# SIMVERNINGS

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TATA HITACHI CONSTRUCTION MACHINERY COMPANY PRIVATE LIMITED

## Message from the

### MANAGING DIRECTOR



Dear Colleagues.

ahead into the new financial year with renewed focus and energy, I take great pride in reflecting on some key developments and engagements that have reinforced

Our Annual Strategy Meeting in Bangalore was a defining progress, sharpen our goals, and realign our roadmap

Conference held at our Dharwad plant with our dealer network. This event reaffirmed the strength of our channel partnerships. Through open dialogue, experience sharing, and setting priorities for the year ahead, we not only celebrated past achievements but also strengthened the foundation for future growth.

affirm our commitment to nation-building but also connect emotionally with our customers, employees, and broader

We were honoured to host Senzaki-san and Nishizawa-san during their visit to India in April. They visited both our Dharwad and insights on operations and manufacturing excellence. Their brief engagement with our corporate team in Bengaluru further cemented their appreciation stands as a testament to your collective efforts.

One of the highlights of their visit was the Mining Customers' Meet held in Kolkata, which was a resounding success. It facilitated direct our positioning as a trusted and dependable solutions provider in this critical sector.

During the last quarter, a few of our senior team members had the opportunity to visit Bauma 2025 in Germany. Our team returned with

We also successfully concluded the Annual Dealer Conference in Hong Kong, a vibrant celebration of collaboration and performance. The evening culminated in the Annual Dealer Awards, where we congratulations to E.S. Infraserve, awarded Best Dealer of the Year, for their outstanding contribution.

In line with our sustainability commitment, both Dharwad and with active participation, reinforcing our focus on responsible andeco-conscious operations.

These initiatives—internal and external—reflect our ongoing journey to collaborate, innovate, and contribute meaningfully to the industry

#### **Chalo Desh Banaye!**

Warm Regards, **Sandeep Singh** Managing Director

## **ACCOLADES WON**

#### **Best Supply Chain Solution Award:**

Tata Hitachi has won the Best Supply Chain Solution Award at The Asset Triple A Awards 2025! This recognition is a testament to the strength of our partnerships and the innovation in our supply chain strategy. A special thanks to Vivek-san for his valuable collaboration in the nomination process — and to all our partners for their unwavering support.



#### 35th CII National Workskills Competition:

We are proud to announce that Mr. Ayazkhan Hulkoppa from the Maintenance Department, Dharwad Plant, has brought unprecedented glory to Tata Hitachi by winning First Prize in the Electrician Trade (Above 22 Years Category) at the prestigious 35th CII National Workskills Competition, held at ITI-Pusa, New Delhi, from 23<sup>rd</sup> to 25<sup>th</sup> April 2025. This remarkable feat marks a first-ever national-level victory for Tata Hitachi in the CII's Workskills competition. Mr. Hulkoppa had earlier secured 2<sup>nd</sup> Prize at the Southern Region Workskills Competition in Bengaluru, paving his way to the nationals. His victory is a testament to the technical excellence and talent nurtured within our organization. We salute Mr. Hulkoppa for his dedication, skill, and for setting a new benchmark of success for all of us.



#### National Award for Manufacturing Competitiveness:

A Proud Moment! Both Tata Hitachi's Kharagpur and Dharwad plants have been honoured with the prestigious Gold Award in the National Award for Manufacturing Competitiveness (NAMC) by the International Research Institute for Manufacturing (IRIM). This recognition reflects our continuous pursuit of excellence, innovation, and operational efficiency.



#### 10th CII National Level Kaizen Circle **Competition:**

Tata Hitachi has been honored with the Silver Award for Best Kaizen in Sustainability -Manufacturing (Large) at the 10<sup>th</sup> CII National Level Kaizen Circle Competition 2025. This recognition underscores our continuous efforts towards innovation, efficiency, and sustainable practices in manufacturing, reinforcing our commitment to building a greener tomorrow.



#### Tata Hitachi Shines at ET Edge SCM Fest 2025:

At the prestigious ET Edge Supply Chain Awards held at Taj Palace, Delhi, Tata Hitachi was honoured with the Platinum Award in "Excellence in Supplier Relationship Management" the highest recognition in the category, ahead of industry giants ITC and Hindustan Zinc. The award was presented by Smt. Meenakshi Lekhi and received by Nilanjan Das on behalf of Tata Hitachi, marking a proud moment of recognition for our collaborative supplier ecosystem and industry leadership.



#### **Gold Award for Dharwad Plant at National Lean Competition:**

We are delighted to share that Tata Hitachi's Dharwad Plant won the Gold Award in the R&D category at the National Lean Competition, held online on 15–16 May 2025, organized by the CII Institute of Quality.

The project theme was: "Implementing new wireless controls to reduce test time and accelerate product development." Competing against top organizations across sectors, our team stood out for its impactful lean initiative. The recognition is based on the overall project score evaluated by the CII jury, highlighting our commitment to innovation, efficiency, and operational excellence.



Leader Name: Jyothi Prakash Barick Department: Testing & Validation (QA)



Name: Guruprakash Parishwad **Department:** Testing & Validation (QA)



Name: Revanth Medaboyina **Department:** Testing & Validation (QA)



Name: Rudrayya Pujar Department: Testing & Validation (QA)



Name: Manoj Rajendra Kate **Department:** Testing & Validation (QA)



K R KAMATH **DWD PLANT** 



**G B KULKARNI** HEAD - QA & QC, VP - Manufacturing, Design & Quality **DWD PLANT** 

## HIGHLIGHTS OF THE QUARTER

#### **Annual Business Conference for Dealers in Hubli-Dharwad**

Strengthening Partnerships, Powering Progress

Our Annual Business Conference for Dealers brought together dealer principals from across the country for two enriching days of engagement and collaboration. Day 1 featured a guided plant tour and an impressive machine display at our Dharwad facility, offering our partners a first-hand experience of our manufacturing excellence and product capabilities. Day 2 focused on strategic discussions during the conference, where we reinforced our shared vision and explored new opportunities to grow together. This gathering was a powerful step in deepening relationships, aligning goals, and building momentum for a stronger, more successful future. Here are some glimpses from the event that reflect the energy, enthusiasm, and spirit of partnership!



#### Celebrating Excellence - Annual Dealer Awards 2025, Hong Kong

The Annual Dealer Awards held on 9th May 2025, was a grand celebration of excellence, honouring the remarkable performance of our dealer partners from across the country. Held amidst the vibrant landscapes of Hong Kong, the event brought together all dealer partners for an unforgettable experience of recognition, camaraderie, and cultural exploration.

A special congratulations to ES Infra – Indore for winning the Best Dealership Award for FY 2024–25. Their dedication, customer focus, and outstanding results truly embody the Tata Hitachi spirit.

In addition to the awards, our partners enjoyed a cultural tour of Hong Kong and Macau, experiencing iconic landmarks, local heritage, and world-class entertainment—making this celebration even more memorable. Here's to our continued journey of progress and partnership. Well done to all our dealer partners, and a big round of applause to ES Infra – Indore for setting the benchmark!



#### **List of Winners and Awards**

Categories	Dealership
Best Performance in Online Parts Sales	Kaveen Infra Solutions Private Limited, Ahmedabad
Best Performance in Attachments	ES Infraserve, Indore
Best Performance in Attachments	Recon Technologies, Hyderabad
Best Performance in Construction Parts & Attachments	Pavan Motors, Shivamogga
Best Performance in Construction Parts	Trishul Treads, Jharsuguda
Best Performance in Construction Parts	Trishul Treads, Bhubaneshwar
Best Performance in Key Account Engagement (Customer Service)	Dada Motors Infratech, Morinda
Best Performance in Service Engagement	Kailash Infratech, Jabalpur
Best Performance in Service Engagement	Suryakiran Earthmovers, Raipur
Best Performance in Service Engagement	Mitra Commercial & Automobiles LLP, Durgapur
Best Performance in Life Cycle Support	Raam Baag Equipments & Services, Trichy
Best Performance in Life Cycle Support	Vetri Construction Machinery Company, Madurai
Best Performance in Life Cycle Support	Vedant Earthmovers, Jamshedpur
Best Performacne in Sop Implementation - Neev	PSN Construction Equipment, Hubli
Best Performance in Compact Excavator Sales	Pavan Motors, Shivamogga
Best Performance in Compact Excavator Sales - Emerging Markets	Vedant Earthmovers, Jamshedpur
Best Performance in SHINRAI Sales	Bijjargi Excavation Solutions, Vijayapura
Best Performance in SHINRAI Sales	Shankar Equipment, Patna
Best Performance in SHINRAI Sales	Sridhanalakshmi auto agencies, Vijayawada
Best Performance in Marketing	Autobahn Trucking Corporation, Mumbai
Best Performance in Wheel Loader Sales	Indian Construction Machines, Pune
Best Performance in Infra Excavator Sales	Kailash Infratech, Jabalpur
Best Performance in Infra Excavator Sales	ES Infraserve, Indore
Best Performance in Infra Excavator Sales	M. G. Brothers Industries, Nellore
Best Performance in Used Equipment Business	Indian Construction Machines, Pune
Best Performance by Debut Dealership	Autobahn Trucking Corporation, Kolhapur
Best Dealership	ES Infraserve, Indore

## DHARWAD PLANT NEWS

#### **Regional Strategy Meeting at Dharwad**

Regional Strategy Meeting was held at the Dharwad facility on 2<sup>nd</sup> and 3<sup>rd</sup> June 2025, bringing together key leadership to align on future goals and regional priorities. The meeting was chaired by our Managing Director and attended by HCM delegates from Japan, led by Kazunori Nakamura San, Vice President and Executive Officer. The discussions focused on strategic alignment, operational excellence, and strengthening collaboration to drive sustainable growth in the region.



#### **Town Hall meeting by Unit head**

Date: 7th May 2025

Venue: Midi conference room and Microsoft

teams meeting

Mr. Govindraj Kulkarni VP- Manufacturing, Design and Quality addressed the employee on 7th May 2025. though Town Hall meeting, it was an important opportunity for all executives to gain insights into our business performance, organizational direction, upcoming initiatives and to engage in an open dialogue with our leadership.



#### **Cummins visited Tata Hitachi:**

On 29th May 2025, a cross-functional team from Cummins visited Tata Hitachi for the Integrated Account Management Meeting. The session brought together representatives from Engineering, Sales, Service, and Quality to review ongoing and upcoming projects, discuss key challenges, and align on strategic actions. The meeting reaffirmed our shared commitment to strengthen collaboration and drive mutual success.



#### **World Environment Day Celebration:**

On 5<sup>th</sup> June 2025, Tata Hitachi Dharwad Plant celebrated World Environment Day with a tree plantation drive led by Mr. Govindraj B Kulkarni and Mr. Binoj Koman, along with the Management Team, EEC, and WAG members. Aligned with this year's theme, "Ending Global Plastic Pollution," the event also included prize distribution for employees who participated in various environmental competitions. The initiative reflects our ongoing commitment to sustainability and a greener future.



#### **International Yoga Day Celebration**

Over 300 employees participated in guided sessions focused on meditation, movement, and mindfulness as part of the International Day of Yoga celebrations.



#### **Building Global Partnerships:**

On 29th May 2025, Tata Hitachi handed over the customized EX 215 LC Gold variant to a valued customer from Ghana. The key handover ceremony marked a milestone in our international journey, with the machine tailored to meet specific customer requirements. Impressed by the quality and performance, the customer has placed an additional order, reinforcing trust in Tata Hitachi's capabilities on the global stage.



#### Tata Hitachi wins the RSB CUP:

Held at Belur Industrial Cricket Tournament held recently (From 11th April 2025 to 13th April 2025) at Agricultural University Sports Ground. The event brought together teams from various companies in the region (Belur Industrial Area), each competing with energy and enthusiasm.



#### **Inter - Department Volleyball Tournament:**

An Inter - department volleyball tournament was successfully conducted with 16 participating teams. For the first time ever in this history of Tata-Hitachi, an exclusive competition for women employees was started. Team Despatch emerged as the champions with Team Fabrication as runner-up. In the Women's Category team seniors won the match and team DET's were the runner-up



## KHARAGPUR PLANT NEWS

#### **Driving Digital Transformation:**

The ILMS Go-Live Event was held on 21st May 2025 at the Kharagpur Plant, marking the launch of Phase-1 (OBL Module) of the Integrated Logistics Management System. As a key initiative in our Industry 4.0 journey, ILMS aims to digitize the entire Outbound Logistics process — from DO (MCF) creation to final delivery and payment reconciliation — enabling a unified platform with real-time, end-to-end integration and enhanced operational efficiency.



#### **Visit of Japanese Consulate General:**

Tata Hitachi Kharagpur team had the honour of hosting Mr. Ishikawa Yoshihisa, Consul General of Japan, on 18<sup>th</sup> June 2025. The visit highlighted our deep-rooted partnership with HCM Japan and explored opportunities in investment, exports, and workforce development. Mr. Yoshihisa, along with his team, was given a tour of key production areas and engaged in discussions with senior leadership. He appreciated Tata Hitachi's commitment to quality, innovation, and global standards. The visit marks a significant step in deepening Indo-Japanese industrial collaboration.



#### Kharagpur Yoga Day

Tata Hitachi's Kharagpur Plant and Corporate Office celebrated International Yoga Day 2025 with great energy and participation. The event included guided yoga sessions and relaxation techniques, highlighting the importance of yoga for a healthy body and mind, and reinforcing Tata Hitachi's focus on employee well-being.



#### **Creating Safer Workspaces:**

A dedicated session on Prevention of Sexual Harassment (PoSH) at the workplace was conducted for Women's Action Group (WAG) members. The session aimed to spread awareness, ensure a safe and respectful work environment, and empower members with knowledge of their rights and responsibilities. Tata Hitachi remains committed to fostering a culture of dignity, inclusion, and zero tolerance for harassment.



#### **World Environment Day:**

Tata Hitachi Kharagpur celebrated World Environment Day with enthusiasm and a strong commitment to environmental conservation. The occasion featured a sapling plantation drive led by Alt Director Taka-san, Plant Head Mr. Shashank Shekhar, senior leaders, and Engagement Committee members, reaffirming our dedication to a greener future. An environmental oath and impactful mime performance across the plant premises highlighted the dangers of plastic pollution. A series of awareness activities are planned throughout the month, further reinforcing Tata Hitachi's pledge to protect and nurture the environment.



#### Tata Hitachi Achieves ISO 50001 Certification:

We are proud to announce that Tata Hitachi's Kharagpur plant has successfully achieved ISO 50001 certification for the first time. This significant milestone highlights our strong commitment to energy efficiency, sustainability, and operational excellence. ISO 50001 is an internationally recognized standard for Energy Management Systems (EnMS). It provides a structured framework that enables organizations to establish, implement, and continuously improve energy management practices.

This certification stands as a testament to the dedication and hard work of our team at the Kharagpur plant. Their collective efforts have not only enhanced our energy management systems but also strengthened Tata Hitachi's position as a leader in sustainable manufacturing. We extend our sincere gratitude to everyone involved and look forward to advancing further on our journey toward greater energy efficiency and environmental stewardship.



## OTHER NEWS

#### **Empowering People Through Knowledge:**

On May 26, Tata Hitachi proudly felicitated 60 A2E trainers across Kharagpur, Dharwad, Bengaluru, Kolkata, and Nagpur for their dedication to our flagship training initiative – Ability to Execute Essentials (A2E). These trainers have been officially recognized by HCM as Certified A2E Trainers, a testament to their commitment in building capabilities across the organization. THCM was also honored by HCM for having trained the highest number of participants under the A2E program - a remarkable achievement reflecting our focus on continuous learning and development.

In addition to this recognition, special honors were conferred on four individuals for their outstanding contributions to the learning ecosystem: Mr. Shivanshu Zamdagni (Design – KGP) for his role as an A2E trainer, content curator, and assessment designer; Mr. Sandeep Mishra (QA – KGP) for his expertise as an ISO and PFMEA trainer and leadership in the Quality Champions programe; Mr. Aribam Bangshilal Sharma (Production – KGP) for organizing and developing content for skill training and certification; and Md. Imtiyaz Ahmed (SCM – KGP) for his work as an A2E trainer and co-creator of the Quality Champions case study.

This celebration stands as a proud moment for Tata Hitachi, reaffirming our belief that empowering people through knowledge is the cornerstone of our growth and excellence.



#### **Our Latest Brand Campaigns**

We are excited to announce the launch of two new Tata Hitachi brand films – powerful stories that celebrate our machines not just as tools, but as trusted partners in progress. These films highlight the emotional and aspirational journeys of our customers and reinforce our brand promise of "Chalo Desh Banaye".

#### Sapne Sach Karaye, Chalo Desh Banaye

A story of determination and legacy, capturing the bond between a father, daughter, and their Tata Hitachi machine. It beautifully portrays how our machines become part of our customers' lives, helping them turn dreams into reality.



#### Chune Pragati Ki Dishaye, Chalo Desh Banaye

A heartfelt tale of a dreamer whose life was transformed by his Tata Hitachi Backhoe Loader - SHINRAI. More than just a machine, SHINRAI became his companion in progress, helping him achieve greater heights and move forward in life.



The Parts Business Development team has launched a new customer engagement initiative – the "Assured Gift Program" – aimed at boosting customer satisfaction and loyalty. Under this program, customers received assured gifts upon purchasing maintenance filter kits from us. Our dealer partners across various regions enthusiastically participated by handing over these gifts and sharing joyful moments captured through pictures of the distribution process. This initiative is not only a step towards strengthening customer relationships but also showcases our commitment to delivering more value beyond parts. Kudos to the Parts Business Development Team and our dealer network for driving this program with such energy and enthusiasm!



#### **Newly launched**

Glimpses of the launch event of the TL340H Prime CEV5 compliant Wheel Loader at Katni. The event was graced by our esteemed customers, senior management team of Tata Hitachi and Kailash Infratech, Tata Hitachi's authorized dealership.



## KEY HANDOVERS AND CUSTOMER FELICITATIONS

It gives us immense joy every time we delight our customers with the on-time delivery of the machine. Here are glimpses of a few key handovers and customer felicitations.

#### **KLP Enterprises Key Handover**

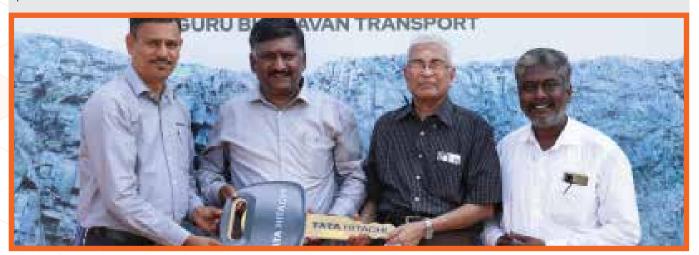
A proud moment for Tata Hitachi as we handed over 1 unit of the new model Zaxis 890LCH-7G to M/s KLP Enterprises at Raigarh. This marks yet another step in strengthening our partnership and supporting our customer's journey with cutting-edge technology and performance.



#### **Guru Bhagwan Enterprises Key Handover:**

9 units of ZAXIS 140LC ULTRA were handed over to

Mr. Dhandapani of Guru Bhagwan Enterprises, a key account customer in Trichy, Tamil Nadu. This strengthens our presence in the contractor segment. The customer, with a fleet of 25+ machines, also shared a positive testimonial on performance.



#### **Key Handover Ceremonies by Jaipur Branch:**

The Jaipur branch successfully conducted multiple key handovers to M.s. K.D. Minerals, Sikar / Mr. Dheeraj Dhakkar, and other valued customers across Rajasthan. These milestones reflect the growing trust in Tata Hitachi's machines and our strong dealer network in the region.



#### Celebrating a milestone!

Key handover of the 1st EX 1900-6 Mining Excavator at Central Coalfields Limited, Jharkhand. Congratulations to the entire team on their continued success!



#### Shri Krishna Mines & Minerals Key Handover:

A proud moment as Team Tata Hitachi (Jaipur branch) handed over the keys of the powerful ZAXIS 220LC Ultra to Shri Krishna Mines & Minerals, Neem Ka Thana, Jaipur. Here's to new beginnings, unmatched performance, and a trusted partnership that drives progress.



#### Perambalur Key Handover:

In April 2025, 12 units of ZAXIS 220LC ULTRA were delivered in the Perambalur crusher belt, Trichy District. This has strengthened our presence in the region and improved product visibility. Customers appreciated the machine performance, especially in crusher applications.



#### Sushee Hitech Projects Key Handover:

The first and second ZAXIS 890 units in India were handed over to M/s Sushee Hitech Projects Pvt. Ltd., based in Hyderabad. These machines are deployed at Singareni Coal Mines, Sathupally (Andhra Pradesh), operating round the clock for overburden removal. The customer has expressed strong satisfaction, citing clear advantages in productivity and fuel efficiency compared to competitors in this segment.



#### Mahavir Coal Washries Key Handover:

Team Nagpur handed over 2, ZW 225's to Mahavir Coal Washries Pvt. Ltd



#### **Tirupati Blue Metals Key Handover:**

The EX 350LC for the Crusher segment in Tamil Nadu was recently commissioned for M/s Tirupati Blue Metals. The machine has already clocked over 280 hours in a demanding quarry near Tindivanam. Impressed with its performance, the customer has placed an order for another unit. A key account customer, Tirupati Blue Metals operates a fleet of 10+ Tata Hitachi machines across various sites.



#### **GRN Key Handover:**

Nagpur Team celebrated the key handover of two ZAXIS 870 excavators to GRN, Chandrapur. This marks another milestone in our commitment to supporting large-scale infrastructure and mining operations with high-performance equipment and reliable service.



## **CUSTOMER MEETS**

Nothing helps us build strong relationships with customers like face-to-face interactions. Our customer meets are one of the most valuable ways to connect with our customer base. Here are glimpses of customer meets conducted.

#### **Customer Meet at Jaipur:**

An engaging customer meet was successfully held at Chomu, Jaipur, bringing together valued customers and stakeholders. The event served as a great platform for strengthening relationships, showcasing our latest offerings, and gaining insightful feedback. Here's a look at some memorable moments from the evening!



#### **SHINRAI Sampark Activity - Customer Connect Initiative**

As part of the Customer Connect initiative, SHINRAI Sampark was conducted in Nellore, Chittoor, and Rajahmundry districts. The activity helped gather direct feedback on product and service improvements, connecting with over 120 customers. The initiative was well-received, especially for its focus on Parts and Service support.



#### **Rockbreaker Handover:**

A customer gathering focused on Rockbreakers was held at Donabanda Crusher Belt, near Vijayawada, Andhra Pradesh. With a recent breakthrough sale of a B235 Rockbreaker in a competition dominated belt, the event provided a great platform to engage customers and promote its use for primary crushing.



#### **SHINRAI Customer Engagement Drive:**

Phase 1 of the ZonaL (S3) special drive was conducted in Paramakudi, Coimbatore, Salem, and Trichy clusters to engage SHINRAI customers. Teams comprising ZSMs, ASMs, DAM-S, FSH, and dealer service teams from Vetri, PPS, and Raambaag interacted with customers, gathering valuable feedback and reinforcing service connect.



## PLANT VISITS

#### **Customer Visit from Tirupati to Dharwad Plant**

In April 2025, 22 customers from Tirupati, Andhra Pradesh visited the Dharwad Plant. They were impressed by the manufacturing practices, especially in the SHINRAI Backhoe Loader line. Their visit helped build trust and led to orders for 24 SHINRAI units over the past five months, strengthening our market presence in the Tirupati region.



#### **Tata Motors Women Affinity Group Plant Visit**

Visit date: 13th May 2025

Tata Motors women affinity group visited Dharwad plant on 13<sup>th</sup> May 2025 to learn good practices about safety, 5S, TPM practices, lean manufacturing process and overall shop-floor discipline practiced at Tata Hitachi. Also visited our skill training center and urban forest area (Miyawaki forest) inside our plant.



## PARTS MELAS & OPERATOR MEET

Parts Melas are an effective way to impress upon the customers the advantage of genuine Tata Hitachi Spare Parts.

#### Operator Meet Held at Ajmer Road, Jaipur in Association with Ensol Infratech

The event brought together local operators for a focused session on machine handling, safety practices, and performance tips.



## FINANCIER MEETS

An important platform to network, share insights, and discuss emerging trends, fostering collaboration and informed decision-making

#### Financer Meet at Ajmer (Ensol), Rajasthan

The event brought together local operators for a focused session on machine handling, safety practices, and performance tips.



## TRAINING PROGRAMS

#### **Customer Staff Training Conducted:**

Tata Hitachi's Chennai branch, in collaboration with our dealer partner M/s Chennai SSSS, successfully conducted a customer staff training session for M/s Amara Raja Circular Solutions Pvt. Ltd. at their corporate plant located in Kanchipuram, Tamil Nadu. The session aimed to enhance product understanding, operational efficiency, and safe usage practices, reinforcing our commitment to delivering value beyond the machine.



#### Operator Training at Dalirajhara, Chhattisgarh:

An operator training session was successfully conducted at the Dalirajhara site in Chhattisgarh by Prakash Shriwas and Vikram Lal. The training focused on enhancing machine handling skills, safety practices, and operational efficiency for the local workforce.



#### **Safety Training at Nagpur CWH:**

Swetal Logistics conducted a comprehensive safety training session at the Nagpur Central Warehouse (CWH). The session emphasized best practices in material handling, workplace safety, and emergency preparedness, reinforcing our commitment to a safe and secure working environment.



## TATA HITACHI

## Reliable solutions

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