



OHIO BUSINESS ROUNDTABLE

ANNUAL REPORT

2025



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2025 OBRT Annual Report

BUSINESS FOR A BETTER OHIO



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There's simply **no other organization** that brings together leaders from every region and every industry in the name of one mission: making Ohio the best place in the country to **live, work, and grow a business.**

Chris Gorman

Chairman
The Ohio Business Roundtable

In 1992, the Ohio Business Roundtable was established for one sole purpose: to improve Ohio's business climate. Since its inception, the OBRT has worked with Ohio's governors and legislative leaders to make Ohio more business-friendly and more competitive both nationally and internationally.

Because of the collective expertise and insight of OBRT members, the Roundtable is uniquely capable of bringing solutions to improve Ohio's economic vitality and ensure that Ohio remains the ideal state in which to start and grow a business.

A MESSAGE FROM OUR CHAIRMAN



Chris Gorman

Chairman and CEO, KeyCorp
Chairman, Ohio Business Roundtable

Dear Members,

It is a privilege to reflect on another year of progress for the Ohio Business Roundtable. OBRT is unique in its ability to bring together business leaders from every region and sector around a shared mission: strengthening the Buckeye State. Over the past year, that collective engagement and leadership have delivered meaningful results for Ohio's economy and communities.

Working with policymakers and partners, OBRT secured important wins in tax policy, housing, and energy—each critical to Ohio's growth. We successfully preserved key business incentives while supporting income tax reform, took a meaningful step forward in addressing Ohio's housing shortage through targeted development incentives, and advanced a pragmatic energy agenda that has already become law.

None of this progress would be possible without the leadership of our members, the guidance of our Executive Committee, and the steady execution by Pat Tiberi and the OBRT team. I am grateful for the opportunity to continue serving as Chairman for another term and confident that, together, we will keep Ohio not just competitive—but leading.

Sincerely,

Chris Gorman



MEMBERSHIP

Member engagement remains a cornerstone of OBRT's work. This year's engagement data spans events, meetings, policy initiatives, and individual member requests and reflects the depth of participation across our 119 regular members and nine affiliate members:

- 85** Named CEO members attended one of our 14 OBRT member events this year
- 36** Named CEO members interacted with the OBRT at other meetings such as one-on-one lunches and dinners, policy meetings, or at a company event they hosted
- 78** Member companies had staff deputies attend OBRT events such as the Government Relations Council, Energy Workgroup, and CEO Summit.
- 65** Member companies engaged with the OBRT on policy, projects, or individual assistance requests.



6

Technology & Communications



20

Health Care



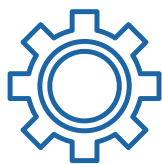
5

Transportation & Logistics



8

Building & Construction



17

Manufacturing



12

Financial Services



10

Food, Retail & Entertainment



5

Higher Education



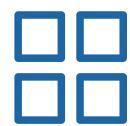
18

Energy



16

Consulting & Business Services



11

Other

Welcome to our new members who joined in 2025...

In the past year, we have had eight members join the Ohio Business Roundtable, bringing our total membership number to 128.



Jeff Fisher
CEO



Tim Trant
CEO



G&J PEPSI



Jimmy Haslam
Chairman & Managing Partner



Jeff Edwards
President, CEO & Chairman



Frank Zhu
CEO



Vince DiPofi
CEO



EXECUTIVE COMMITTEE

The Ohio Business Roundtable's Executive Committee provides strategic guidance on the organization's priorities, advocacy agenda, growth, and overall mission. Meeting quarterly, the committee represents a broad range of industries and regions across the state, ensuring OBRT's work reflects diverse perspectives while remaining focused on Ohio's long-term competitiveness.



CHRIS GORMAN | CHAIRMAN

Chairman and CEO
KeyCorp

MARK SMUCKER | VICE CHAIRMAN

CEO and Chair of the Board
The J.M. Smucker Company



TIM SPENCE | VICE CHAIRMAN

Chairman, President & CEO
Fifth Third Bancorp

JOHN BARRETT

Chairman, President & CEO
Western & Southern Financial Group



BRIAN CHAMBERS

Board Chair & CEO
Owens Corning

STEVE JOHNSTON

Executive Chairman of the Board
Cincinnati Financial





MARYANN MANNEN

Chairman, President & CEO
Marathon Petroleum Corp.

TJ OBROKTA

President & CEO
Encova Insurance



JOHN SAADA

Partner-in-Charge, Cleveland
Jones Day

VISHAL SOIN

President
Soin, LLC



STEVE STEINOUR

Chairman, President & CEO
Huntington Bancshares

FRANK SULLIVAN

Chairman & CEO
RPM International Inc.



KIRT WALKER

CEO
Nationwide

JOHN WARNER

Senior Partner
McKinsey & Company





OBRT PAC Pledge Luncheon

JAN
29



Central Ohio Member Dinner
with Congressman Mike Carey

NOV
24

Annual Member Meeting and
Dinner

OCT
28/29



Bengals Game in Partnership with
Kettering Health

OCT
24

Northeast Ohio OBRT Lunch
with Congressman Max Miller

OCT
5



OBRT PAC Member Golf Outing
at Double Eagle

SEP
22

Northwest Ohio Member Dinner
with Senate President Rob McColley

SEP
15

Government Relations Council
with Congressman Max Miller

AUG
26



Government Relations Event with Ohio
House Legislative Staff

JUL
22





**FEB
6**

**Northeast Ohio Member Lunch
with Governor Mike DeWine**



**FEB
11**

**Government Relations Council
with Freshman State Senators**



**FEB
24**

**Mental Health CEO Roundtable
Hosted By Cardinal Health**

**MAR
18**

**NCAA First Four Basketball Game
in Dayton**



**MAR
19**

**Northwest Ohio Economic Development
Roundtable & Member Dinner**

**APR
2**

**Government Relations Council with
Senate and House Finance Chairmen**



**MAY
7**

Ohio CEO Summit

**MAY
30**

**Memorial Tournament Leaderboard
Breakfast & Workforce Roundtable**



OHIO CEO SUMMIT

The 2025 Ohio CEO Summit, hosted by Bath & Body Works, brought together nearly 300 CEOs, business leaders, and industry experts from across the state.

The theme—**Power, Water, People**—addressed three vital resources that are shaping the success of Ohio's continued growth.

Through keynote remarks, panel discussions, and networking, attendees learned how Ohio can best position our energy and water infrastructure, and build top-tier workplaces by investing in talent and upskilling for the digital economy.



Maryann Mannen, President and Chief Executive Officer of Marathon Petroleum Corp., discusses strong foundations and future innovations.

Our agenda included 18 CEOs of the largest companies in Ohio sharing insights and best practices.



A conversation on company growth and leadership with Nationwide's Chief Executive Officer, Kirt Walker.

A panel on Ohio's path to energy resiliency, featuring insights from Brian Tierney (Chairman, President, and Chief Executive Officer, FirstEnergy), Frank Zhu (Chief Executive Officer, Illuminate USA), Bryan Stewart (Chairman and Chief Executive Officer, The Superior Group), Curt Morgan (Chairman and Chief Executive Officer, Alpha Generation), and Kim Zavislak (Office Managing Partner, KPMG).



An interview focusing on how companies are leveraging water technology and innovation with G&J Pepsi-Cola Bottlers, Inc. Chief Executive Officer, Tim Trant, and Greif, Inc. President and Chief Executive Officer, Ole Rosgaard.



ANNUAL MEETING

This year's theme, **Building Ohio's Tomorrow**, reflected the spirit of the day: from energy competitiveness to housing, workforce development, and tax reform, our discussions underscored how business and government can work together to strengthen our state's economic future.

60 MEMBERS IN ATTENDANCE

5 FIRST-TIME ANNUAL MEETING ATTENDEES

8 FEATURED SPEAKERS

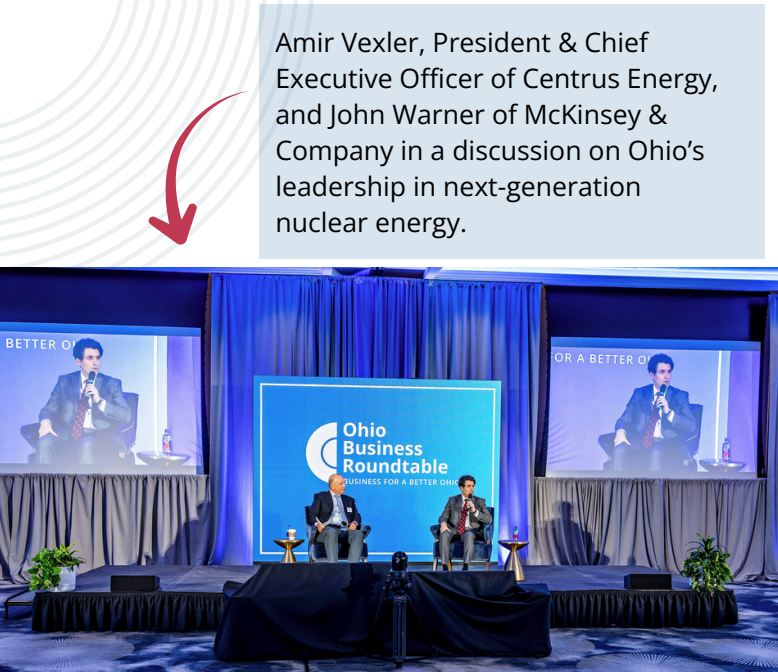
\$100M ENERGY INVESTMENT FUND ANNOUNCED



Chris Gorman and Baiju Shah, President & Chief Executive Officer of the Greater Cleveland Partnership, discuss the success and phase out of the Ohio Grants Alliance.



Governor Mike DeWine announces a \$100M energy fund in partnership with JobsOhio.



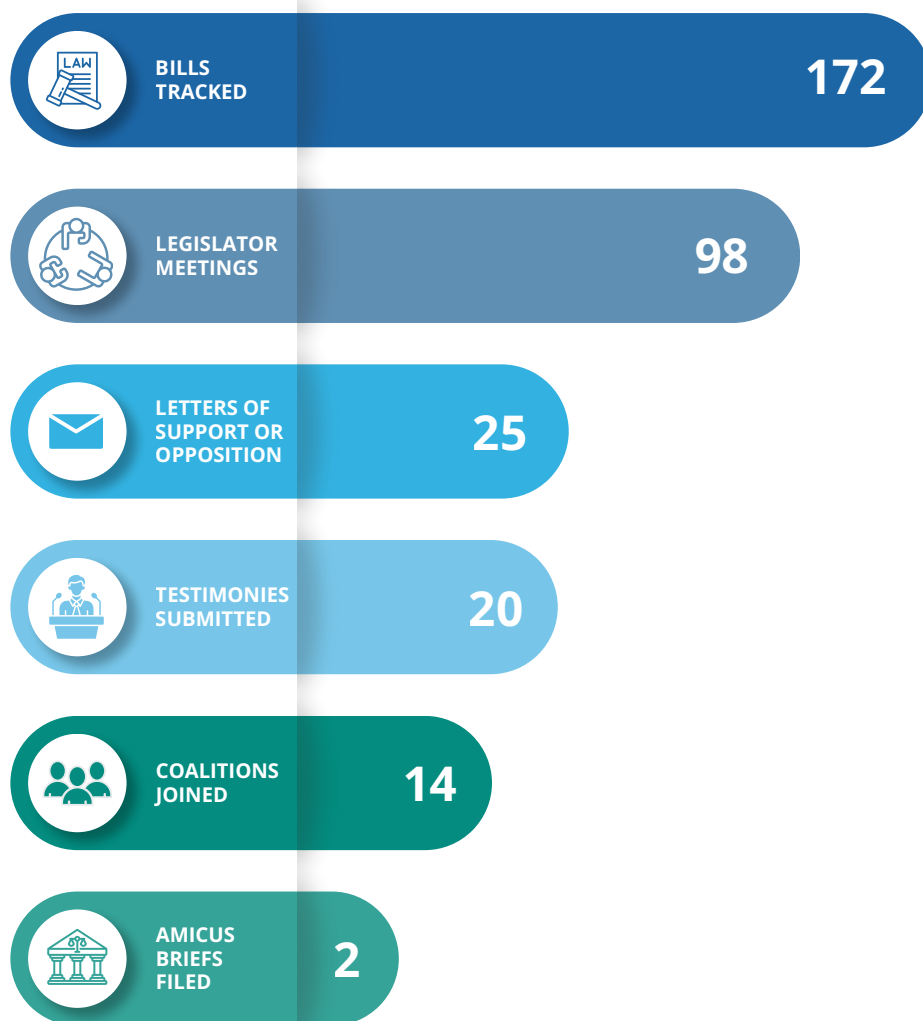
Amir Vexler, President & Chief Executive Officer of Centrus Energy, and John Warner of McKinsey & Company in a discussion on Ohio's leadership in next-generation nuclear energy.



Panel on housing challenges and opportunities with Bob Schottenstein (Chief Executive Officer, M/I Homes), Jeff Woda (Principal, Woda Cooper Companies), and Mary Auch (Regional President, PNC Bank).

ADVOCACY

The OBRT Government Relations team was deeply engaged throughout the first year of the 136th General Assembly, making 2025 one of the most active advocacy years in the organization's history. Across **energy**, **housing**, **tax policy**, **civil justice reform**, **workforce**, and **economic development**, the team advanced policies that strengthened Ohio's competitiveness, protected the state's economic fundamentals, and ensured state leaders consistently heard directly from Ohio's business community. OBRT's work translated into tangible legislative outcomes, sustained coalition leadership, and trusted engagement with policymakers at every level of state government.



In addition to the priorities outlined on the following pages, OBRT remained engaged in several complementary policy areas. This included continued partnership with WaterReuse Ohio to advance industrial water reuse and sustainable **water-management** practices. OBRT also engaged on **mental health** policy, including advocacy for State of Ohio Adversity and Resilience (S.O.A.R.) funding, and participated in a **Supplemental Nutrition Assistance Program (SNAP) Waiver** workgroup to support a balanced approach to soda restrictions for food stamp recipients.

Civil Justice Reform

In 2025, OBRT made civil-justice modernization a priority, focusing on **increased transparency around third-party litigation financing**, a \$15 billion national industry that contributes to Ohio's \$12.3 billion in annual tort costs. OBRT supported House Bill 105, which required litigation funders to register with the Attorney General, disclose financing agreements, and maintain Ohio's prohibition on foreign-based litigation financing, and worked to advance these reforms following the bill's passage in the House. At the same time, **OBRT opposed House Bill 447 and Senate Bill 292, which would have raised non-economic damage caps** and indexed them to inflation, increasing costs and legal exposure for employers. These pieces of legislation will continue to be a priority for OBRT in 2026.

Economic Development & Tax Policy

Ohio's operating budget included several competitiveness provisions, including enactment of a **2.75 percent flat income tax**, positioning Ohio among the states with the lowest income tax rates in the country. OBRT worked with regional CEO groups to oppose efforts to weaken longstanding economic development incentives, **successfully preserving tools such as job-creation tax credits and commercial activity tax (CAT) exemptions**. While property tax reforms were ultimately vetoed, the budget process elevated the need to address rising tax burdens. In response, Governor DeWine convened a **Property Tax Reform Working Group, co-chaired by OBRT President & CEO Pat Tiberi**, which produced 20 recommendations to improve predictability while maintaining fiscal stability for schools and local governments. These recommendations were largely enacted at the conclusion of 2025.

Housing & Land-Use Modernization

OBRT prioritized housing policy as a core competitiveness issue, recognizing the need for increased housing supply near major job centers. **OBRT championed the \$25 million Residential Economic Development District program** included in the operating budget to help local governments offset infrastructure costs associated with new housing. OBRT also supported zoning reforms that streamlined development tied to large-scale economic projects by **increasing referendum thresholds** and providing targeted exemptions. In addition, OBRT successfully protected the Ohio Housing Trust Fund's funding mechanism from changes that would have weakened its long-term effectiveness.

Workforce Participation

OBRT addressed workforce constraints by advancing policies that support both talent pipelines and labor force participation. OBRT supported the Early Care and Education Business Partnerships, a voluntary **tri-share childcare model** that shares costs among employers, employees, and the state to reduce barriers for working families. In parallel with Ohio Excels, OBRT **continued to strengthen workforce pipelines across K-12, higher education, and credentialing pathways** to ensure Ohio has the skilled workforce needed to meet rising employer demand. Together, these efforts support talent attraction, retention, and long-term economic growth.

ENERGY

5 of 6 recommendations

enacted into law

35 members

participated in the workgroup that informed the study

4,371 views

of the digital version of the study

41 legislator meetings

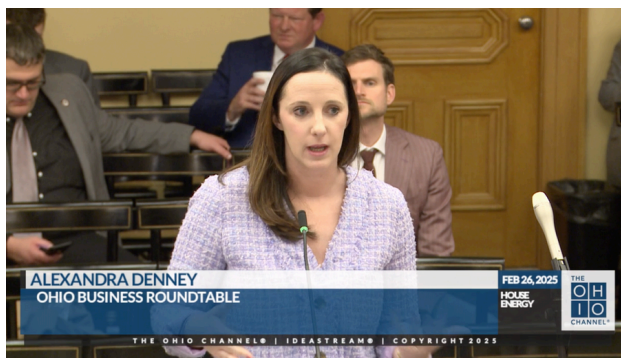
to advocate for the study recommendations

OBRT opened 2025 with the release of its **Energy Competitiveness Study**, a data-driven assessment of Ohio's aging infrastructure, accelerating generation retirements, and rising electricity demand. The study directly shaped House Bill 15, with five of six OBRT recommendations enacted into law—modernizing PUCO timelines, prioritizing strategic investment areas, updating behind-the-meter rules, and promoting technologies that increase grid efficiency.



Baiju Shah (President & CEO, Greater Cleveland Partnership), Pat Tiberi (President & CEO, OBRT), Kenny McDonald, JP Nauseef (President & CEO, JobsOhio) unveil the Energy Competitiveness Study at a press conference.

OBRT also supported Senate Bill 103 to modernize natural-gas ratemaking and reduce regulatory lag, reinforcing our role as a leading voice on energy policy at the Statehouse. With Ohio facing sustained industrial growth and rising load demand, OBRT's work ensured that reliability, affordability, and competitiveness remained central to the state's energy agenda.



Alexandra Denney, OBRT VP of Gov't Relations & Communications, testifies on Energy Competitiveness Study during Ohio House Energy Committee.

Energy Workgroup meeting to discuss recommendations and study contents.

Looking ahead, **OBRT has reconvened its energy workgroup to develop new recommendations for release in 2026**, with a focused examination of natural gas and nuclear infrastructure critical to meeting the state's long-term needs.



OHIO GRANTS ALLIANCE



To seize the opportunity presented by the unprecedented federal programs, a group of Ohio business organizations formed the Ohio Grants Alliance (OGA) in January 2023 to serve as a resource to potential federal grant applicants. OGA's goal was to maximize the benefit to Ohio from federal grant programs and strategic federal investments. OGA identified and promoted grant opportunities, facilitated cross-regional coalitions, obtained up-to-date intelligence on the preferences of federal agencies making grants, and generally served as a promoter of Ohio applications.

After three years, the Ohio Grants Alliance is preparing to wind down.

Having successfully fulfilled its mission, OGA has achieved remarkable milestones that will continue to benefit Ohio's economic landscape long after its conclusion. OGA leaves behind a robust network of partnerships that will continue to thrive independently. The legacy of the Ohio Grants Alliance highlights the power of collaboration and strategic planning.

\$5.18 billion

announced in funding for Ohio applicants under priority programs

\$3,331 awarded

for every dollar invested in the Ohio Grants Alliance

3rd highest funded state

through OGA priority programs

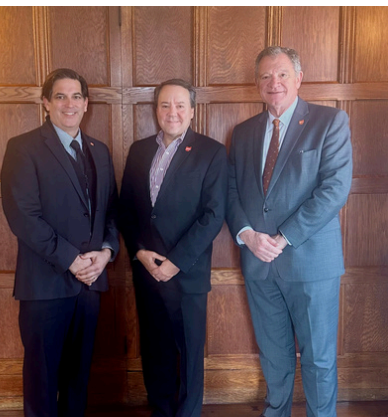
\$439 per capita

allocated for Ohio applicants through priority programs

14 out of 16

priority programs awarded to an applicant from Ohio

POLITICAL ACTION COMMITTEE



The OBRT PAC unites Ohio's business community behind a shared mission—to keep our state competitive. Over the past year, **we've raised nearly \$80,000, expanding our reach at the Statehouse** and advancing priorities such as energy reform, workforce development, and tax competitiveness that are central to Ohio's long-term economic success.

2025 Corporate Cup Golf Outing at Double Eagle Golf Club.



Dr. Robert Alexander, Pat Tiberi, and BGSU President Rodney Rogers at the OBRT PAC Fundraiser.

In 2025, we hosted two PAC events that played a critical role in garnering the financial support needed to maintain effective funding. The first event was a luncheon featuring Dr. Robert Alexander, a BGSU professor who provided a political analysis presentation. The second event was the inaugural Corporate Cup Golf Challenge hosted at Double Eagle Golf Club.

PAC PRIORITY ISSUES



Energy



Workforce



Civil Justice

A MESSAGE FROM OUR PRESIDENT & CEO

As this report reflects, 2025 was a year defined by momentum. Together, we advanced practical, results-driven policy solutions on energy, housing, tax policy, and civil justice reform—work that strengthens Ohio’s competitiveness and positions our state for long-term growth.

That momentum carries us into the year ahead. We are building on the foundation of the Energy Competitiveness Study with a second phase focused on natural gas and nuclear, continuing to address housing barriers tied to economic development, and remaining engaged on policies that directly impact Ohio businesses.

While it may sound cliché—you win with people. Our members and partners bring the leadership and insight that give OBRT its voice and influence, and I am deeply grateful for their engagement. Another reason we’ve had the wins we’ve had in 2025 is because of the Ohio Business Roundtable team you see below. Their dedication and execution turn ideas into results every day, and I am proud to work alongside them.

Thank you for contributing to a successful year. I look forward to continuing to build Ohio’s future in 2026.



Pat Tiberi

Patrick Tiberi

President & CEO
Ohio Business Roundtable



Kristen Frissora
Executive Vice President



Alexandra Denney
VP of Communications &
Government Relations



Nikki Cooper
VP of Business Engagement &
External Affairs



Nancy Shaver
Director of Operations



Nick Rhodes
Director of Policy & Special
Projects



Grace Cook
Manager, Communications &
Events



Mikah Pransky
Manager, Grants & Communications,
Ohio Grants Alliance

2025 OHIO BUSINESS ROUNDTABLE MEMBERS



The views and opinions set forth herein are those of the OBRT; they do not necessarily reflect the views or opinions of its individual members nor does this member listing constitute an endorsement or approval thereof.



Ohio Business Roundtable

BUSINESS FOR A BETTER OHIO