

8Q MRXU GH FKDQFH  
+\XQ -LQ JHRQ

/H FLHO pWDLW VRPEUH HW FRXYHUW FRPPH V¶LO DOODLW QH  
LQVWDQW j O¶DXWUH 0DLV DX OLHX GH QHLJH F¶HVW XQH ILO  
IURLGH TXL WRPEDLW VDQV UHOkFKH SURMHWDQW VHV JRXWV  
JHOpHV VXU OH VRO

3RXU .LP &KÂP ML TXL WUDYDLOODLW FRPPH WLUHXU GH SRXV  
OH TXDUWLHU GH OD 3RUWH GH O¶(VW FH MRXU pWDLW OH SO  
TX¶LO DLW FRQQX GHSXLV ORQJWHPSV 7RXW DYDLW FRPPHQF  
ORUVTX¶LO DFFRPSWUDODPHOOD PDLVRQ G¶HQ IDFH MXVTX¶j O  
OLJQH GH WUDPZD\ YLVLEOHPHQW SRXU HQWUHU HQ YLOOH F  
WHFKQLTXHPHQW F¶pWDLW HQFRUH j O¶LQWpULHXU GHV UHPS  
GDQV O¶HVSRLU GH WURXYHU G¶DXWUHV FOLHQWV LO pWDLW  
O¶DUUrw GX WUDP ODQoDQW GHV UHJDUGV SUHVTXH VXSSOLD  
SDVVDJHU TXL HQ GHVFHQGDLW )LQDOHPHQW XQ KRPPH YrWX  
O¶RFFLGHQWDOH ² VDQV GRXWH XQ HQVHLJQDQW ² OXL GHPDQ  
FRQGXLUH j O¶pFROH 7RÂB7ZDQW .LP DFFHSDW DYHF MRLH

,O JDJD WUHQWH MHRQ VXU OD SUHPLqUH FRXUVH HW FLQTXI  
VHFRQGH ² XQH VRPPH SURPHWWHXVH SRXU VL W{W GDQV OD M  
YpULWp OD FKDQFH OXL VRXULDLW 'HSXLV SUqV GH GL[ MRXU  
SUDWLTXHPHQW SDV YX OD FRXOHXU GH O¶DUJHQW \$ORUV TX  
GH GL[ MHRQ RX SDUIRLV GH FLQT MHRQ WLQWDLHQW GDQV VD  
DYDLW SUHVTXH OHV ODUPHV DX[ \HX[ 3OXV SupFLHX[ HQFRUH  
YLQJWV MHRQ GRQW LO GLVSRVDLW j SupVHQW OXL VHPEODLH  
\$YHF FHOD LO SRXYDLW V¶KXPHFWHU OD JRUJH G¶XQ YHUUH O  
ERQ PDUFKp V¶LO OH VRXULWDLW WRXW LO SRXYDLW DFKHWH  
ERO GH HROOHRQJWRXV G¶RV GH E°XI SRXU VD IHPPH PDODGH

6D IHPPH WRXVVDLW GHSXLV SOXV G¶XQ PRLV &RPPH LOV Q¶D  
PrPH SDV GH TXRL SupSDUHU XQ JUXDX GH PLOOHW LO Q¶pWD  
SDV TXHVWLRQ GH PpGLFDPHQW 7HFKQLTXHPHQW LO DXUDLW  
GpEURXLOOHU SRXU DFKHWHU XQH RX GHX[ GRVHV PDLV LO p  
FRQYDLQFX TX¶XQH IRLV TX¶XQH PDODGLH j FRXSV GH  
UHPqGHV FHOOH FL \ SUHQG JRw HW UHYLHQW VDQV FHVVH  
SULQFLSH SHUVRQQHO LO QH O¶DYDLW MDPDLV HPPHQpH FKH

ELHQ TX¶LO LJQRUDLW WRXW GH VD PDODGLH 0DLV j OD YRLU  
FRXFKpH j SODW GRV LQFDSDEOH GH VH WRXUQHU LO pWDLW  
HPSLUDLW /H PDO V¶pWDLW DJJUDYp XQH GLJDLQH GH MRXUV  
DSUqV TX¶HOOH HXW PDQJp GX PLOOHW PDO FXLW TXL OXL DY  
VpYqUH FRQVWLSDWLRQ - FH PRPHQW Oj .LP DYDLW ILQDOHP  
SURFXUHU XQ SHX G¶DUJHQW DFKHWHU XQ SHWLW VDF GH PL  
GH ERLV j EDV SUL[ 6HORQ V¶HWHUHQH j ULHQ SDQLTXp  
O¶DYDLW IDLW ERXLOOLU GDQV XQHHPDWIDLEOH HOOH  
pWDLW SUHVVpH HW OH PLOOHW Q¶DYDLW SDV E¶HWHU 3R  
GDPQpH I¶PDYDLW VDLVL GH SOHLQHV SRLJQpHV GH PLOOHW H  
HQIRXUQpHV GDQV VD ERXFKH FRPPH VL HOOH FUDLJQDLW TX  
OXL DUUDFKHU (OOH DYDLW FRQWLQXp MXVTX¶j DYRLU OHV M  
FRPPH GHV SRLQJV /H VRLU PrPH HOOHHPDLVDDWWPDO j OD  
SRLWULQH VH VHQWDLW RSSUHVVpH HW URXODLW GHV \HX[ F  
FULVH

)XULHX[ .LP DYDLW KXUOp

©%RQ VDQJ I¶HWRPEHV PDODGH TXDQG WX QH PDQJHV SDV  
WRPEHV HQFRUH PDODGH TXDQ¶WXWFDQJHX MH VXLV FHQVp  
IDLUH2XYUH GRQF OHV \HX[

,O DYDLW JLIOp OD MRXH GH VD IHPPH TXL JHLJQDLW DOORQ  
SLHGV (OOH DYDLW HQWURXYHUW XQ SHX SOXV OHV \HX[ PDL  
EULOOqUHQW DXVVLW{W (W .LP OXL DXVVL VHQWLW VHV \HX

3RXUWDQW PrPH GDQV FHW pWDW HOOH Q¶DYDLW SDV SHUGX  
'HSXLV WURLV MRXUV HOOH VXSSOLDLW VRQ PDUL GH OXL UD  
GH ERXLOORQ¶HBOHRQJWDQJ

©&HWWH PDXGLWH7KHQHVXSSRUWHV PrPH SDV OH JUXDX GH PL  
HW WX YHXV¶KXOOHRQJ¶QV SRXU UHWRPEHU PDODGH WRXW  
VXLWH D¶UqV

,O O¶DYDLW VHUPRQQpH DLQVL PDLV DX IRQG GH OXL OH IDL  
SRXYRLU OH OXL DFKHWHU OH URQJHDLW

'pVRUPDLV LO OH SRXYDLW HQILQ ,O SRXUUDLW PrPH DFKHWH  
ERXLOOLH SRXU OHXU ILOV GH WURLV DQV \*DHWWRQJ TXL SO  
SUqV GH VD PqUH PDODGH 4XDWUH YLQJWV MHRQ HQ SRFKH .  
VHQWDLW j O¶DLVH SUHVTXH ULFKH

ODLV VD FKDQFH QH V¶DUUrWD SDV Oj \$ORUV TX¶LO V¶HVX\DW  
HW OD SOXLH VXU OD QXTXH DYHF XQ FKLIIRQ VDOH j SHLQH  
DSSHOp XQH VHUYLHWWH HW TX¶LO V¶DSSUrWDLW j VRUWLU G  
O¶pFROH XQH YRL[ O¶LQWHUSHOD VRXGDLQ SDU GHUULqUH  
©3RXVVH SR¶XVVH

.LP V¶LPPRELOLVD HW HQ VH UHWRXUQDQW DSHUoXW XQ pOq  
PrPH pFROH TXL DFFRXUDLW /H MHXQH JDUoRQ ODQoD  
©8RPELHQ MXVTX¶j OD JDUH GH¶1DPGDHPXQ

&¶pWDLW VDQV GRXWH XQ SHQVLRQQDLUH TXL UHQWUDLW FKH  
YDFDQFHV G¶KLYHU ,O DYDLW G€ SUPYRLU GH SDUWLU FH MR  
HQUH OD SOXLH HW VH V EDJDJHV LO QH VDYDLW SDV FRPPH  
LO DYDLW YX .LP FRXUDQW VRXV OD SOXLH FKDXVVp GH VRX  
XVpV HW YrWX G¶XQ KDELW RFFLGHQWDO pOLPp

©7X YHX[ DOOHU j OD JDUH GH¶1DPGDHPXQ

.LP KpVLWD XQ LQVWDQW &UDLJQDLW LO GH IDLUH XQ VL ORQ  
OD SOXLH VDQV SURV¶FMDLQW LO GpMj VDWLVIDLW GH FH TX¶  
DYDLW JDJQp OH¶FMDLQ SDV GX WRXW &¶pWDLW SOXW{W XQ Op  
VHQWLPHQW GH FUDLQWH GHYDQW WDQW GH FKDQFH VRXGDLQ  
VRQJHDLW j OD GHPDQG GH VD IHPPH FH PDWLQ Oj 4XDQG O  
O¶DYDLW DSSHOp VD IHPPH ² OH YLVDJH GpFKDUQp OHV \HX[  
GHUQLHU UHIOHW GH YLH JUDQGV HW FDYHV ² O¶DYDLW UHJD  
VXSSOLDQW

©1H VRUV SDV DXMRXUG¶KXL 5HVWH j OD PDLVRQ MH VXLV W  
\$YDLW HOOH PXUPXUp OD UHVSLUDWLRQ UkSHXVH 6DQV \ SUR  
.LP DYDLW Up9OLTXP

©%RQ VDQJ IHPPH WX¶GpLMDUHVHVWH Oj TXL YD QR¶V QRXUUL  
,O DYDLW ERQGL SRXU SDUWLU PDLV HOOH DYDLW DJLWp IDLE  
EUDV FRPPH SRXU OH UHWHQLU

©1H SDUV SDV« RX UHYLHQV YLWH VL W¶X GRLV \ DOOHU«

(OOH O¶DYDLW DSSHOp G¶XQH YRL[ pWUDQJOpH WDQGLV TX¶LO

→ SUPVHQW HQWHQGDLW O¶pOqYH OXL GHPDQGHU G¶DOOHU M  
.LP UHYLW HQ SHQVpH OHV PDLQV WUHPEODQWHV GH VD IHPPH