

ATTACHMENT 2

February 17, 2026

BAY AREA CHEMICAL CONSORTIUM
STANDARD AGREEMENT, PAGE 1 OF 2
BID NO. 06-2025
SUPPLY AND DELIVERY OF FERRIC CHLORIDE

Description of Emergency Supply Plan: Provide a summary of vendor's plans to continue to supply product in the event of an unexpected disaster or urgent emergency event.

STRATEGIC SOURCING. An integral part of our chemical management philosophy is to develop multiple sources of supply for any single product or item. Our strategic approach is to first identify if TC can manufacture the product to the required specification, and then to develop relationships with basic producers and other supply chain partners so that we have a primary source and a secondary source for every product. In the case of Chlorine and sulfuric acid for alum, Thatcher purchases from both domestic and Canadian producers in the event that tariffs are implemented.

CONTINUITY OF SUPPLY. As indicated above, we continuously assess the marketplace, both in terms of product availability and transportation resources. One of our paramount strengths is in ensuring continuity of supply with proven logistics capabilities and redundant production locations. For the BACC, Thatcher Company of California, Inc. could utilize three different and distinct production facilities to support the volume in this bid. If we see a potential shortfall in a given product group, we change our supply position to ensure our customers' requirements are met (both in product availability and specification). If transportation resources become tight, we employ additional trucking and rail resources that meet our rigid selection criteria

INVENTORY MANAGEMENT. For tactical, day-to-day inventory management and replenishment, we analyze historical usage by product by location and utilize constant communication with the end-user in order to factor in seasonality, spikes in usage, process deviations and other critical facets that affect demand to determine a forecasted usage. Based on the future demand forecast, minimum and maximum inventory levels are set to ensure that customer needs are met. We have particular expertise in inventory management.

For select customers, TC employs an integrated customer demand system for replenishing our customer's on-site chemical inventories. We use a dedicated Key Account Coordinator that works hand-in-hand with our Account Manager and the designated customer on-site representative to closely monitor the levels of the customer's on-site chemical inventories. This continuous checking of customer inventories is integrated with our inventory in the upstream supply channel.

The net effect of this is that orders are anticipated. Thatcher Company is currently providing this chemical management program with other customers with much success. Chemical management may not be a core business interest for some of our customers; however, chemical management is absolutely a core competency for our business. The basic reason is economic. Stock-outs and emergency shipments are expensive – to your operation, and to your chemical provider. Our innovative approach removes this cost from the supply chain itself.

ORDER FULFILLMENT. The inventory replenishment process described above ensures product deliveries are made on a timely basis. This process is done at the operations levels, meaning the operating needs of the customer are met without daily purchasing coordination. TC ensures that each order is carefully executed.

TRANSPORTATION. Thatcher Company supplies customers throughout the United States via our Trucking Company. Our philosophy is to support 70% of our deliveries with our own assets and utilize carriers for 30% of our deliveries. Our fleet of transportation tractors and over specialized trailers accommodate the varied requirements of any chemical user. With national trucking contracts to supplement our own fleet and rail capabilities, our customers receive the most prompt service available.

Thatcher Transportation supplies just in time delivery with liquid bulk and dry bulk, package, LTL, van, and flatbed vehicles. For dry LTL products, we have a lift gate fleet for both van and flat bed deliveries. We provide pneumatic and liquid tanker service in truck/tanker load quantities, rocky mountain doubles and mini-bulk delivery systems. Our fleet maintenance program exceeds DOT requirements. All tractors are purchased with full warranties and our power units are replaced every four years.

Our dispatch office is staffed 7 days a week from 7:00 AM to Midnight and we are on-call 24/7/365. Each of our vehicles is equipped with a new Qual Com communication system for two-way communications as well as position location equipment for tracking each vehicle's exact position and automated hours of service recording. Each delivery is always on call and in view.

SUPPLY CHAIN MANAGEMENT. Thatcher Company performs many vital functions and services within the supply chain:

- We provide one primary contact to represent many suppliers to our Customer.
- We provide one primary contact to represent Customer's goals to many suppliers.
- We create standard practices between the Customer and chemical suppliers (simplified billing and P.O. management, for example).
- We have in-the-ground facilities and operations to support Customer operations.
- We leverage chemical purchases from a significantly larger pool of chemical requirements than just one customer.
- We bring operating knowledge from supplier companies to work on Customer issues.
- We manage not only "price-per-pound" analysis, but also "total cost of ownership" such as cost of ordering, cost of delivery, cost of disposal of waste products etc.

- We apply knowledge from one industry to another.
- Whenever practical, we manufacture products to specific customer needs.

In the final analysis, by addressing both the strategic and tactical aspects of inventory management, TC offers a chemical management program that guarantees both continuity and security of supply.

A handwritten signature in blue ink, appearing to read 'M.T. Mitchell', with a long horizontal flourish extending to the right.

Thatcher Company of California, Inc.
Michael T. Mitchell
President