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Cover Story

WHERE LEADERSHIP MEETS MEANINGFUL GROWTH



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India is undergoing a transformative phase of infrastructure and industrial growth. How do you see the role of leadership evolving in driving this next chapter of development?

For India, the next chapter of development will be shaped by infrastructure-led urbanization, where expanding metro networks, highways, airports, and industrial corridors will stimulate economic activity, create employment, and unlock new growth centers. In this evolving landscape, leadership must extend beyond achieving business outcomes. It requires the ability to anticipate how cities will grow, make responsible long-term investments, and create communities that are sustainable, well-connected, and future-ready. The leaders who will define India's next decade will be those who combine vision with disciplined execution, embrace innovation and technology, and create lasting value for all stakeholders.

"Strong leadership is measured not only by business performance but by the lasting impact it creates on people, communities and industries. Murali Malayappan, Chairman & Managing Director, Shriram Properties Ltd., reflects on the principles that have guided the company's growth, highlighting how disciplined execution, technological advancement, sustainable development and customer-centricity continue to strengthen its contribution to India's infrastructure and housing ecosystem."



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Behind every successful organization is a clear vision and strong execution. What leadership principles have been most instrumental in shaping your journey and your company's growth?

At Shriram Properties, we have always believed that vision creates direction, but disciplined execution creates outcomes. Our journey has been guided by three enduring principles: customer trust, operational excellence, and financial discipline. We have focused on building quality homes that address the needs of India's growing mid-market segment while ensuring timely delivery and transparent business practices. By empowering our teams to take ownership, make informed decisions, and continuously innovate we drive long-term value for stakeholders.

In an increasingly competitive and rapidly changing business environment, how do you balance long-term strategic goals with short-term market realities?

A clear long-term vision provides stability, while operational agility helps navigate changing market conditions. We constantly monitor customer demand, regulatory developments, financing trends, and economic indicators to remain responsive without losing sight of our strategic priorities. Our focus remains on maintaining a healthy project pipeline, prudent capital allocation, and disciplined execution. By balancing short-term responsiveness with long-term planning, we have been able to deliver consistent performance while strengthening our market position across key cities.

Technology, digitalisation, and AI are reshaping industries worldwide. How are these advancements influencing decision-making and operational excellence within your organization?

Technology is a key driver of operational excellence at Shriram Properties Ltd. By leveraging digital platforms, automation, analytics, and AI we enhance decision making, efficiency, and customer experience across the real estate value chain. Our expanded Robotic Process Automation (RPA) initiatives streamline finance, customer document management, vendor processes, and HR operations. Moving forward, we are integrating AI-powered capabilities such as intelligent document processing and advanced analytics to further strengthen business insights and operational efficiency.

Talent remains one of the biggest differentiators for business success. How are you building future-ready teams and nurturing the next generation of industry leaders?

At Shriram Properties Ltd, our focus is on building a future-ready workforce with strong digital capabilities, customer-centricity, leadership, and agility to thrive in a rapidly evolving business environment. We identify high-potential talent early and provide cross-functional exposure, mentorship, and opportunities to take on larger responsibilities, creating a strong pipeline of future leaders who can drive business performance while strengthening our culture and values. Ultimately, investing in talent is not just

an HR priority. It is a strategic business imperative. By creating an environment where people can continuously grow, lead with purpose, and realize their full potential, we are building an organization that is well-equipped for the future.

Sustainability has moved from being a corporate responsibility to a business imperative. How is your organization embedding sustainable practices into its growth strategy?

At Shriram Properties, sustainability is embedded across every stage of the project lifecycle. We integrate energy-efficient systems, water conservation, rainwater harvesting, recycled water usage, responsible sourcing, and scientific waste management into our developments. Our commitment is reinforced by globally recognised standards such as EDGE and IGBC, with multiple projects, including Shriram Park 63 in Chennai and Shriram Solitaire and 107 South East in Bengaluru, achieving EDGE certification. Through these efforts, we remain focused on creating sustainable, resilient communities that deliver lasting value and endure for generations.

Every leader faces challenges that test resilience and adaptability. What have been some of the most valuable leadership lessons you have learned throughout your career?

One of the biggest lessons I've learned is that resilience comes from clarity of purpose. Markets fluctuate, business cycles evolve, and unexpected challenges emerge, but organizations that remain disciplined and values-driven are better positioned to navigate uncertainty. Another important lesson is the importance of listening. Leadership is not about having all the answers but about creating an environment where the best ideas emerge from the team. Finally, trust takes years to build and moments to lose, making integrity and consistency essential in every decision.

Looking ahead, what opportunities do you believe will define the future of India's construction, infrastructure, and industrial sectors over the next decade?

India's next decade will be defined by infrastructure-led urbanisation, technological innovation, and sustainable development. Continued investments in connectivity and smart infrastructure will unlock new growth centres, reshape urban landscapes, and create significant opportunities for real estate. However, amidst these shifts, the defining competitive advantage will remain execution excellence, delivering quality developments on time, within budget, and with uncompromising governance and customer focus. At Shriram Properties, we see this transformation as an opportunity to build not just homes, but resilient, future-ready communities that contribute to India's urban and economic growth.

As India aspires to become a global economic powerhouse, what role do industry leaders need to play in strengthening the country's competitiveness on the world stage?

As India's aspires to become a global economic powerhouse, industry leaders will have a responsibility to invest responsibly, embrace innovation, uphold the highest standards of governance and create businesses that inspire confidence among customers, investors and global partners. Supporting India's urban transformation is equally vital as well-planned infrastructure and quality housing boost productivity, attract investment, and improve quality of life. Our role is not only to drive economic growth, but to help shape globally competitive cities that define India's future.

What message would you like to share with young professionals and aspiring entrepreneurs who aim to make a meaningful impact in their respective industries?

Success is rarely the result of a single breakthrough, it is built through consistency, integrity, continuous learning, and perseverance. Stay curious, embrace change, and never stop investing in your own capabilities. Focus on solving real problems, creating genuine value for customers, and building trust in every interaction. Those who combine competence with character will be the ones who shape the future.

