8Q MRXU GH FKDQFH +\XQ -LQ JHRQ

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

3RXU .LP &KÂP ML TXL WUDYDLOODLW FRPPH WLUHXU GH SRX\OH TXDUWLHU GH OD 3RUWH GH O¶(VW FH MRXU pWDLW OH SOTX¶LO DLW FRQQX GHSXLV ORQJWHPSV 7RXW DYDLW FRPPHQF ORUVTX¶LO DFFRPS₱₽DQQD₱₽₽₽©OD PDLVRQ G¶HQ IDFH MXVTX¶j (OLJQH GH WUDPZD\ YLVLEOHPHQW SRXU HQWUHU HQ YLOOH FWHFKQLTXHPHQW F¶pWDLW HQFRUH j O¶LQWpULHXU GHV UHPSGDQV O¶HVSRLU GH WURXYHU G¶DXWUHV FOLHQWV LO pWDLW O¶DUUrW GX WUDP ODQoDQW GHV UHJDUGV SUHVTXH VXSSOLDSDVVDJHU TXL HQ GHVFHQGDLW)LQDOHPHQW XQ KRPPH YrWXO¶RFFLGHQWDOH 2 VDQV GRXWH XQ HQVHLJQDQW 2 OXL GHPDQFRQGXLUH i O¶pFROH 7₽Ã0847Å≧DQHJW .LP DFFHSWD DYHF MRLH

O JDJQD WUHQWH MHRQ VXU OD SUHPLQUH FRXUVH HW FLQTXI VHFRQGH 2 XQH VRPPH SURPHWWHXVH SRXU VL W{W GDQV OD I 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 VIDYDLW SUHVTXH OHV ODUPHV DX[\HX[30XV SUPFLHX[HQFRUHYLQJWV MHRQ GRQW LO GLVSRVDLW j SUPVHQW OXL VHPEODLH \$YHF FHOD LO SRXYDLW V¶KXPHFWHU OD JRUJH G¶XQ YHUUH GRQ PDUFKP V¶LO OH VRXPKDDLVWDXLUWWRXW LO SRXYDLW DFKHWHERO GWHROOHRQJWRDXQSJH G¶RV GH E°XI SRXU VD IHPPH PDODGH

6D IHPPH WRXVVDLW GHSXLV SOXV G¶XQ PRLV &RPPH LOV Q¶DPPH SDV GH TXRL SUPSDUHU XQ JUXDX GH PLOOHW LO Q¶PWDSDV TXHVWLRQ GH PPGLFDPHQW 7HFKQLTXHPHQW LO DXUDLWGPEURXLOOHU SRXU DFKHWHU XQH RX GHX[GRVHV PDLV LO PYFRQYDLQFX TX¶XQH IRL¶ND□W¶RXQ U©QH PDODGLH j FRXSV GHUHPqGHV FHOOH FL \ SUHQG JR€W HW UHYLHQW VDQV FHVVHSULQFLSH SHUVRQQHO LO QH O¶DYDLW MDPDLV HPPHQpH FKH

ELHQ TX¶LO LJQRUDLW WRXW GH VD PDODGLH ODLV j OD YRLU FRXFKPH j SODW GRV LQFDSDEOH GH VH WRXUQHU LO PWDLW HPSLUDLW /H PDO V¶PWDLW DJJUDYP XQH GL]DLQH 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 PLOGH ERLV j EDV SUL[6HORQ VHRVHQWWHHVERQQH j ULHQ SDQLTXPHOMDLW IDLW ERXLOOLU GDQN XQHHPXDDWW IDLEOH HOOH PWDLW SUHVVPH HW OH PLOOHW Q¶DYDLW SDV EEHQWMMLW 3R GDPQPH IMPPDHDLW VDLVL GH SOHLQHV SRLJQPHV GH PLOOHW HQIRXUQPHV GDQV VD ERXFKH FRPPH VL HOOH FUDLJQDLW TX OXL DUUDFKHU (OOH DYDLW FRQWLQXP MXVTX¶j DYRLU OHV MFRPPH GHV SRLQJV /H VRLU PrPH HOOHQQIPPDVODWPDO j OD SRLWULQH VH VHQWDLW RSSUHVVPH HW URXODLW GHV \HX[FULVH

)XULHX[.LP DYDLW KXUOp

©%RQ VDQJ IHIPRHWRPEHV PDODGH TXDQG WX QH PDQJHV SDV WRPEHV HQFRUH PDODGH TXDQI&¶WHXWPDFQJJHX/H MH VXLV FHQVPIDLUH2XYUH GRQF OHV \HX[

O DYDLW JLIOP OD MRXH GH VD IHPPH TXL JHLJQDLW DOORQ SLHGV (OOH DYDLW HQWURXYHUW XQ SHX SOXV OHV \HX[PDLEULOOqUHQW 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 ERXLOOR CHEOHOHRQJWDQJ

©&HWWH PDXGLW+H7KHQPHVXSSRUWHV PrPH SDV OH JUXDX GH PLHW WX YHXVKGKOOHRQ+UKKQHUW SRXU UHWRPEHU PDODGH WRXWVXLWH DS€QV

,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 DFKHWIERXLOOLH SRXU OHXU ILOV GH WURLV DQV *DHWWRQJ TXL SOSUQV 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¶HVVX\D HW OD SOXLH VXU OD QXTXH DYHF XQ FKLIIRQ VDOH j SHLQH O DSSHOP XQH VHUYLHWWH HW TX¶LO V¶DSSUrWDLW j VRUWLU O O¶PFROH XQH YRL[O¶LQWHUSHOD VRXGDLQ SDU GHUULqUH

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

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

©7X YHX[DOOHU j OD JDUH GH # 1 DPGDHPXQ

LP Kpvlwd XQ LQvwdQw &UdljQdlw lo Gh Idluh XQ vl orq od soxlh vdQv surwifpwwdrlow lo GpMj vdwlvidlw Gh fh TX¶Idydlw JdJQp Oh Producto ox wrxw & pwdlw soxw{w XQ op vhQwlphQw Gh fudlQwh GhydQw wdQw Gh fkdQfh vrxgdlq vrQJhdlw j od GhpdQGh Gh vd Ihpph fh pdwlQ oj 4xdQG oi 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 PDLVRQª MH VXLV WI \$YDLW HOOH PXUPXUP OD UHVSLUDWLRQ UkSHXVH 6DQV \ SUr .LP DYDLW UpSOLTXp

©%RQ VDQJ IHPPH WX¶G6pLOMUHHUVHVWH Oj TXL YD QR₩N QRXUUL

,O DYDLW ERQGL SRXU SDUWLU PDLV HOOH DYDLW DJLW $_{
m D}$ IDLE EUDV FRPPH SRXU OH UHWHQLU

©1H SDUV SDV« RX UHYLHQV YLWH VL W4X GRLV \ DOOHU«

(OOH O¶DYDLW DSSHOp G \P XQH YRL[pWUDQJOpH WDQGLV TX \P LC

 \neg SUpVHQW HQWHQGDQW O¶pOqYH OXL GHPDQGHU G¶DOOHU M .LP UHYLW HQ SHQVpH OHV PDLQV WUHPEODQWHV GH VD IHPPH