

8Q MRXU GH FKDQFH

+ \XQ -LQ JHRQ

/H FLHO pWDLW VRPEUH HW FRXYHUW FRPPH V¶LO DOODLW QH  
QHLJH F¶HVW XQH ILQH SOXLH IURLGH TXL WRPEDLW VDQV UH  
JHOpHV VXU OH VRO

3RXU .LP &KÂP ML TXL WUDYDLOODLW FRPPH WLUHXU GH SRXV  
GH O¶(VW FH MRXU pWDLW OH SOXV FKDQFHX[ TX¶LO DLW FRQ  
FRPPHQFp OH PDWLQ ORODFO\$DQ\$HFFQD\$PDHQRQ\$GH MXVTX¶j O  
OLJQH GH WUDPZD\ YLVLEOHPPHQW SRXU HQWUHU HQ YLOOH F  
O¶LQWpULHXU GHV UHP\$DUWV (QVXLWH GDQV O¶HVSRLU GH  
GH O¶DUUrW GX WUDP ODQoDQW GHV UHJDUGV SUHVTXH VXSS  
GHVFHQGDLW )LQDOHPPHQW XQ KRPPH YrWX j O¶RFFLGHQWDO  
GHPDQGD GH OH FRQGXLUH<307¶FHOW.LRQDZBQWD DYHF MRLH

,O JDJD WUHQWH MHRQ VXU OD SUHPLqUH FRXUVH HW FLQTXI  
SURPHWWHXVH SRXU VL W{W GDQV OD MRXUQpH (Q YpULWp O  
MRXUV LO Q¶DYDLW SUDWLTXHPHQW SDV YX OD FRXOHXU GH  
MHRQ RX SDUIRLV GH FLQT MHRQ WLQWDLHQW GDQV VD SDXPH  
\HX[ 3OXV SUpFLHX[ HQFRUH OHV TXDWUH YLQJWV MHRQ GRQ  
LQHVWLPDEOHV \$YHF FHOD LO SRXYDLW V¶KXPFWHU OD JRU  
V¶LO OH V¶KLDLWULWRXW LO SRXYDLWDIRKHXBHJQREVRGHG  
E°XI SRXU VD IHPPH PDODGH

6D IHPPH WRXVVDLW GHSXLV SOXV G¶XQ PRLV &RPPH LOV Q¶D  
SUp\$DUHU XQ JUXDX GH PLOOHW LO Q¶pWDLW pYLGHPHQW S  
7HFKQLTXHPHQW LO DXUDLW SX VH GpEURXLOOHU SRXU DFKH  
IHUPHPHQW FRQYDLQFX TX¶LVQHXHULFDX¶GQHj FRXSV GH UHPqG  
\ SUHQG JR€W HW UHYLHQW VDQV FHV VH 6XLYDQW FH SULQFL  
HPPHQpH FKH] OH PpGHFLQ VL ELHQ TX¶LO LJQRUDLW WRXW G  
FRXFKpH j SODW GRV LQFDSDEOH GH VH WRXUQUH LO pWDLW  
DJJUDYp XQH GLJDLQH GH MRXUV SOXV W{W DSUqV TX¶HOOH F  
FDXVp XQH VpYqUH FRQVWLSDWLRLQ ¬ FH PRPHQW Oj .LP DYDI  
G¶DUJHQW DFKHWHU XQ SHWLW VDF GH PLOOHW H¶HXVHJRWH  
ERQQH j ULHQ SDLWXPpHWO¶RXLOOLU/GDQX pQDLWDIDLEVOH HC  
SUHVVPpH HW O¶H¶DQW SDV ELHQ FHWXHWGDRQpVNDQWHC  
SOHLQHV SRLJQpHV GH PLOOHW HW OHV DYDLW HQIRXUQpHV G

TX¶RQ YLHQQH OH OXL DUUDFKHU (OOH DYDLW FRQWLQXp MXV  
SRLQJV /H VRLU PrPH ~~HOOH DYDLWBDW~~ j OD SRLWULQH VH V  
URXODLW GHV \HX[ FRPPH HQ SOHLQH FULVH

)XULHX[ .LP D~~Y~~DLW KXUOp  
©%RQ V DQJ xIH~~PH~~PRPEHV PDODGH TXDQG WX QH PDQJHV SDV H  
PDODGH TXDQGxW~~X~~HP~~PH~~QJMM MH VXLW ~~FXQVH GRLOH~~OHV \HX[  
,O DYDLW JLIOp OD MRXH GH VD IHPPH TXL JHLJQDLW DOORQ  
SHX SOXV OHV \HX[ PDLV GHV ODUPHV \ EULOOqUHQW DXVVLW  
EU€OHU

3RXUWDQW PrPH GDQV FHW pWDW HOOH Q¶DYDLW SDV SHUGX  
VXSSOLDLW VRQ PDUL GH OXL UD~~S~~SRUWH~~RUQXWDSH~~ GH ERXLOO  
©&HWWH PDXGLW~~H~~QH~~PH~~SSRUWHV PrPH SDV OH JUXDX GH PLOO  
VHROOHRQ~~U~~W~~U~~SRXU UHWRPEHU PD~~Q~~GH WRXW GH VXLWH DS  
,O O¶DYDLW VHUPRQQpH DLQVL PDLV DX IRQG GH OXL OH IDL  
URQJHDLW

'pVRUPDLV LO OH SRXYDLW HQILQ ,O SRXUUDLW PrPH DFKHW  
DQV \*DHWWRQJ TXL SOHXUDLW GH IDLP SUqV GH VD PqUH PD  
.LP &KÂP ML VH VHQWDLW j O¶DLVH SUHVTXH ULFKH

ODLV VD FKDQFH QH V¶DUUrWD SDV Oj \$ORUV TX¶LO V¶HV VX\ D  
XQ FKLIIRQ VDOH j SHLQH GLJQH G¶rWUH DSSHOp XQH VHUYLF  
O¶HQFHLQWH GH O¶pFROH XQH~~G~~MBLQ~~U~~HQWHUSHOD VRXGDLQ  
©3RXV~~S~~RXV~~W~~H

.LP V¶LPPRELOLVD HW HQ VH UHWRXUQDQW DSHUoXW XQ pOq  
/H MHXQH JD~~U~~oRQ ODQoD  
©&RPELHQ¶~~U~~OV~~U~~UH GH 1D~~P~~GDHPXQ

&¶pWDLW VDQV GRXWH XQ SHQVLRQQDLUH TXL UHQWUDLW FKH  
SupYRLU GH SDUWLU FH MRXU Oj PDLV HQWUH OD SOXLH HW \  
IDLUH 3XLV LO DYDLW YX .LP FRXUDQW VRXV OD SOXLH FKDX  
G¶XQ KDELW RFFLGHQWDO pOLPp

©7X YHX[ DOOHU j OD JD~~U~~H GH 1DPGDHPXQ

.LP KpVLWD XQ LQVLWDQWID~~U~~HL~~U~~QDLW ORQJ WUDMH~~W~~VRXV OD  
pWDLW LO GpMj VLD~~U~~DYDLW JON~~U~~FRON~~U~~SPDWG~~U~~WRXW S~~Q~~XW{W XQ

VHQWLPHQW GH FUDLQWH GHYDQW WDQW GH FKDQFH VRXGDLQ  
VD IHPPH FH PDWLQ Oj 4XDQG OD YRLVLQH O¶DYDLW DSSHO  
\\HX[ FRPPH GHUQLHU UHIOHW GH YLH JUDQGV HW FDYHV ² O¶D

©H VRUV SDV KXLMF KHUVH j OD PDLVRQ MH VXLV WURS PDO «

\$YDHVOH PXUPXUp OD UHVSLUDWLRQ UkSHXVH 6DQV \ SURWHU

©%RQ VDJJ IHPPH 6LXMGpOHUVWH Oj TXL YD QRXV QRXUULU

,O DYDLW ERQGL SRXU SDUWLU PDLV HOOH DYDLW DJLWp IDLE

©H SDUV BQWHYLHQV YLWH XL WX GRLV \ DOOHU «

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

¬ SUPVHQW HQWHQGDAQW O¶pOqYH OXL GHPDQGHU G¶DOOHU M

PDLQV WUHPEODQWHV GH VD IHPPH VHV JUDQGV \\HX[ SOHLQV

©\$ORUV FRPELHQ SRXU DOOHU¶pUp SDVVOH GH 1SURGMDHPXGWDQV

FRXS G¶°LO DX WLSRXVVGHLQRXVVRQQD

©xH FUR¶LVOTXD XQ WUDLQ SRXU ,QFKHRQ j RQ]HxKHxUHV SXLV

©SQ ZRQ FLQ¶XODQWX¶SODvW

/HV PRVV OXL pFKDSSqUHQW DYDQW PrPH TX¶LO UpDOLVH /XL

pOHYpH TX¶LO YHQDLW GH SURSRVHU ,O \ DYDLW VL ORQJWHF

FRXS 6RQ HVSULW j O¶LGpH GH JDJQHU XQH VRPPH SDUHLOO

IHPPH (OOH QH WRPEHUDLW SDV SOXV PDODGH DXMRXUG¶KXL

SRXYDLW SDV ODLVVHU SDVVHU XQH FRXUVH TXL YDODLW DXW

PrPH SOXV

©SQ ZRQ FLQ¶XODQWX¶SHX¶KHU QRR

/¶pOqYH LQFOLQD OD WrWH GXELWDWLI

©SDV GX WRXW 9X OD GLVWDQFH RQJSDWLH G¶UEHPHQSDTX

WHPSV FRPPH oD LO IDXW ELHQ SD\\HU XQ SHWLW VXSSOpPHQV

.LP DIILFKDLW XQ JUDQG VRXULUH ,O QH SRXYDLW GLVVLPXOH

©¶¶DFFRUG -H SDLHUDL FH TXH YRXV YRXSOHPHQVRUDSHGHPHC

/H MHXQH FOLHQW JpQpUHX[ DOOD FKHUFKHU VRQ PDQWHDX H

(Q UHSDUWDQW DYHF O¶pOqYH j ERUG .LP &KÂP ML DYDLW O¶

SUHVTXH GH YROHU orPH OHV URXHV WRXUQDLHQW VL YLWH T