



Llywodraeth Cymru
Welsh Government

POLICY AND STRATEGY, DOCUMENT

Welsh Government international office remits

The remit is to deliver the ambitions of the International Strategy launched in January 2020.

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Location of Welsh Government's international offices

The Welsh Government operates a network of 21 international offices. The offices are based within the major economies of the world and are predominantly located within the UK Embassy and High Commission network. The office locations are:

North America

New York, Washington DC, Atlanta, Chicago, Los Angeles, Montreal

Europe

Dublin, Paris, Brussels, Dusseldorf, Berlin and London

China

Chongqing, Beijing and Shanghai

India

New Delhi, Mumbai and Bangalore

Japan

Tokyo

Middle East and North Africa

Dubai and Doha



For all of the offices, the remit is to deliver the ambitions of the International Strategy launched in January 2020 by the Minister for International Relations and Welsh Language. The strategy sets out the vision for the next 5 years and the ambitions are:

- Raise Wales' profile internationally
- Grow our economy by helping businesses in Wales increase exports and by attracting high quality inward investment
- Establish Wales as a globally responsible nation.

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All activity undertaken by the international teams is aligned to the above ambitions and delivery is measured against set key performance indicators.

This means that for every office in our network there is a set of common ambitions.

The publication of the strategy has given the network of offices a new focus and has already had an impact on the activity undertaken. Each of the international offices will apply differing levels of focus on each ambition to reflect the potential return and relevance to the market in which they operate.

Each office however will have a common remit to source inward investment opportunities through which an all Wales team can deliver and secure investments into Wales. All teams will also work with the parent companies or headquarters of existing investors to build relationships and identify opportunities to expand current operations in Wales through reinvestment.

All international offices will have a strong trade focus and identify in-market opportunities for Welsh businesses to secure export deals and support the companies on the export journey. All teams will undertake joint working with the Department for International Trade (DIT) and other partner organisations where appropriate to support Welsh companies in-market.

A new focus for the international offices will revolve around building and forging strong diaspora networks within their markets. This will entail supporting existing diaspora groups and partner organisations and identifying new individuals and groups to further raise the profile of Wales internationally and support the delivery of the office remit and the International Strategy ambitions.

The following pages define further the focus for the overseas network aligned to the 3 main International Strategy ambitions and show the tailored goals of individual regions.

United States of America

Ambition 1: Raise Wales' profile internationally

- Develop and forge political networks at Federal and State level to identify opportunities to showcase Wales. Identify key individuals who have an interest in helping us deliver on our three key ambitions.
- Work with sporting and cultural partners in Wales on annual visit plans to identify opportunities to support whilst in market.
- Build strong diaspora networks across the whole of the USA using our representative offices. Build and manage a small group of high quality contacts to support the wider remit of the team.
- Encourage research partnerships and student exchange programmes between American and Welsh Universities.
- Use St David's Day as a platform to promote Wales.
- Work with in-market partners such as British Council to realise the aims of the strategy.
- Increase Wales' profile through a focused communications plan including an increased use of social media.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Working with partners such as the British American Business Association and DIT to identify export opportunities within the US market aligned to capabilities of Welsh companies. Such focused sectors include energy, life sciences and aerospace.
- Working with the Trade Support Team in Wales to increase the number of Welsh companies undertaking export focus visits to the US by providing direct support ahead of and during visits.

- Work directly with Food & Drink sector colleagues to outline the potential in the USA as an export market and identify opportunities to showcase Welsh produce throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers to secure their attendance at BlasCymru/TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development to target key industries in the US and outline strengths of operating from Wales.
- Proactively focus on the key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Work with partners and multipliers such as DIT, Chambers of Commerce and business fora to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as the Compound Semi Conductor Cluster as an opportunity for businesses and as a means to elevate Wales' reputation.
- Build and maintain strong relationships with decision makers within existing US investors in Wales to understand current plans and identify opportunities for reinvestment. This will be delivered through collaborative working with Wales based teams.

Ambition 3: Establish Wales as a globally responsible nation

- Work directly with international organisations, such as the United Nations to highlight areas where Wales has a strong message.

- Promote bilingualism and sharing our expertise in order to promote and support minority and indigenous languages.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.
- Work with Welsh based research institutions and universities to highlight Wales approach and commitment to areas such as sustainability and renewable energy research.

Canada

Ambition 1: Raise Wales' profile internationally

- Engage and work with Welsh partner organisations and stakeholders to identify opportunities to visit and promote Wales in Canada including sporting and cultural groups.
- Develop and forge political contacts at federal and provincial level to provide opportunities to outline key Welsh messages.
- Work directly with the Chief Scientific Adviser in Wales to build research and innovation links between the regions and support a focused visit programme.
- Build a strong diaspora network across Canada and seek to manage a small group of high quality contacts to support the wider remit of the team.
- Encourage research partnerships between Welsh and Canadian institutions and student exchange programme.
- Work with in-market partners such as British Council and Chambers of Commerce to realise the aims of the strategy.

- Use St David's Day as a platform to promote Wales.
- Increase Wales' profile through a focused communications plan including increased use of social media.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- In collaboration with partners such as DIT across the Canadian network, work to identify export opportunities within the market aligned to capabilities of Welsh companies. Such sectors include oil and gas, tech and renewable energy.
- Increase the number of Welsh companies undertaking export focused visits to Canada by providing direct support ahead of and during visits.
- Actively promote trade opportunities in Canada to Welsh companies around key sectors.
- Work directly with Food & Drink sector colleagues to outline the potential in the key Canadian provinces as an export market and identify opportunities to showcase Welsh produce throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers in Canada to secure their attendance at BlasCymru/ TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development to target key industries in Canada such as fintech, energy and ICT and outline advantages of operating from a Wales base.
- Proactively focus on key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.

- Support inward mission of Canadian companies to Wales.
- Work with partners and multipliers such as DIT, business chambers and business fora to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.
- Build and maintain strong relationships with decision makers within existing Canadian investors in Wales to understand current plans and identify opportunities for reinvestment. This will be delivered through collaborative working with Wales based teams.

Ambition 3: Establish Wales as a Globally Responsible Nation

- Work directly with national and provincial organisations such as the National Research Council of Canada to highlight areas where Wales has a strong message.
- Promote bilingualism and sharing our expertise in order to promote and support minority and indigenous languages.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.

Ireland

Ambition 1: Raise Wales' profile internationally

- Work with the newly established Irish Consulate in Wales to identify areas for collaborative and joint working in promoting the aims of the International Strategy.
- Develop political networks and connections in Ireland to identify opportunities to showcase Wales. Identify key individuals within regional groups who have an interest in helping us deliver on our 3 key ambitions.
- Work with sporting and cultural partners in Wales on annual visit plans to Ireland and identify opportunities to support whilst in market.
- Encourage and build on the existing research partnerships between Wales and Ireland.
- Use St David's Day as a platform to promote Wales across Irish provinces and engage with diaspora and regional networks.
- Build and forge a strong Welsh diaspora network across Ireland and manage a small group of high quality contacts to support the wider office.
- Increase Wales' profile through a focused communications plan including an increased use of social media.
- Work with in-market partners such as British Council and Irish Chamber of Commerce to realise the aims of the strategy.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Working with partners such as Chambers of Commerce and DIT to identify export opportunities within the Irish market aligned to capabilities of Welsh companies. Such focused sectors include aerospace, advanced manufacturing, life sciences and food & drink.

- Increase the number of Welsh companies undertaking export focus visits to Ireland by providing direct support ahead of and during visits.
- Actively promote trade opportunities to Welsh companies around key sectors to secure an increase in business development visits.
- Work directly with Food & Drink sector colleagues to outline the potential in the Ireland as an export market and identify opportunities to showcase Welsh produce throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers to secure their attendance at BlasCymru/TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development to target key industries in Ireland in sectors such as fintech, energy, advanced manufacturing and ICT and outline advantages of operating from a Wales base.
- Proactively focus on key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Secure inward missions of Irish companies to Wales.
- Work with partners and multipliers such as DIT, Chambers of Commerce and business fora to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.
- Build and maintain strong relationships with decision makers within the strong number of Irish investors in Wales to understand current plans and identify opportunities for reinvestment. This will be delivered through collaborative working with Wales based teams.

Ambition 3: Establish Wales as a globally responsible nation

- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act, energy and recycling successes as examples.
- Work directly with organisations across Ireland to highlight areas where Wales has a strong message.
- Promote bilingualism and sharing our expertise in order to promote and support minority and indigenous languages.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.
- Work with Welsh based research institutions and universities to highlight Wales' approach and commitment to areas such as sustainability and renewable energy research.

France

Ambition 1: Raise Wales' Profile Internationally

- Build and forge strong diaspora networks across France and manage a small group of high quality contacts to support the wider remit of the team.
- Encourage research partnerships between France and Wales' research institutions and build on the links such as those between Swansea and Grenoble universities.
- Further develop connections across the French regions and identify opportunities to showcase Wales. Identify key individuals within regional groups who have an interest in helping us deliver on our 3 key ambitions.
- Work with sporting and cultural partners in Wales on annual visit plans to

France to identify opportunities to support whilst in market.

- Use St David's Day as a platform to promote Wales across France and engage with diaspora.
- Build on the established Memorandum of Understanding with Brittany to identify opportunities for collaboration.
- Increase Wales' profile through a focused communications plan including an increased use of social media.
- Work with partners such as British Council and Franco British Chamber in Paris and London to realise the aims of the strategy.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Increase the number of Welsh companies undertaking export focus visits to France by providing direct support ahead of and during visits.
- Work with in-market partners such as Franco British Chamber of Commerce and DIT to identify export opportunities within the French market aligned to capabilities of Welsh companies. Such focused sectors include aerospace, life sciences, cyber security and food & drink.
- Actively promote trade opportunities in France to Welsh companies around key sectors to secure an increase in business development visits.
- Work directly with Food & Drink sector colleagues to outline the potential in France as an export market and identify opportunities across the French regions to showcase Welsh produce.
- Proactively promote Wales' Food & Drink sector to buyers to secure their attendance at BlasCymru/TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development to target key industries in France in sectors such as compound semi-conductors, fintech, tech and outline advantages of operating from a Wales base.
- Proactively focus on key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Secure inward missions of French companies to Wales.
- Work with partners and multipliers such as DIT and business fora to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.
- Build and maintain strong relationships with decision makers from existing French investors in Wales to understand current plans and identify opportunities for reinvestment. This will be delivered through collaborative working with Wales based teams.

Ambition 3: Establish Wales as a globally responsible nation

- Work directly with organisations across France to highlight areas where Wales has a strong message. Build on existing work with the Vanguard and Four Motors initiatives and strong link with regions such as Brittany.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken

across Wales and look for collaborative opportunities.

- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.
- Work with Welsh based research institutions and universities to highlight Wales approach and commitment to areas such as sustainability and renewable energy research.

Germany

Ambition 1: Raise Wales' profile internationally

- Build and forge a strong Welsh diaspora network across Germany with focus around offices in Berlin and Dusseldorf. Manage a small group of high quality contacts to support the aims of the International Strategy.
- Utilise the planned activity around the Wales in Germany 2021 campaign to raise profile in key regions.
- Work with sporting and cultural partners in Wales on annual visit plans to Germany to identify opportunities to support whilst in market and showcase to wide audience.
- Encourage research partnerships and student exchange programmes between Germany and Welsh Universities.
- Use St David's Day as a platform to promote Wales across Germany and engage with diaspora and regional networks.
- Build on the established links with the Vanguard and Four Motors initiatives.
- Increase Wales' profile through a focused communications plan including an increased use of social media.
- Work with in-market partners such as British Council and Chambers of Commerce to realise the aims of the strategy.

Ambition 2: Grow our economy by helping businesses in

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Wales increase exports

- Working with partners such as DIT to identify new export opportunities within Germany aligned to capabilities of Welsh companies. Such focused sectors include automotive, aerospace, advanced manufacturing, compound semi-conductors, life sciences and food & drink.
- Increase the number of Welsh companies undertaking export focus visits to the Germany by providing direct support ahead of and during visits.
- Actively promote trade opportunities in Germany to Welsh companies to increase awareness of in market opportunities.
- Work directly with Food & Drink sector colleagues to outline the potential in Germany as an export market and identify opportunities to showcase Welsh produce throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers to secure their attendance at BlasCymru/TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development activity to target key sectors in Germany such as advanced manufacturing, energy and ICT and outline advantages of operating from a Wales base.
- Proactively focus on key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Work with partners and multipliers such as DIT, business chambers and business fora to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for

businesses and as a means to elevate Wales' reputation.

- Build and maintain strong relationships with decision makers within existing German investors in Wales to understand current plans and identify opportunities for reinvestment. This will be delivered through collaborative working with Wales based teams.

Ambition 3: Establish Wales as a globally responsible nation

- Work directly with organisations across Germany to highlight areas where Wales has a strong message. Build on existing work with the Vanguard and Four Motors initiatives.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for collaborations with German institutions.
- Maximise tourism opportunities in Germany which are aligned with Visit Wales activity plans.
- Work with Welsh based research institutions and universities to highlight Wales approach and commitment to areas such as sustainability and renewable energy research.

Belgium

The team in Belgium is based within the established Welsh Government representative office in Brussels and covers other key European markets from this location. In addition, the office in Brussels has a wider focus in the delivery and support of the activities of the Minister for European Transition.

Ambition 1: Raise Wales' profile internationally

- Develop networks and connections across the northern European markets to identify opportunities to showcase Wales. Identify key individuals within regions who have an interest in helping us deliver on our 3 key ambitions.
- Build and forge strong diaspora networks across priority European markets and EU institutions, building on strong set of existing contacts; alongside extensive set of EU contacts.
- Work with sporting and cultural partners in Wales on annual visit plans to identify opportunities to support whilst in market and showcase to wide in-market audience.
- Encourage research partnerships and student exchange programmes between European regions and Welsh universities.
- Continue to use St David's Day as a platform to promote Wales in key European markets and engage with diaspora and regional networks, but developing innovative events across more than one day.
- Increase Wales' profile through a focused communications plan, particularly to support new events, including an increased use of social media.
- Build on established bilateral and multilateral regional relationships including links with Flanders.
- Work with in-market partners such as British Council and Chambers of Commerce to realise the aims of the strategy.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Working with partners such as Chambers of Commerce and DIT to identify export opportunities within priority markets aligned to capabilities of Welsh companies. Such focused sectors include aerospace, cyber security, advanced manufacturing, life sciences and food & drink.

- Increase the number of Welsh companies undertaking export focus visits to the key European centres by providing direct support ahead of and during visits.
- Actively promote trade opportunities in European markets to Welsh companies around key sectors to secure an increased in business development visits.
- Work directly with Food & Drink sector colleagues to outline the potential in Europe as an export market and identify opportunities to showcase Welsh produce throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers to secure their attendance at BlasCymru/TasteWales.
- Ensure effective synergies between policy promotion and export opportunities for Welsh businesses.
- Ensure follow through on Welsh Government input to UK-EU future relationship negotiations to maximise interests for Welsh economy.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development activity to target key industries in Europe such as advanced manufacturing, fintech, energy and ICT and outline advantages of operating from a Wales base.
- Proactively focus on key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Work with DIT to secure inward missions of European companies to Wales.
- Work with partners and multipliers, business chambers and business fora to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for

businesses and as a means to elevate Wales' reputation.

- Build and maintain strong relationships with decision makers within existing European investors in Wales to understand current plans and identify opportunities for reinvestment. This will be delivered through collaborative working with Wales based teams.

Ambition 3: Establish Wales as a globally responsible nation

- Work directly with organisations across key European regions to highlight areas where Wales has a strong message.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.
- Work with Welsh based research institutions and universities to highlight Wales approach and commitment to areas such as sustainability and renewable energy research.

London

Ambition 1: Raise Wales' Profile Internationally

- Develop and build a strong network of multipliers and identify key individuals who have the ability to help deliver against the 3 key ambitions.
- Work with sporting and cultural partners in Wales on annual visit plans to

identify opportunities to support in London and showcase to a wide audience.

- Use St David's Day as a platform to promote Wales in conjunction with established Wales in London network.
- Build and develop further the Welsh diaspora network in London through collaborative working with partner organisations. Manage a small group of high quality contacts in London to support the wider remit of the office.
- Support our International Relations work to build closer relationships with London Based Embassies.
- Increase Wales' profile through a focused communications plan including increased use of social media.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Continue to work with sectors such as Food & Drink to showcase Welsh produce to London market and secure direct sales.
- Work and manage direct relationship with DIT leads in London to ensure latest sector messaging is disseminated across the network.
- Work with key Welsh sector forums to access international opportunities through the London market.
- Provide direct support to existing international investors in Wales who have European headquarters in London.

Ambition 2: Grow our economy by attracting high quality inward investment

- Identify growing international companies in London and provide a regional Welsh message to support growth outside of London.
- Attend and promote key Welsh sectoral messages at London events, which

are aligned to sectors such as fintech and professional services.

- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.
- Proactively promote Wales' Food & Drink sector to senior buyers to secure their attendance at BlasCymru/TasteWales.

Ambition 3: Establish Wales as a globally responsible nation

- Work directly with organisations in London to identify opportunities and platforms to promote areas where Wales has a strong message.
- Work with wider Welsh Government teams and stakeholders such as Future Generations Commissioner to identify opportunities and platforms to highlight the Welsh message.
- Engage and collaborate with Office of Chief Scientific Adviser on annual plans to promote key messages across the London.

Middle East and North Africa (MENA)

The MENA team is based across 2 offices in Dubai, UAE and Doha, Qatar. Of the Gulf Cooperation Council (GCC) countries, the priority markets are UAE, Qatar, Saudi Arabia, Kuwait, Oman, and Bahrain.

Ambition 1: Raise Wales' profile internationally

- Provide direct support to the Welsh Higher Education sector to grow its reach across the region in terms of partnerships.
- Support Visit Wales in its aspirations to grow tourism into Wales by building

on the direct Qatar Airways flight between Doha and Cardiff.

- Engage and work with Welsh partner organisations and stakeholders to identify opportunities to visit and promote Wales in the GCC region including sporting and cultural groups such as the Welsh Rugby Union and the Welsh National Opera.
- Build a strong diaspora network across the region and seek to manage a small group of high quality contacts to support the wider remit of the team.
- Encourage research partnerships between institutions in the GCC and Wales.
- Maximise and build on the strong social media following in the region with original content from Wales.
- Use the opportunities presented by the World EXPO 2020 in Dubai as a platform to promote Wales internationally across a range of themes.
- Work with in-market partners such as British Council and British business forums/groups to realise the aims of the strategy.
- Use St David's Day as a platform to promote Wales in the region and engage with diaspora.
- Increase Wales' profile through a focused communications plan including increased use of social media.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Providing direct support to Welsh exporters is a primary focus for the MENA team.
- In collaboration with partners such as DIT, work to identify export opportunities within the market aligned to capabilities of Welsh companies in sectors such as energy/oil and gas, life sciences and construction.
- Increase the focus on the tech sector including cyber security, fintech and medtech to realise export potential.
- Proactively identify Welsh companies who can explore trade opportunities in the region through the provision of market intelligence reports and

highlighting the support of UK Export Finance.

- Support Welsh companies on featured trade missions around events such as Arab Health and ADIPEC.
- Work directly with Food & Drink sector colleagues to continue to outline the potential in the key GCC regions and identify opportunities to showcase Welsh produce throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers in the region to secure their attendance at BlasCymru/ TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Work with partners and multipliers such as DIT, to highlight the strengths of Wales and jointly target investors where opportunities align.
- Promote the world-class facilities for business growth in Wales by using magnet projects to elevate Wales' reputation.
- Work with partners and multipliers such as DIT to build and maintain strong relationships within key investment organisations in the region with a view to present investment opportunities from Wales.

Ambition 3: Establish Wales as a globally responsible nation

- Maximise the Welsh presence at the Dubai World EXPO 2020 and deliver a varied programme of activity to showcase Wales internationally.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.

India

Ambition 1: Raise Wales' profile internationally

- Work directly with Welsh partner organisations and stakeholders to identify opportunities to visit and promote Wales in India.
- Build on current work to promote the higher and further education sector in Wales and secure new partnerships with Indian institutions. India identified as a target market by Global Wales.
- Work directly with the leading academics and sector experts to visit India and build research and innovation links between the regions.
- Build a strong diaspora network across India and seek to manage a small group of high quality contacts to support the wider remit of the team.
- Use St David's Day as a platform to promote Wales.
- Work with in-market partners such as British Council and Chambers of Commerce to realise the aims of the strategy.
- Increase Wales' profile through a focused communications plan including an increased use of social media.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Work collaboratively with DIT and business chambers across India to identify export opportunities within the market aligned to capabilities of Welsh companies. Such sectors include, ICT, aerospace and advanced manufacturing.
- Increase the number of Welsh companies undertaking export focused visits to India by providing direct support ahead of, during and after visits to ensure that the companies achieve success.
- Actively promote trade opportunities in India to Welsh companies around key

sectors to secure focused trade missions.

- Work directly with Food & Drink sector colleagues to outline the potential in India as an export market and identify opportunities to showcase Welsh produce throughout the year.

Ambition 2: Grow our economy by attracting high quality inward investment

- Undertake focused business development to target key industries in India such as ICT, aerospace and manufacturing, outlining the advantages of operating from a Wales base.
- Proactively focus on key sectors of compound semi-conductors, cyber security and creative industries to outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Secure a joint DIT inward mission of Indian companies to Wales with a view to encouraging Indian companies to secure a Welsh operational base.
- Work with partners and multipliers in-market such as DIT and the Wales Aerospace Forum to outline the strengths of Wales and jointly target business with investment potential.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.
- Build and maintain strong relationships with decision makers within existing Indian investors in Wales to understand current plans and identify opportunities for reinvestment.

Ambition 3: Establish Wales as a globally responsible nation

- Utilise the annual St David's Day celebrations in focused regional events to

deliver Wales' key messages and build diaspora network.

- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.

China

Ambition 1: Raise Wales' profile internationally

- Engage and work with Welsh partner organisations and stakeholders to identify opportunities to visit and promote Wales in China including sporting and cultural groups such as the BBC National Orchestra of Wales and Football Association of Wales.
- Continue to work with Visit Wales to identify and secure tourism opportunities from the China market in Wales.
- Build on regional government links and existing Memoranda of Understanding (MoU) to demonstrate commitment and progress to reciprocal visits.
- Provide direct support to Welsh Further Education institutions to build links in Wales and secure student recruitment.
- Build a strong diaspora network across China and seek to manage a small group of high quality contacts to support the wider remit of the team. Former students and alumni of Welsh institutions who have returned to China present the greatest potential.
- Encourage research partnerships between Welsh and Chinese institutions and student exchange programmes.

- Use St David's Day as a platform to promote Wales.
- Work with in-market partners such as British Council and Chambers of Commerce to realise the aims of the strategy.
- Increase Wales' profile through a focused communications plan including an increased use of social media.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- In collaboration with partners such as DIT across the China network, work to identify export opportunities within the market aligned to capabilities of Welsh companies. Such sectors include advanced manufacturing.
- Increase the number of Welsh companies undertaking export focused visits to China by providing direct support ahead of and during visits to ensure preparedness for the Chinese market.
- Actively promote trade opportunities in China to Welsh companies around key sectors to secure focused trade missions.
- Work directly with Food & Drink sector colleagues in Wales to outline the export potential to Welsh companies. Identify opportunities to showcase Welsh produce at key events throughout the year.
- Proactively promote Wales' Food & Drink sector to national buyers in China to secure their attendance at BlasCymru/ TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Promote Wales as a location for Chinese investment and build on activity with China Investment Promotion Agency and Beijing Investment Promotion Bureau.
- Secure a delegation of sector focused investing companies to Wales.

- Proactively focus on key sectors and outline the capabilities in Wales in terms of skills availability, R&D capabilities, property and access to funding.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.
- Work with partners and multipliers such as DIT, business chambers and business fora to outline the strengths of Wales and jointly target business with investment potential.

Ambition 3: Establish Wales as a globally responsible nation

- Build on research partnerships between China and Wales and identify opportunities and platforms to highlight the Welsh message to a wide audience.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.
- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.

Japan

Ambition 1: Raise Wales' profile internationally

- Build on the legacy and the positive impact generated during the Rugby World Cup 2019. Utilise visiting partner organisations to identify

opportunities to promote Wales in Japan.

- Continue to forge strong links with the regions of Oita, Kitakyushu and Kumamoto, who have outlined commitments to work collaboratively and build lasting ties with Wales.
- Support the creation of a strong diaspora network across Japan, support the local Welsh groups and seek to manage a small group of high quality contacts to support the wider remit of the team.
- Build on the impact of First Minister's visit in Sept 2019 which demonstrated the commitment to links between the 2 countries and build on sporting, cultural, educational and economic ties.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.
- Increase Wales' profile through a focused communications plan including an increased use of social media.
- Work with in-market partners such as British Council and Chambers of Commerce to realise the aims of the strategy.
- Work with the diaspora community to generate interest in Wales specifically around St David's Day.

Ambition 2: Grow our economy by helping businesses in Wales increase exports

- Increase the number of Welsh companies undertaking export focus visits to Japan by providing direct support ahead of and during visits and ensure preparedness.
- Actively promote trade opportunities in Japan to Welsh companies around key sectors.
- Work directly with Food & Drink sector colleagues to outline the potential in the Japan and build on work undertaken in past 2 years around lamb and high-end Welsh produce imports.
- Proactively promote Wales' Food & Drink sector to national buyers in Japan

to secure their attendance at BlasCymru/ TasteWales.

Ambition 2: Grow our economy by attracting high quality inward investment

- Build and maintain strong relationships with decision makers from existing investor companies to understand current plans and identify opportunities for reinvestment. Delivered through collaborative working with Wales based teams.
- Continue to build on connections within the Japanese cyber security and semi-conductor sectors to outline advantages of operating from a Wales base in terms of skills availability, R&D capabilities, property and access to funding.
- Work collaboratively with DIT on promoting the capabilities in Wales within the wider tech and fintech sectors.
- Continue to work with the established Japanese house-building sector on potential to create a base in Wales to serve the wider UK market.
- Promote the world-class facilities for business growth in Wales by using magnet projects such as Marine Energy Wales as an opportunity for businesses and as a means to elevate Wales' reputation.

Ambition 3: Establish Wales as a globally responsible nation

- Work directly with national organisations in Japan to highlight areas where Wales has a strong message. Potentially around renewable energy and sustainability.
- Work with wider Welsh Government teams to promote achievements around the Well-being of Future Generations Act and recycling successes as examples.

- Work with partners to promote the research excellence being undertaken across Wales and look for international collaborations.
- Maximise tourism opportunities in-market through aligned activity plans with Visit Wales.

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