and the first speed camera systems were installed in 2021. The Victorian Government and Austrade provided ongoing advice and support throughout this process.

'India provides a really unique opportunity to make an impact with our technology. It is a market that is in some ways challenging, but it's also a market that is eager to work with Australian companies.'

'By being involved on the ground innovating for and with India, we believe we can make a huge difference in starting to bring down the road toll.'

**Alexander Jannink,**  
Managing Director, Acusensus

### XY Sense

XY Sense, a Melbourne based technology startup, uses smart sensors and AI analytics to optimise workplaces. The rapid growth and potential of the Indian market has exceeded the team's expectations. Within the first 12 months, XY Sense's sales growth across multiple new client deployments has generated over US\$1 million in revenue.

In 2023, XY Sense established a local entity in India, building on existing client relationships to expand deployments and capitalise on demand from large Indian employers, enhancing workplace experiences and achieving smart building outcomes. Critical to XY Sense's success was seeking expert advice to navigate company registration requirements, tax and compliance considerations, logistics and insurance and establishing connections with relevant suppliers and government bodies in India.

'By providing expert mentorship and connecting us with trusted local experts and resources, the Victorian Government has played a crucial role in our ability to rapidly grow and exceed our initial revenue goals in India. The team in India are very well connected and were able to open up opportunities we wouldn't have otherwise known about. We are grateful for their support, which has empowered us to deliver exceptional workplace solutions to this vibrant and expanding market.'

**Alex Birch,**  
CoFounder & CEO, XY Sense







## Tourism and the Visitor Economy

Melbourne's iconic events calendar and the attractions of our regions has catapulted Victoria in the imaginations of Indian visitors.

Research undertaken by Visit Victoria and Tourism Australia reveals that 55 per cent of Indian travellers are considering a trip to Melbourne in the next four years.

Indian tourism to Victoria is on track to achieve the **2018 Strategy's** 2027 targets for overnight expenditure by tourists. Tourism Research Australia forecasts show India having a 62 per cent increase in visitation to Australia from 2019 to 2028, making it Australia's fourth largest market for total visitation, up from eighth in 2019.

The state's business events sector is also a major driver of the Victorian economy, generating an estimated \$12.6 billion annually and supporting more than 84,000 jobs.

As of March 2024, visitor spending in Victoria reached \$39.3 billion with India emerging as a crucial market. It is Victoria's third-largest source of international visitor expenditure at \$451 million in the year to March 2024, nearly reaching pre-pandemic levels. India has strong visitation across all segments, including holiday, visiting friends and relatives, and education. India's outbound travel market is rapidly expanding, driven by a growing middle class and a younger, educated population. With a projected 2.7 million high-value travellers, India is set to become a leading source of high-spending tourism, particularly in the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector, expected to exceed \$45 billion by 2025.

The Melbourne Convention Bureau (MCB) is Victoria's lead agency for attracting and delivering international business events to the state. In 2022, it established an office in India to explore MICE opportunities to strengthen trade and investment between India and Victoria. In the first two years since the establishment of this new office, MCB attracted 14 incentive groups from India, generating close to \$29 million in economic impact for Victoria.

Increases in aviation links now also make travel between Victoria and India easier than ever. Attracting flights to India was a focus of the **2018 Strategy**, including to the major cities of Delhi, Mumbai, and Bengaluru.

### What's the opportunity

Backed by strong air connections, tourism is now an established sector between Victoria and India.

For those who visit Victoria, there is an opportunity to promote activities beyond visiting friends and family to showcase all that Victoria has to offer, including a world-renowned dining and cultural scene, and wellness and adventure tourism.

There are also further opportunities to attract conferences to Melbourne that can enable business and professional connection in priority subject areas for Victoria and India.

To the year ending  
March 2024, there were



# 180k

visitors from India to Victoria, which is 16 per cent higher than 2018 levels

These visitors spent



# \$451m

in Victoria, making it Victoria's third largest international market for total expenditure, and 30.8 per cent of all visitor expenditure to Australia from India. This is significantly higher than total international market share (25.2 per cent).

## Case studies

### Visit Victoria

Visit Victoria has been active in India for over 13 years and is focused on the leisure market. This includes positioning Melbourne as Australia's vibrant, multicultural, creative and culinary heart, and the home of sport. It also promotes major events that are in close proximity to a range of diverse natural attractions and wildlife.

Leveraging the 2022 ICC Men's T20 Cricket World Cup, Visit Victoria was able to drive international visitation by working with key distribution and broadcast partners in India, including with Star Sports.

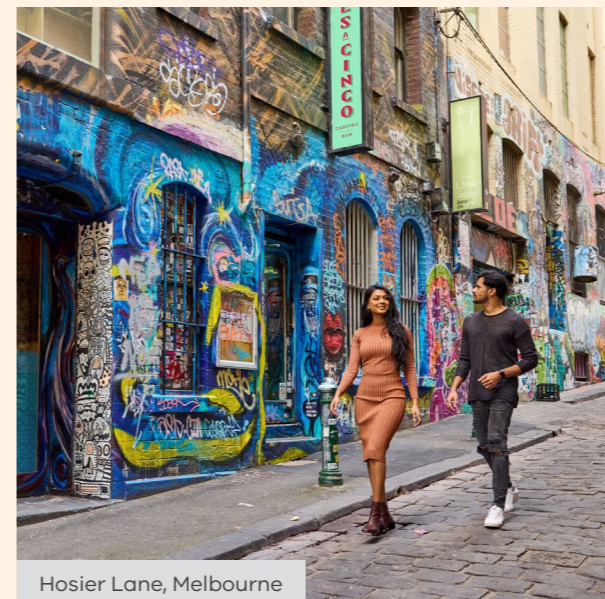
### Namaste Westside

Western Melbourne Tourism (WMT) is the regional tourism organisation representing Melbourne's western suburbs. The region is proudly home to a high concentration of Victoria's Indian community, with one in ten visitors to Australia from India travelling to Melbourne's west. To support the substantial growth in Indian visitation in the region, WMT has been supported by the Victorian Government to develop a visitor information platform specifically for the Indian market.

WMT engages the local Indian community to inform content, strengthen cultural ties, and improve tourism services. The Namaste Westside project includes main four elements:

- Research on the information needs of Indian visitors and Melbourne's local Indian community
- A user tested information platform via an appropriate digital medium
- A cultural accreditation scheme for content providers on the platform
- A marketing and communications program to build awareness of the initiative.

WMT is partnering with the six councils of Melbourne's west and Victoria University, and has affiliated support from multicultural consultants Culture Kite to deliver the project. The project is scheduled for completion by June 2025.



Hosier Lane, Melbourne



Werribee Park  
Image credit: Parks Victoria

# Sectors to grow



## Creative Industries

The 2018 Strategy recognised creative industries as an emerging and vital sector, with opportunities across visual and performing arts, literature, music, design, film, fashion, and digital games to strengthen relationships, drive commercial value, build audiences and develop careers.

Victoria has strengthened business links in screen and games exchanges, supported creative and cultural collaborations, and increased attendances at major platform exhibitions and events. This has included, among others:

- Melbourne Museum presented two exclusive exhibitions in partnership with Indian cultural institutions: *Sutr Santati: Then, Now. Next - stories of India woven in thread*; and *Mahatma Gandhi: An Immigrant*, while the National Gallery of Victoria presented *Transforming Worlds: Change and Tradition in Contemporary India*.
- Victoria partnered with the Commonwealth to showcase Victorian creatives in Australia Fest in India, including film, literature, children’s theatre, music and comedy, reaching an audience of more than 2 million.
- The Melbourne International Comedy Festival routinely features Indian performers through its Melbourne festival and regional tours. In addition, the Asia Triennial of Performing Arts and the Sangam Festival of Performing Arts of South Asia both provide platforms for Victorian and Indian artists to work together and reach new local and international audiences.

With 450 million online gamers in India, and over 130 digital game studios in Victoria, Victoria welcomed the first inbound digital games mission to Melbourne International Games Week. Demonstrating our complementarity, Global Victoria and Creative Victoria then led a virtual delegation to the Indian Game Developers Conference.

### What’s the opportunity

Further investment and coordination can help to continue to foster and develop connections across the creative industries. Expanding artist and creative agency networks, and the promotion of the screen sector to Indian film makers, producers and studios, would help to embed those connections between artists and community.

Linking Victorian expertise across the design spectrum with Indian interests will be a future area of interest and focus to explore. Victoria is committed to continuously showcasing our rich histories and cultures across all creative industries and art forms.



Sangam

## Case studies

### Indian Film Festival of Melbourne (IFFM)

IFFM is designed to strengthen ties between the Indian film industry and Victoria. Since 2012, in-person and digital festivals presented more than 850 films in almost 30 different languages. The IFFM has reached 250,000 people in person and further 550,000 online.

As the largest annual celebration of Indian cinema outside India, IFFM fosters cultural exchange and offers diverse cinematic experiences. It serves as a bridge between the Indian film industry and global audiences, facilitating dialogue on cinematic techniques and cultural influences. It has brought major Bollywood stars and directors to Victoria, including Shah Rukh Khan, Amitabh Bachchan, Yash Chopra, Ram Charan, and AR Rahman.

In 2024, IFFM included the world premiere of ‘My Melbourne’, a feature of four stories made in collaboration between Australian creative filmmakers and acclaimed Indian directors Onir, Imtiaz Ali, Rima Das, and Kabir Khan. The four filmmakers worked with emerging Australian creatives from underrepresented backgrounds to create four films about identity and belonging, based on authentic migrant experiences. This production demonstrates collaboration between the Australian and South Asian film industries.

Professor the Honourable Margaret Gardner AC, Governor of Victoria, remarked, “For 15 years, IFFM has set Melbourne alight with all the colour and intensity of India’s rich film industry... I, along with the people of Victoria, am delighted that the IFFM continues to go from strength to strength.”

Through these efforts, supported by the Victorian Government, IFFM continues to celebrate diverse cultures and perspectives through cinema.



Indian Film Festival of Melbourne IFFM

### Asia TOPA

Arts Centre Melbourne’s triennial Asia-Pacific performance festival, Asia TOPA, is led by Indian Australian Creative Director Jeff Khan. The 2025 program will spotlight contemporary Indian artists, including a seven-day activation at Federation Square by Delhi-based multidisciplinary artists, Thukral and Tagra.

Asia TOPA is cultivating a long-term partnership with Serendipity Arts Festival in Goa, India. Creative Victoria’s multi-year investment has been instrumental in securing a Centre for Australia India Relations Maitri Cultural Partnerships Grant, pivotal in deepening collaboration between the two festivals. This ongoing relationship not only benefits artists and audiences, but also strengthens ties within diaspora communities, enhancing cultural understanding.

### Sangam

Sangam is the visionary leading platform for South Asian artistic excellence, fostering self-determined practices, partnerships, and deep engagements between Victoria and India. At its core, Sangam focuses diaspora-led creative and cultural initiatives.

Co-founded by Dr. Priya Srinivasan (Artistic Director), Hari Sivanesan and Uthra Vijay in 2019, Sangam has provided opportunities for over 400 artists, presenting 25 new Australian works and over 60 presentations to more than 150,000 people. Supported by Insite Arts, Sangam engages diverse marginal, multigenerational, artists and audiences in developing new works, research, and dialogues.

Sangam has established strong collaborative partnerships with key Victorian and Indian institutions that led to “The Durga Chronicles”, a dance-theatre work addressing gendered violence, which won the 2023 “Breaking Ground” Green Room Award.

Through initiatives like Sangam Labs, Victoria has facilitated vital artistic exchanges and leadership dialogues between Victorian and Indian artists online, in Melbourne and in Bengaluru, enriching cultural ties and fostering innovative collaborations.



## Sport

Melbourne is Australia's sporting capital, with its venues including the iconic Melbourne Cricket Ground (MCG) presenting memorable experiences for Indian visitors to Australia. There are opportunities to bring Victoria and India together through our shared love of sport.

The 2018 Strategy raised the profile of the Victorian sports sector in India by increasing sports tourism. Strong partnerships and connections built with India in the sports sector since then demonstrate our shared passion across community and professional sport, fan engagement, and the business of sport.

Since 2018, the Victorian Government has:

- Partnered with Cricket Australia to deliver the Indian Summer Festival coinciding with the 2018 Australia vs India Boxing Day test match.
- Delivered a series of outbound and inbound sports missions with India, including two SportsTech trade mission to India in 2018 and inbound missions to SportNXT in 2022, 2023, and 2024.

These activities have laid the groundwork for future collaboration across various sports. This includes India's second most popular sport kabaddi (a contact team sport originating in India), and sports with growing interest such as hockey, tennis, and basketball, as well as Victorian staples, such as cricket, AFL, and netball.

Victoria has developed world-class capability in high-performance sports science and athlete management, cutting edge SportsTech, modern media and broadcasting, design and management of sporting infrastructure, and supporting gender equality and inclusion. Victorian universities' expertise in sports management is highly regarded in India and there is increasing interest in our sports educational and professional services.

India's sporting sector is growing rapidly. By 2027, it is projected to be worth around \$1.5 billion. The Indian Premier League (IPL) is the most popular cricket league in the world, but interest in other sports, such as hockey, wrestling, and athletics, is increasing. Initiatives such as the Khelo India Scheme are developing sports infrastructure at the community level and public and private sports academies are nurturing the next generation of elite Indian talent.

### What's the opportunity

Victoria is well positioned to continue building on the existing professional and community sports connections with India. The shared passion for sport, scale of the market, and combined expertise on both sides (across the breadth of the sports economy, such as SportsTech, sport management, sports education, and major event delivery and venue management) provide ample opportunity for partnership.

Community sport is a powerful platform to help promote inclusion, gender equality and social connections. Supporting a variety of community sports will continue to promote inclusive cultural and multicultural understanding.

### The power of sport



#### Contributes

# \$9.2b

to Victoria's economy annually.



Can also act as an anchor for investment attraction and cultural engagement



Major events calendar that bring people together:

- The AFL Grand Final
- The Boxing Day Test
- The Formula 1 Australian Grand Prix
- The Australian Open tennis

## Case studies



### Cricket Victoria

In 2024, Cricket Victoria launched the Melbourne Cricket Academy (MCA) in partnership with Indian sports company KheloMore Sports. The MCA will provide high-quality cricket coaching and development opportunities to equip participants with the skills, knowledge and confidence to excel in the game. The MCA is set to launch in several Indian schools in the first quarter of 2025.

The MCA stems from Cricket Victoria's Indian Schools Strategy to deliver structured coaching programs and foster growth of cricket in Indian schools. The partnership with KheloMore Sports provides crucial on-the-ground support in Indian schools.

To develop the MCA, Cricket Victoria leveraged the strength of its international relationships, including connections within the local India-Australia business community in Melbourne. Support from Victorian and Commonwealth government networks and individual consultants was invaluable in understanding the environment and identifying key contacts in India, ensuring the successful development of the program.

'The Melbourne Cricket Academy is a great example of the power of cricket in building closer relationships between Victoria and India. Cricket Victoria is keen to build upon India's cricketing legacy by collaborating with Indian schools, creating new opportunities to deepen our shared passion for the sport and foster meaningful connections.'

**Nick Cummins,**  
Chief Executive Officer, Cricket Victoria



### Hockey Victoria

Hockey has long been a shared passion and connection for Victoria and India. Key moments include India winning the gold medal for men's hockey at the Melbourne Olympic Games in 1956 and Australia and India playing in the women's hockey final of the Melbourne Commonwealth Games in 2006. The Bollywood film 'Chak De! India' was also filmed with local hockey talent at Victoria's State Netball and Hockey Centre in Parkville, Melbourne.

Victoria's Indian community is playing a growing role in hockey at all levels of the game. Hockey Victoria has worked with local clubs and the Australian Hockey One (H1) League to support growing participation rates, fan engagement and player development opportunities for the local Indian community and Indian international players in Victoria and Australia.

Hockey Victoria is developing a relationship with the Government of Odisha and the Odisha Hockey Association by supporting grassroots and professional hockey connections, including mutually beneficial player, coaching and high-performance exchange opportunities.

Through this relationship, Hockey Victoria is working towards the creation of a new Victorian-based hockey franchise. The goals are to provide a visible, engaging and community-focused team for both male and female talent, and to inspire fans of hockey across both countries, particularly those migrating to Melbourne and Victoria, to engage in hockey and physical activity.



## Environment, Sustainability and Energy

Water management, waste management, sustainable products, and clean technologies are areas where Victoria and India share a commitment to finding solutions. The Victorian Government and Victorian companies are building partnerships with state government and industry partners in India to develop innovative solutions to shared challenges.

Victoria has delivered outbound and inbound trade missions to connect government agencies and companies in innovative recycling and sustainable products, including the first inbound mission to EcoLogiq's Greener Infrastructure Conference in Melbourne in partnership with India's Institute of International Waste Management.

The Victorian Government also supported the Water Sensitive Cities Seminar Series together with India's Centre for Science and Environment and Melbourne's CRC for Water Sensitive Cities to share experiences and connect the industry.

India is increasingly looking for partners with expertise in water and waste management, and technical services that support the growth of India's economy and cities. Victoria is well-known for its expertise in water management and water scarcity and its climate and topography are similar to India's. Victoria's investments in sustainable procurement for the state's Big Build are driving innovation in waste management and recycled and sustainable products, which is opening export opportunities to India.

Victoria and India are both pursuing renewable energy pathways to support commitments to energy transition and reducing emissions. The Victorian Government will continue to support partnerships for businesses in this sector.

### What's the opportunity

Victoria and India could benefit from joint action across multiple aspects of sustainability including water management, waste management, and clean energy.

The provision of tailored advice, including working one-on-one with Victorian companies, will help to position Victorian products and services in India and expand networks with partners and purchasers.



Rubicon Automated Canal Delivering Water in Karnataka

## Case studies

### Rubicon Water

Rubicon Water specialises in improving large-scale, gravity-fed irrigation systems to address water scarcity and enhance water management. In 2019, they won a tender to modernise the Narayanpur Left Bank Canal (NLBC) system in the Indian state of Karnataka. Its technology, TCC Network Control, is now utilised to make a positive impact in the Indian agricultural sector through sustainable water management.

Rubicon Water's success in India is driven by its strategic partnership with Medha Servo Drives, and strong relationships with government authorities, engineers, and farmers. The partnership with Medha Servo Drives was crucial for securing the NLBC automation project. After securing the project, Medha-Rubicon established a world-class manufacturing facility in Hyderabad, where larger components that need to be made in India are integrated with the technology produced in Victoria.

Global Victoria introduced Rubicon Water to companies that shared common goals, helped them navigate the local regulatory environment and were crucial to establishing the local partnership with Medha Servo Drives. Rubicon Water's collaborative approach has enabled it to adapt solutions to regional needs and ensure project success in India in line with their commitment to sustainable water management practices.

'Automation of the NLBC system has already demonstrated benefits by improving tail-end serviceability. Farmers located at the end of the network reported receiving water for the first time in decades.'

**Mr. D K Shivakumar,**  
Honourable Minister for Water Resources,  
Government of Karnataka

### SunPower Renewables

SunPower Renewables delivers high-quality portable renewable energy solutions in India (SR Portables) and was recognised as the winner of the Governor of Victoria's Exporter of the Year award in 2023. SR Portables aims to support India's transition to clean energy sources and focuses on providing sustainable energy options in remote and off-grid areas. SR Portables' portable solar panels and battery storage systems are designed to be economical, efficient, eco-friendly, and easily deployable across homes, businesses, and emergency services.

A combination of innovative technology, strategic partnerships, cost-effective production techniques, and alignment to the local context have helped SR Portables succeed in India. A logistics team in India and collaborations with local governments, NGOs including Pragya, and international agencies played a crucial role in expanding the initiative's reach and ensuring the highest quality standards. Global Victoria and Austrade supported SR Portables by facilitating international partnerships, providing market insights, and offering guidance on navigating regulatory landscapes.

'Our journey with SR Portables in India has been transformative. By collaborating with global partners and leveraging innovative renewable energy solutions, we've empowered communities with sustainable alternatives to fossil fuels. The support from Global Victoria and Austrade has been invaluable, providing us with the resources and insights needed to navigate the complex Indian market. Together, we've not only addressed immediate energy needs but also contributed to a greener future for India. This initiative is a testament to the power of collaboration and commitment to sustainable development'

**Sunil Pillai,**  
Director, Pragya

# Sectors to explore



## Health and Life Sciences, and Beauty, Wellness, and Personal Care

Improving people's overall wellbeing is a key focus in both the Indian and Victorian health and life sciences sectors, and there are growing commercial opportunities in the beauty, wellness and personal care (BWPC) market.

Victoria is home to world-class biomedical facilities and companies including CSL, BioNTech, and Moderna and is a prime destination for clinical trials. **Victoria's Health and Medical Research Strategy 2022-2032** emphasises the need to build connections and promote research globally.

India is recognised for its cost-effective health innovation and is a major producer of generic pharmaceuticals, vaccines, and consumable and disposable medical devices. It is an important supplier of these products to global markets, including to Victoria's health sector.

Since 2018, the Victorian Government has supported Victorian BWPC companies through trade missions, including Cosmoprof India Mumbai 2023, and developed a strong relationship with key stakeholders.

### What's the opportunity

India is emerging as one of the largest markets in the world for BWPC products, driven by increasing urbanisation, growing disposable incomes, participation of women in the workforce, and growth in e-commerce and social media marketing.

Victorian BWPC products are well regarded in India, with companies having success through e-commerce and physical retail outlets.

Opportunities in the health and life sciences sector are primarily in relation to medical devices, digital health, and startup activity.

Victoria's reputation as a home to some of the best innovators, scientists, clinicians, and knowledge institutes in the world may lead to partnerships with Indian companies in the sector.

## Case studies

### Goat

Goat offers a range of skincare products suitable for all ages and skin types, crafted with ethically farmed goat's milk sourced from Victoria. Goat entered the Indian market in 2019 by establishing a partnership with Health and Glow, a leading Indian cosmetics and personal care products retailer.

Goat worked closely with Health and Glow to align trading terms, meet local import regulations, tailor labelling to suit the Indian market, and ensure a reliable supply chain. Goat's dedicated efforts resulted in a successful partnership, underscoring the value of thorough negotiation and leveraging local expertise. Following registration with the Central Drugs Standard Control Organisation (CDSCO), Goat now has 48 products registered and available in India across more than 200 stores.

'As we navigated the complexities of entering the Indian market, the support from Global Victoria was invaluable. Their introductions to crucial partners, like the freight company and key retailers, smoothed our path significantly. Our collaborative efforts ensured compliance with local regulations and optimised our supply chain, making our launch a success. This experience has set a solid foundation for our ongoing expansion in India.'

**Danielle Di Pilla,**  
Founder & Director Goat

### Swisse

Swisse makes premium vitamins, supplements and skincare. Founded in Collingwood, Victoria in 1969 and now available globally, Swisse products are backed by science and world-class manufacturing standards.

Swisse entered India in 2020 through an e-commerce-first strategy working with partners including Amazon, Nykaa, Flipkart, Myntra, Pharmeasy, Healthkart, Snapdeal, Netmeds, 1mg, and Blinkit. Access to the in-market insights and up-to-date information on the regulatory landscape helped Swisse's success. Swisse benefited from support from Global Victoria over the past four years and participation in the Australia-India Business Exchange (AIBX) in 2020.

### Natio

Natio is a family-owned Victorian beauty brand, with an evolving and expanding range of considered, premium quality plant-based products. Natio recognises the strong cultural complementarity between India and Australia and sought to meet the high standards of Indian consumers who value innovation, quality, sustainability, and effectiveness.

Working with a reliable in-market partner with shared ethical values was essential. To ensure a smooth entry, Natio sought market access, export assistance, and business matching support from Global Victoria. They were awarded a Global Gateway grant and participated in the Global Victoria e-commerce virtual trade missions, which helped Natio to access market insights, regulatory knowledge, and networking opportunities.

'Relaunching Natio in India during the pandemic was a testament to resilience and strategic partnerships. Finding the right in-market partner with a long-term view was crucial, as they navigated the complexities of product registration amidst unprecedented challenges. Rolling out to modern trade required adapting to a rapidly changing retail landscape. The growing opportunity for beauty brands in India, coupled with the popularity of Australian brands, has been incredibly encouraging and we're thrilled to reconnect with our fans in India'

**Sheridan Wright,**  
International Sales Manager, Natio



## Manufacturing and Engineering Solutions

Manufacturing is a cornerstone of the Victorian economy and one of the most significant drivers of growth and productivity. It represents a \$33.5 billion industry that is paramount for job creation, innovation, and exports. It intersects other sectors and industries, including in clean energy, sustainability, and innovation.

The Indian manufacturing industry is home to major international firms, and small and medium sized manufacturing, supporting global supply chains. It is experiencing a gradual shift to more automated and process-driven manufacturing and is projected to be one of the fastest growing sectors, already contributing 16-17 per cent of India's GDP.

The Victorian Government has taken steps to connect Victorian industry with Indian government and private sector delegations and provided customised assistance to exporters in technology.

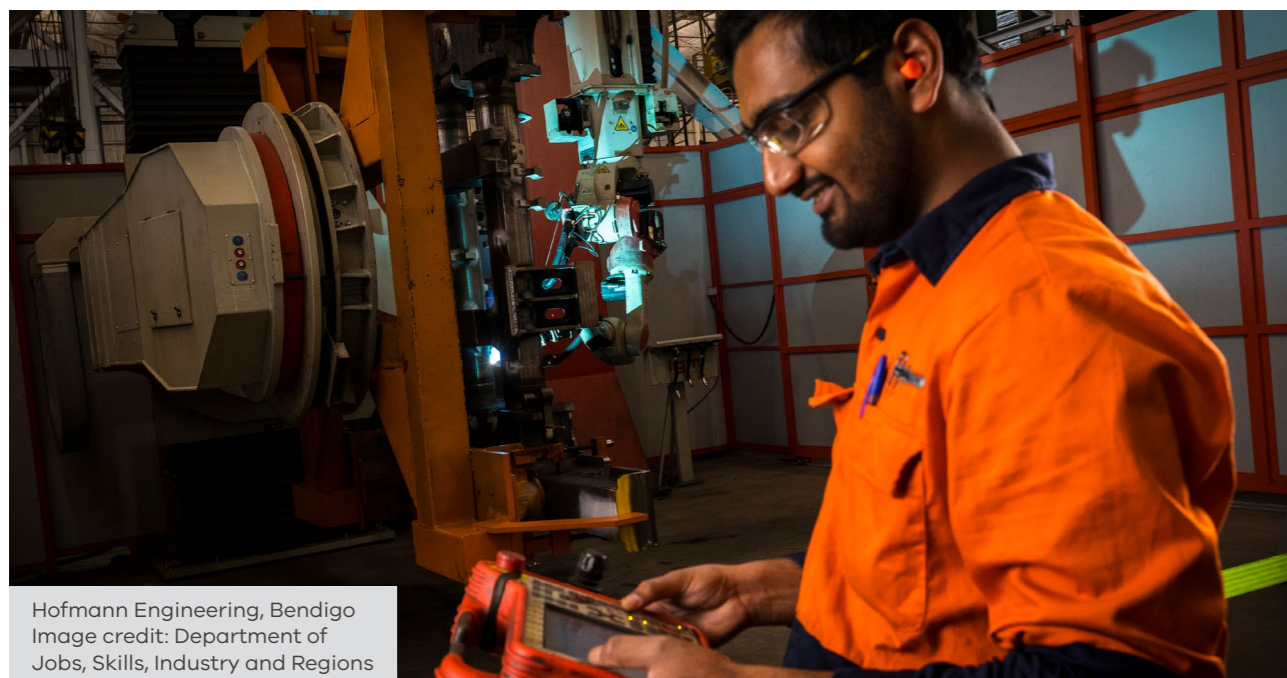
Victoria and India have both seen significant changes and advances in the manufacturing sector since 2018. Manufacturing in Victoria today is flexible, digital, internationally connected and strongly grounded in the state's strengths in research and innovation. The Victorian Government is backing manufacturing including through the **2022 Made in Victoria 2030: Manufacturing Statement** to build critical advanced manufacturing skills and capabilities across the economy.

The **Production-Linked Incentive (PLI)** scheme targets the development of fourteen sectors of the Indian economy to boost domestic production of medical devices and pharmaceuticals, automobiles and auto components, food products, solar PV modules and other goods. India's National Manufacturing Policy also aims to further increase the share of manufacturing in GDP to 25 per cent by 2025.

### What's the opportunity

As Victoria and India both pursue productivity growth and innovative solutions across the economy, Victoria welcomes collaboration and knowledge sharing with India in manufacturing, engineering, and related sectors should opportunities of mutual benefit arise.

Victoria will continue to explore and facilitate partnerships where Victorian and Indian partners can combine technical innovation and localised approaches to deliver manufacturing and engineering products and solutions.



Hofmann Engineering, Bendigo  
Image credit: Department of Jobs, Skills, Industry and Regions

## Case study

### ARRB

ARRB Systems is a Victorian company that provides innovative pavement assessment and management solutions to road authorities.

The company entered India with an ambition to introduce global best practice to Indian road construction and maintenance projects. ARRB Systems has worked with the India-based Victorian Global Trade and Investment Office to help facilitate engagement with the Indian Government Ministry of Road Transport and Highways and is taking part in a Global Victoria India lead generation program 2024.

ARRB Systems' strategic decision to partner with the Central Road Research Institute (CRRl) and National Highways Authority of India (NHAI) helped the company to navigate complexities of the new market and tailor their approach to meet local needs.

In 2018, ARRB Systems entered India as a partner to a local entity. It later established the Automated Road Rehabilitation Business Systems India Pty Ltd, which offers efficient and accurate in-country data collection to improve the road and highway infrastructure quality across India.

'Despite a few challenges, there are immense opportunities for ARRB Systems to succeed in India by demonstrating the unique benefits of our technology and solutions, showcasing our track record in other markets, offering competitive pricing strategies, and investing in local partnerships and presence. Understanding and navigating the unique dynamics of the Indian market is key to achieving long-term success and growth. We enter the Indian market with positivity and success in mind.'

**Vikash Narsai**  
Chairman and CEO



Carbon Fibre, Deakin University  
Image credit: Department of Jobs, Skills, Industry and Regions



# Actions

To build on the outcomes of Victoria’s 2018 Strategy, focus our efforts in progressing Victoria’s relationship with India, and deepen our community ties and trade links, we have mapped out ten key actions for success.

These actions target priority sectors and reinforce our commitment to gender equality. They take into account the changing context since 2018 and provide a framework for initiatives to progress in these sectors.

<b>Gender Equity</b>	Enable opportunities for women in industry to connect and share knowledge.
<b>Food and Agribusiness</b>	Support partnerships and industry engagement in new commercial opportunities and cooperate on mutual challenges.
<b>Education</b>	Support international student experiences and build higher education and research partnerships.
<b>Digital Technology and Innovation</b>	Continue to foster innovation partnerships to develop tech talent, attract investment and new and priority technologies, and expose Victorian companies to opportunities in India.
<b>Tourism and the Visitor Economy</b>	Build on our existing strengths and increase Victoria’s visitor market share from India using market research and aviation links.
<b>Creative Industries</b>	Build connections and networks to promote creative service exports and Victoria as a hub for creative industries.
<b>Sport</b>	Utilise Melbourne’s competitive sports advantages to promote community sports participation, SportsTech, and industry collaboration.
<b>Environment, Sustainability and Energy</b>	Explore partnerships and information sharing across environmental, sustainability, and energy sectors.
<b>Health and Life Sciences, and Beauty, Wellness and Personal Care</b>	Promote health technology, life science, and beauty and wellness trade and events focusing on areas of Victorian competitive advantage, and future collaboration and partnering opportunity.
<b>Manufacturing and Engineering Solutions</b>	Foster transnational industry networks for the manufacturing and engineering sector.



## Next steps and implementation

Victoria's India Strategy: Our Shared Future 2025-30 is our blueprint to engage with one of our biggest trading partners. It is also a celebration of what we have achieved so far and of the deep connection Victoria shares with India.

To achieve our aims, it is going to take a collective effort from the Victorian Government. We will work jointly with our Indian counterparts, including community and industry partners and national and sub-national governments

To make sure we are meeting the goals we set out to achieve, and to make sure those goals still make sense in an ever-changing world we will intermittently review our progress.

| With this refresh, we embark on the next chapter of our journey towards mutual prosperity.



### Year 1

Are we set up to deliver our actions and if not, what do we need to do to be set up?

### Year 3

Do our actions still make sense in a contemporary context?  
Do we need to shift our progress or dedicate resourcing differently?

### Year 5

What have we achieved in this period? How do we adjust our engagement in the future to build further on our successes?



