

EXPO 2035 Berlin

ARUP

DRAFT 19.02.25



1. The Future Made in Germany

1.1 A Shared Strategy for Our Future

Dear Governing Mayor,
Dear Senator Giffey,
Dear Senator Evers,
Dear Senator Bonde,
Dear Senator Gaebler,

What is Berlin – and more importantly: what can Berlin become?

When we combine our dreams and aspirations with our abilities and our actions, we can achieve goals and shape the future.

For more than three years, the non-profit association Global Goals for Berlin e.V. has been pursuing exactly this mission: to develop Berlin into a global showcase for sustainability, driven by the entire urban society, with its own projects, ideas, and initiatives from all areas of life.

The necessary transformation of cities worldwide can only succeed while daily life continues and must be supported by broad public acceptance. Despite all the complexity, it is not about opposing one another, but about working together, for one another. Only in this way do the best solutions emerge, along with strong civic engagement for a liveable future.

Democracy is an invitation to everyone. With EXPO 2035, we have a unique opportunity to accept this invitation today and over the next ten years.

Berlin is ready for the next big step

EXPO 2035 offers the chance to reposition Berlin as a sustainable and innovative metropolis while also paving the way for possible Olympic and Paralympic Games in 2040 or 2044. The city is facing major changes: new mobility, modern infrastructure, and economic transition require clear impulses. EXPO 2035 can be exactly that impulse.

EXPO 2035 demonstrates how transformation can emerge from the heart of urban society. Global Goals für Berlin e.V., EXPO 2035 Berlin GmbH, the Berlin Chamber of Commerce and Industry, and many partners are already supporting the project and more are joining.

A catalyst for sustainable development

World Expos create international visibility and economic momentum. For Berlin, this means: millions of visitors, new jobs, investment, and modern mobility felt in every neighbourhood.

The strategic path to a successful bid for the Olympic Games

Together with the IBA 2034, the city's 800th anniversary in 2037, and a possible Olympic bid, a decade of transformation is taking shape, strengthening Berlin both organisationally and socially. The study developed by Arup shows how EXPO 2035 prepares this path and strategically aligns the city for the next major steps.

Our thanks goes to Arup, whose expertise, foresight, and collaborative support play a decisive role in advancing this vision for Berlin with clarity and confidence.

Berlin's moment has arrived.

Daniel-Jan Gird

Theresa Hümmer

Henning Wehmeyer

Global Goals Berlin e.V.

1.2 Germany's Outlook on the Future

EXPO 2035 is the impulse for the transformation that will lead Berlin and Germany into the future.

It represents Berlin's opportunity to shape this transformation deliberately and to create long term prospects for the city and its society. Preparing a major event demands foresight and responsible management of complex conditions; at the same time, it opens the door to new social, ecological, and technological momentum.

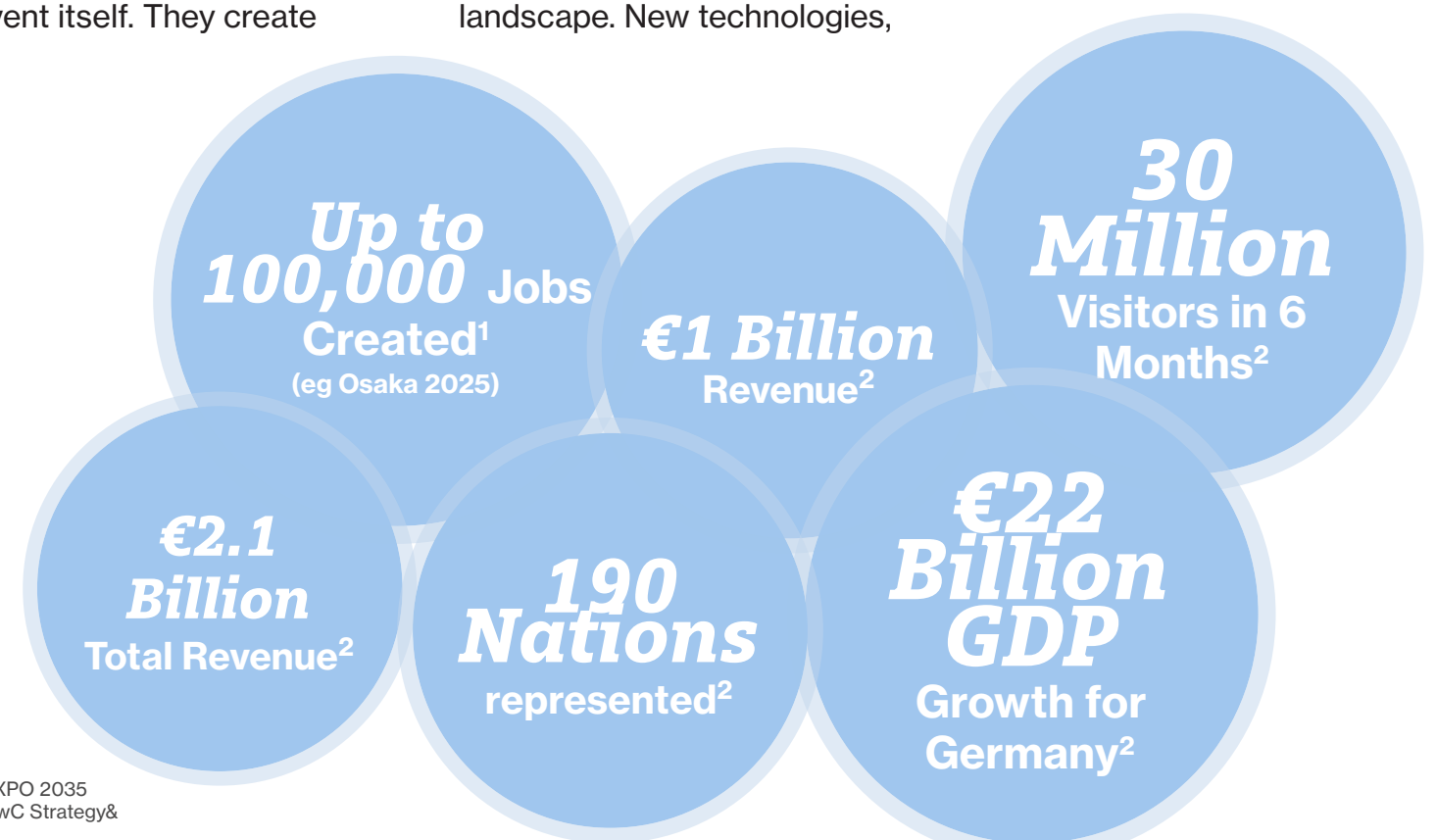
When major events are embedded in a clear, cohesive vision, they generate lasting momentum far beyond the event itself. They create

places of connection, foster innovation, and build confidence in our collective ability to shape the future. When several events are strategically aligned, a continuous process emerges – one in which solutions can be tested, refined, and integrated into everyday life. This allows Berlin to unfold its potential step by step.

Each event contributes measurable value to urban development, infrastructure, mobility, and the economic landscape. New technologies,

sustainable approaches, and modern applications strengthen both local foundations and international visibility.

This transformation grows from Berlin's neighbourhoods, driven by a diverse and active urban society – creating a green, innovative, and confident Berlin that demonstrates how the future can be shaped together.



¹ EXPO 2035
² PwC Strategy&

1.3 The Perfect Moment

Now is the moment to strengthen Berlin sustainably through strategically aligned major events that create synergies that will shape the coming decades.

Berlin stands at a turning point: with EXPO 2035, multiple major events can be connected in a coordinated way to generate long-term benefits for the city and its residents. By aligning the EXPO, the IBA 2034, the city's 800th anniversary in 2037, and the Olympic and Paralympic Games, Berlin creates a continuous chain of transformation, one that reinforces infrastructure, innovation, and social dynamism.

Guiding Principles for Implementation

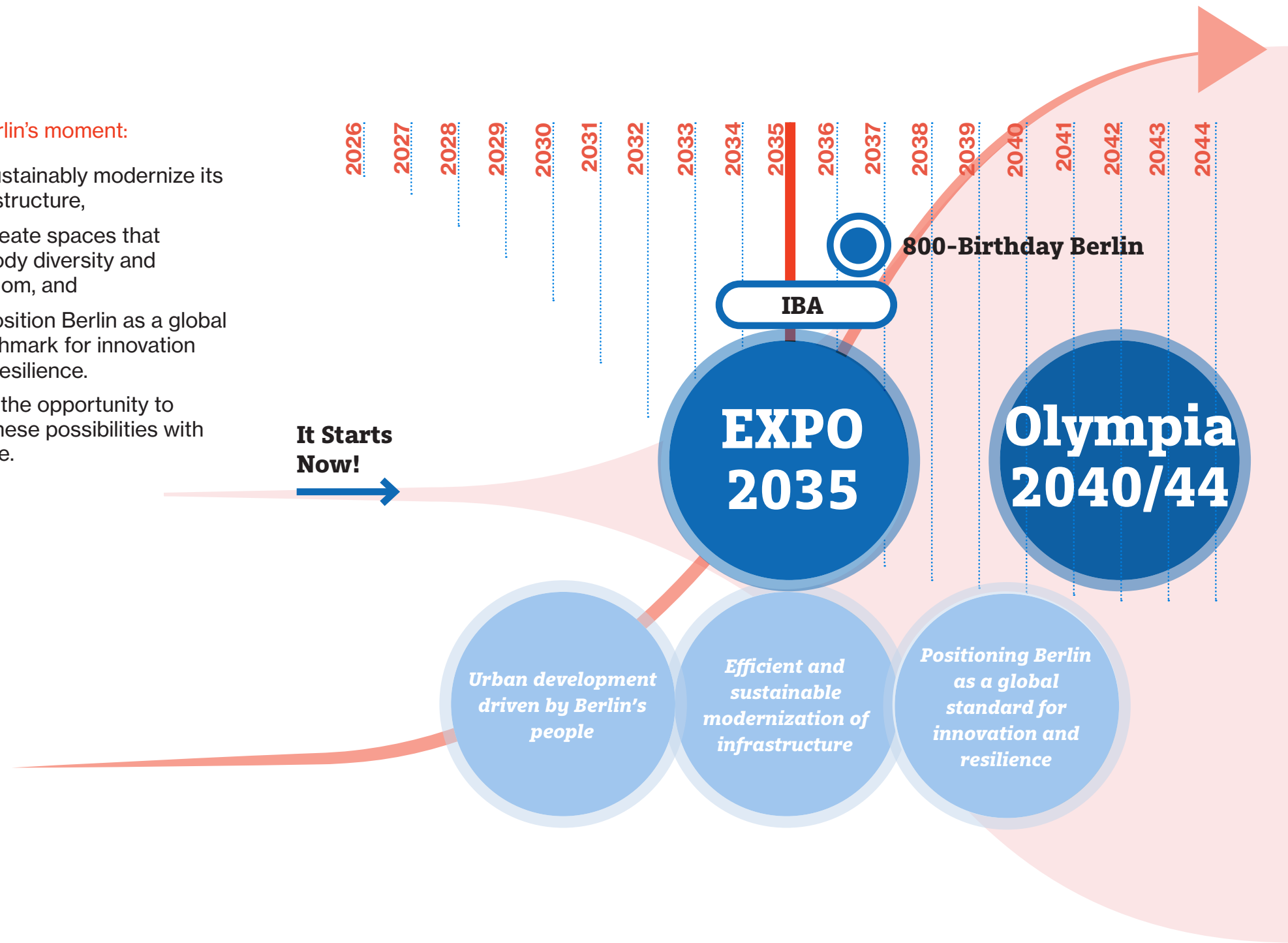
- Efficient delivery: clarify processes, streamline structures, and execute projects consistently
- Climate neutrality: set clear milestones and make the transformation visible
- Targeted investment: focus public and private resources on central future focused projects
- Visibility and participation: showcase progress and actively engage residents and businesses

This approach will make Berlin resilient, innovative, and fit for the future.

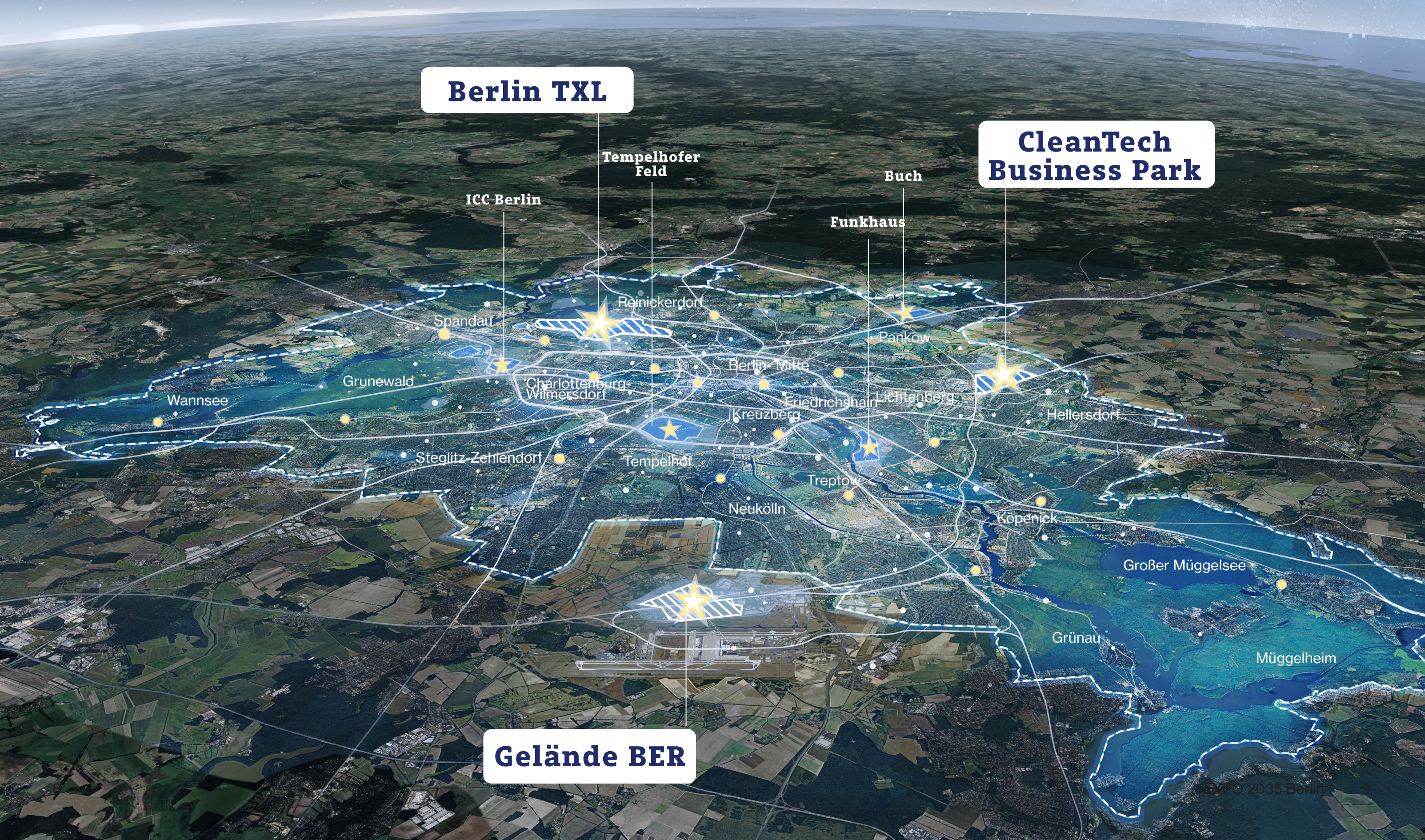
It is Berlin's moment:

- To sustainably modernize its infrastructure,
- To create spaces that embody diversity and freedom, and
- To position Berlin as a global benchmark for innovation and resilience.

Now is the opportunity to seize these possibilities with purpose.



1.4 A Concept for the Future of the Metropolitan Region



Berlin TXL

CleanTech Business Park

Gelände BER



**2. EXPO 2035:
The Engine for
Our Future**

2.1 World Expos are the Catalyst of the Century

Past World Expos demonstrate how cities can achieve sustainable transformation and set new international benchmarks for progress.

Around the world, Expos have proven to be powerful drivers of urban development. Milan 2015 established new benchmarks in sustainable event management, reducing CO₂ emissions and integrating circular-economy principles. Dubai 2020 created a climate-neutral smart city, delivered LEED-certified buildings, and significantly reduced water consumption.

Osaka 2025 aims for a zero-waste future through biogas systems, solar technologies, and closed-loop resource cycles.

These examples show how Expos generate lasting benefits for infrastructure, the economy, and society – while significantly increasing global visibility. Berlin can build on these strengths by reimagining

EXPO 2035 as a citywide exhibition that fully integrates the entire urban fabric. In doing so, Berlin can generate measurable, sustainable impact: new jobs, economic momentum, modernised infrastructure, and thriving spaces for innovation, mobility, and community.

EXPO 2035 Berlin
Ein Vorzeigeprojekt für deutsche Innovation, Werte und Kreativität. Eine Stärkung der Identität der Stadt.

30+
million

Visitors in 6 Months¹

€2.1
billion

Revenue¹

€10
billion

GDP growth for Berlin³

100,000

Jobs created²

2,035

Projects driven by Berliners²

Shanghai Expo 2010
“Better City Better Life”

73 million visitors
€1.65 billion in revenue
€1.35 billion in costs



Milan Expo 2015
“Feeding the Planet, Energy for Life”

22 million visitors
€730 million in revenue
€720 million in costs



Dubai Expo 2020
“Connecting Minds Creating the Future”

24 million visitors
€1.25 billion in revenue
€1.25 billion in costs



EXPO 2035 Berlin



¹PwC Strategy&
²EXPO 2035
³Investitionsbank Berlin

2.2 A Driver of Urban Development and Transformation

EXPO 2035 will create infrastructure that has an impact far beyond the event itself and forms the foundation for a modern, livable, and more resilient Berlin

The Main Venue is the central element of EXPO 2035. It enables the strategic development of a key urban district and establishes lasting infrastructure, accessible connections, green and blue spaces, and places for working, learning, and leisure. These investments lay foundations not only for the EXPO itself but also for the Olympic and Paralympic Games in 2040/44. After the EXPO, pavilions, the EXPO Village, and associated

facilities can be repurposed as housing, workplaces, community facilities, or cultural and recreational spaces.

Berlin has several sites of a scale that can host a World Expo of this scale, including BER Airport, Berlin TXL, and the CleanTech Business Park



EXPO 2035

Catalyst for a Future Ready Berlin

- Improving urban connectivity and barrier free infrastructure through targeted modernisation
- Retrofitting and renewal of existing buildings and facilities
- Enhancing public spaces with new green and open areas
- Constructing an EXPO Village that later becomes residential housing
- Preparing suitable areas for national and international pavilions
- Building temporary and permanent pavilions and complementary service facilities
- Establishing modern press and broadcast centres



Olympische und Paralympische Spiele 2040/44

Extending and Reusing

Building on the EXPO foundations

- • Completing and adapting the EXPO Village as the Olympic Village
- • Constructing or modernising required sports venues and event locations
- • Reusing major EXPO

pavilions as temporary Olympic competition venues

- • Repurposing press and media centres to meet international standards



LEGACY 2045... and beyond

Securing Long Term Urban Development

- Transforming the Olympic Village and EXPO Village into permanent housing, including affordable options
- Integrating new mobility and accessibility infrastructure into the wider city network
- Opening Olympic sports venues to the public after the Games
- Converting permanent pavilions into flexible work, education, and community spaces
- Developing a connected green network across the city, with selected EXPO pavilions becoming future recreational destinations



2.3 Example TXL Berlin: EXPO as an Accelerator

EXPO 2035 can significantly accelerate the transformation of the former Tegel Airport into the Urban Tech Republic (UTR). EXPO brings visibility, infrastructure, and momentum that will benefit the site long after the event ends.

The TXL site presents a rare opportunity to connect an ambitious urban development project with the catalytic power of a World Expo. As the main EXPO venue, the UTR would gain speed, clarity, and international attention.

The site is large enough for a World Expo and future mega events, well connected, highly flexible, and supported by broad political consensus.

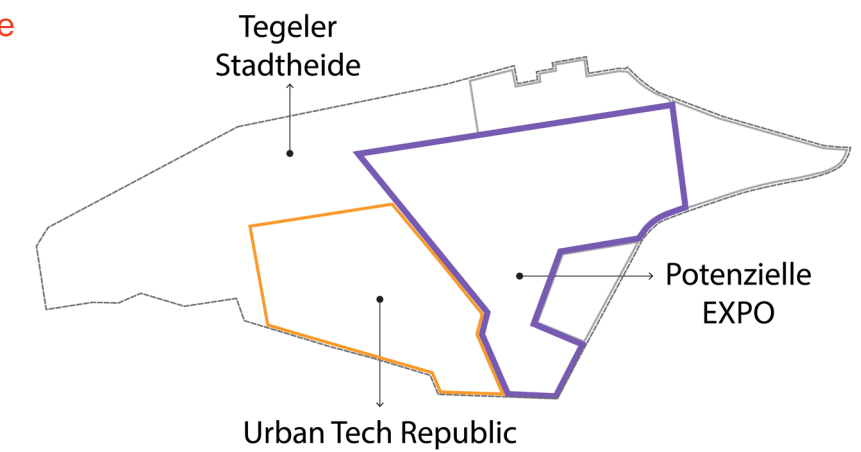
EXPO provides the framework to move zoning plans forward, secure land for the Main Venue, and accelerate the implementation of transport infrastructure, including potential tram, U Bahn, or monorail links. These improvements enhance long term connectivity between Tegel and the broader city.



Current Status - 2025

Unbuilt - only a plan, no infrastructure

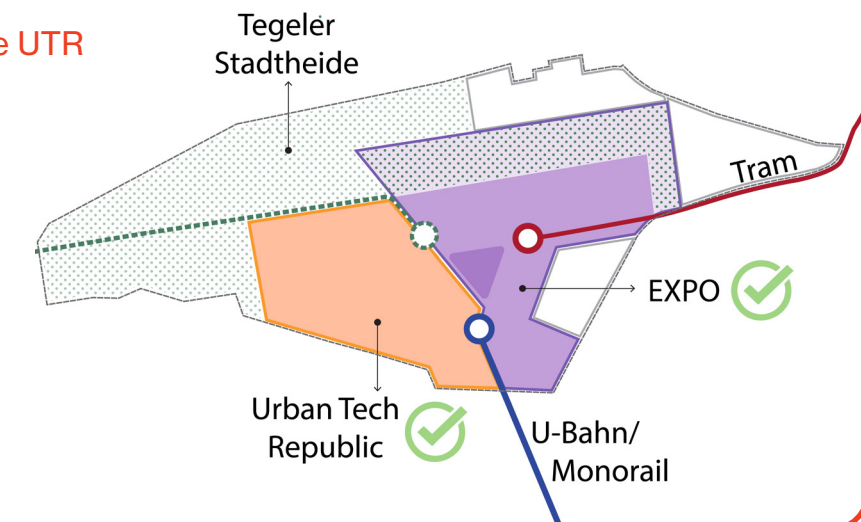
- Continued development of UTR areas based on current zoning plans and ongoing marketing processes
- Securing the designated area for the construction of the EXPO Main Venue
- Reviewing options for public transport connections to ensure required capacities
- Parallel development of UTR and EXPO, ensuring the current planning framework remains intact



EXPO 2035

Accelerator for the completion of the UTR

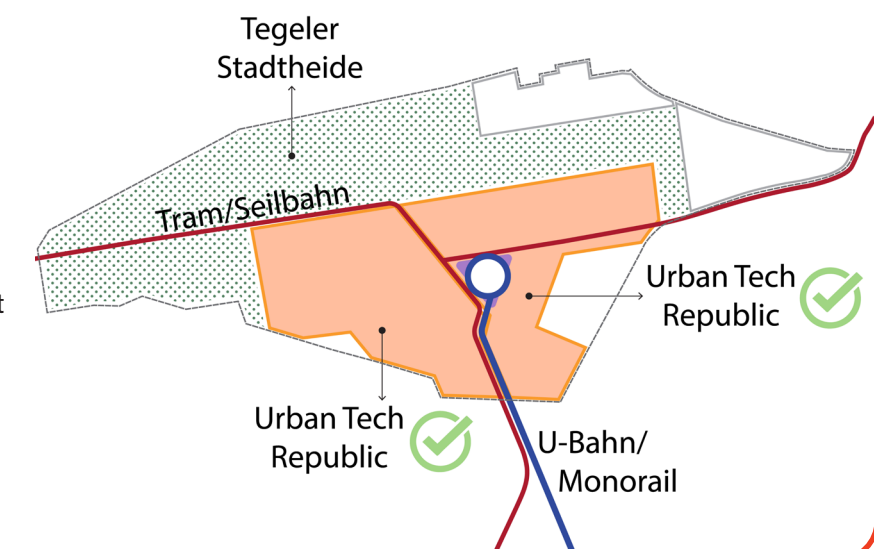
- Completion of the western UTR areas according to the original plan
- Delivery of the Main Venue as the foundation of the Urban Tech vision
- Completion of required transport connections and assurance of necessary capacity



After 2035

Completed Urban Tech Republic

- Completion of the entire Urban Tech Republic through integration of the EXPO site based on the existing masterplan
- Optional use of certain venue areas for future major events (e.g., Olympic Games)
- Required improvements to public transport connections
- Development of a connected, future ready urban district with housing, workplaces, research facilities, and green spaces aligned with current planning principles

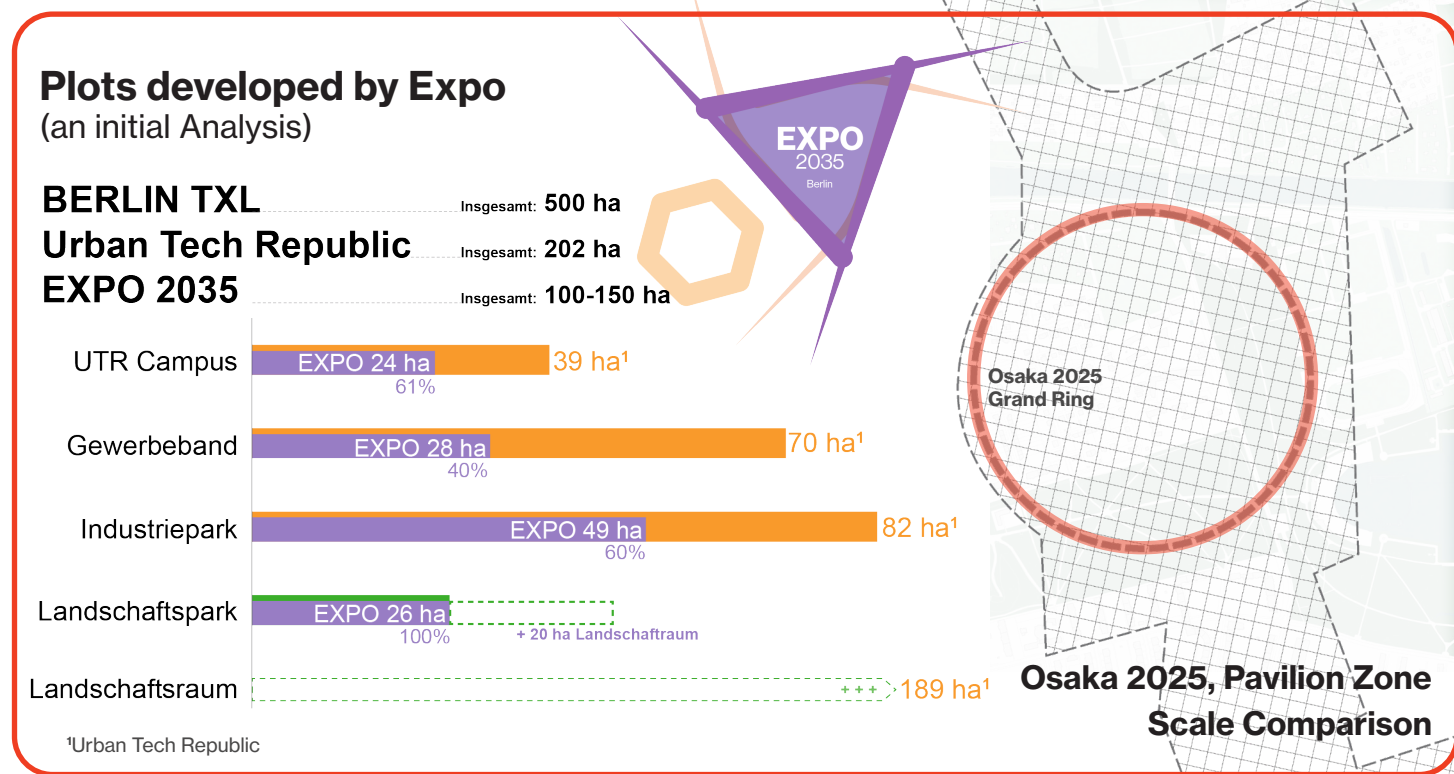
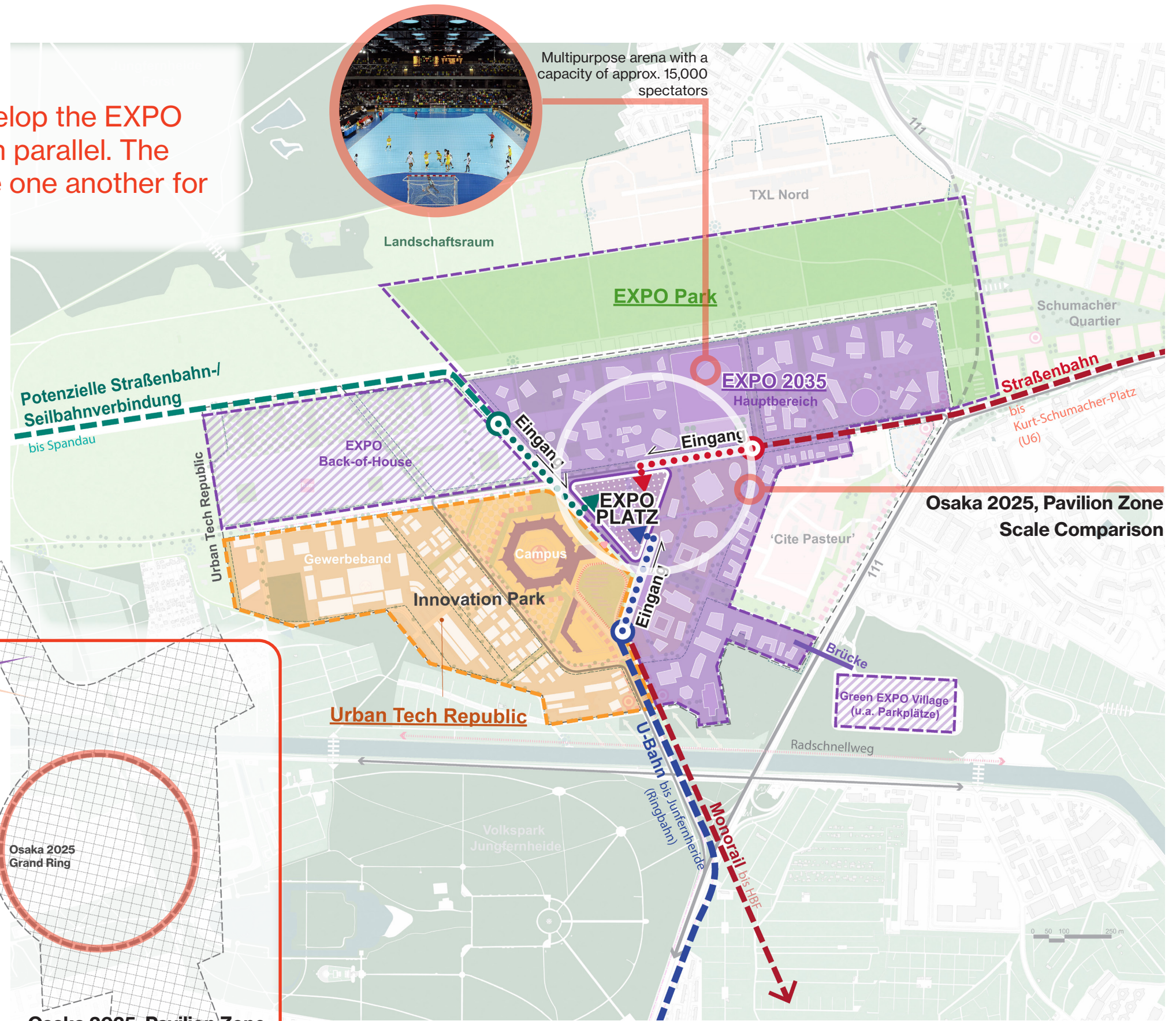


2.4 Dual Momentum for Tegel

Tegel has more than enough space to develop the EXPO Main Venue and the Urban Tech Republic in parallel. The opportunity is for both projects to reinforce one another for the long term.

The Tegel site's exceptional size – roughly 500 hectares – allows for the simultaneous development of both the EXPO Main Venue and the Urban Tech Republic. Each supports the other, advancing the wider TXL masterplan. After the EXPO, the area integrates seamlessly into long-term urban development. Existing infrastructure, central axes, and apron spaces can be used flexibly, while large parts of the Main Venue remain valuable assets for research, mobility, production, and public uses.

The EXPO events acts as a temporary overlay which provides the urban structure that will connect the Schumacher Quarter and the Urban Tech Republic, forming a natural extension for Berlin's future growth. It creates crucial visibility for investors, generates development momentum, and establishes the foundation for the long term transformation of the entire location.



2.7 Berlin Has the Best Foundations: Space and Infrastructure

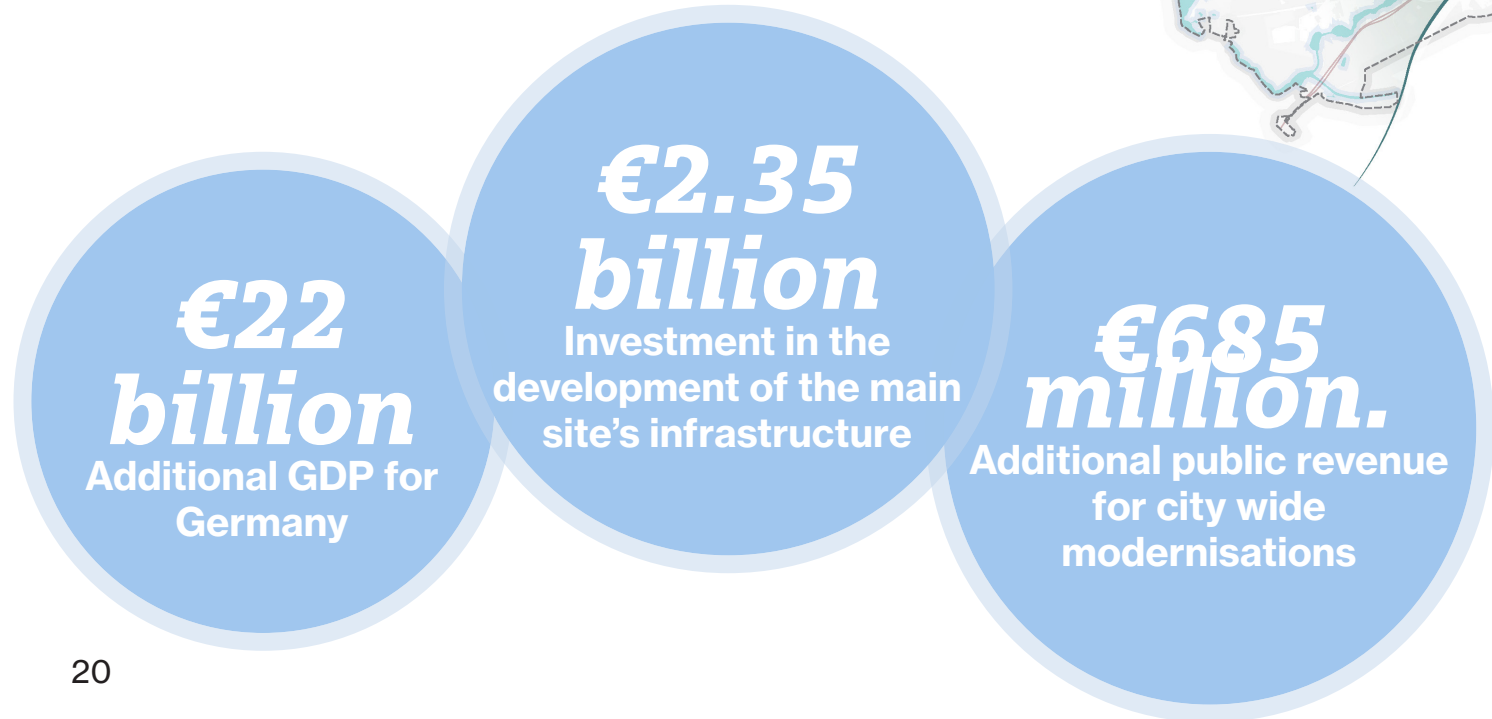
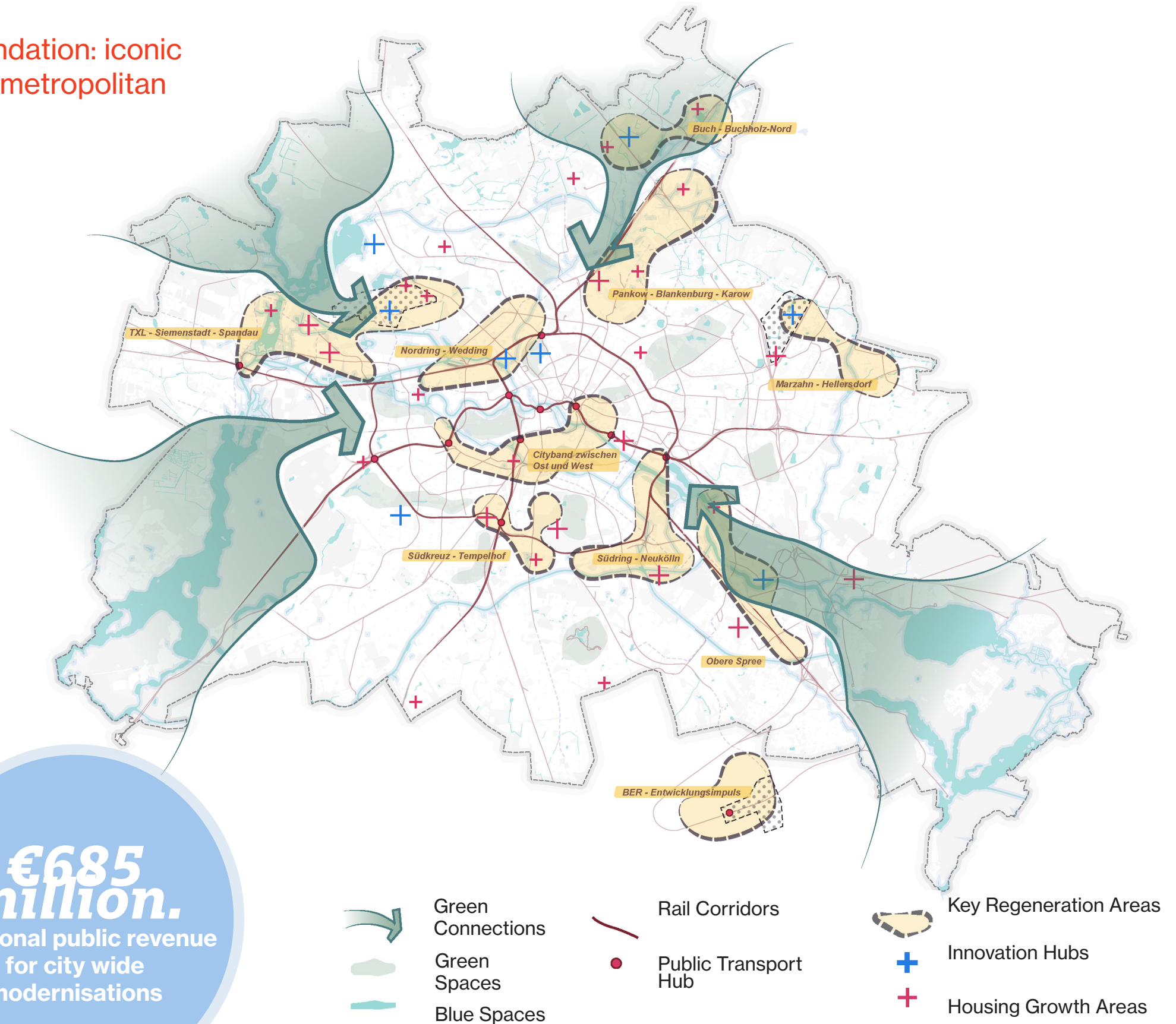
Berlin benefits from an exceptional urban foundation: iconic sites, established infrastructure, and a strong metropolitan identity.

The city can build on these strengths, urban landmarks, renowned infrastructure, and a distinctive metropolitan character, all of which support the vision for EXPO 2035. Investments in “sleeping giants,” such as the ICC or the historic Tempelhof Airport building, enable adaptive reuse and ensure Berlin can unlock its full potential.

These sites and landmarks will become vibrant centres that catalyse economic, social, and cultural growth. At the same time, EXPO 2035 supports Berlin’s long term priorities: affordable housing, strengthening the city as

Europe’s entrepreneurial capital, expanding public transport, and creating hubs for innovation and start ups, all aligned with the standards of the Bureau International des Expositions (BIE), the body that awards World Expos.

The financial model is balanced: EXPO revenues cover necessary infrastructure investments and help secure the city’s modernisation, providing a strong foundation for future mega-events such as the Olympic Games.



2.8 All of Berlin as a World Expo: The Concept

EXPO 2035 transforms Berlin itself into the stage: innovation, participation, and social cohesion become visible and tangible in every neighbourhood

Instead of concentrating activity within a single, enclosed exhibition site, EXPO 2035 reimagines the traditional World Expo model by turning the entire city into a living, open, and interconnected exhibition space.

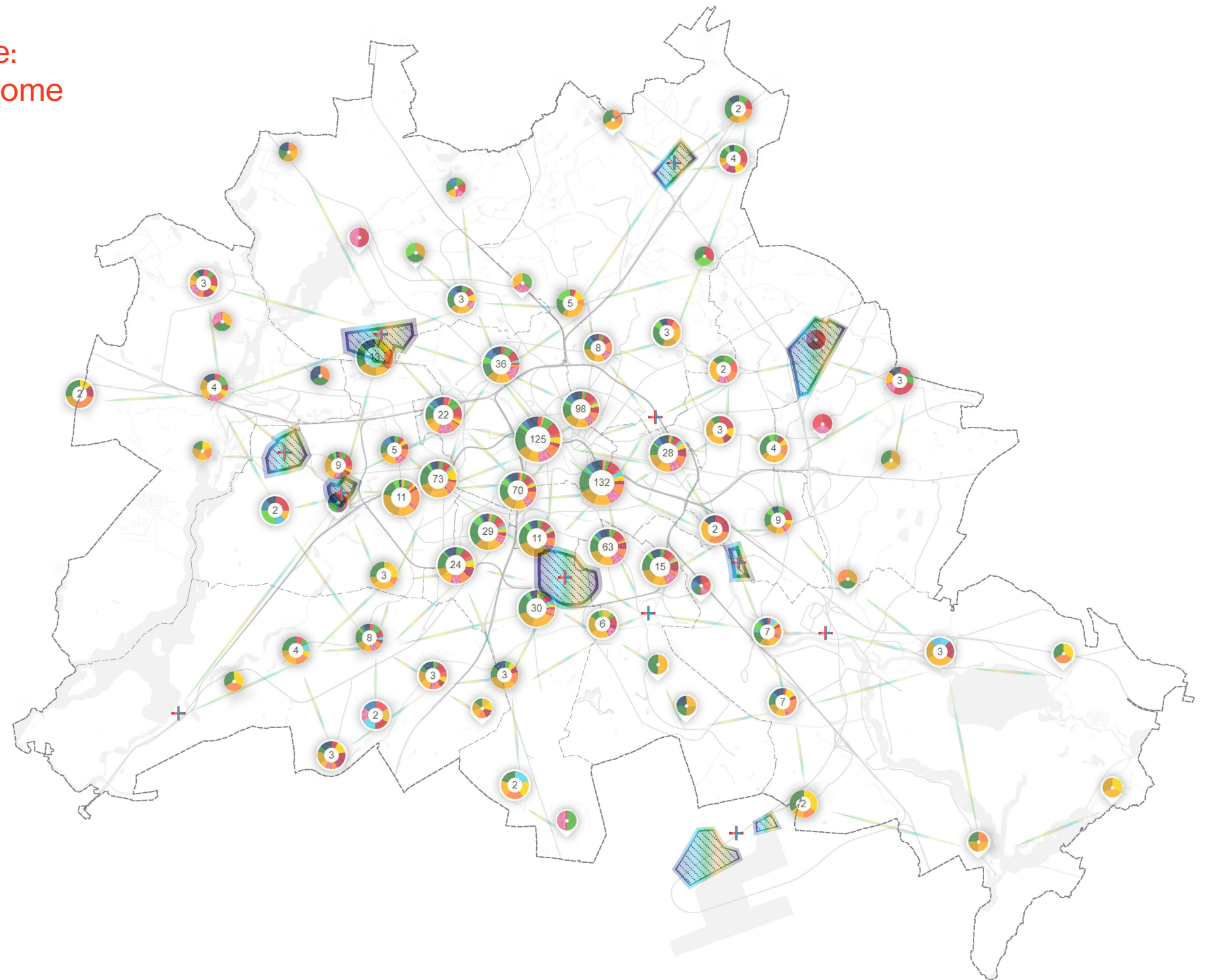
Readings, performances, and interactive projects embedded throughout Berlin's neighbourhoods bring residents, visitors, and cultural actors from across Germany together. Grassroots initiatives already contributing to Berlin's sustainable future gain visibility, inspire others, and demonstrate the city's creative energy. The World Expo becomes open, connected, and urban - showcasing Germany's diversity, strengthening participation, and deepening social cohesion.

Rather than being limited to a fenced-off area, EXPO 2035 creates a network of interconnected places across the city, linked by sustainable mobility, green corridors, and shared themes. Berlin becomes a vibrant urban laboratory where the future can be experienced directly.

The EXPO concept operates on three interconnected levels:

- **Main Venues:** International centres for large exhibitions, conferences, and global encounters. These anchor points host high-profile events and serve as hubs of international exchange.
- **Satellites:** Decentralised sites distributed across Berlin and Germany. They actively involve residents, offer flexible and experimental programming, and host temporary installations, performances, and thematic activities.
- **Neighbourhood Labs:** Local hubs that strengthen district identities, foster cultural exchange, and enable hands-on engagement with innovation, sustainability, and community-driven initiatives.

Together, these three levels ensure that EXPO 2035 lives throughout the entire city – turning Berlin into an open, inclusive, and collaborative space for shaping a shared future.



2.8 The EXPO Begins Now

EXPO 2035 begins today - through the commitment and creativity of the people who are already shaping Berlin's transformation.

Across the city, numerous projects are driving forward sustainable change, demonstrating every day that Berlin is actively building its future. Global Goals für Berlin e.V. provides these initiatives with visibility, builds networks, and supports their development.

During EXPO 2035, the results of this collective transformation will become tangible in every district: on stages, in spaces for dialogue, and in places of inspiration. A selection of initiatives will be showcased to highlight the breadth of innovation and civic engagement already happening across the city.

DAS TRIKOT – Cradle to Cradle Gold

FC Internationale presents the first Cradle-to-Cradle Gold certified football jersey, combining sustainable design with a strong stance against racism.



Parcel transport by Solarschiff on the River Spree

Since 2022, Deutsche Post DHL has tested emission-free parcel transport via an electric solar boat between Spandau and Westhafen. Deliveries continue by e-cargo bikes, reducing inner-city traffic and supporting cleaner logistics.



Poster Competition for Berlin's Children

Each year, children across Berlin design posters on environmental and future-focused themes, sharing their vision of a sustainable city.

The winning design is displayed citywide, giving young voices a visible presence in public space.



Multifunctional Moss Modules – Green City

These innovative moss installations cool, filter, and humidify urban air, working more efficiently than traditional greenery.

They improve microclimates and enhance comfort in public spaces throughout the city.



AI-Supported Urban Food Production – hexafarms

Hexafarms uses AI to operate greenhouses more efficiently and sustainably, increasing yields and strengthening the urban food supply for Berlin's growing population.



Radbahn Berlin

The Radbahn project transforms the space beneath the U1 into a continuous, protected cycling route from Zoo to Oberbaumbrücke,

showcasing how underused urban space can be revitalised to promote greener, safer mobility.



3. Berlin in Motion: Economic and Global Effects

EXPO
2035
BERLIN



3.1 A Global Stage for German Innovation

EXPO 2035 is a the opportunity to showcase German and European expertise in sustainable innovation, economic growth, and leverage Germany's global positioning.

It offers Berlin a unique opportunity to present forward-looking solutions and to establish the city as a leading hub of innovation in the 21st century.

Its impact extends far beyond the six-month event itself.

A Modernisation Boost for Berlin

EXPO 2035 aligns goals, accelerates processes, and sets clear priorities. Infrastructure, mobility systems, energy supply, and public administration will advance visibly and measurably.

This strengthens companies, start-ups, and research institutions; makes Berlin more attractive to skilled professionals; and contributes to the long-term competitiveness of the national economy.

An International Showcase

For half a year, Berlin becomes a meeting point for the world. Millions of visitors experience climate-neutral solutions, intelligent mobility, digital public services, and modern

governance firsthand. This visibility fosters cooperation, builds trust, and reinforces Germany's role as a global innovation leader.

A Strategic Pathway to the Olympic Games

EXPO 2035 lays critical groundwork for future mega-events. Modernised infrastructure, proven mobility and energy

concepts, and efficient digital operations make future Olympic and Paralympic bids significantly more realistic and more sustainable.

Economic Dynamism for Germany

The EXPO injects energy into the German economy. Companies can showcase innovations within a real urban environment; global attention opens new markets, invites investment, and strengthens research

partnerships. Construction, logistics, hospitality, culture, and technology sectors benefit directly, while long-term employment opportunities help secure Germany's talent base.

Long-Term Future Momentum

EXPO 2035 is more than an event – it is a long-term catalyst for Berlin and Germany. It creates an open, modern environment that

unites sustainable innovation, economic resilience, and international visibility.

3.2 EXPO as a Pathway to the Olympic Games

EXPO 2035 creates the foundation for future mega events. It serves as a foundation for the Olympic and Paralympic Games 2040/44 with immediate additional payback on investment in infrastructure and event venues.

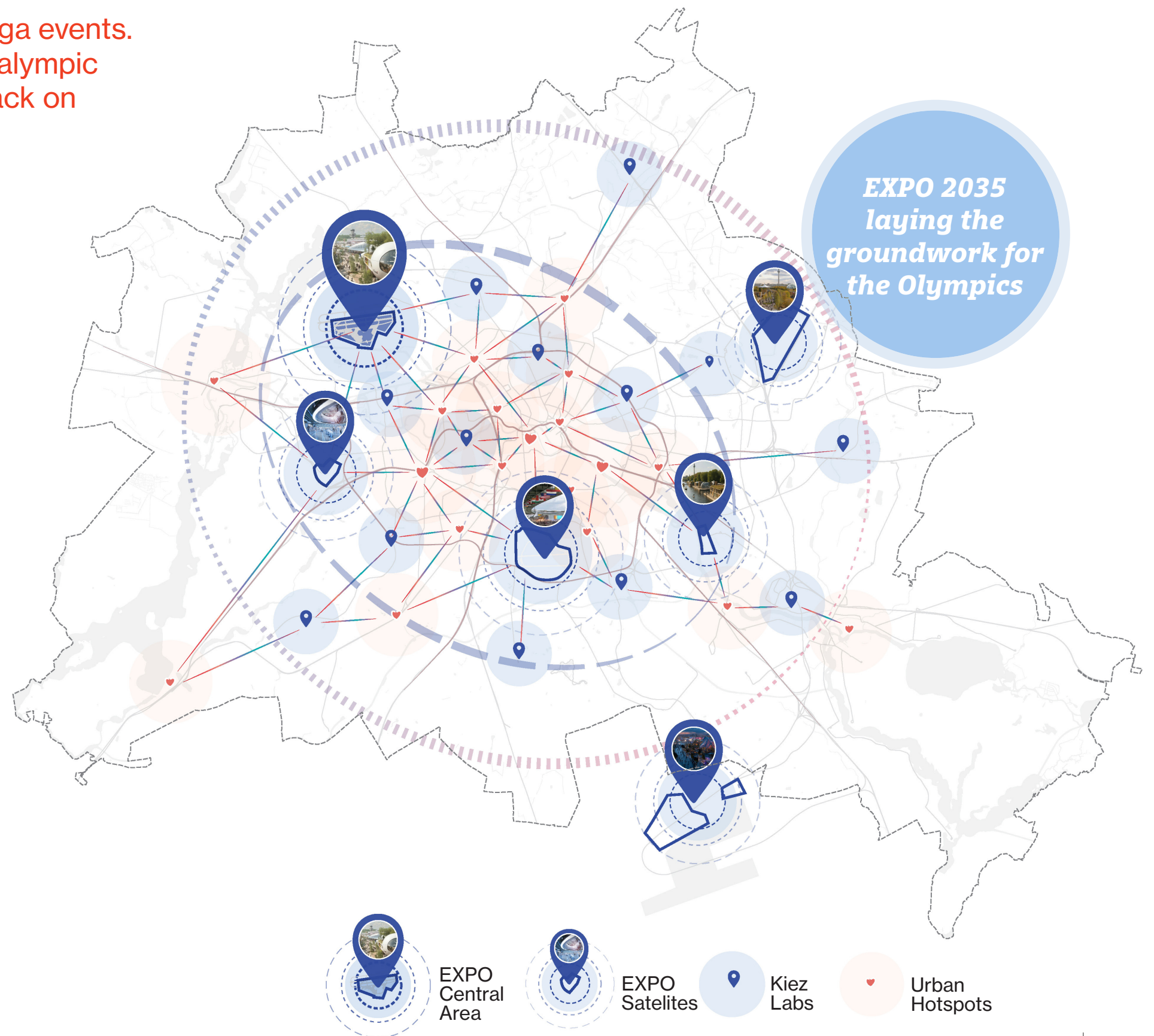
Early investments for EXPO 2035 flow directly into future events: they modernise venues, upgrade public spaces, and create additional temporary areas that can be used flexibly.

The EXPO site, combined with existing locations, offers ideal conditions for temporary competition venues, activation spaces, live events, and the Olympic Village. This allows more people to participate, experience the city as a stage, and benefit from lasting improvements to infrastructure.

The “Rucksack Principle”
The rucksack principle ensures that EXPO investments carry forward into future Olympic uses:

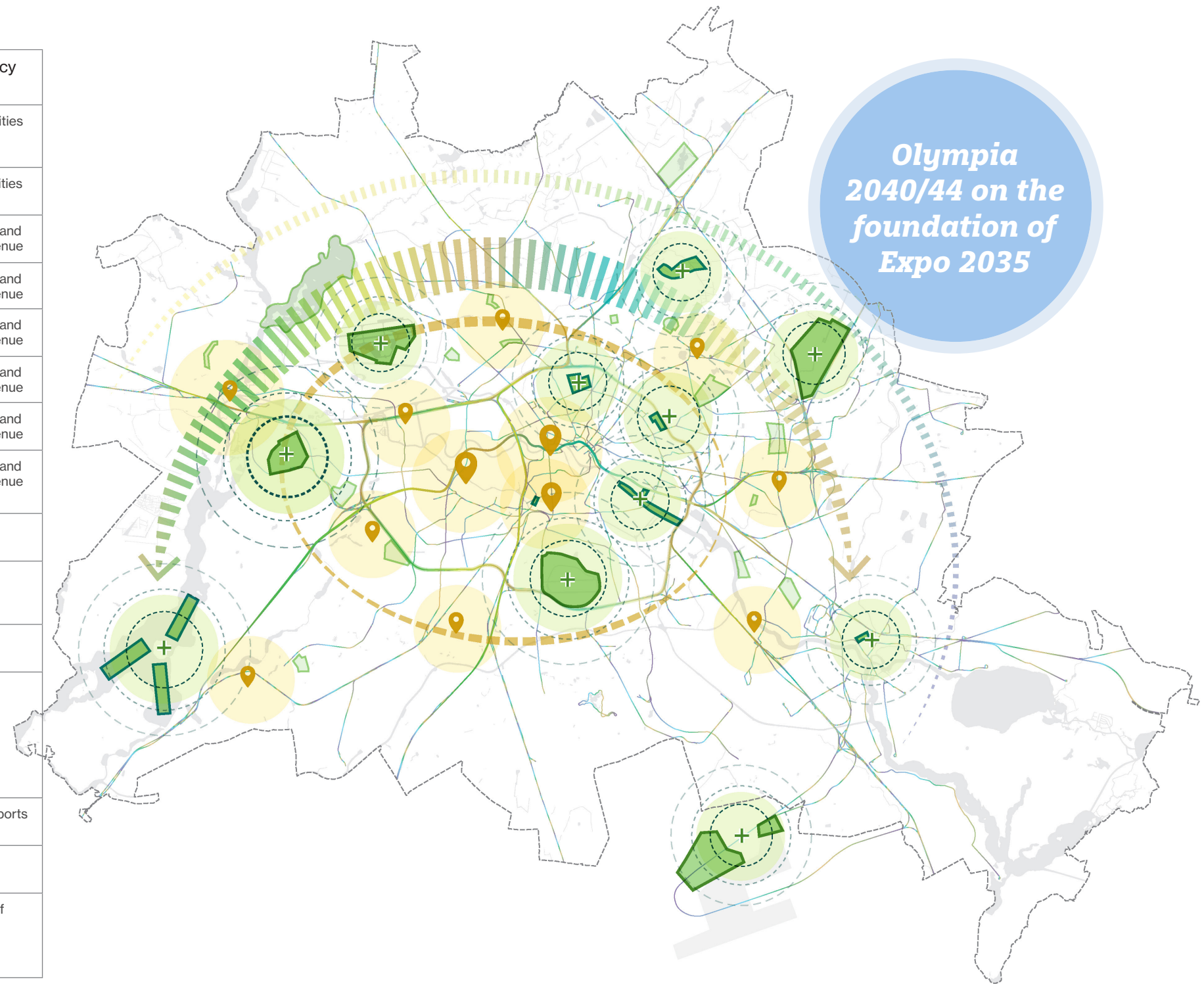
- Permanent sports facilities are modernised and prepared for festivals and competitions.
- Temporary EXPO pavilions and open spaces are handed over to the city after the event and reused.
- Infrastructure upgrades such as tram lines, monorail systems, and enhanced accessibility remain in place for the long term.

Together, EXPO 2035 and the Olympic Games generate a sustainable development dynamic that strengthens Berlin far beyond the event itself.



The “rucksack principle”: carrying forward EXPO venues for future Olympic use

Event Space	Olympic Venue	EXPO use	Potential existing Berlin venue	Potential legacy for Berlin
Permanent Venues	Swimming / Water sports	Festival/event venue	SSE Schwimmpark	Modernised facilities
	Football stadium	Festival/event venue	Stadion An der Alten Försterei	Modernized facilities
	Velodrome	Festival/event venue	Velodrom	Improved profile and visibility of the venue
	Indoor Sports Arena	Festival/event venue	Uber Arena	Improved profile and visibility of the venue
	Indoor sports arenas	Festival/event venue	Max-Schmeling-Halle oder Sömmeringhalle	Improved profile and visibility of the venue
Public Spaces	Training facilities	Festival/event venue	Sportforum	Improved profile and visibility of the venue
	Temporäre Straßenveranstaltungen	Water activities	Stadt am Wasser (Spree)	Improved profile and visibility of the venue
	Temporary street events	Activation site / Festivals	Ikonische öffentliche Räume	Improved profile and visibility of the venue
	Temporary street events	Activation site / Festivals	Berliner Straßen / Parks	Tourism
	Temporary outdoor events (water events)	Water activities	Tegeler See	Neues Tourismusgebiet
Linked Sites	Temporary outdoor facilities (water events)	Water activities	Berliner Wannsee	New tourist area
	Olympic Village / Large pavilions as temporary venues / Temporary outdoor venues / Non-competition venues (IBC / MPC / Headquarters). New permanent sports/entertainment venues	Main site of the EXPO	Grunewald	New tourist area
	City park – temporary / permanent	Festival/event grounds	Flughafen Tempelhof	New municipal sports facilities
	Temporary indoor event venues	Satellite conferences, networking events	Messe Berlin	Future individual sporting events
Neighbourhoods	Live-Locations / Community-Engagement	Festival/event venue	Verschiedene öffentliche Plätze	Temporary use of events



3.3 Driven by Civil Society: Berlin Wants the Future - and the EXPO

Major events like EXPO 2035 generate visible, city-wide impact. They strengthen social cohesion, mobilise creativity, and position Berlin on the global stage as a pioneer of sustainable transformation.

Global Goals für Berlin e.V. stands behind a civil-society-driven bid for EXPO 2035. The association is committed to making the Berlin metropolitan region sustainable, fair, and future-ready by 2035 – fully aligned with the United Nations’ 17 Sustainable Development Goals (SDGs).

The organisation brings together a broad network of engaged actors – residents, initiatives, projects, and businesses from across all sectors – who are already working effectively toward a sustainable future for the city.

A Shared Vision

Two guiding ideas shape the work of Global Goals Berlin:

1. Sustainable transformation and the preservation of quality of life, and
2. A unified bid for EXPO 2035 as a shared civic goal.

The World Expo acts as a powerful accelerator providing orientation, bringing stakeholders together, and advancing Berlin’s transformation. More than

350 members, over 1,000 active projects, and a steadily growing community already support this mission.

A Civil-Society-Driven Future Project

For the first time in the history of World Expos, a bid is being initiated from the heart of civil society. Through democratic, collaborative engagement, Berlin has the opportunity to become a model for a liveable, innovative, and free metropolis in 21st-century Europe over the next decade – an achievement that will be showcased to the world at EXPO 2035.

Exchange, dialogue, and civic engagement are essential to a vibrant democracy and a resilient society. Together, these forces create a forward-looking project whose impact will extend far beyond 2035. Global Goals Berlin invites everyone to take part in shaping this transformation



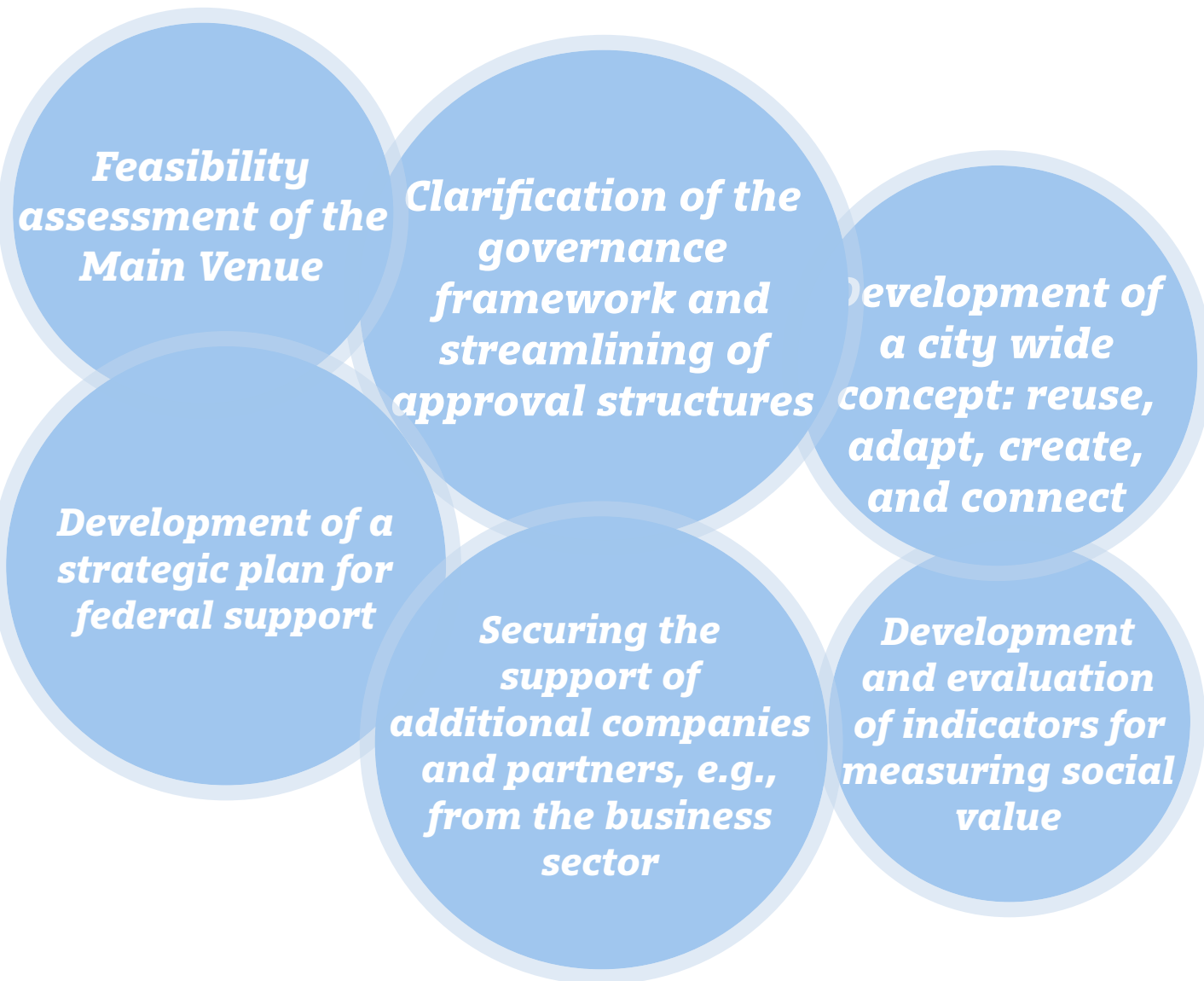


4. Starting Today, We're Shaping the Future

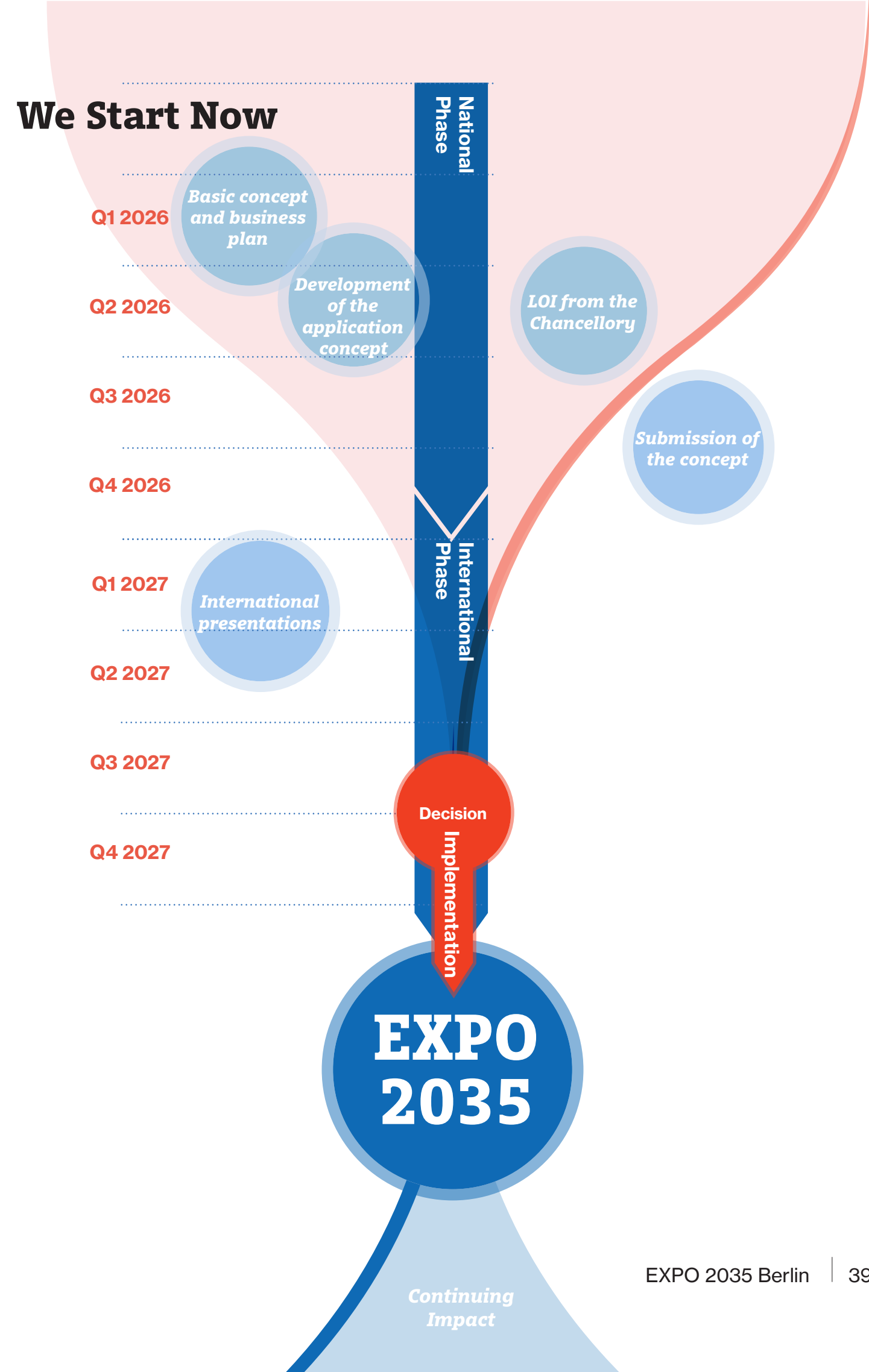
4.1 The Path Towards Transformation

The sustainable transformation of Berlin begins with a successful bid for EXPO 2035. Early planning, aligned goals, and a well-designed programme are essential to positioning Berlin's capabilities on the international stage.

To achieve this, Arup recommends prioritising the following measures in the short term:



We Start Now



4.2 A Trusted Partnership



To successfully realise the vision, Arup + the Arup Host Cities Team stand at your side with decades of both local and global experience. Together, we ensure: in true partnership: that the Berlin of tomorrow becomes reality.

Arup is a collective of designers, planners, engineers, and technical experts dedicated to advancing sustainable development and planetary well-being across all fields of the built environment. Founded in 1946, Arup earned its reputation through its involvement in many of the world's most ambitious and influential projects. An ethos of creativity and independent thinking that continues to define the organisation today. Arup now employs more than 18,000 people across 32 countries.

Within Arup, the Host Cities Team brings unmatched experience in shaping major global events. Their expertise covers the full lifecycle from early bid preparation to masterplanning, operational and overlay design, venue delivery, event operations, and the crucial transition to long-term legacy.

This includes work on iconic events such as Dubai Expo 2020, Osaka 2025, London 2012, Tokyo 2020, the FIFA World Cup Qatar 2022, Birmingham 2022, the FIFA World Cup 2026, and the Brisbane 2032 Olympic Games. Their knowledge spans competition and non-competition venues, operational strategies, and the seamless integration of event infrastructure into complex urban systems.

What truly distinguishes Arup is its ability to combine technical depth with creative ambition. Arup approaches each project as a long-term partner, working closely with city governments, organisers, and stakeholders to deliver strategic design solutions paired with hands-on implementation.

A central principle of Arup's philosophy is ensuring that every event leaves a positive, lasting legacy for the host city and its communities. Sustainability, inclusion, and urban regeneration guide every decision – from early planning to delivery and post-event transformation.

This holistic approach extends far beyond the event itself. Arup considers mobility, accessibility, community engagement, and the evolution of venues and infrastructure long after the event has concluded. By working in close partnership with cities, Arup helps deliver major events that meet the highest standards of operational excellence while creating enduring value for generations to come.

Major Event Typologies	Event	Bid Preparation	Legacy Planning	Event Planning	Event Delivery	Event Management	Event Masterplanning	Temporary Event Operations Planning and Interim Feasibility Studies	Venue Design	Infrastructure Planning
World Expo	Expo Lisbon 1998									X
	Expo 2015 Milan								X	
	Expo 2020 Dubai	X	X			X	X		X	
	Expo 2025 Osaka								X	X
Olympics & Paralympics	Beijing 2008								X	X
	London 2012	X	X	X	X	X	X	X	X	X
	Rio 2016	X		X			X		X	
	Tokyo 2020			X				X	X	
	Milan Cortina 2026		X						X	
	LA 2028	X								
FIFA World Cup	Brisbane 2032	X	X				X	X		X
	2010 FIFA World Cup		X			X				X
	2022 FIFA World Cup Qatar		X	X	X	X	X		X	X
	FIFA World Cup 2026	X		X		X		X	X	
	2030 FIFA World Cup							X		
2034 FIFA World Cup							X	X		
Pan American and Para Pan American Games	Lima 2019	X	X	X	X	X	X	X	X	X
	Santiago 2023						X	X		
Commonwealth Games	Manchester 2002								X	X
	Glasgow 2014								X	
	Gold Coast 2018									X
	Birmingham 2022			X	X	X		X	X	
Weitere Großevents im Sportbereich (Asian Games, Rugby World Cup, etc)	Jakarta 2018 Asian games								X	
	Ashgabat 2017 Asian Indoor and Martial Arts Games		X						X	
	Tashkent Asian Games Bid	X	X				X			
	Women's Rugby World Cup 2025							X		
	UEFA Euro 2028	X				X		X		



Selected Arup Projects: Sydney Opera House, Sydney, Australia



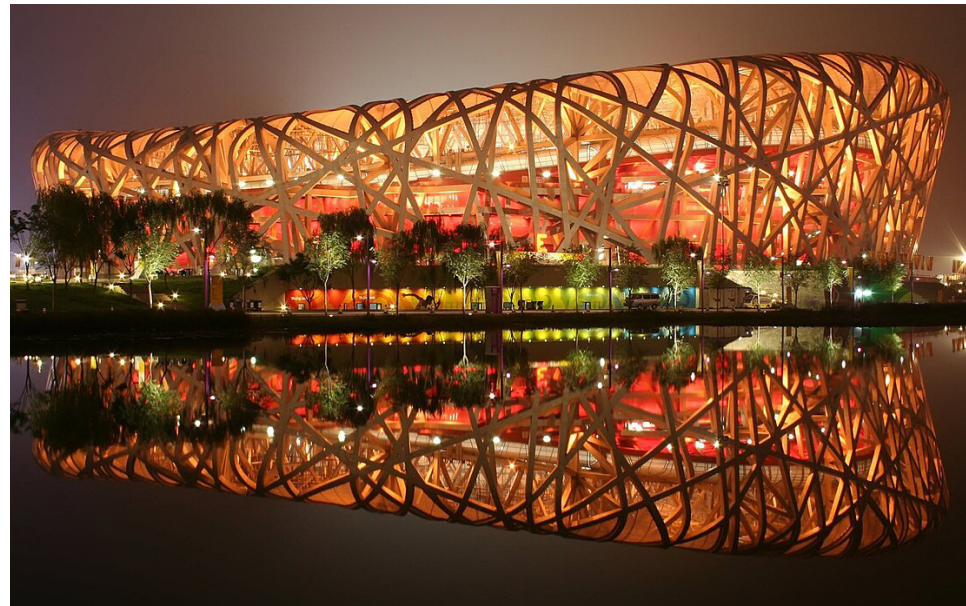
Selected Arup Projects: Metro M3, Copenhagen, Denmark



Selected Arup Projects: Allianz Arena, Munich, Germany



Selected Arup Projects: Renovierung von Bundeskanzleramt und Regierungspange, Berlin, Germany



Selected Arup Projects: "Birds Nest" Olympia Stadion, Beijing, China



Selected Arup Projects: Repositionierung ICC Berlin



Selected Arup Projects: London 2012 Olympia Masterplan und operative Betriebplanung



Selected Arup Projects: Brisbane 2032 Futur Olympia Masterplan



Selected Arup Projects: Frankfurt Airport Terminal Z, Frankfurt, Germany



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