

+ \ X Q - L Q J H R Q

/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\$DQDFFRQPSDQHQRQFH MXVTX¶j O
OLJQH GH WUDPZD\ YLVLEOHPPHQW SRXU HQWUHU HQ YLOOH F
O¶LQWpULHXU GHV UHPSDUWV (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<Ã30¶¶FHOW.LRQDFFBQWD DYHF MRLH

,O JDJQD WUHQWH MHRQ VXU OD SUHPLqUH FRXUVH HW FLQTXI
SURPHWWHxvH SRXU VL W{W GDQV OD MRXUQpH (Q YpULWp O
VRXULDLW 'HSXLV SUqV GH GL[MRXUV LO Q¶DYDLW SUDWLTX
OD FRXOHXU GH O¶DUJHQW \$ORUV TXDQG GHV SLqFHV GH GL
SDUIRLV GH FLQT MHRQ WLQWDLHQW GDQV VD SDXPH LO HQ D
OHV ODUPHV DX[\HX[3OXV SupFLHX[HQFRUH OHV TXDWUH Y
GRQW LO GLVSRVDLW j SupVHQW OXL VHPEODLHQW LQH VWLPDI
LO SRXYDLW V¶KXPHFWHU OD JRUJH G¶XQ YHUUH GH YLQ GH U
V¶LO OH VRXKDLDLW WXUWRXW LO SRXYDLW DFKHWHU XQ ERC
VHROOHRQJWDSH 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 IRLVDTW¶XQH PDODGLH j FRXSV GH
UHPqGHV FHOOH FL \ SUHQG JReW HW UHYLHQW VDQV FHVHV
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
PRPHQW Oj .LP DYDLW ILQDOHPPHQW SX VH SURFXUHU XQ SHX
PLOOHW HW XQ IDJRW GH ERLV F EDWWSULFQDOHOSQQLTXpGLUOHVD
IDLW ERXLOOLU GDQW IXHHPMDLPLWDL EOH HOOH pWDLW SUHV
ELHQ FXLW SRXUWDQWpBYIDIPWHDLVL GH SOHEQDOHVRHWpOH
DYDLW HQIRXUQpHV GDQV VD ERXFKH FRPPH VL HOOH FUDLJQ
DYDLW FRQWLQXp MXVTX¶j DYRLU OHV MRXHV JRQIOpHV FRPPH
JpPLVW DLOOH DYDLW PDO j OD SRLWULQH VH VHQWDLW RSSUH
SOHLQH FULVH

)XULHX[.LP DYDLW KXUOp
©%RQ VDQJ xHXPRRPEHV PDODGH TXDQG WX QH PDQJHV SDV H
PDODGH TXDQGxW XHPDQJMH MH VXLW EXQVH GRLOH
,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 UDSSRUWHUQXWDSHX GH ERXLOO
©&HWWH PDXGLWH7KHQPHVXSSRUWHV PrPH SDV OH JUXDX GH PL
HW WX YHXVSRXOOHRQJWpDQW 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¶HV VX\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 SRXVVH

.LP V¶LPPRELQLV DW HQ VH UHWRXUQDQW DSHUoXW XQ pOq
PrPHpFROH TXL DFFRXUDLW /H MHXQH JDUoRQ ODQoD

©&RPELHQ110DVJ0UH GH 1D*PGDHPXQ

&1pWDLW VDQV GRXWH XQ SHQVLRQQDLUH TXL UHQWUDLW FKH
SUpYRLU GH SDUWLU FH MRXU Oj PDLV HQWUH OD SOXLH HW V
IDLUH 3XLV LO DYDLW YX .LP FRXUDQW VRXV OD SOXLH FKH
G1XQ KDELW RFFLGHQWDO pOLPp

©7X YHX[DOOHU j OD JD0H GH 1DPGDHPXQ

.LP KpVLWD XQ LQVLWDQWIDLH XQDLW ORQJ WUDMH2VRXV OD
pWDLW LO GpMj VLDWDYDLW J0H QF0H0XSDWGL0WRXW S0XW{W XQ
VHQWLPHQW GH FUDLQWH GHYDQW WDQW GH FKDQFH VRXGDLQ
VD IHPPH FH PDWLQ Oj 4XDQG OD YRLVLQH O1DYDLW DSSHOp
\HX[FRPPH GHUQLHU UHIOHW GH YLH JUDQGV HW FDYHV 2 O1D

©4H VRUV SDV« KXLM0XV0H j OD PDLVR0 MH VXLV WURS PDO«

\$YDH0OH PXUPXUp OD UHVSLUDWLRQ UkSHXVH 60QV \ SURWHU

©%RQ VDQJ IHPPH 6LXMGp0HUV0H Oj TXL YD QRXV QRXUULU

,O DYDLW ERQGL SRXU SDUWLU PDLV HOOH DYDLW DJLWp IDLE
EUDV FRPPH SRXU OH UHWHQLU

©1H SDUV SDV« RX UHYLHQV YLWH VL W0X GRLV \ DOOHU«

(OOH O1DYDLW DSSHOp G1XQH YRL[pWUDQJOpH WDQGLV TX1LO

~ SUpVHQW HQWHQGDAQW O1pOqYH OXL GHPDQG0H G1DOOHU M

.LP UHYLW HQ SHQVpH OHV PDLQV WUHPEODQWHV GH VD IHPPH
\HX[SOHLQV GH ODUPHV

©\$ORUV FRPELHQ SRXU DOOHU j OD JD0H GpS pV0G0p0X0H

SUHVVP -HWDQW XQ FRXS G1°LO DX WLUHXU GH SRXVVH SRXV
PDUPRQQD

©-H FURLV TX1LO \ D XQ WUDLQ SRXU ,QFKHRQ j RQ]H KH0UHV
DXWUH YHUV0PLGL«

©8Q ZRQ FLQTXDQWH V1LO 0RXV SODvW

/HV PRWV OXL pFKDSSqUHQW DYDAQW PrPH TX1LO UpDOLVH /XL
VXUSULV GH OD VRPPH pOHYpH TX1LO YHQDLW GH SURSRVHU
ORQJWHPSV TX1LO Q1DYDLW SDV GHPDQGP DXWDQW G1XQ FRX
O1LGpH GH JDJQHU XQH VRPPH SDUHLOOH HQ RXEOLD DXVVLW