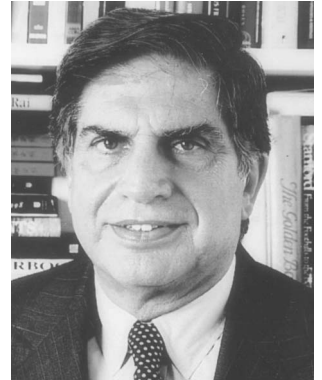


Ratan N. Tata (IN)
Chairman
Tata Sons Limited
Mumbai

Born in 1937. Ratan Tata received a Bachelor in architecture from Cornell University in 1962 and completed the Advanced Management Program at Harvard University in 1975.

Ratan Tata joined the Tata Group in 1962. Before being appointed Director-in-Charge of The National Radio & Electronics Company Limited (NELCO) in 1971, he worked for various Group companies. In 1981, he was named Chairman of Tata Industries Limited. Ratan Tata has been Chairman of Tata Sons Limited since 1991. He furthermore holds the chairmanships of several major Tata companies like Tata Steel and Tata Engineering.



Besides his directorships on the Boards of various Tata companies, Ratan Tata serves as Chairman of two of the largest private sector-promoted philanthropic undertakings in India. He holds memberships of various organisations in India, including the Central Board of the Reserve Bank of India (RBI) and the Prime Minister's Council on Trade and Industry. His foreign affiliations include memberships of the International Advisory Boards of Mitsubishi Corporation, the American International Group, J.P. Morgan Chase, Booz-Allen Hamilton Inc., and the Board of Trustees of the Ford Foundation. In 1999, he was appointed to the International Investment Council set up by the President of the Republic of South Africa. Ratan Tata is also a member of the Asia Pacific Advisory Committee to the Board of Directors of the New York Stock Exchange and a member of the Board of Governors of the East West Center. In 2002, he joined the Advisory Board of RAND's Center for Asia Pacific Policy.

Ratan Tata was honoured by the Government of India with the Padma Bhushan in 2000. He has been awarded an Honorary Doctorate from Ohio State University in 2001.

Theses
**Indian Industry –
Coping with Uncertainty**

The uncertainties which Indian business is facing have enhanced dramatically over the last decade.

To cope with the enhanced uncertainties, the Indian industry is beginning to focus on becoming globally competitive.

India's prominence in software is globally acknowledged; the positive development is the emergence of pockets of global competitiveness in manufacturing: notably in pharmaceuticals and auto components.

Drastic action is required to be taken by Indian industry to reduce costs, develop competitive technologies and promote strong Indian brands if they are to survive.