

Japan Logistics

JAPAN 2026 Logistics Occupier Survey

REPORT

JAPAN
REAL ESTATE

CBRE RESEARCH
MAY 2026



Summary

Logistics occupiers prioritise measures for attracting and retaining staff and improving efficiency

- CBRE's 2026 Japan Logistics Occupier Survey (conducted in March 2026) revealed that companies are increasingly focused on promoting logistics efficiency as a countermeasure against labor shortages. The mandatory appointment of a Chief Logistics Officer (CLO) for specified shippers handling cargo above a certain volume, starting from April 2026 under the revised Act on Advancement of Integration and Streamlining of Distribution Business, is expected to accelerate these efficiency measures.
- The survey found that logistics occupiers display a high level of awareness regarding reviewing and re-arranging site locations and exhibit a robust appetite for relocation and expansion. Although growth in floor area and the number of sites has slowed, many responses indicated no change in floor area per site, while an appetite for larger bases was also observed.
- Many logistics operators continue to prioritize attracting and retaining staff. In contrast, the most common response among consignor firms as the priority initiative was "reviewing and re-arranging site locations." Addressing facility obsolescence is also a recognized challenge, leading to the need for relocations and network reorganizations. The mandatory appointment of CLOs for specified shippers may also accelerate the optimization of site locations through greater collaboration between logistics operators and consignor firms.
- Leasing multi-tenant facilities was the most common answer to questions asking respondents their preferred means to execute logistics network plans, accounting for nearly half of all responses. Conversely, responses for rebuilding own facilities or purchasing land for development declined from the previous year. This shift is likely due to the difficulty of rebuilding or new construction amid rising construction costs. An emphasis on capital efficiency also appears to be strengthening demand for leased properties.
- When asked about logistics facility specifications, many respondents indicated that specifications leading to staff retention and maintaining the supply chain will generate stronger demand. Such features include air conditioning to improve the working environment within warehouses, welfare facilities for employees, emergency power sources to ensure business continuity during disasters or outages, and base isolation structures for earthquakes. High response rates for truck berths and employee parking also suggest a perceived shortage in the current supply of these features.
- More than 20 years have passed since the formation of Japan's logistics facility leasing market. During this time, demand for logistics facilities has expanded through the outsourcing of logistics operations to 3PL providers and the growth of the e-commerce market. Attracting staff and improving logistics efficiency are now firmly established as the primary challenges for occupiers. The survey results show that appetite for relocation and expansion remains robust, with some occupiers renewing lease contracts multiple times within the same facility. CBRE advises landlords to enhance the competitiveness of their logistics facilities by ensuring that they are sufficiently equipped to address occupiers' concerns.

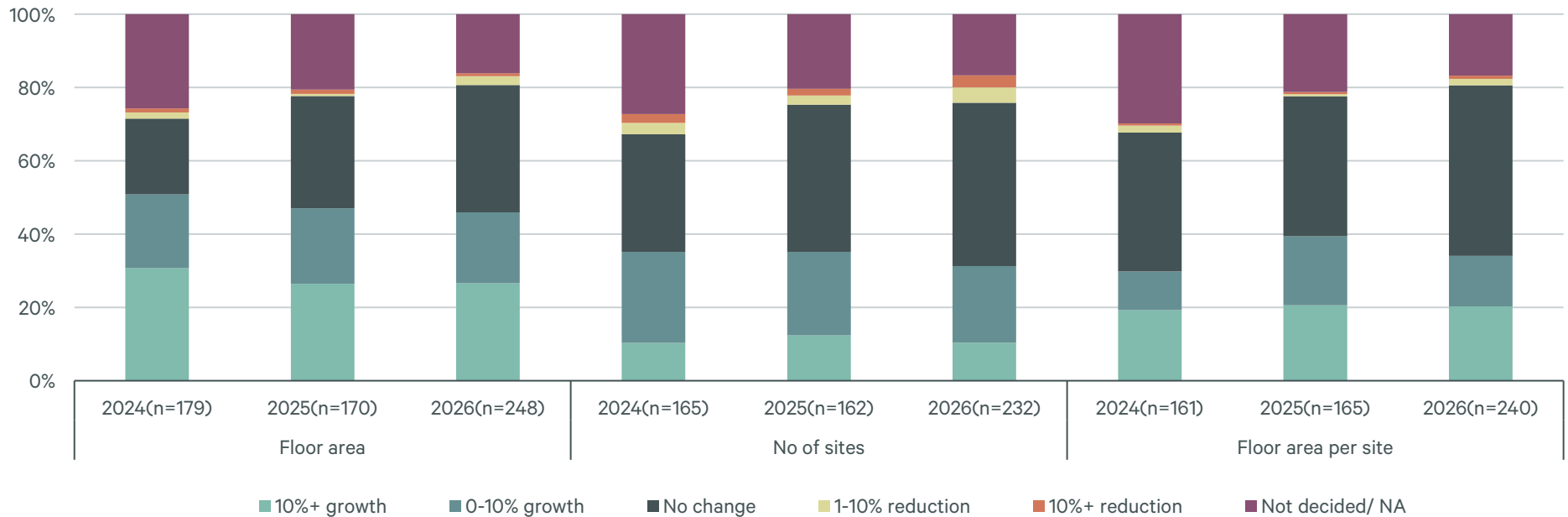
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Issues & Measures

Logistics network expansion:

In 2026, 46% of occupiers plan to expand their floor area and 31% intend to expand the number of sites. However, appetite for growth appears to be moderating. While 47% of respondents indicated they plan to make no changes to floor area per site, an appetite for larger bases was also observed.

Figure 1: Logistics Network Plans for the Next Two Years



Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Priority initiatives:

Logistics operators' primary focus is on improving employees' working environment and attracting and retaining staff. Consignor firms are focused on initiatives such as reviewing and re-arranging site locations and upgrading existing facilities and equipment. Both show a robust appetite for automation and digital transformation.

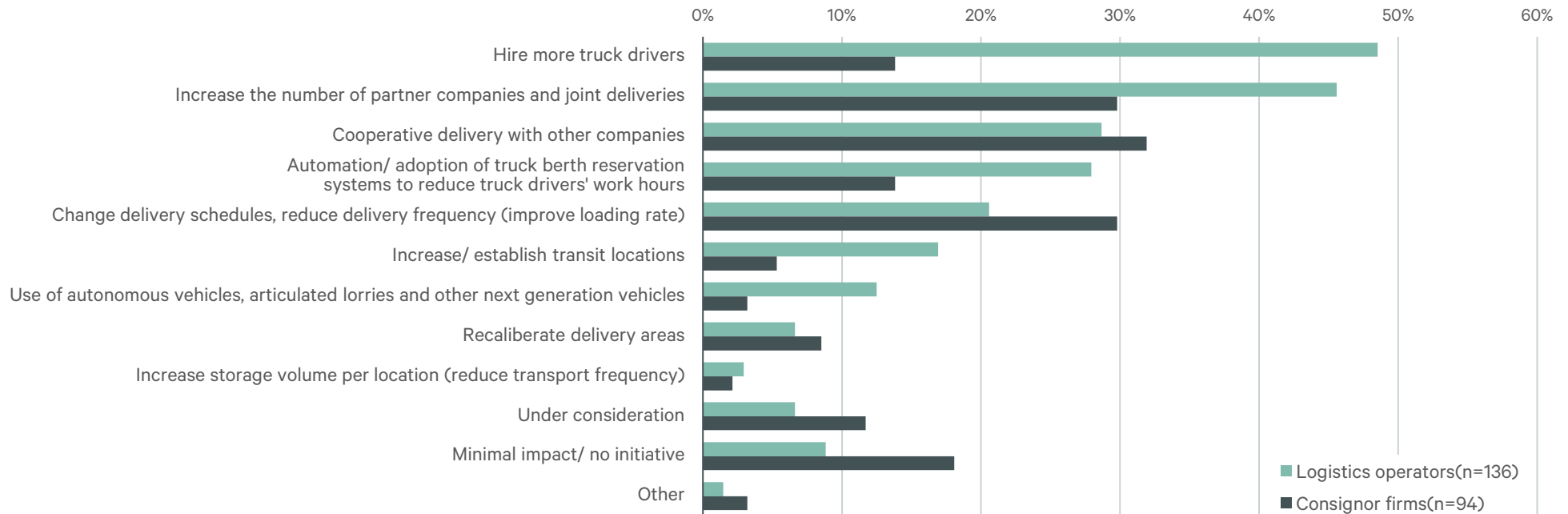
Figure 2: Priority Initiatives for the Next Two Years



Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Measures to address the 2024 Problem and logistics network recalibrations:
 Amid acute labor shortages, logistics operators intend to continue hiring more truck drivers and pursue alliances with other transportation companies. Consignor firms are prioritizing logistics efficiency through initiatives such as cooperative delivery with other companies and improving loading rates.

Figure 3: Measures to Address the 2024 Problem and Logistics Network Recalibrations (multiple answers allowed)

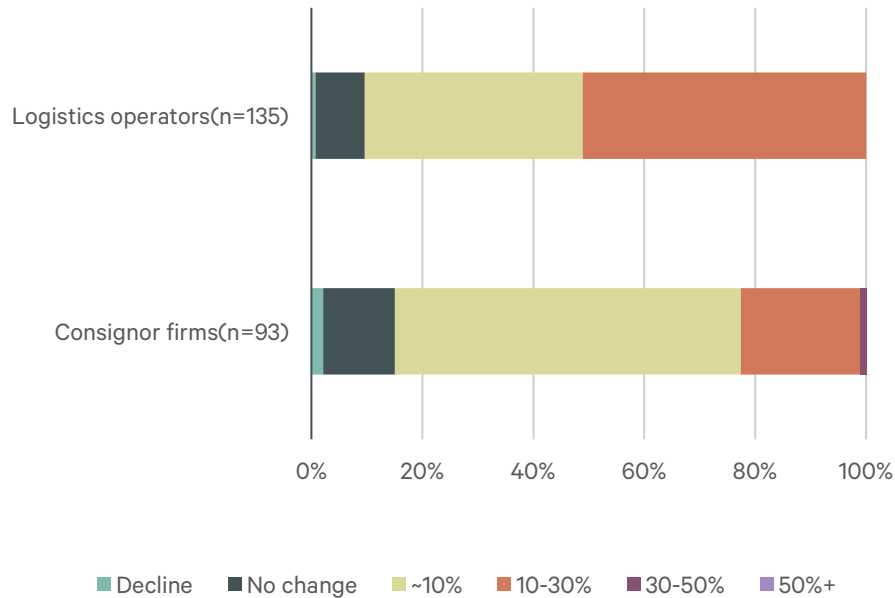


Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Cost variation:

Logistics costs have risen compared to 2024, with 51% of logistics operators reporting a cost increase of 10-30%, and 62% of consignor firms stating that the increase was less than 10%. As the Services Producer Price Index continues to rise, the cost pass-through of logistics costs is expected to continue.

Figure 4: Changes in Logistics Costs After April 2025 (vs 2024)



Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Figure 5: Services Producer Price Index (2020 base, 12-month moving average)



Source: Bank of Japan, CBRE Research, March 2026.

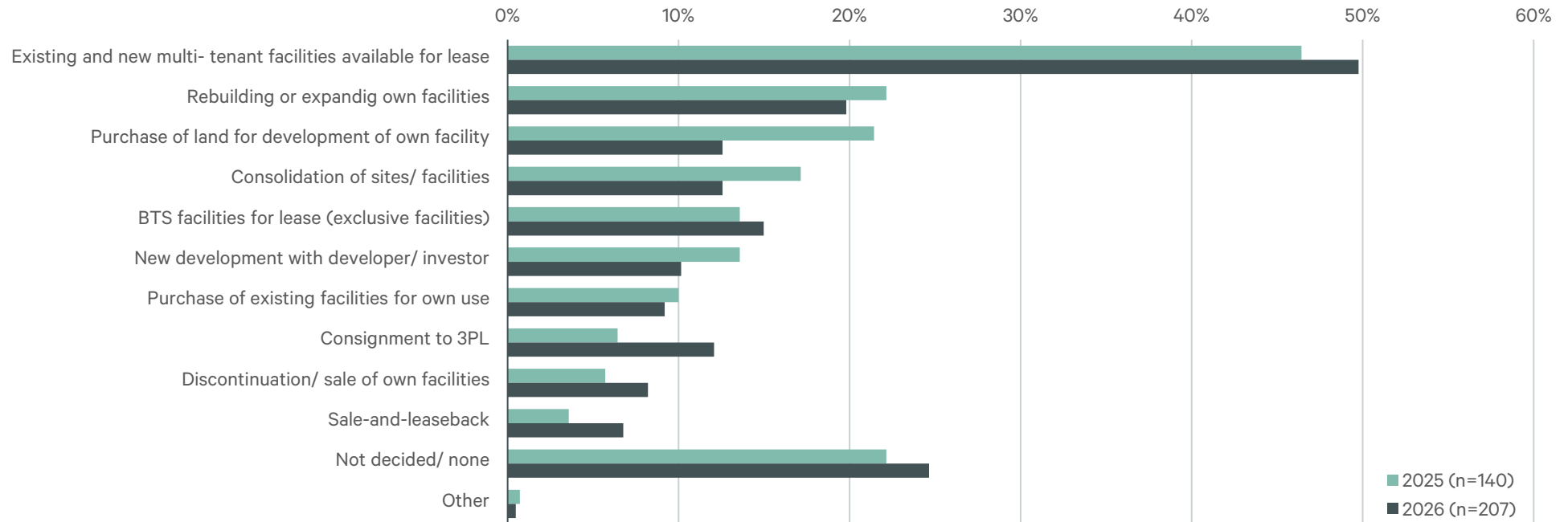
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Specifications

Measures to execute network plans:

Leasing multi-tenant facilities increased compared to 2025, with 50% of respondents selecting this answer. Rebuilding own facilities and the purchase of land for development both declined in preference in this year's survey. Conversely, discontinuation/sale of own facilities and sale-and-leaseback increased; a trend likely influenced by rising construction costs and a stronger emphasis on capital efficiency.

Figure 6: Measures to Execute Logistics Network Plans in the Next Three Years (multiple answers allowed)

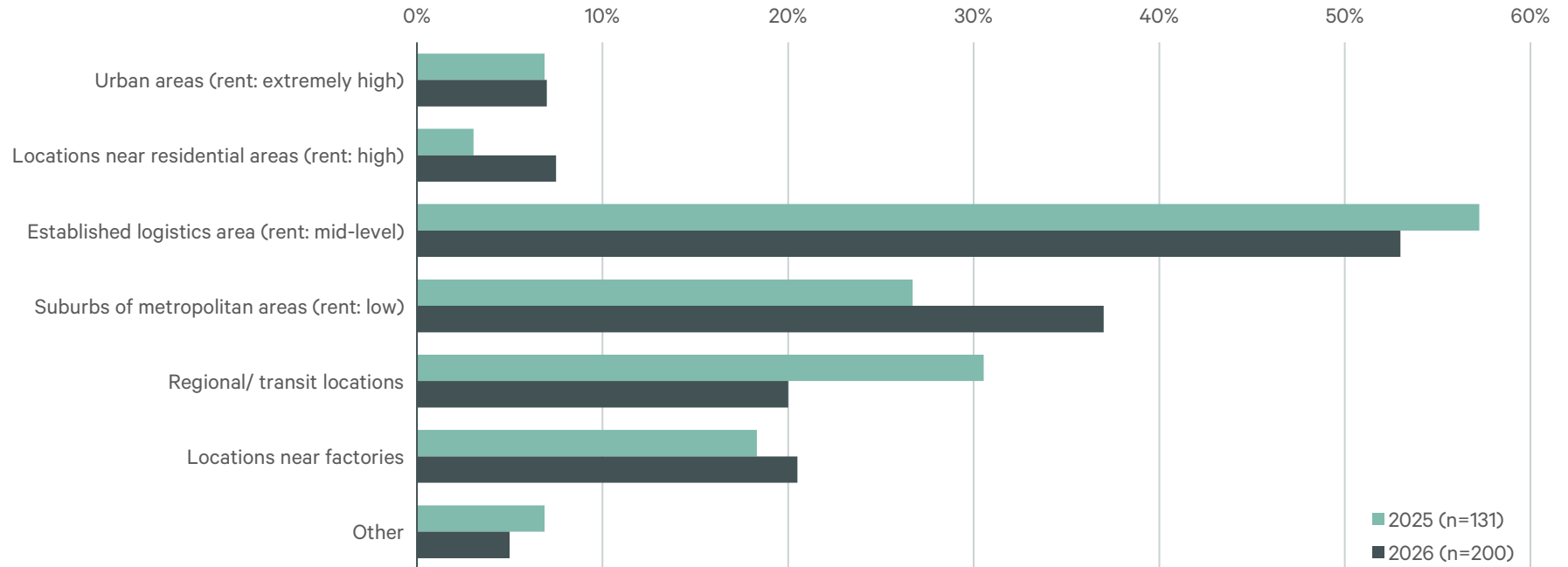


Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Location:

Compared to 2025, the percentage of respondents stating they prefer locations near residential areas and suburbs of metropolitan areas increased. While established logistics areas with mid-level rents still attract many responses, their proportion has declined. Polarization is intensifying between companies that prioritize delivery convenience to central areas despite high rents and those that choose locations with affordable rents.

Figure 7: Location of Logistics Facilities Being Considered (multiple answers allowed)

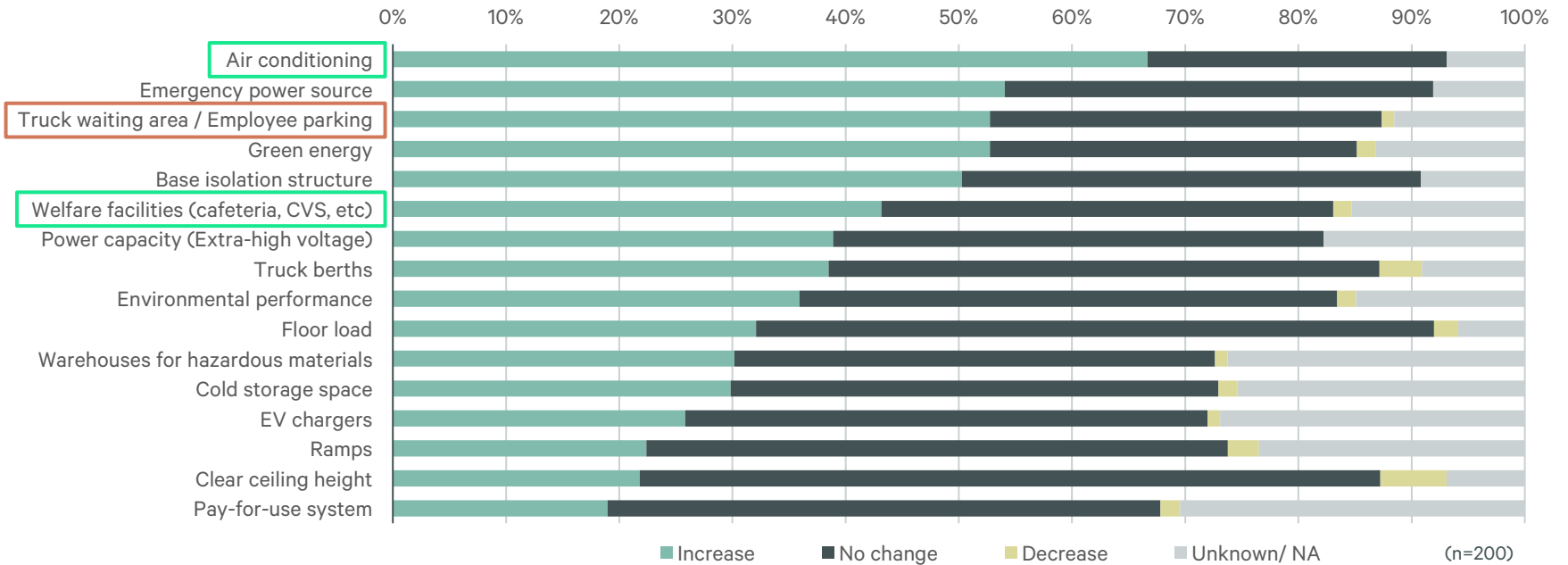


Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Specifications:

Air conditioning, which helps with attracting and retaining staff, is again the most common response this year. Requirements for maintaining the supply chain, such as emergency power sources and base isolation structures, also remain high on respondents' priority list. The high response rate for truck waiting areas and employee parking likely reflects the current insufficiency of these features in logistics facilities.

Figure 8: Expected Changes in Demand for Logistics Facility Specifications

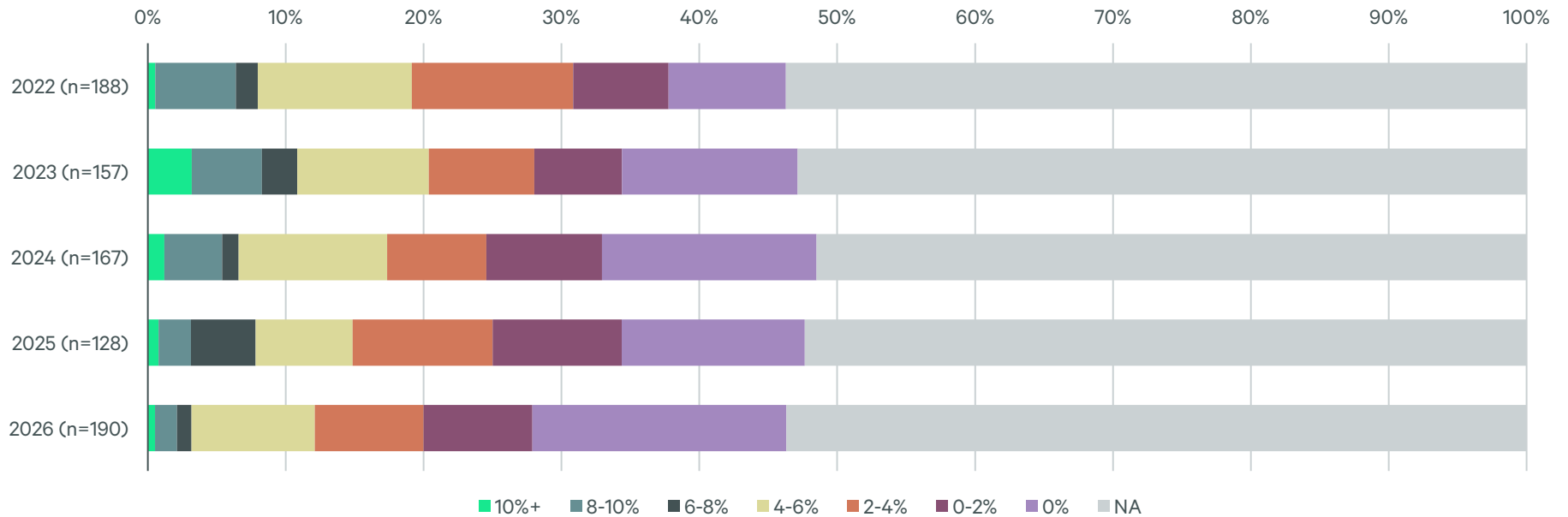


Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Environmental performance:

Regarding requirements for logistics facility specifications discussed on the previous page, 36% of respondents expect demand for environmental performance to increase in future (Figure 8). However, there is only a limited willingness to accept higher rents for facilities with high environmental performance.

Figure 9: Acceptance of Higher Rents for Facilities With High Environmental Performance



Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

Chief Logistics Operator (CLO):

The appointment of CLOs is progressing gradually. While managers covering such responsibilities are in place even at companies not subject to the requirement, the survey generated numerous 'unknown' responses, suggesting the role has not yet fully become widespread. As cost and site location optimization continues, consignor firms will likely play a more prominent role in logistics network strategies than before.

Figure 10: Appointment Status of CLOs

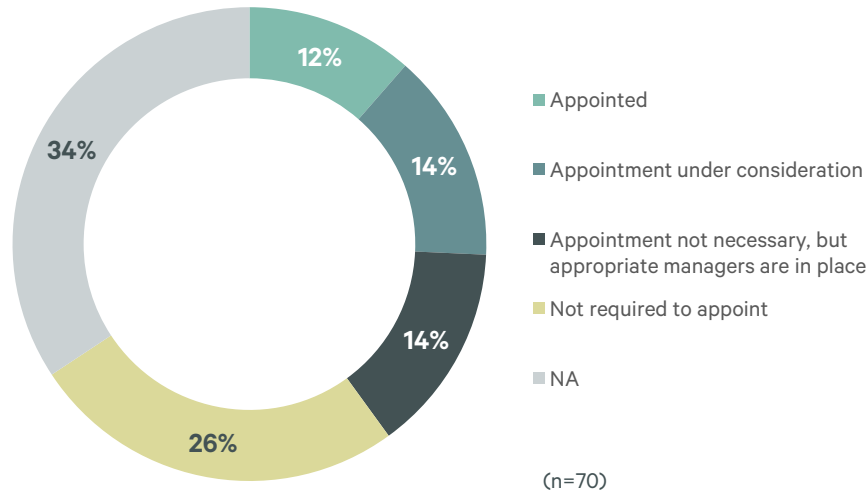
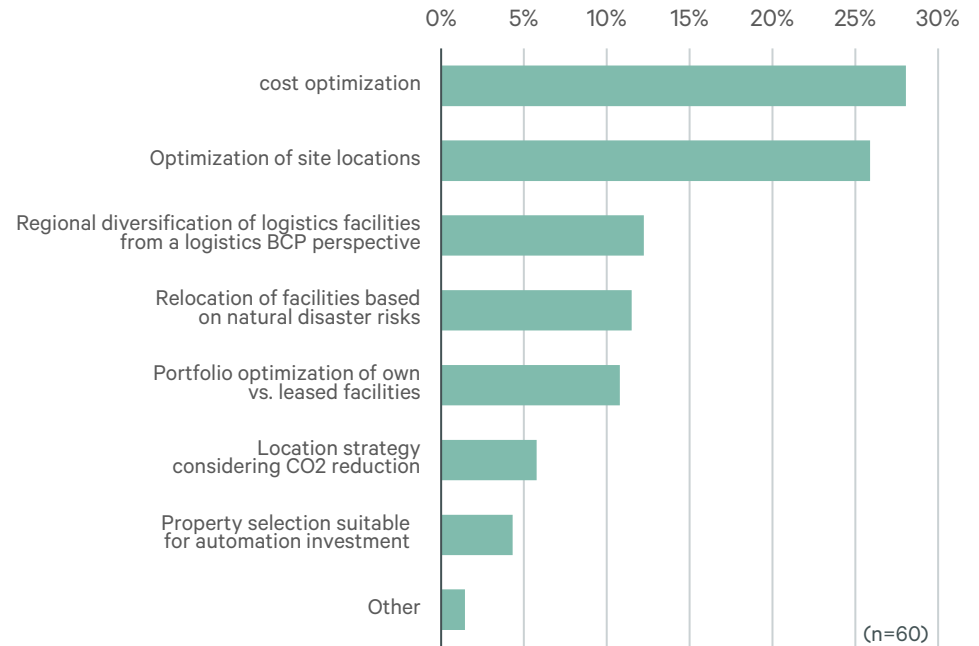


Figure 11: Important Real Estate-Related Roles Played by CLOs (multiple answers allowed)

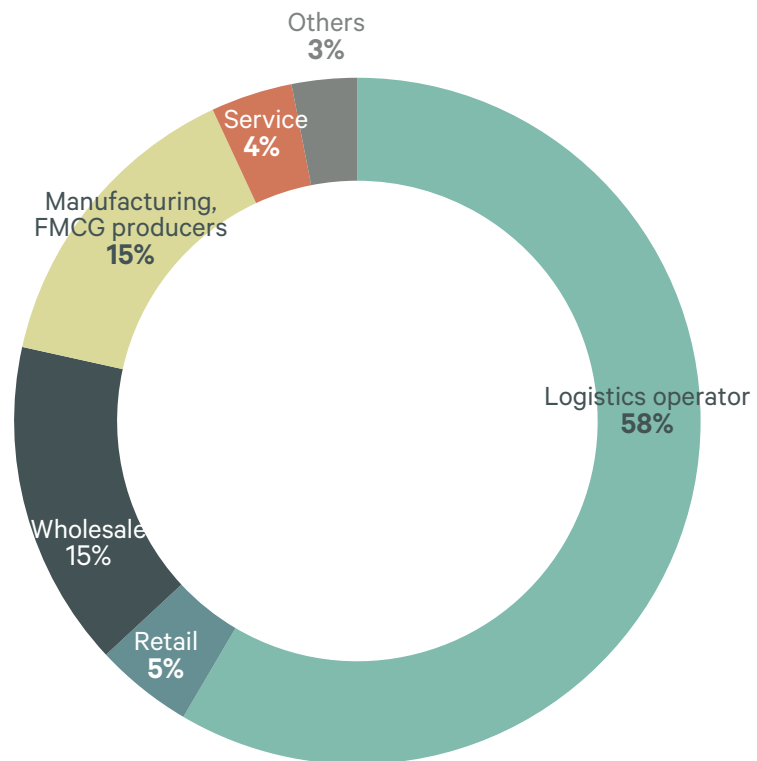


Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.

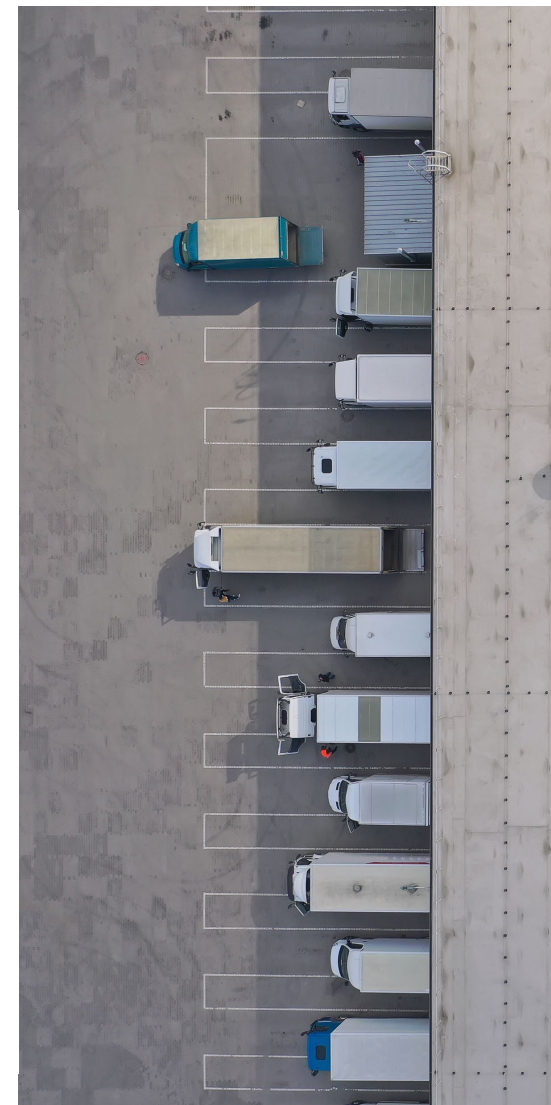
*Under the revised Law for Comprehensive Improvement of Efficiency in Distribution Operations, specified shippers handling an annual total cargo weight of 90,000 tons or more will be obliged to appoint a Chief Logistics Officer (CLO) from April 2026

Survey overview

- Survey Profile; Corporations using logistics facilities in Japan, whether owned or leased
- Survey period: February 26 – March 11, 2026
- Valid responses: 260
 - Logistics operators: 152
 - Consignor firms: 108



Source: 2026 Japan Logistics Occupier Survey, CBRE Research, March 2026.



Contacts

Japan Research

Takashi Hirai

Associate Director
Industrial Team
takashi.hirai2@cbre.com

Kazuko Takahashi

Senior Director
Industrial Team Leader
kazuko.takahashi@cbre.com

Masayuki Kudo

Senior Researcher
Industrial Team
masayuki.kudo@cbre.com

Chinatsu Hani

Senior Director
Head of Research
chinatsu.hani@cbre.com

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