



Renault  
Group

# Renault Group – FIEV Feedback and discussion on LEAP100 experience

JUNE 24, 2026

# Icebreaker:

## Introduction of participants

| Time          | Duration | Topic                        |
|---------------|----------|------------------------------|
| 14:00 – 14:15 | 15mn     | Introduction of participants |
| 14:15 – 14:30 | 15mn     | “Why LEAP100” reminder       |
| 14:30 – 15:40 | 1h10     | Workshops                    |
| 15:40 – 15:55 | 15mn     | Coffee break                 |
| 15:55 – 17:15 | 1h20     | Group Reports                |
| 17:15 – 17:30 | 15mn     | Conclusion                   |



Reminder:

## « Why LEAP100 »

| Time          | Duration | Topic                        |
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# The automotive industry is undergoing the most significant transformation in its history **RG**



**Shift in customer expectations**



**Intensified competition**



**Technological breakthrough opportunities**



**Regulatory requirements**



**Product adaptation needs**

- Renault Group is undertaking this vital transformation to become even more agile, fast, productive, and competitive.
- Vehicle development process acceleration (LEAP100) has been placed at the top of the Group's agenda.

# futuREady is built on 4 priorities



## Growth-ready

Product and customer experience

Launch a 2<sup>nd</sup> successful **product offensive** in Europe & beyond



## Tech-ready

Technology roadmaps

Control **key technology** bricks



## Excellence-ready

Operational excellence

Deliver **excellence** across all **functions**

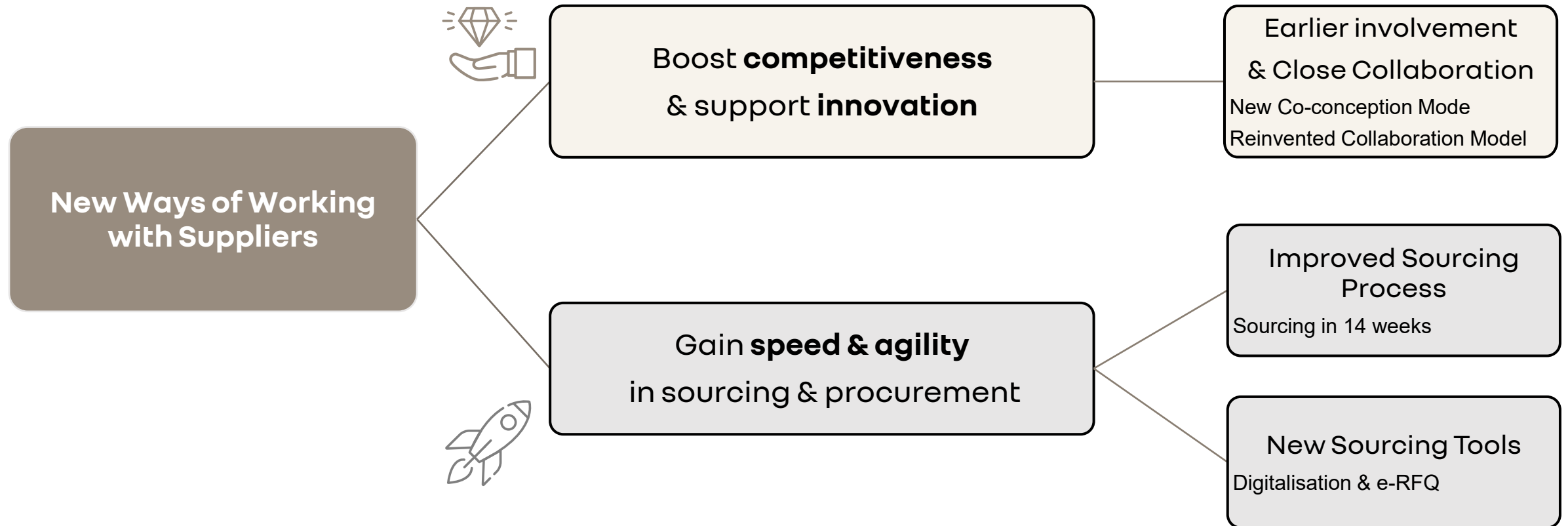


## Trust-ready

Engaging our employees and ecosystems

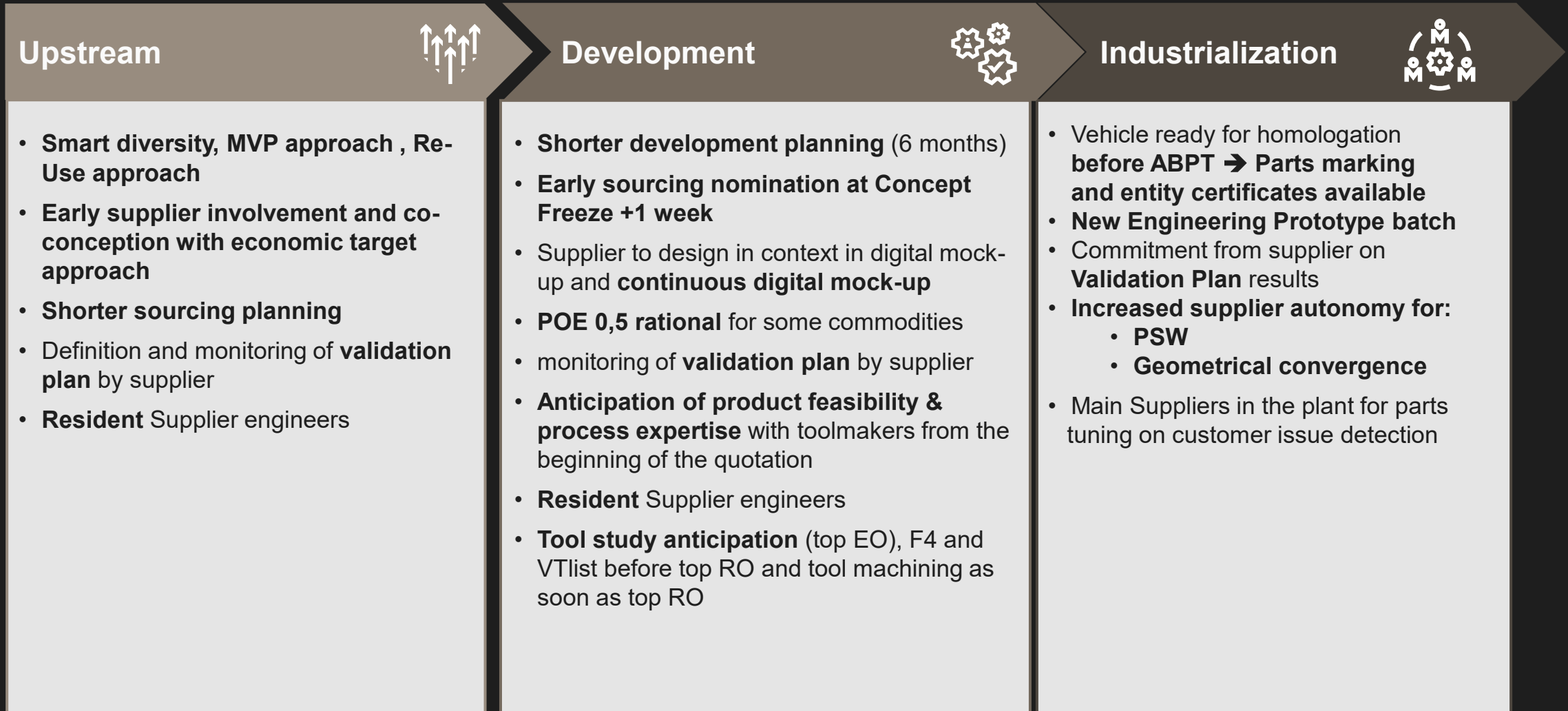
**Engage** towards **stakeholders**

# New Ways of Working With Suppliers – Overall Principles



As part of S2P, New Ways of Working With Suppliers encompasses multiple improvements.

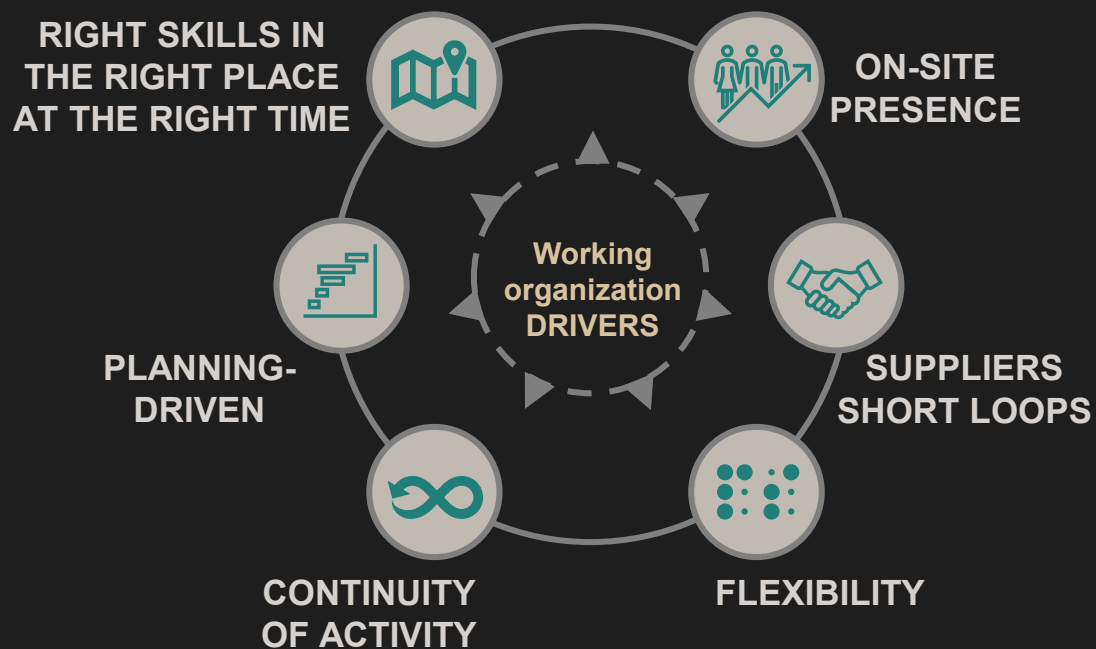
## Main breakthroughs



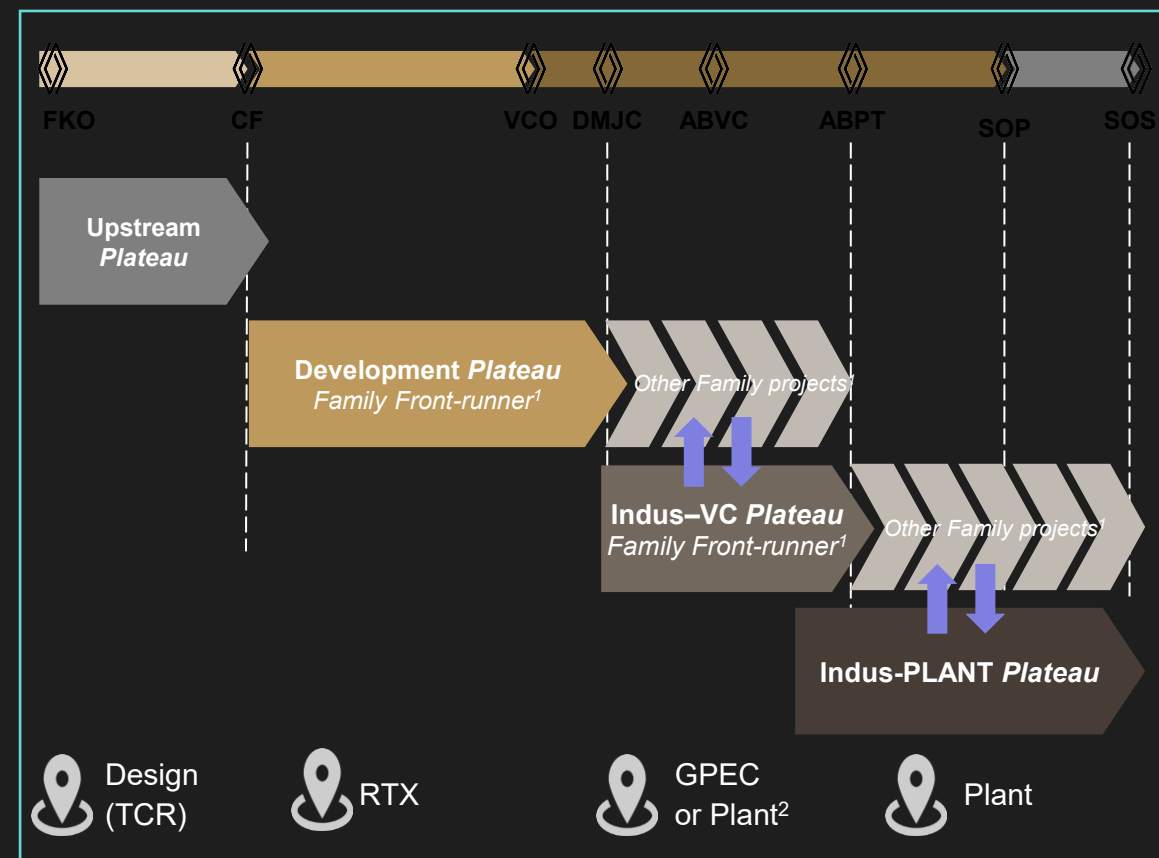
## Best plateau workspace & team efficiency



### LEAP100 WORKING ORGANIZATION KEY DRIVERS



### “PLATEAU PROJET” as a base camp



# Workshops in breakouts

*Group allocation on next page*

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# Group allocation

|                      | <b>Group 1</b><br>New co-conception<br>mode                                                                                                                | <b>Group 2</b><br>Sourcing in<br>14 weeks                                                                                                                                                | <b>Group 3</b><br>Reinvented<br>collaboration model                                                                                                | <b>Group 4</b><br>Digitalization<br>& eRFQ                                                                                                                                    |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Renault Group</b> | <ul style="list-style-type: none"><li>▪ Y Guillouzie (facilitator)</li><li>▪ E Dervain (note taker)</li><li>▪ R Ibarra</li><li>▪ A Caron</li></ul>         | <ul style="list-style-type: none"><li>▪ P Gaudillat (facilitator)</li><li>▪ H Spiesser (note taker)</li><li>▪ A Michel</li></ul>                                                         | <ul style="list-style-type: none"><li>▪ G Dias (facilitator)</li><li>▪ T Brunet (note taker)</li><li>▪ F Rouyer</li></ul>                          | <ul style="list-style-type: none"><li>▪ E Kurzweg (facilitator)</li><li>▪ D Gasser (note taker)</li><li>▪ C Declercq</li><li>▪ I Ait-Hammouda</li></ul>                       |
| <b>Suppliers</b>     | <ul style="list-style-type: none"><li>▪ Y Gozlan</li><li>▪ F Linard de Guertechin</li><li>▪ O Magro</li><li>▪ A Vandelannoitte</li><li>▪ J Vidal</li></ul> | <ul style="list-style-type: none"><li>▪ R Cellier</li><li>▪ J Hurel</li><li>▪ G Maheut</li><li>▪ O Palluat de Besset</li><li>▪ T Petit</li><li>▪ Y Perichet</li><li>▪ A Saetti</li></ul> | <ul style="list-style-type: none"><li>▪ M Bensaadi</li><li>▪ M Durix-Confrere</li><li>▪ F Guilbert</li><li>▪ E Moisy</li><li>▪ R Pezzeta</li></ul> | <ul style="list-style-type: none"><li>▪ A Bee Therouin</li><li>▪ D Bry</li><li>▪ C Deshayes</li><li>▪ F Sorby</li><li>▪ S Weiss</li><li>▪ P Zanini</li><li>▪ F Paul</li></ul> |

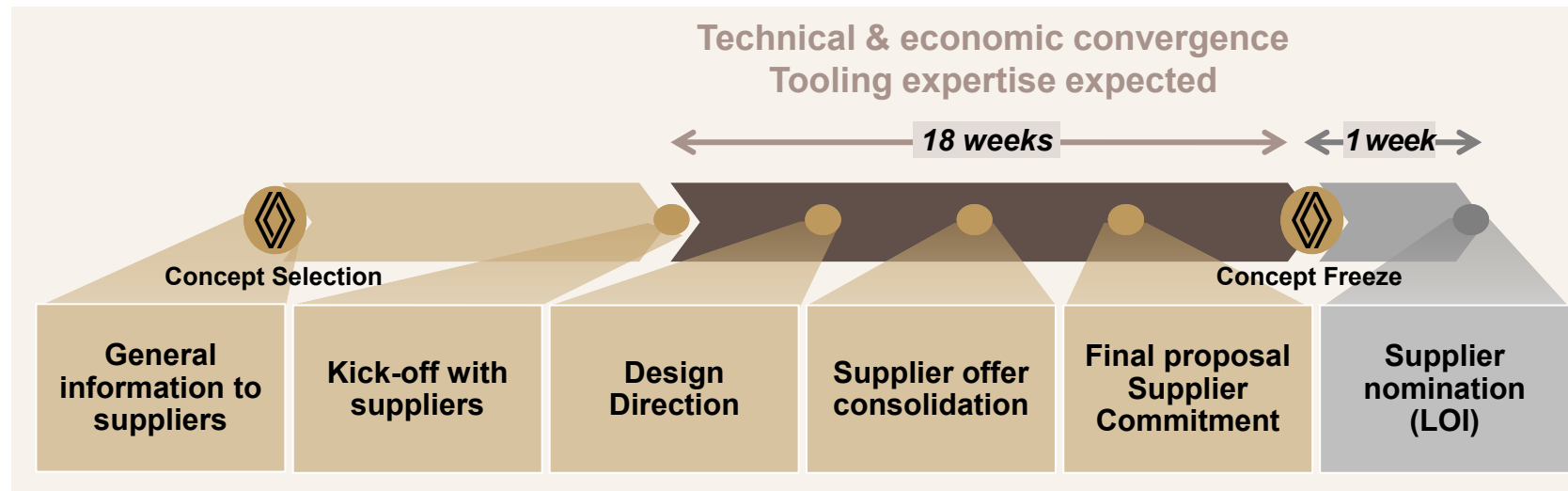
# New Co-conception Mode



# Early sourcing – co-conception scheme

## STAKES

- **Optimize technical definition + speed-up styling convergence** capturing supplier expertise
- **No cost deviation after nomination.** Normal convergence product considered as included in the economic playground



## APPLICATION SCOPE EXAMPLES

- Main styling parts
- Some innovation parts



### Key take-aways

- Two suppliers in competition
- The supplier is responsible to **provide the Best Technical Proposal** to reach a one pager specification :
  - ✓ Providing a BOM and economic breakdown
  - ✓ The supplier confirms its firm commitment to respect the cost target unchanged till end of development.
- **Supplier economic performance** monitored by:
  - ✓ Economic Target until nomination
  - ✓ Gap to COST convergence until SOP.

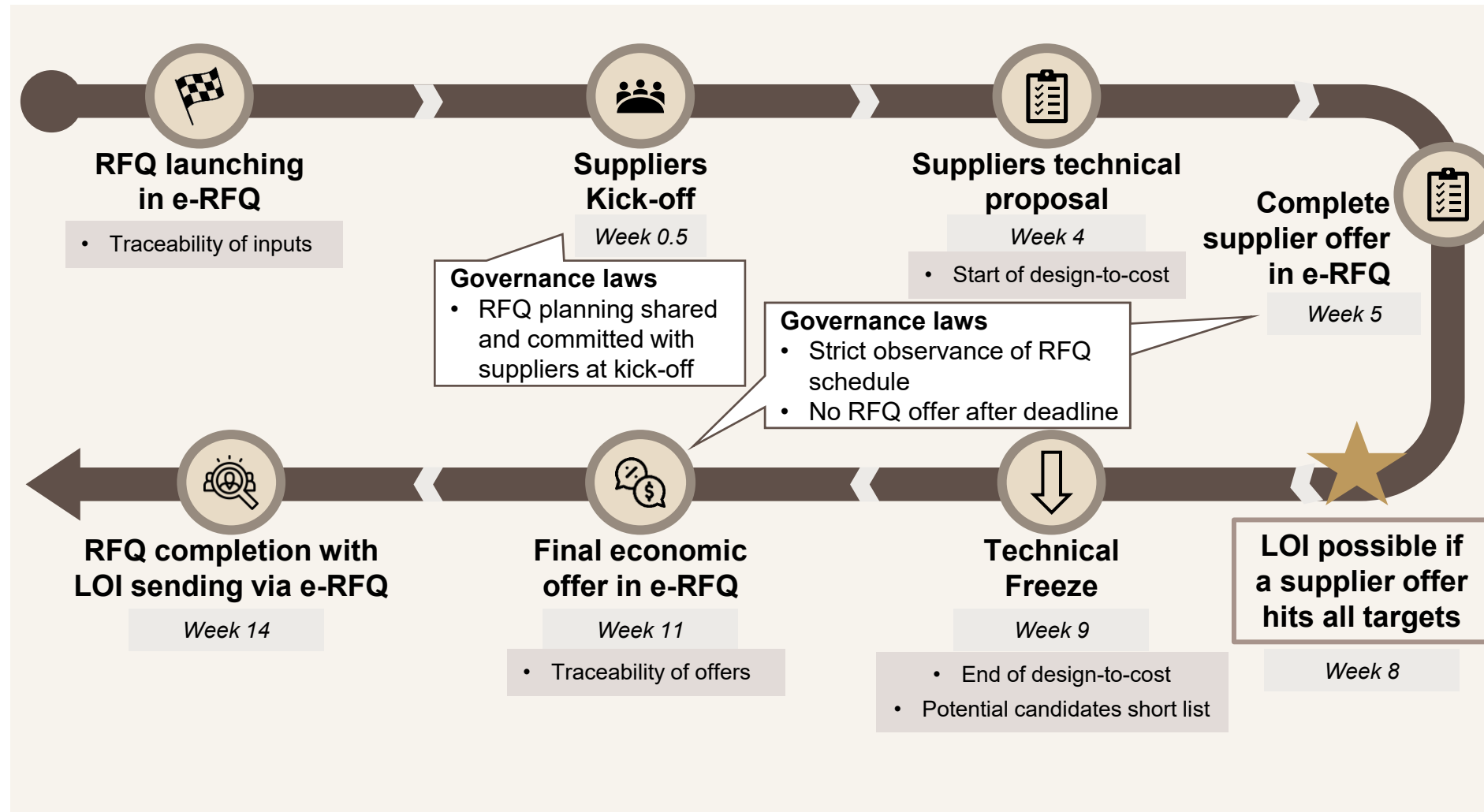
Sourcing in 14 weeks



# Classical Sourcing – Integrated digital environment and robust planning



## CYCLE FROM RFQ LAUNCH TO LOI SENDING 8-14 WEEKS



### Key take-aways

- RFQ in **14 weeks maximum** (reducing RFQ workload for all)
- **Mandatory use of e-RFQ** for offer submission; if no answer at required gates in e-RFQ, **supplier can be kicked out of RFQ**
- **Permanent alignment** of all stakeholders in real time through e-RFQ

# Reinvented Collaboration Model (New RACI)



# New RACI – Higher supplier involvement

## KEY CHANGES FOR SUPPLIERS



Suppliers will **design in real time in a continuous way** with quick update of digital mock-up



Suppliers will **create, plan and validate the Validation Plan**, for which they are responsible for execution based on Renault Group requirements



Suppliers will **lead the part's geometric convergence**



Supplier will **take the lead of convergence for PSW until K0**

| Task                                                                                                                                                                                                                                                                                                                                  | RENAULT | SUPPLIER<br>Tier 1<br>(or Tier 2 imposed<br>by Renault) | SUPPLIER<br>Tier 2 | Comments                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------|--------------------|--------------------------------------|
| <b>BEFORE AWARD</b>                                                                                                                                                                                                                                                                                                                   |         |                                                         |                    |                                      |
| Development and industrial schedule for the scope                                                                                                                                                                                                                                                                                     | C       | A+R                                                     |                    |                                      |
| Design Technique 0 with:<br>- Build of Material including risk and opportunities<br>- Technical convergence with Styling<br>- Supplier Feasibility Commitment included Style feasibility<br>- Supplier validation plan (except R&S) based on Renault requirements<br>- Geometry conformity management (conformity schedule, jig, ...) | C       | A+R                                                     |                    |                                      |
| Definition plan de validation R&B and Sub-system                                                                                                                                                                                                                                                                                      | A+R     | C                                                       |                    |                                      |
| <b>AFTER AWARD</b>                                                                                                                                                                                                                                                                                                                    |         |                                                         |                    |                                      |
| <b>Part design</b>                                                                                                                                                                                                                                                                                                                    |         |                                                         |                    |                                      |
| Part Design realization                                                                                                                                                                                                                                                                                                               | C       | A+R                                                     | C                  |                                      |
| Part integration in environment (interfaces...)                                                                                                                                                                                                                                                                                       | A       | B                                                       |                    |                                      |
| Feedback about testing feasibility                                                                                                                                                                                                                                                                                                    | C       | A+R                                                     | C                  |                                      |
| Co-Design with Team Some (PO resolution)                                                                                                                                                                                                                                                                                              | A       | B                                                       |                    |                                      |
| 2D drawing release                                                                                                                                                                                                                                                                                                                    | I       | A+R                                                     |                    |                                      |
| 2D drawing validation                                                                                                                                                                                                                                                                                                                 | A       | B                                                       |                    |                                      |
| 3D data release in continuous design mode                                                                                                                                                                                                                                                                                             | I       | A+R                                                     |                    |                                      |
| 3D data validation (compliance environment, feasibility, tech. Rules)                                                                                                                                                                                                                                                                 | C       | A+R                                                     |                    |                                      |
| HCPP control point - definition + target                                                                                                                                                                                                                                                                                              | A+R     | C                                                       |                    |                                      |
| HCPP supplier answer                                                                                                                                                                                                                                                                                                                  | C       | A+R                                                     |                    |                                      |
| Global geometry allocation                                                                                                                                                                                                                                                                                                            | A+R     | C                                                       |                    |                                      |
| 3D delivery for Top RO with feasibility commitment                                                                                                                                                                                                                                                                                    | C       | A+R                                                     |                    |                                      |
| IGD delivery updated planning                                                                                                                                                                                                                                                                                                         | A       | B                                                       |                    |                                      |
| TOP RO validation part                                                                                                                                                                                                                                                                                                                | A+R     | C                                                       |                    |                                      |
| <b>Part testing</b>                                                                                                                                                                                                                                                                                                                   |         |                                                         |                    |                                      |
| Validation plan planification - R&B requirements                                                                                                                                                                                                                                                                                      | A       | B                                                       |                    |                                      |
| Validation plan planification - Functional requirements - Activities where supplier is execution responsible                                                                                                                                                                                                                          | C       | A+R                                                     |                    |                                      |
| Validation plan planification - Activities where Renault is execution responsible                                                                                                                                                                                                                                                     | A+R     | C                                                       |                    |                                      |
| Parts availability for testing                                                                                                                                                                                                                                                                                                        | C       | A+R                                                     |                    |                                      |
| CUK availability for testing                                                                                                                                                                                                                                                                                                          | A+R     | C                                                       |                    |                                      |
| Part Conformity reporting and validation                                                                                                                                                                                                                                                                                              | C       | A+R                                                     |                    |                                      |
| Part Conformity reporting and validation - Activities where Renault is execution responsible                                                                                                                                                                                                                                          | A+R     | C                                                       |                    |                                      |
| Corrective action plan after part testing (if test NOK)                                                                                                                                                                                                                                                                               | C       | A+R                                                     |                    |                                      |
| Sub-System Conformity reporting                                                                                                                                                                                                                                                                                                       | A       | B                                                       |                    |                                      |
| Sub-System Conformity reporting validation                                                                                                                                                                                                                                                                                            | A+R     | C                                                       |                    |                                      |
| Corrective action plan after sub-system testing (if test NOK)                                                                                                                                                                                                                                                                         | A+R     | C                                                       |                    |                                      |
| Creation CAE mesh by model factory for part and sub system validation (case by case, must be adapted with each matter)                                                                                                                                                                                                                | A+R     | C                                                       |                    | 1 conformer mille par mille          |
| CAE Simulation Part                                                                                                                                                                                                                                                                                                                   | C       | A+R                                                     |                    | 1 conformer par mille - Renault part |
| CAE Simulation Sub system (first run) (case by case, must be adapted with each matter)                                                                                                                                                                                                                                                | A+R     | C                                                       |                    | 1 conformer par mille - Renault part |
| CAE Simulation Sub system (iteration run) (case by case, must be adapted with each matter)                                                                                                                                                                                                                                            | C       | A+R                                                     |                    |                                      |
| CAE Simulation Synthesis vehicle                                                                                                                                                                                                                                                                                                      | A+R     | C                                                       |                    |                                      |
| Solution definition validation after CAE Simulation on Part and Sub system                                                                                                                                                                                                                                                            | C       | A+R                                                     |                    |                                      |
| <b>System testing</b>                                                                                                                                                                                                                                                                                                                 |         |                                                         |                    |                                      |
| System validation creation                                                                                                                                                                                                                                                                                                            | A+R     | C                                                       |                    |                                      |
| System testing realization by Renault                                                                                                                                                                                                                                                                                                 | A+R     | C                                                       |                    |                                      |
| System testing realization by Supplier                                                                                                                                                                                                                                                                                                | A       | B                                                       |                    |                                      |
| System validations                                                                                                                                                                                                                                                                                                                    | A+R     | C                                                       |                    |                                      |
| <b>Industrialization</b>                                                                                                                                                                                                                                                                                                              |         |                                                         |                    |                                      |
| Process design                                                                                                                                                                                                                                                                                                                        | I       | A+R                                                     | C                  |                                      |
| Raw material purchase for tooling (e.g. steel for die)                                                                                                                                                                                                                                                                                | C       | A                                                       | B                  |                                      |
| Standard tooling component purchase                                                                                                                                                                                                                                                                                                   | C       | A                                                       | B                  |                                      |
| Tooling purchase                                                                                                                                                                                                                                                                                                                      | C       | A+R                                                     | C                  |                                      |
| Process conformity reporting                                                                                                                                                                                                                                                                                                          | I       | A+R                                                     |                    |                                      |
| Tooling machining and preparation                                                                                                                                                                                                                                                                                                     | I       | A                                                       | B                  |                                      |
| Set up of process at supplier plant                                                                                                                                                                                                                                                                                                   | I       | A+R                                                     | C                  |                                      |
| Trial run                                                                                                                                                                                                                                                                                                                             | I       | A+R                                                     | C                  |                                      |
| Pilot testing                                                                                                                                                                                                                                                                                                                         | I       | A+R                                                     | C                  |                                      |
| Process validation                                                                                                                                                                                                                                                                                                                    | A       | B                                                       |                    |                                      |
| Convergence geometric part                                                                                                                                                                                                                                                                                                            | A       | B                                                       |                    |                                      |
| Uge creation and validation                                                                                                                                                                                                                                                                                                           | C       | A+R                                                     |                    |                                      |
| Execution OPV Part decided by project                                                                                                                                                                                                                                                                                                 | C       | A+R                                                     |                    |                                      |
| Management OPV Part                                                                                                                                                                                                                                                                                                                   | C       | A+R                                                     |                    |                                      |
| Management PSW Convergence (specific RACI RGPOP)                                                                                                                                                                                                                                                                                      | C       | A+R                                                     |                    |                                      |

R = Responsible  
The person who performs the activity

A = Accountable  
The person who makes the go/stop judgment

C = Consults  
The person who is consulted before final decision is made or action taken

I = Informed  
The person who is informed after the decision is made or action taken

- Contextualized by the Upstream Elementary Function Leader (PFA) according to project & commodity specificities.
- On a case-by-case basis, exceptions can be made.

# RACI Details



## RACI For RFQ and Co-Conception - Technical File (RPIFFPV3P20110261)

Renault Group remains accountable towards the authorities (homologation, Market surveillance, Justice),

| Task                                                                                                                                                                                                                                                                                                                                                 | RFQ     |                                          |                    | Co-Conception - Early Sourcing |                                          |                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------------------|--------------------|--------------------------------|------------------------------------------|--------------------|
|                                                                                                                                                                                                                                                                                                                                                      | RENAULT | SUPPLIER                                 | SUPPLIER           | RENAULT                        | SUPPLIER                                 | SUPPLIER           |
|                                                                                                                                                                                                                                                                                                                                                      |         | Tier 1<br>(or Tier 2 imposed by Renault) | Tier 2 - Toolmaker |                                | Tier 1<br>(or Tier 2 imposed by Renault) | Tier 2 - Toolmaker |
| BEFORE AWARD                                                                                                                                                                                                                                                                                                                                         |         |                                          |                    |                                |                                          |                    |
| Development and Industrial schedule for the scope                                                                                                                                                                                                                                                                                                    | C       | A+R                                      |                    | C                              | A+R                                      |                    |
| Dossier Technique 0 with :<br>- Build of Material including risk and opportunities<br>- Technical convergence with Styling<br>- Supplier Feasibility Commitment included Style feasibility<br>- Supplier validation plan (except R, S, Sub-System) based on Renault requirements<br>- Geometry conformity management (conformity schedule, jigs,...) | C       | A+R                                      |                    |                                |                                          |                    |
| Definition plan de validation R, S, Sub-system                                                                                                                                                                                                                                                                                                       | A+R     | C                                        |                    | A+R                            | C                                        |                    |
| OnePager document<br>Inputs Onepager                                                                                                                                                                                                                                                                                                                 |         |                                          |                    | A+R                            | I                                        |                    |
| OnePager expected deliverables                                                                                                                                                                                                                                                                                                                       |         |                                          |                    | C                              | A+R                                      |                    |
| AFTER AWARD                                                                                                                                                                                                                                                                                                                                          |         |                                          |                    |                                |                                          |                    |
| Part design                                                                                                                                                                                                                                                                                                                                          |         |                                          |                    |                                |                                          |                    |
| Part Design realization                                                                                                                                                                                                                                                                                                                              | C       | A+R                                      | C                  | C                              | A+R                                      | C                  |
| Part integration in environnement (interfaces...)                                                                                                                                                                                                                                                                                                    | A       | R                                        |                    | C                              | A+R                                      |                    |
| Feedback about tooling feasibility                                                                                                                                                                                                                                                                                                                   | C       | A+R                                      | C                  | C                              | A+R                                      | C                  |
| Co-Design with Team Zone (Ki resolution)                                                                                                                                                                                                                                                                                                             | A       | R                                        |                    | A                              | R                                        |                    |
| 2D drawing release                                                                                                                                                                                                                                                                                                                                   | I       | A+R                                      |                    | I                              | A+R                                      |                    |
| 2D Drawing Validation                                                                                                                                                                                                                                                                                                                                | A       | R                                        |                    | A                              | R                                        |                    |
| 3D data release in continous design mode                                                                                                                                                                                                                                                                                                             | I       | A+R                                      |                    | I                              | A+R                                      |                    |
| 3D data validation (compliance environnement, faisability, tech. Rules.)                                                                                                                                                                                                                                                                             | C       | A+R                                      |                    | C                              | A+R                                      |                    |
| HCPP control point : definition + target                                                                                                                                                                                                                                                                                                             | A+R     | C                                        |                    | A+R                            | C                                        |                    |
| HCPP supplier answer                                                                                                                                                                                                                                                                                                                                 | C       | A+R                                      |                    | C                              | A+R                                      |                    |
| Global geometry allocation                                                                                                                                                                                                                                                                                                                           | A+R     | C                                        |                    | A+R                            | C                                        |                    |
| 3D delevery for Top RO with feasability commitment                                                                                                                                                                                                                                                                                                   | C       | A+R                                      |                    | C                              | A+R                                      |                    |
| IOD delivery updated planning                                                                                                                                                                                                                                                                                                                        | A       | R                                        |                    | A                              | R                                        |                    |
| TOP RO validation part                                                                                                                                                                                                                                                                                                                               | A       | R                                        |                    | A                              | R                                        |                    |

|                                                                                           |
|-------------------------------------------------------------------------------------------|
| R = Responsible<br>The person who performs the activity                                   |
| A = Accountable<br>The person who makes the go/stop judgment.                             |
| C = Consults<br>The person who is consulted before final decision is made or action taken |
| I = Informed<br>The person who is informed after the decision is made or action taken     |

### 7. RACI

Engineering project general requirements & part technical package  
RPIF-INGPT-2025-0029

| Task                                                                                                          | RFQ     |                                          |                    | Co-Conception - Early Sourcing |                                          |                    |
|---------------------------------------------------------------------------------------------------------------|---------|------------------------------------------|--------------------|--------------------------------|------------------------------------------|--------------------|
|                                                                                                               | RENAULT | SUPPLIER                                 | SUPPLIER           | RENAULT                        | SUPPLIER                                 | SUPPLIER           |
|                                                                                                               |         | Tier 1<br>(or Tier 2 imposed by Renault) | Tier 2 - Toolmaker |                                | Tier 1<br>(or Tier 2 imposed by Renault) | Tier 2 - Toolmaker |
| <b>Part testing</b>                                                                                           |         |                                          |                    |                                |                                          |                    |
| Validation plan planification : R/S requirements                                                              | A       | R                                        |                    | Same as RFQ                    |                                          |                    |
| Validation plan planification : Functionnal requirements - Activities where supplier is execution responsible | C       | A+R                                      |                    |                                |                                          |                    |
| Validation plan planification - Activities where Renault is execution responsible                             | A+R     | C                                        |                    |                                |                                          |                    |
| Parts availability for testing                                                                                | C       | A+R                                      |                    |                                |                                          |                    |
| CUK availability for testing                                                                                  | A+R     | C                                        |                    |                                |                                          |                    |
| Part Conformity reporting and validation                                                                      | C       | A+R                                      |                    |                                |                                          |                    |
| New: New part request for Validation Plan (except supplier part)                                              | C       | A+R                                      |                    |                                |                                          |                    |
| Part Conformity reporting and validation - Activities where Renault is execution responsible                  | A+R     | C                                        |                    |                                |                                          |                    |
| Corrective action plan after part testing (if test NOK) - Activities where supplier is execution responsible  | C       | A+R                                      |                    |                                |                                          |                    |
| Sub-System Conformity reporting                                                                               | A       | R                                        |                    |                                |                                          |                    |
| Sub-System Conformity reporting validation                                                                    | A+R     | C                                        |                    |                                |                                          |                    |
| Corrective action plan after part testing (if test NOK) - Activities where Renault is execution responsible   | A+R     | C                                        |                    |                                |                                          |                    |
| Creation FE Model with Abaqus and Pamcrash Software only for Realeases milestone and DMJC                     | A+R     | C                                        |                    |                                |                                          |                    |
| Iteration FE Model between Realeases milestone and DMJC"                                                      | C       | A+R                                      |                    |                                |                                          |                    |
| Creation FE Model for Rheology simulations                                                                    | C       | A+R                                      |                    |                                |                                          |                    |
| CAE Simulation Part                                                                                           | C       | A+R                                      |                    |                                |                                          |                    |
| CAE simulation Sub System, first Run Crash                                                                    | A+R     | C                                        |                    |                                |                                          |                    |
| CAE simulation Sub System, first Run (except Crash) and iterations runs                                       | C       | A+R                                      |                    |                                |                                          |                    |
| CAE Simulation Synthesis vehicle                                                                              | A+R     | C                                        |                    |                                |                                          |                    |
| Solution definition validation after CAE Simulation on Part and Sub system                                    | C       | A+R                                      |                    |                                |                                          |                    |
| <b>System testing:</b>                                                                                        |         |                                          |                    |                                |                                          |                    |
| System validation creation                                                                                    | A+R     | C                                        |                    | Same as RFQ                    |                                          |                    |
| System testing realization by Renault                                                                         | A+R     | I                                        |                    |                                |                                          |                    |
| System testing realization by Suppliers                                                                       | A       | R                                        |                    |                                |                                          |                    |
| System validations                                                                                            | A+R     | C                                        |                    |                                |                                          |                    |

# RACI Details



| Task                                                   | RFQ     |                                          |                    | Co-Conception - Early Sourcing |                                          |                    |
|--------------------------------------------------------|---------|------------------------------------------|--------------------|--------------------------------|------------------------------------------|--------------------|
|                                                        | RENAULT | SUPPLIER                                 | SUPPLIER           | RENAULT                        | SUPPLIER                                 | SUPPLIER           |
|                                                        |         | Tier 1<br>(or Tier 2 imposed by Renault) | Tier 2 - Toolmaker |                                | Tier 1<br>(or Tier 2 imposed by Renault) | Tier 2 - Toolmaker |
| <b>Industrialization</b>                               |         |                                          |                    |                                |                                          |                    |
| Process design                                         | I       | A+R                                      | C                  | Sam as RFQ                     |                                          |                    |
| Raw material purchase for tooling (e.g. steel for die) | C       | A                                        | R                  |                                |                                          |                    |
| Standard tooling component purchase                    | C       | A                                        | R                  |                                |                                          |                    |
| Tooling purchase                                       | C       | A+R                                      | C                  |                                |                                          |                    |
| Process conformity reporting                           | I       | A+R                                      |                    |                                |                                          |                    |
| Tooling machining and preparation                      | I       | A                                        | R                  |                                |                                          |                    |
| Set up of process at supplier plant                    | I       | A+R                                      | C                  |                                |                                          |                    |
| Trial run                                              | I       | A+R                                      | C                  |                                |                                          |                    |
| Fine tuning                                            | I       | A+R                                      | C                  |                                |                                          |                    |
| Supplier Process validation (Low and medium risk)      | I       | A+R                                      |                    |                                |                                          |                    |
| Supplier Process validation (High risk) - Audit        | R       | A                                        |                    |                                |                                          |                    |
| Convergence geometric part                             | A       | R                                        |                    |                                |                                          |                    |
| Jigs creation and validation                           | C       | A+R                                      |                    |                                |                                          |                    |
| Execution OPP Part decided by project                  | C       | A+R                                      |                    |                                |                                          |                    |
| Management OPV Part in Renault Plant                   | A+R     | C                                        |                    |                                |                                          |                    |
| Management OPV part in supplier plant                  | I       | A+R                                      |                    |                                |                                          |                    |

# Digitalisation & e-RFQ



# New sourcing tools

## E-RFQ tool



[Supplier App accessible only to supplier](#)

## Coaching/Training support if needed

Dedicated page on supplier portal : [eRFQ](#)

Training demo : [Training](#)

Contact for support and training :  
[erfq\\_communication@renault.com](mailto:erfq_communication@renault.com)

## RFQ package (supported by e-RFQ)

### Simplified main RFQ specific docs

Standard quotation file



Simplified Standard Quotation file : -58% fields@ RFQ phase

Quality file



Simplified (1 Sheet)

Logistics file



Simplified (inc. RG packaging request if specific)

### Important Sustainability focus

Carbon Footprint Report



for CO2 intensive commodities

Sustain File



New starting with RM2 Ampere Project

### Additional reference documents

[RFQ Generic documents](#)



Answers be uploaded **once only** in [ISA](#) (GTC, Infosite, RCCP, Code of conduct, Cybersecurity)

# Group report in Plenary

*Templates on next page*

| Time          | Duration | Topic                        |
|---------------|----------|------------------------------|
| 14:00 – 14:15 | 15mn     | Introduction of participants |
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| 17:15 – 17:30 | 15mn     | Conclusion                   |



# Group allocation

|                      | <b>Group 1</b><br>New co-conception mode                                                                                                                         | <b>Group 2</b><br>Sourcing in 14 weeks                                                                                                                                                           | <b>Group 3</b><br>Reinvented collaboration model                                                                                                         | <b>Group 4</b><br>Digitalization & eRFQ                                                                                                                                               |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Renault Group</b> | <ul style="list-style-type: none"> <li>▪ Y Guillouzie (facilitator)</li> <li>▪ E Dervain (note taker)</li> <li>▪ R Ibarra</li> <li>▪ A Caron</li> </ul>          | <ul style="list-style-type: none"> <li>▪ P Gaudillat (facilitator)</li> <li>▪ H Spiesser (note taker)</li> <li>▪ A Michel</li> </ul>                                                             | <ul style="list-style-type: none"> <li>▪ G Dias (facilitator)</li> <li>▪ T Brunet (note taker)</li> <li>▪ F Rouyer</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ E Kurzweg (facilitator)</li> <li>▪ D Gasser (note taker)</li> <li>▪ C Declercq</li> <li>▪ I Ait-Hammouda</li> </ul>                          |
| <b>Suppliers</b>     | <ul style="list-style-type: none"> <li>▪ Y Gozlan</li> <li>▪ F Linard de Guertechin</li> <li>▪ O Magro</li> <li>▪ A Vandelannoitte</li> <li>▪ J Vidal</li> </ul> | <ul style="list-style-type: none"> <li>▪ R Cellier</li> <li>▪ J Hurel</li> <li>▪ G Maheut</li> <li>▪ O Palluat de Besset</li> <li>▪ T Petit</li> <li>▪ Y Perichet</li> <li>▪ A Saetti</li> </ul> | <ul style="list-style-type: none"> <li>▪ M Bensaadi</li> <li>▪ M Durix-Confrere</li> <li>▪ F Guilbert</li> <li>▪ E Moisy</li> <li>▪ R Pezzeta</li> </ul> | <ul style="list-style-type: none"> <li>▪ A Bee Therouin</li> <li>▪ D Bry</li> <li>▪ C Deshayes</li> <li>▪ F Sorby</li> <li>▪ S Weiss</li> <li>▪ P Zanini</li> <li>▪ F Paul</li> </ul> |

# Synthesis | LEAP100 Workshops with FIEV – New Co-Conception Mode

## Concerns / challenge

## Proposal

- |                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Demande Renault de co-conception « <b>White-Box</b> »                                                                                                                                                               | ▪ Open the 1st discussion via Working-group                                                                                                                                                                                                                                                                                                        |
| 2. <b>One Pager : pas assez détaillé</b> (eg OEM Allemagne) - Attention à trop dans le detail – savoir <b>origine/cause des specs</b>                                                                                  | ▪ Tracer la genèse de la spec, favoriser la transparence des modifications (ie modif électro vient de l'assemblage)                                                                                                                                                                                                                                |
| 3. <b>Changement</b> de design, attentes qualité : <b>pas assez de temps pour ajuster</b> l'offre – besoin d'avoir accès à l'ENG pour <b>comprendre le pb</b> (eg technique impactant par ex l'électronique)           | <ul style="list-style-type: none"> <li>▪ Venir sur site avant award pour rencontrer l'ENG et voir des protos pour le scope Electronique</li> <li>▪ Comprendre comment était l'ancien design (R/R)</li> </ul>                                                                                                                                       |
| 4. On arrive <b>toujours à un full custom</b> (semi catalogue ne marche pas)                                                                                                                                           | ▪ Travailler le mindset interne Renault pour exploiter la solution sur étagère                                                                                                                                                                                                                                                                     |
| 5. <b>Manque de points de synchro</b> entre les candidats avec l'ensemble de l'équipe (pas PFE uniquement, yc Design)... Orientation multi métier nécessaire et cela manque aujourd'hui                                | <ul style="list-style-type: none"> <li>▪ Avoir des points de rdv pour aligner sur les dernières infos de convergence</li> <li>▪ Utiliser la même référence num</li> <li>▪ Prendre une décision avec PFE, Costing, Design, buyer... Ils sont alignés sur la référence « Num » mais communiquer les scénarios de maquette num alternative</li> </ul> |
| 6. <b>Modifications structurantes</b> (catég. 1) qui arrivent <b>en cours de dev</b> (eg. X82 : suppression des filtrations berceau en cours de dev suite à Gap to COST / Tenue de cap / Bench)                        | <ul style="list-style-type: none"> <li>▪ Sécuriser que cela n'arrive pas</li> <li>▪ Travailler le gap to COST dès l'award</li> </ul>                                                                                                                                                                                                               |
| 7. Gestion <b>inter-système entre plusieurs fournisseurs difficile</b> : (Multi fournisseurs sur système intégré - eg mise en cohérence compliquée sur SDV)                                                            | ▪ Établir RASIC entre fournisseurs+Renault en phase de co-conception (Bench iX3, cloisonnement efficace) – MoU à implémenter en tender rules                                                                                                                                                                                                       |
| 8. Renault n'est <b>pas ouvert à prendre en compte les solutions MZK du fournisseur</b> ( ex. sites de Prod fournisseur sur scope électronique pour proposer une cible tenant compte de la strat indus du fournisseur) | ▪ Intégrer les solutions MZK dans la décision d'award et dans un plan de partenariat Renault / Fournisseur                                                                                                                                                                                                                                         |
| 9. Il faut <b>un vrai prix cible crédible</b> et expliqué (pas celui du dernier RFQ -20% sans explication, pas crédible)- Renault ne sait pas travailler avec un prix cible                                            | ▪ Costing doit expliquer le sourcing budget pour chaque RFQ (construction eg. OPm, fuel system)                                                                                                                                                                                                                                                    |

# • Synthesis | LEAP100 Workshops with FIEV – Sourcing In 14 weeks

## Concerns / Challenges ⚠️

- 1) Maturité du produit sourcé (innovation et/ou cadrage RG)
- 2) Planning de RFQ : Ressources non prévues chez fournisseur
- 3) RFQ Package : évolution
- 4) Difficultés avec rang 2 pour réactivité
- 5) Documents RG complexes
- 6) Outils digitaux: uniquement accessible par le commerce
- 7) Rigidité de l'outil ( ex. possibilité de commentaire)
- 8) Complétude des dossiers RFQ envoyés
- 9) Réduire le nb de documents spécifiques à la RFQ
- 10) Mindset sur le partenariat / contractuel
- 11) Technical Package : évolution, même minime

## Proposals 💡

- 1) Anticiper selon le degré de nouveauté  
Bookshelving / travail hors cycle / Module de sous composant (Cross Car Line)
- 2) Partager la vision des projets/sourcings à venir pour planifier les ressources (ex. Perf. Review)
- 3) RFQ à envoyer plus tard pour robustesse **MAIS** risque réduction phase Design to cost
- 4) Anticiper les demandes, même via RFI en fonction de la nouveauté
- 5) Possibilité d'utiliser certains documents fournisseurs  
autoriser plus de commentaires (ex. Qfile commentaire)
- 6) Possibilité de donner des accès complémentaires (Qualité/Log/Packaging) + communiquer/formation
- 7) Certaines évolutions en cours sur l'outil
- 8) Anticipation sur 100% des critères de la RFQ
- 9) Anticipation des certains documents hors phase RFQ (plus générique et plus en amont), type NDA
- 10) Travailler ensemble notre relation client/fournisseur
- 11) Taguer les évolutions dès la page de garde pour aller à l'essentiel

## Others 📌

- RFI avant RFQ → gain en efficacité mais engagement de ressources importantes
- Anticipation d'activité = prise de risque chez les fournisseurs / surtout lorsque nouvelle conception
- Retour technique = souplesse sur les exigences qui ne seraient pas 100% couvertes (ald OK/NOK)  
risque si retour fournisseur Nok alors qu'il existe des alternatives
- Utilisation de l'IA: pas encore vraiment utilisée
- Plans: rigueur et lourdeur

# • Synthesis | LEAP100 Workshops with FIEV – Reinvented Collaboration Model

## Concerns / Challenges

### • Point 1 : Validation Plan

From supplier (instead Renault one)  
(Renault one remain « empirique »)

Proposal on the Shelf provided but very few are accepted !

Early phase release

Share the potential risk / evolutions

### • Point 2 : Co-conception logic (no CDC)

### • Point 3 : How do Renault treats Chinese Suppliers vs EU suppliers ?

No different treatment.

### • Point 4 : Comparison Spec among OEM

Historic OEM more constraints than Recent supplier (Tesla/CN), Vinfast.

### Point 5: Supplier full Validation plan

(Produit)

## Proposals

- Either :  
Renault full validation (default)  
— **Supplier full validation plan**  
(Supplier for product / Renault should only share specificities of Environment)
- **Work Upstream phase & Panel Committee, « on the shelf » acceptance**
- Risk assessment

- Num en continue deployment

- « ACDC » approach @ Supplier to Improve supplier competitiveness on Chinese tools or component purchase

- WorkShop **TO IMPROVE DIGITAL TWIN**  
Retex One VAL, to try to simplify  
EP : More Virtual / less physical (Vinfast)

- Need to be clear where is the limit between product & system.

## Other comments

**No big change visible on a daily basis vs Renault team**

- USFT / Upstream more pragmatic 😊  
but in dev RTX, validation & plant Team stay as before 😞

Is Renault ready to take risk ?

- Panel Committee Innovation (retex EPB)...

- Twingo technical and validation requests (launch design) are perceived by suppliers as different from those of other Renault projects

- Are some Renault KPI against Leap100 (perf / Gap to COST).  
Risk on PVAL

- Are supplier ready to take more Responsibilities ? Yes if limits are clear
- More flexibility on standard component (Nexperia experience was beneficial)

## Concerns / Improvement to be done / Challenges

- **Mise à jour et acteurs :**
  - Lourdeur et manque de robustesse de eRFQ : évolutions des données sans alerte (pas de mail)
  - Objet du mail d'alerte/information manquant de clarté
  - Adressage à la bonne personne insatisfaisant, acheteur désigne les contacts FNR
  - Évolution du contenu eRFQ ; les évolutions ne sont pas mises en évidence ; synthèse et/ou alerte visuelle
- **Statut de l'offre :** Manque de visibilité sur le traitement des informations diffusées ; prise en compte, statut post-soumission, retour d'infos
- **Problème de synchronisation / bug :**
  - Intégration des offres intermédiaires pas ou peu faisable ; une zone draft-zone pourrait faciliter la gestion dans l'outil ald hors outil tel qu'actuellement
  - Bug sur enregistrement auto / bouton « SAVE »
  - Chapitre logistique ; problème de synchronisation avec la liste récap
  - Completion à 100% non atteignable
  - Q-File, lien avec SQUALL ne fonctionne pas (ex.: eRFQ 2648)
- **Construction de l'offre et des scénarios :**
  - Scénarios de volumes demandant pour chacun l'upload de l'ensemble des documents de réponse (ex/ XB4 roue tôle)
  - Possibilité de faire du copier/coller non proposée
  - Processus de signatures de la F1 beaucoup trop lourd ; ex. : multiples pages
  - Gestion des Référentiels Matière : possible d'émettre une offre en // (hors outil)
- **Gestion des échanges techniques** : fait hors eRFQ (Sharepoint, mail, Selfweb, etc...)
- **Formation / Déploiement :**
  - Formation eRFQ est passée inaperçue ; disponible sur portail fournisseur
  - ISA non connu ; chargement des documents génériques
- **Interface eRFQ :** Bons retours (mieux que d'autres OEM) même si des améliorations restent nécessaires



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