



2025 ANNUAL REPORT
BUSINESS RETENTION & EXPANSION



REDI CINCINNATI BR&E PROGRAM

The Business Retention & Expansion (BR&E) program is a collaborative effort among local economic development partners across Southwest Ohio, Northern Kentucky and Southeast Indiana. Through feedback gathered during business visits, REDI Cincinnati identifies opportunities where local, state or federal resources may be leveraged to support company growth. The economic strength of the Cincinnati region depends on sustained relationships, expansion and collaboration within our business community. Input from local employers is central to this work and helps guide the priorities and initiatives of our organization.



OUR REGION'S KEY INDUSTRY SECTORS

When looking for BR&E targets, we focus on nine key sectors that have been historically proven to be successful in the region and/or have potential to be based on extensive research and the specific resources available here:



ADVANCED
MANUFACTURING



AEROSPACE &
AVIATION



AUTOMOTIVE



BUSINESS &
PROFESSIONAL
SERVICES



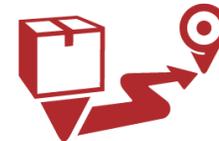
ENERGY &
CHEMICAL



FOOD, FLAVORING
& BEVERAGE



LIFE SCIENCES



LOGISTICS &
SUPPLY CHAIN
MANAGEMENT



TECHNOLOGY



REDI CINCINNATI'S BR&E PROCESS



FOCUS

We focus on the nine key sectors (and four attraction industries) that have proven to be successful or have the potential to be successful in our region.



PARTNER

We work closely with our local partners in each community to target growing businesses or companies that signal growth or may be at risk of leaving the region. They have a strong pulse at the local level, which we rely on heavily.



RESEARCH

We lean on our internal research team to uncover nationwide industry trends that might inspire a company to move forward with an expansion or potentially leave the region.



SUPPORT

The objective behind each BR&E meeting is to ensure the company understands who we are as an economic development ecosystem, uncover business needs and look for ways we can support their growth in the Cincinnati region.



2025 BR&E ACTIVITY

We completed **485 total BR&E visits** with **304 of those in southwest Ohio.**



105 VISITS
ADVANCED
MANUFACTURING



33 VISITS
FOOD, FLAVORING
& BEVERAGE



27 VISITS
TECHNOLOGY

Of the 304 BR&Es completed in southwest Ohio this year, REDI and our economic development partners established and/or renewed our relationship with **172 companies:**

- 116 first-time visits
- 56 re-engagements (3+ years since last visit)

SWOH BR&E VISITS BY INDUSTRY TYPE

CLUSTER	COUNT	% OF TOTAL
Advanced Manufacturing	105	34.54%
Other (including Business & Professional Services)	47	15.46%
Food, Flavoring & Beverage	33	10.86%
Technology	27	8.88%
Supply Chain Management	24	7.89%
Life Sciences	24	7.89%
Aerospace & Aviation	17	5.59%
Automotive	10	3.29%
Financial Services	10	3.29%
Energy & Chemical	7	2.30%
TOTAL	304	100%



2025 BR&E FINDINGS

FEATURES (+)

+ OVERALL PERFORMANCE

58% of companies reported strong overall business performance, 38% reported stable performance, and 4% reported weaker performance.

+ EMPLOYMENT

The overall labor outlook remains positive, with over two-thirds of employers hiring or planning to hire over the next 18 months. Of the 304 businesses reporting, 11 expect staffing cuts.

+ BUSINESS CLIMATE

The majority of the companies we met with stated they are happy with both the state of Ohio business climate and the local business climate.

+ GROWTH

(Top 5 Ranked Growth Factors)

1. Industry Momentum
2. New or Expanding Markets
3. New Technology
4. Proximity to Market
5. Product Innovation

+ INVESTMENT

68% of companies plan to make a capital investment in the next 18 months, whereas 32% indicated no plans. The chart breaks down the range of these planned investments. Most planned investments fall below \$10 million, highlighting significant opportunity to support smaller, growth-oriented capital projects.

54
LEADS &
PROJECTS
CAME
DIRECTLY
FROM BR&E
VISITS IN 2025

Planned Investment Amount Over Next 18 Months

<\$1M	35.9%
\$1-\$9M	48.5%
\$10-\$24M	12.6%
>\$25M	2.9%



2025 BR&E FINDINGS

CHALLENGES (-)

- FACILITIES

Space constraints and the need for new and/or updated facilities overtook **workforce** challenges as the top growth constraint, signaling a shift from labor shortages to physical capacity limits.

- MARKET CONDITIONS

~30% of businesses reported cost-related pressures and as an increased concern.

- REGULATORY/TRADE

Policy-related concerns have nearly doubled since 2023.

	2023	2024	2025
Regulatory/Policy	~8%	~11%	~15%
Transportation/Logistics	~9%	~13%	~17%
Raw Materials	~8%	~12%	~16%



2025 BR&E FINDINGS FOR INTERNATIONAL BUSINESS

- We experienced record engagement in 2025, marking the highest number of BR&E visits with international companies in any single year (40).
- Many emphasized that their operations in Ohio serve as a strategic anchor for their organization.
- Workforce needs among international firms continue to skew toward high-skill, technical roles with companies prioritizing automation, training and productivity improvements over high-volume hiring.
- REDI's BR&E program continues to serve as a referral source for the region's Foreign Trade Zones 46 and 47, helping international companies (plus other local importers/exporters) manage trade exposure and optimize global supply chain operations.



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2025 TALENT FINDINGS

- Workforce availability and quality are generally strong across most sectors and have continued to improve in recent years.
- Business & Professional Services and Logistics & Supply Chain Management report stronger workforce conditions due to broader, more flexible talent pools.
- Advanced Manufacturing and Technology face the most notable talent challenges, largely due to retirements, evolving skill requirements and competition for specialized roles.

	WORKFORCE AVAILABILITY	WORKFORCE QUALITY
GOOD	59.5%	73.5%
FAIR	35.5%	24.0%
POOR	5.0%	2.5%

304 SWOH Visits. Data is from the 2025 BRE Summary Results



2025 SITES & REAL ESTATE FINDINGS

93%
OF ALL COMPANIES
REPORTED UTILITIES
& INFRASTRUCTURE
ARE ADEQUATE

Infrastructure adequacy refers to dependable access to power, water, sewer, transportation, among other **critical utilities**.

Facility adequacy, however, refers to physical square footage, layout & ceiling height, floor loading, and building configuration.

72%
REPORTED
THEIR FACILITIES ARE
ADEQUATE FOR FUTURE
OPERATIONS
(DOWN 11% FROM
2024)

A growing number of companies feel they lack sufficient or specialized space to accommodate future process changes and production increases.

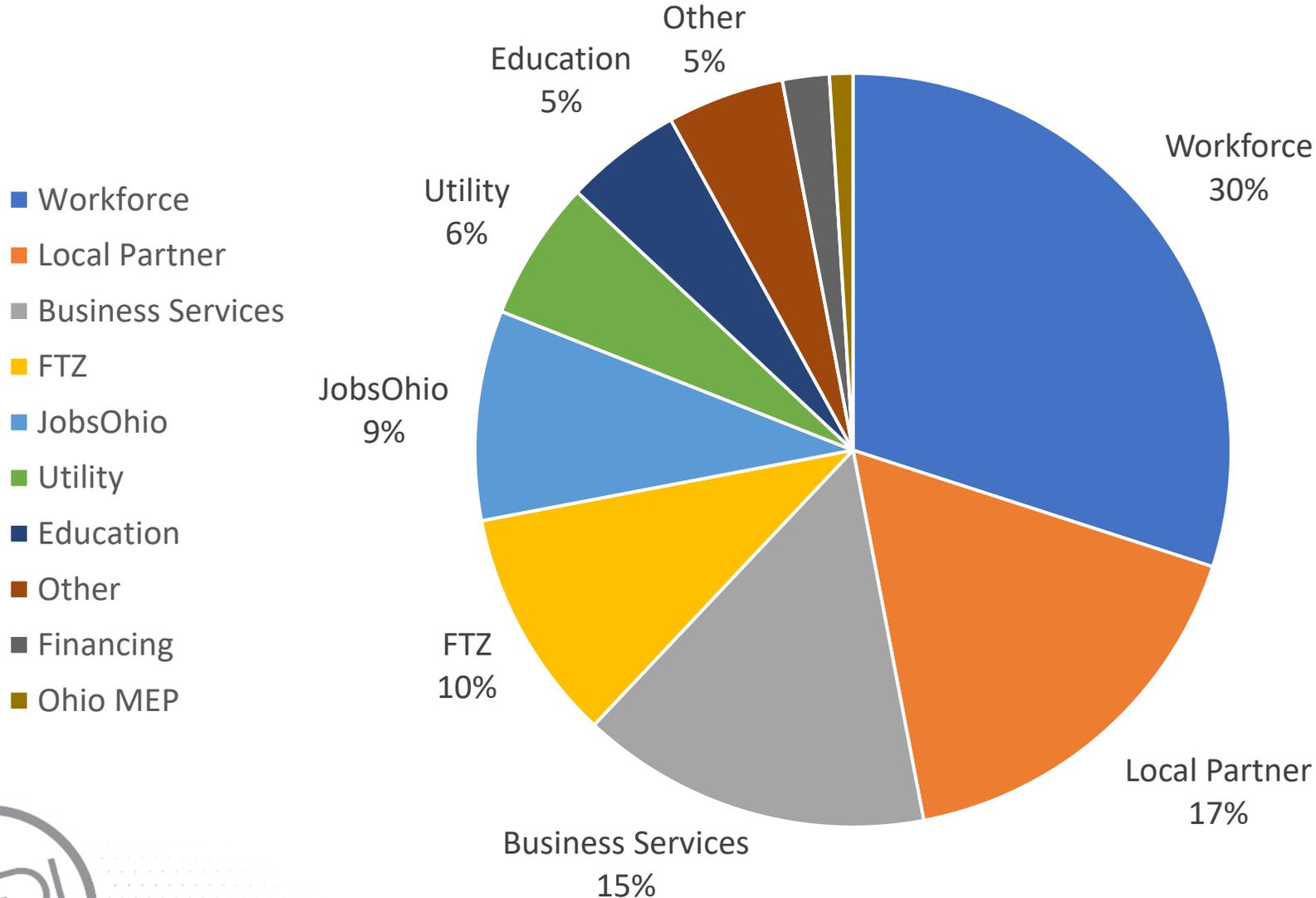
Majority of these companies citing this are currently:

- Performing well
- Investing in automation and equipment
- Experiencing steady or accelerating demand

In other words, facility constraints may often times be a **consequence of growth**, not a sign of distress.



2025 BR&E REFERRALS



Referrals made in 31% of SWOH BR&Es (110 referrals in 82 BR&Es)



2025 BR&E CONCLUSION

As REDI Cincinnati continues to enhance its BR&E program, we look for ways to better capture information to uncover trends year over year. In 2026, we are heavily focused on targeting companies that may not be familiar with our economic development ecosystem.

Companies may not always be in a stage for significant growth when we meet with them. However, we want to proactively establish relationships with businesses to ensure when they are ready to expand, they know when to engage with us.

Thank you to our local partners across the region for prioritizing the Business Retention & Expansion Program this year.

We look forward to our continued partnership.





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