

# North American Mill Restarts / Rescues, 2016 – 2025 (1 of 2)

The largest number of sustained mill restarts / rescues have been in tissue papers (5 of 11 mills). As these mills are small in size, other grades show larger restart

Company / Location	Timing <sup>(1)</sup>	Grade	Capacity (000 tons) <sup>(2)</sup>	Description
Arcadia Paper Mills - St. Helens, OR	Dec-25	Tissue	na	Acquired the former Cascades mill, with historical capacity of 115,000 tons on two machines (50,000 unbleached recycled and 65,000 tons of bleached virgin products). Restart timing and operating plan not disclosed
ST Paper - Barnwell, SC	Aug-25	Tissue	30	Acquired the former Cascades mill operation in June 2025 and restarted production in August
Legacy Paper - Port Huron, MI	Jun-25	Specialty Papers	30	Announced restart of one MG paper machine at the four machine mill. Status of restart unclear. \$24.5 million expansion investment announced January
Royal Paper - Gila Bend, AZ	Jun-25	Tissue	67	Sofidel acquired Royal Paper including its Gila Bend, AZ tissue mill and converting facilities in Phoenix, AZ and Duncan, SC
Mohawk Paper - Waterford, NY <sup>(3)</sup>	Feb-24	Premium printing and specialty papers	54	Fedrigoni acquired Mohawk Paper via a UCC Article 9 sale, assuming or incurring \$34.8 million in net debt and implicitly forgiving an \$11.5 million loan provided in August 2022. Subsequently idled the
FiberCorr - Massillon, OH	Feb-21	Corrugating medium (recycled)	90	Green Shield Limited acquired the assets of FiberCorr, including two machine mill and newly installed corrugator, operating in bankruptcy

Note: List only includes mills still operating as of year end 2025

(1) Timing of first production for shut mills, sale for still operating "rescue" mills

(2) Paper figures shown in short tons, pulp figures shown in metric tons

(3) At the time of acquisition, Mohawk operated two mills. Fedrigoni indefinitely idled the 52,000 ton Cohoes, NY mill shortly after the acquisition closing, so only the 54,000 tons of operating capacity at Waterford, NY are included here

Source: RISI, Rivermill analysis

# North American Mill Restarts / Rescues, 2016 – 2025 (2 of 2)

Packaging grades have drawn the bulk of restart / rescue activity that remains operational, but such investments have spanned a wide variety of grades

Company / Location	Timing <sup>(1)</sup>	Grade	Capacity (000 tons) <sup>(2)</sup>	Description
White Mountain Paper Co. - Gorham, NH	Jan-21	Tissue	30	Behrens Investment Group acquired the assets of Gorham Paper & Tissue and White Mountain Tissue, operating in bankruptcy
Nordic Kraft - Lebel-sur-Quévillon, QC	Oct-20	NBSK pulp	300	Acquired and restarted by Chantiers Chibougamau. US\$258 million investment, with ~40% funded by Province of Quebec. Mill had been idle since 2005
Soundview Paper - Elmwood Park, NJ	Jan-20	Tissue	67	Restarted mill's PM 11 after major fire in Jan. 2019
Carthage Specialty Paperboard - Carthage, NY	Oct-18	Uncoated Recycled Paperboard	45	Acquired by Ox Industries, operating in bankruptcy. Mill briefly shut early in bankruptcy process
Canadian Kraft Paper Industries - The Pas, MB	Nov-16	Kraft papers (extensible, virgin fiber)	188	Private equity firm American Industrial Asset Corp. acquired the mill, which was slated for closure in December 2016 by prior owner Tolko Industries
<b>Total (Short Tons)<sup>(3)</sup></b>			<b>982</b>	

Note: List only includes mills still operating as of year end 2025

(1) Timing of first production for shut mills, sale for still operating "rescue" mills

(2) Paper figures shown in short tons, pulp figures shown in metric tons

(3) Pulp capacity converted to short tons for Operating Total calculation. Arcadia is counted as 50,000 based on the smaller of the two St. Helens machines

Source: RISI, Rivermill analysis

# North American Mill Restarts / Rescues, 2016 – 2025, No Longer Operating

Four additional mills were restarted during the period but subsequently re-shut or were indefinitely idled

Company / Location	Timing <sup>(1)</sup>	Grade	Capacity (000 tons) <sup>(2)</sup>	Description
Park Falls Pulp and Paper - Park Falls, WI	Sep-20	Wetlap Pulp and Uncoated Free-Sheet	151	Acquired and restarted after shutting in September 2019. Shut down in May 2021
Willamette Falls Paper - West Linn, OR	Oct-19	Coated Free-Sheet	270	Acquired and restarted by Willamette Falls Paper Company after 20 month shutdown. Shut down in September 2024
Old Town Pulp Mill - Old Town, ME	Aug-19	Unbleached Kraft Pulp	150	Acquired and restarted by ND Paper after shutting in late 2016. Subsequently added recycled pulp capacity. Indefinitely idled in March 2023
Long Falls Paperboard - Brattleboro, VT	Jan-19	Office Products & Specialty Paperboard	42	Acquired from Neenah Paper, which had announced intention to close the mill. Indefinitely idled in November 2023

(1) Timing of first production

(2) Paper figures shown in short tons, pulp figures shown in metric tons

Source: RISI, Rivermill analysis