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|  | EMINENT PERSONALITY |  |
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**Ratan Naval Tata(1937-2024)**



**Ratan Tata** (born December 28, 1937, Bombay [now Mumbai], India—died October 9, 2024, Mumbai) was an [Indian](https://www.britannica.com/place/India) businessman who became chairman (1991–2012 and 2016–17) of the [Tata Group](https://www.britannica.com/money/Tata-Group), a Mumbai-based conglomerate. He was widely admired not only for his stewardship of one of the country’s largest conglomerates but also for his personal ethics and philanthropic activities. Tata was regarded as a visionary leader, and his legacy is one of compassion and innovation that transcends the confines of the corporate realm to impact millions of ordinary lives. In his lifetime he received two of India’s highest civilian honors—the [Padma Vibhushan](https://www.britannica.com/topic/Padma-Awards) (2008) and the Padma Bhushan (2000).

## The first family of India Inc.

Ratan Tata was a member of a prominent family of Indian industrialists and philanthropists (see [Tata family](https://www.britannica.com/money/Tata-family)), credited with pioneering much of the country’s industrial establishments and practices. His great-grandfather [Jamsetji Tata](https://www.britannica.com/money/Jamsetji-Nusserwanji-Tata) founded the Tata Group in 1868—the businesses under this umbrella, including Tata Steel, played a key nation-building role when [India achieved independence](https://www.britannica.com/topic/Indian-Independence-Movement) from British rule in 1947. The Tata Group was later expanded by Ratan Tata’s uncle [J.R.D. Tata](https://www.britannica.com/money/J-R-D-Tata), who founded prominent subsidiaries such as Tata Consultancy Services, Tata Motors, and Tata Salt. Among the pioneering achievements of the Tata Group were the establishment of the iconic Taj Mahal Palace Hotel (1903, Bombay [now Mumbai]), India’s first hotel with electricity, and the founding of Air India (1932) as well as the country’s first indigenous cosmetics brand, Lakmé (1952).

## Education and early life

Ratan means “gem”—an apt name for Tata, who was applauded for his integrity, empathy, and humility.

Tata’s compassion for dogs endeared him to humans and canines alike. In 2018, when he was to receive an award for lifetime achievement at an event hosted by Charles, prince of Wales, Tata dropped out of the event because his pet dog had fallen ill.

After attending various schools in [Bombay](https://www.britannica.com/place/Mumbai), Tata finished [high school](https://www.britannica.com/topic/high-school) in [New York City](https://www.britannica.com/place/New-York-City) in 1955. He then progressed to [Cornell University](https://www.britannica.com/topic/Cornell-University), Ithaca, [New York](https://www.britannica.com/place/New-York-state), where he earned a B.S. (1962) in [architecture](https://www.britannica.com/topic/architecture) before returning to India to work. He acquired his business training on the job, gaining experience in a number of Tata Group businesses, and was named director in charge (1971) of one of them, the National Radio and Electronics Co. He became chairman of Tata Industries a decade later, and in 1991 he succeeded his uncle, J.R.D. Tata, as chairman of Tata Sons, the parent company of the Tata Group.

## Stewardship of the Tata Group

Ratan Tata became chairman of Tata Sons at a crucial period of India’s growth story: the [liberalization](https://www.britannica.com/topic/liberalization) of its economy. His ascent was impeded by stiff resistance from existing senior leadership. He consolidated power by implementing a retirement age policy, changing reporting structures, and terminating certain executives. Tata aggressively sought to expand the conglomerate, and increasingly he focused on globalizing its businesses. In 2000 the group acquired London-based Tetley Tea for $431.3 million, and in 2004 it purchased the truck-manufacturing operations of [South Korea’s](https://www.britannica.com/place/South-Korea) Daewoo Motors for $102 million. Tata Steel completed the biggest corporate takeover by an Indian company when it acquired the giant Anglo-Dutch steel manufacturer [Corus Group](https://www.britannica.com/money/Corus-Group) for $11.3 billion in 2007. The following year Tata oversaw [Tata Motors](https://www.britannica.com/topic/Tata-Motors-Ltd)’ purchase of the elite British car brands [Jaguar](https://www.britannica.com/technology/Jaguar-automobile) and [Land Rover](https://www.britannica.com/technology/Land-Rover) from the [Ford Motor Company](https://www.britannica.com/money/Ford-Motor-Company). The $2.3 billion deal marked the largest-ever acquisition by an Indian automotive firm.

In December 2012 Tata retired as chairman of the Tata Group. He briefly served as interim chairman beginning in October 2016 following the ouster of his successor, [Cyrus Mistry](https://www.britannica.com/money/Cyrus-Mistry). Tata returned to retirement in January 2017 when [Natarajan Chandrasekaran](https://www.britannica.com/money/Natarajan-Chandrasekaran) was appointed chairman of the Tata Group.

## Tata Nano and the Singur controversy

In 2008 Tata spearheaded the development of the microcar Tata Nano, a tiny rear-engined, pod-shaped vehicle marketed as the most affordable car in the world and within easy reach of the average Indian consumer. Although only slightly more than 10 feet (3 meters) long and about 5 feet (1.5 meters) wide, the highly touted “People’s Car” could seat up to five adults and, in Tata’s words, would provide a “safe, affordable, all-weather form of transport” to millions of middle- and lower-income consumers both in India and abroad. Rolled out in 2009, the Nano was initially sold for 100,000 rupees ($2,000); however, the price point could not be sustained. Despite poor sales, production of the Nano continued for a decade because of the company’s commitment to the project.

Indian businessman Ratan Tata with a Tata Nano, 2008.

*© Saurabh Das/AP/Shutterstock.com*

Manufacturing was preceded by a controversy over the acquisition of land in Singur, [West Bengal](https://www.britannica.com/place/West-Bengal), for the proposed factory. The sale of the land was facilitated by the state government but prompted fierce protests by displaced farmers and political leaders of opposition parties. The site of the production plant was eventually moved to Sanand, [Gujarat](https://www.britannica.com/place/Gujarat).

## A legacy of philanthropy

Tata belonged to the Indian community known as the [Parsis](https://www.britannica.com/topic/Parsi), followers of the [Zoroastrian](https://www.britannica.com/topic/Zoroastrianism) faith and well known for their public service work. He was greatly admired for his philanthropic interests, which included supporting research and improvements in education, medicine, and rural development. He established and enhanced hospitals and research centers that helped advance cancer care. He was also committed to reducing social and [economic inequality](https://www.britannica.com/money/income-inequality). For example, in 2024 the Tata Group announced plans to build India’s first indigenous [semiconductor](https://www.britannica.com/science/semiconductor) manufacturing facility in the state of [Assam](https://www.britannica.com/place/Assam) as a part of Ratan Tata’s vision for the state; this investment would generate employment for more than 25,000 local residents.

Donations by the Tata Group and the related philanthropic collective called Tata Trusts have led to the establishment of a variety of institutions and scholarships in U.S. universities. These include a biological and physical sciences research facility at the [University of California](https://www.britannica.com/topic/University-of-California), [San Diego](https://www.britannica.com/place/San-Diego-California), and an executive center at [Harvard](https://www.britannica.com/topic/Harvard-University) Business School—both are named Tata Hall. An endowment to Cornell University provides financial aid to students from India. A donation from Tata Consultancy Services to [Carnegie Mellon University](https://www.britannica.com/topic/Carnegie-Mellon-University) funded the Tata Consultancy Services Hall, which houses the School of Computer Science Institute for Software Research and a few other facilities. The Tata Center for Technology and Design at the [Massachusetts Institute of Technology](https://www.britannica.com/topic/Massachusetts-Institute-of-Technology) works on providing solutions to challenges faced by communities that have limited access to electricity, low income, and poor literacy.

In recognition of the Tata family’s “constructive philanthropy,” the Carnegie family of organizations awarded the Tata family the [Carnegie](https://www.britannica.com/money/Andrew-Carnegie) Medal of Philanthropy in 2007.

In October 2024 Tata was succeeded by younger brother Noel Tata as chairman of the group’s philanthropic arm.

## Air India flies home

In 2021 the Tata Group won the bid to take over [Air India](https://www.britannica.com/money/Air-India), an airline that was originally owned by the conglomerate and subsequently nationalized in 1953. It was an evocative moment for Tata, who had stepped down as interim chairman by then. He released an official statement that read:

*On an emotional note, Air India, under the leadership of Mr. J.R.D. Tata had, at one time, gained the reputation of being one of the most prestigious airlines in the world. Tatas will have the opportunity of regaining the image and reputation it enjoyed in earlier years. Mr. J.R.D. Tata would have been overjoyed if he was in our midst today.*

## Love for animals

Tata was known for his love of animals, [dogs](https://www.britannica.com/animal/dog) in particular. In 2018 he dropped out of an event in his honor that was to be hosted by British monarch King [Charles III](https://www.britannica.com/biography/Charles-III-king-of-the-United-Kingdom) (then the [prince of Wales](https://www.britannica.com/topic/prince-of-Wales)) at [Buckingham Palace](https://www.britannica.com/topic/Buckingham-Palace), [London](https://www.britannica.com/place/London). Tata, who was to receive an award for lifetime achievement, opted to cancel his trip when his pet dog fell ill some days before the ceremony.

Tata advocated for animal welfare all his life. At Bombay House, the Tata Group’s headquarters, Tata ensured that strays have access to a well-equipped kennel and are allowed to roam the premises freely. Among his many furry companions was Goa, a stray adopted from the [Indian state by the same name](https://www.britannica.com/place/Goa). Tata’s final project was a state-of-the-art animal hospital providing around-the-clock emergency care in Mumbai, inaugurated in mid-2024.

## Awards and global recognition

In addition to national awards such as the Padma Bhushan and the Padma Vibhushan, countless honorary degrees from educational institutes the world over, and several awards from Indian organizations, Tata received the following global recognitions from other countries, chiefly for helping strengthen economic ties between India and these countries:

Medal of the Eastern [now Oriental] Republic of Uruguay (2004), from the Government of [Uruguay](https://www.britannica.com/place/Uruguay)

* + Honorary Knight Commander of the Order of the [British Empire](https://www.britannica.com/place/British-Empire) (KBE; 2009), conferred by Queen [Elizabeth II](https://www.britannica.com/biography/Elizabeth-II)
  + Grand Cordon of the [Order of the Rising Sun](https://www.britannica.com/topic/Order-of-the-Rising-Sun) (2012), from the Government of [Japan](https://www.britannica.com/place/Empire-of-Japan)
  + Honorary Knight Grand Cross of the Order of the British Empire (GBE; 2014), conferred by Queen Elizabeth II
  + Commander of the Legion of Honor (2016), awarded by the Government of [France](https://www.britannica.com/place/France)
  + Honorary Officer of the Order of Australia (2023), awarded by King Charles III

Ratan Tata passed away on October 9, 2024, after being briefly hospitalized for age-related ailments.

The Tata were a [Parsi](https://www.britannica.com/topic/Parsi) priestly family who originally came from the former Baroda state (now [Gujarat](https://www.britannica.com/place/Gujarat)). The founder of the family’s fortunes was [Jamsetji Nusserwanji Tata](https://www.britannica.com/money/Jamsetji-Nusserwanji-Tata) (born March 3, 1839, Navsari, India—died May 19, 1904, Bad Nauheim, Germany). After an education at Elphinstone College in Bombay (now [Mumbai](https://www.britannica.com/place/Mumbai)), he joined his father’s export trading firm in 1858 and helped establish branches of the company in Japan, China, Europe, and the [United States](https://www.britannica.com/place/United-States). In 1872 he concentrated on cotton [manufacturing](https://www.britannica.com/technology/manufacturing), founding mills at [Nagpur](https://www.britannica.com/place/Nagpur-India) in 1877 and, later, at Bombay and Coorla. His enterprises were noted for efficiency, for improved labour-protection policies, and for the introduction of finer grades of fibre. He also introduced the production of raw silk to India and planned for the Bombay-area hydroelectric power plants that became the Tata Power companies after his death.

Tata began organizing India’s first large-scale ironworks in 1901, and these were incorporated in 1907 as the [Tata Iron and Steel Company](https://www.britannica.com/topic/Tata-Iron-and-Steel-Company). Under the direction of his sons, Sir Dorabji Jamsetji Tata (1859–1932) and Sir Ratanji Tata (1871–1932), the Tata Iron and Steel Company became the largest privately owned steelmaker in India and the nucleus of a group of companies producing not only textiles, steel, and hydroelectric power but also chemicals, agricultural equipment, trucks, locomotives, and cement. The family’s industrial facilities were concentrated in the city of [Jamshedpur](https://www.britannica.com/place/Jamshedpur), in Bihar state.

In 1898 Tata donated land for a research institute that was later founded by his sons as the Indian Institute of Science, at [Bangalore](https://www.britannica.com/place/Bangalore-India) (Bengaluru). The Tata family went on to become perhaps the most important private funder of [technical education](https://www.britannica.com/topic/technical-education) and scientific research in India.

Jamsetji Nasarwanji Tata, statue (top) at the Indian Institute of Science, Bengaluru (Bangalore), Karnataka, India.

*Koba-chan*

Upon the death of Sir Dorabji in 1932, Sir Naoroji Saklatvala, one of the founder’s nephews, became chairman of the Tata Group. On his death in 1938, [Jehangir Ratanji Dadabhoy Tata](https://www.britannica.com/money/J-R-D-Tata) (1904–93), whose father, R.D. Tata, had been a cousin and partner of the founder, became chairman. J.R.D. Tata founded Tata Airlines (1932), which was nationalized in 1953 and split up to form India’s chief domestic and international air carriers: [Indian Airlines](https://www.britannica.com/money/Indian-Airlines) Corporation and [Air-India](https://www.britannica.com/money/Air-India), respectively. By the late 1950s the Tata Group controlled the largest single aggregation of Indian industry. J.R.D. Tata was succeeded as chairman by his nephew, [Ratan Tata](https://www.britannica.com/money/Ratan-Tata), in 1991. Ratan aggressively sought to expand the Tata Group, acquiring such companies as the London-based Tetley Tea (2000) and the Anglo-Dutch steel manufacturer [Corus Group](https://www.britannica.com/money/Corus-Group) (2007). In 2008 he oversaw Tata Motors’ purchase of the elite British car brands Jaguar and Land Rover from the [Ford Motor Company](https://www.britannica.com/money/Ford-Motor-Company). In 2012 Ratan retired as chairman and was succeeded by [Cyrus Mistry](https://www.britannica.com/money/Cyrus-Mistry). In October 2016 Mistry was abruptly dismissed, and Ratan took over as interim chairman; media reports indicated that conflicts over business strategy were the reason for Mistry’s ouster. In January 2017 [Natarajan Chandrasekaran](https://www.britannica.com/money/Natarajan-Chandrasekaran) was appointed as the new chairman of the Tata Group. In January 2022 the family’s former airline carrier, stylized as [Air India](https://www.britannica.com/money/Air-India), was reacquired by Tata Group.



Tata Group chair Ratan Tata next to the newly launched Tata Nano at the 9th Auto Expo in New Delhi, India, 2008.

Tata Group is an Indian [conglomerate](https://www.britannica.com/money/conglomerate-business) of 30 companies across a wide range of industries, including automobiles, chemicals, consumer products, energy, engineering, financial services, information systems, materials, and telecommunications. Operating in more than 100 countries across six continents, Tata has maintained a leadership position in Indian industry since the early 20th century. The group initially gained wealth in the late 19th century through trade in raw materials before transitioning into textile manufacturing, iron and steel, and [hydroelectric power](https://www.britannica.com/science/hydroelectric-power). Later, it would expand into chemicals, aviation, automobiles, and eventually information technology. The history of Tata Group and its ventures in trade, manufacturing, and services mirrors the evolution of both the global economy and Indian capitalism from the 19th to the 20th centuries. The group is headquartered in [Mumbai](https://www.britannica.com/place/Mumbai).

## Portfolio and products

Tata Group’s portfolio of companies includes:

* **Tata Steel:** One of the world’s largest steel manufacturers, with an annual crude steel capacity of 35 million tons.
* **Tata Motors:** Tata Motors produces cars, utility vehicles, pickups, trucks, and buses.
* **Tata Consultancy Services (TCS):** Offers IT services, consulting, and business solutions. As of 2024, TCS is the second largest company in [India](https://www.britannica.com/place/India) by [market capitalization](https://www.britannica.com/money/understanding-market-capitalization).
* **Tata Chemicals:** Operates in chemicals, crop protection, and specialty chemistry products.
* **Tata Consumer Products:** One of the world’s largest manufacturers and distributors of tea, and a major player in the coffee industry.
* **Tata Power:** India’s largest power company as of 2024.
* **Titan:**A major player in the lifestyle industry, Titan offers jewelry, watches, and eyewear, among other products.
* **Tata Capital:** Offers comprehensive financial services, including wealth management, commercial finance, and infrastructure finance.
* **Indian Hotels Company:** As of 2024, India’s largest hospitality company, operating hundreds of hotels across 12 countries and four continents.
* **Indian Advanced Systems Limited:** Tata’s aerospace and defense subsidiary, producing weapons and advanced defense technology.
* **Tata Communications:** A major Indian telecommunications provider.

## 1868–1932: Rise as an Indian conglomerate

Tata Group was founded as a private trading firm in 1868 by entrepreneur and philanthropist [Jamsetji Nusserwanji Tata](https://www.britannica.com/money/Jamsetji-Nusserwanji-Tata). His father had previously operated a trading firm with branches in Japan, [China](https://www.britannica.com/place/China), Europe, and the United States, focusing primarily on trade with China. They recognized the key trends of their era—particularly around the time of the [Opium Wars](https://www.britannica.com/topic/Opium-Wars) and the [Industrial Revolution](https://www.britannica.com/event/Industrial-Revolution)—and made great profits from the opium and cotton trades. After founding Tata Group, Jamsetji Tata would expand the family business enormously. In 1902 the group incorporated the Indian Hotels Company to commission the Taj Mahal Palace & Tower, the first luxury hotel in India, which opened the following year. After Jamsetji’s death in 1904, his son Sir Dorabji (“Dorab”) Tata took over as chair of Tata Group. Under Dorab’s leadership the group quickly diversified, venturing into a vast array of new industries, including steel (1907), electricity (1910), education (1911), consumer goods (1917), and aviation (1932).

## 1932–1991: Continued growth

By this point, Tata Group had come to be closely associated with India’s economic development and the shift away from coastal trading toward manufacturing in India’s interior. Following Dorab’s death in 1932, Sir Nowroji Saklatwala became the group’s chair. Six years later [Jehangir Ratanji Dadabhoy Tata](https://www.britannica.com/money/J-R-D-Tata) (J.R.D.) took over the position. His continued expansion of the company into new sectors—such as chemicals (1939), technology (1945), cosmetics (1952), marketing, engineering, and manufacturing (1954), tea (1962), and software services (1968)—earned Tata Group international recognition. In 1945 Tata Group established the Tata Engineering and Locomotive Company (TELCO) to manufacture engineering and [locomotive](https://www.britannica.com/technology/locomotive-vehicle) products; it was renamed Tata Motors in 2003.

## 1992–2022: Global expansion

In 1991 J.R.D.’s nephew, Indian business mogul [Ratan Tata](https://www.britannica.com/money/Ratan-Tata), succeeded him as chair of Tata Group. Upon assuming leadership of the conglomerate, Ratan aggressively sought to expand it, and he increasingly focused on globalizing its businesses. In 2000 the group acquired London-based Tetley Tea; in 2004 it purchased the truck-manufacturing operations of [South Korea’s](https://www.britannica.com/place/South-Korea) Daewoo Motors. In 2001 Tata Group partnered with **American International Group, Inc.** (AIG) to create the insurance company Tata-AIG.

In 2007 Tata Steel completed the biggest corporate takeover by an Indian company when it acquired the giant Anglo-Dutch steel manufacturer [Corus Group](https://www.britannica.com/money/Corus-Group). The following year the company made headlines worldwide when it ventured into the [automotive industry](https://www.britannica.com/technology/automotive-industry). On January 10, 2008, Tata Motors officially launched the [Nano](https://www.britannica.com/topic/Tata-Nano), a tiny, rear-engine, pod-shaped vehicle that eventually sold at a base price (excluding options, tax, and transportation fees) equivalent to $1,500 to $3,000. Although only slightly more than 3 metres (10 feet) long and about 1.5 metres (5 feet) wide, the highly touted “People’s Car” could seat up to five adults and, in Tata’s words, would provide a “safe, affordable, all-weather form of transport” for millions of middle- and lower-income consumers both in India and abroad. The first Nano hit the road in India in July 2009.

Tata Motors purchased the elite British brands Jaguar and [Land Rover](https://www.britannica.com/technology/Land-Rover) from the [Ford Motor Company](https://www.britannica.com/money/Ford-Motor-Company) in 2008. Four years later Ratan Tata retired and was succeeded by [Cyrus Mistry](https://www.britannica.com/money/Cyrus-Mistry). Mistry was abruptly dismissed as chair in October 2016—reportedly over disagreements with members of the [Tata family](https://www.britannica.com/money/Tata-family) regarding business strategy—and Ratan returned to the position on an interim basis. Ratan’s second stint as chair ended in January 2017 when [Natarajan Chandrasekaran](https://www.britannica.com/money/Natarajan-Chandrasekaran) was appointed to the position.

In September 2017 Tata Group announced plans to merge its European steelmaking operations with those of the German steelmaker [ThyssenKrupp](https://www.britannica.com/money/ThyssenKrupp-AG). The merger, which would have created Europe’s second largest steel company (after [ArcelorMittal](https://www.britannica.com/money/ArcelorMittal)), was blocked by the [European Commission](https://www.britannica.com/topic/European-Commission) over antitrust regulations. In 2022 Tata Group acquired [Air India](https://www.britannica.com/money/Air-India), an airline founded by the Tata family in 1932 that had been nationalized in 1953.

## Legacy and criticisms

## It is difficult to overstate the contributions that Tata Group has made to India’s economic modernization. [Jawaharlal Nehru](https://www.britannica.com/biography/Jawaharlal-Nehru), India’s first [prime minister](https://www.britannica.com/topic/prime-minister), once referred to Jamsetji Tata as a “one-man planning committee.” More than any other group, Tata has guided and shaped India’s [development](https://www.britannica.com/money/economic-development), heralding India’s arrival into the community of industrialized and high-tech nations. This accomplishment is unparalleled not only in India, but in the world. In the words of analyst Andrew Ross, “it is safe to say that no other company anywhere has dominated the history of its national industry as the house of Tata has done.”

The Tata family has contributed hundreds of billions of dollars to philanthropic causes, earning accolades like the Carnegie Medal of Philanthropy in 2007. Tata Group has also established premier institutions such as the Indian Institute of Science (IISc), the Tata Institute of Social Sciences (TISS), and Tata Memorial Hospital, a cancer care center. Members of the Tata family have been awarded numerous Indian civilian honors, including the [Bharat Ratna](https://www.britannica.com/topic/Bharat-Ratna), the Padma Vibhushan, and the Padma Bhushan.

Tata Group has also been criticized for its dominating influence in Indian life and industry, and its suppression of worker organizing. Additionally, Tata exemplifies a broader global trend in which certain multinational corporations have achieved levels of wealth and influence comparable to nation-states, while remaining unchecked in their growth, as no single national government possesses the means to fully regulate their activities. Acclaimed Indian author and activist [Arundhati Roy](https://www.britannica.com/biography/Arundhati-Roy) has written, “Their advertising tagline could easily be: ‘You Can’t Live without Us’ ... we all watch Tata Sky, we surf the net with Tata Photon, we ride in Tata taxis, we stay in Tata Hotels, we sip our Tata tea in Tata [bone china](https://www.britannica.com/art/bone-china-pottery) and stir it with teaspoons made of Tata Steel. We buy Tata books in Tata bookshops. Hum Tata ka namak khate hain (‘We eat Tata salt’). We’re under siege.” Roy’s statement references the Indian idiom “Kisis ka namak khana” (“to eat someone’s salt”), which means “to be dependent on someone.”

## Kisis ka namak khana (“to eat someone’s salt”)

The idiom of “eating someone’s salt” means “to be dependent on someone” and reflects the deep cultural significance of salt in India. During the [Mughal](https://www.britannica.com/topic/Mughal-dynasty) era, local leaders subjected to Mughal imperial rule would perform a “naan wa namak” (“bread and salt”) ritual, in which by sharing a meal they would bind themselves in loyalty to the emperor. Later, [Mahatma Gandhi](https://www.britannica.com/biography/Mahatma-Gandhi)’s famous [Salt March](https://www.britannica.com/event/Salt-March) protested the British monopoly on salt, with hundreds of Indians gathering salt from the sea in defiance. Tata Group has also used the metaphor, in a television advertisement featuring the line “Maine is desh ka namak khaya hai” (“I have eaten the salt of this country”), to express its loyalty to India. [Arundhati Roy](https://www.britannica.com/biography/Arundhati-Roy)’s statement, “Hum Tata ka namak khate hain” (“We eat Tata salt”), in contrast, emphasizes India’s dependence on Tata Group.

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