IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE

In re:	Chapter 11
Noble Supply & Logistics, LLC, *et al.*,	Case No. 26-11369 (CTG)
Debtors.[1]	(Jointly Administered)
	Re Docket Nos.: 195 & 196

SUPPLEMENTAL DECLARATION OF ROBERT ALBERGOTTI, CHIEF TRANSFORMATION OFFICER OF NOBLE EQUITY HOLDINGS, LLC IN SUPPORT OF DEBTORS' MOTION FOR ENTRY OF AN ORDER APPROVING (I) KEY EMPLOYEE RETENTION PLAN AND (II) KEY EXECUTIVE INCENTIVE PLAN

I, Robert Albergotti, hereby declare pursuant to 28 U.S.C. § 1746:

1. I am the Chief Transformation Officer of each of the Debtors. I submit this supplemental declaration (the "Supplemental Declaration") in further support of the KERP and KEIP Motion and to supplement the *Declaration of Robert Albergotti,* Chief Transformation Officer *of Noble Equity Holdings, LLC in Support* of *Debtors' Motion for Entry* of *an Order Approving (I) Key Employee Retention Plan and (II) Key Executive Incentive Plan* [Docket No. 196] (the "Original Declaration").[2] My background and qualifications, and the bases for the statements made herein, are set forth in the Original Declaration, which is incorporated herein by

[1] The Debtors in these chapter 11 cases, along with the last four digits of each Debtor's federal tax identification number, are: Noble Supply & Logistics, LLC (7926); COTS Solutions, LLC (4477); Federal Resources Supply Company, LLC (3636); FRS Holdings, LLC (2327); K.D. Analytical Consulting, LLC (6637); KDA Acquisition, LLC (5870); Noble Defense Corporation (N/A); Noble Equity Holdings, LLC (0851); Noble.com, LLC (4712); Noble Mission Support, LLC (7908); and Tactical & Survival Specialties, LLC (2266). The location of the Debtors' principal place of business and the Debtors' service address in these chapter 11 cases is 1 Marina Park Drive, Suite 220, Boston, MA 02210.

[2] Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to them in the Original Declaration or the *Debtors' Motion for Entry of an Order Approving (I) Key Employee Retention Plan and (II) Key Executive Incentive Plan* [Docket No. 195] (the "KERP and KEIP Motion"), as applicable.

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reference. I am authorized to submit this Supplemental Declaration on behalf of the Debtors and, if called upon to testify, could and would testify competently to the facts set forth herein.

The KERP Participants' Roles and Responsibilities

2. Based on my familiarity with the Debtors' operations and organizational structure, my review of information concerning the KERP participants, and information provided by the Debtors' management, I understand that the participants primarily perform operational, technical, sales, finance, information technology, and training functions within discrete areas of the Debtors' business. To my knowledge, none of the participants has been elected, appointed, or designated as an officer, director, or manager of any Debtor entity by any Debtor's board, managers, or members. I understand that the participants do not attend Board meetings, participate in Board-level decision-making or corporate governance, or exercise authority over the Debtors' overall operations, restructuring strategy, business direction, or company-wide policy-making functions.

3. The participants' responsibilities principally involve implementing business objectives and operational directives established by senior leadership. I understand that they do not establish company-wide policy, determine enterprise-wide strategy, approve significant corporate transactions, direct the Debtors' restructuring efforts, or otherwise exercise authority over the Debtors' affairs as a whole. Based on the information available to me, none of the participants has authority, without the approval of senior management, to (a) execute contracts, government bids, or other agreements binding the Debtors; (b) approve capital expenditures, borrowings, or payments outside of approved budgets; (c) sell or otherwise dispose of the Debtors' assets outside the ordinary course; (d) establish company-wide personnel policies or make executive-level hiring, termination, or compensation decisions outside parameters established by senior management; or (e) make decisions regarding the Debtors' sale process, use of cash

collateral, or chapter 11 plan. The participants' involvement in these chapter 11 cases principally consists of providing operational support, information, and diligence materials at the direction of senior management or the Debtors' advisors; they do not direct the restructuring process.

4. Although certain participants hold titles such as Vice President or Director, I understand that those titles are internal job titles assigned by management and do not carry corporate office under any Debtor's governing documents. The titles generally reflect seniority, experience, subject-matter expertise, or customer-facing responsibilities, particularly with respect to government and military customers, rather than executive-level authority. Although certain participants supervise employees or manage discrete operational functions, I understand that they do not exercise executive-level authority over the Debtors' management, strategic direction, or corporate affairs. The participants' roles, by function, are described below.

5. *Finance and Payroll.* Certain participants work within the Debtors' finance department and are responsible for payroll processing, accounts payable processing, and treasury and finance-control functions. These participants process transactions and administer controls in accordance with policies, budgets, and approvals established by senior management. I understand that they do not establish company-wide financial policy, make executive-level cash-management or financing decisions, approve disbursements outside the approved budget without senior management approval, or establish or modify the Debtors' cash collateral budget. I understand that the participant holding the title Senior Finance Director has no direct reports; the title reflects technical expertise rather than authority over the Debtors' finance function.

6. *Information Technology*. Two participants provide IT infrastructure, security, and network support. They maintain the Debtors' existing systems and networks so that the business can continue to operate. I understand that they do not establish the Debtors' company-wide

technology strategy, approve technology spending outside the approved budget without senior management approval, or exercise executive-level authority over the Debtors' business operations.

7. *Supply Chain and Warehouse Operations.* Certain participants support the Debtors' supply chain and warehouse operations including servicing and continuity of a single federal supply contract and supervision of warehouse shifts. These participants ensure that orders are fulfilled and existing contract obligations are performed in accordance with operating directives established by senior management, including staffing levels, budgets, inventory policies, and fulfillment priorities. I understand that they do not independently approve customer or vendor contracts outside approved parameters, determine facility openings or closures, or authorize dispositions of inventory outside the ordinary course without senior management approval.

8. *Federal Contract Operations.* One participant is being retained primarily to manage the maintenance and orderly close-out of the Debtors' maintenance, repair, and operations contracts. This participant also manages an inside sales team. In that role, the participant administers existing contracts in accordance with their terms and the direction of senior management. I understand that the participant does not independently approve new contracts or pricing outside parameters established by senior management, or decide which contracts the Debtors will assume, assign, reject, or terminate.

9. *Noble IQ.* Certain participants work within Noble IQ, the Debtors' specialized training, technical, and sustainment services business. These participants deliver Noble IQ training programs, carry out Noble IQ sales, and support Noble IQ operations. I understand that senior management retains ultimate authority over Noble IQ's strategy, pricing parameters, budgets, and staffing parameters, as well as decisions regarding the marketing and sale of the Noble IQ business. The participants holding Vice President or Director titles within Noble IQ manage sales activity

and customer relationships, training delivery, or operations support within parameters set by senior management, and their titles reflect, in part, the need to engage effectively with government and military customer counterparts. Although these participants may manage day-to-day activities within their respective functions, I understand that they remain subject to senior management's oversight and do not independently determine Noble IQ's strategic direction or disposition.

10. Two participants oversee discrete operating units within the Debtors' organization. One supervises day-to-day operations at two warehouse locations in Mississippi, ensuring that the warehouses carry out fulfillment operations safely and efficiently in accordance with senior management's directives. The other oversees product delivery and sales activities in the EMEA region, managing customer relationships and coordinating delivery of products to customers in that region. These functions comprise subordinate operational components of the Debtors' business. I understand that neither individual establishes company-wide policy, directs the Debtors' restructuring efforts, participates in Board-level decision-making, or determines the restructuring or disposition of the operating units under his or her supervision. Rather, each implements the strategy and directives established by senior management within a single operating unit.

11. Based on the foregoing, I understand that, while the KERP participants perform important operational roles and possess valuable institutional knowledge, their authority and discretion remain subject to senior management's oversight and parameters. Their responsibilities principally concern specific operational functions, rather than executive-level management, strategic direction, or corporate governance of the Debtors. These facts support the Debtors' position that the KERP participants are not insiders. Further, I am not aware of any familial or close personal or business relationship between a participant and any director, officer, or person

in control of the Debtors that provides preferential access or influence beyond ordinary employment responsibilities, or of any equity interest in the Debtors held by a participant.

I declare under penalty of perjury that the foregoing statements in this Supplemental Declaration are true and correct to the best of my knowledge.

Dated: October 12, 2026
Dallas, Texas

/s/ Robert Albergotti
Robert Albergotti
Chief Transformation Officer