Special Farewell Edition 2025

ECC NEWS

Employee Communication Journal of L&T Construction



SALUTING THE STALWARTS



R Anbalagan

Rapid Action-hero!

Reliable Anchor. Real Asset. Resilient Achiever. Resourceful Architect. Redoubtable Ally. The acronyms for him are manifold, and amazingly they all sit perfectly on R Anbalagan, who retired from L&T on 31 March 2025, after 44 years of distinguished service across several sectors and businesses, having started his journey as a GET in 1981.



ACTION-PACKED POWERPLAY

RA's first brush with projects was at Orient Cement in Andhra Pradesh, and even as a young engineer on the verge of completing his training, he was entrusted with leading the team to commission and hand over the Awarpur Phase I project. A dozen years later, in 1993, after successfully commissioning the Hirmi Cement Project, RA was sent to Germany for a year and a half to dismantle a blast furnace and, on his return, was posted to the Mumbai Region for its re-erection.





A phenomenal career; RA in his early days delivered some outstanding projects for the M&M business, helping it to grow to its present levels. A lot of what Heavy Civil IC is today, especially its operational excellence, is because of his exceptional leadership and vision. His astute approach to cost control and delivering projects are phenomenal. A true site person, RA is the kind of person that we very rarely find. Honest, sincere, capable, an admirable person to have as a colleague and friend.

S N Subrahmanyan
Chairman & Managing Director, L&T

EARNING HIS SPURS

In 1998, he moved to CNRO as Regional Projects Manager (RPM) of the Metallurgical and Industrial Projects Division, during which the WET BU achieved extensive coverage across almost all districts in Tamil Nadu.

Appointed as Zonal Project Manager of the Industrial Projects & Utilities (IP&U) Sector, Southern Region, in 2003, RA became Regional Manager of the Chennai Region a year later and was pivotal in bringing execution excellence across many projects







through his strategic and innovative approach. The next rung in his ladder of success was as the Sector Operations Head for the IP&U Sector, and in 2009, he became a part of the erstwhile Infrastructure Operating Company as Head of the Nuclear & Defence BU. Later, RA rose to the level of Executive Vice President & Head – Heavy Civil Infra SBG.

I have the deepest appreciation for RA's remarkable 44 years of service. His exceptional leadership has played a pivotal role in the growth and success of various businesses in L&T. RA's vision, dedication, and unwavering commitment have shaped the very foundation of our achievements. His legacy will continue to inspire us for years to come.

S V Desai
Whole-Time Director &
Senior Executive Vice President
(Civil Infrastructure)



A MAKER OF HIS OWN DESTINY

RA's growth with L&T has been all about single-minded focus, resilience, tenacity in the face of huge odds, and a constant drive to achieve. With passion, dedication, and perseverance, he has driven several mega projects to successful completion, turning around several businesses in the process like nuclear construction, hydel, metros, ports, harbours, tunnels, and special bridges.

Some of the mega projects that bear the stamp of his excellence are the Mumbai Trans Harbour Link (Atal Setu), Mumbai Coastal Road, Rishikesh–Karnaprayag Rail Link, Sitamma Sagar Multipurpose Project, Delhi–Meerut Semi-High-Speed Rail, Mumbai Metro, Chennai Metro, Bangalore Metro, Ahmedabad Metro, Kudankulam Nuclear Power Plant, and more. He was also involved in bagging India's biggest EPC contract, the Mumbai–Ahmedabad High-Speed Rail Project (MAHSR).

What sets him apart is his eagle eye for detail, hands-on approach, ability to delve deep into specifics, and evolve innovative solutions. These sterling qualities have been supplemented by his astute approach to cost control, insatiable pursuit of operational excellence, and the broad vision of a true leader. In a business where Client is King, RA earned the respect of all his clients, while consultants set store by his insights.





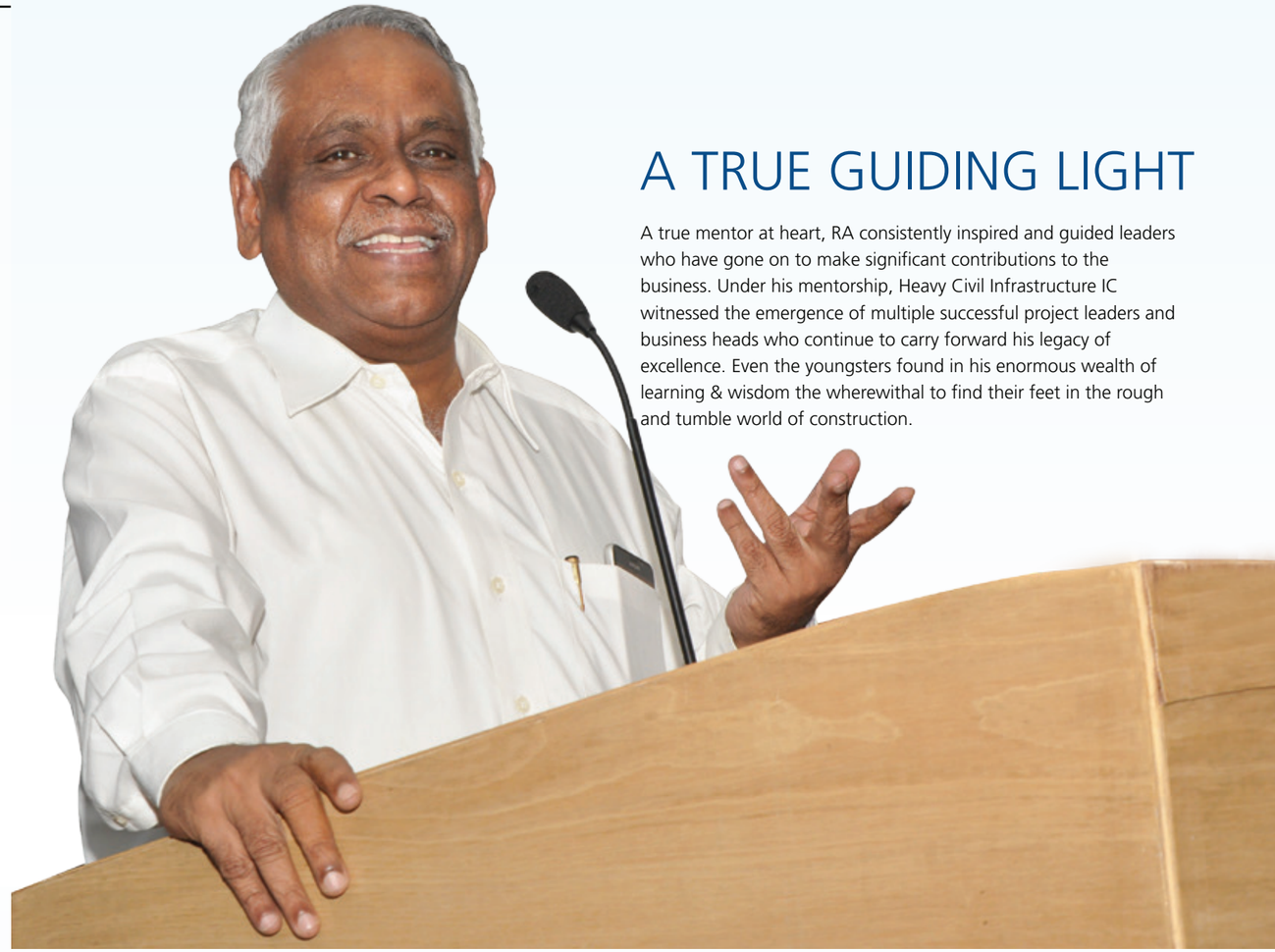
A L Sekar
Advisor to CMD,
HCI Business

Clever and hard-working, never shirking responsibility, demanding high productivity from himself. He has a never-say-die attitude. He is a cherished friend and colleague.



K Bhavani
Executive Vice President &
IC Head – HCI IC

RA Sir is a highly motivated, energetic, and committed individual with utmost dedication. I admire his mathematical ability, for although an engineer by profession, he is a finance person at heart. Finding joy in the small things and strong in critical situations, he motivates others to push their limits, encouraging them to achieve greater heights.



A TRUE GUIDING LIGHT

A true mentor at heart, RA consistently inspired and guided leaders who have gone on to make significant contributions to the business. Under his mentorship, Heavy Civil Infrastructure IC witnessed the emergence of multiple successful project leaders and business heads who continue to carry forward his legacy of excellence. Even the youngsters found in his enormous wealth of learning & wisdom the wherewithal to find their feet in the rough and tumble world of construction.



T Kumaresan
Senior Vice President &
IC Head – Minerals & Metals IC

I see two distinct personalities of RA, both equally remarkable. At work, he is a tough boss, a man of high integrity & ethics, possessing abundant knowledge. Working closely with him, I learnt invaluable lessons on estimation, planning, contracts, and client management. RA is a great mentor too. Beyond office hours, he is a completely different person – a man with a golden heart!



RULES OVER THE HEART OF HIS LOVED ONES



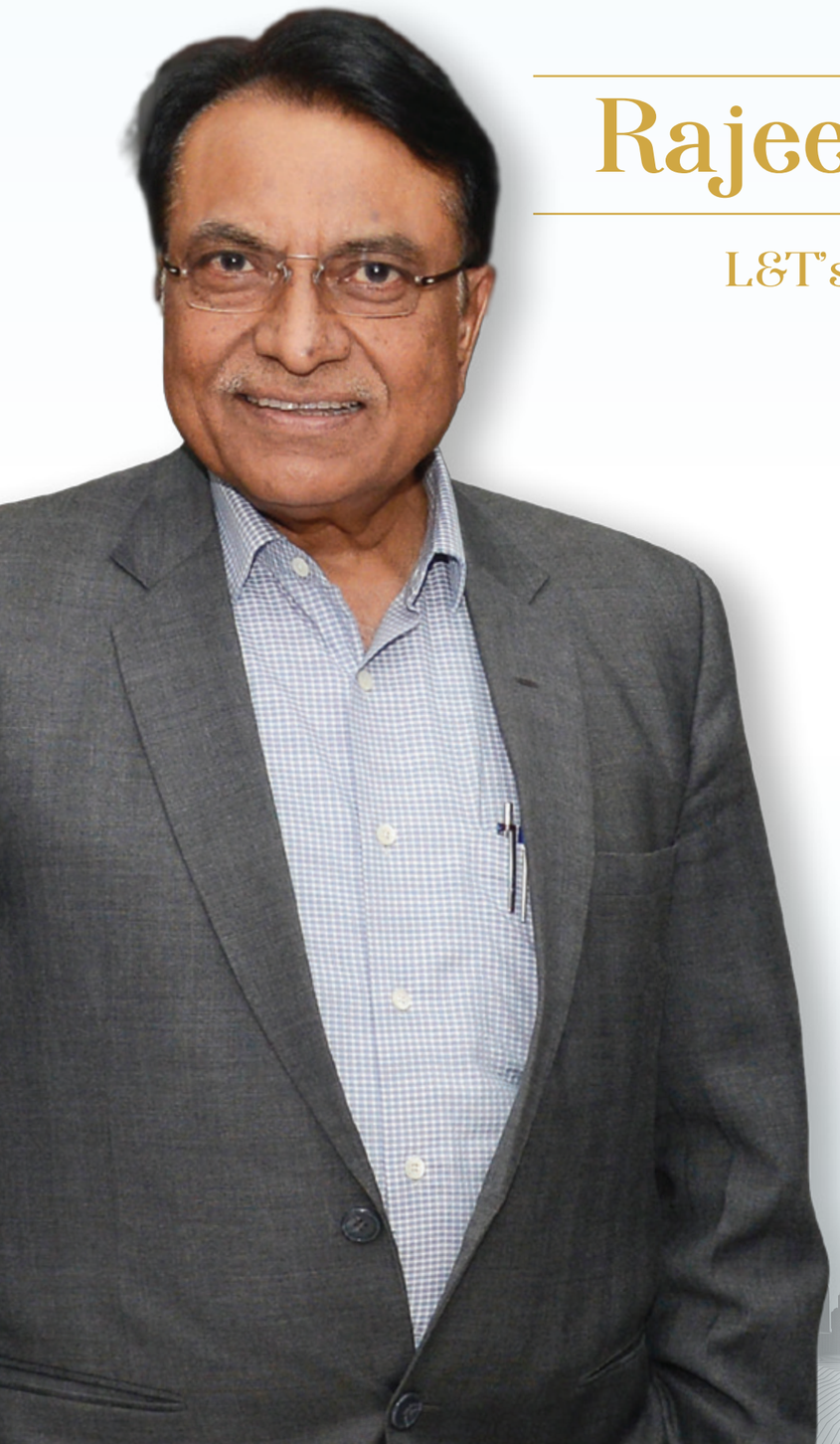




While at projects he ruled with an iron fist, at home he reigns over the hearts of his loved ones … a devoted life partner for his wife, Thenmozhi, and a doting father for his son, Suchinder, and daughter, Sindhuja – essentially a great family man.



"It has been a great journey, one that I didn't imagine would last so long, and I am very happy with it," RA exulted at his farewell. He is extremely thankful for the team he had right through his tenure and the exposure he enjoyed. "I learnt something from every boss I had who have also shaped me," he laughed. "I believe that if you get the right exposure and opportunities and have the right aptitude, you can certainly deliver."



Rajeev Jyoti

L&T's Railway Man!

Rajeev Jyoti was already a man of tall stature in the railways sector when he joined L&T as Chief Executive of the Railways business in 2011, having kept company with such redoubtable corporates like BHEL, Voltas, Alstom, ABB, and Bombardier Transportation India Ltd., his last station before L&T as President & Managing Director. Now, as he calls time on his illustrious 48-year career on 31 March 2025, at L&T he leaves behind a business that has certainly come of age, transitioning from a mid-tier EPC player into a formidable Large-Scale Systems Integrator and presently sitting pretty on its largest profitable order backlog.



LAYING NEW TRACKS OF CHANGE FOR ACCELERATED GROWTH

An alumnus of IIT Delhi and IIM Ahmedabad, Rajeev's first task was to consolidate all the various Railway business units within L&T into one to present a strong, unified front to the Client and therefore be better positioned to tap the huge opportunities on offer. While his constant emphasis on mechanization, value engineering, and operational excellence significantly reduced project cycle times, his remarkable ability to simplify complex issues enabled the business to navigate through numerous challenges.

Having already played a pivotal role in shaping public policy in collaboration with the Government of India in his position as Chairman of the Rail Transportation and Equipment Division of CII for the period 2006–11, prior to joining L&T, particularly in the domains of metro and mainline railways, to facilitate large-scale infrastructure projects critical to India's



R K Jain, MD of DFCCI, felicitating Rajeev on the occasion of commemorating L&T'S contribution to the success of DFC projects



A thoroughbred electrical engineer. Rajeev really thought through how to develop the Railway business with a lot of depth and seriousness backed with lots of relevant data. His leadership and vision drove the adoption of niche technologies for rail projects, which enhanced our capabilities. A phenomenal person, highly pedigreed, with a fantastic network. We developed a bond which is for life. Learnt a lot from his methodology and depth of subject knowledge.

S N Subrahmanyan
Chairman & Managing Director, L&T



industrial development, he was only too aware of the reluctance of the Indian Railways to award large mandates, which was inimical to his growth strategy. He, therefore, set out to rewrite the rulebook. Working closely with the client, he slowly sold his thinking of how it would be more advantageous for them to award larger packages, bigger mandates. It took time, patience, and resilience, but Rajeev was prepared for the long haul and finally cracked the code by bagging the first mega DFCC order.

Some of his noteworthy wins include the execution of mega Design & Build railway infrastructure projects along both the Western and Eastern Dedicated Freight Corridors funded by JICA, the World Bank, and Indian Railways that cover diverse areas such as civil & track work, electrification, systems integration, and large-scale integrated projects.

Having broken through, Rajeev then set about gearing the internal systems to deliver this huge mandate. It was a size and scale that was alien to the team, which called for a fresh mindset, new skills, fresh talent, and lots of sacrifice and hard work.



BUILDING BRIDGES

Building bridges came naturally to Rajeev, be it with clients, consultants, partners, suppliers, or international agencies like JICA, with whom he has built great rapport. He possessed that unique ability to quickly align people towards a common objective to streamline and fast-track projects.

Soon, India was not enough for Rajeev, and he ventured overseas. He first looked west and built the Track System for Riyadh Metro Line 1 & 2. Then he leveraged the assimilated capabilities in the Metro domain to build an Integrated Light Rail Transit System in the island nation of Mauritius that has



Rajeev greeting HE Takeshi Yagi, Japanese Ambassador to India at the WDFC CTP 1-2 contract signing



S V Desai
Whole-Time Director &
Senior Executive
Vice President
(Civil Infrastructure)

Rajeev has made exceptional contributions over the years. His leadership and expertise have been crucial in expanding our Railway Business. The impact of his work is reflected in the growth and success we've achieved so far, and his legacy will remain a cornerstone of our achievements.



Shrinath Rao
Senior Vice President &
Head – Special Assignments

A very caring person, I was struck by his systematic and structured approach to planning and work. I admire his interactive and participative skills. Whether in a forum, meeting, or one-on-one interaction, he demonstrates an astute business strategy, evident in the growth of RBG over the years.



S Ramkumar
Executive Vice President &
Head – Railways SBG

With a great vision for the Railway business, he first consolidated our EPC prowess before converting it into a large-scale systems integrator. His formula to maintain working capital was by going for funded jobs and leveraging his phenomenal relationship with JICA, the World Bank, and others. He constantly focused on quality, safety, and mechanization. Always called a spade a spade, with an eye for merit. Though he looks tough, he is extremely soft and affectionate. Truly, a people's leader.

revolutionized the way Mauritians commute. It was one of L&T's fastest-delivered projects and one of the largest GoI-funded infrastructure projects thus far. He then turned east and built the Systems Works for Dhaka Metro, the first in Bangladesh, that has transformed the way the citizens of the capital city commute. Going further east, the Railway team is already constructing the Systems Works for Jakarta Metro in Indonesia.

His innovative approach led to the SBG becoming one of the first EPC players in India to build capabilities in niche technologies in the Systems domain, including bolstering AC/DC Traction Works, CBTC Signalling, and multiple types of Ballastless Trackworks for Metro, LRT, and Semi-High-Speed Rail (RRTS). On the High-Speed front, Rajeev paved the path for the SBG in securing Shinkansen Trackworks and OHE System for the entire route of 508 km for the Mumbai–Ahmedabad High-Speed Rail (MAHSR) Project. The SBG's comprehensive system integration capabilities have significantly enhanced L&T's global visibility and solidified its position as a key player in the international arena that delivers on commitments.

All praise for the L&T culture, Rajeev says that when he joined, one aspect that helped him was that the easy accessibility of the top management that allowed for quick decision-making, some of them high-risk ones. "It also helped us evolve an open culture within the Railways business that was open, transparent, and merit-based," he flags off.



Rajeev with (from left to right) HE Hiroyasu Izumi, Ambassador of Japan to Bangladesh; Sunil Khattar; S N Subrahmanyan; and Takatoshi Nishikata, Chief Representative of JICA, Bangladesh, at the Dhaka Metro contract signing ceremony



Sunil Khattar
Vice President & Head –
Metro BU, Railways SBG

Rajeev stands for excellence, commitment to quality, flawless execution, and a deeply rooted strategic mindset. A highly respected industry leader, he is much sought after by politicians, policymakers, industry forums, and peers. We have created the Dhaka Metro as a world-class masterpiece. RJ has transformed many careers and will always be remembered as a towering leader who set high benchmarks that are difficult to surpass.



HOME IS WHERE THE HEART IS





Shelly, an artist of repute, has been Rajeev's life partner for the past 45 years, and their family is complete with their two children, son, Pranav, and daughter, Priyum.





THE ESSENTIAL PEOPLE'S MAN

Rajeev always leads from the front, inspiring his team, empowering them with trust, responsibility, and the freedom to take ownership. He promotes a culture of continuous learning, encouraging his team to push boundaries and think beyond conventional solutions.



His team swears by him, respecting his ability to balance work with meaningful conversations, while his sharp sense of humour makes him an engaging personality both in and out of the office.

Even as he bids adieu to L&T, Rajeev has more destinations to reach, more miles to go, and we wish him the very best as he continues to speed along life's fast track.

K Jagannathan

L&T's Legal Doyen



"A simple man" is how G Amba Prasad, Vice President & Head – Legal Services, L&T Construction, describes K Jagannathan (KJN), having enjoyed the privilege of working with him for over three decades. Perhaps it is this inherent simplicity that helped KJN resolve all those complex issues right through the 44 exciting years he spent with L&T. On 31 March 2025, L&T's Legal Doyen called it a day, and L&T Construction's legal practice will certainly feel his absence.

"My joining L&T was an accident," laughs KJN, having joined ECC's Personnel & Organization Development (P&OD) Department in 1982. Eight years later, KJN found his true calling with the Legal Service, where he first handled exclusive portfolios such as Central Excise and Customs, Property Development Division, and large-scale property acquisitions. He played a pivotal role in finalizing documentation and managing various litigations during this period too. Since then, there was no looking back, and over the years, KJN has made vital contributions to the successful conclusion of numerous EPC contracts like that of BIAL, MIAL, and DIAL. "Visiting project sites is what helped me handle arbitrations," he points out astutely.

Instrumental in structuring joint ventures (JVs), consortiums, & shareholders' agreements and forming SPVs with various clients in India and the Middle East, his expertise also extended to documentation for the Developmental Projects Division under BOT/BOOT models and various subsidiary companies.





A FLYING LEGAL EAGLE

With his deep understanding of the legal domain, KJN guided numerous commercial and contractual negotiations involving national and international clients, in the process developing a wide network comprising leading senior advocates, techno-legal professionals, and members of the judicial/legal fraternity including bureaucrats both in India and abroad. Additionally, he handled a broad range of high-profile arbitrations and litigations both in India and overseas, such as in Turkey and in Zernograd.





A great individual. Highly networked. Always working for solutions. KJN is ever soft-spoken yet firm in conviction; simple in conduct yet profound in wisdom. His tremendous contribution as the head of our legal function has been foundational to the growth of our organization. He has always been supportive in his role as an Advisor, and we have continually benefited from his expert advice.

S N Subrahmanyan
Chairman & Managing Director, L&T

As the Head of Legal for L&T Construction, he handled various sensitive and high-stakes legal matters for our group and subsidiary companies, including:

- L&T Shipbuilding transaction at Kattupalli
- Dhamra Port issues of International Seaports
- Due diligence transactions for LTIMindtree
- Various strategic approvals related to BTA transactions for L&T McNeil, L&T Valves, and L&T Coimbatore facilities



R Shankar Raman
President,
Whole-Time Director, &
Chief Financial Officer

KJN's understanding of law and its commercial applications have been outstanding features of his time with the Company. Ever accessible and supportive, KJN's calm approach and connect with the legal world helped us resolve many a tricky issue.



M V Satish
Executive Committee Member & Advisor to CMD

I worked with KJN on many legal issues that were very interesting. It was an experience to see how he solved those cases. He was one of the pillars of Legal & Contracts at L&T Construction and will be remembered for his astuteness and calm. He also worked with my wife, Vasanti, for Prayas Trust and she too was so impressed by his work.

A STILL VOICE OF WISDOM

As a key member of the leadership team, he provided valuable advice on a wide range of critical issues, particularly during the unprecedented challenges posed by the pandemic.

Navigating a complex environment with integrity and foresight, KJN brought his expertise and leadership to play to address various legal challenges and uphold L&T's corporate values. A part of internal steering committees, KJN provided valuable advice on various matters related to the company's CSTI institutes across India and the Prayas Trust since its inception. An active member of various professional bodies, including Chambers of Commerce and CII, KJN's valuable insights are constantly sought on the need for amendments to arbitration laws, drawn from his corporate experience.









Amba Prasad
Vice President & Head – Legal Services

KJN is a simple man, and his simplicity is manifest in the fact that he never lost his temper nor his ideologies. He always approached every issue from the perspective of solving it and was able to break down every problem in such a manner that even the person who brought the problem would return with a solution in his mind. Complex issues brought to him were never made complex to others. KJN stands for Knowledge, Job/Joy, and Network.



KJN'S PILLARS OF STRENGTH AT HOME

Certainly, his family – wife, Malathi, and two sons, Sri Krishna and Srikkanth – has been the rock on which he has built his successful career.









LEADING FROM THE FRONT

He nurtured talent, building in-house expertise and promoting excellence both within and outside the organization. He has been the force behind numerous training programmes on contract management and dispute resolution for non-legal staff members.

Externally, KJN has delivered guest lectures, sharing his expertise at prestigious institutes like IIT and IIM, as well as with professional bodies such as the Institute of Technical Arbitrators.

A dedicated mentor, committed to fostering and developing legal professionals within L&T, KJN's guidance and leadership have left an enduring impact on the emerging generation of legal experts in the Company.

The court is only adjourned, KJN!



K Nagarajan

L&T's 'go-to' numbers man

The aggression in K Nagarajan's (KNR's) piercing look, his booming voice, and stern demeanour is almost palpable, but those who have interacted with him during his 38 years with L&T will swear by his professionalism, no-nonsense attitude, and boldness. "Whenever he talks, it is almost as if he is ready to pick up a fight," laughs Karthikeyan T V, who has worked with KNR for several years, "but essentially he is a soft man." A great colleague, and a staunch L&T-ite, KNR drove the financial function in L&T Construction in many roles. Certainly, L&T runs through his veins.



A gem of a person, he has never misused his freedom or the trust reposed in him and has played a vital role in bringing L&T Construction to the levels it has reached. A highly trusted and true friend. Always up to it. A great quality. His contributions heading our various F&A functions have been foundational to the growth and resilience of our organization. Deeply appreciate his support as an advisor where we have continually benefited from his wise and measured advice.

S N Subrahmanyan
Chairman & Managing Director, L&T

"SUCCESS IS NEVER AN ACCIDENT"

A Science graduate from Madras University and an Associate Member of the Institute of Cost & Management Accountants of India, KNR started his career with L&T in 1986, as Assistant Accountant at ECC's Regional Office, Calcutta, and soon thereafter took over as Head – Site Accounts & Administration of the Damanjodi Project.

"Success is never an accident. You must work hard for it," he always declared, and his growth trajectory at L&T certainly reveals that he worked hard. The period of 1995–2006 saw KNR take rapid strides in his career, moving from Regional Accounts Manager for the Bangalore, Hyderabad, and Chennai Regions to Deputy General Manager (Commercial & MIS) for domestic operations at HQ and thence to Head – Finance, Commercial, & MIS of the Industrial Projects & Utilities Sector.

His lodestar was always performance, seen through his 'financial' lens. "To be technologically innovative or knowledgeable is not enough," he asserted. "Our performance is what we need to present to the outside world, and one vital parameter of performance is our financial numbers."





R Shankar Raman
President,
Whole-Time Director, &
Chief Financial Officer

I am sure KNR's heart is filled with pride and satisfaction of doing his best for the Company under all situations. His focus on cashflows and working capital are quite legendary and copy worthy. His commercial insights and administrative capabilities have been invaluable for the Company. We could depend on him time and again to get things done, and not many can claim credit to such perseverance and consistency.





A lot of KNR's success can be attributed to his keen understanding of the business from an F&A perspective, as R Shankar Raman, President, Whole-Time Director, & Chief Financial Officer, L&T, points out. "He understood problems very quickly and was always willing to own them to work out solutions and hence became the 'go-to' man," he says, describing KNR as "warm-hearted, purposeful, in your face, always saying what he means, highly principled and with great integrity. A typical L&T-ite!"

KNR agrees that it was his ability to understand problems that helped him solve them, thanks also to his wide network. "I have made the entire F&A department of L&T Construction pro-business," he says with josh.

RAPID GROWTH

In 2008, he returned to his roots, as it were, taking over as Head of Finance, Accounts, & Administration of MMH&W OC, and three years later was made Head of Finance, Accounts, & Administration of Infrastructure IC. In 2013, KNR became Vice President – Finance & Accounts, Divisional Corporate, to focus on internal control processes across ICs. Following a short stint as B&F's Head – Finance, Accounts, & Administration, he became Executive Vice President, with additional responsibilities to head the administration function of L&T Construction, including that of the HQ campus in 2018.

A couple of years later, he took on the mantle of Advisor, L&T Construction, to provide strategic input in the areas of Finance, Administration, & Industrial Relations and as a member of the Divisional Council of L&T Construction, he provided strategic input and support to IC Heads to achieve their targets.



He comes across as a very aggressive person, but I have found him soft-natured, kind-hearted. He has a rustic charm and an inimitable style. He has grown because of his hard work, total commitment, sincerity, and loyalty towards the organization. The way he deals with people and sorts out matters, even difficult ones, is something that I have learnt a lot. KNR has his own brand, cultivated very carefully, and there are many who admire him for that. He is certainly a role model.

Karthikeyan T V
Executive Vice President –
Digital Finance (Infrastructure Segment)





B Ramakrishnan
Executive Vice President –
Finance & Accounts,
L&T Construction (Retd.)

He is a special person in the F&A department with a lot of practical capabilities; of course, he masters the theory first before applying it in the dynamic situation of project execution. He has the knack of quickly finding out if something is going wrong at a project site and points it out to the management at the right time for corrective action to be taken. He never hesitates to call a spade a spade.



After losing his wife, Ms. Jayalakshmi, in 2012, KNR has been the perfect father to his two sons, Ashwin and Abhishek.





C Niranjana
Executive Vice President &
Head – Finance & Accounts,
Divisional Corporate

Truly an inspiring and impactful leader who always placed immense emphasis on cash and working capital. His courage, conviction in making tough decisions, handling challenging situations, business-centric approach, and maintaining excellent relationships with all stakeholders are some of his unique attributes. He instantly connects with everyone he meets; that, coupled with his sense of humour, made him an endearing person.

SUCCESS ATTRACTS MORE RESPONSIBILITIES

His efficient handling of his various portfolios not only won him accolades and recognition but additional responsibilities as well, and as OC/ICs F&A Head, KNR held the pivotal responsibility of the Secretary of IC Boards and conducted several board meetings. He was on the Boards of L&T Hi-Tech Rock Products & Aggregates Ltd and L&T Electricals & Automation Ltd., a Designated Partner in L&T GeoStructure LLP, and a member of various project steering committees, task forces, and high-power committees.

His contribution to two mega overseas metro projects – the Riyadh Metro and Qatar Metro – was noteworthy, providing exceptional leadership in working capital management, office & site administration, and industrial relations.

Handling numbers is not everyone's cup of tea, but KNR is the consummate numbers man, always on top of things with a clear sense of what works for both the Company and the individual. Just as he deftly figured out things at L&T, we are sure he will do so in life's journey ahead as he bids adieu to a Company that has been his life for nearly four decades.





C Sankaralingam

A bridge-builder, par excellence



Interestingly, apart from excellence in construction, several iconic L&T-built infrastructure projects like the Bahá'í Temple, the Panval Nadi Viaduct, the Kattupalli Breakwater, and the Hyderabad Metro share one more thing in common: the involvement of C Sankaralingam. CSL hung up his construction boots on 31 March 2025, after a rousing innings of 44 years, leaving behind a legacy of the many bridges he has built, both literally and figuratively.



A CAREER LAUNCHED …

1980. Even as the nation proudly launched the SLV-3 rocket into space, CSL's career was launched at L&T, joining Chennai's Design Office, armed with a post-graduate degree in structural engineering. Initially, he designed various cement plant structures before getting his first big break at the iconic Bahá'í Temple project. "The initial phase of my wonderful journey with L&T was all about learning about new construction methods & MIS and then applying the same at various project sites," he fondly recalls. "At Bahá'í, I also had the opportunity to rub shoulders with some stalwarts."

From the Bahá'í Temple, CSL leapt to Malaysia, as Resident Engineer, to lead the challenging Kinabatangan and Segama Bridge projects, both first-of-their-kind jobs to be executed by ECC that involved steel bridges, offshore transport, and precise handling of heavy structures.



OVERCOMING SOME TALL CHALLENGES



Following a short stint in the USSR Cell at HQ, as Project In-charge, CSL led the construction of the landmark Panval Nadi Viaduct project for the Konkan Railway. The 420 m long & 64 m high viaduct, one of Asia's tallest, posed some tall challenges, but CSL was up to them and, along with his team, introduced the 'push-launch' method of bridge construction, deployed for the first time in India. An engineering marvel, the viaduct was recognized by the Government of India with a commemorative postage stamp.

Back at HQ as Head – Contracts for Bridges & Roads from 1995, CSL was involved in securing and executing several prestigious projects like the 2nd Nizamuddin Bridge, the Sirsi Circle & AJC Bose Flyovers, the Narmada, Gowthami, & Vasista Bridges, and the Panipat Elevated Corridor.





Overseas, he handled the construction of the Wadi Abdoun Bridge in Jordan and the Palm Jumeriah Bridge in Dubai.

Constructing the country's first extra-dosed cable-stay bridge, the 2nd Vivekananda Bridge, is yet another feather is his cap.

As Head – Bridges, Metros, and Ports Business Unit, he led the execution of major projects, including the Elevated Access Road from the Western Express Highway to Chhatrapati Shivaji International Airport, DMRC Phases I & II, CMRL Phase-I, Kattupalli Port & Breakwater, and Dhamra Port.

CSL was a problem-solver par excellence, according to A L Sekar, Advisor to CMD, HCI Business, who cites two instances where CSL's deep technical knowledge and calmness came to the fore. The first was at the Panval Nadi Viaduct project when the launching system failed and the other at the Sirsi Circle Flyover project when the lifting system stuck. "Today, terms like segmental construction, incremental launching, launching girders, and cable-stay bridges are a part of daily parlance, but CSL is part of the team that introduced them," he adds, showering praises.



CSL's subject matter knowledge in the infrastructure space is next to none. His expertise in precast technology and bridge-building methods is a benchmark. A remarkable engineer. His contributions to the construction of multiple key bridges are so important that it is impossible to not think of him when we talk about bridges. Also, the work he did for Hyderabad Metro has supported our organization's growth and resilience.

S N Subrahmanyan
Chairman & Managing Director, L&T



S V Desai
Whole-Time Director & Senior Executive Vice President (Civil Infrastructure)

We extend immense gratitude for CSL's phenomenal 44-year contribution! We still remember the Sirsi Circle Flyover. It stands as a testament to his expertise. His strong points and strengths in design, construction methodology, and construction itself are unprecedented. CSL has an innate sense of what's happening; he reads, he visualizes – it's truly amazing.



A L Sekar
Advisor to CMD,
HCI Business

I would like to describe CSL with the help of his acronym: CSL. C stands for Cool as a cucumber – never flustered, agitated, or panicky, approaching every problem with calmness and a smiling face. S stands for CSL's Skill – his deep technical knowledge and expertise in planning, costing, and execution. Bridge projects by their very nature are extremely complex & difficult, and the complexity & difficulty increase with the deployment of new technologies, but CSL managed them all. L stands for Leadership – for he built a team that could not only learn, understand, and deploy these new technologies and construction methods but sustain them as well.

FROM THE MONORAIL TO A METRO TO GIGA-SIZED PROJECTS

Mumbai's Monorail was CSL's next celebrated project, another India's first, that saw many new benchmarks being set. Next, CSL moved to the City of Pearls and Nawabs, Hyderabad, as Task Force Leader of the Hyderabad Metro Project – the world's largest in the PPP mode, which has transformed how a city commutes.

As Advisor, CSL's unwavering dedication, technical excellence, and commitment were instrumental in reviewing and successfully completing various projects under the Transportation Infrastructure business. As a Management Committee Member in the specially formed two-tier management structure for giga-scale projects, his insights for the NEOM Grid & Power Elements Package and the DEWA VI Solar PV Project for Renewables/PT&D ICs have been invaluable.

CSL has played stellar roles as the Steering Committee Chairman of various Roads & Bridges projects, Chairman of the Supervisory Board of L&T and SUCG (China) JV for Delhi, Chennai, and Mumbai Metro Rail, Member of fib Commission, as Committee Member of IRC for Extradosed Cable Stayed Bridge, and as Member of the Institution of Civil Engineers, UK, as Chartered Engineer.



G Vinod
Executive Vice President &
Task Force Leader – MAHSR Project

During my early days, CSL was more than just a boss. He was a mentor and guide, especially in the technical aspects of construction. His vast experience was invaluable, always available day and night to offer advice and support. I vividly remember our countless late-night calls. His meticulous follow-ups ensured the success of our projects. CSL is a true workaholic, constantly adopting the latest technologies.









BUILDING HIS FAMILY BRIDGES

When not designing and building bridges, CSL is busy building his family bonds, made strong over decades. ALS describes CSL's wife and anchor, Umarani, using CSL's acronym: "C stands for Confidence, S for Supportive, and L for Large-hearted." Their family is complete with their two daughters, Akila and Anu.







"My journey with L&T has completed a full circle," he remarks in conclusion, "starting with learning, followed by a long period of achievements, to culminate in mentoring."

Blessed with a keen sense of design, technical acumen, fine project management skills, and the ability to think innovatively, CSL leaves behind a rich body of work … all of them projects for the ages.



K Rajaram

The technocrat who transformed into a business head



"I joined L&T by choice," smiled K Rajaram, during his farewell event, describing his association as a wonderful journey of over 4 decades that saw him exposed to almost every facet of electrical engineering and transformed him from a pure design engineer into a business head. "He was running the biggest and the most profitable BU within PT&D," praised SNS, sharing perhaps the most defining aspect of Rajaram's exciting career, "and PT&D has to thank him for what they have now achieved."

HIS FIRST STEPS IN A TRANSFORMATIVE JOURNEY

A GET of the 1982 batch, Rajaram initially worked in the Testing & Commissioning space with a special focus on protection, control, and automation. With increasing experience and exposure, he played pivotal roles in various significant projects including Vizag & Damanjodi Refineries, Vizag Steel Plant, Uzbek Hotel projects, and Ras al Khaima Substation, among others.





When he joined EDRC in 1995, Rajaram took to design like a fish to water and soon rose to the position of Head – EDRC for the then Electrical Division of L&T Construction and spearheaded the development of comprehensive engineering capabilities, transforming the division from a mere detailing outfit for internal projects to a turnkey Design & Build entity.

His initiatives ranged from handling projects, at 110/220 kV levels to turnkey 765 kV projects, from conventional AIS to GIS setups, and from plant & building electrification to turnkey power plant EBOP setups. "Normally, Break Through Projects (BTPs) last for around 6–7 months, but mine lasted for two and a half years," he laughs, "for I was involved in the design, engineering, procurement, execution, and testing from 400 kV right up to 765 kV."





During his career, Rajaram significantly contributed to our success as a Large-Scale Systems Integrator, particularly in railways and urban transit. He is a true electrical engineer and a very knowledgeable man. His vision and leadership drove the adoption of several niche technologies for rail projects in India. Beyond his professional achievements, his personal qualities like forward thinking, relationship building, and such have left a lasting impact on everyone.

S N Subrahmanyan
Chairman & Managing Director, L&T

BUILDING THE FOUNDATIONS OF A PROFITABLE PT&D BUSINESS

Career growth came hand in hand with larger responsibilities in the form of business and operational roles, leading projects across South & East zones, strengthening L&T's external portfolio and driving significant growth as BU Head by boosting revenues and profitability. Later, in 2006, as Head of Contracts & Business Development, he shifted from predominantly in-house projects to a more diversified portfolio with 70% external direct jobs.
Taking the helm as Business Unit (BU) Head in a critical period, he brought about a remarkable transformation, with consecutive years of robust operational income growth and profitability. His strategic initiatives included venturing into the ASEAN market and establishing the Utility Power Distribution (UPD) business, which not only enhanced market positioning but also bolstered internal profitability, making it the largest and most profitable BU within L&T.



T Madhava Das
Whole-Time Director &
Senior Executive
Vice President (Utilities)

Rajaram was one of the pivotal architects of Power T&D in its foundational years. He evolved from a seasoned technocrat to a visionary business leader, catalysing PT&D's growth. Focusing on direct customer orders, he strategically guided the development of the substation and cabling businesses and led initiatives into the Far East. His contributions to electrical, instrumentation, and communication across verticals are remarkable.





S V Desai
Whole-Time Director &
Senior Executive
Vice President
(Civil Infrastructure)

Throughout his tenure, Rajaram earned the respect and admiration of his colleagues; his calm and composed nature coupled with his thoughtfulness and purposefulness made him a dependable and respected figure within the organization. His depth of knowledge and steady presence were invaluable, and his advice was always trusted and appreciated.



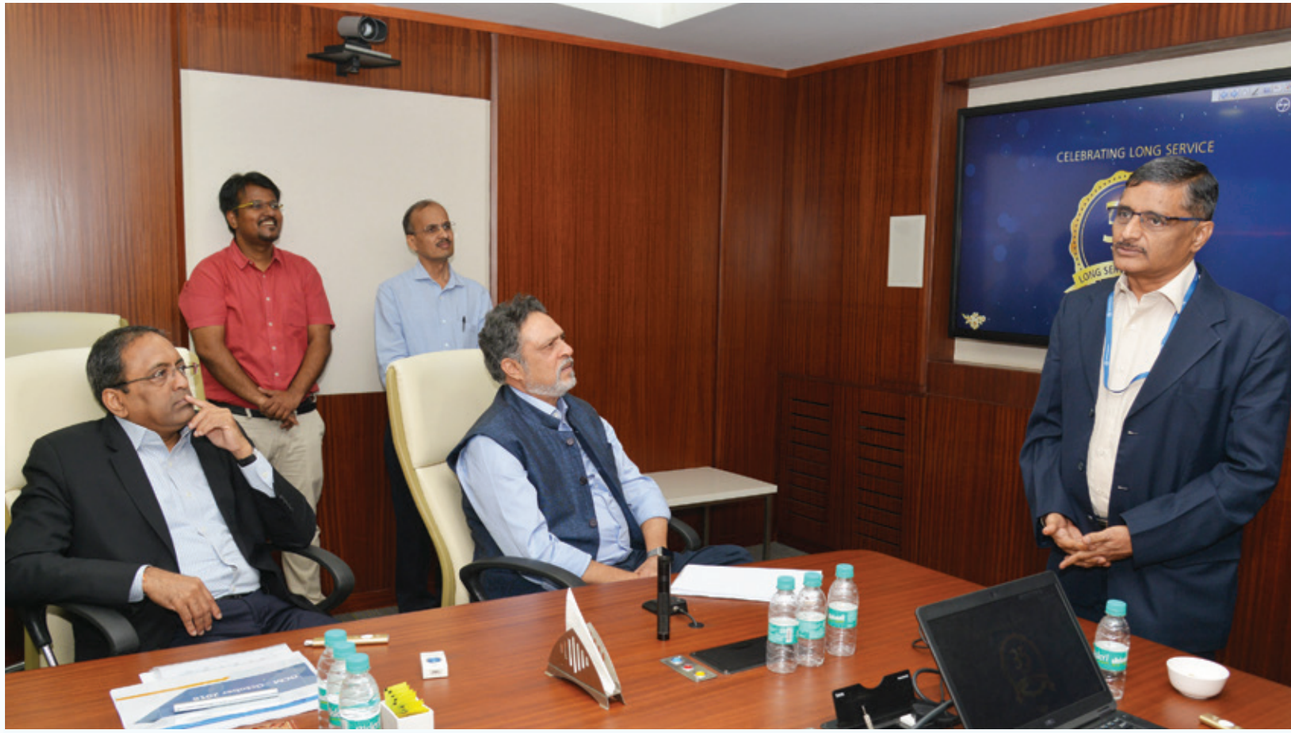


R Srinivasan
Executive Vice President &
Head – Smart World & Communication

Starting as a testing & commissioning engineer, Rajaram emerged to be one of the best T&C engineers in Electrical and could commission any complicated system even without full-blown drawings. His contribution in APDRP and OFC projects was amazing and extremely profitable. At SWC, he moved in with a lot of controls and processes, facilitating the laterals to adapt quickly to L&T's systems and culture. He can be proud of his many achievements.

GOING SMART

As COO in the Smart World & Communication (SWC) Business Division that he joined in 2017, Rajaram assembled a formidable execution team to implement robust O&M setups meeting stringent SLA requirements, and in the process successfully completed numerous projects, including the Raipur Smart City, Prayagraj, Vizag, and Pimpri. His claim to fame at SWC is certainly the successful establishment and management of smart solutions at the Kumbh Mela in Prayagraj in 2020.





AN EVER SUPPORTIVE FAMILY

Rajaram's strong family bonds have been the foundation on which his continued success has been built, with his wife, Vaidehi, and their two daughters, Varsha and Maanasa.











In December 2020, he moved to HCI IC as Head of E&M systems, supporting operations, commissioning composite projects, and leading the bidding for standalone E&M projects in the infrastructure sector and was instrumental in securing the state-of-the-art Intelligent Traffic Management System package for the prestigious Mumbai Coastal Road Project.

As Rajaram calls time on his career with L&T, he will be remembered for his passion for technology, innovation, and excellence. "A brilliant guy, very detailed, knowledgeable, a true design engineer converted into a businessperson, honest and simple," is how SNS summed up Rajaram.





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