



TCS/PR/SE/54/2025-26

December 3, 2025

**National Stock Exchange of India Limited  
Exchange Plaza, C-1, Block G,  
Bandra Kurla Complex, Bandra (East)  
Mumbai - 400051  
Symbol - TCS**

**BSE Limited  
P. J. Towers,  
Dalal Street,  
Mumbai - 400001  
Scrip Code No. - 532540**

Dear Sirs,

**Sub: Press Release**

We are sending herewith copy of the Press Release titled “**AI Will Be Key Driver for Margin Gains in 2026 finds TCS Future-Ready Manufacturing Study**” which will be disseminated shortly.

The Press release is self-explanatory.

Thanking you,

Yours faithfully,

**For Tata Consultancy Services Limited**

**Yashaswin Sheth  
Company Secretary  
ACS 15388**

Encl: as above

**TATA CONSULTANCY SERVICES**

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## AI Will Be Key Driver for Margin Gains in 2026 finds TCS Future-Ready Manufacturing Study

- *74% manufacturing leaders expect AI agents to manage a substantial portion of routine production decisions by 2028*
- *89% leaders surveyed anticipate increased human–AI collaboration on the factory floor as AI adoption scales*

**LAS VEGAS | MUMBAI, December 3, 2025:** [Tata Consultancy Services](#) (TCS) (BSE: 532540, NSE: TCS), in collaboration with Amazon Web Services (AWS), today announced the findings of the [Future-Ready Manufacturing Study 2025](#), revealing that global manufacturers are rapidly advancing toward intelligence-driven operations and higher levels of autonomy in manufacturing processes.

The study provides a data-backed view of how manufacturers are strengthening digital and data foundations to support autonomy, decision intelligence, and future-ready operations. While **75% expect AI to become one of the top three contributors to operating margins by 2026**, only **21% say they are fully AI-ready**, highlighting foundational gaps in data, integration, and system readiness across plants and supply chains.

The study surveyed **216 senior leaders** across North America and Europe, representing automotive, industrial machinery, aerospace and defense, process industries, chemicals, and heavy equipment. It examines how enterprises are reshaping their data estates, workforce capabilities, supply-chain transparency, and operational frameworks to prepare for the next era of manufacturing performance powered by AI, cloud, and real-time intelligence.

### Key Findings from the Study:

- **75% of manufacturers expect AI to be a top three margin driver by 2026**
- **Only 21% say they are fully AI-ready**, exposing significant data and integration challenges
- **Agentic AI emerges as a priority capability**, accelerating autonomous decision-making across plants
- **74% expect AI agents to manage 11–50% of routine production decisions by 2028**
- **67% report improved real-time supply-chain visibility**, strengthening resilience and responsiveness
- **More than 30% forecast meaningful productivity gains** from AI-led modernisation

**Anupam Singhal, President - Manufacturing, TCS**, said, *“Manufacturing is an industry defined by precision, reliability, and the relentless pursuit of performance. Today, that strength of foundation becomes multifold with AI in orchestrating decisions—delivering transformational business outcomes through greater predictability, stability, and control. At TCS, we see this as a defining opportunity to help manufacturers build resilient, adaptive, and future-ready enterprise ecosystems that can thrive in an era of intelligent autonomy.”*

As manufacturers deepen investments in foundational capabilities, a clearer pathway is emerging toward real-time decision intelligence and greater operational transparency across plants and supply networks. At the factory level, organisations are beginning to embed AI-driven quality and planning use cases, with nearly **40% reporting early measurable gains**.

Momentum is accelerating around next-generation autonomy, with **Agentic AI expected to play a central**

**role in how decisions flow across manufacturing environments.** Nearly three-fourths of leaders anticipate AI agents managing up to half of routine production decisions within the next three years, signaling a shift toward self-optimising workflows. At the same time, more than 30% of manufacturers forecast meaningful productivity improvements from AI-led modernisation. Together, these shifts indicate a sector preparing not only to modernize, but to operate with greater intelligence, resilience, and agility across the entire manufacturing value chain.

**Ozgur Tohumcu, General Manager - Automotive and Manufacturing, AWS, said** *“Manufacturers today are facing unprecedented pressure — from tight margins to volatile supply chains and workforce gaps. At AWS, we are revolutionizing manufacturing through AI-powered autonomous operations, shifting from manual, reactive processes to intelligent, self-optimizing systems that operate at scale. By embedding artificial intelligence into every layer of the operation and leveraging cloud-native architecture, manufacturers can move beyond simple automation to true autonomous decision-making — where systems predict, adapt, and act independently with minimal human intervention. This enables not just faster response times, but fundamentally transforms operations with AI-driven predictability, resilience, and agility. This study makes it clear: the future of manufacturing is not just digital, it is autonomous — powered by AI that learns, evolves, and operates continuously.”*

With decades of experience, TCS is a trusted partner for manufacturers across the value chain—supporting cross-sector OEMs, tier-N suppliers, and global value-chain ecosystems. Bringing together consulting, IT modernization, engineering, digital manufacturing, cloud platforms, and intelligence-led operations, TCS helps enterprises become truly future-ready and shape factories of the future. Through offerings such as TCS Manufacturing AI for Agentic Futures, along with deep domain capabilities in supply-chain resiliency, predictive quality, intelligent factory operations, and sustainable manufacturing, TCS enables organisations to become intelligent, resilient, and perpetually adaptive.

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#### About TATA CONSULTANCY SERVICES (TCS)

Tata Consultancy Services (TCS) (BSE: 532540, NSE: TCS) is a digital transformation and technology partner of choice for industry-leading organizations worldwide. Since its inception in 1968, TCS has upheld the highest standards of innovation, engineering excellence and customer service.

Rooted in the heritage of the Tata Group, TCS is focused on creating long term value for its clients, its investors, its employees, and the community at large. With a highly skilled workforce of over 590,000 employees in 55 countries and 202 service delivery centers across the world, the company has been recognized as a top employer in six continents. With the ability to rapidly apply and scale new technologies, the company has built long term partnerships with its clients – helping them emerge as perpetually adaptive enterprises. Many of these relationships have endured into decades and navigated every technology cycle, from mainframes in the 1970s to Artificial Intelligence today.

TCS sponsors 14 of the world’s most prestigious marathons and endurance events, including the TCS New York City Marathon, TCS London Marathon and TCS Sydney Marathon with a focus on promoting health, sustainability, and community empowerment.

TCS generated consolidated revenues of over US \$30 billion in the fiscal year ended March 31, 2025. For more information, visit [www.tcs.com](http://www.tcs.com)

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