immersion INDIA®

FIELD NOTES · SHEET 16

From Sea Routes to Corridors

How India Is Redrawing Its Map to Europe and the Middle East

THE IMEC CORRIDOR · GUJARAT · MAHARASHTRA · UAE · SAUDI ARABIA · EU

Ship to the Gulf, rail across the peninsula, ship again to Europe. The rail leg is the part that does not exist yet.

8
signatory governments
India, US, EU, IT, FR, DE, UAE, KSA

4
layers of infrastructure
ports, rail, energy, digital

2023
launched at the G20
New Delhi, nicknamed the Golden Road

2026–27
the decisive window
announcement or working route

> Announced at the 2023 G20 with India, the EU, the United States and the Gulf behind it, and instantly nicknamed the new Golden Road. Three years on, the honest assessment is the interesting one.

Strip away the geopolitics and IMEC is four layers stacked, not one railway: ports and shipping, rail across the Arabian peninsula, energy pipelines, digital cable. Gujarat and Maharashtra are paired with zones in the UAE and Saudi Arabia.

The corridor has been stress-tested in real time. Gaza stalled its momentum almost immediately; tension at the Strait of Hormuz tested its promise of resilience. Bilateral India–UAE progress advanced while the multilateral vision paused.

THE SIGNAL TO WATCH Bilateral agreements, not summits. That is where corridor progress actually shows.

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A field guide for global executive education. Turn over for the site visits, the questions for the room and what we run.

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BENGALURU, KARNATAKA, INDIA

FIELD NOTES · SHEET 16 · THE IMEC CORRIDOR

Bring the cohort to the case.

Every sheet in this series is a place you can stand in. The dark store, the fab, the swap kiosk, the mandi, the GCC floor — all of them within a day of Bengaluru, and all of them take visitors.

Field Notes is a series on the forces shaping India now, designed to give decision-makers exploring India the right perspective before they commit to it. Each one takes a single force, gives you the argument and the four numbers that anchor it, and names the places in India where you can go and stand in front of it. The series is drawn from *The India That Is Unique*, Immersion India's field guide for global executive education.

ON THE GROUND — THE IMEC CORRIDOR

A container terminal
Gauge, draft and turnaround, before any geopolitics.

A logistics park in Gujarat
The Indian end of a corridor that does not yet exist.

A corridor economist
What the rail leg must cost to beat the Suez.

THREE QUESTIONS FOR THE ROOM

01 IMEC's premise is resilience against a single chokepoint — and it is being tested by tension at another chokepoint. Does that validate the idea or expose it?

02 Bilateral India–UAE progress continued while the multilateral vision paused. What does that suggest about how large coalitions actually deliver infrastructure?

03 Rank the three risks — regional instability, uneven financing capacity, competing corridors — by how much a private investor can actually price them.

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