



THE THAMES DOLPHIN

FEBRUARY 2018

Zoom on

»»»»» YEMEN «««««

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NEWS FROM DAUPHINE'S SOCIETIES

Zoom On YEMEN

Capital City : Sana'a

Official Language : Modern Arabic

Leaders : Abdrabbuh Mansour Hadi (*official government*) Mohammed Ali al-Houthi (*revolutionary gov*)

Size : 527,968 km² (*2nd largest country of the Arabian Peninsula*)

Currency : Yemeni Riyal

Population : 27.5 million (*2016*)

Life expectancy : 63.27 years

Religion : Mostly Muslim (56% Sunni, 44% Shia)

GDP per Capita PPP : \$2,818 (*Neighbour Saudi Arabia: \$55,229*)

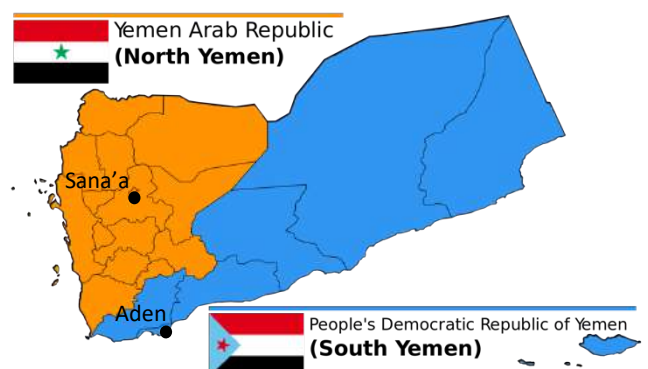
Gini Index (inequalities) : 36.7 (*average*)

Human Development Index : 0.482 (*low*)

History and Colonial Past

The creation of the republic of Yemen occurred in May 1990 with the reunification of North Yemen and South Yemen. The Southern city of Aden had been under the British colonial rule from 1839 to 1967 as it was a strategic hub for trade between British India and the Red Sea. The colony thus expanded into a protectorate around Aden which remains Yemen's economic capital to this day. The decolonization process began in 1963 when the National Liberation Front (NLF) and the Front for the Liberation of Occupied South Yemen (FLOSY) engaged in an armed struggle against British occupying forces until the NLF was finally invited to the Geneva talks to sign its independence in 1967. A radical Marxist faction of the NLF then gained power in December of 1970, renamed itself as the Yemeni Socialist Party and reorganized the country into the People's Democratic Republic of Yemen with close ties to the Soviet Union and the communist bloc.

On the Other hand, North Yemen, known as the Yemen Arab Republic was supplied by anti-communist Saudi Arabia. After a few short conflicts in the 1970's Ali Abdullah Saleh of North Yemen and Ali Salim al-Beidh of South Yemen jointly accepted treaties for relaxed borders before signing the declaration of the unified Republic of Yemen in May 1990 with Ali Abdullah Saleh as Head of State and Ali Salim al-Beidh as Head of Government.



Yemen's economic situation

Yemen is undoubtedly one of the poorest country in the world: in 2014, its GDP growth was negative (-0.2%), 54% of the population was living below the poverty line and, due to its mountainous landscape, Yemen is a landlocked country. Since the beginning of the 21st century, the country is highly dependent on imported food as only 3% of Yemen's land is arable and only one third is suitable for grazing: Yemen thus can't afford self-sufficiency. Nevertheless, the country remains a strategic location for trade with its entrance on the South of the Red Sea. Its Fertile lands have most of the working population employed in the agricultural sector. Moreover, the country has been exploiting and importing oil and natural gas since the 1970s and has signed agreements with many foreign companies to begin full exploitation, permitting it to be included in international and globalised trade. Yemen's exportations also include coffee and a wide variety of fish but those remain quite modest.



Yemen results from the reunification of South and North Yemen, which have a different historical past, and therefore different political systems. Whilst North Yemen is market-driven, South Yemenis face the recent transition from socialism, with mainly nationalised lands and housings. These dual dynamics increase economic disparities and inequalities within the country and the population. Even though the post-1994 civil war negotiation with the International Monetary Fund and the World Bank has led to more economic incentives in order to appear attractive to

financial investors, corruption keeps gangrening the country and has dramatic effects on society.

Cultural and Natural Heritage

Yemen is rich with abundant cultural and natural landmarks, here are a few examples:

The city of Shibam (UNESCO World heritage) is famous for having high rise buildings, some over 30 meters, made out of mud bricks. Some call it the "Desert



Historical City of Zabid (UNESCO) with its great Mosque and ancient university ruins.

Socotra Archipelago (UNESCO), home to outstanding wildlife, considered as a jewel of biodiversity



Qalansiyah Beach (Socotra Island)

Wadi Dirhur Canyon (Socotra Island)



Civil War and Humanitarian Crisis

Yemen is in the midst of the largest humanitarian crisis since the beginning of the civil war in 2014.

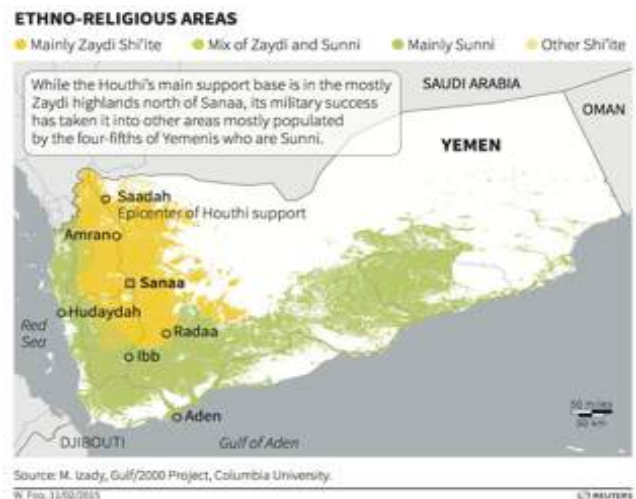
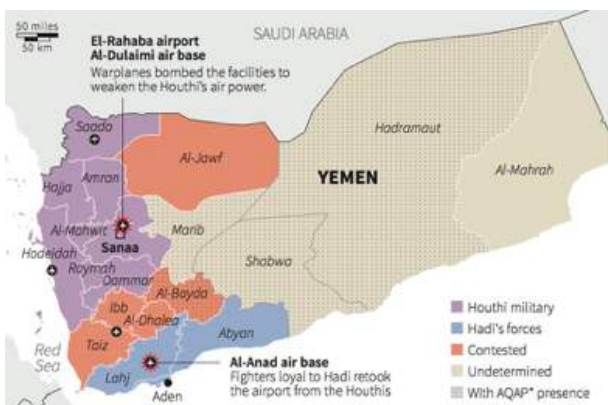
Multiple factions are entangled but the conflict divides into two main categories: pro-government forces led by current President Hadi, and anti-government forces led by the Houthis, backed by former President Saleh.

It all started with the Arab Spring in 2011, when pro-democracy protesters took to the streets to force President Ali Abed Allah Saleh to end his 33-year rule. He responded with economic concessions but refused to resign and his government was toppled. His Vice President, Abed Rabbo Mansour Hadi, took power with the elections of February 2012, in which he was the only candidate. But the political transition failed, with massive unemployment, food insecurity, suicide bombings and a separatist movement in the South. It sparked a war between the political rebel group Houthis, fighting with Saleh loyalists against the forces of the new Hadi government.

In 2014, the Houthis took over the city of Sanaa, controlling the North-West most populated part of the country, and forcing Hadi to flee to Saudi Arabia.

President Hadi's government then implemented its headquartered in Aden, while Saudi Arabia decided to launch an international coalition in March 2015: the conflict then reached a much more important dimension.

Looking at the bigger picture, Saudi Arabia, a mainly Sunni country, feared the rise of their religious opponent, the regional Shia (Shi'ite) power Iran. As the Houthi movement (created in 1994 by Hussein Al-Houthi) predominantly follow the minority Zaydi branch of Shia Islam, Riyadh accused Iran to back up the rebels. Tehran denied any involvement, but Saudi Arabia and eight other mostly Sunni Arab states began an air campaign, receiving logistical and intelligence support from the US, UK and France. The Saudi-led coalition wanted, and still wants today, to restore Hadi's government and to prevent Iran from controlling the strategic strait of Bab-el-Mandeb; but it has been unable to take back the North of the country, including Sanaa.



With the Saudi-led coalition, Yemen became a violent playground for regional and international powers. Meanwhile, fighters from Al-Qaeda in the Arabian Peninsula and affiliates of ISIS (Islamic State of Iraq and Syria) have taken advantage of the chaos. This triggered a massive humanitarian crisis.

Saudi-led coalition against Yemeni rebels

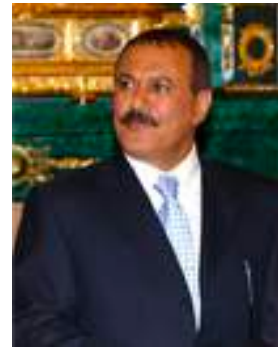


UNICEF recently reported that a child died every 10 minutes in Yemen. More than 10 000 people have been killed since February 2014, mainly civilians, and 3 million people had to flee their homes. 18,8 million Yemenis (69%) are in need; some 17,8 million people do not know where their next meal is coming from and 8,4 million are considered at risk of starvation.

Moreover, Yemen has also been hit by a cholera outbreak deemed the worst in the world by the UN, which has resulted in more than 1 million suspected cases and 2,248 associated deaths since April 2017. With the destruction of infrastructures and Saudi Arabia's blockades, humanitarian assistance can't reach Yemen, which is thus in a deadlock.

In November 2017, President Saleh offered to "turn a new page" with the Saudi-led coalition, if it stopped attacking Yemen and ended its blockade. Nevertheless, his Houthi allies accused him of a "coup" against "an alliance he never believed in" and eventually killed him on the 2nd of December 2017.

Ali Abdallah Saleh



The 2004 revolt was directly against Ali Abdallah Saleh's regime. He ordered the crushing of the revolt in 2004 and remained at the head of the country. He was initially of Shia confession, and was therefore accused not to be truly willing to kill the rebellion. He seems to have used the revolt as an excuse to try to murder his cousin and rival, General Mohsen. Saleh was hurt in 2011, and still kept the power for one last year, while he gained an agreement of impunity for him and his family. He was replaced by Abdrabbo Mansour Hadi in 2012, and finally died in 2017.

Abdrabbo Mansour Hadi



Abdrabbo Mansour Hadi took the head of the country in 2012, after Ali Abdallah Saleh. He was supposed to be a man of consensus. As the rebellion started over in 2015, the Houthis rebels took the presidential palace. The Houthis wanted to force Hadi to stay into power, whereas he wanted to resign. As the Civil War happened in 2015, he fled the country, and recently was said to be located in Riyadh under home arrest, in 2017.

TARIQ RAMADAN, INCARCERATED FOR RAPE

Did the central figure of European Islam just lost his reputation?

Henda Ayari, author of the book “I choose to be free”, is the first woman to go to court against the professor of contemporary Islamic studies. The woman escaped Salafism in France and is now running the charity “Libératrices”, helping women victims of violence and Islamist extremism.

“When I resisted, when I told him to stop, he insulted and humiliated me. “I started to cry and he said to me: ‘So honey, you’re whining, are you? Stop pretending you don’t like it. You didn’t know what a real man was like before. Well, now you do.”

After Weinstein’s wave of testimonies, Ms. Ayari freed the speech for many students of Tariq Ramadan. When most them are not suing their aggressor, an anonymous complaint petrified the Muslim authorities with a testimony of incredible violence.

The 45 years old woman met Tariq Ramadan in a hotel in October 2009, in Lyon where he was attending a conference. She explains that, after finding an excuse to go to a room rather than stay at the bar, he attacked her with an extreme violence. With her right leg injured she was walking with crutches.

“He kicked my crutches and jump on me: “You made me wait, it will cost you!”

“I was screaming in pain, shouting stop!”

Per her testimony, he slapped her in the face, in the breast, and punched her in the stomach. He forced her to perform a fellatio, imposed her sodomy, punched her again, raped her and after he dragged her by her hair all over the room to the bathroom, urinated on her. The violence of this declaration was supported by medical reports made at the time by the victim.

Yassine Bouzrou, Tariq Ramadan’s lawyer, refused to comment on the case while his client denies the accusations. As a European leader of the Islamic thought, he is worshiped, if not idolized, by many religious who ask for his advice.

While in France, Tariq Ramadan is not allowed in any amphitheatre because considered as spreading hate speeches, he was a recognized lecturer in Oxford, until the recent accusations.

His Koranic interpretation is extremely controversial but inspired a notable part of the European Muslim community.

In 2001, he said that we should *“rationalize the relations with the Hamas and stop treating it as a criminal organization without ideology”*. In 2003 he organized a moratorium on female stoning. His vision of women’s place, role, and rights are polemical. In fact, couldn’t he convince Hani Ramadan, his brother, Geneva Islamic Center director, to do not write a tribune where he supports stoning? Convince Hassan Al-Tourabi, the man naming Tariq Ramadan as “the future of Islam”, to do not restored Sharia in Sudan? Convince Youssef Al-Qaradhawi, his mentor the most listened by the Muslim Brothers thanks to his show on Al-Jazeera, to stop encouraging to beat your wife if she is not well disciplined?

In June 2017, he argued that excision, a worldwide issue fought by the UN, *“is part of our tradition and should be discuss internally to the Muslim community”*.

Ilana Zenouda.

NEWS

SOUTH V. NORTH, will the coming Winter Olympic Games be source of tensions?

On the 3rd of January 2018, officials from North and South Korea met face-to-face in Panmunjeom, a village of the Joint Security Area in the Demilitarized Zone. This meeting was the first in two years and led to the agreement that the two Koreas will march under a single flag during the opening ceremony of the 2018 Winter Olympics, taking place from the 9th to the 25th of February, in Pyeongchang.

North and South Korea had previously sent joint teams to major international sports events twice, both in 1991, but none of them were the Olympic Games. This year, the joint women ice hockey team the two Koreas had decided to field reveals a common effort to build diplomacy between them. North and South Korea remain, indeed, technically at war after their 1950-53 conflict ended in a truce rather than a peace treaty.

This sudden thaw in the contentious relations of the countries was mainly due to the election of Moon Jae-in, the new South Korean President, in May 2017. Former human rights lawyer, Moon Jae-in is the leader of the Democratic Party. His liberal tendency conducted him to think that an Olympic agreement could pave the way for broader peace talks, after months of rising tensions due to the huge expansion of Kim Jong-un's nuclear program.

This attempt of dialogue was lauded, sometimes with reticence, by most of the international community, including China, Russia, Japan and the United States. However, for many, this current mood of reconciliation is only symbolic as Kim Jong-un won't take steps towards denuclearisation.

There are some critics that he is using the event to legitimize his authoritarian regime, while buying him some time to develop his nuclear weapons. For the US Vice President Mike Pence, North Korea will "hijack" the games with a propaganda campaign.

A couple of days ago, North Korea have abruptly cancelled a cultural event with Seoul, scheduled to be held on the 4th of February at Mount Kumgang in the North, blaming South Korean media to insult what Pyongyang called "sincere" measures regarding the Olympic Games.

The Winter Olympics have enabled a short breakthrough in the strained communication between the two Koreas, while the thousands of long-range artillery pointed at Seoul have not moved an inch.

Pauline.



PyeongChang 2018



ART AND CULTURE

“I’ve promised myself that I’ll try to record the spiritual quality of the things that strike me” – Arthur Jafa

Artist and filmmaker Arthur Jafa has made poignant image for the last thirty years. He has revolutionized Black Cinema with his films: Daughter of the Dust (1991), and more recently he directed the singer Solange’s music video “Don’t Touch My Hair” – all of which are staring the everyday lives of black Americans and black aesthetic.

His latest work untitled Love Is The Message, The Message Is Death, is a seven-minute video that displays a series of photographs and footages that illustrate the ways racism affects Afro-American lives and their identity. The video is set to Kanye West’s “Ultralight Beam”, that perfectly match with the message the artist is trying to give: “You persecute we because it makes you feel so strong”. The song is a masterpiece, Kanye West took gospel and Rnb track and transformed it into soul music which have never been made before. In an interview Jafa said that his main goal was to “make black cinema with the power, beauty,



Love is the message, Arthur Jafa , Installation view at Store Studios by Hugo Glendinning

Hence the choice of this particular song. Arthur Jafa’s piece of art was exhibited for the first time in London at Store Studios, 180 The Strand from 5 October to 14 December 2017. It was shown in a tent on a rooftop - evoking the revival tents of southern USA, where Christian worshippers would gather to hear preachers speak - giving a warm and peaceful atmosphere.

In a nutshell, through his art Arthur Jafa contributes to the vast and complicated territory of Black representation.

Lysette



Arthur Jafa, in San Francisco.

White Cube

ADDRESS: 144 – 152 Bermondsey Street London, SE1 3TQ United Kingdom

OPENING: Tue, Wed, Thu, Fri, Sat 10:00 Am - 6:00 Pm; Sun 12:00 Pm - 6:00 Pm

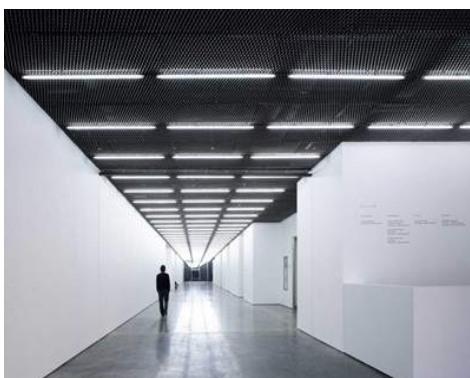
CLOSING DAYS: Mon; ADMISSION: Free



"Walking" CREDIT LINE Guggenheim Bilbao Museoa COPYRIGHT © Gilbert & George

Sunday morning 11AM, I was letting my mind lull my path in Bermondsey Street, hunting for a good coffee shop. After a couple of minutes, I end up in a very nice and cozy place with a funny name: « Fuckoffee ». I bought my Americano and sat in the comfortable sofas. My eyes started to scan the inside of the place and moved towards the street; they skimmed joggers, dogs, bikers and finally made a stop on a curious building just on the other side of the pavement. A big block of concrete, finely design where people came in and out with a particular intensity. When I got closer, I discovered that it was an art gallery named "White Cube".

In fact, With Cube is a label conceptual art gallery, with two venues within London and one abroad in Hong Kong.



With a program of more than 30, the gallery holds several exhibitions for two to six months.

CREDIT LINE Guggenheim Bilbao Museoa COPY- RIGHT © Gilbert & George

Founded and owned by the English art dealer Jay Joplin, the concept evolved and now displays contemporary art.

White Cube Bermondsey opened in October 2011 and is the largest of all the white cube's site. Nothing but the building in itself worth the trip. Located in Southbank, in the very lively but calm Bermondsey street, it has initially been build in the 1970s and then renovated by the architect Casper Mueller Kneer. Its name is not innocent as you might imagine and the gallery, divided in three parts, is fully white which caused criticism from several art dealers such as Charles Saatchi. However, one might appreciate the design and the impressive structure.

The gallery offers a wide range of artists across the different sites. From Katharina Fritsch's sculpture, to the post-surrealists' paintings of Franz Ackermann or the works of the Chinese artist Liu Wei, there is choice.

The current exhibitions in Bermondsey recently started on the 7th of February, replacing the excellent "The beard pictures and their fuckosophy" by the original Gilbert & George. There are actually three artists: Andreas Gursky, He Xiangyu and Eddie Peak.

Paul Neltner

BOY STEREOTYPES AND GIRL GENDER ROLES

"I believe in equality, but I'm not a feminist."

How often have we heard this statement in our lives? In my opinion way too much. Feminism still suffers from a negative image backed by the idea that only women who hate men call themselves feminists etc. Actually, everyone can, and should be a feminist. It is about equality, freedom and personal development.

Maybe some people need to be recalled the actual meaning of the F-word:

Feminism: a range of political movements, ideologies, and social movements that share a common goal: to define, establish, and achieve political, economic, personal, and social **equality** of genders.

It is important to define terms before getting controversial, especially regarding feminism which is a quite globally misunderstood concept. We have all met one day someone arguing that modern feminism was unnecessary, useless, counter-productive or even ridiculous. Maybe you are one of those detractors! The goal of this feminist column within our student newspaper is to show those preconceived ideas are wrong and biased. Everyone needs feminism, men as well as women. Gender roles lock us in frames, shape our behaviours, drive our looks and thoughts. Don't you want to be truly yourself, rather than a reflection more or less accurate of what others expect from you?

Men are expected to be strong and insensitive, women are to be fragile. Men and women both endure the same way gender roles, so what if everyone realized **now** that feminism is good for all and a vector of freedom. I cannot think of a single society that doesn't feature gender roles and stereotypes, and why is that? Because gender eases things. As you may know, our brain seeks optimization, to do so, it creates categories to generalize situations and find satisfactory solutions in short amounts of time. In the case of gender, it eases social relations with codes everyone knows.

Let's get a closer look to stereotypes:

A heuristic or mental shortcut: any approach to problem solving, learning, or discovery that employs a practical method **not guaranteed to be perfect**, but sufficient for the immediate goals.

A stereotype is a specific type of heuristic that allows humans to make assumptions. For instance, we guess the social status of a person based on their behaviour, or know that the nature of a plant that is tall, has a trunk, and has leaves is a tree - even if we have never seen that type of tree before -.

Thus, the mechanism behind the existence of stereotypes is essential, however, we must understand its limits and not overuse it. Feminism is a way to make people get that, and go beyond what generations have created, assimilated and perpetuated.

That is why gender roles have to be shown wrong, narrow and toxic.

Emma Neltner

OUR GUEST'S RESUME



**DIDIER
THEOPHILE**

LAWYER



PROFILE

My name is Didier Théophile. I was born on 22 December 1964. I am a lawyer practising Antitrust law in a law firm based in Paris. My mother tongue is French. I also speak English and I have a good understanding of German.



EDUCATION

I graduated from:

- the Institut d'études politiques in Strasbourg (diploma magna cum laude, 1986)
- the law school in Strasbourg (summa cum laude, 1989)
- the College of Europe in Bruges, Belgium (summa cum laude, 1990)

I was admitted to the Paris bar in 1992.



EXPERIENCE

I started my career in 1990 in a lawfirm as an associate and became a partner in 1995. I move to the current firm I am a partner (Darrois Villey) with in 2001.

Beside being a lawyer, my wife and I own a vineyard in the south of France between Avignon and Aix en Provence, where we make excellent wines! The name is Domaine de Maslauris.



INTERESTS

When I was a student, I was always interested in matters relating to European law and politics.

Antitrust law has certain features that reconcile my interests. In Europe, antitrust law has been chapped by the European Commission and the European Court of Justice. Antitrust law has also a lot to see with politics as certain high profile cases have important political consequences. For instance, when the European Commission imposes a fine of 2.7 billion euros to Google, this is seen by the US administration as a direct threat against one of its groups in a strategic sector.

OUR MONTHLY GUEST



DIDIER THEOPHILE ANTITRUST LAWYER

When I was a student, it took me a while to know what I wanted to do. I simply enjoyed being a student. Still I was very interested in politics and history. Studying at Science Pô in Strasbourg helped me confirm this interest. Later, the College of Europe was an obvious choice. As expected, constitutional law turned out to be one of my favorite classes, but my real favorite was competition law. Maybe it was the teacher, maybe it was the subject, or a little of both. Ultimately, because of that class, I started taking more law classes in this matter and realized that this could be my future. Unless most of my fellow classmates, I did not want to work at the European Commission, but I wanted to come back to France. I was hired in a law firm where I had the opportunity to be rapidly involved in a very high profile case. Though I didn't like the atmosphere and decided to move a year later to a small firm where I was able to get a lot of responsibility. As a junior lawyer, this is pretty rare. I was made a partner in five years which is fast.

The year after, I was lucky enough to win a big case before the European Court of Justice in Luxembourg against the Commission. I stayed 10 years in this firm and joined my current firm in 2001 where I set up the antitrust group. I'm regularly involved in big transnational mergers between large companies as well as in cartel cases. I was appointed managing partner of the firm for 4 and a half years. As such, I was in charge of managing and representing the firm. I stepped out in December 2015. Today I run a team of 10 lawyers. My job consists in representing my clients before certain antitrust agencies and courts. Being a lawyer requires a lot of energy. My days are intense and busy.

Besides being a lawyer, I also own a wine estate in the south of France (Luberon). When we bought the property with my wife in 2010, it was nearly a ruin. We have planted 10 hectares of new vines, renovated the house and built a winemaking facility. We produce rosé, white and red wines at Domaine de Maslauris.

NEWS FROM DAUPHINE SOCIETIES

DAUPHINE LONDON SAILS



While the Dauphine London's Sails sailors work tirelessly, in a perpetual quest of finding new sponsors, the preparations of the Spi Dauphine are moving forward. Indeed, this event is the biggest student event of South of France organised by a Paris-Dauphine society, and will bring this year more than 700 students from France and overseas universities or schools together during a week, between the magnificent village of Port-Grimaud and the famous seaside resort Fréjus, for a great regatta and an inter-uni sports challenge. At D-60, our Londonian seamen are more than ready, and already have achieved their objectives by bringing around 8000 Euros. After having booked their facilities, having done their inscriptions, and rent their boat (a great eleven meters Selection 37 boat for the connoisseurs), they still have to launch the production of the advertisement of their business-partners for the regatta. Today, being sure of participating in the regatta, our eleven young mariners are ready to try to challenge, and to wear high the colors of Dauphine London.

THE CAM SOCIETY



Mamma Mia, here we go again! This month the CAM society brought students to be dancing queens for a night and enjoy this must-see musical. After much singing and dancing, we are proud to say it was an undeniable success. And don't put your dancing shoes away, we will be back soon for some more rocking events!

DAUPHINE LONDON JUNIOR CONSULTING



During the first semester we trained our newbies and participated to the integration week-end with Dauphine Junior Conseil in Paris. We had a lot of fun!!! In November, we organised our very first conference. A lot of people from Dauphine came. It was on the digital communication with Marc Fanelli-Isla as a speaker. Antoine Shauli, one member of the CNJE, was present and was very enthusiastic about the conference. In December we established a partnership with the King's Entrepreneurship Society and one with the Alumni Chapter Dauphine London. We could attend the Christmas Party of the Alumni! Moreover we did our first mission in London! A market study for a UK-based enterprise.

For this second semester, we are looking forward to doing a pro-bono study for the international campus of Dauphine. We also have an event on the 19th of February with UCL Consulting Society and King's Entrepreneurs Society. Moreover our external communication manager is organising a conference in partnership with King's on entrepreneurship: how to find sponsors, shareholders, investors when you start a business, start-up. It will be in march and you are all welcome to join! Furthermore we would like to organize at the end of the year a workshop for the students, with the collaboration of the Alumni. They could check our CV, teach us how to perform a good interview... We asked the Volunteering Society to handle the food, it can be a very nice opportunity!

Kindest regards,

The London Junior Consulting Team.

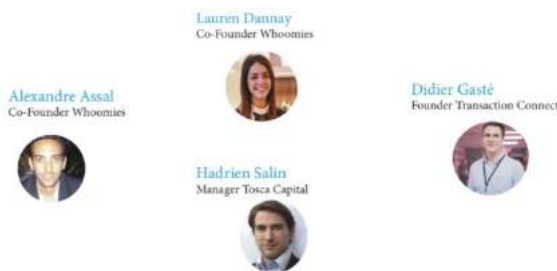
NEWS FROM DAUPHINE SOCIETIES

DAUPHINE DEBATE SOCIETY



The coming month is going to be eloquently loaded....

The 20th of February, the great debate: Dauphine v. Kings, UCL, Oxford and Cambridge. Come support our dolphin Matthieu winning over the best universities and meet 20 French Members of Parliament and British MPs.



The 7th of March, entrepreneurship stories: four start-up leaders will discuss their experience. Grab your future, develop your network and learn more about entrepreneurship.

The 8th of March, the speech contest: Join us to admire the richness of our magnificent French language through the verve quality of our debaters. The contest will be followed by a cocktail and buffet so we can feast for the second time.



THE THAMES DOLPHIN

After the great success of its first edition in January, the Thames was officially declared a Dauphine London society during the last activity committee. The Thames is now fully operative with this second edition, a facebook page and a website. Don't hesitate to like the page and to visit the website to keep in touch ! We also launched the news of the day, which will be published in Dauphine, on our page and on the website to reach the maximum of you !

Kindest regards,

The Thames Dolphin Team.



The Thames Dolphin would like to take the time to thank all the people who worked on this edition,
Thank you.



The references for all articles are available at
: https://docs.google.com/document/d/16N6q3QQ1zdudX_I5yIQOKzdI5V0DOWkTdcqKq_skMN4/edit?usp=sharing

All the opinion expressed are personal opinions and do not reflect the opinion of The Thames Dolphin or Paris Dauphine International.