



WHAT WAS - WHAT HAPPENED - WHAT IS

LECTURE IN THE FOCUS OF TRANSFORMATION PROCESSES

WHAT WAS - WHAT HAPPENED - WHAT IS

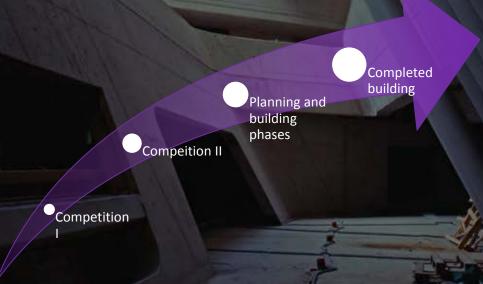
- LECTURE IN THE FOCUS OF TRANSFORMATION PROCESSES
- PARAMETER THAT HAD IMPACT ON DESIGN, VOLUME AND FUNCTION

WHAT HAPPENED - WHAT IS

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WHAT WAS - WHAT HAPPENED - WHAT IS

Introduction

- Reason for brief
- •Design concept initial idea
- Program distribution

Comparison

From competition to completed building



**Analysis** 

- What has changed on design and and program
- What have been the drivers for the changement respectively non-changement



 What can be improved/affirmed to secure design continuity and quality processing

# INTRODUCTION Project data

Library and Learning Centre, Vienna

Vienna, Austria

Program:

Client:

Size/Area:

2008 - 2013

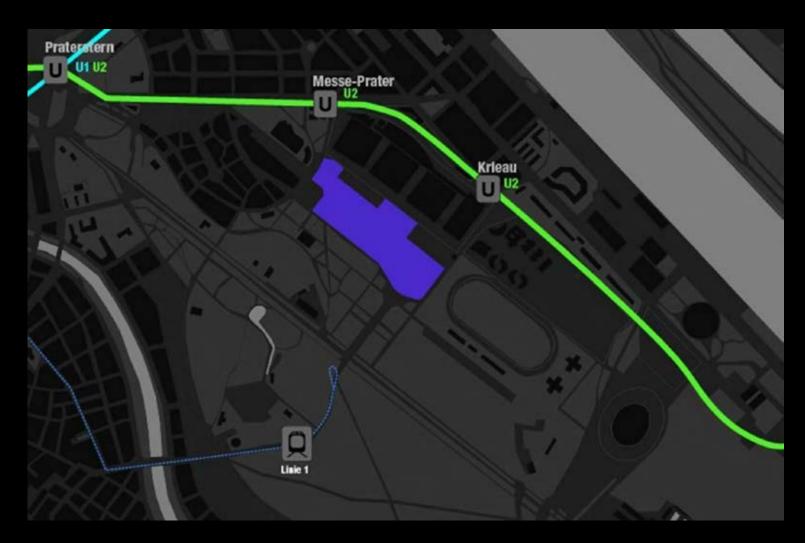
Library space with study zones, magazin spaces, administration, study services, atrium, festival hall, book shop, copy shop, caféteria

Projektgesellschaft University of Economics, Vienna

42000 m<sup>2</sup>



## New Campus at Prater Library and Learning Centre, Vienna



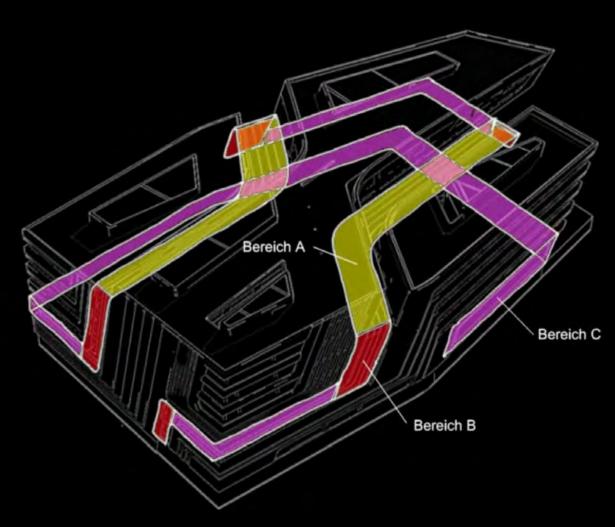


#### Volumes

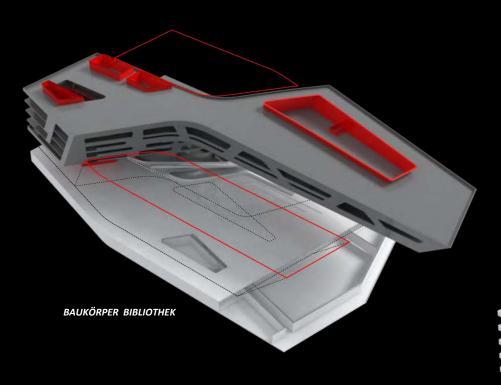
Library and Learning Centre, Vienna

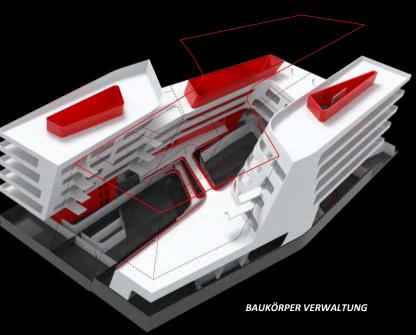


# Gap or seam Library and Learning Centre, Vienna



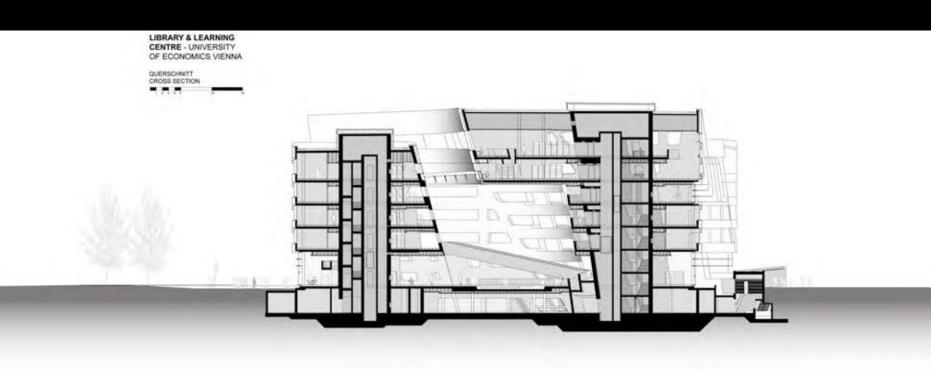
# Program distribution Library and Learning Centre, Vienna





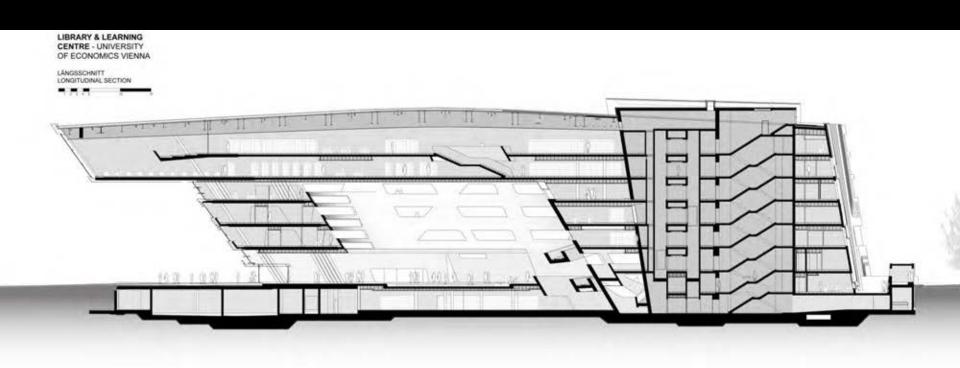
#### Cross section

Library and Learning Centre, Vienna



ZAHA HADID ARCHITECTS 15 MODEL ROHBAU / TRAGWERK

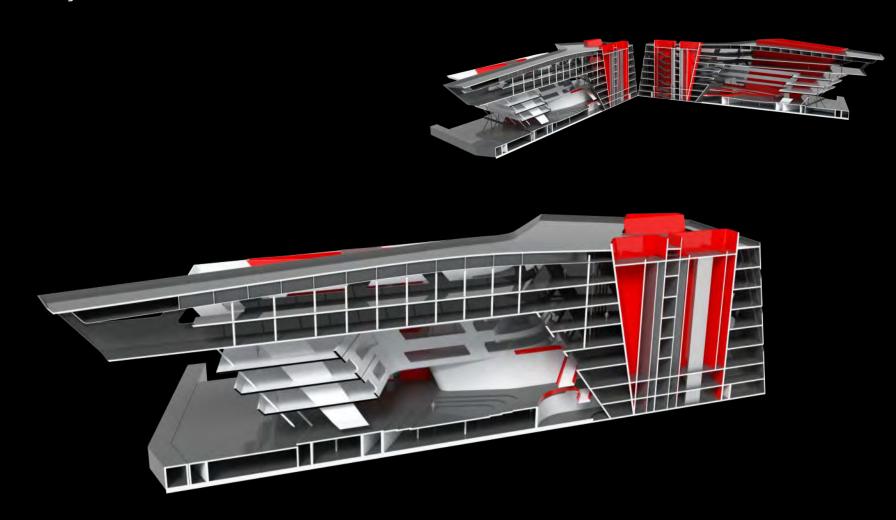
# Longitudinal section Library and Learning Centre, Vienna



MODEL ROHBAU / TRAGWERK ZAHA HADID ARCHITECTS 16

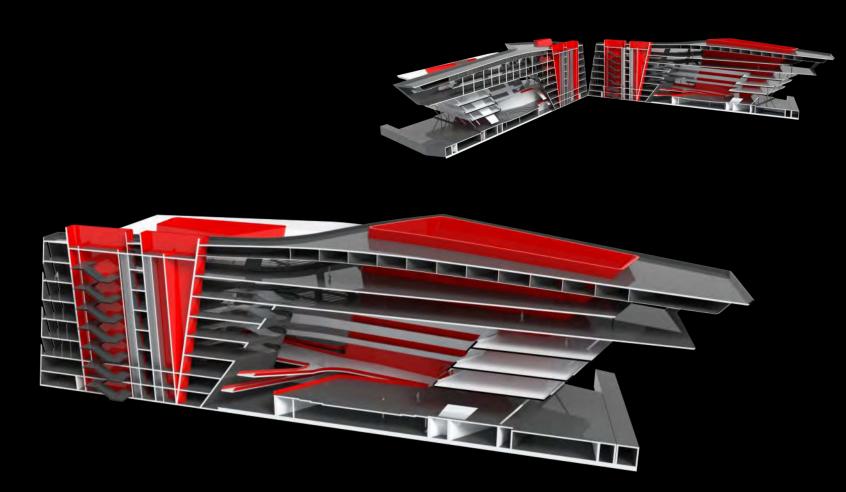
#### Sectional model

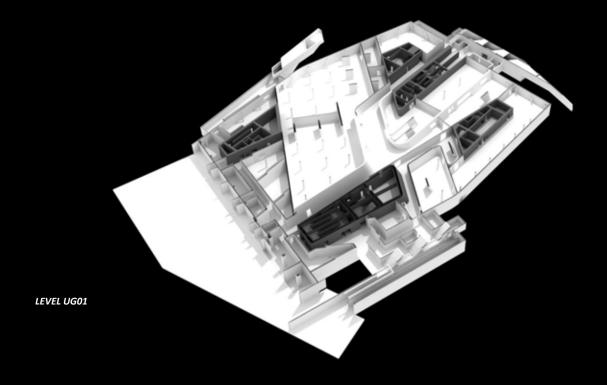
Library and Learning Centre, Vienna

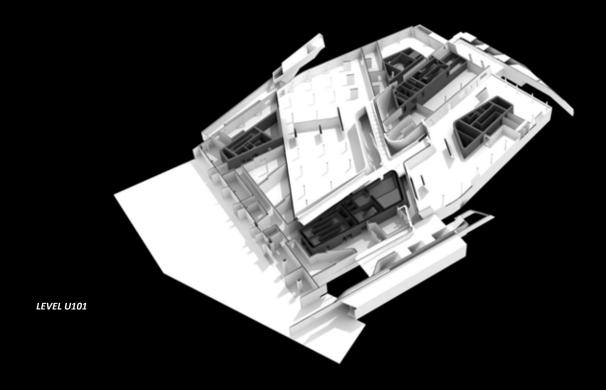


#### Sectional model

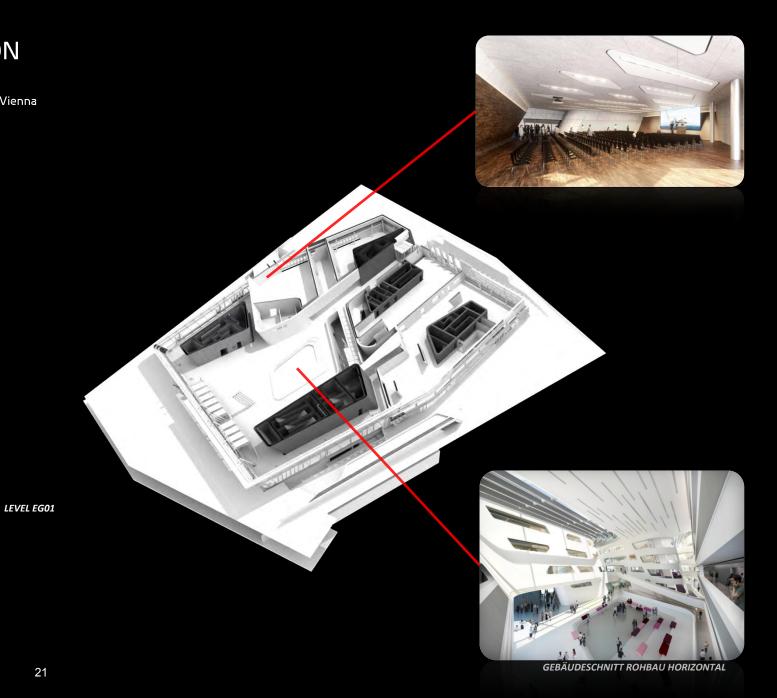
Library and Learning Centre, Vienna

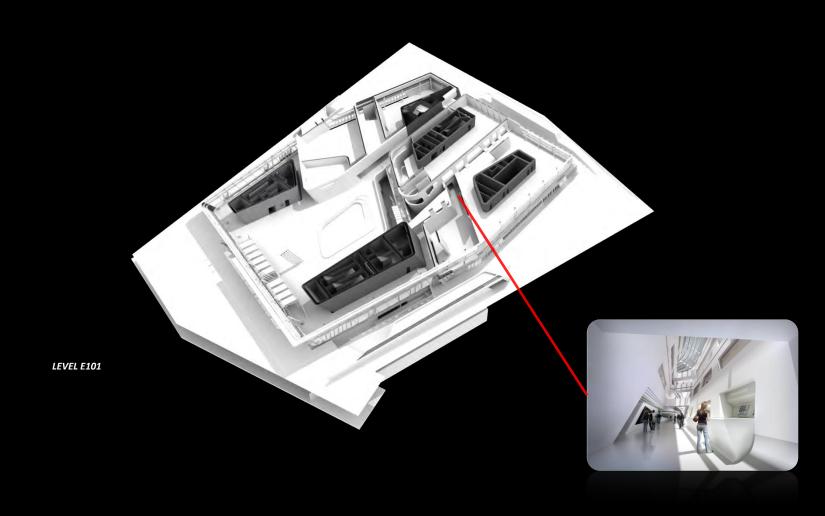


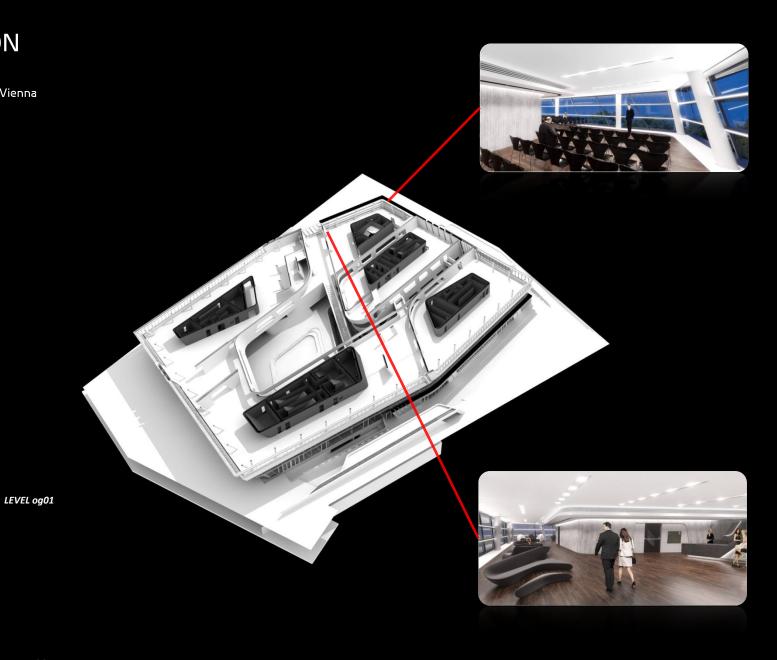


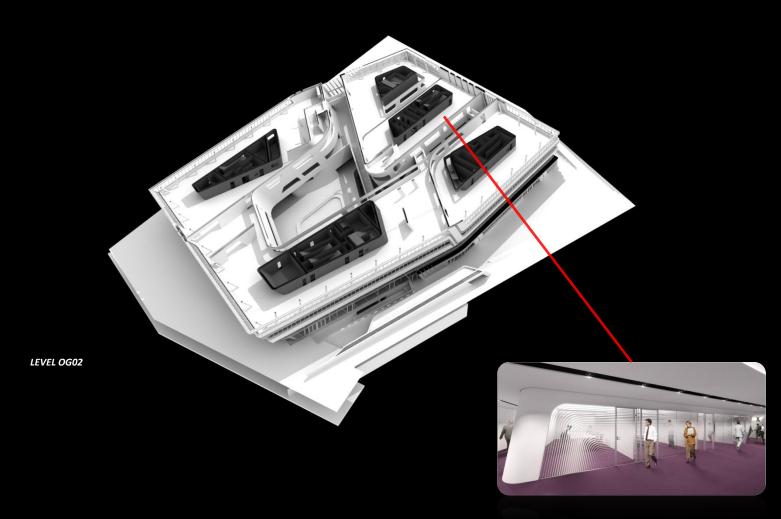


#### INTRODUCTION 3D floor plans Library and Learning Centre, Vienna

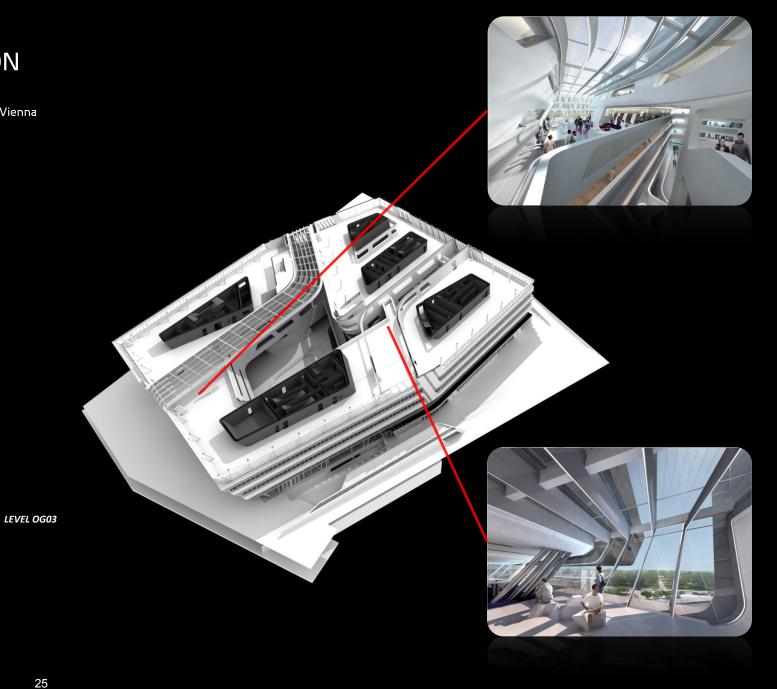


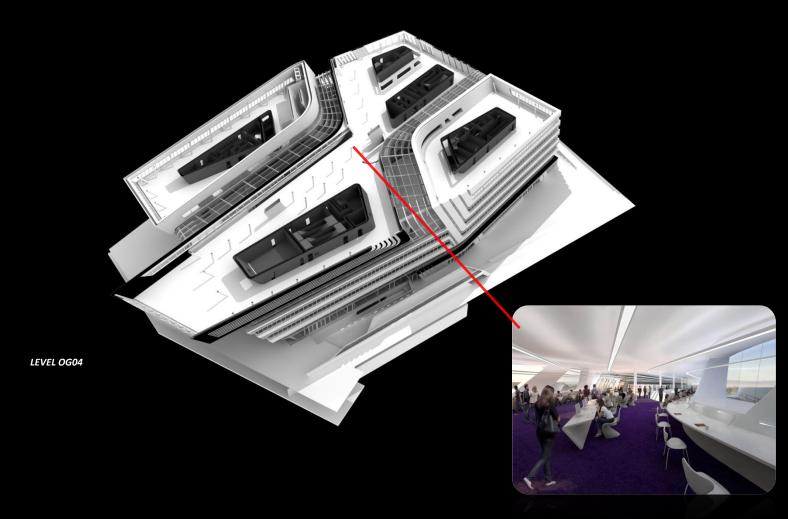




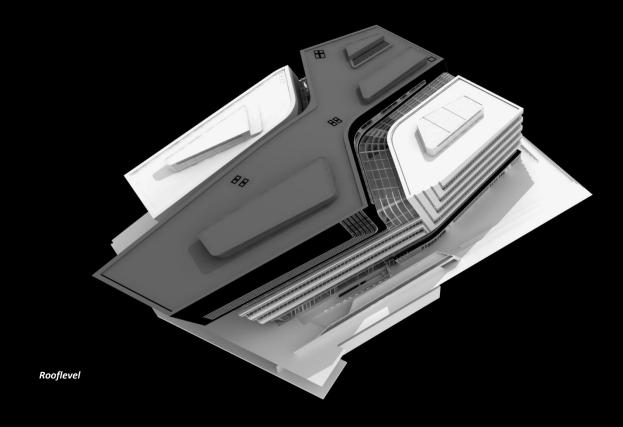


#### INTRODUCTION 3D floor plans Library and Learning Centre, Vienna





# INTRODUCTION 3D floor plans Library and Learning Centre, Vienna LEVEL OG05



# Concept video Library and Learning Centre, Vienna

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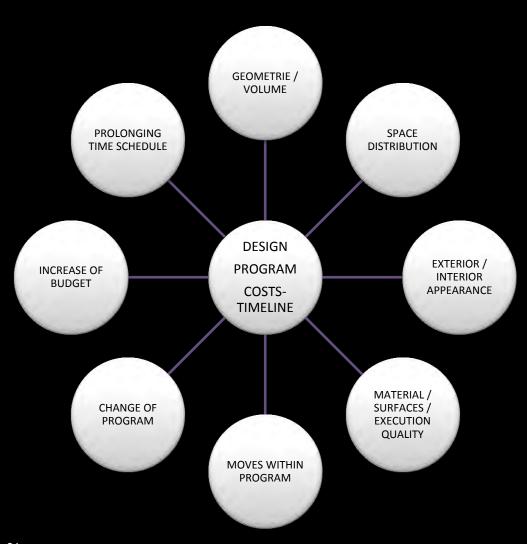


Conclusion

 What can be improved/affirmed to secure design continuity and quality processing

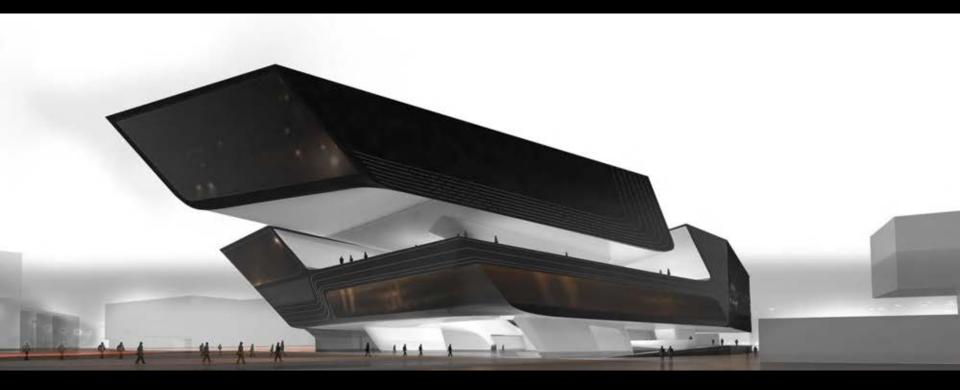
#### **COMPARISON**

## Key aspects in line Are there any major changes?



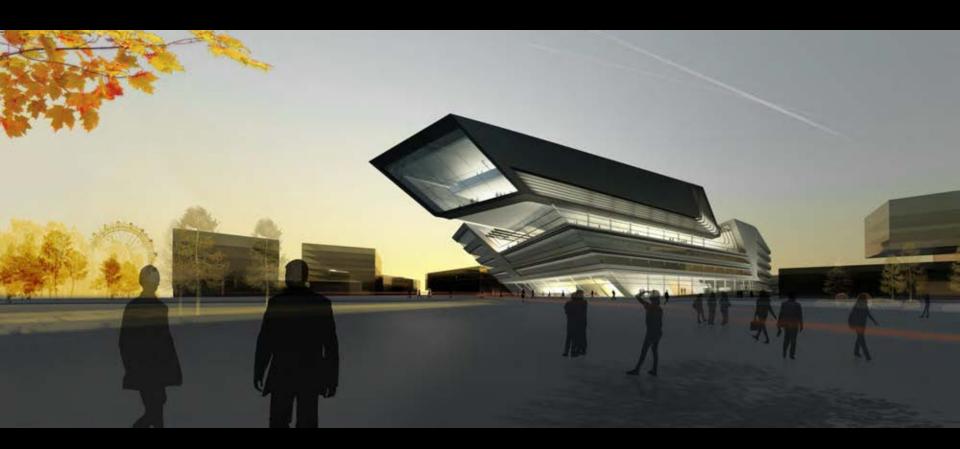
# COMPARISON Main View I

Competition phase I



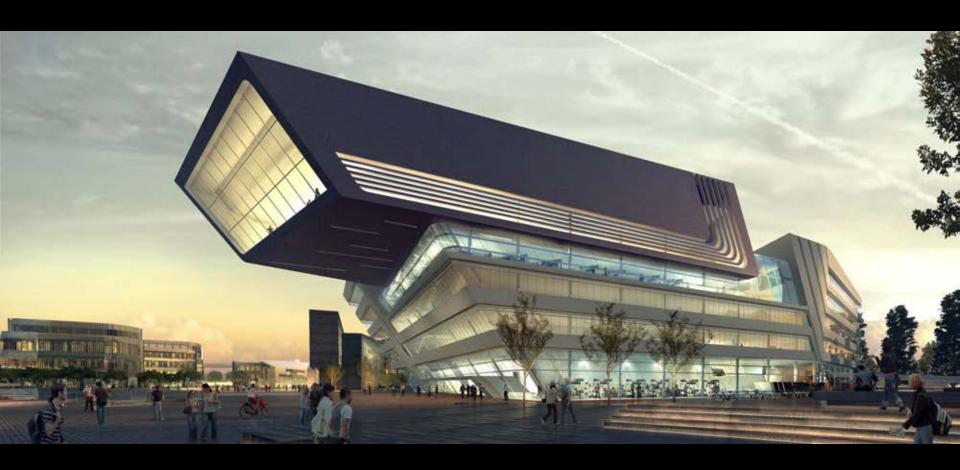
# COMPARISON Main View I

Competition phase II



# COMPARISON Main View I

Design Development

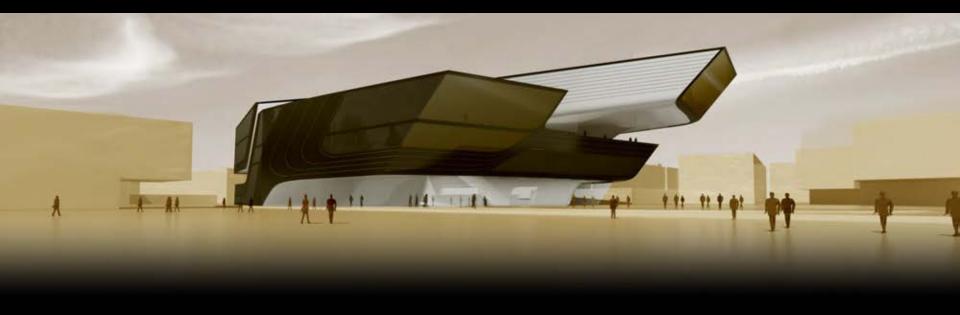


#### COMPARISON Main View I Completed building



# COMPARISON Main View II

Competition phase I



# COMPARISON Main View II

Design Development

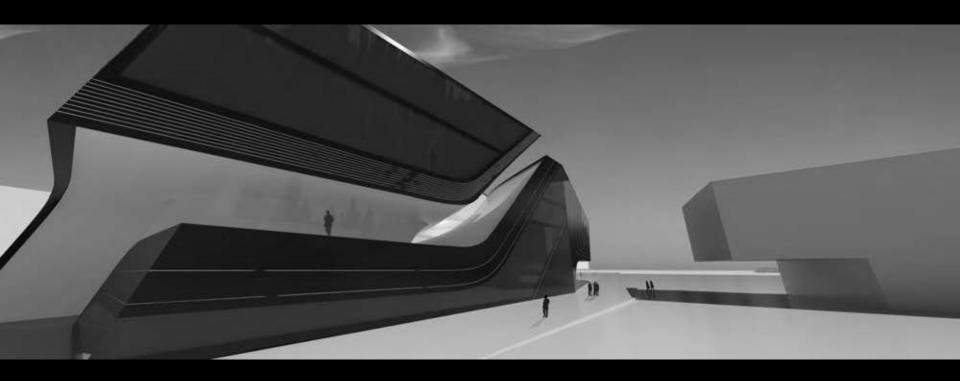


# COMPARISON Main View II

Completed building



## RearView Competition phase I



## Rear View Competition phase II



## Rear View

Design Development



# COMPARISON Rear View

Completed building

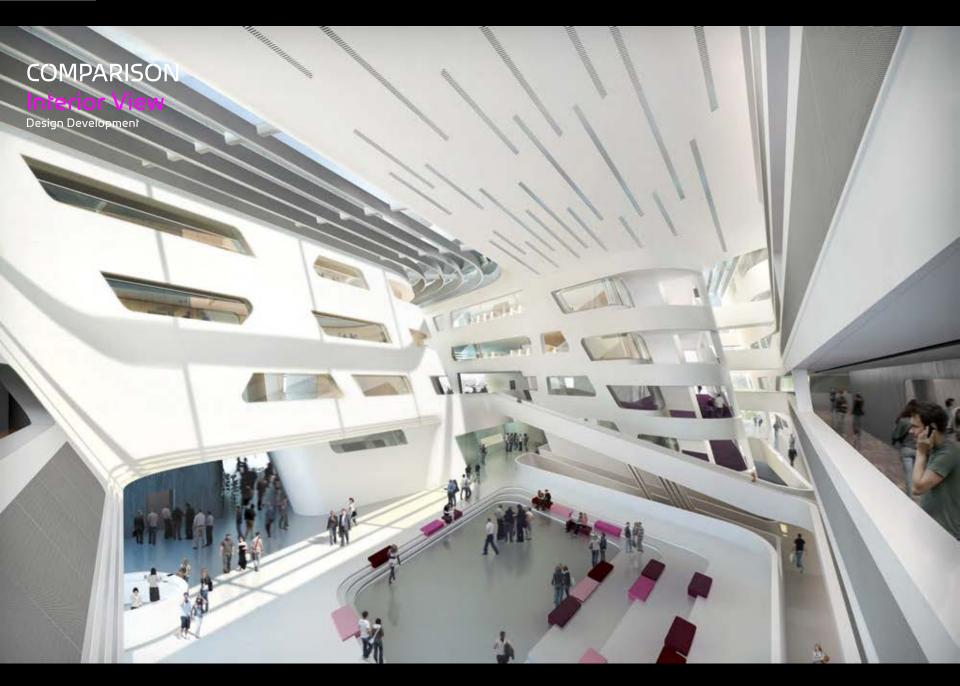


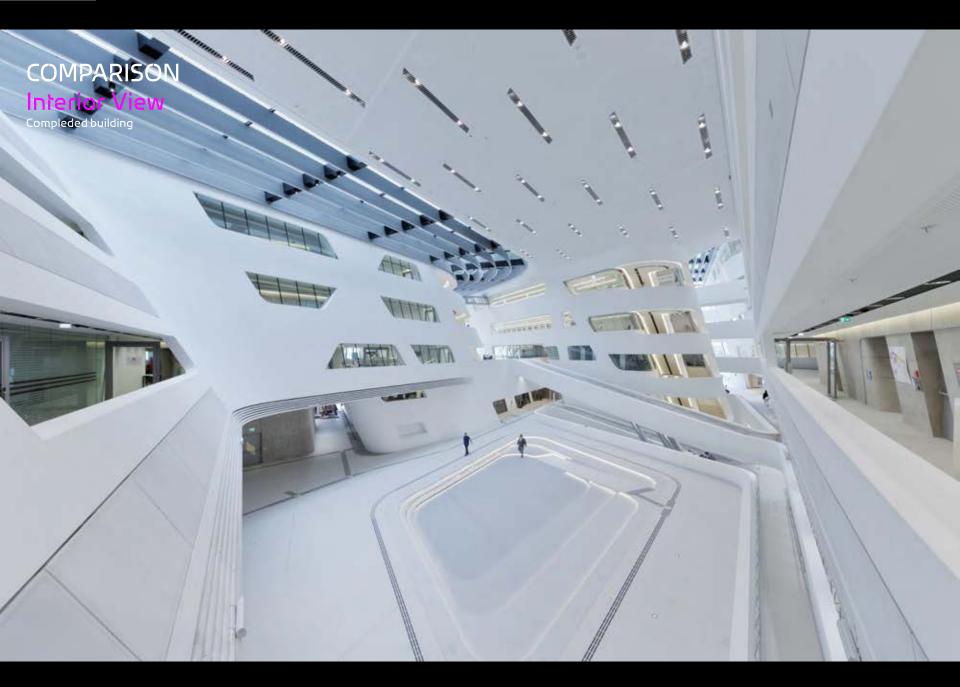






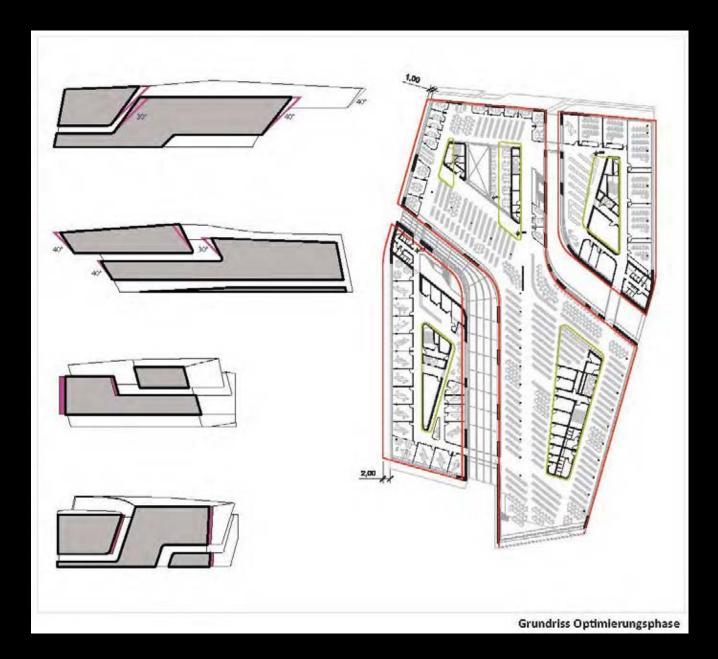






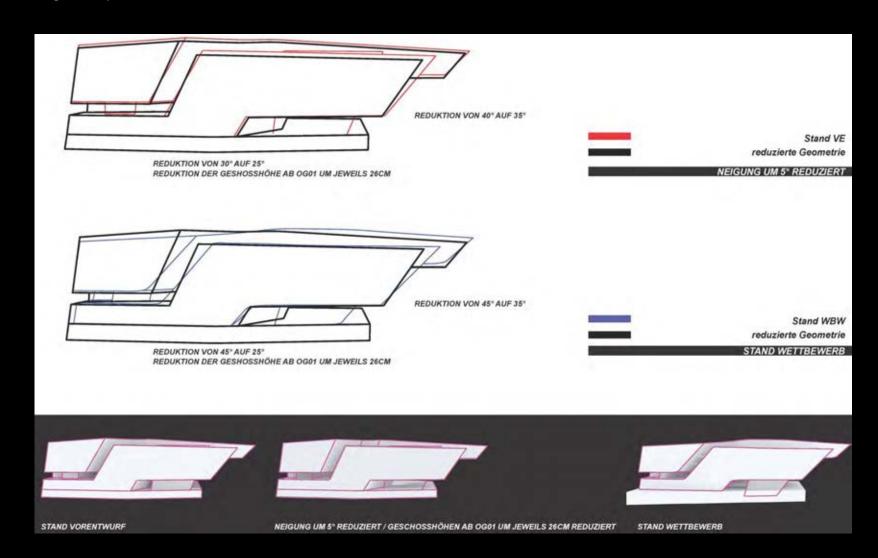
# COMPARISON Geometrie

Outline preliminary design



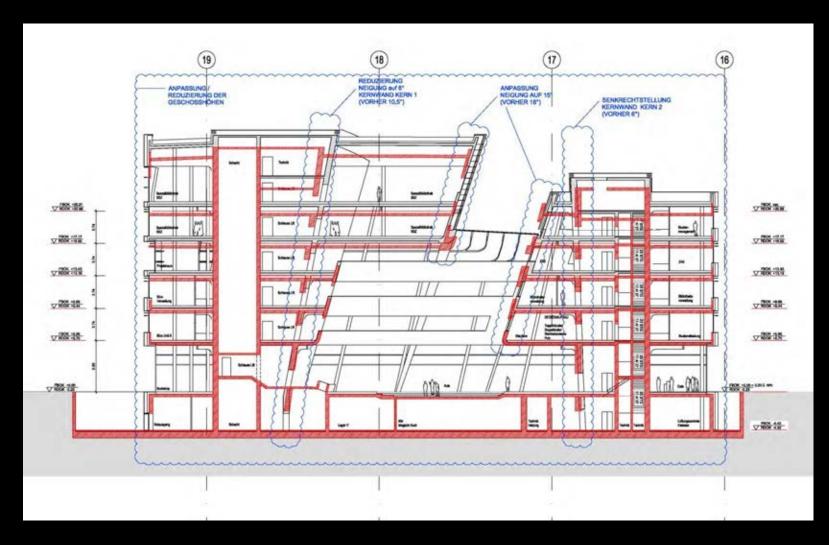
## Geometrie

Outline design development



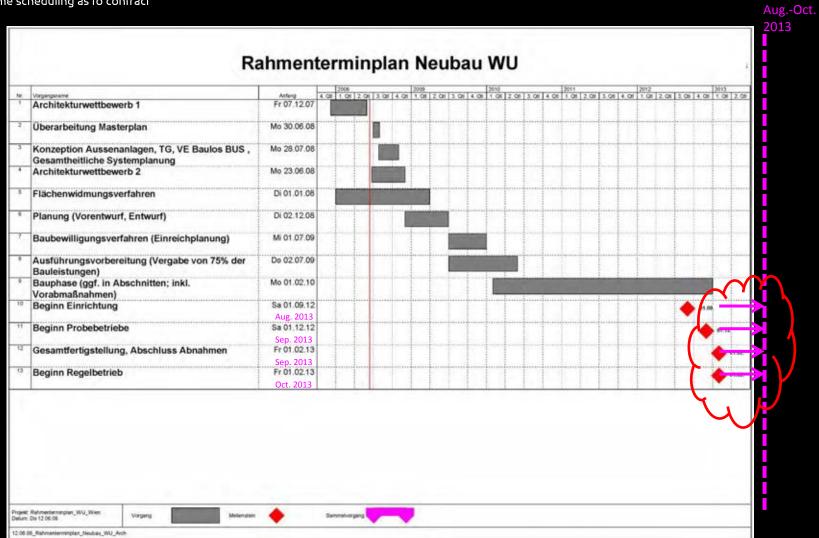
## Geometrie

Outline design development



## Time schedule

Framework time scheduling as to contract



# ZAHA HADID ARCHITECTS:

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Comparison

•From competiton to completed building

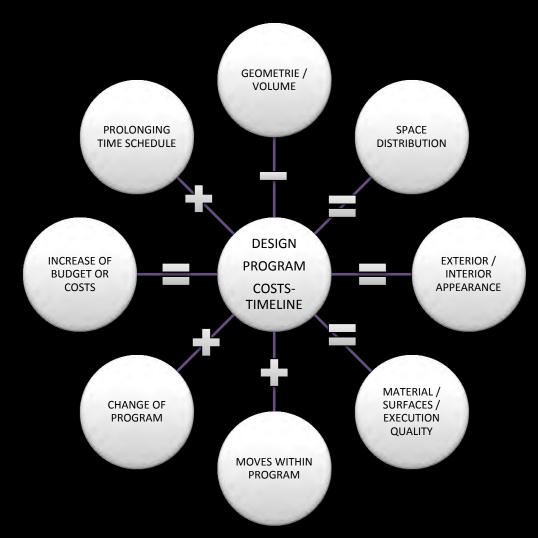


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## Key aspects in line Are there any major changes?





### Reasons

Why this continuity?

#### SITE OPERATION

- Efficient-working site supervision
- •Intensive artistic site supervision
- atmosphere to achieve "something Special" on site with all involved

### **BRIEF**

- •Well elaborated brief
- •Well analysed program
- •"Value" of building
- Willingness to stick to the brief within the further process

### **CONTROLLING**

- •Good Set-Up of all involved groups within the planning process
  - •Strong focus on all cost/time and design issues
  - •Ability to process fast decisions

#### **PLANNING**

- •Well matching design to program distribution
- Quality in planning
- •Good working relations to external consultants and the general planner team

## Brief

Broad description of the assignment

Attachment 58 LLC



Construction of the New Campus of the Vienna University of Economics and Business (WU Wien)



SPATIAL AND FUNCTIONAL PROGRAMME (RFP 2008)

Specific Part "Plot LLC"

07-2008

Working Paper prepared by the "New University of Economics (WU)" Project Management Team, Rector's Office of the Vienna University of Economics and Business

### Document R

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New Vigorya University of Economics and Business

Etheroise date: 2009-05-15

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Author Barghardt-Sonner Version 06

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## ANALYSIS Brief

Function of Library

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#### 3 Functions of the Library and Learning Center (LLC) at a Giance

The LLC building forms the very heart of the University. Being the largest building on the new Campus, it assumes a landmark function for the WU. In addition to the actual lecture rooms, it houses all those functions which are most frequently used by the students.

The following diagram provides an overview of the LLC's functions:

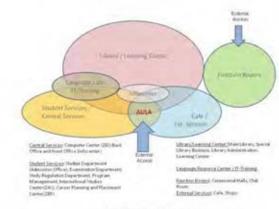


Fig. 1: Overview of LLC Functions

- The "Aula" is the Great University Hall and forms the core of the Library and Learning Center. Serving as the public interface of functional groups, it not only serves as a hub and place of orientation within the building but is also for public events.
- In the entrance area leading to the Library, the Computer Centre (Zentrum für Informatikdienste, ZiD) and the Library operate a joint information and support desk including book/media loans services ("Infocenter").
- The Language Lab and the IT training rooms are special teaching facilities closely linked to the Learning Center.
- The external services such as a cafeteria, a bookshop and copy shop are closely linked to the Library and Learning Center area.

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## Brief

#### Vision and design approach

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#### **5 LIBRARY AND LEARNING CENTER**

#### 5.1 The Modern University Library

As a provider of information, the Library forms an integral part of the Wirtschaftsuniversität Wien. The WU Library is Austria's largest business studies library. Besides its basic function of delivering a service to students and researchers, the Library is to assume a strong image-building role for the WU.

Despite the advancement of virtual libraries and digital learning environments, there is evidence of the continued importance of paper media as a source of knowledge. Instead of a reduction is the numbers of books in printed form, we are witnessing a supplementary role for the digital medium to its analogue counterpart. Both hard and soft carriers of information have their specific advantages, which are selected depending on the respective purpose.

Accordingly, the new WU building will not lead to a reduction in the size of the Library, but to an expansion and improvement of both its analogue and digital resources.

In view of the developments expected in print and new media, the Library rooms must be designed with the requisite flexibility in mind.

By linking the Library with other functions in support of research and learning, the Library is to become the WU's "hub of information and communication" both physically and virtually.

#### 5.2 The Learning Center as a Vision

Besides requiring adaptation of the teaching system, learning in a university context is undergoing changes that require transformation and enhancement of learning environments for students. New technologies and the need for autonomous study (versus lecture-type "chaik-and-tak" teaching) require strong improvements in virtual learning environments (e.g. LEARN@WU); at the same time, however, oblisboration in tearns, shared study and social interaction with peers are increasingly becoming the core themes of university (fit today.

The WU Learning Center provides the infrastructure for new forms of studying. It should assume a central role in student life. The WU Learning Center is characterised by the following aspects:

Students are provided the space required to study alone or in teams, to work out content or exchange information and experience.

- The Learning Center is the student's "office". Students go to this place every day to undertake the day-to-day business of their education programme.
- It is flexible enough to cater for most diverse learning typologies. Consequently, services include single stand-alone desks and lively learning lounges. 24-hour operation for night workers, as well as cafeteria socts for "hungry learners".
- Besides offering a variety of desks for learning and working, the Learning Center provides facilities for undertaking research, producing publications and communicating. This means that the University must not only provide space but also technologies (e.g. Internet,

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copy and print services, presentation media) as well as information (especially in relation to the Library)

- Students are not left alone in the Learning Center, but receive core function support from
- Functionally, the Learning Center is closely linked to other key facilities for students, including Study Services, the Library and IT services.
- The Learning Center opens the door to the University for students, while at the same time it forms its heart. Consequently, its architectural design is triendly, clear-out and functional — it invitos one to stay, provides motivation to study and supports interaction with peers.

#### 5.3 Design Approaches to the Library and Learning Center

The Library and the Learning Center are interlinked functional units: together, they form the intellectual and physical core of the University.

In terms of space, the new concept is reflected in the Central University Library, which combines the Library Special Business Library and Learning Center services as a cross-cutting Austrian.

In addition, the Central University Library operates specialised libraries for business law, foreignlanguage business communication as well as social sciences; these subsidiary libraries will be located in close proximity to the pertinent Departments.

#### 5.4 Central University Library and Learning Center Zones

Basically the Central Library and the Learning Center are structured into three zones, similar to the Departments and Services:

- · Public zone unit area with free access
- Semi-public zone: controlled access for students and non-WU members (authorisation required)
- . Non-public zone: authorised access only

Moreover, the University Library and Learning Center zones must be structured into units that can be made accessible 24-7.

Access to all semi-public areas must be provided to all WU staff on a 24-7 basis. The specialised Business Library ("Spezialbibliothek Wirtschaft") in particular should be accessible to Department staff as directly as possible.

Separate goods entrances must be provided for deliveries.

#### 5.5 Central University Library

The central University Library comprises the following elements:

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## Brief

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### Reasons

Why this continuity?

#### SITE OPERATION

- Efficient-working site supervision
- •Intensive artistic site supervision
- atmosphere to achieve "something Special" on site with all involved

### **BRIEF**

- •Well elaborated brief
- •Well analysed program
- •"Value" of building
- Willingness to stick to the brief within the further process

### CONTROLLING

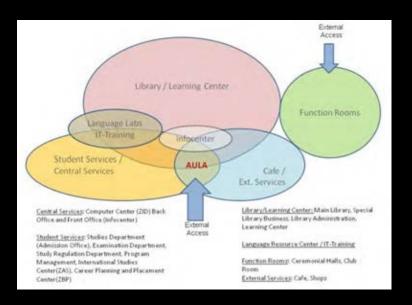
- •Good Set-Up of all involved groups within the planning process
  - •Strong focus on all cost/time and design issues
  - •Ability to process fast decisions

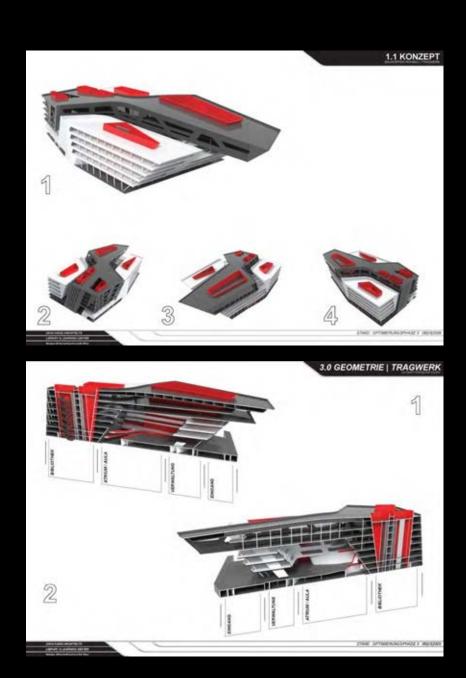
### **PLANNING**

- •Well matching design to program distribution
- Quality in planning
- Profund planning deepness and detailing

# ANALYSIS Planning

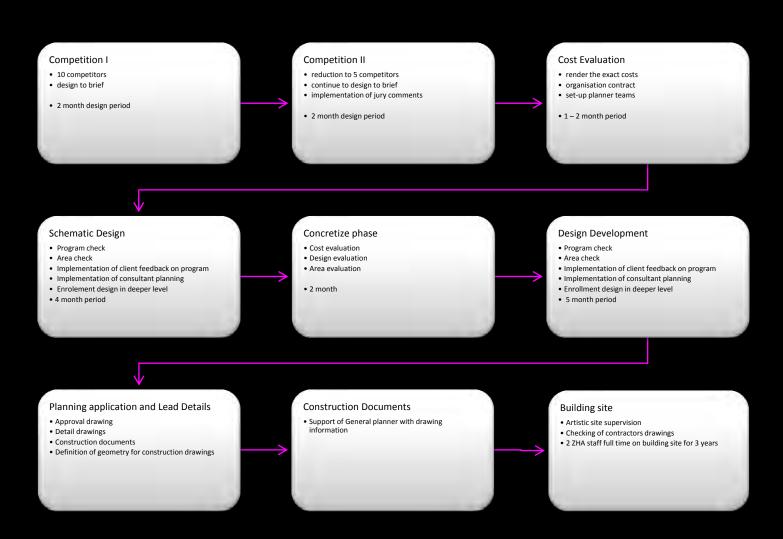
Program distribution and building figure



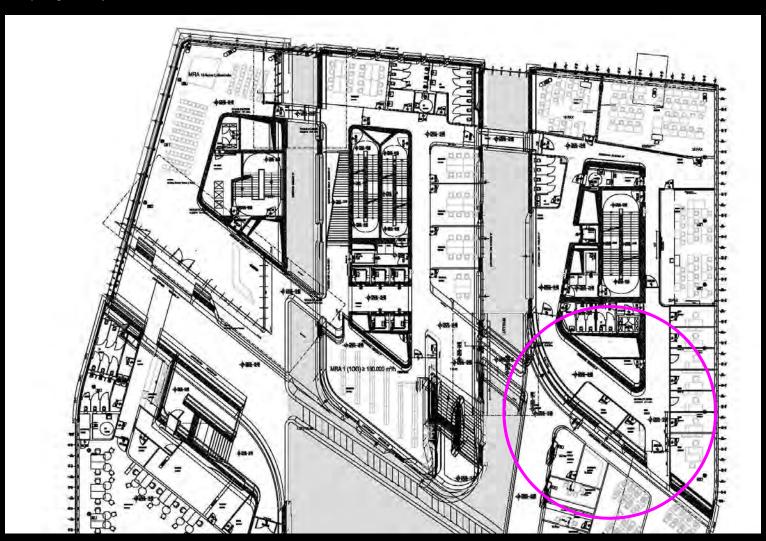


## **Planning**

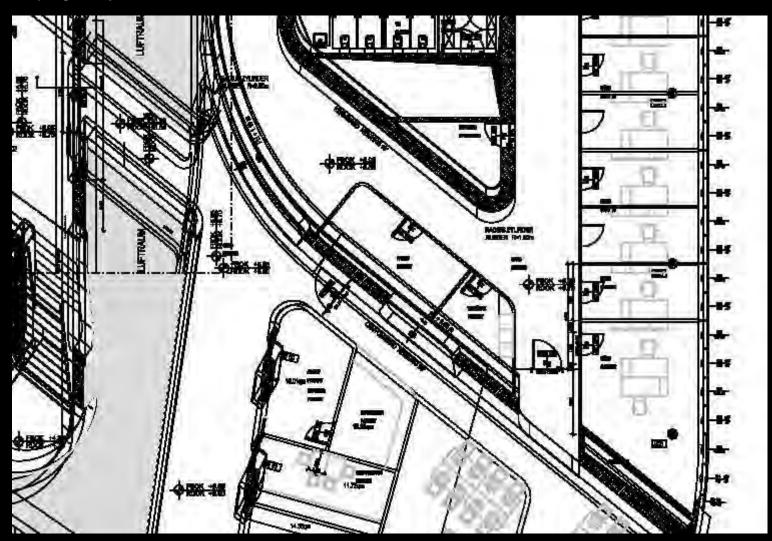
LLC specific planning and building phases



Planning
Description of complex geometry

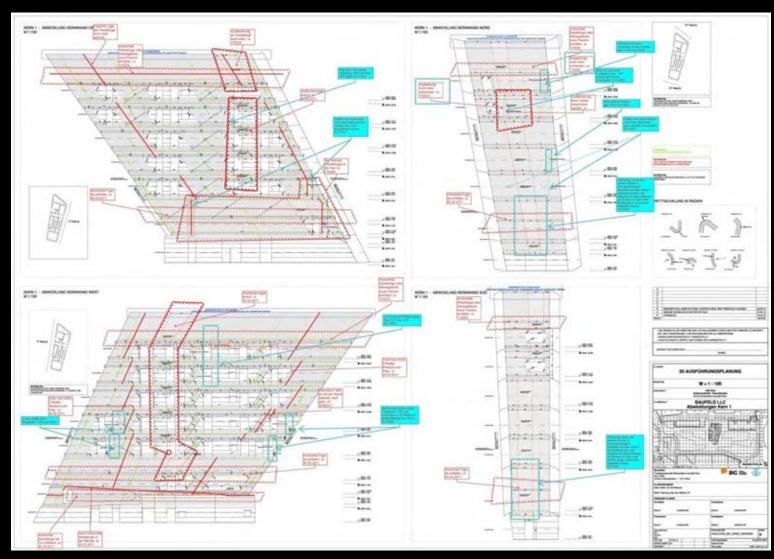


Planning
Description of complex geometry



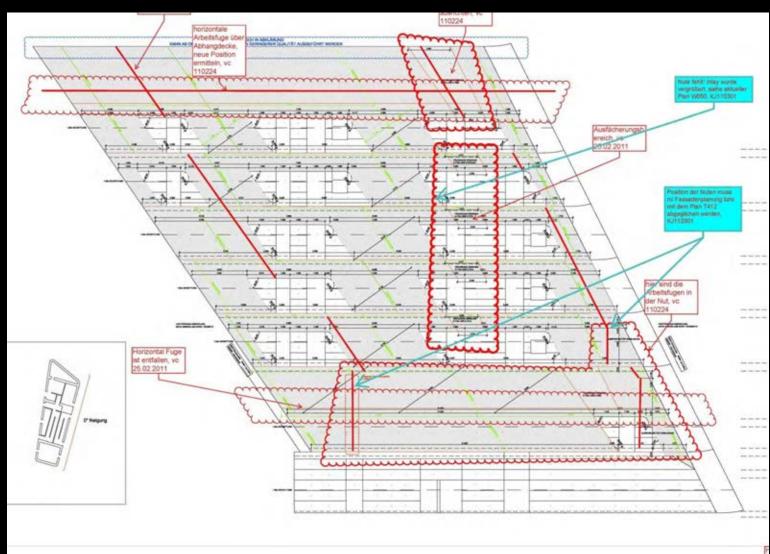
## Planning

Detailling fair face concrete



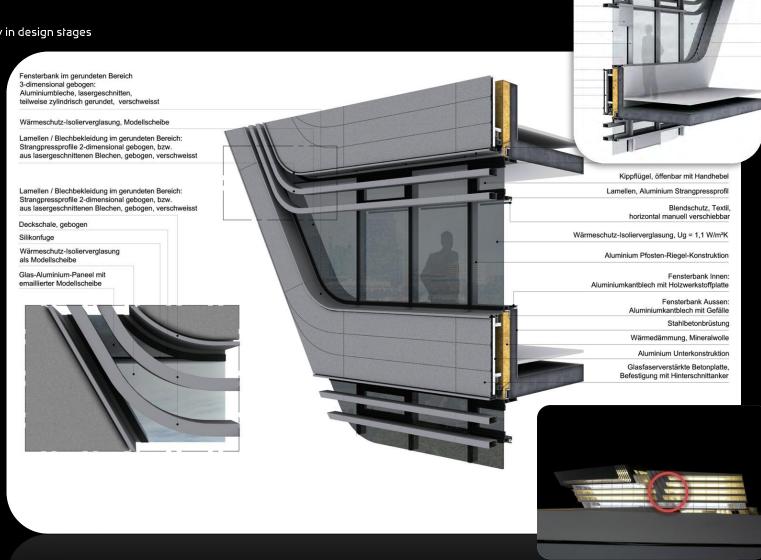
## Planning

Detailling fair face concrete



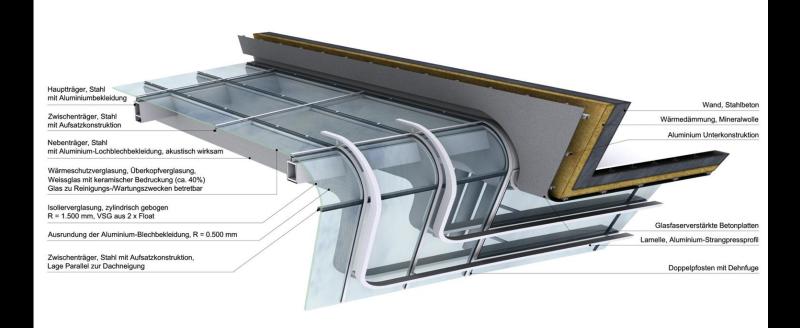
## ANALYSIS Planning

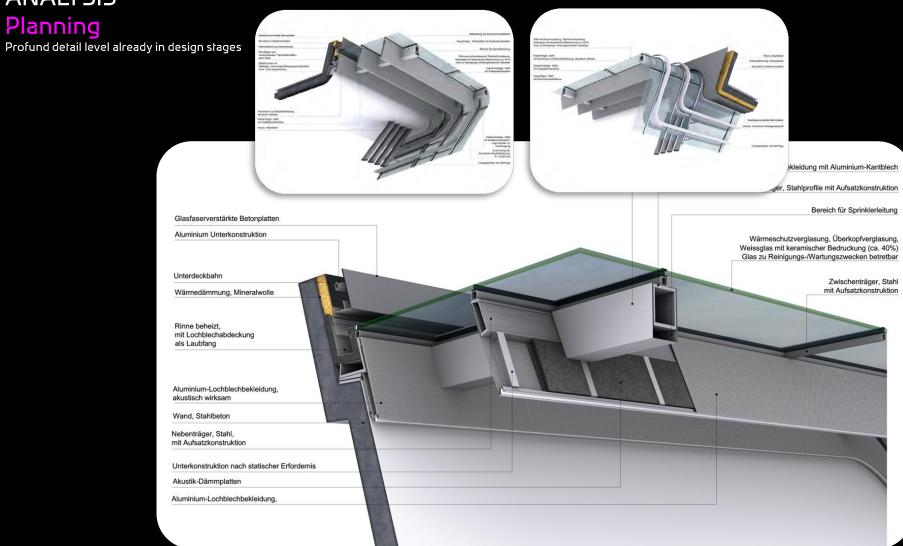
Profund detail level already in design stages



Planning
Profund detail level already in design stages







**Planning**Profund detail level already in design stages



Planning
Modell 1:100 for client, consultant and contractors

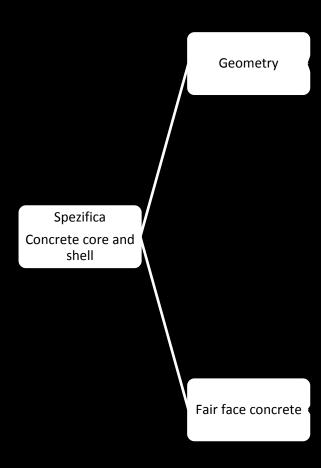


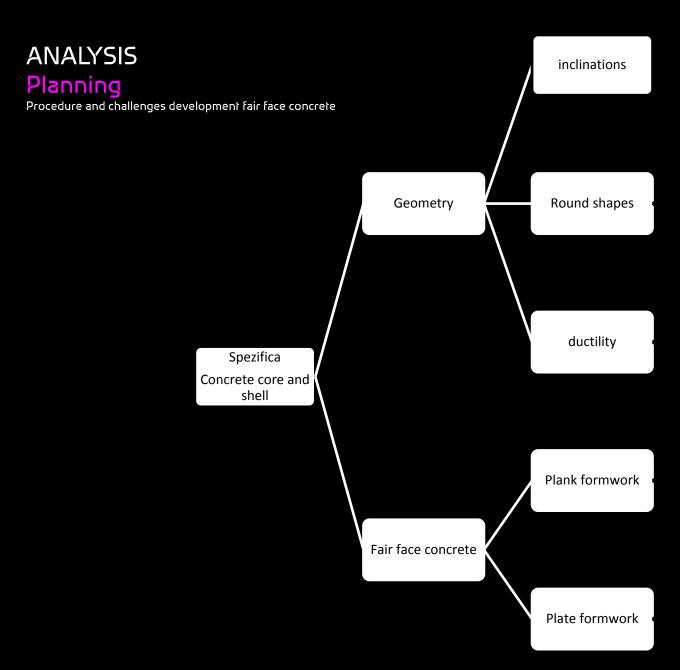


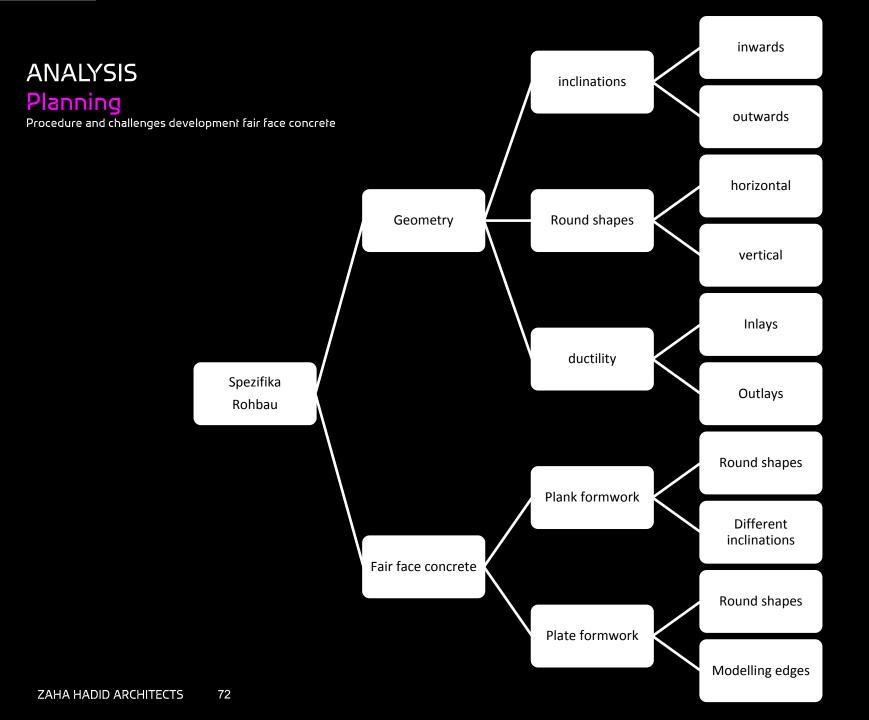




Planning
Procedure and challenges development fair face concrete





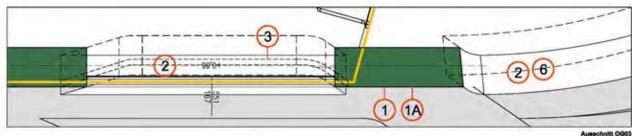


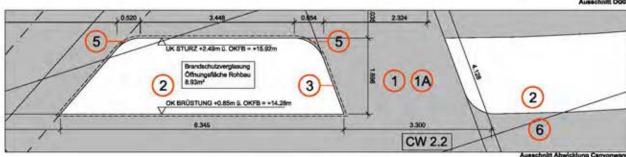
One defining representation and the Section on Argents of Respective Violations in my defined					GEBÁUDO	EALLGEMEN		2	SPEZI	ELLE RAU	ME			SPEZIELLE BAUTEILE					
	Beschreibung	POSITIONEN LV LLC B Positions- nummern Belon, Schalung, Bewehnung, Putz	Art, Beschreibung GP Grundpos Az Aufzahlung	Wande Keme	CERNE Decken innerhalb Keme	AUSSERI Wande + Stützen außerhalb	ALB KERNE Decken außerhalb der Kerne	FES Wande + Stützen Festsaal groß	Decke Festsaal groß	Williams Williams Stützen Cafe	CAFE Decke Cafe	Treppe Cafe	SHOWTR: Show- treppen Q 2 + 3	RAMP.	FLUBA Fluchtwegs Bauwerke	FORMT.	STAKO. Stahl- konstruk- tion		
	Wend	070204A - Q 070204S,V,W 070205B 070205S,V,W 070200C 070207A 070210A,C,D,E 070210S,V,W 070211A	GP, Wand versch. D., b.h=3,6m GP, Wand b.h=3,6m Sch., Bew. GP, Wand versch. D., u.h=3,6m GP, Wand û.h=3,6m Sch., Bew. VB, Nische, Laibung Az, Einbau Kastenträger GP, Brüst. + Schürzen GP, Brüst. + Schür, Sch., Bew. GP, im Stahl eingeh. Brüstung	X X X X		X X X X X		×		×			x x	×	×	×	x x		
<b>Q</b>	Decken	0703278,V,W 070328A - H 070328S,V,W 070329A 070329S,V,W 070330B,C	GP, versch. Dicken b. h=3,6m GP, Schalung + Bew, b. h=3,6m GP, Schalung + Bew, b. h=3,6m GP, Schalung + Bew, a. h=3,6-6m GP, Schalung + Bew, a. h=6-6m GP, Schalung + Bew, b. h=6-6m GP, versch. Dicken b. h=25m GP, versch. Dicken b. h=25m GP, versch. Dicken b. h=25m GP, schalung + Bew, b. h=25m GP, Schalung + Bew, b. h=25m VB, Randschalung Schräg VB, Schwerinst unterstellung VB, Deckenspschuss dicht VB, Überhöhung VB. Deckensprünge Az, Decke im Gefälle Az, Decke im Gefälle		x x x x		× × × × × × ×		× × × × ×		x		X X X	x x x x x	x x x				
STANDARD ELEMENTE	Stützen	070257A - X 070257Y 070258A - Q 070258R 070259A 070260A B, C, D, E 070260F 070261A	GP, Verbundstützen b. h=4,75m Az, Geilinger Pitz GP, Verbundstützen b. h=9,00m Az, Geilinger Pitz Az, Verbundstützen, Klarlack GP, Hängestützen Az, Geilinger Pitz GP, Verbundstützen		1	X X X X		×		X				X X X			x		

One introducty is completed and any conventional and instance of Philosophia in Victoria particular and substance					GEBÄUDE ALLGEMEIN				SPEZIELLE RÄLME					SPEZIELLE BAUTEILE						
	Beschreibung	POSITIONEN LV LLC E Positions- nummern Betton, Schalung, Bewehrung, Putz	Art, Beschreibung GP Grundpos Az Aufzahlung	Wishde Kerne	KERNE Decken innerhalb Keme		Deoken außerhalb der Kerne	FES Wande + Stützen Festsaal groß	TSAAL Decke Festsaal groß	Wände + Stützen Cafe		reppe	Show- treppen Q 2+3	RAMP.	FLUBA. Fluchtwegs Bauwerke	FORMT.	STAKO. Stani- konstruk- tion			
	Wand generat	070227C 070227G 070227K	Az. Neigung 03-30% Az. Neigung 30-50% Az. Neigung 50-70%	X		X X X							X X X	X X X	X X X	×××	2			
Some	Wand gerundet	070221A 070221B 070223A 070223B	Az, Kemwand R. b. 1m Az, Kemwand R. ü. 1m Az, Wand R. b. 1m Az, Wand R. b. 1m	×		X X							x x	x	X X	x				
1	Laibung geneigt	070200C	VB, Abrechnungsregel			×				x			х		x					
NUMONEN	Laibung gerundet	070245B 070245C 070242D 070242G 0702423	Az, Brüst +Belk,R.b.1m Az, Brüst +Belk,R.ü.1m Az, Aufdopp, Wland b.0,5m Az, Aufdopp, Wla Ba,Br.b.0,5m Az, Aufdopp, Wla Q2 b.0,5m		ī	× × ×		×		×			X X X X		×					
0	Aussparung an Labun	g 070231S	Az, Wa, Ba, Br Aussp. b. 150X35			х														
	SB Bretterschal.		Az, Brettschalung Kerne GP, Schutz Sichtbeton Kerne	×						T										
7	Plattensch rhomb, aus	sen 070641A 070642A	Az, Plattensch. FluBWN,W GP, Schutz Sichtbeton FluBW												×					
田	Plattensch orth, ausse	070643A 070644A	Az, Plattensch, FluBWO GP, Schutz Sichtbeton RuBW												×					
田田	Rattensch orth. innen		Az, Plattensch, Kerne GP, Schulz Sichlibeton Kerne	×																
翌	Plattensch rhomb, inne	en 070637A 070638A 070623A 070624A	Az, Plattensch. Treppe Cafe GP, Schutz Treppe Cafe Az, Plattensch. Festsaal Az, Schutz Festsaal					×	П			X								
NO 000	Plattensch + Kassetter	070627A 070328X 070628 070628A	Sichtbeton Plattenschallung Az. Kassetten VB, Umstellen des Schutzes Az. Schutz Flächen und Kanten						X X X											

Once Actionary representation that does proving to the control of				GEBÄUDE ALLGEMEIN			SPEZIELLE RÄLME						SPEZIELLE BAUTEILE						
		Beschreibung	POSITIONEN LV LLC I Positions- nummem Beton, Schalung, Bewehrung, Putz	Art, Beschreibung GP Grundpos Az Aufzshlung	Wande Kerne	KERNE Dedken innerhalb Keme		außerhalb	FES Wande + Stützen Festsaal groß	Decke Festseel groß	Wände • Stützen Cafe		Treppe Cafe	SHOWTR. Show- treppen Q 2+3	RAMP.	FLUBA Fluchtwegs Bauwerke		STAKO. Stati- konstruk- tion	
	14	Aufdoppelung über 10	om 070242A	Az, Aufdopp, Wandversprünge			X											1	
PETUNGEN		inlay bis 10cm	070242C 070242F 070242I	Az, Aufdopp, Akustik Festsaal Az, Aufdopp, Akustik Galerie Az, Aufdopp, Akustik Showtreppe			×		×		×		Ħ	x					
- I		inlay bis 3cm	070242S	Az, Plattensch. auf Brettersch.	X								T						
4	r	Rundung Boden konv	070235R 070235T	Az, konv. Bodenrund., R=1,0m Az, seid. Abschluss	T								- 4				×		
24		Rundung Boden kank	0702358 070235T 070235U 070235V 070235W 070235W	Az, konk Bodenrund., R=1,0m Az, setf. Abschluss, R=1,0m Az, konk. Bodenrund., R=0,5m Az, setf. Abschluss, R=0,5m Az, konk. Bodenrund., Freeform Az, setf. Abschluss, ellipt.													X X X X		
7		Rundung Decke konv	070236S 070236T	Az, konv. Deckenrund., R=0,5m Az, konv. Deckenrund., Freiform													×		
FORMTBLE	r	Rundung Decke konk	070236U 070236V 070237A	Az, konk, Deckenrund., R=0,5m Az, konk, Deckenrund., R=1,0m Az, konk, Bo+De rund., R=1,0m											×		×		
=	5		070358A 070358B 070358H	Az, Beton Showfreppe Q2 Az, Beton Showfreppe Q3 Az, Beton Treppe Cafe									x	X					
ANDERE POSITIONEN	<u>A</u> VA	Stahikonstruktion	320307A, B 320307C 320309A 320311A 320313A 320315A 320505A 320505B 320605A 320605A 320605A 320505E 321205E, G	GP, Profile Dachkonstruktion GP, Profile Dachkonstruktion GP, Formrohre GP, Kleinfeile GP, Antkerteile GP, Auflagerkonstruktionen GP, Geschw. Kastentr., Dach GP, Geschw. Kastentr., Dachyon GP, Geschw. Blechtr., H-Form GP, Kopftolz endübel GP, BS Spritzbesch. Carryon GP, BS Spritzbesch. Dach														x x x x x x x x x x x x	







#### POSITIONEN BEISPIELHAFT

- POS.070204 N,S,V,W GRUNDPOS.BETON/ SCHALUNG/ BEWEHRUNG
- POS. NEIGUNG AZ 070227G ü 30-50%

  (NUR DIE TATSÄCHLICHE NEIGUNG
  MIT NUR EINER
  AUFZAHLUNGSPOSITION)

POS.070200 C ÖFFNUNG, AUSSPARUNG, LEIBUNG, SOWIE LEIBUNG GENEIGT (VON DER VERTIKALEN) +

- 2 GENEIGT (VON DER VERTIKALEN) + GENEIGT (VON DER HORIZONTALEN) [4.ABSATZ] [5.ABSATZ]
- POS.070231 S
  NUT UMLAUFEND
   AUFZAHLUNGSPOSITION

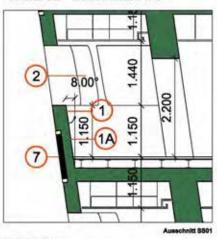
- POS.070242 A RÜCKSPRUNG - AUFZAHLUNG NUR BEI HERSTELLUNG IN EINEM ARBEITSGANG
- POS.070245B RUNDUNG IN LEIBUNG - AUFZAHLUNG
- 6 POS.070223B KRÜMMUNG ÜBER 1m
- 7 POS.070242F AKUSTIKSTREIFEN, GALERIE

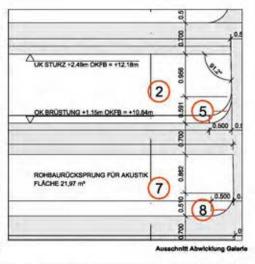
DIZ ANDERSAG

DOW

POS.070242G
RUNDUNG IN LEIBUNG
AKUSTIKSTREIFEN
- AUFZAHLUNG

#### GALERIE - BEISPIELHAFT





Diese Aufstellung ist exemplarisch und dient dem Verständnis, ein Anspruch auf Richtigkeit oder Vollständigkeit ist nicht ableitbarl

BIG home W/
BAUHERR
Projektpesellschaft
Wirschaftsuniversität Wen Neu Gmbh
Home Zollandsadde 1 - 1031 Wen

PLANVERFASSER

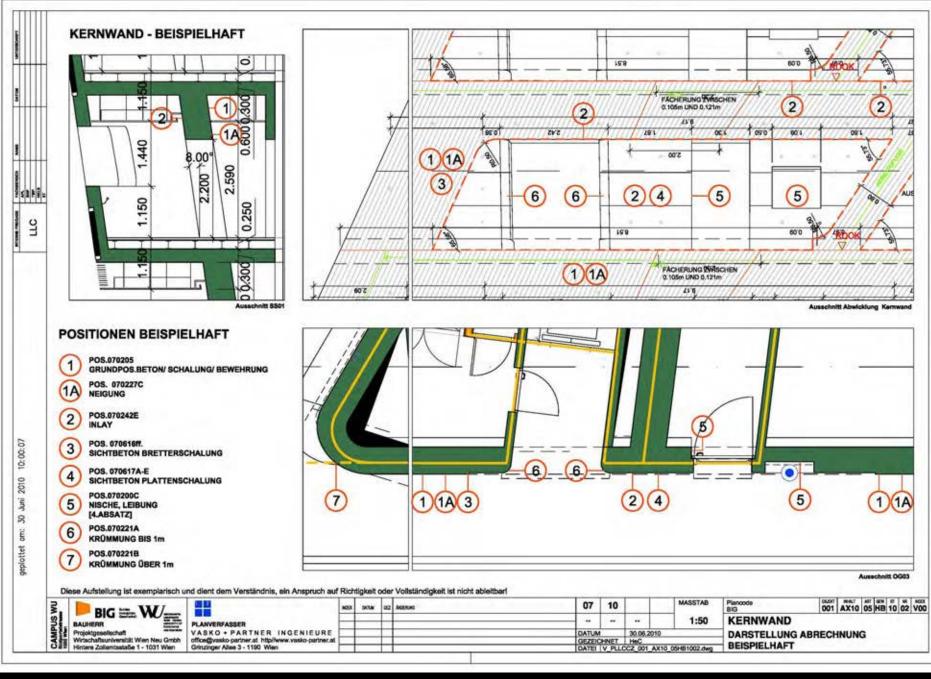
VASKO + PARTNER INGENIEURE

offico@vasko-partner.al http://www.vasko-partner.al

Grinzinger Allee 3 - 1190 Wien

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DATUM 30.06.2010
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DATIEI V. PILLOCZ 001. AX10. 05HB1001.dwg

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## Reasons

Why this continuity?

#### SITE OPERATION

- Efficient-working site supervision
- •Intensive artistic site supervision
- atmosphere to achieve "something Special" on site with all involved

#### **BRIEF**

- •Well elaborated brief
- •Well analysed program
- •"Value" of building
- •Willingness to stick to the brief within the further process

#### **CONTROLLING**

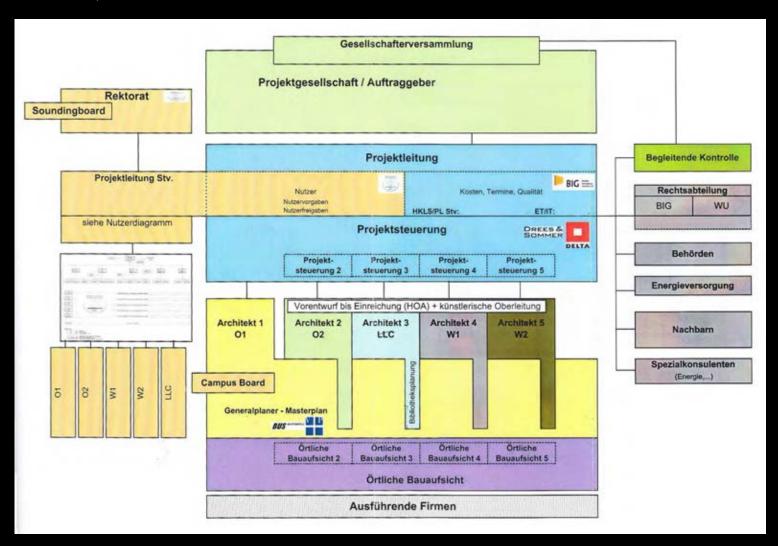
- •Good Set-Up of all involved groups within the planning process
  - •Strong focus on all cost/time and design issues
  - •Ability to process fast decisions

#### **PLANNING**

- •Well matching design to program distribution
- Quality in planning
- •Profund planning deepness and detailing

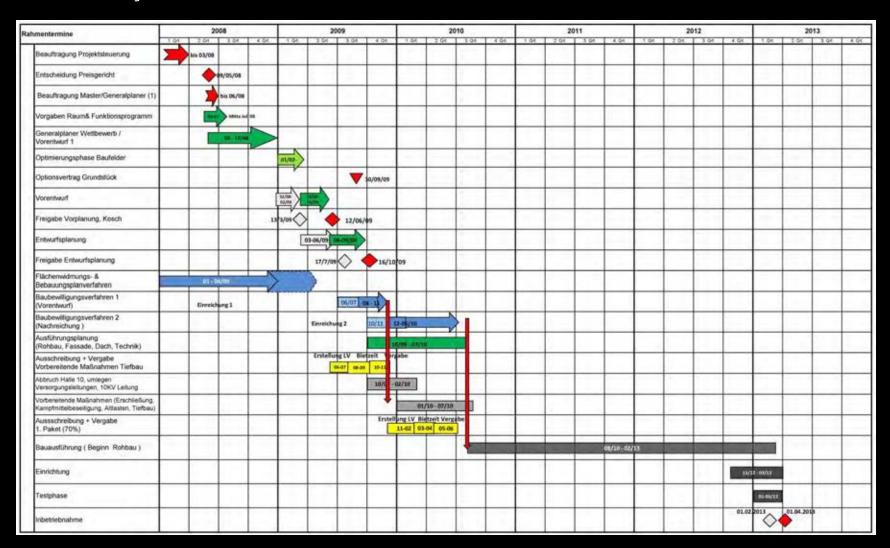
# Controlling

Organigram involved boards/planner/controller



# ANALYSIS Controlling

Framework time scheduling as to contract



## Reasons

Why this continuity?

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- •Intensive artistic site supervision
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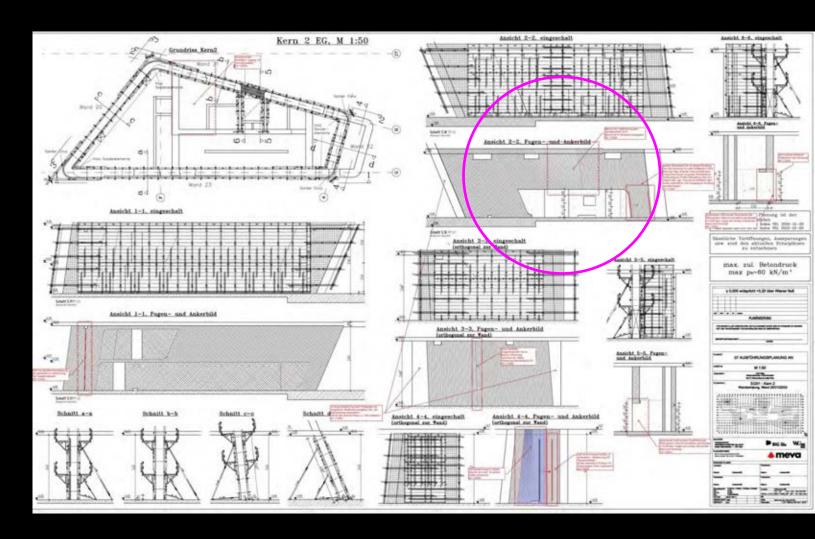
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  - •Strong focus on all cost/time and design issues
  - •Ability to process fast decisions

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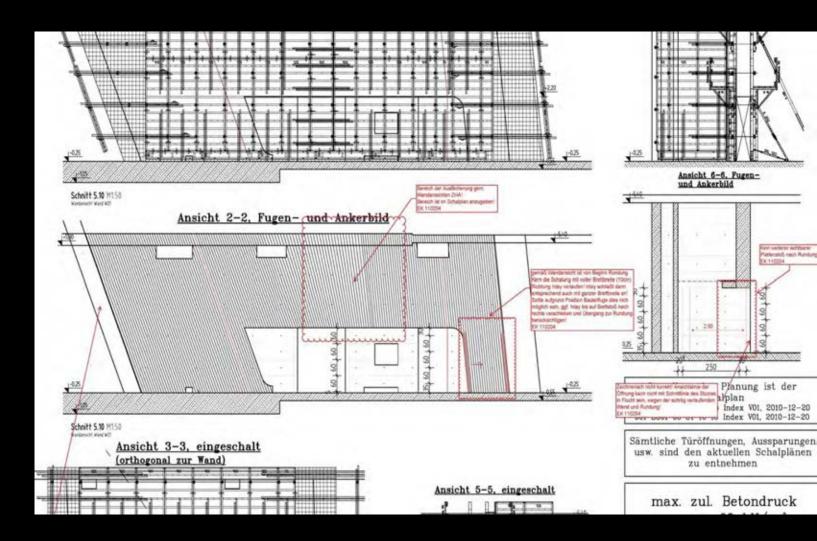
# Site operation

Checking of contractors drawings



# Site operation

Checking of contractors drawings



# **ANALYSIS** Site operation e.g. expert in fair face concrete team















# ANALYSIS Site operation e.g. mock-up inspection





# ZAHA HADID ARCHITECTS:

# ref-lex lical

WHAT WAS - WHAT HAPPENED - WHAT IS

Introduction

- Reason for brief
- •Design concept initial idea
- Program distribution



Comparison

•From competiton to completed building



Analysis

- What has changed on design and and program
- •What have been the drivers for the changement respectively non-changement



 What can be improved/affirmed to secure design continuity and quality processing

## CONCLUSION

# Key issues for different parties involved

To carry through the best competition design to the best possible build project

- Roll-out brief/program
- •Roll-out project set-up
- Fast decision making
- •Minimize interferences from each possible side
- •Sense for design issues

User / Client

#### Planner / Architect

- Create a strong vision that matches with the expectations of the client
- Bring the best effort to transport the design within each planning phase (Complete, meaningful and allembracing documents)
- Try to stick to the design guideline as well as to find compromises with each party involved
- Accompany each planning state and phase as well as the building site

- •Strong focus on cost tracing and time adherence
- Make out problems before they occur
- Mediate between disputing parties – find compromises
- •Keep things running

Project Management / Site Management

#### Contractor

- contractor should identify with the project (extraodinary project)
- Communication with contractor on a friendly authoritative basis
- Contractor should be accompanied throughout the whole building process
- Do not give contractor options to raise a claim

# ZAHA HADID ARCHITECTS:

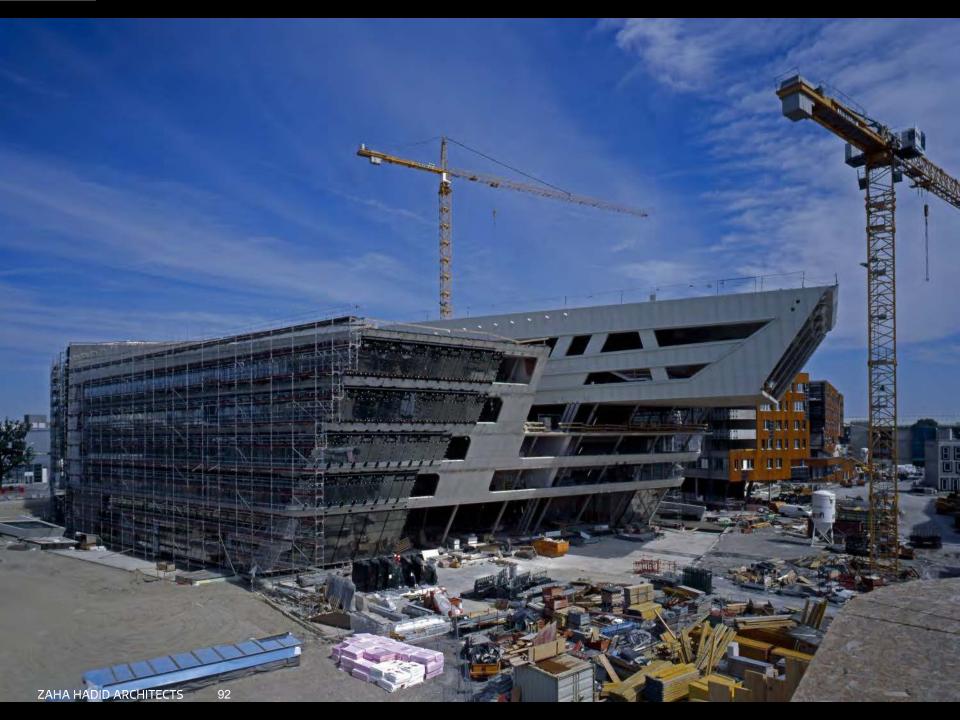
WHAT WAS - WHAT HAPPENED - WHAT IS

# IMAGES BUILD PROJECT













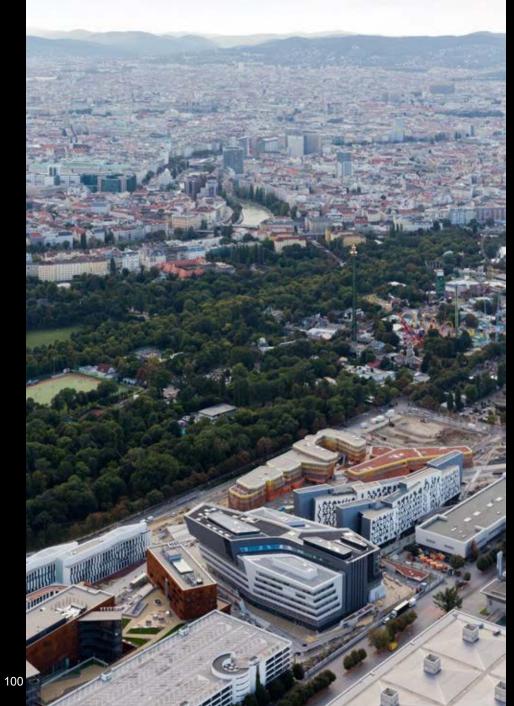




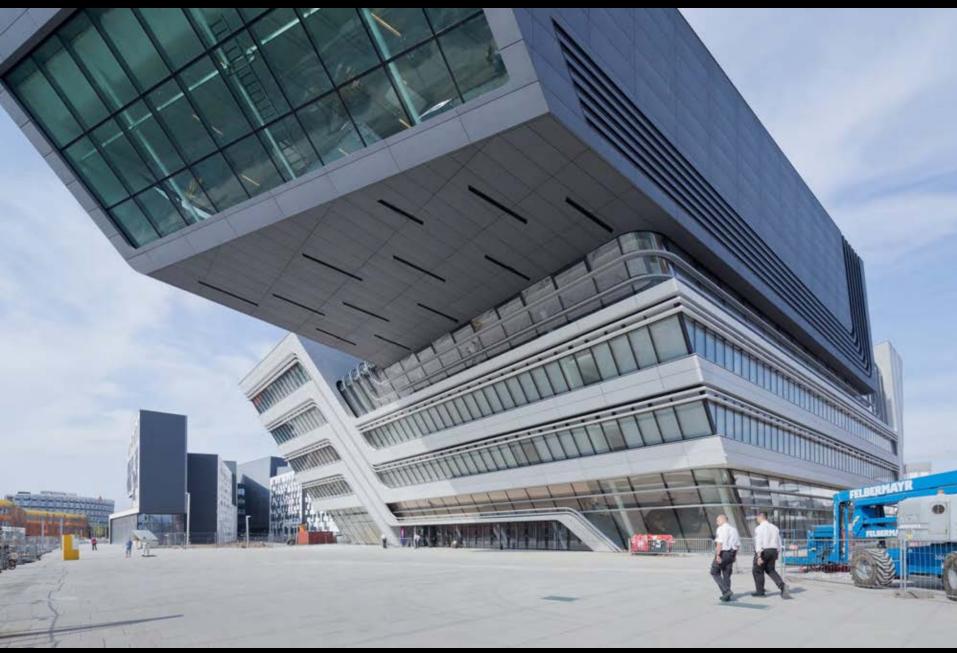


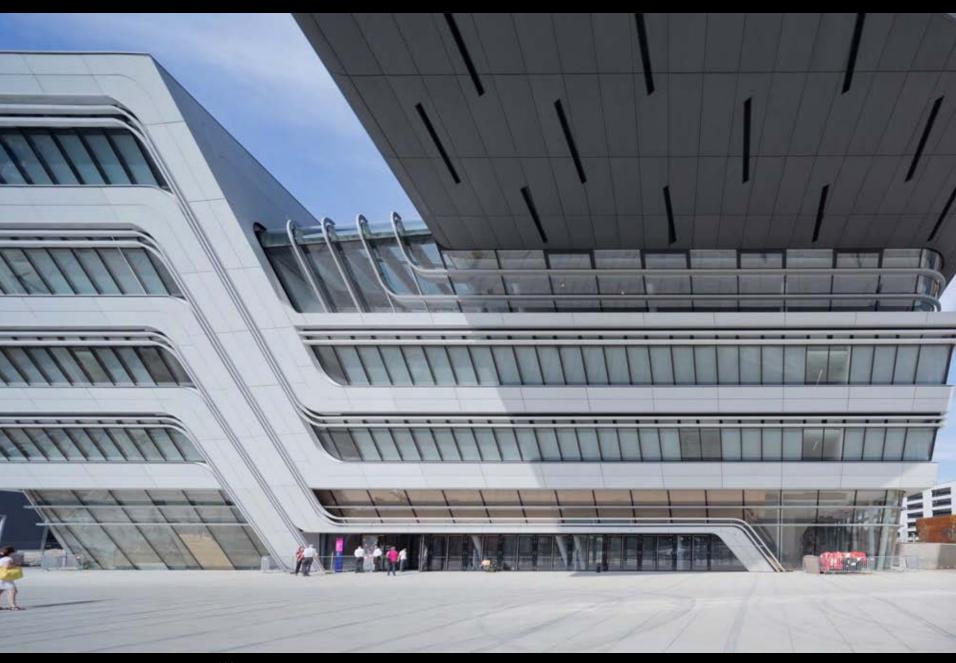
















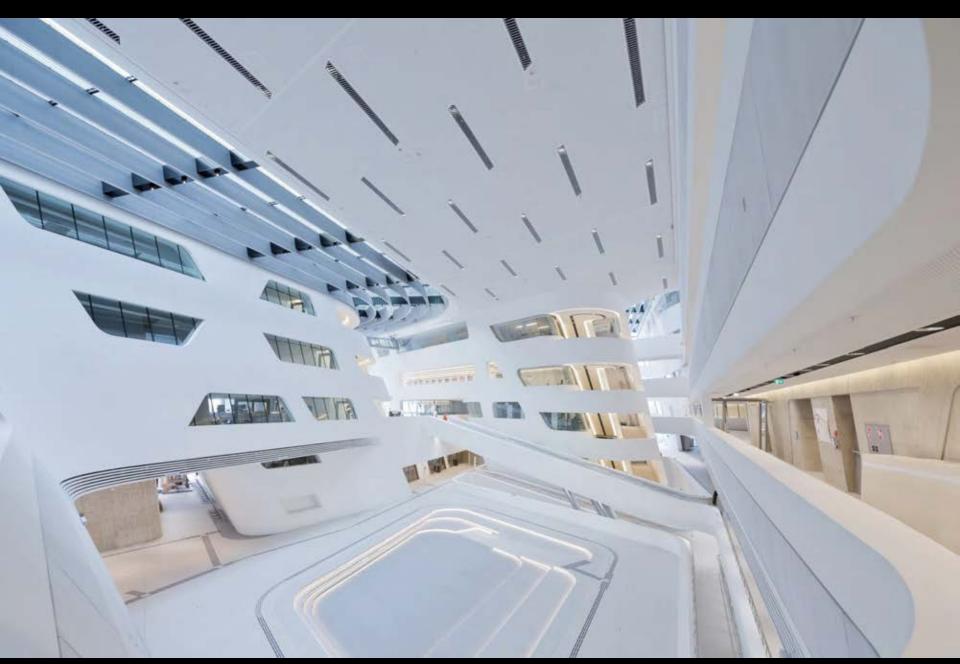




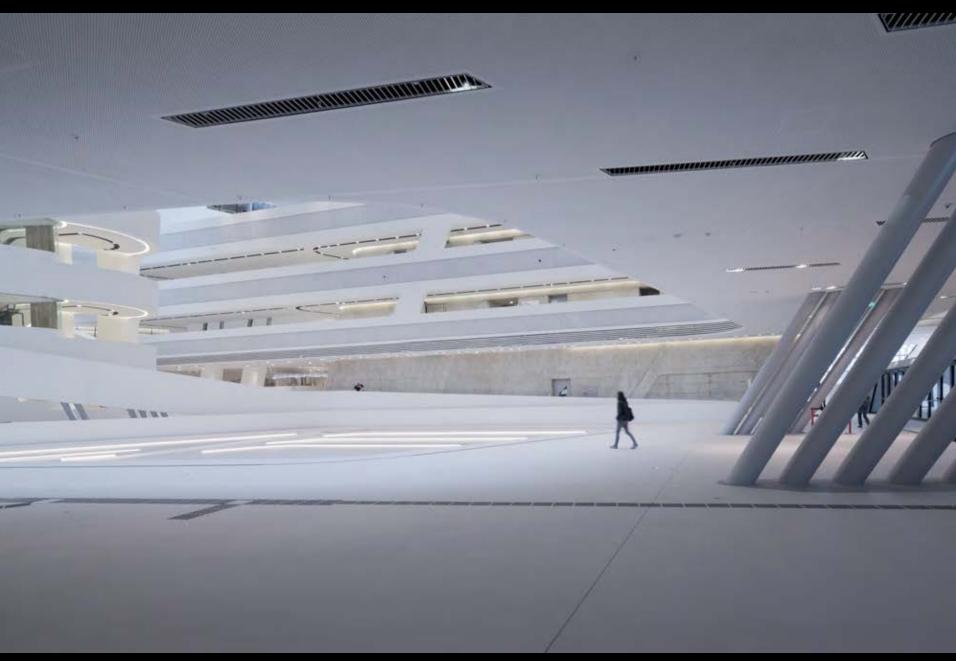




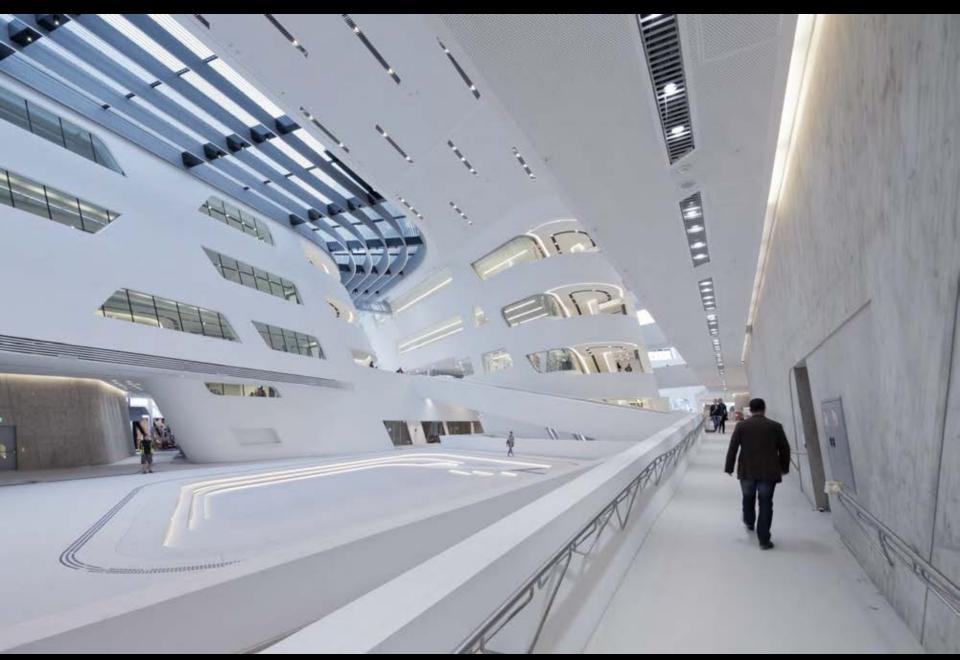




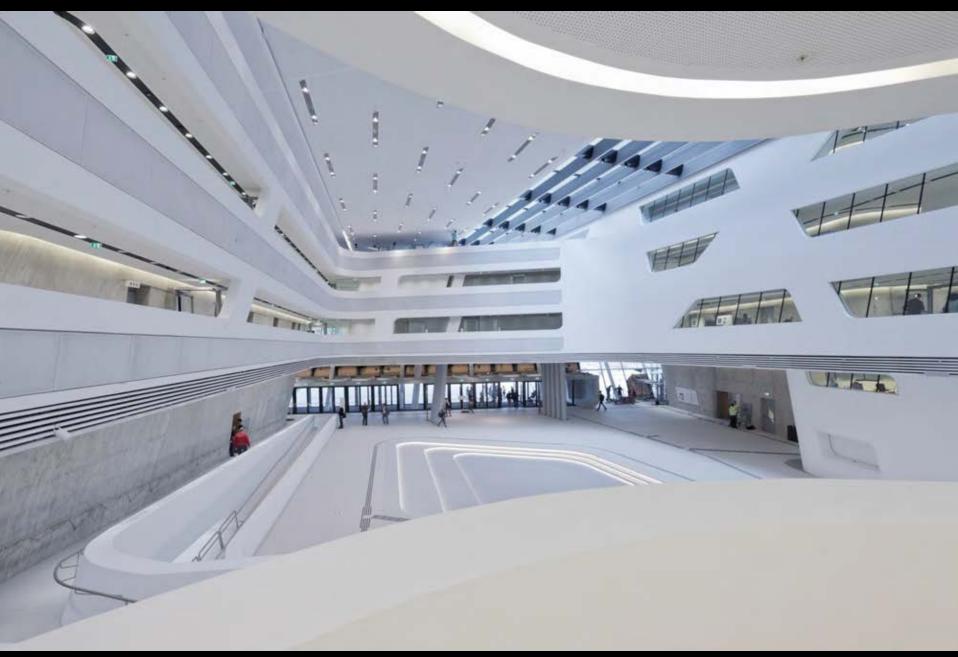


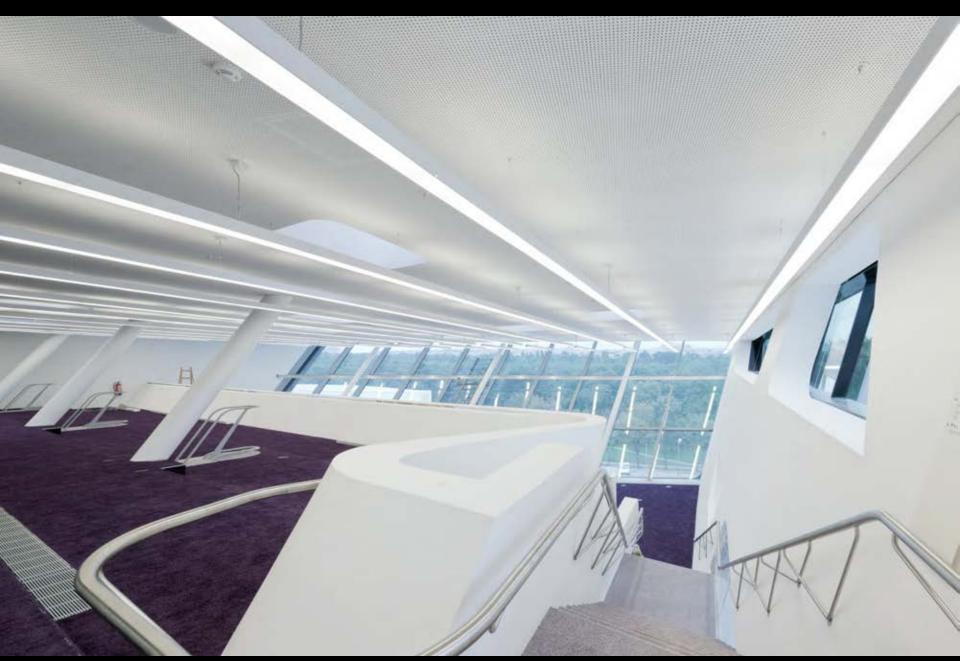


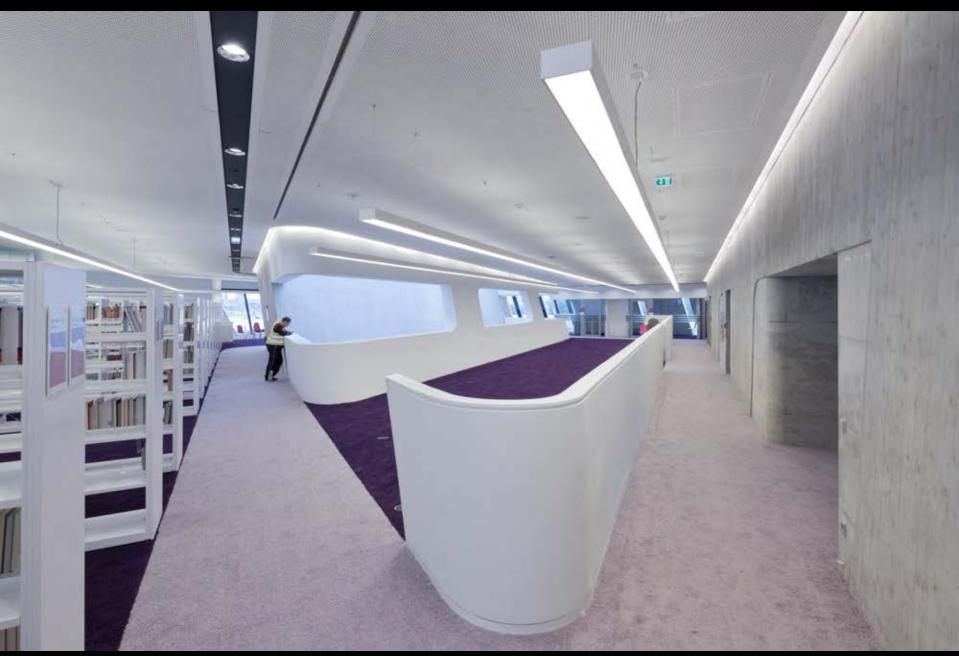


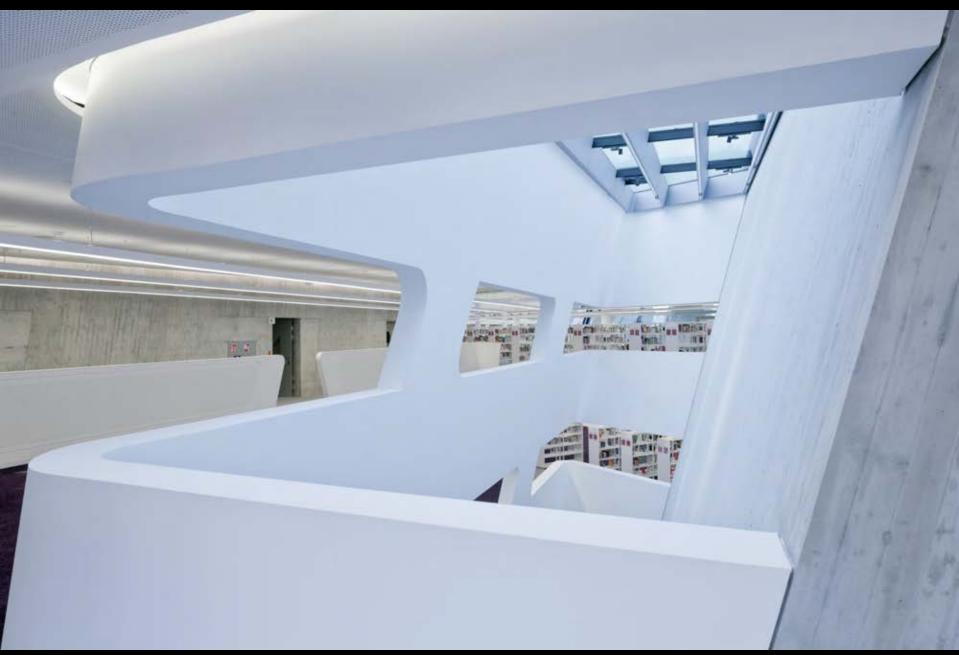


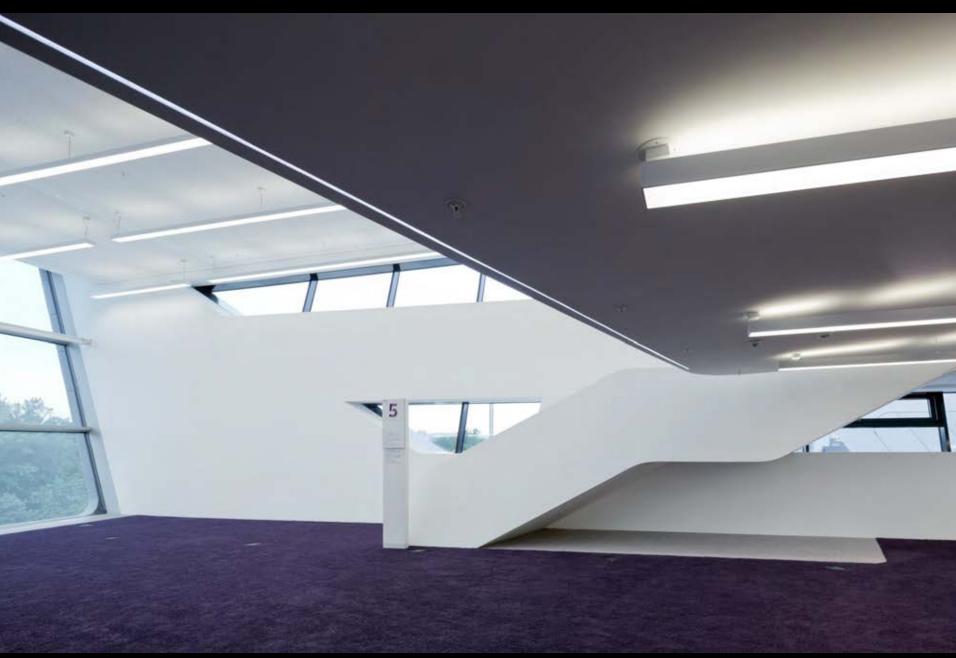




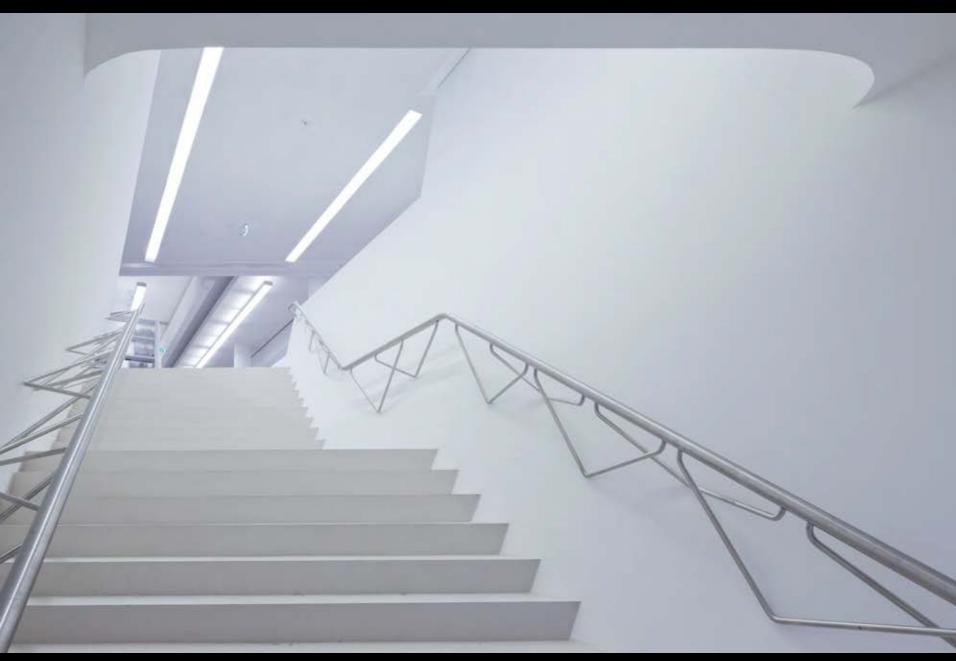


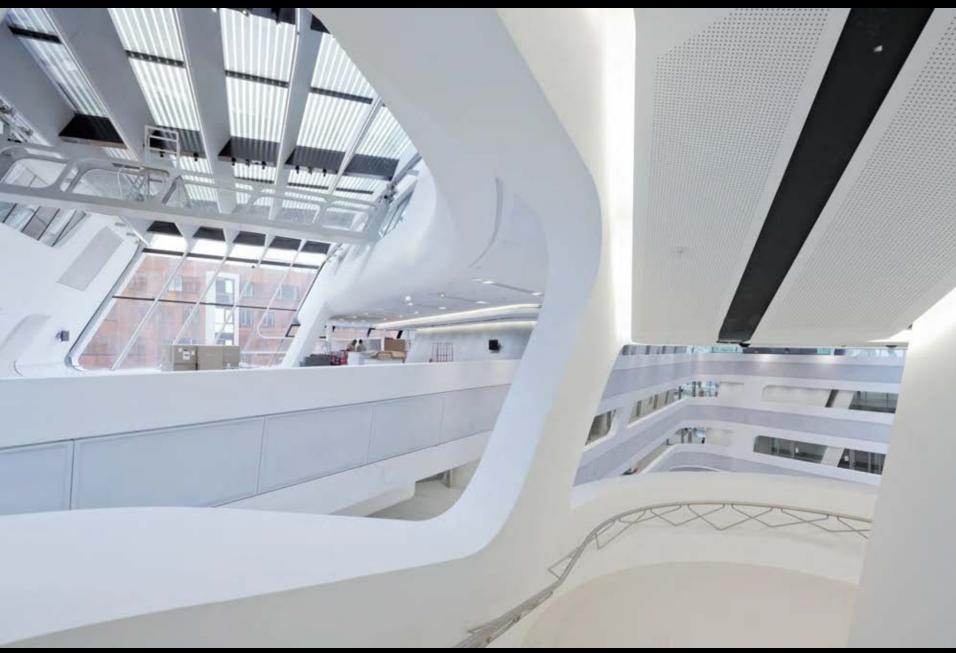




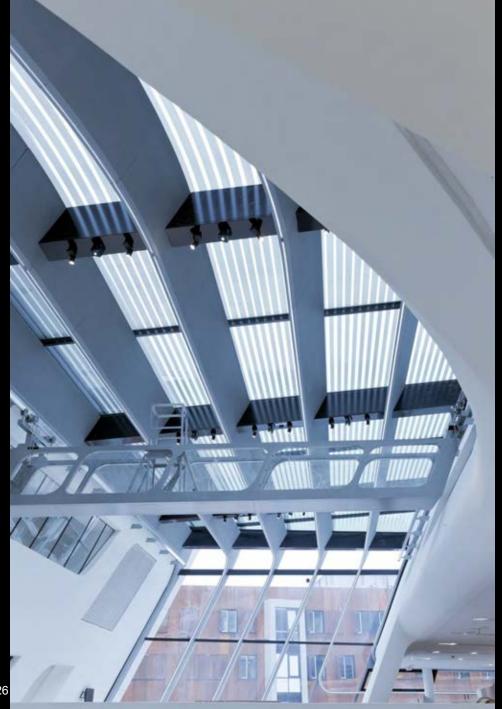


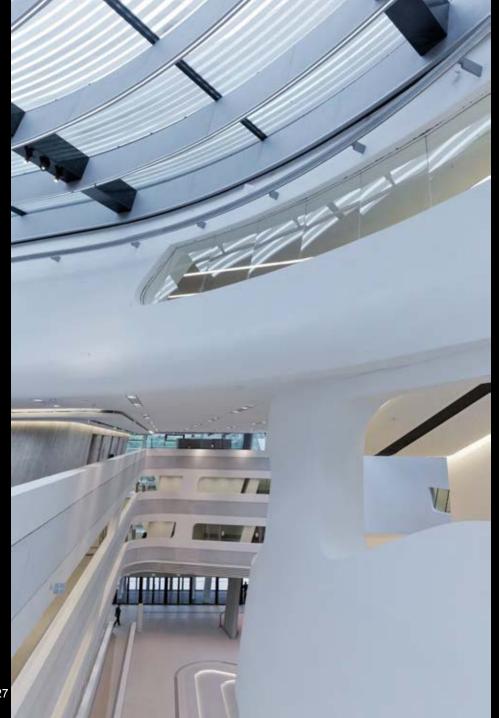


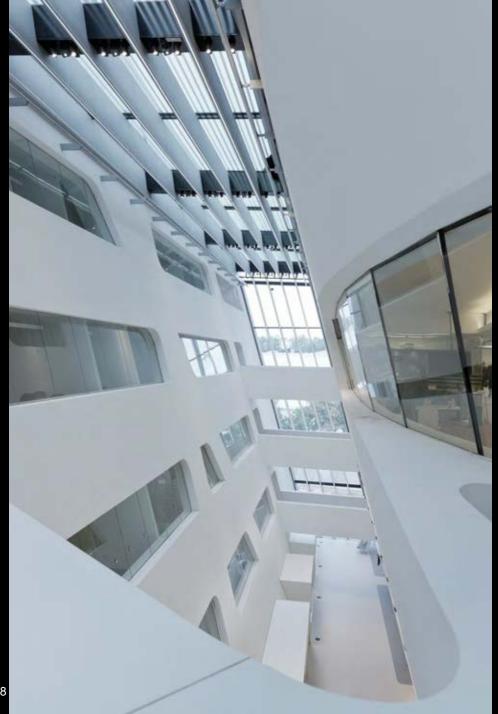


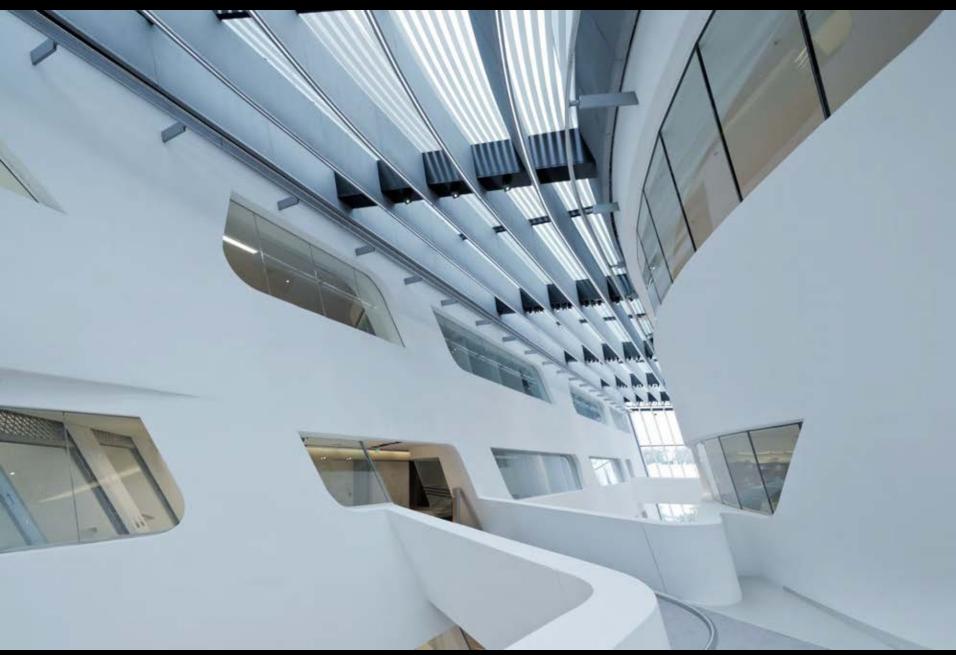


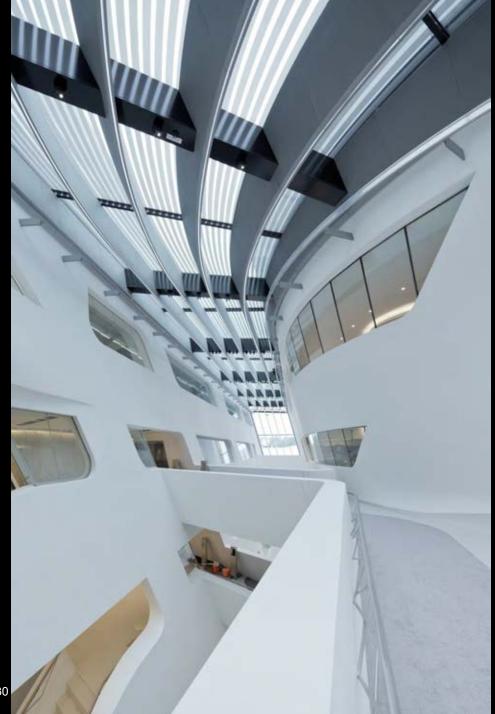










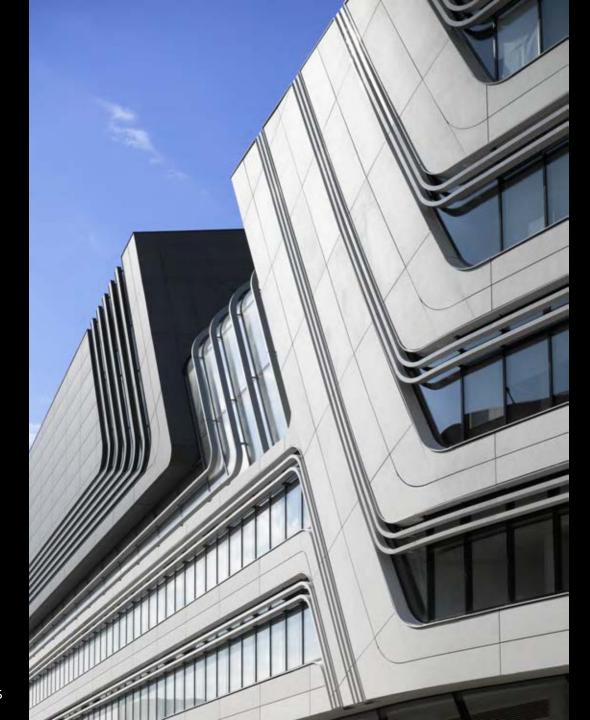


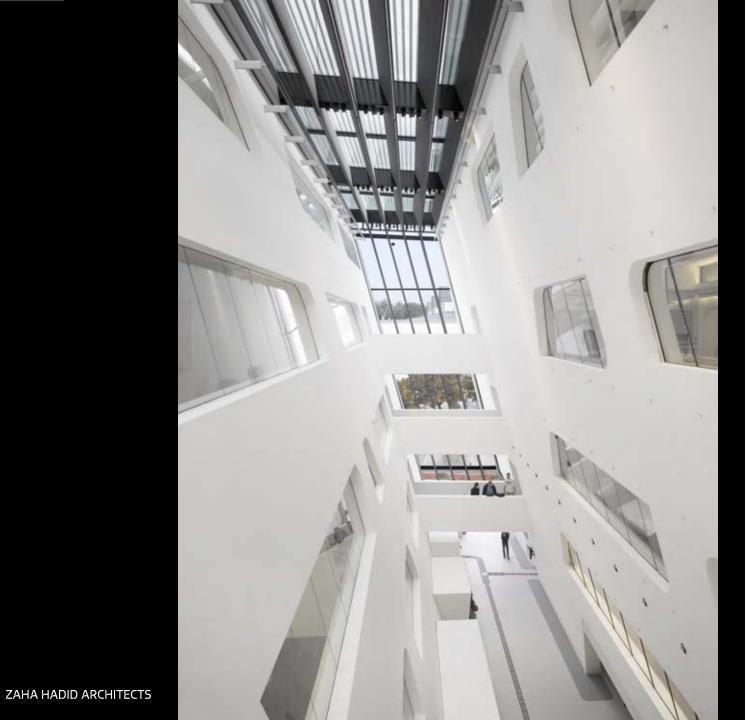






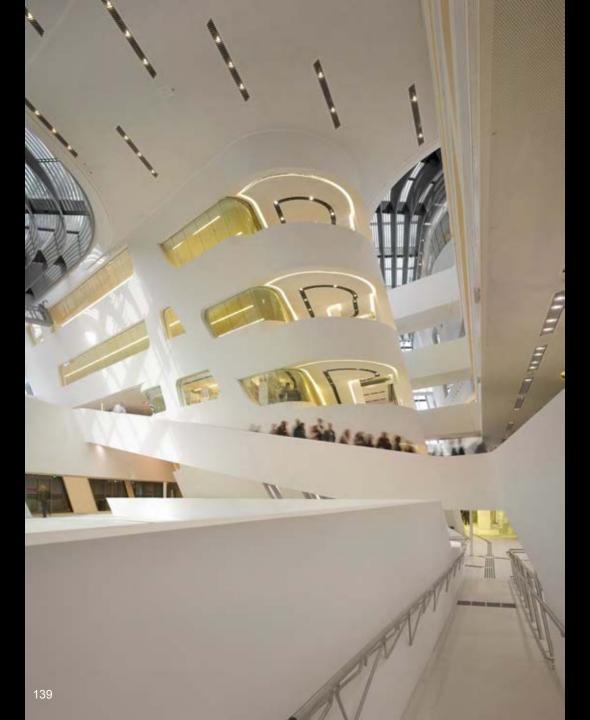










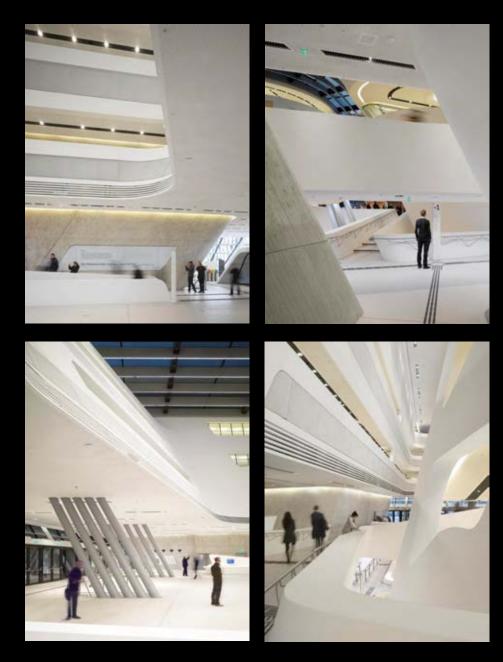








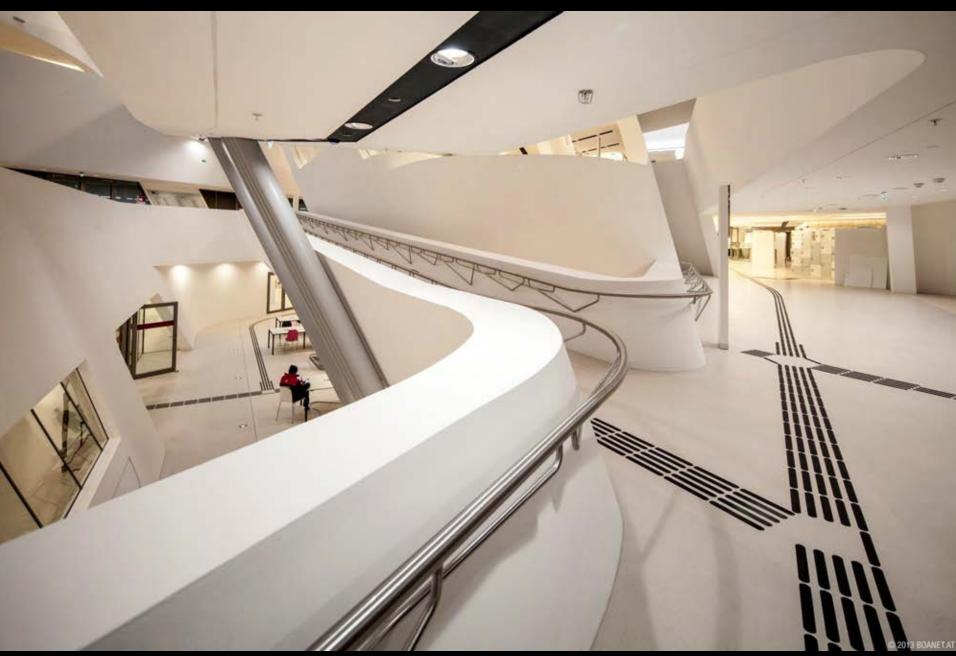


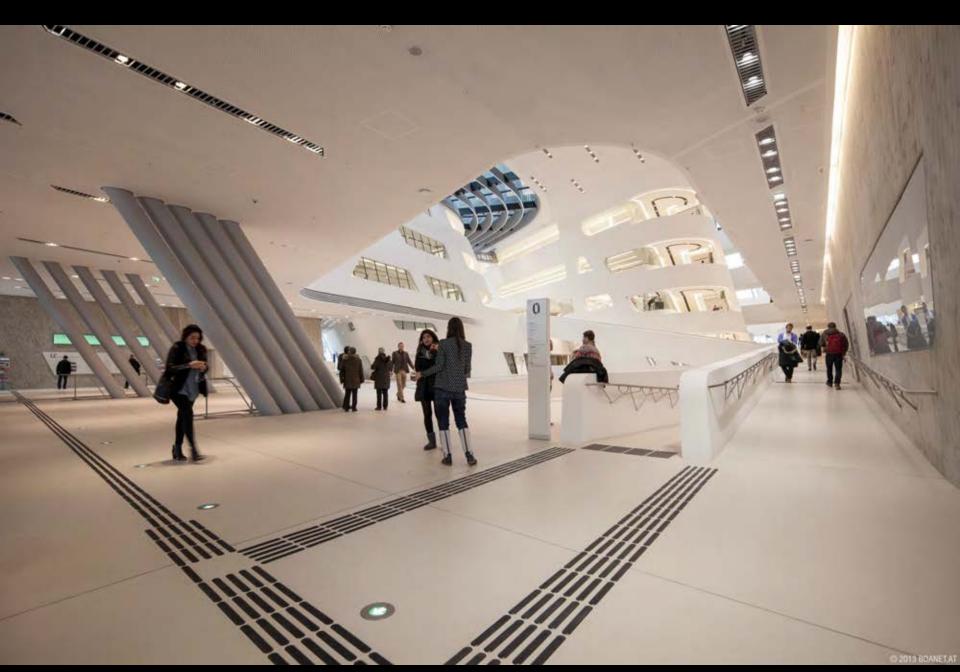


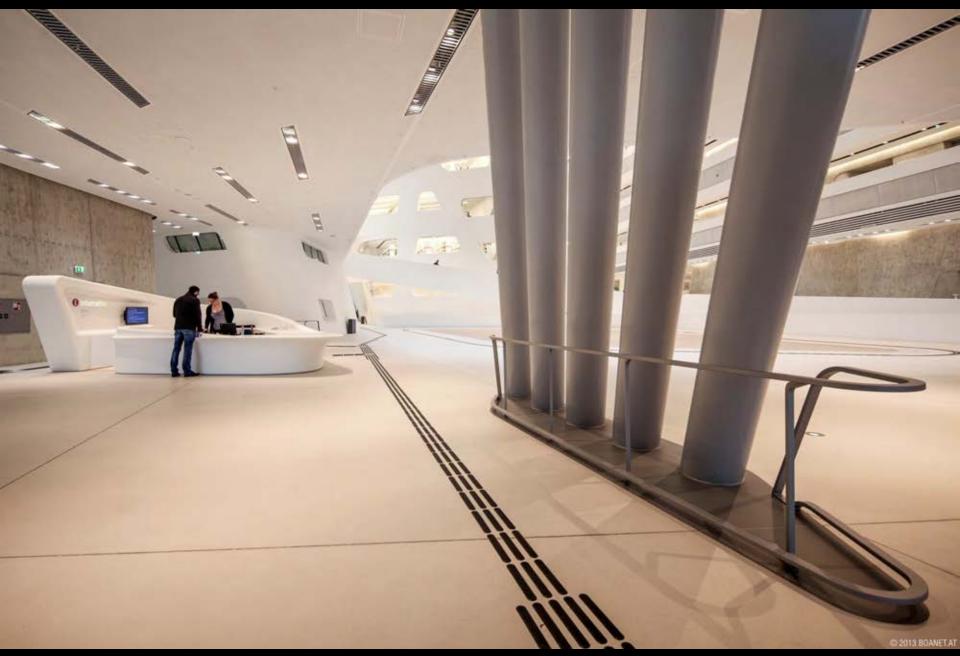










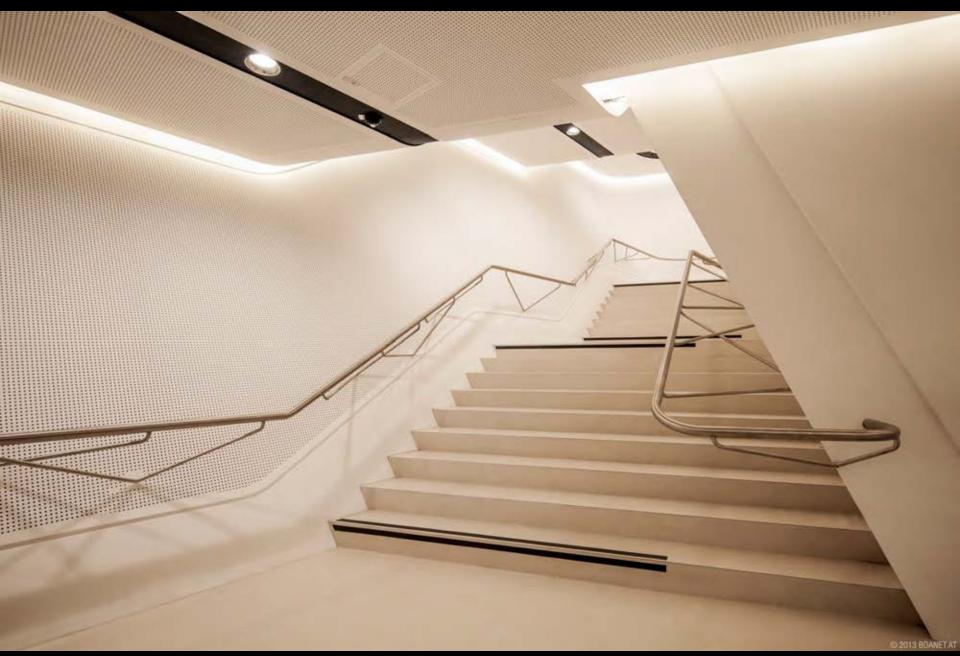


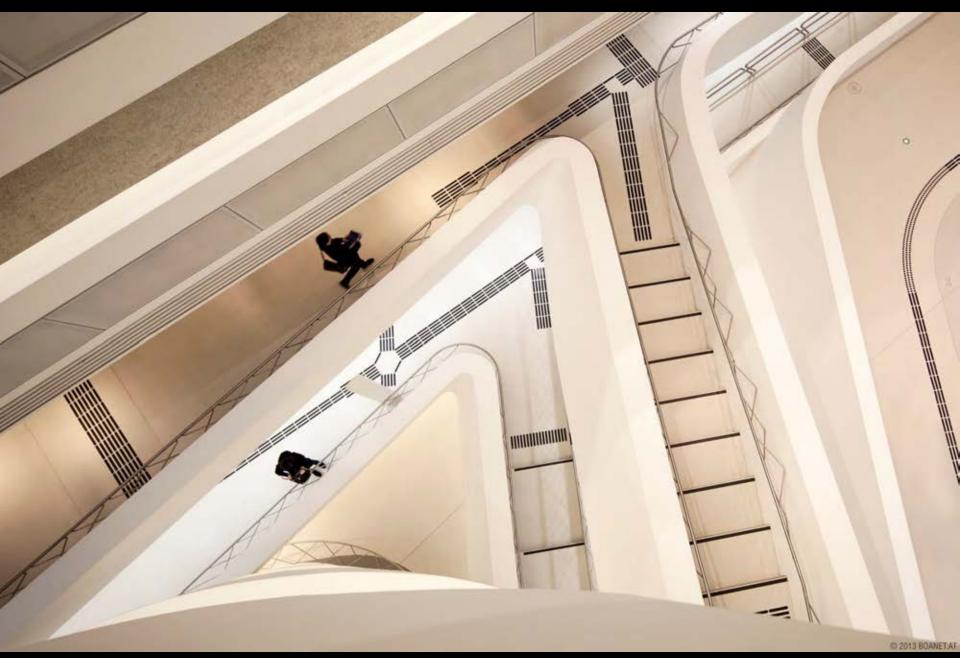


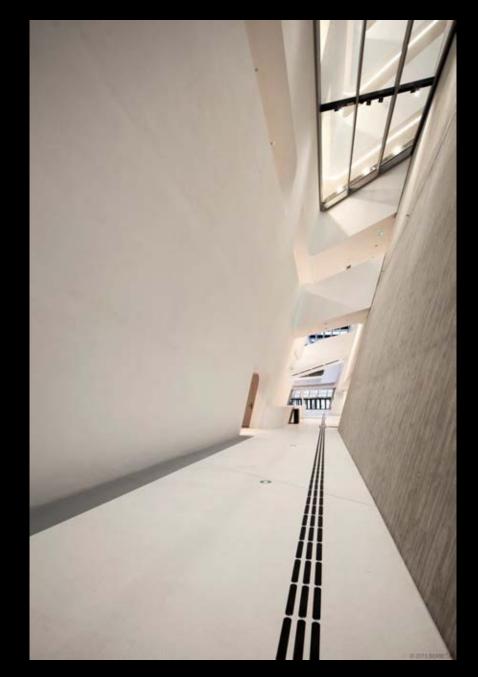












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## ZAHA HADID ARCHITECTS

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MANY THANKS
FOR YOUR ATTENTION!