

## Old Salt Loan Campaign Memo

Hello,

Many of you are already familiar with [Old Salt Co-op](#) via recent Steward Regenerative Capital campaigns, or from reading [Dan Miller's article highlighting their business model as a new template for human-scale meat processing and production](#). For those who are new to their business and story, Old Salt Co-op is a partnership between multiple Montana ranches to create a vertically integrated, regional supply chain that allows producers to steward the quality of their products from the field, through the processing plant, and all the way to the end consumer. By wholly-owning processing, packaging, and retail outlets, Old Salt Co-op offers regenerative meat producers an alternative to the commodity market, keeping food local and capturing more margin to invest in agricultural stewardship

We're re-introducing Old Salt to the Steward community because individual lenders will now have the opportunity to participate in Old Salt's direct lending campaign—though due to the nature of their integrated business enterprises, the funding structure is unique.

To date, Steward has provided Old Salt several acquisition loans, including two loans for the initial purchase of an existing processing facility, as well as a bridge loan to close on the new restaurant and butcher shop location, Butcher's Table. Old Salt now has the capital stack required to fund all necessary elements of their vertically integrated business, including:

- \$4,638,800 as a senior loan from Steward, which is secured by a first mortgage on all owned business locations as well as a primary lien on all business assets
- \$1,750,000 as a subordinate loan from Great Falls Development Authority (GFDA), with capital awarded from the Meat and Poultry Intermediary Lending Program (MPIILP)
- Over \$760,000 of additional Old Salt equity that will come into the deal at closing, and over \$1.8MM of equity raised and invested into the project to date

To ensure that Old Salt receives funding as needed to keep construction progressing on the various processing, restaurant, and butcher shop sites, Steward's \$4.6MM loan will be disbursed in multiple tranches via Steward Regenerative Capital loans over the next 6-12 months. These tranches, or "stages", of funding will then become available to the Steward lending community as direct loans, each highlighting a key aspect of Old Salt's business.

**These stages are not stand-alone projects, but rather a portion of the larger, interconnected project: establishing Old Salt's vertically integrated supply chain.** All projects are secured by the same assets, and each individual tranche of money raised is critical to the success of the project as a whole.

We're thrilled to welcome our lending community into this process. The model of vertical integration that Old Salt is implementing represents a major step forward for responsible, human-scale food production, not only in the Montana food economy, but also as a template for regionally scaled meat processing across the country.

Thanks for your continued commitment to regenerative agriculture!

Regards,  
The Steward Team