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)

SUPPLEMENTAL DECLARATION OF ROBERT ALBERGOTTI, CHIEF TRANSFORMATION OFFICER OF NOBLE EQUITY HOLDINGS, LLC, IN SUPPORT OF SUPPLEMENTAL MOTION FOR ENTRY OF AN ORDER AUTHORIZING ADDITIONAL PARTICIPANTS IN THE PREVIOUSLY APPROVED KEY EMPLOYEE RETENTION PLAN AND KEY EXECUTIVE INCENTIVE PLAN

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

1. I am a Managing Director of Triple P TRS, LLC, a restructuring advisory firm with numerous offices throughout the United States and am currently serving as the Chief Transformation Officer ("CTO") of each of the Debtors.[2] Triple P TRS, LLC and its service provider affiliates are wholly owned by Portage Point Partners, LLC (collectively, "Portage Point"). Portage Point has been retained as proposed financial advisor to each of the Debtors.

Qualifications

2. Prior to joining Portage Point, I served as Chief Financial Officer of CHC Group LLC, a global aviation company serving governments and oil companies on five continents. Prior to joining CHC Group in 2023, I was a Partner and Managing Director in the Turnaround &

[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 meaning ascribed to them in the *Debtors' Motion for Entry of an Order (I) Approving Amendments to the Key Employee Retention Plan and Key Executive Incentive Plan and (II) Granting Related Relief*, filed contemporaneously herewith.

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Restructuring Services practice of AlixPartners, LLP. I hold a Master of Business Administration from the University of Virginia, Darden School of Business, and a bachelor's degree in economics and business from Lafayette College. I have been a Certified Insolvency and Restructuring Advisor (CIRA), a Certified Turnaround Professional (CTP), and a Certified Treasury Professional (CTP).

3. Since commencing its engagement, Portage Point has worked closely with the Debtors' management team and other key employees of the Debtors, including in the legal, finance, operations, and human resources departments, to understand the Debtors' cash flows and operations, evaluate restructuring options, and prepare for these chapter 11 cases. Since my appointment as CTO, I and the Portage Point team have conducted an intensive review of the Debtors' businesses, finances, and operational situation to become familiar with the matters described herein.

4. Except as otherwise indicated herein, the statements in this Declaration are based on: (i) my personal knowledge of, and familiarity with, the Debtors' operations, finances, and restructuring efforts; (ii) my review of relevant documents and information provided to me by employees of or advisors to the Debtors; (iii) my opinion based on my experience and knowledge of the Debtors' operations and financial and business affairs; (iv) information received from the Debtors' employees or advisors working directly with me or under my supervision; and/or (v) the Debtors' records maintained in the ordinary course of business. I am authorized to submit this Declaration on behalf of the Debtors. If called upon to testify, I could and would testify competently to the facts set forth herein.

5. I am not being compensated specifically for this testimony other than through payments received by Portage Point as a professional proposed to be retained by the Debtors. I am over the age of 18 years.

The Additional Participants

6. Since entry of the Initial Order, the Debtors' workforce has continued to evolve as certain employees who were participants in the KERP or KEIP have resigned or otherwise ceased employment with the Debtors. As a result, those individuals are no longer eligible to participate in the applicable program.

7. At the same time, the Debtors have identified a limited number of employees whose continued service has become critical to maintaining operations, preserving enterprise value, supporting customer and vendor relationships, assisting with the Debtors' ongoing sale efforts, and maximizing recoveries for stakeholders. Certain of these employees have assumed responsibilities previously performed by departed participants, while others have become increasingly important to the Debtors' operations and restructuring efforts since entry of the Initial Order. In addition, one proposed participant is being added because he was inadvertently omitted from the original KERP participant list. The Debtors did not include any employee from the Harrisonburg facility in the original KERP; however, the Debtors believe that this employee's continued service is critical to facilitating the orderly closure of the Harrisonburg facility, including the close-out and transfer of the Debtors' ATF licenses and the completion of other site-specific operational responsibilities.

8. After consultation with the Debtors' management team, I reviewed the proposed participant changes and determined that the Additional Participants appropriately reflect the Debtors' current organizational structure and operational needs. In evaluating the proposed

additions, I considered many of the same factors used in connection with the Programs, including the employees' roles in maintaining day-to-day operations, institutional knowledge, anticipated involvement in the sale process, replaceability, and retention risk.

9. Importantly, the proposed amendments are limited solely to participant eligibility. The Debtors are not seeking to modify the performance metrics, retention structure, payment mechanics, vesting conditions, or other material terms previously approved by the Court. Rather, the amendments are intended only to update the participant roster to reflect personnel changes that have occurred since entry of the Initial Order. Moreover, the proposed amendments will reduce the Debtors' aggregate obligations under both the KEIP and the KERP.

10. In my business judgment, adding the Additional Participants to the Programs is necessary and appropriate to retain and incentivize, as applicable, those employees whose services are most critical to maintaining operations, supporting the Debtors' sale process, and maximizing value for the Debtors' estates. Further, because the proposed amendments do not alter the substantive terms of the programs previously approved by the Court and reduce the overall cost of those programs, I believe approval of the Additional Participants to the Programs is in the best interest of the Debtors' estates.

The Additional KERP Participants' Roles and Responsibilities

11. Based on my familiarity with the Debtors' operations and organizational structure, my review of information concerning the Additional 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 Debtors' 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.

12. 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.

13. Although certain participants hold titles such as Vice President or Supervisor, 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.

14. **Supply Chain and Warehouse Operations.** Four additional participants support the Debtors' supply chain and warehouse operations. One participant replaces a participant who resigned and ensures that the Debtors fulfill customer orders and perform existing contract obligations in accordance with operating directives established by senior management. Three additional participants work at the Debtors' warehouse facility in Olive Branch, Mississippi, where they carry out the warehouse functions necessary to fulfill customer orders and perform the Debtors' contractual obligations. Based on my understanding, these participants perform their duties within operational parameters established by senior management and do not direct the Debtors' strategic direction, restructuring efforts, or other matters traditionally associated with executive officers. Their continued service remains important to maintaining operations and preserving value for the Debtors' estates.

15. **Federal Contract Operations.** One additional participant supports the orderly wind down of the Debtors' federal contract operations and the closure of the Debtors' Harrisonburg, Virginia location. As the sole remaining employee at the Harrisonburg facility, this participant possesses substantial institutional knowledge regarding the Debtors' federal contract operations. The participant assists with contract closeouts, the closure of the Harrisonburg facility, and the transfer or disposition of obligations associated with applicable ATF licenses and related regulatory requirements. Based on my understanding, the participant carries out these responsibilities under the direction of senior management and does not independently determine the Debtors' overall operational, restructuring, or strategic objectives. The participant's unique

knowledge and experience make continued retention critical to ensuring an orderly transition and minimizing operational and regulatory risk.

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

Dated: November 11, 2026
Dallas, Texas

/s/ Robert Albergotti
Robert Albergotti
Chief Transformation Officer