## 

**Minutes of Meeting**

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| **Title** | Toyota Ukraine Management Meeting | | | |
| **Times** |  | | | |
| **Date** |  | | | |
| **Location** | Online (Microsoft Teams) | | | |
| **Attendees** | General Director | | Ota Shun | OS |
| Executive Coordinator | | Saito Tomoyuki | ST |
| Toyota and Lexus Operation | CGM | Rasshchupkina, Yevgeniya V. | RY |
| Finance and Administration | CGM | Asadchy, Georgiy V. | AG |
| Value Chain Operation | GM | Tsyvinsky, Oleksiy V. | TO |
| Brand Equity and Dealer Development | GM | Likhunova, Lyudmyla M. | LL |
| Customer 1st Operation | GM | Ksendzyuk, Igor B. | KI |
| Marketing and New Business Development | DGM | Petrenko, Volodymyr M. | PV |
| Risk and Cash Management | DGM | Malyuk, Taras M. | MT |
| Lexus Sales | DMG | Tymofeyeva, Anastasiya V. | TA |
| Human Resources | DGM | Badina, Alina S. | BA |
| Finance and Administration | LS | Inoue Kota | IK |
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1. **Meeting Summary**
2. Performance Update
3. Issue Discussion
4. **Discussed Agendas**

**Toyota Sales**

Market Situation:  
  
- The company is still #2 in the market, with Renault being the top seller.  
- Renault's sales last month were over 1.2K, with over 900 units of Duster being sold.  
- Renault has a significant advantage over Toyota due to its logistics and fleet sales.  
- Volkswagen continues to impress with its sales.  
- Toyota's sales target is adjusted every month based on the stock situation and demand.  
- Moldova's sales are recovering, and the company is expecting sales over 120 from April onwards.  
  
Sales Targets:  
  
- The company is still exceeding its target for profitability.  
- The selling gross is moving down to normal due to a smaller gap between cost of sales and revenue.  
- The company is gradually increasing the price of the RSP to reflect the fluctuation of the currency.  
- The company is facing difficulties in giving big discounts due to logistics problems.  
  
Logistics:  
  
- The company is facing logistics problems due to conscription issues and the border blockade.  
- The company is planning to train its staff on logistics on 25th April.  
- The company is exploring the possibility of using the train for delivery until the border is blocked.  
  
Profitability:  
  
- The company is still exceeding its target for profitability.  
- The selling gross is moving down to normal due to a smaller gap between cost of sales and revenue.  
- The company is gradually increasing the price of the RSP to reflect the fluctuation of the currency.  
- The company is facing difficulties in giving big discounts due to logistics problems.  
  
Conclusion:  
  
The meeting provided valuable insights into the market situation, sales targets, logistics, and profitability of the company. The company is facing logistics problems due to conscription issues and the border blockade. The company is planning to train its staff on logistics on 25th April and exploring the possibility of using the train for delivery until the border is blocked. The company is still exceeding its target for profitability, but facing difficulties in giving big discounts due to logistics problems. The CEO and General Director will take necessary actions to address the issues discussed in the meeting.

**Lexus Sales**

Performance in the Premium Market  
- The company's market share in the premium market was stable in Q1, with a share of 18% as forecasted.  
- The company is currently ranked #2 in the premium market.  
- Delivery is key to success in the premium market, and the 10 branch is currently ranked #1 in delivery.  
- BMW started to recover in March after a slow start in January and February, and they are currently #1 in the GCV segment.  
- The main player in the premium market for the company is the Lexus 65, which is selling better than the BMW X5.  
- The company's market share in the premium market for the past three months is 16%, which is the highest in the company's history.  
- The target for the year is to maintain a market share of not less than 13% with all upcoming circumstances.  
  
Sales of Lexus and Toyota Vehicles  
- The company is improving sales month by month, with Q1 being a good start.  
- The main models for Q1 were the Lexus NX and RX.  
- The share of Victoria stock in Q1 was 36%, which is good.  
- The company still has normal models to sell, with 108 units in the 1st and 2nd portion of the stock.  
- The company expects to receive Victoria's 3.0 in the summer, which will consist only of X and NX.  
- The company's stock will help to keep sales up, as other brands continue to sell their stock.  
- The company is improving sales in Moldova, with March being better than January and February.  
- The company's main competitor in Moldova is Porsche, who introduced a new cayenne that is attracting attention.  
  
Challenges and Staffing  
- The company is facing challenges in meeting its year target of 118 units in Moldova.  
- The company has a lot of cars in stock, but they cannot find a way to recover from a slow December.  
- The company will meet with dealers to discuss how to increase sales, besides offering discounts.  
- The company lost one salesman due to low salary, which consists mostly of bonuses.  
- The company needs to find a way to increase sales and retain staff.  
  
Impact of Currency Exchange Rates  
- The company's main contributor to selling gross and gross margin is Victoria Stock.  
- The company caught a lot during Q1 with currency exchange rates, but the rates are now devaluing day by day.  
- The company is following the exchange rates on the market and adjusting prices accordingly.  
- The company expects to benefit from the exchange rates in the short run, but it may not work for all models if there is no local stock.  
- The company is communicating with dealers in advance to increase prices and give customers time to buy cars before the prices increase.  
  
Conclusion:  
The status meeting provided valuable insights into the company's performance in the premium market, sales of Lexus and Toyota vehicles, challenges faced by the company, and the impact of currency exchange rates on the business. The company needs to find ways to increase sales and retain staff, while also adjusting prices according to the exchange rates. The CEO will follow up with the General Director of the company to discuss the findings of the report and take necessary actions to improve the company's performance.