

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\$HFFQ\$SDHQRQ\$GH 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<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
LQH VWLPDEOHV \$YHF FHOD LO SRXYDLW V¶KXPFWHU OD JRU
V¶LO OH V¶XDLWLWULWRXW LO SRXYDLWODIRKHXBHJQREVRGHG
E°XI SRXU VD IHPPH PDODGH

6D IHPPH WRXVVDLW GHSXLV SOXV G¶XQ PRLV &RPPH LOV Q¶D
SUpSDUHU 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 WRXUQHU 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¶HXVH DJRW
ERQQH j ULHQ SDWLTXPHWO¶RXLOOLU/GDQX p¶QDLWDIDLEVOH HC
SUHVVPpH HW O¶H PDQV 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 TXDQGx~~W~~~~PH~~PDQJMH 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~~RUQXWDSHX GH ERXLOO
©&HWWH PDXGLWXQHHPXSSRUWHV PrPH SDV OH JUXDX GH PLOO
VHROOHPQJHVWJSRXU 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~~~~MBL~~LO¶HQWHUSHOD VRXGDLQ
©3RXV~~S~~~~R~~XV~~W~~H

.LP V¶LPPRELOLVD HW HQ VH UHWRXUQDQW DSHUoXW XQ pOq
/H MHXQH JD~~W~~oRQ ODQoD
©&RPELHQ¶~~NO~~VJ~~U~~H 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~~W~~H GH 1D~~P~~GDHPXQ

.LP KpVLWD XQ LQVLWDQWIDLUHLXQDLW ORQJ WUDMH~~W~~2XRXV OD
pWDLW LO GpMj VDO~~W~~DYDLW JON~~Q~~FRON~~S~~PDWGP~~W~~BRXW S~~O~~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 VDQJ 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 WLSRXVVGHLOR¶DVHPRQQD

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

©SQ ZRQ FLQ¶XODQWX¶SODvW

/HV PRVV OXL pFKDSSqUHQW DYDAQW 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¶UEHPHWSDTX

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 YRXSOHPHWHPHDSHGHPHO

/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