

!

!. - (,!\$, (!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!J', 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/ (!\$!HIJ(, /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



! !
. /+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 . "#/(0&
!

. +#&' "()"/8)I '02)+ "9) : +@@" "()AB0)*+, '-)

RNX j 0b 9 : 2! ` H% - (?!/(!>(,J(\$ 'E!W U \$?VHIM!HI!J- (!>HJOW!HI!C/8) I B#0B, +#)D0B9'8-)E8+98, !^"DD3_!
n" ; g4"<1!%B ' ,)(!G\$%Vo!
\$ ' , (I!N?VHIE!F#G"8B-86! . \$<8") . +#&)/8)I '02)'")+, '-)I 8J)K\$, &H)C\$&2\$H)L8""%8H)+ "9)M\$"9\$"!
^51"<_!3453!%B ' ,)(!G\$%Vo!
!

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

RNX j 0b 9 : 2!#B\$I!j (#(\$IE!W . -(!7 ,H/M(!U - (,(!Q\$,H)!7(%\$+(! ` B/(,IW!P,B+!4\$J)*+, '-)=8%+<8)
*+, '-!^51"f_ln5"4ff!%B ' ,)(!G\$%Vo!
XR . 2!*\$"0)I 8B5!^" ; ag_e! ` \$JJ-\$ ')! ` (,H\$IE!*\$"0)I 8B5!^ ` \$G!BP!Q\$,H)_!"<" ; _E! bH%B?\$)4#(\$I4
7\$GJH)J(!R\$M' (I(JE!*\$"0)I 8B5!^"a<3_e!QH(, ,(

!

;

*+, '-)+ "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" _ln%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 \$! 9 BB / + \$ I E ! W . - (! N I ? H M - J (I + (I J ! : \$? B I I H p , (E W ! P , B + ! C / 8) E 8 @ B X # " %) \$ 5) M 8 0 0 8 , - 6) Y)

I B#0B, + #) 4 ' - 0 \$, 2) \$ 5) 0 / 8) F , 8 " % / 7 " # ' (/ 0 8 " < 8 " 0 ! ^ " D D f _ ! n a 3 4 g D ! % B ' ,) (! G \$ % V o !

Z \$ J J H (! j H J B I E ! W > \$ P q ! Q , B % B G (! \$ I / ! J - (! 7 H , J - ! B P ! L , (I % - ! > B P P ((! > ' ? J ' , (W ! ^ ; ! [% J B F (, ! 5 1 " < _ !

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

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&

