



!

!. - (,!\$, (!IB!G, (, (& 'H)HJ!)!PB, !LR" 11" 7!

!

:J' / (IJ)!\$, (!TG(%J(/!JB!\$J(I!/FBJ-!A((V?O!?(%J', (!I\$/!%B+ (!  
JB!G, (G\$, (/!JB!/H)%' ))!J- (!A((Vd)!, (\$/HIM)C! : -B' ?/!\$!)J' / (IJ!I((!/JB!+H))!%?\$)E!\$!%B', J()O!  
(TG?\$I\$JB, O!(+ \$H?H)!\$GG, (%H\$J(/C!

!

!OP!\$!)J' / (IJ!+H))(!5!A((V)!BP!%?\$))(!AHJ-B' J!\$!G, BG(,!, (\$)BI!^(CMC!H??I())E!  
F(, (\$K(+ (IJ\_E!J-(O!AH??!, (%HK(!\$!e(, B!M, \$/ (!PB, !Q, ()(I% (!I\$/!Q\$, JH%HG\$JHBIC!!

!

N+ \$H?)!FO!J- (!HI)J, '%JB, !AH??!F(!, ()GBI/(!/JB!AHJ-HI!fg!-B', )C!

\$C :J' / (IJ)!A-B!(TG(, H(I% (!I!' I(TG(%J(/!H??I())!B, !HIS', O!B, !I!(TJ(I '\$JHIM!%H, %' +)J\$I% (!^fg!  
-B', )!B, !?())\_!J-\$J!H!)! ' PPH%H(IJ?O!)(K(, (!JB!J(+GB, \$, H?O!, (I/(, !J- (+! ' I\$F?(!JB!+ ((J!\$%\$/ (+H%!  
, (& 'H, (+ (IJ)!^(CMCE!\$J(I/HIM!?(%J', (!B, !?\$F)E!A, HJHIM!J(J)!)B, !+H/J(, +!(T\$+)E!%B+G?(JHIM!\$I/!  
)' F+HJHIM!\$))HMI + (IJ)E!G\$, JH%HG\$JHIM!HI!G, ()(IJ\$JHBI\_)!)-B' ?/!) (?P4/(%?\$, (!')HIM!J- (!BI?HI(!: (?P4

: J' / (IJ)!A-B!) ' F+HJ!\$J(!\$)HMI + (IJ)!AHJ-B' J! + \$VHIM!\$!G,HB,!\$M,(( + (IJ!AHJ-!J- (!HI)J, '%JB,!AH??!  
 F(!G(I\$?he(/!5 ] !PB,! (K(,O!5f4-B',!G(,HB!/!\$PJ(,!J- (!\$)HMI + (IJ!/' (!/\$J(C! . - (!5 ] !G(I\$?JO!\$?)B!  
 \$GG?H(!JB!)J' / (IJ)!A-B!P\$H?!JB!) ' F+HJ!\$!\$)HMI + (IJ!BI!J- (!\$M, ( (!' GBI!\$?J(, I\$J(!/\$J(C!!

X%\$/ (+H%!X%%B++B/\$JHBI!+ ')J!F(!, (&' ( )J(!AHJ-HI!5g!/\$O)!BP!J- (!+H))(/!\$)HMI + (IJ!

bB!(?(%J,BIH%!/ (KH% ()+ \$O!F(!') (/HI!J(J)!)B,! (T\$+ )!

X?!)\$)HMI + (IJ)!PB,!J-H)!%B', )(!+ ')J!F(!) ' F+HJ(/!JB!' , IHJHIC%B+ !BI!B,!F(PB, (J- (!  
 \$))HMI + (IJ!/' (!/\$J(C! : ' F+H))HBI)!%\$!F(!+ \$/ (!KH\$?!HIV!BI!J- (!%B', )(! [ U \*!G\$M(C!WX?!, (&' H, (/!  
 G\$G(,) + \$O!F(!) ' FS(%J!JB!) ' F+H))HBI!PB,!J(TJ' \$?)H+H?\$,HJO!, (KH(A!JB!J- (!%B++ (,%H\$?!G?\$MH\$,H) +!  
 / (J(%JHBI!)BPJA\$, (!' I / (,!H%(I) (!JB!J- (!= IHK(, )HJO!PB,!J- (!/ (J(%JHBI!)BP!G?\$MH\$,H) + C!X?!)G\$G(,)!  
 ) ' F+HJ(/!AH??!F(!HI%' / (/!\$!)B', %(!/B%' + (IJ)!HI!J- (!, (P(, (I%(!/\$J\$F\$) (!PB,!J- (!G', GB) (!BP!  
 / (J(%JHIM!G?\$MH\$,H) + !BP!G\$G(,)!) ' F) (&' (IJ!O!) ' F+HJ(/!JB!J- (!O)J(+C! =) (!BP!J- (!) (, KH% (H!)) ' FS(%J!  
 JB!J- (!?H%(I)HIM!\$M, ((+ (IJ!%' , (IJ!O!F(JA((IJ!J- (!= IHK(, )HJO!\$! /! . ', IHJHIC%B+C!  
 ^-JIG2ccAAACJ', IHJHIC%B+ !^ -JIG2ccAAAC' ABC%\$c' IHK) (%c-\$I/FBBVc(T\$+c%B', ) (B' J?HI()CG/P !!  
 !

: % -B?\$)JH%!BPP(I%()!\$, (!\$V(I!) (, HB')?O!\$! /!)J' / (IJ)!\$, (!/H, (%J(/!JB!), (\$/!J- (!  
 \$GG,BG,H\$J( GB?H%OE!)G(%HPH%\$??OE!J- (!/ (PHIHJHBI!BP!A-\$J!BI)JH' J()!\$! : % -B?\$)JH%! [ PP(I%(E!\$J!J- (!  
 PB??BAHIM!U (F!)HJ(?!-JIG2ccAAACA)J(, I%\$?(I/\$,C' ABC%\$c511DcGM" "3C-J+?C!  
 !

W: J' / (IJ)!+ ')J!A,HJ(!J- (H,!())\$O)!\$I/!\$)HMI + (IJ)!HI!J- (H,!BAI!AB,/)C!U - (I(K(,!  
 )J' / (IJ)!\$V(!\$!H/(\$!B,!G\$))\$M(!P,B+ !\$IBJ- (,!\$ ' J-B,E!J- (O!+ ')J!\$%VIBA?(/M(!J- (H,!/ (FJ!FBJ- !FO!  
 ')HIM!&' BJ\$JHBI!+ \$,V)!A- (, (!\$GG,BG,H\$J(!\$I/!FO!G,BG(,! , (P(, (I%HIM!) '%-!\$)!PBBJIBJ()!B,!  
 %HJ\$JHBI)C!Q?\$MH\$,H) + !H)!\$! + \$SB,!\$%\$/ (+H%!BPP(I) (!^)(!J- (!h: % -B?\$)JH%! [ PP(I)(!QB?H%Od!HI!J- (!  
 U()J(, I!X%\$/ (+H%!)>\$(I/\$, \_C!!Q?\$MH\$,H) + !%- (%VHIM2! . - (!= IHK(, )HJO!BP!U ()J(, I [ IJ\$,HB' )()!  
 )BPJA\$, (!PB,!G?\$MH\$,H) + !%- (%VHIMC! : J' / (IJ)!+ \$O!F(!, (&' H, (/!JB!) ' F+HJ!J- (H,!A,HJ(I!AB,V!HI!  
 (?(%J,BIH%!PB, + !PB,!G?\$MH\$,H) + !%- (%VHIMCW!4! =CUC [ C! : (I\$J(!)J\$J(+ (IJ!BI!G?\$MH\$,H) + C!!  
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i!N!\$F?(!)J' / (IJ)!JB!\$!\$O)(\$!I/!%,HJH%\$??O!\$GG,B\$%-!J- (!H/(\$!BP!J- (!%HJO!\$! /!' ,F\$!)G\$%(!

!

i!Q,BKH/(\$!IHJ(,/H)%HG?HI\$,O!' I / (, )\$I/HIM!BP!J- (!%HJO!BP!Q\$,H)!

!

i!j (K(?BG!\$I!

! [ ,HMHI\$?!G(BG?)!BP! . ' ,J?(!0)?\$I/!^bB,J-!X+( ,H%\$\_!JB!J- (!/ (K(?BG+( IJ!BP!>\$I\$/ \$C1!!

!

**Unlocking Paris**



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. /+0)'-)+)I '023)

0IJ,B/ '%JB,0!?(%J' ,(!  
Q [ N ^ 2!>-\$,?(!)7 'VBA)VH!^X+( ,H%\$I!"D514"DDf\_e!WQ\$,H)W!  
m [ = . = 7N2!4 '( /#'( /0-\$5)\*+, '-6)7'558#+ "9) : \$ "80)0\$)I , ; <8)=, >#?8!^5<!+HI)\_!  
! "\$ \$ % k ' ' '( ) k \* + , - k . ' # / ( 0 k  
!

. +#&' "( ' " ) 0 / 8 ) I ' 0 2 ) + " 9 ) : + @ ' " ( ) A B 0 ) \* + , ' - )

RNX j 0 b 9 : 2! ` H% - (?!/ (!>( ,J(\$ ' E!W U \$ ? V H I M ! H I ! J - ( ! > H J O W ! H I ! C / 8 ) I B # 0 B , + # ) D 0 B 9 ' 8 - ) E 8 + 9 8 , ! ^ " D D 3 \_ !  
n " ; g 4 " < 1 ! % B ' , ) ( ! G \$ % V o !  
\* \$ ' , ( I ! N ? V H I E ! F # G " 8 B - 8 6 ! . \$ < 8 " ) . + # & ) 0 / 8 ) I ' 0 2 ) ' " ) \* + , ' - # ) I 8 J ) K \$ , & # ) C \$ & 2 \$ # ) L 8 " " % 8 # ) + " 9 ) M \$ " 9 \$ " !  
^ 5 1 " < \_ ! 3 4 5 3 ! % B ' , ) ( ! G \$ % V o !  
!

4 '-0\$, '%+#)=8( ' ' ' ' ' ' ' (-6)4 \$ J ) \* + , ' - ) = 8 % + < 8 ) \* + , ' - ) !

RNX j 0 b 9 : 2!#B\$I!j (#(\$IE!W. - (!7 ,H/M(!U - ( ,(!Q\$,H)!7 (%\$+ (! ` B / ( ,IW!P,B+!4 \$ J ) \* + , ' - ) = 8 % + < 8 )  
\* + , ' - ! ^ 5 1 " f \_ ! n 5 " 4 f f ! % B ' , ) ( ! G \$ % V o !  
XR . 2 ! \* \$ " 0 ) I 8 B 5 ! ^ " ; a g \_ e ! ` \$ J J - \$ ' ) ! ` ( , H \$ I E ! \* \$ " 0 ) I 8 B 5 ! ^ ` \$ G ! B P ! Q \$ , H ) \_ ! ^ " < " ; \_ e ! b H % B ? \$ ) 4 # ( \$ I 4  
7 \$ G J H ) J ( ! R \$ M ' ( I ( J E ! \* \$ " 0 ) I 8 B 5 ! ^ " a < 3 \_ e ! Q H ( , , (

!

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\*+, '-)+ "9)0/8)7 "#'( /08" < 8"0)N)

7 "#'( /08" < 8"0) \*+, '-)+ "9) I B#0B, + #) E8# + 0'0' - <)

RNX j 0b 9 : 2! ` BIJ() & 'H( 'E! \*8, - '+ "M8008, -6)M8008, -)PQH)RSH)RTH)UQ!^" a5" \_!n%B ', )(!G\$%Vo!

` + (!/ (!9, \$PPHMIOE!M800, 8-)9\B"8) \*?, BO'8""86)M8008, -)WWH)WWLNNH)WWNW!^" afa\_!n%B ', )(!G\$%Vo!

! "#\$%& ' "( \*+ - - I +, - & . '# / (0&

!

\*+, '-)+ "9)0/8)7 "#'( /08" < 8"0)NN)

I + 5?) + "9)D + # \$") I B#0B, 8)

RNX j 0b 9 : 2! j ( I \$! 9BB / + \$ I E! W . - (!NI?HM - J(I + ( IJ! : \$?BI I Hp, (EW!P, B + !C/8)E8@BX#"%,\$5)M8008, -6)Y)

I B#0B, + #) 4 ' - 0 \$, 2) \$ 5) 0 / 8) F, 8 "% / 7 "#'( /08" < 8"0!^" Ddf\_!na34gd!%B ', )(!G\$%Vo!

Z\$JH(! j HJBIE!W > \$Pq!Q, B%BG(! \$ I / !J - (!7H, J - !BP!L, (I% - !>BPP( (!> ' ?J', (W!^; ! [ %JBF(, !51" < \_!

= R \*! \$K\$H? \$F? (!BI! ! "#\$%& ' "( \*+, '-! [ U \*!) HJ(!

RN > [ ` ` N b j N j !RNX j 0b 9 2!

4+B--<+""I+0+%\$<X-h)+ "9)0/8)E8XB'#9'"(\$5)\*+, '-]Z[Q`Ra[Q\S^)

RNX j 0b 9 :2!Y\$I())\$!R! : %-A\$,JeE!W : (JHIM!J- (!:J\$M(2(,J)0 . JJ(9 (-A)-0 . B ' ?0 . 2(J2(,J)0 . )K()0 . 2, /E- (!: !4722 . 64

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a

XR . 2!Z(I,H!/(!.B'?'B')(4\*\$'J,(%E!Y0)0/8): \$B#''')E\$B(8!^"gD5\_E!Y0)0/8): \$B#''')E\$B(86)CJ\$)  
. \$<8")d+""%''('!'gD5\_E!C/8): 89%+#)N"-@8%0'\$")Z+0)0/8)EB8)98-): \$B#''')X,\$0/8#^!^"gDf\_!

CJ8''0'80/aI8''0B,2)\*+, '-6)7c'-08''0'+#'-<)+''9)0/8)N''08, J+,)\*8, '\$9)

RNX j 0b 9 : 2!!  
: \$,J,(E!7c'-08''0'+#'-<)'-)+4B<+'''-<!n%B',)(!G\$%Vo!  
7(\$'KBH,E!C/8)D8%\$''9)D8c!n%B',)(!G\$%Vo!  
!''#\$%&'''(&\*+--I+, -&. ''#/(0&

\*+, '-)+''9)DB, ,8+#'-<)

RNX j 0b 9 : 2!\*B'H)!X,\$MBIE!\*+, '-)\*8+-+''0!^"D5<!n%B',)(!G\$%Vo!  
XR . 2! ` \$,%!>-\$M\$?E!M8-)<+, '?-)98)#+)0\$B, )7'558#!^"D3D\_!

\*+, '-)+''9)F+-/'\$")

9' (J!)G(\$V(,2!j ,c! \ (??O! [ ?)BI!  
L0\* ` 2!C/8)E89)=+##\$\$"E!/H, (%JB,!X?F(,J!\*\$+B,H))(!^3<+HI)\_!  
!

\*+, '-)+ "9)0/8)=+ "#'8B8-)

L0\* ` 2!M+)4+' '8E!/H,C! ` \$J-H('!\ \$))BKHJe)^"DD;\_!" -3g+HI!

XI/, (!Z' ))(OE!W\*\$!Z\$HI(!51!0(\$,)!BI2!U -\$J!-\$)!%-\$IM(/rW!^AX-8,08,!3! ` \$0!51";\_!

=R\*!\$K\$H?\$F?(!BI!! "#\$%&'")\*+, '-! [ U\*!)HJ!

O": ?&F((56&G\$4\*E, < 0&

