



Silicon to Sustenance the Bengaluru Mysuru Agrifood Investment Decision

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The investment appraisal problem

The Bengaluru–Mysuru agrifood corridor proposal raises a practical investment question: should development begin with an integrated processing platform, a staged network using contract processing, or shared technical services for existing plants? The integrated option is examined through an illustrative INR 140 crore investment, comprising INR 120 crore for plant and INR 20 crore for working capital. The immediate task is to determine which expenditure can be justified by available evidence, which commitments require further feasibility work, and when deferral is preferable. No operating consortium, investment approval or board meeting is asserted in this case.

The proposal links Bengaluru's potential commercial and digital coordination functions with Mysuru's food technology capabilities and agricultural supply from surrounding districts. The commercial objective is to deliver reliable, higher value products while improving returns to farmers. The evidence gap is the absence of

verified buyer commitments, engineering estimates and a measured procurement catchment in the project dataset. Institutional proximity must therefore be tested against product demand, delivered cost and operating reliability.

The illustrative processing model produces a ten year net present value of INR 18.60 crore at a 12 percent real hurdle rate. A combined price and utilisation downside produces NPV of minus INR 93.61 crore. These results cannot be averaged into an expected return without defensible scenario probabilities. Nor do they establish that a staged network



is financially superior: the smaller alternatives still require comparable estimates of demand, costs and capital commitments. The appraisal must connect each material assumption to evidence that can be collected before funds are committed.

Case status and use

This is an applied investment appraisal case based on the supplied manuscript and cited institutional sources. It examines a proposed development opportunity without invented characters, conversations or events. Financial, operating and household figures are explicitly illustrative assumptions or calculations, not observed company or district data. The case is an analytical proposal, not a report of an implemented project or a completed feasibility study. It is independent and is not published, endorsed or approved by Harvard Business School or any institution named here.

Student material: pages 1–10. Instructor material: pages 11–13; remove before student distribution. Suitable for advanced undergraduate, MBA and postgraduate development economics discussion.

The proposed business

What would the corridor actually sell

A practical feasibility study should begin with a defined product and customer requirement. One option is a limited portfolio of food ingredients for institutional buyers, with collection and quality controls organised around buyer specifications. Millet and grain ingredients, fruit and vegetable ingredients, and selected spice products are candidates for testing. They cannot be treated as interchangeable outputs of a universal factory. Equipment, cleaning requirements and production calendars must be assessed separately before economies of scope are included in the investment case.

Mysuru hosts CSIR–Central Food Technological Research Institute. Its official incubation and technology development pages establish a relevant technical base [1–2]. They do not establish that the institute has agreed to join the proposed network, that a particular process is commercially suitable, or that facilities would be available on the project's required terms. Bengaluru's role in marketing, finance and digital coordination is a strategic hypothesis in this case, not a quantified location advantage.

For each shortlisted product, obtain buyer specifications covering quality, pack size, acceptable defects, delivery timing and payment terms. Pilot trials should establish saleable yield and shelf life. Procurement specifications should then translate these requirements into grades that farmers can observe and contest. Commercial validation requires paid trial orders and repeat purchases, alongside an assessment of buyer concentration. Expressions of interest do not establish the volume required to keep a plant occupied.

Where should production take place

A proposed supply study would start with Mysuru, Mandya and the Bengaluru periphery, extending only where a commodity justifies the extra collection distance. Annual crop production is an inadequate measure of available supply. The relevant quantity is marketable surplus of the required grade, within an affordable radius and seasonal window, after competing uses are recognised. Monthly procurement estimates should be supported by local records and supplier verification.

An integrated site might share utilities, testing and management. Processing closer to farms might reduce deterioration and transport of material that would later be discarded. Existing processors could offer spare capacity, although availability must be checked during peak demand. Compare total delivered cost per accepted kilogram, including rejected lots, inventory finance, freight and customer returns. Obtain separate quotations for owned and contract processing rather than assuming that lower initial investment means lower total cost.

Could regional trade change the economics

South Asian partnerships could involve ingredients, process know-how, equipment services or local manufacturing. A finished product export strategy requires destination-specific freight, payment and market-access assessment. No country is assumed to be an immediately available market. Evaluate each proposal at the price retained after delivery and market-entry costs, and compare it with manufacturing through a local partner. Gross exports alone do not measure a regional welfare gain.



Investment alternatives and stakeholder requirements

The alternatives below are proposed implementation models. The stakeholder requirements that follow are appraisal criteria, not reported views from interviews or meetings. A project sponsor would need to validate these requirements with processors, farmer organisations, buyers, lenders and relevant public bodies.

Choice	Economic argument	Exposure and evidence gap
A Integrated platform	Commit INR 120 crore to plant and INR 20 crore to working capital. Control processing quality and scheduling.	Irreversible capacity precedes verified demand. Exhibits model this illustrative asset only.
B Staged network	Start with paid trials and contract processing; add dedicated capacity when justified.	Coordination, tolling and repeated qualification can be costly. Pilot and later capital budgets remain unpriced.
C Shared services	Provide testing access, training, traceability and buyer coordination using existing processors.	Lower asset ownership may limit operating control and fee capture. No validated service demand or tariff schedule.
D Defer or decline	Avoid a premature commitment and preserve capital.	Learning and commercial opportunities may be delayed; the cost of delay has not been estimated.

Operational appraisal should test whether integrated management materially improves quality and scheduling. Financial appraisal should examine seasonal underutilisation and downside liquidity. Procurement design should specify transparent grading, payment deadlines and farmers' ability to use alternative buyers. A lender would require monthly cash projections and a financing schedule before assessing repayment capacity. These requirements may conflict: paying farmers promptly, for example, increases the processor's funding requirement when buyers pay slowly. Turnover alone cannot resolve the trade-off.

A public agency would face a different test from an investor. Shared testing or technical training might address a knowledge or coordination problem, but a subsidy to a commercially weak plant could simply transfer losses to taxpayers. Support would require an identifiable market failure, open access where appropriate, and an exit rule. The case assumes no subsidy and no government approval.

Environmental feasibility is a site-selection condition. Each candidate site requires an assessment of water availability, competing uses, effluent treatment and compliance costs. A profitable model based on unpriced water scarcity would not establish social value. A site should be excluded where sustainable supply and treatment cannot be demonstrated, even if its land price or projected financial return appears attractive.

The unresolved comparison

Only option A has an illustrative asset model in this case. Options B and C require estimates of volumes, fees or margins, toll-processing charges, coordination costs and staged capital expenditure over the same appraisal horizon. Before selecting a staged approach, obtain a priced pilot proposal with defined deliverables, a spending ceiling and a stopping rule. The comparison must include the cost of delay and the possibility that the pilot fails to establish a viable business.

The practical appraisal assignment

The appraisal should connect the corridor proposal to a fundable operating plan. Exhibit 1 defines the financial assumptions. Exhibits 2–5 test cash generation and exposure to prices, yield and capacity use. Exhibits 6–7 examine whether working capital is sufficient and whether procurement arrangements improve farmers' net cash margins. Each exhibit identifies a question for due diligence; none substitutes for verified operating evidence.



The investment choice remains open. Verified demand and feasible engineering may support dedicated capacity. Weak commercial evidence or inadequate liquidity may justify a limited pilot or deferral. A services model may be preferable where technical capability creates more value than owning production assets. The recommendation should identify the proposed operator, contractual responsibilities and funding needs without implying that any organisation has already accepted those roles.

Prepare a recommendation

Prepare a two page investment appraisal memorandum supported by calculations. State the expenditure, if any, justified at the current evidence stage. Assign proposed responsibility for buyer validation, procurement mapping, process trials, engineering estimates and the monthly cash-flow model. Identify the evidence that could reverse the recommendation. Where an alternative lacks cost data, specify the quotations or records needed before comparing its return.

1. Choose A, B, C or D. Explain the source of competitive advantage and the strongest argument against your own choice. What could existing processors or farm-proximate plants do better?
2. Reproduce the base NPV and IRR. Explain why a 14.71 percent IRR is insufficient evidence of bankability. Identify the three assumptions that deserve the most expensive due diligence.
3. Calculate the selling price and steady utilisation at which NPV becomes zero. Compare these with operating break-even. How much commercial headroom is available?
4. Evaluate working capital and the farmer-income example. Which costs or risks disappear from the plant's accounts only because another participant bears them?
5. Propose a pilot and an expansion rule. Specify demand, operating, liquidity, farmer-payment and environmental evidence. How would you prevent management from changing the success criteria after observing results?
6. Design an evaluation of additional farmer benefits and one potential South Asian partnership. State a credible counterfactual and a result that would make you reject the claimed development benefit.

Evidence required before an investment commitment

The case provides no audited local operating accounts, engineering quotation, verified monthly supply series, buyer contract, debt term sheet or field survey. Students should identify which missing information is decision-critical. No missing item should be silently treated as favourable. Scenario ranges in the exhibits are teaching assumptions, not confidence intervals or forecasts.

Exhibit 1 Financial assumptions and model

Source: original manuscript assumptions, independently recalculated. All monetary amounts are constant purchasing power INR crore unless stated. One crore equals INR 10 million.

Input	Assumption	Definition
Plant / working capital	120 / 20	Paid at time zero; working capital recovered in year 10
Annual input capacity	100,000 tonnes	Technical input capacity; utilisation determines throughput
Saleable yield	80%	Output mass divided by input mass
Output / input price	INR 60 / INR 30 per kg	Net plant output price / delivered input cost
Other variable cost	20% of revenue	Stylised composite cost; must be replaced by engineering estimates
Fixed cash operating cost	20 per year	Includes payroll and fixed overhead



Input	Assumption	Definition
Depreciation / maintenance	12 / 4 per year	Initial asset depreciated over 10 years; maintenance cash outflow
Tax / real discount rate	25% / 12%	Illustrative parameters, not applicable tax or financing advice
Utilisation	45%, 60%, then 75%	Years 1, 2, and 3–10 respectively
Life / terminal proceeds	10 years / 20	No plant residual or continuing business value

Reproducible equations

Let u be annual utilisation, y saleable yield, P output price per kg, R input price per kg, and t project year. With 100,000 tonnes of annual input capacity, the conversion into crore is $100,000 \times 1,000 \div 10,000,000 = 10$.

Revenue = $10 \times u \times y \times P$; raw material cost = $10 \times u \times R$

EBITDA = $0.80 \times \text{Revenue} - \text{Raw material cost} - 20$

Cash tax = $0.25 \times \max(\text{EBITDA} - 12, 0)$

Operating free cash flow = $\text{EBITDA} - \text{Cash tax} - 4$

$CF_0 = -140$; CF_1 to CF_9 = operating free cash flow; CF_{10} adds 20

NPV = $-140 + \sum \text{of } CF(t) / (1.12)^t$ for $t = 1$ to 10; IRR sets NPV to zero

No financing, subsidy, inflation, tax loss carryforwards, construction delay or maintenance depreciation shield. Initial working capital is constant in the base model; Exhibit 6 challenges that simplification. Variable costs tied to revenue imply that they fall with selling price, which may understate downside exposure.

Exhibit 2 Project cash flows

Year	Utilisation	Revenue	EBITDA	Cash tax	Free cash flow
0	—	—	—	—	-140.00
1	45%	216.00	17.80	1.45	12.35
2	60%	288.00	30.40	4.60	21.80
3	75%	360.00	43.00	7.75	31.25
4	75%	360.00	43.00	7.75	31.25
5	75%	360.00	43.00	7.75	31.25
6	75%	360.00	43.00	7.75	31.25
7	75%	360.00	43.00	7.75	31.25
8	75%	360.00	43.00	7.75	31.25
9	75%	360.00	43.00	7.75	31.25
10	75%	360.00	43.00	7.75	51.25

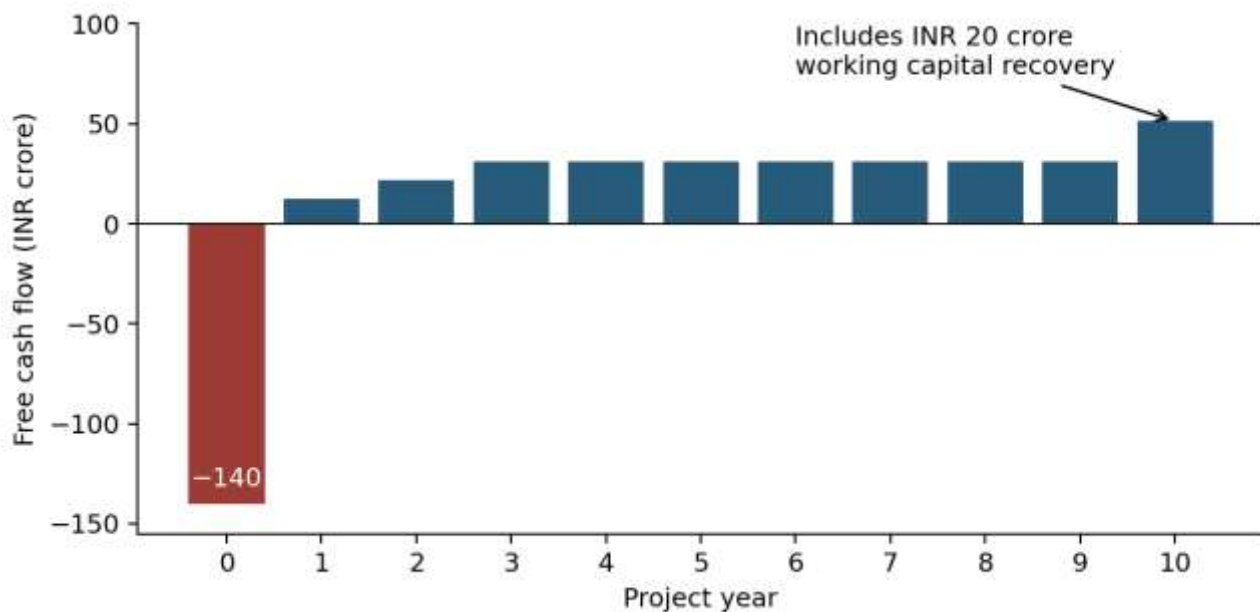


Figure 1. Unlevered project cash flow in constant INR crore. Year 10 includes recovery of the initial working capital. Source: Exhibit 1 calculations.

Base NPV is INR 18.60 crore and IRR is 14.71%. Undiscounted payback is approximately 5.39 years, assuming cash is generated evenly during the payback year. Year-end discounting is used for NPV. Neither measure establishes whether debt repayments can be met within a seasonal operating cycle.

Exhibit 3 Scenarios and joint sensitivity

Scenario	Price per kg	Utilisation years 1 / 2 / 3 onward	NPV	IRR
Downside	57	30% / 40% / 55%	-93.61	-4.02%
Base	60	45% / 60% / 75%	18.60	14.71%
Upside	63	55% / 70% / 85%	117.78	27.83%

These joint scenarios change both price and the ramp-up path. They have no assigned probabilities. The downside has negative first year operating free cash flow and therefore requires liquidity beyond the original time-zero investment.

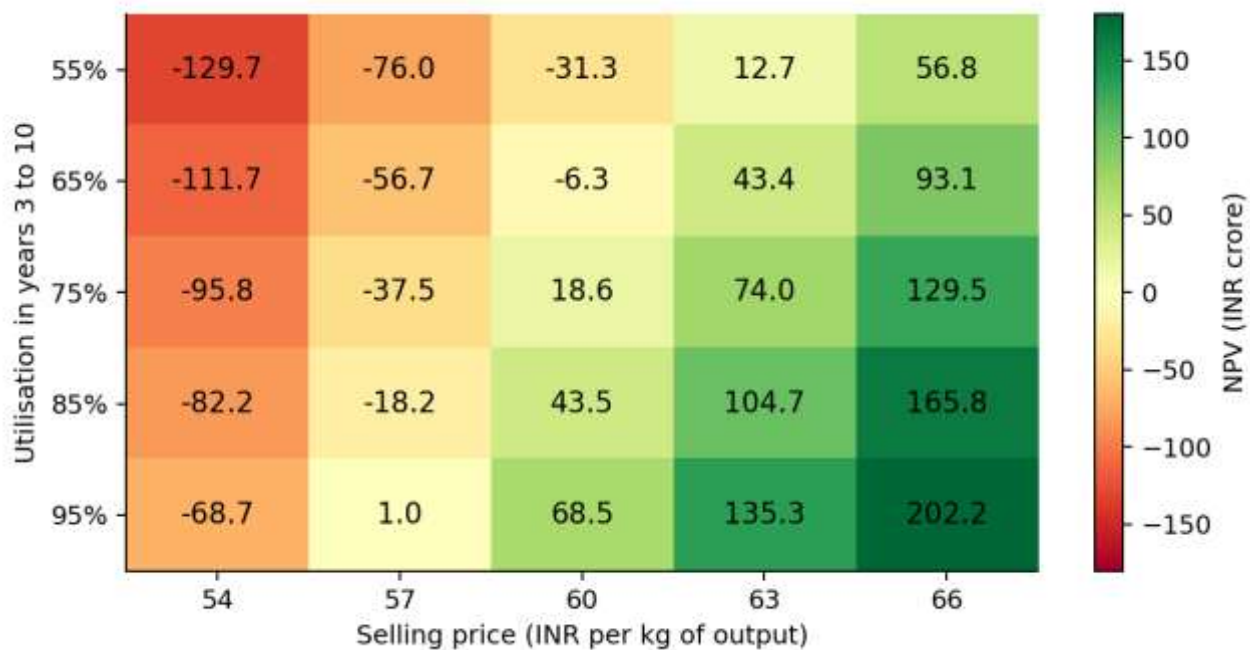


Figure 2. Joint NPV sensitivity in INR crore. Unlike the scenario table, every cell holds years 1 and 2 utilisation at 45% and 60%. Price changes apply in all years; the row changes only years 3–10 utilisation. All other assumptions follow Exhibit 1.

The centre cell reproduces the base case. Adjacent cells are alternative deterministic assumptions, not equally likely outcomes. A positive cell indicates recovery of the modelled investment at the assumed hurdle; it does not establish market demand, environmental feasibility or distributional benefit.

Model interpretation

Price and utilisation may be related: lower prices can attract volume, while a quality failure can reduce both. The grid does not estimate those relationships. Capacity utilisation also need not equal sales utilisation if inventories accumulate. Here all saleable output is assumed sold in the same year. Students should explain which combinations are commercially credible before using the grid to make a decision.

Exhibit 4 Individual risk drivers

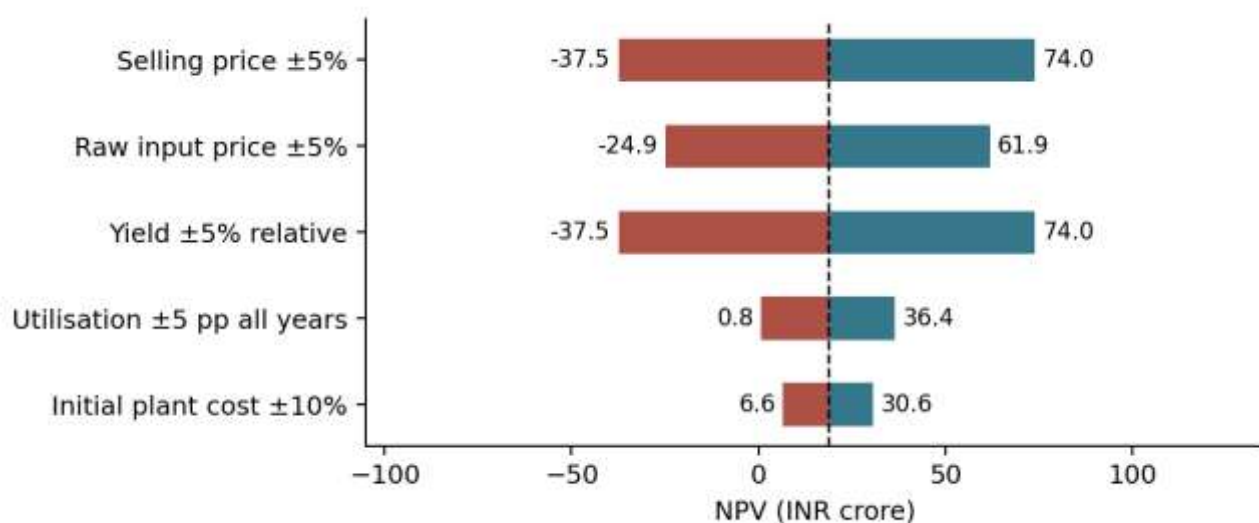


Figure 3. One-at-a-time NPV sensitivity. Red bars indicate the adverse setting and blue bars the favourable setting; the dashed line is base NPV. pp means percentage points. Changes apply in every year unless stated. Source: Exhibit 1 calculations.



Driver	Adverse NPV	Favourable NPV
Selling price $\pm 5\%$	-37.48	74.04
Raw input price $\pm 5\%$	-24.93	61.92
Yield $\pm 5\%$ relative	-37.48	74.04
Utilisation ± 5 pp all years	0.80	36.40
Initial plant cost $\pm 10\%$	6.60	30.60

The ranges differ by variable and are illustrative; bar length is therefore not a probability-weighted ranking of risk. Selling price and yield have identical effects here because each changes revenue proportionately while input tonnage remains fixed. That equality is a property of this simplified model, not an empirical finding about food processing.

A procurement tension

At 75 percent utilisation, a 10 percent rise in the delivered input price increases annual procurement cost by INR 22.50 crore. EBITDA falls from INR 43.00 crore to INR 20.50 crore and operating free cash flow falls from INR 31.25 crore to INR 14.38 crore. Applied throughout the ten year model, this input-price change produces NPV of INR -69.75 crore. A farmer premium must therefore be financed by productivity, a stronger customer proposition, lower intermediation cost or a smaller processor margin.

A revision with physically driven packaging, energy and freight costs should precede any real investment. Cost pass-through, spoilage and production yield should also be estimated separately instead of assuming that every operating relationship scales smoothly.

Exhibit 5 Different meanings of break even

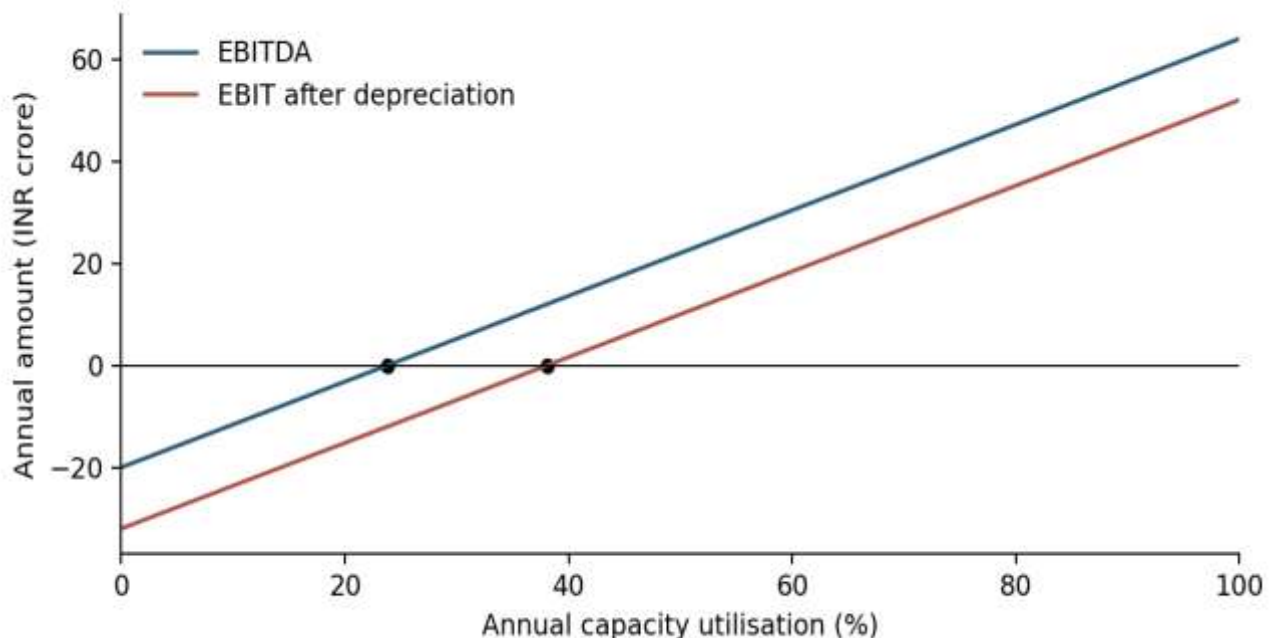


Figure 4. Annual operating and accounting break-even at base price and yield. EBITDA excludes depreciation; EBIT deducts INR 12 crore annual depreciation. Source: Exhibit 1 calculations.



Threshold	Computed value	What is held constant
Annual EBITDA equals zero	23.81% utilisation	$20 \div 84$; ignores capital recovery
Annual EBIT equals zero	38.10% utilisation	$32 \div 84$; includes depreciation
Project NPV equals zero	INR 58.99 output price per kg	Base utilisation path; all years same price
Project NPV equals zero	67.54% utilisation in years 3–10	Years 1–2 at 45% and 60%; base price
Project NPV equals zero	INR 30.64 input price per kg	Base price, yield and utilisation
Project NPV equals zero	78.66% saleable yield	Base prices and utilisation

These investment thresholds are solved numerically using the complete cash-flow model, including the zero floor on cash tax. Each changes one assumption at a time; they cannot be combined as though all were simultaneously safe. The utilisation threshold for years 3–10 is a project condition with a specified ramp-up, not an annual operating break-even point.

The base selling price of INR 60 is only 1.68% above the NPV-zero price when the gap is measured as a percentage of the base price. That narrow cushion gives commercial validation a different significance from merely demonstrating that the plant can cover its cash overhead.

Exhibits 6 and 7 Liquidity and farmer benefits

Exhibit 6 Working capital stress

At steady utilisation, revenue is INR 360 crore, raw materials INR 225 crore and other variable cost INR 72 crore. For this separate stress test, assume receivables of 30 days, inventory of 30 days of raw materials plus other variable cost, and supplier payables of 15 days of raw materials. Use a 365 day year. These are new teaching assumptions, not observed credit terms.

Component	Calculation	INR crore
Receivables	$360 \times 30 / 365$	29.59
Inventory	$297 \times 30 / 365$	24.41
Less payables	$225 \times 15 / 365$	9.25
Net working capital	Receivables + inventory – payables	44.75
Gap above base funding	Net working capital – 20	24.75

If this full steady-state requirement is funded at inception and recovered in year 10, NPV falls to INR 1.82 crore. This convention is intentionally conservative relative to funding growth later. The example omits cash buffers, taxes payable and fixed conversion costs in inventory; a monthly integrated model is needed to size actual facilities. Longer farmer-payment terms must not become an unexamined source of cheap funding.

Exhibit 7 Illustrative farmer cash margin

Use an illustrative farm budget with 10,000 kg available before marketing loss to examine the distribution of benefits. Production costs of INR 150,000 are assumed identical in both channels. Unpaid household labour and payment-delay financing are excluded from this initial calculation and must be added for a full household welfare assessment. The budget is a computational example, not a surveyed farm record.



Item in INR except quantities	Conventional sale	Consortium channel
Saleable share / quantity	92% / 9,200 kg	97% / 9,700 kg
Farm receipt per saleable kg	28.00	29.50
Gross receipts	257,600	286,150
Production cost	150,000	150,000
Marketing and compliance cost	8,000	14,000
Net cash margin	99,600	122,150

Incremental cash margin = INR 22,550, or 22.64%. The consortium channel's INR 29.50 farm receipt plus an assumed INR 0.50 collection cost equals the plant's INR 30 delivered cost; marketing/compliance costs shown are separately borne by the farmer. Farmer marketing loss and plant process yield are distinct and must not be conflated. Source: new illustrative assumptions and calculations.

Instructor note Teaching design and discussion

INSTRUCTOR MATERIAL • Remove pages 11–13 before distributing the student case. This is a proposed teaching plan, not a record of classroom testing.

Purpose and preparation

The case links capital budgeting with industrial organisation and development policy. Students should be able to distinguish operating profit from investment value; locate the assumptions that threaten a small positive NPV; explain the value and cost of staged commitments; and assess farmer additionality without equating turnover with welfare. It suits a 90 minute MBA or postgraduate session after discounted cash flow and basic market-failure analysis. Advanced undergraduates can omit numerical root finding and use the supplied thresholds.

Minutes	Discussion task	Board output
0–10	Vote on A, B, C or D before showing solutions.	Decision and strongest counterargument
10–30	Reconstruct plant cash flow and explain the hurdle.	Revenue → EBITDA → tax → cash flow
30–45	Challenge price, yield and utilisation.	Thresholds and evidence priorities
45–60	Test liquidity and farmer benefits.	Private cash flow versus household gain
60–80	Compare sequencing and public intervention.	Pilot mandate, stopping rule, counterfactual
80–90	Revote and defend an executable recommendation.	Commitment now and condition for next stage

Opening and follow up prompts

Ask: “Which expenditure is justified by the evidence currently available?” If students recommend a pilot, ask for its proposed deliverables, spending ceiling and decision criteria. If they recommend a full plant, ask what supports the selling price and how the working-capital gap would be funded. If they reject asset ownership, ask whether a fee-based technical service could be viable and what evidence would establish willingness to pay.



What makes a strong answer

A strong answer makes the decision conditional on identifiable evidence and recognises that only A has a modelled asset cash flow. B and C are credible alternatives, but their unpriced flexibility is not proof of financial superiority. Students should distinguish an assumption that can be checked by a supplier quotation from one that requires repeat orders across seasons. A recommendation to decline is defensible if the information cost or the remaining exposure exceeds the prospective sponsors' risk tolerance.

The case presents an unresolved appraisal rather than an invented historical outcome. Its decision focus uses the general case-method principle of choosing under incomplete information [3]. Assess students on the link between evidence, computations and implementation requirements. The proposed project and illustrative data must remain explicit; documented field evidence would be needed to develop this into a case about an actual operating organisation.

Instructor note Calculations and decision logic

Core calculation checks

At full capacity, revenue is $10 \times 0.80 \times 60 = \text{INR } 480$ crore. Contribution before fixed costs is $480 - 300 - 96 = \text{INR } 84$ crore. At 75 percent utilisation, EBITDA is $84 \times 0.75 - 20 = 43$. Tax is $(43 - 12) \times 0.25 = 7.75$. Free cash flow is $43 - 7.75 - 4 = 31.25$. Year 1 EBITDA is 17.80, cash tax 1.45 and free cash flow 12.35.

The complete base cash-flow vector is $[-140, 12.35, 21.80, 31.25, 31.25, 31.25, 31.25, 31.25, 31.25, 31.25, 51.25]$. Discounting at 12 percent produces NPV 18.60 and IRR 14.71 percent. Seven payments of 31.25 cover years 3–9; the year 10 payment includes the separate 20 recovery. This avoids a common off-by-one error.

The numerical thresholds are output price 58.9935, input price 30.6441, yield 0.786581, and years 3–10 utilisation 0.675446. The two prices are expressed in INR per kg; yield and utilisation are proportions. Root finding should use the same cash-tax floor as the scenario model. Students must not estimate investment break-even using EBITDA alone.

A defensible conditional recommendation

A bounded pilot is one defensible answer because the major exposure concerns commercially testable price, yield and volume. It is not the uniquely correct answer. Prospective sponsors should solicit a priced pilot proposal before authorising a material budget, retain an abandonment option and require an updated model for each expansion. The following are proposed criteria for classroom negotiation, not observed standards.

Gate	Evidence required before expansion
Commercial demand	Paid repeat orders; price net of returns and freight above the updated investment threshold, with a buffer justified by volatility.
Operations	Saleable yield and monthly procurement demonstrated across relevant seasons; realistic downtime and changeover costs.
Liquidity	Monthly sources and uses funded under a documented downside; no reliance on unagreed delays to farmers.
Distribution and environment	Auditable payment and grading rules; measured net farmer gains; verified water and effluent feasibility.

How much can learning be worth

Do not treat the base NPV of 18.60 as an automatic pilot budget. Value of information is the expected improvement in the best available decision after observing evidence, less the pilot cost and the economic cost of delay. Computing it requires prior probabilities, signal accuracy, pilot cash flows and alternative payoffs. None is provided. A staged recommendation therefore requires additional budgeting; invented probabilities would create false precision.



Common errors include using sales as GDP, adding a subsidy to social value, averaging scenarios without probabilities, double counting farmer payments as new income, and describing NPV as cash available for debt service. Debt service coverage cannot be calculated without a financing schedule and a defined cash-flow measure.

Instructor note Evaluation and sources

Assessing additionality

Compare changes in net income for participating farmers with changes for a credible eligible comparison group, using a baseline and repeated seasons. Record volumes, grades, prices, compliance costs, payment delays and household labour. More productive farmers may self-select into the proposed programme; a cross-sectional participant premium is not a causal effect. A phased rollout can support a difference-in-differences design only if counterfactual trends, spillovers and concurrent changes are addressed. An oversubscribed training offer may permit randomised assignment, but identifies that training component rather than the whole corridor.

For a South Asian partnership, require product-specific landed economics, verified market access and partner capability. Evaluate net value after displaced local activity and resource costs. A project can increase corridor sales while failing the additionality test. A useful falsification result would be unchanged net farmer income after compliance and labour costs, despite higher procurement receipts.

Suggested assessment rubric

Criterion	Weight
Clear decision and serious comparison of alternatives	20%
Correct and traceable cash-flow calculations	25%
Interpretation of sensitivity, liquidity and evidence gaps	25%
Farmer welfare, additionality and environmental reasoning	20%
Executable implementation and stopping conditions	10%

Sources and provenance

[1] CSIR–Central Food Technological Research Institute. Incubation Centres. https://cftri.res.in/Incubation_Centre. Accessed 23 September 2026. Supports the existence and location of institutional incubation activity only.

[2] CSIR–Central Food Technological Research Institute. Technology Development. https://cftri.res.in/technology_development. Accessed 23 September 2026. Supports the presence of technology development and commercialisation activity; does not establish project participation.

[3] Harvard Business School. Case Method Teaching. <https://www.hbs.edu/case-method-project/about/Pages/case-method-teaching.aspx>. Accessed 23 September 2026. Used only for the pedagogical principle of a decision-centred narrative and an accompanying teaching plan.

[4] Sanyal, R. K. (September 2022). Silicon to Sustenance: India and Agrifood Corridor and the Economics of South Asian Prosperity. Source of the corridor proposition, authorship, base assumptions and original three scenarios.

[5] All four graphs, financial thresholds, sensitivity results and cash-flow tables are calculations from the disclosed model. Exhibits 6–7 introduce additional teaching assumptions. No interview or empirical impact estimate is represented. Authorship and affiliations are retained from the supplied manuscript; identifiers and biographical details have not been independently verified. Before submission as a field case, obtain primary evidence, relevant organisational permissions and the target publisher's required review.