

Goals for

INVESTING IN WISCONSIN

Fiscal Years 2027-2030

SWIB STATE OF WISCONSIN INVESTMENT BOARD

Table of Contents

Introduction	3
Background	4
Committed to Wisconsin	5
WRS Private Debt Portfolio	6
Private Debt Spotlight: Iron Crest	7
Venture Capital Portfolio	8
Venture Capital Spotlight: HistoSonics	9
Other Wisconsin Investments	11
Wisconsin Economic Development Corp. Suggestions	13
SWIB Response Letter	16
Agency Information	19

This page left blank intentionally.

Introduction

With over $185 billion in total assets under management as of June 30, 2026, the State of Wisconsin Investment Board (SWIB) is an independent state agency responsible for managing assets of the fully funded Wisconsin Retirement System (WRS), the State Investment Fund (SIF), and several separately managed funds. Sophisticated investment management strategies, forward-looking technologies, and strong asset management make SWIB a leading investment organization. As a premier money manager, SWIB brings a disciplined, prudent, and innovative approach to market opportunities.

SWIB's fundamental responsibility is to generate strong investment returns and maintain the fiduciary duty it owes to the trust funds under its management. However, SWIB welcomes opportunities that benefit both the trust funds and Wisconsin's economy. For decades, SWIB has been making investments in Wisconsin and will continue to do so in the future. As of June 30, 2026, SWIB had more than $10.6 billion invested in companies either headquartered or with more than 100 employees in Wisconsin.

SWIB has two dedicated portfolios that focus on Wisconsin. SWIB's Private Debt Program began in the 1960s. Since then, SWIB has been a valuable partner to hundreds of businesses, making over $3.1 billion in loans. Dozens of the current loans in this portfolio are made to businesses either headquartered in or with operations in Wisconsin.

The Wisconsin Venture Capital Portfolio launched in 1999 and has allocated over $580 million to early-stage funds and companies. In addition to investing in venture capital funds and direct investments in Wisconsin venture stage companies, SWIB brings venture capitalists from around the country to Wisconsin so they can learn more about the state's start-up community and networks.

SWIB will continue to search for opportunities that both provide positive investment returns and enhance economic growth in Wisconsin. SWIB is pleased to present its plans for the years ahead in *Goals for Investing in Wisconsin, Fiscal Years 2027-2030*.

Background

SWIB is required by state statutes to report biennially to the Governor and Legislature on a four-year plan for making investments in Wisconsin and to respond to comments solicited from the Wisconsin Economic Development Corporation (WEDC) on ways to support and grow Wisconsin's economy. For purposes of this report, Wisconsin companies are defined as companies domiciled in the state or with 100 or more employees in Wisconsin.

Wisconsin investments are held primarily in the Wisconsin Retirement System (WRS) trust funds, which totaled approximately $161 billion or nearly 87% of SWIB's assets under management as of June 30, 2026. The WRS is among the 10 largest U.S. public pension funds. Additional investments in Wisconsin are in the State Investment Fund (SIF) and other separately managed funds. The SIF is a pool of cash balances of various state and local government units and the WRS cash that is managed by SWIB.

Investment decisions begin with SWIB's Board of Trustees and the asset allocation process. Trustees set the mix of assets for each fund and delegate to the Investment Committee the responsibility to establish investment guidelines for each portfolio. Asset allocation and guidelines are available online at swib.state.wi.us. Within these parameters, staff make investment decisions. Based on the current asset allocation mix, Wisconsin investments fall into the following asset classes:

- Private markets, including real estate, private equity, venture capital, private debt, hedge funds, and externally managed public investments, including traditional and alternative investment strategies.
- Public equities where SWIB purchases shares of stocks in publicly traded companies.
- Public fixed income including publicly traded bonds.

This report includes investments in public markets (stocks and bonds) in portfolios actively managed primarily by SWIB staff, some investments delegated to external managers, as well as internally managed index portfolios. In addition, the report includes holdings in private markets (real estate, venture capital, private equity, and business loans) that are held in SWIB's name. Investments in externally managed index funds or other publicly traded funds, in which SWIB's monies are commingled with other investors, are not included in the actual or projected amounts in this report. In those situations, SWIB holds a share of the fund, not individual companies.

Committed to Wisconsin

Since the last reporting period in 2024, SWIB made new investments totaling over $1.0 billion in FY 2025 and nearly $1.1 billion in FY 2026 in Wisconsin companies that are either headquartered or have more than 100 employees in the state. The annual details for the five years ending June 30, 2027, can be found in the chart **Annual Wisconsin Investments Five-Year Period**.

Annual Wisconsin Investments
Five-Year Period
(In millions)

Fiscal Year	Investment Amount
2023	$804.1
2024	$1,176.2
2025	$1,028.2
2026	$1,064.3
2027 (estimate)	$1,046.2
Five-Year Total	$5,119.0

Projections for new investments in Wisconsin companies for the next four years range from $1.4 billion to nearly $5.0 billion. Projected investment amounts are based on recent historical trends and future expectations, but actual results depend on many factors including changes in the investment markets and asset allocation. The chart **Four-Year Projections for Wisconsin Investments FY 2027 – FY 2030** outlines projected investments by asset class.

Four-Year Projections for Wisconsin Investments FY 2027 – FY 2030
(In millions)

	Projected 1-Year Range	Projected 4-Year Range
Public Fixed Income	$150 - $800	$600 - $3,200
Public Equities	$190 - $390	$760 - $1,560
Private Markets/Private Debt	$2 - $17	$8 - $68
Private Equity/Venture Capital	$1 - $33	$4 - $132
Real Estate	$0	$0 - $10
Total	$343 - $1,240	$1,372 - $4,970

WRS Private Debt Portfolio

The WRS Wisconsin Private Debt Portfolio provides financing for company operations both inside and outside of the state. While its fiduciary duty is owed to the trust funds of the WRS, SWIB has found ways to invest meaningful capital directly into companies that not only provide market-rate returns, but also lead to enhanced economic activity throughout the state.

Approximately 31% of the Private Debt Portfolio is invested in Wisconsin opportunities. As of June 30, 2026, the portfolio held loans to 26 borrowers headquartered or having operations in Wisconsin totaling approximately $295 million. The average outstanding balance for borrowers was about $11.3 million.

Since the 1960s, SWIB has helped hundreds of companies with over $3.1 billion in loans. SWIB was an early leader focusing on in-state investments, later adding an internally managed private debt portfolio dedicated to investing in Wisconsin businesses in the 1980s.

The portfolio's mandate is to make long-term investments in Wisconsin companies through private transactions and to maintain an average investment-grade credit rating. The mandate allows SWIB to fill a specific need by making this type of direct financing available, especially to companies unable to secure the attention of large investors. SWIB often collaborates with the company's banks and other institutional investors, providing long-term loans that complement the bank's short-term financing, but does not compete with the bank to provide other financial services. Loans are highly customized and include senior loans as small as $10 million and subordinated loans as small as $5 million. Loans typically mature in five to 15 years. Most loans are secured with real estate or other collateral.



Typically, staff work directly with companies to analyze information and negotiate loans. An investment banker or broker hired by the borrower may assist. Most Wisconsin borrowers do not have an independent credit rating, so SWIB prepares the underwriting and credit analysis and then proposes and negotiates a suitable financing structure. The Wisconsin Private Debt Portfolio also offers

mezzanine financing, which entails a higher level of risk because loans are subordinated to the company's bank or other senior debt financing. To compensate, expected returns for these investments range from 14% to 16%. Investments consist of a loan, and in some instances, an equity holding, with the loan maturing in five years and earning interest only through its life.

SWIB's core investment strategy for the portfolio has not changed. SWIB welcomes new investment opportunities that fit the Wisconsin Private Debt Portfolio guidelines. Staff actively seeks new investment possibilities by marketing this financing resource to Wisconsin businesses and collaborating with financial institutions. If an investment opportunity does not fit with the portfolio's criteria, staff works to identify other potential sources of funding and frequently makes referrals on behalf of the borrower to the Wisconsin Economic Development Corporation (WEDC), commercial banks, private equity groups, or other capital sources. The actual amount of loans in which SWIB will invest ultimately depends upon investment opportunities, general market conditions, and resources.

Looking to the future, from FY 2027 – FY 2030, SWIB projects new Wisconsin Private Debt Portfolio loans could range from $8 million to $68 million.

Businesses participating in SWIB's Private Debt Program are primarily headquartered or operating in Wisconsin or have plans to invest in our state. Companies of all sizes interested in learning how SWIB's Private Debt Program could help them create their own success stories should contact SWIB Portfolio Manager Chris Prestigiacomo at Chris.Prestigiacomo@swib.state.wi.us.

Private Debt Spotlight: Iron Crest

In Poynette, Iron Crest is building for the future by investing in businesses with decades of experience behind them.

Focusing on environmental and waste equipment manufacturing, Iron Crest is bringing together businesses that make trucks, containers, and specialized equipment to help communities and industries manage the essential work of moving and handling waste.

IRON CREST

Iron Crest's portfolio includes Poynette Ironworks and Ironworks Truck & Equipment. SWIB's Private Debt Program helped finance the company's continued growth and expansion through its acquisition of FleetGenius of NC, extending Iron Crest's reach while building on its established portfolio of businesses.

Each business maintains its own leadership, brand, and customer relationships while benefiting from the resources and support of a larger organization. Iron Crest's approach is centered on durable growth: investing in people, facilities, and capabilities while preserving the expertise and culture that made each business successful in the first place.

That approach has a natural connection to Wisconsin, and to SWIB's own long-term investment perspective. By providing capital that supports the growth of businesses like Iron Crest, SWIB can help companies invest for the future while generating long-term value for the Wisconsin Retirement System.

Venture Capital Portfolio

SWIB's primary objective for investing in early-stage startup companies through its Wisconsin Venture Capital Portfolio is to generate strong risk-adjusted returns for the beneficiaries of the WRS. A secondary benefit includes the potential creation of jobs through these investments.

While achieving investment returns and fostering regional economic growth are important, an equally significant aspect of these investments is the transformative impact that the technologies developed by these startups can have on people's lives.

Targeting Venture Capital Investments

Private equity refers to investments in equity securities in companies not publicly traded on a stock exchange. While these investments typically involve higher risks than publicly traded securities, they also offer the potential for higher returns. Venture capital is a specific type of private equity investment. The Wisconsin Venture Capital Portfolio, established in 1999, focuses on venture capital investments within Wisconsin. In 2016, the Non-Wisconsin Venture Capital Portfolio was launched to identify global investments through limited partnerships, other fund vehicles, strategic partnerships, or co-investments in venture-backed companies. As of June 30, 2026, the Wisconsin Venture Capital Portfolio has commitments to 14 venture capital funds. The portfolio also has active direct investments in three Wisconsin venture-stage companies. As of June 30, 2026, the Wisconsin Venture Capital Portfolio had over $262 million committed/ invested in active funds/companies.



The portfolio leverages the imbalance between the Wisconsin region's strong research and development output, entrepreneurial talent, low business operating costs, and the relatively limited availability of venture capital funding.

SWIB believes this imbalance creates an opportunity to generate returns because venture investing demands significant time and hands-on involvement with each company. The high costs of managing long-distance investments give

an advantage to local investors with established connections to regional research and business leaders with the skills to build companies that can commercialize this research. The limited competition gives local investors the opportunity to invest at attractive valuations and select the best opportunities.

Since the inception of the venture capital initiative, SWIB has made several direct investments in Wisconsin-based companies. SWIB has invested in over 30 companies directly since the inception of the portfolio.

Getting the Word Out About Wisconsin

SWIB has built strong relationships with many top-tier venture capital funds. In addition to venture capital investments, SWIB connects coastal managers with investment opportunities in Wisconsin. Over time, these connections and introductions should increase the availability of venture capital funding for businesses within the state.

Venture Capital Spotlight: HistoSonics

A breakthrough idea can begin in a lab. Turning it into something that could change patient care is a much longer journey.

HistoSonics is taking that journey with a technology that sounds almost futuristic: using focused ultrasound to mechanically destroy targeted tumors without incisions or radiation.

The approach is called histotripsy. HistoSonics' Edison® Histotripsy System is U.S. Food and Drug Administration-cleared for the non-invasive mechanical destruction of liver tumors, and the company continues to research additional applications for the technology.
Behind that progress are years of science, clinical research, and collaboration, including a connection to Wisconsin.

HistoSonics works with clinicians and researchers at the University of Wisconsin-Madison, bringing together academic expertise, clinical insight, and innovative technology to advance patient care. It's also an example of the kind of innovation found within SWIB's Venture Capital portfolio.

Venture capital investments give the Wisconsin Retirement System (WRS) exposure to companies working at the leading edge of science and technology, where promising ideas can require significant time and investment to reach their potential. HistoSonics represents that long-term journey — from research and discovery to a technology now being used in clinical care.

For the WRS, investments like these are ultimately about pursuing long-term value. And sometimes, that pursuit intersects with innovation happening close to home and with ideas that have the potential to make an impact far beyond Wisconsin.

SWIB actively supports the local early-stage and venture capital community. One example is SWIB's sponsorship and involvement in the Greater Madison Area Chamber of Commerce Pressure Chamber start-up pitch competition. The event, held during Forward Festival, a week-long celebration of entrepreneurship and innovation in Madison, features emerging companies pitching their ideas to a panel of regional investors, business executives, and a live audience. The competition's winner joins a group of start-ups on a trip to Silicon Valley where they meet with prominent venture capital firms through introductions coordinated by SWIB. SWIB is part of the Madison delegation for this trip, which also includes state economic development partners and Chamber leaders. SWIB has also participated in events like the Wisconsin Early-Stage Symposium and has hosted speaker luncheons to further engage with the entrepreneurial community.

Increasing Opportunities

Over the past 20 years, SWIB has allocated over $580 million to its Wisconsin Venture Capital Portfolio. This represents approximately 15% of SWIB's total venture capital commitments. As investments mature, SWIB expects to redeploy funds as new opportunities arise. SWIB expects the percentage invested in Wisconsin to increase in the future. From FY 2027 – FY 2030, SWIB projects new Wisconsin private equity/venture capital investments could range from $4 million to $132 million.

Other Wisconsin Investments

Real Estate

Nearly all Wisconsin real estate investments are made through funds and partnerships rather than through direct investments. From FY 2027 – FY 2030, SWIB projects new Wisconsin real estate investments of up to $10 million.

Public Equities

SWIB's public equity team will continue to evaluate public equity investments in quality Wisconsin companies that offer value to the WRS. This includes exploring opportunities in initial public offerings and secondary stock offerings of Wisconsin companies. Additionally, staff will research smaller Wisconsin companies that are overlooked by Wall Street analysts. Actual investments depend on investment strategies, market conditions, available opportunities, and the portfolio's size. From FY 2027 – FY 2030, SWIB projects new Wisconsin public equity investments could range from $760 million to $1.6 billion.

Public Fixed Income

SWIB's public fixed income team invests in government and corporate bonds for the WRS, SIF, and separately managed funds. These portfolios invest primarily in high to medium quality public fixed income instruments that provide competitive returns. The team also evaluates public offerings from Wisconsin-based companies to determine if they meet the portfolio's investment criteria. Additional investments include commercial paper issued by Wisconsin corporations. From FY 2027 – FY 2030, SWIB projects new Wisconsin public fixed income investments could range from $600 million to $3.2 billion.

Wisconsin Economic Development Corporation Suggestions & SWIB's Response

WISCONSIN ECONOMIC DEVELOPMENT

September 3, 2026

Edwin Denson, Executive Director/Chief Investment
Officer State of Wisconsin Investment Board
4703 Madison Yards Way, Suite 700
Madison, WI 53705

Mr. Denson:

Wisconsin's long-term economic success depends on its ability to attract investment, talent, technology, businesses, and strategic partnerships from across the nation and around the world. While Wisconsin possesses significant strengths in research, advanced manufacturing, health care, agriculture, water technology, energy, and entrepreneurship, the state continues to compete for visibility, capital, and growth opportunities in an increasingly relationship-driven economy.

The Wisconsin Economic Development Corporation (WEDC) recognizes that SWIB's primary responsibility is to generate strong risk-adjusted returns for Wisconsin Retirement System beneficiaries. At the same time, SWIB's position as one of the nation's most respected institutional investors provides Wisconsin with a unique strategic asset. Through relationships with leading venture capital firms, private equity managers, infrastructure investors, sovereign wealth funds, pension systems, corporate investors, and asset managers, SWIB participates in networks that influence where capital is deployed, companies expand, and long-term partnerships are formed.

WEDC encourages SWIB to continue leveraging these relationships to elevate awareness of Wisconsin's economic strengths and opportunities among investors and business leaders. The value of this engagement is not directing investment decisions. Rather, it is ensuring Wisconsin is present in the conversations where investors evaluate opportunities, companies consider expansion plans, and institutions determine where to build long-term relationships.

As a trusted investment partner, SWIB can help strengthen Wisconsin's connectivity to these networks by facilitating relationships among investors, businesses, universities, entrepreneurs, industry leaders, and economic development organizations. These connections can improve information flow, deepen market awareness, and create pathways for investment, partnership, and business growth across the state.

WEDC recommends continued collaboration around efforts that:

LOOK FORWARD

- Increase awareness of Wisconsin's innovation assets, strategic industries, and economic opportunities among national and international investors.

- Connect external investors with Wisconsin businesses, research institutions, entrepreneurs, and economic development partners.

- Strengthen access to capital across the business lifecycle, from startup formation and commercialization through growth-stage financing, business expansion, and strategic investment.

- Expand syndication and co-investment opportunities between Wisconsin companies, Wisconsin-based investment funds, and national investors, increasing the flow of outside capital into the state.

- Continue exploring opportunities to support high-performing Wisconsin-based fund managers that demonstrate strong investment performance and attract external capital into Wisconsin companies and industries.

- Promote Wisconsin as a destination for business investment, company expansion, research collaboration, and long-term economic growth.

WEDC further encourages efforts to strengthen a statewide network of institutional investors, corporations, universities, foundations, family offices, pension funds, sovereign investors, venture capital firms, and economic development organizations committed to increasing Wisconsin's connectivity to national and global capital markets. The objective is not to direct investment activity, but rather to strengthen relationships, improve information sharing, increase market visibility, and create opportunities for collaboration that benefit Wisconsin's economy over time.

SWIB is particularly well-positioned to serve as a convener within this ecosystem. Through investor roundtables, sector-focused forums, and opportunities for investors to engage directly with Wisconsin companies and institutions, SWIB can help increase familiarity with the state's strengths in advanced manufacturing, biohealth, agriculture and food systems, water technology, energy, artificial intelligence, and other emerging industries. Experience from leading innovation economies demonstrates that investors are more likely to deploy capital in regions where they have developed trusted relationships and a deeper understanding of local opportunities.

WEDC also recognizes that stronger connections to capital markets can benefit communities across Wisconsin. Increased engagement with investors, fund managers, corporations, and strategic partners can support entrepreneurship, business growth, innovation, and private investment in urban, suburban, and rural communities throughout the state.

Ultimately, Wisconsin's competitiveness will be shaped not only by the capital generated within the state, but also by its ability to attract external investment, connect to broader markets, and participate in the networks that drive economic growth. WEDC believes SWIB's relationships, credibility, and leadership within the investment community can help increase awareness of Wisconsin's opportunity set, strengthen pathways for capital attraction, and support the state's position as a destination for innovation, business growth, and long-term investment while remaining fully consistent with its fiduciary responsibilities.

Sincerely,



John W. Miller
Secretary and CEO
Wisconsin Economic Development Corporation

SWIB STATE OF WISCONSIN INVESTMENT BOARD

October 30, 2026

Mr. John Miller
Secretary and CEO, Wisconsin Economic Development Corporation
2352 S. Park St., Suite 303
Madison, WI 53713

Dear Mr. Miller,

Thank you for sharing your recommendations and for continuing the conversation about how the State of Wisconsin Investment Board (SWIB) and the Wisconsin Economic Development Corporation (WEDC) can work together to expand access to capital and connect Wisconsin more closely to national and global investment networks.

As you noted in your letter, SWIB's first obligation is to the Wisconsin Retirement System (WRS) and the financial security of its current and future retirees. Every investment opportunity must be evaluated on its ability to provide an appropriate risk-adjusted return for the WRS and its participants. Supporting a local business or community can be an important additional benefit and is welcomed, but it does not replace or lessen our fiduciary responsibility.

Sound investment performance also produces broader economic benefits. A financially strong WRS helps control costs for state and local government employers, reduces pressure on taxpayers, and provides retirement income that flows into communities throughout Wisconsin.

SWIB has a long history of providing private debt capital to companies based here or with significant operations in the state. Our dedicated private debt team, an uncommon resource among public pension funds, works closely with banks, financial intermediaries, and other market participants to identify financing prospects that meet our investment requirements. WEDC's knowledge of local industries and the broader economic landscape can help bring additional possibilities to our attention. When those investments generate strong returns for WRS members while helping a company grow or advance its plans, both the retirement system and the broader Wisconsin economy can benefit.

We have taken a similar approach to venture capital commitments. SWIB has developed a meaningful presence in the local early-stage ecosystem. We commit capital to funds and businesses that meet our standards, and we use our national network to connect outside venture firms with entrepreneurs and fund managers. These relationships increase the visibility of emerging companies and introduce them to broader sources of capital and expertise.

Together, our private debt and venture capital capabilities allow us to consider suitable opportunities across multiple stages of business development, from early-stage formation and commercialization through growth financing and expansion.

4703 Madison Yards Way, Suite 700, Madison, WI 53705
Mail: P.O. BOX 7842, Madison, WI 53707 // (p) 608.266.2381 // (f) 608.266.2436 // www.swib.state.wi.us

SWIB's role also extends beyond evaluating individual investments. Our relationships across the investment community have helped raise awareness of local businesses, industries, research institutions, entrepreneurs, and fund managers. Consistent with our fiduciary responsibilities and available resources, we are open to working with WEDC on appropriate investor introductions, roundtables, sector-focused discussions, and similar efforts. Such activities can improve information sharing and market visibility without directing or predetermining SWIB's investment decisions.

Working together, SWIB and WEDC can help investors better understand the opportunities available here in advanced manufacturing, biohealth, agriculture and food systems, water technology, energy, artificial intelligence, and other emerging industries. Stronger engagement among investors, businesses, universities, entrepreneurs, industry leaders, and economic development organizations can support innovation and growth in urban, suburban, and rural communities alike. These efforts can also reinforce Wisconsin's position as a destination for business investment, company expansion, and research collaboration.

SWIB welcomes further dialogue with WEDC staff about these efforts and remains open to suitable prospects involving local businesses, fund managers, and institutions. As always, our investment decisions will be guided by what best serves the WRS and its members.

Thank you again for your recommendations and continued partnership.

Sincerely,



Edwin Denson
Executive Director/Chief Investment Officer
State of Wisconsin Investment Board

This page left blank intentionally.

SWIB STATE OF WISCONSIN INVESTMENT BOARD

Agency Information

Location
4703 Madison Yards Way, Suite 700
Madison, WI 53705

Mailing Address
P.O. Box 7842
Madison, WI 53707

Internet Address
www.swib.state.wi.us

Main Telephone Number
(608) 266-2381

Central Facsimile Number
(608) 266-2436

Email Address
info@swib.state.wi.us

SWIB STATE OF WISCONSIN INVESTMENT BOARD
4703 Madison Yards Way, Suite 700, Madison WI 53705 // (p) 608.266.2381 // (f) 608.266.2436 //www.swib.state.wi.us