



HITERRA

株式会社ヒテラ

INTERNATIONAL PAVILION DELIVERY · JAPAN

Give us the design. We will build it in Japan.

Seven national pavilions at Expo 2025 Osaka. Construction, fit-out, handover and dismantling.

JAPANESE CONSTRUCTION. AND YOU CAN HIRE IT.

株式会社ヒテラ · TOKYO

PORTU
ポル

The opening date does not move.

A pavilion is designed in one country and built in another. Between the two sit Japanese approvals, Japanese fabricators, Japanese site rules and a date fixed years in advance.

You may already have an architect, a concept, a programme, a project manager, even a contractor. What is harder to find is the party who carries the Japanese side of the work and answers for the opening.

We have done that seven times in one season.

Approvals in Japanese

Structural review under the Building Standards Act and organiser design approval. Submissions iterate.

Certification before install

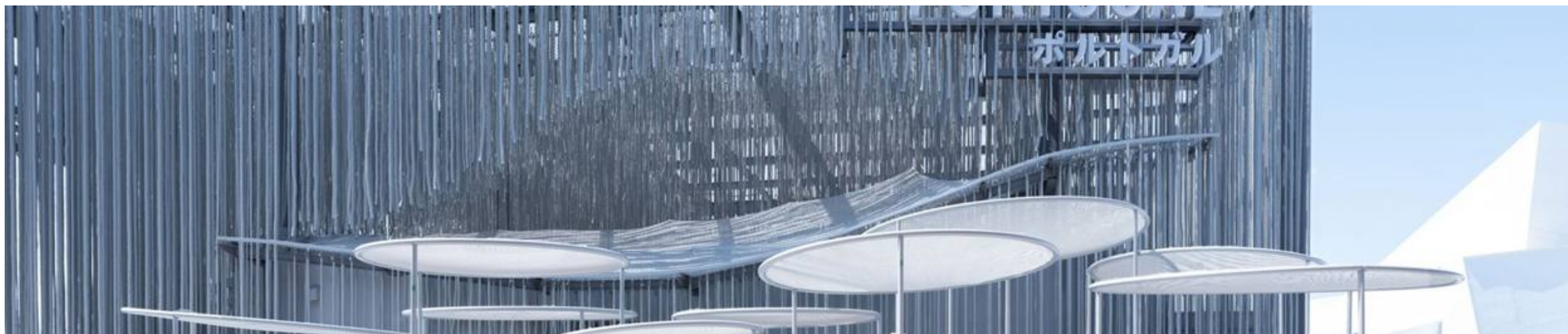
Interior finishes are certified before they go up. An untested material needs a testing programme.

Access to fabricators

Japanese specialist trades work through established relationships. A cold approach rarely produces a bid.

Freight against the date

Sea or air has to be settled while the design is still moving, or it is not a decision.



A builder and a project manager, working together outside Japan

Japanese construction capability is among the hardest in the world for an international client to reach. Most firms will not quote a foreign enquiry, sign with a foreign client, or hold a contract outside Japan. Hiterra was formed to remove that barrier.

THE CONSTRUCTION HALF

122

COMPLETED PROJECTS
FY2022 – FY2025

Structural design and calculation, fabrication, erection, roofing and cladding. Power generation, manufacturing plant, food production, defence and public works.

THE MANAGEMENT HALF

30+

COUNTRIES
ON THE OWNER'S SIDE

Project management, site supervision, cost management and contract administration for owners, ministries and funding agencies.

WHY IT MATTERS FOR A PAVILION

A participating country needs both. Someone to build it, and someone to hold the Japanese side of the programme, the approvals and the interfaces.

Most contractors offer one. We were formed so both come from one counterparty, which is why we can be appointed at four different levels.

WHAT WE DO NOT CLAIM

We are not the largest contractor and do not compete on balance sheet. We compete on knowing exactly how a difficult building goes together, and having done it before.

At Osaka we did it seven times in one season.

When the design changes

A pavilion that runs exactly to plan does not test a delivery partner. What a participating country is choosing is how the other kind is handled.

WHAT CHANGED	WHEN	WHAT WE DID	OUTCOME
A finish turned out to be a structure	On weighing — 55 tonnes on 9,972 elements	Analysed it as an independent structure, coordinated it back into the frame, and bought rope direct from manufacture at a tenth of the specialist quote	Opened on the date, within budget
A material existed with no certificate and no manufacturer	At specification	Routed raw cork to a maker with material development capability, had it worked into a textile and fire treated, and took it through Japanese fire testing	Three months raw to installed, six weeks of it certification
A garden zone was redesigned in full	September — four months before opening	Held manufacturing capacity open through the redesign, so fabrication began the day the design released rather than joining a queue behind it	The garden opened with the building
Pavilions needed dismantling after their delivery teams had demobilised	After close, Expo 2025 Osaka	Took on removal, segregation, disposal and site reinstatement for participants other than our own	Sites reinstated to the organiser's requirement

One Japanese delivery partner, from construction to dismantling

01 Design coordination Turning the approved design into a Japan-ready construction approach, with your architect.	02 Approvals Organiser submissions, building permit, structural review, fire certification.	03 Procurement Materials, fabricators and specialist trades, ordered against the programme.	04 Construction Structure, façade, interior fit-out, landscape, FF&E and site management.	05 Handover Commissioning, statutory inspection and operating documentation through opening.	06 Dismantling Removal, disposal and site reinstatement after the exhibition.
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Your team keeps the design, the narrative and the budget. We carry the coordination burden on the Japanese side.



What we have already done

7

PAVILIONS DELIVERED

All opened 13 April 2025

2

JAPAN-SIDE EXECUTION

Portugal • Oman

3

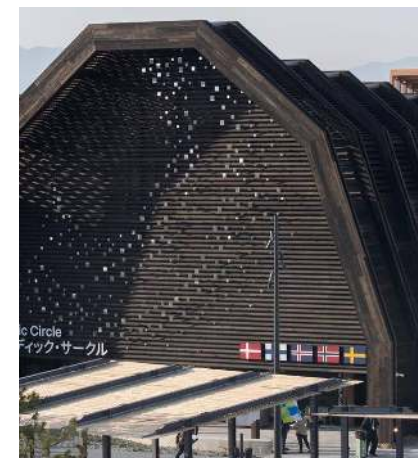
PROJECT MANAGEMENT

France • Monaco • Nordic

2

STRUCTURAL SUPPLY

Germany • Angola



Seven countries, seven architects, three different contractual roles, one opening morning. Dismantling followed for pavilions we built and for pavilions built by others.



EXPO 2025 OSAKA · KENGO KUMA & ASSOCIATES

Portugal Pavilion

JAPAN-SIDE EXECUTION

Full construction scope delivered under RIMOND as General Contractor. Structure, envelope, interior, retail and the suspended rope system.

PLOT

1,837 m²

OPENED

13 Apr
2025

55 t

SUSPENDED MASS

9,972

ROPE ELEMENTS AND RECYCLED NETS

3

DIAMETERS, VARYING PLATE BY PLATE

On the drawings it sat in the finishes package.

Weighed, the rope envelope came to fifty-five tonnes hung from steel plates fixed back to the primary structure, with three diameters and a different count on every plate. No two support points carried the same load.

We analysed it as a structure in its own right, separately from the main building design, then coordinated it back into the frame it hangs from. We bought the rope direct from manufacture — the specialist façade textile route quoted roughly ten times as much.

Nothing could be hung until the structure was complete, so installation was staged upward with protection held throughout.



A curtain made of cork, certified to Japanese fire standard.



Cork curtain is not a product. No catalogue, no lead time, no certificate — because effectively nobody manufactures it. We routed raw cork to a manufacturer with material development capability, had it worked into a textile, fire retardant treated and put through Japanese fire testing before it could be hung.

Roughly three months from raw material to installed curtain, six weeks of it testing. Planned into the programme from award.

TENSIONED CEILING

Curved textile carrying projection. Tension distribution, hanging arrangement and support statics calculated as one set.

RETAIL LIGHTING

Specified to R9 rather than headline Ra, beam angle resolved against mounting height run by run.



EXPO 2025 OSAKA

Oman Pavilion

HITERRA / INTERNATIONAL PAVILION DELIVERY

JAPAN-SIDE EXECUTION

Delivered with Mace, who held the Ministry of Culture, Sports and Youth contract, alongside Sato Facilities Consultants.

SCOPE

Structure,
interior,
landscape

OPENED

13 Apr
2025

OMAN / 10 / 22

One colour, carried across metal, board and curved formers.

The same paint reads differently on each substrate. Batch variation that would pass unnoticed in a neutral scheme becomes a visible seam, and every fixing and setting-out error is announced by the colour rather than absorbed by it. We held the finish to controlled batches across the whole scheme, with substrate preparation specified separately per material.

Large radii were formed and finished so the surface stays continuous. Decorative perforation was set out so the pattern resolves at edges and openings rather than being cut through mid-motif.

The detail nobody drew

The approach corridor runs beneath a glazed ceiling carrying flowing water — a waterproofing and drainage problem sitting directly above the route every visitor walks.



France Pavilion

PROJECT MANAGEMENT



Late design change

FOUR MONTHS BEFORE OPENING

AREA 3,600 m²**VEILS** 17 m

In September a sponsor replaced the entire garden zone. Not revised — replaced, from zero. The redesign ran to December, so nothing could be ordered against it and procurement fell into January against an April opening.

We held manufacturing capacity open through the redesign, so fabrication began the day the design released rather than joining a queue. The garden opened with the rest of the building.

Monaco Pavilion

PROJECT MANAGEMENT



Curved geometry

NO REPEAT UNITS IN THE BUILDING

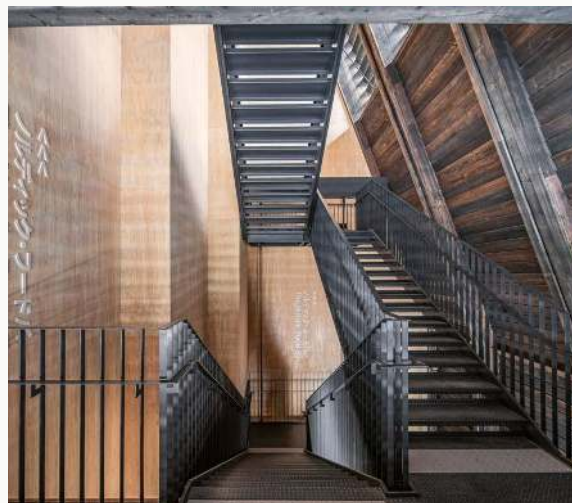
Curved joinery · fine metal mesh · sculpted freeform ceiling with concealed lighting

A circular plan removes every shortcut a fit-out normally relies on: no repeat units, no standard sheet sizes, no straight line to set out from. An error made at the start of a curve accumulates around the circumference and arrives back, visibly, where it began.

Setting out was held from a single control point throughout, and curved components were produced to survey rather than to nominal dimensions.

Nordic Circle Pavilion

PROJECT MANAGEMENT



Exposed timber

NOTHING APPLIED OVER ANYTHING

AREA 1,200 m²**HEIGHT** 17 m

A timber structure rising to seventeen metres, its dark exterior achieved with natural oils and pigments rather than paint, structure left exposed throughout. What holds the building up is what you see.

That leaves no margin for correction. Every fixing is visible, every junction is a detail, and any movement in the material shows up as a line. Acoustic treatment went inside the lining rather than over it.

Germany and Angola Pavilions

SUPPLY PACKAGE

Both countries already had a builder in Japan. We supplied the steel structure for each.

Engineered against the Building Standards Act, fabricated, certified and delivered to site sequenced against the erection plan rather than shipped as a single consignment. Their own contractors carried the build.

A supply package is the narrowest way to work with us and the fastest to put in place. It removes the longest lead item from the critical path without displacing an appointment already made.

Engineered to Japanese code

Design and calculation prepared for review under the Building Standards Act.

Certified and traceable

Mill certificates, fabrication inspection and dimensional control before despatch.

Sequenced delivery

Consignments planned against the erection programme, not the shipping schedule.

TWO COUNTRIES

Steel structure

Supplied, certified and delivered while the appointed contractors held the works.

GERMANY · ANGOLA

null²

FEASIBILITY



A material with no supply chain

ROLE Feasibility support

CLIENT NOIZ Architects

MEMBRANE 1,200 m²

One of eight Signature Pavilions at Expo 2025 Osaka, produced by Yoichi Ochiai and designed by NOIZ Architects. A steel voxel frame in modules of two, four and eight metres, wrapped in roughly 1,200 m² of a tensile mirror membrane developed specifically for the project.

NOIZ appointed us at concept stage, before the delivery team was in place, to test whether the pavilion could be procured and afforded as conceived. The membrane had no established supply route and therefore no reliable price. Our work was cost analysis and supply chain assessment: what could be sourced, from whom, at what lead time, and what the design would cost if built as drawn.

The pavilion opened on 13 April 2025 and was dismantled after the exposition closed.

We were proud to be part of these projects

The awards below were received by the participating countries and their commissioning teams. We were part of the delivery effort behind them.

Portugal Pavilion

WORLD EXPOLYMPICS

Gold Best Thematic Concept
The Blue Dialogue

Award Best Presentation
Ocean's Point of View

Award Best Exterior Architecture
The Experiential Design Authority



HITERRA / INTERNATIONAL PAVILION DELIVERY

Nordic Circle Pavilion

WORLD EXPOLYMPICS · ICONIC AWARDS

Gold Best Exhibit and Display

Award Innovative Architecture
Iconic Awards 2025



Angola Pavilion

BUREAU INTERNATIONAL DES EXPOSITIONS

Gold External Design
Module Pavilions



Four levels of responsibility

At Osaka we held three of these at the same time. Which suits you depends on what you have already appointed, and on whether you have a plot or a space.

JAPAN-SIDE EXECUTION

We carry the construction

Approvals, structure, façade, interior fit-out, joinery, MEP coordination, landscape, FF&E, handover and dismantling — as principal, or as the Japan-side contractor to an international main contractor.

PORTUGAL, WITH RIMOND
OMAN, WITH MACE

PROJECT MANAGEMENT

We work alongside your team

You or your contractor hold the works. We manage the Japanese programme: technical coordination, approvals, procurement, trade management and site supervision.

FRANCE · MONACO · NORDIC

SUPPLY

We resolve one package

You already have a builder. We engineer, fabricate, certify and deliver a specific package against your erection programme.

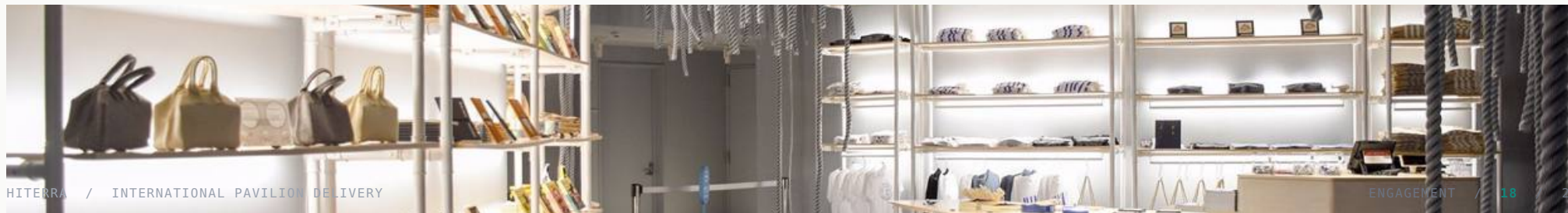
GERMANY · ANGOLA

EXHIBITION FIT-OUT

You have space, not a plot

Inside an organiser-built pavilion there is no structure, no building permit and no ground risk. We design, fabricate, install, maintain and remove the exhibit within the facility.

THE SCOPE MOST PARTICIPANTS NEED



A pavilion is temporary. Someone has to take it down.

Every participating country carries an obligation to clear its plot at closing. It falls due after the exhibition has ended, the team has gone home and the budget is spent.

We dismantled the pavilions we built at Osaka. We were also engaged to dismantle pavilions built by others, by countries whose contractors were no longer available. Removal, segregation, disposal and site reinstatement, under the same organisation that ran the delivery.

Where we build, dismantling is planned from the erection sequence — what goes up comes down without surprises.

INCLUDED WITHIN TURNKEY

No second procurement exercise after the exhibition. No searching for a contractor once the team has dispersed.

AVAILABLE SEPARATELY

Dismantling can be appointed on its own, including for a pavilion we did not build.

Build → **Handover** → **Dismantle**



The gates that decide whether a pavilion opens

01

Organiser design approval

Siting, massing, services and site interfaces.

02

Building permit

Confirmation under the Building Standards Act with structural calculation, prepared in Japanese.

03

Fire certification

Finishes certified before installation. Untested materials need a testing programme in the schedule.

04

Completion inspection

Statutory inspection and organiser handover ahead of opening.

The gate worth planning first

A material chosen without checking its approval route is the most common reason a pavilion interior gets substituted late. On Portugal we ran a cork textile from raw material through treatment, testing and certification to installation in roughly three months — because it was planned that way from award.





THE JAPANESE CAPABILITY

“A pavilion is somebody's country. You are building the thing their head of state will stand in front of. That is worth being careful about.”

Hirotaka Yamasaki

REPRESENTATIVE DIRECTOR

Hiterra brings together the companies and technical capabilities a pavilion needs on the Japanese side. Not a holding structure — complementary capability assembled around each project.

Hiterra

Client contract, technical coordination, international procurement, accountability for the programme.

Futaba Consultants

Project management, site supervision and authority liaison in Japan.

Rebirth

Construction and fit-out execution, specialist trades, fabrication capacity.

Trade network

Steel, façade, joinery, finishes and installation contractors across Japan.

The next one

The International Horticultural Exposition opens 19 March 2027 at the former Kamiseya facility, with around seventy countries and international organisations on a 100-hectare site.

We are speaking with participating countries about pavilion delivery for this exposition. Teams still forming their programme and teams already appointed who need a specific package resolved are both worth a conversation.

One note particular to this exposition: the planting is the exhibit. We hold landscape inside the same contract as the structure and interior, so the garden is programmed against the building rather than fitted in behind it.

19 Mar ~70

2027 · OPENING

COUNTRIES AND ORGANISATIONS

100 ha

SITE, KAMISEYA, YOKOHAMA



At a horticultural exposition, the exhibit is alive.

A pavilion interior can be substituted late. A plant cannot.

Live material carries a certification and quarantine route that runs in parallel with construction and closes earlier than most teams expect. It is the one part of the programme where a decision taken in month three cannot be revisited in month nine.

Before packing, not before arrival

Information on plants and packing materials must reach the organiser well ahead of packaging and shipment in the home country. That deadline falls before the material leaves, not before it lands.

Japanese plant quarantine

Imported live material clears Japanese phytosanitary inspection. Species, treatment and soil condition decide whether it clears at all, and substitution takes months.

Transport to site

The organiser bears transport between the designated port or airport and the exhibition site. Everything upstream of that point is the participant's.

192 days of maintenance

Participants maintain gardens, pavilions and exhibits at their own expense across the run. Planting that survives March does not automatically survive September.



We hold landscape inside the same contract as structure and interior, so the planting programme is set against the building rather than fitted in behind



HITERRA

Let's talk before the tender.

The most useful conversations happen while a pavilion programme is still being formed — reviewing a concept against Japanese constraints, advising on the approval route, or indicating a realistic programme.

HITERRA

Tokyo, Japan

WEBSITE

hiterraepc.com

EMAIL

info@hiterraepc.com

