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LORD'S MARK INDUSTRIES LTD.

THE ARCHITECT BEHIND PURPOSE-DRIVEN INDUSTRIAL TRANSFORMATION

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M has always been more than machines, factories, and production lines. It is the invisible force that powers economies, builds nations, and shapes the rhythm of modern society. Yet the industry standing today is vastly different from the one that defined previous decades. Manufacturing is no longer driven solely by output; it is increasingly defined by innovation, intelligent technology, sustainability, and visionary leadership. The leaders shaping this new industrial era are not merely creating businesses — they are building ecosystems capable of transforming industries and responding to the evolving needs of society. Among India's new-generation industrial leaders, Dr. Sachidanand Upadhyay, Managing Director of Lord's Mark Industries, represents this transformative mindset. Nearly three decades ago, Lord's Mark Industries began with a vision rooted in nation-building and long-term value creation. What started as a company with traditional manufacturing foundations gradually evolved into a diversified enterprise operating at the intersection of renewable energy, healthcare, diagnostics, automotive solutions, and advanced technology.

I believe innovation should solve real problems & contribute to sustainable progress rather than simply following trends. That philosophy continues to guide our growth and future direction

Dr. Sachidanand Upadhyay is the Managing Director of Lord's Mark Industries Ltd. and a visionary entrepreneur driving innovation across renewable energy, healthcare, diagnostics, and advanced manufacturing. Inspired by Shri Ratan Tata's leadership philosophy, he transformed the company into a diversified, technology-driven enterprise focused on sustainability, innovation, and long-term stakeholder value creation.

What sets Dr. Sachidanand Upadhyay apart is his ability to anticipate industry shifts before they become mainstream. Inspired by Shri Ratan Tata's leadership philosophy, he built Lord's Mark Industries on the principles of responsible growth and social relevance. Before founding the company in 1998, he gained valuable experience at organisations like Ion Exchange, Hindustan Lever, Nutrients Confectionery, and Blue Dart, shaping his understanding of execution and scalability. Under his leadership, Lord's Mark has expanded into renewable energy, AI-enabled healthcare technologies, diagnostics, and future-ready manufacturing systems. Today, the company stands as a reflection of innovation-driven, purpose-led industrial transformation in an evolving global economy.

CEO Insights engaged in a one on one interaction with Dr. Sachidanand Upadhyay, let's hear from him.

Your leadership journey began long before Lord's Mark Industries. Which early professional experiences most influenced the way you lead and make decisions today?

Before founding Lord's Mark Industries, I worked across organisations like Ion Exchange, Hindustan Lever, Nutrients Confectionery, and Blue Dart. Each role exposed me to different business environments, from industrial operations to FMCG and logistics. What stayed with me throughout those years was the understanding that execution is what separates sustainable businesses from the rest. Strategy alone is never enough unless it is backed by speed, discipline, and collaboration.

Those experiences shaped the leadership philosophy I follow even today. At Lord's Mark, we often speak about "Speed of Light Execution," and that mindset comes directly from my corporate learning years. I realised early that leadership is not only about setting direction but also about creating an environment where teams can act decisively and efficiently. My decision-making process has always been guided by one important question — does this create genuine value for every stakeholder connected to the organisation? That principle continues to shape how I approach growth, partnerships, innovation, and long-term business sustainability.

As Lord's Mark Industries evolved over the decades, how did that journey contribute to your own personal and professional transformation?

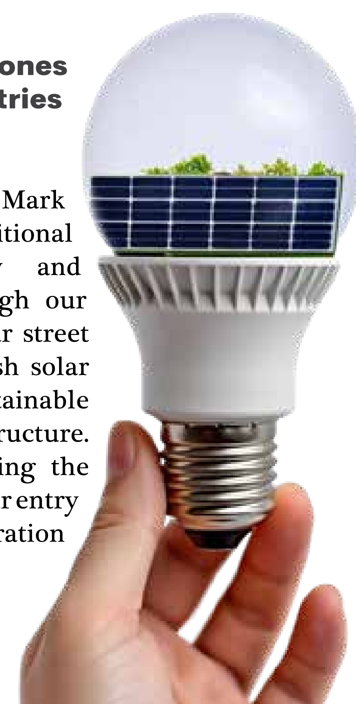
My journey and the company's evolution have always moved together. When I started Lord's Mark Industries in 1998, I was a first-generation entrepreneur focused on building a strong foundation in the paper industry. Over time, changing market expectations and societal demands pushed me to think differently and evolve continuously as a leader.

One of the biggest shifts in my mindset came from recognising the importance of technology much before it became mainstream across industries. I understood that businesses cannot remain static if they want to stay relevant. That belief became even more important during the pandemic years, when the world changed almost overnight. We had to move quickly into diagnostics, healthcare, and MedTech, sectors that were very different from our original business.

What helped me through those transitions was the willingness to adapt while remaining anchored to core values like quality, trust, and long-term value creation. Personally, I have become far more future-focused and resilient over the years. I believe true leadership comes from balancing innovation with responsibility and staying prepared to evolve before change becomes unavoidable.

What were the most defining milestones that transformed Lord's Mark Industries into a diversified technology and healthcare-driven enterprise?

One of the defining milestones for Lord's Mark Industries was our expansion from traditional manufacturing into renewable energy and infrastructure solutions, particularly through our partnership with Philips for RMS-based solar street lighting projects and our Arunachal Pradesh solar project. That established our credibility in sustainable technology and large-scale public infrastructure. The next major transformation came during the pandemic with the launch of LordsMed and our entry into diagnostics and MedTech. our collaboration with IIT Bombay, and our engagement at the World Economic Forum in Davos each of these grew from a foundation of demonstrated credibility. We developed AI-based healthcare solutions, advanced renal care systems under Renalyx, and secured US FDA registrations for over 150 orthopaedic products. Establishing Lords Mark Global LLC in Texas further strengthened our global healthcare presence and future-ready innovation ecosystem.



During the pandemic, Lord's Mark Industries diversified rapidly into healthcare and diagnostics. What leadership mindset helped you navigate that transition confidently?

The pandemic was a period of uncertainty, but for us it also brought strategic clarity. I recognised early that healthcare accessibility, diagnostics, and technology-driven solutions would become long-term necessities rather than temporary demands. Instead of reacting emotionally, I focused on understanding the structural changes happening across society and industry. Fortunately, Lord's Mark had already been building a technology-oriented mindset, so our expansion into MedTech and diagnostics through LordsMed was built on an existing foundation. I believe preparedness and adaptability must work together. Our diversification into healthcare, diagnostics, and EV infrastructure was driven not only by opportunity, but by the responsibility to create meaningful solutions during a time of societal transformation.

Having worked across multiple industries, how do you maintain the balance between innovation, resilience, and long-term value creation?

For me, innovation, resilience, and long-term value creation are deeply interconnected. Innovation without resilience cannot sustain challenges, while resilience without innovation eventually limits growth. Across industries like paper manufacturing, renewable energy, and healthcare, I have learned that sustainable growth always depends on creating meaningful value for stakeholders. At Lord's Mark, every decision is evaluated based on long-term impact, quality, and trust. Whether entering solar infrastructure early or expanding into MedTech during the pandemic, each transition required patience, conviction, and adaptability. I believe innovation should solve real problems and contribute to sustainable progress rather than simply following trends. That philosophy continues to guide our growth and future direction.

As manufacturing increasingly integrates AI, technology, and sustainability, how are you preparing Lord's Mark Industries for the future?

At Lord's Mark Industries, future-readiness is built into our core operating philosophy. We continue to invest in AI-enabled manufacturing systems, research-driven innovation, and advanced quality frameworks to stay adaptable in rapidly evolving markets. As an ISO 13485:2016 certified MedTech organisation with US FDA registrations, we are focused on combining technology, sustainability, and operational excellence across sectors. We have also developed proprietary IoT-based solutions for renewable energy applications while strengthening our diagnostics and healthcare technology portfolio. For me, future-readiness is not about predicting every change; it is about building an agile, innovation-driven organisation that can respond quickly to industry shifts while consistently delivering sustainable stakeholder value.

What advice would you offer aspiring leaders who want to build impactful and enduring careers in today's evolving business landscape?

I believe aspiring leaders must focus on building careers with purpose, not just ambition. Hard work is important, but without clear direction and long-term vision, it rarely creates lasting impact. Young leaders should stay curious, anticipate change, and continuously adapt to evolving industries and technologies. Trust is equally critical — it is built through consistency, quality, and integrity, not through promises alone. I also believe meaningful partnerships and collaborations play a major role in sustainable growth because no long-term success is achieved in isolation. Most importantly, leaders must remain willing to evolve. Throughout my journey, perseverance, sincerity, and disciplined execution have helped me navigate uncertainty and transformation. If you remain committed to your values while continuing to learn and adapt, opportunities naturally follow, and leadership becomes a journey of meaningful impact. CEO