Fill in this information to identify the case:

United States Bankruptcy Court for the:

_____ District of DELAWARE
(State)

Case number (*If known*): _____ Chapter 11

☐ Check if this is an amended filing

Official Form 201

Voluntary Petition for Non-Individuals Filing for Bankruptcy 04/25

If more space is needed, attach a separate sheet to this form. On the top of any additional pages, write the debtor's name and the case number (if known). For more information, a separate document, *Instructions for Bankruptcy Forms for Non-Individuals,* is available.

1. **Debtor's name** Tactical & Survival Specialties, LLC

2. **All other names debtor used in the last 8 years**
Include any assumed names, trade names, and *doing business as* names
f/k/a Tactical & Survival Specialties, Inc.

3. **Debtor's federal Employer Identification Number** (EIN) 54-1542266

4. **Debtor's address**

Principal place of business

1 Marina Park Drive, Suite 220
Number Street

Boston MA 02210
City State ZIP Code

Suffolk
County

Mailing address, if different from principal place of business

Number Street

P.O. Box

City State ZIP Code

Location of principal assets, if different from principal place of business

Number Street

City State ZIP Code

5. **Debtor's website** (URL) https://www.noble.com

2611369260830000000000011

Debtor Tactical & Survival Specialties, LLC
Name

Case number (*if known*)_____

6. Type of debtor

☒ Corporation (including Limited Liability Company (LLC) and Limited Liability Partnership (LLP))
☐ Partnership (excluding LLP)
☐ Other. Specify: _____

7. Describe debtor's business

A. *Check one:*

☐ Health Care Business (as defined in 11 U.S.C. § 101(27A))
☐ Single Asset Real Estate (as defined in 11 U.S.C. § 101(51B))
☐ Railroad (as defined in 11 U.S.C. § 101(44))
☐ Stockbroker (as defined in 11 U.S.C. § 101(53A))
☐ Commodity Broker (as defined in 11 U.S.C. § 101(6))
☐ Clearing Bank (as defined in 11 U.S.C. § 781(3))
☒ None of the above

B. *Check all that apply:*

☐ Tax-exempt entity (as described in 26 U.S.C. § 501)
☐ Investment company, including hedge fund or pooled investment vehicle (as defined in 15 U.S.C. § 80a-3)
☐ Investment advisor (as defined in 15 U.S.C. § 80b-2(a)(11))

C. NAICS (North American Industry Classification System) 4-digit code that best describes debtor. See http://www.uscourts.gov/four-digit-national-association-naics-codes .

4 2 3 8

8. Under which chapter of the Bankruptcy Code is the debtor filing?

Check one:

☐ Chapter 7
☐ Chapter 9
☒ Chapter 11. *Check **all** that apply*:

- ☐ Debtor's aggregate noncontingent liquidated debts (excluding debts owed to insiders or affiliates) are less than $3,424,000 (amount subject to adjustment on 4/01/28 and every 3 years after that).
- ☐ The debtor is a small business debtor as defined in 11 U.S.C. § 101(51D). If the debtor is a small business debtor, attach the most recent balance sheet, statement of operations, cash-flow statement, and federal income tax return or if all of these documents do not exist, follow the procedure in 11 U.S.C. § 1116(1)(B).
- ☐ The debtor is a small business debtor as defined in 11 U.S.C. § 101(51D), and it chooses to proceed under Subchapter V of Chapter 11.
- ☐ A plan is being filed with this petition.
- ☐ Acceptances of the plan were solicited prepetition from one or more classes of creditors, in accordance with 11 U.S.C. § 1126(b).
- ☐ The debtor is required to file periodic reports (for example, 10K and 10Q) with the Securities and Exchange Commission according to § 13 or 15(d) of the Securities Exchange Act of 1934. File the *Attachment to Voluntary Petition for Non-Individuals Filing for Bankruptcy under Chapter 11* (Official Form 201A) with this form.
- ☐ The debtor is a shell company as defined in the Securities Exchange Act of 1934 Rule 12b-2.

☐ Chapter 12

9. Were prior bankruptcy cases filed by or against the debtor within the last 8 years?

If more than 2 cases, attach a separate list.

☒ No
☐ Yes. District _____ When _____ Case number _____
MM / DD / YYYY

District _____ When _____ Case number _____
MM / DD / YYYY

Debtor Tactical & Survival Specialties, LLC
Name

Case number (*if known*)_____

10. Are any bankruptcy cases pending or being filed by a business partner or an affiliate of the debtor?

List all cases. If more than 1, attach a separate list.

☐ No

☒ Yes. Debtor See Schedule A Relationship _____

District _____ When _____
MM / DD / YYYY

Case number, if known _____

11. Why is the case filed in *this district*?

Check all that apply:

☒ Debtor has had its domicile, principal place of business, or principal assets in this district for 180 days immediately preceding the date of this petition or for a longer part of such 180 days than in any other district.

☒ A bankruptcy case concerning debtor's affiliate, general partner, or partnership is pending in this district.

12. Does the debtor own or have possession of any real property or personal property that needs immediate attention?

☒ No

☐ Yes. Answer below for each property that needs immediate attention. Attach additional sheets if needed.

Why does the property need immediate attention? (*Check all that apply.*)

☐ It poses or is alleged to pose a threat of imminent and identifiable hazard to public health or safety.
What is the hazard? _____

☐ It needs to be physically secured or protected from the weather.

☐ It includes perishable goods or assets that could quickly deteriorate or lose value without attention (for example, livestock, seasonal goods, meat, dairy, produce, or securities-related assets or other options).

☐ Other _____

Where is the property?_____
Number Street

_____

_____ _____ _____
City State ZIP Code

Is the property insured?

☐ No

☐ Yes. Insurance agency _____

Contact name _____

Phone _____

Statistical and administrative information

13. Debtor's estimation of available funds

Check one:

☐ Funds will be available for distribution to unsecured creditors.

After any administrative expenses are paid, no funds will be available for distribution to unsecured creditors.

14. Estimated number of creditors

☐ 1-49	☒ 1,000-5,000	☐ 25,001-50,000
☐ 50-99	☐ 5,001-10,000	☐ 50,001-100,000
☐ 100-199	☐ 10,001-25,000	☐ More than 100,000
☐ 200-999		

Debtor Tactical & Survival Specialties, LLC
Name

Case number (*if known*)

15. Estimated assets	☐ $0-$50,000 ☐ $50,001-$100,000 ☐ $100,001-$500,000 ☐ $500,001-$1 million	☐ $1,000,001-$10 million ☐ $10,000,001-$50 million ☐ $50,000,001-$100 million ☒ $100,000,001-$500 million	☐ $500,000,001-$1 billion ☐ $1,000,000,001-$10 billion ☐ $10,000,000,001-$50 billion ☐ More than $50 billion
16. Estimated liabilities	☐ $0-$50,000 ☐ $50,001-$100,000 ☐ $100,001-$500,000 ☐ $500,001-$1 million	☐ $1,000,001-$10 million ☐ $10,000,001-$50 million ☐ $50,000,001-$100 million ☐ $100,000,001-$500 million	☒ $500,000,001-$1 billion ☐ $1,000,000,001-$10 billion ☐ $10,000,000,001-$50 billion ☐ More than $50 billion

Request for Relief, Declaration, and Signatures

WARNING -- Bankruptcy fraud is a serious crime. Making a false statement in connection with a bankruptcy case can result in fines up to $500,000 or imprisonment for up to 20 years, or both. 18 U.S.C. §§ 152, 1341, 1519, and 3571.

17. Declaration and signature of authorized representative of debtor

The debtor requests relief in accordance with the chapter of title 11, United States Code, specified in this petition.

I have been authorized to file this petition on behalf of the debtor.

I have examined the information in this petition and have a reasonable belief that the information is true and correct.

I declare under penalty of perjury that the foregoing is true and correct.

Executed on 08/30/2026
MM / DD / YYYY

✘ */s/ Robert Albergotti*
Signature of authorized representative of debtor

Robert Albergotti
Printed name

Title Chief Transformation Officer

18. Signature of attorney

✘ */s/ Justin R. Alberto*
Signature of attorney for debtor

Date 08/30/2026
MM / DD / YYYY

Justin R. Alberto
Printed name

Cole Schotz P.C.
Firm name

500 Delaware Avenue, Suite 600
Number Street

Wilmington DE 19801
City State ZIP Code

302-652-3131
Contact phone

jalberto@coleschotz.com
Email address

5126 Delaware
Bar number State

Schedule A

Pending Bankruptcy Cases Filed by the Debtor and Affiliates of the Debtor

On the date hereof, each of the affiliated entities listed below (the "Debtors") filed a voluntary petition for relief under chapter 11 of title 11 of the United States Code, in the United States Bankruptcy Court for the District of Delaware. Contemporaneously herewith, the Debtors are filing a motion requesting that the chapter 11 cases of these entities be consolidated for procedural purposes only and jointly administered under the number assigned to the chapter 11 case of Noble Supply & Logistics, LLC.

Company
Noble Supply & Logistics, LLC
COTS Solutions, LLC
Federal Resources Supply Company, LLC
FRS Holdings, LLC
K.D. Analytical Consulting, LLC
KDA Acquisition, LLC
Noble Defense Corporation
Noble Equity Holdings, LLC
Noble.com, LLC
Noble Mission Support, LLC
Tactical & Survival Specialties, LLC

[Execution Version]

UNANIMOUS WRITTEN
CONSENT OF THE AUTHORIZING BODY
OF EACH OF THE ENTITIES LISTED ON SCHEDULE I HERETO

August 30, 2026

The undersigned, being the managing member, the sole member, all of the members of the boards of directors or managers, or other governing body (each, an "Authorizing Body," and collectively, the "Authorizing Bodies") of each of the entities listed on **Schedule I** attached hereto (each, a "Company," and collectively, the "Companies"), pursuant to the applicable laws of each jurisdiction in which each of the Companies is organized or incorporated, as applicable, and the applicable governing documents of the Companies (collectively, the "Governing Documents"), acting by written consent in lieu of a meeting, do hereby unanimously consent to the adoption of the following resolutions (the "Resolutions") and direct that this action by unanimous written consent be filed in the records of the Companies.

WHEREAS, the Authorizing Bodies have reviewed and considered the filing of a voluntary petition for relief for each Company under the provisions of chapter 11 of title 11 of the United States Code, 11 U.S.C. § 101 *et seq*. (as amended, the "Bankruptcy Code") pursuant to applicable law and in accordance with the requirements of each Company's governing documents and applicable law (the "Restructuring Matters");

WHEREAS, the Authorizing Bodies have reviewed and considered certain materials presented by, or on behalf of, the Companies' management team and legal and financial advisors regarding the liabilities, obligations, and liquidity of the Companies, the strategic and financial alternatives available to them, and the effect of the foregoing on each Companies' business and operations, and have had adequate opportunity to consult such persons regarding the materials presented, obtain additional information, and fully consider each of the alternatives available to the Companies;

WHEREAS, the Authorizing Bodies have determined, in their business judgment, that the adoption of the following Resolutions, and the actions, transactions, and documentation contemplated thereby, are advisable and in the best interests of the Companies, their creditors, their stakeholders, and other parties in interest; and

WHEREAS, the "Holdco Member" and the "PRU Member," each as defined in the Third Amended and Restated Limited Liability Company Agreement of Noble Equity Holdings, LLC, a Delaware limited liability company, effective as of April 2, 2026 (the "LLCA"), have each consented to the commencement of a voluntary bankruptcy filing as required pursuant to sections 8.11(i) and 8.12(i) of the LLCA.

NOW, THEREFORE, BE IT RESOLVED, that, pursuant to the applicable Governing Documents of each Company, the undersigned do hereby adopt the following Resolutions:

Chapter 11 Filing

RESOLVED, THEREFORE, that in the business judgment of the Authorizing Bodies, after consideration of the alternatives presented to them, the recommendations of senior management of the Company, and the advice of the Companies' professionals and advisors, that it is in the best interests of each Company, and its creditors, members, and other interested parties, that a voluntary petition for relief (the "Bankruptcy Petitions") be filed by each Company under the provisions of the Bankruptcy Code in the United States Bankruptcy Court for the District of Delaware and any other petition for relief or recognition or other order that may be desirable under applicable law in the United States, and, in accordance with the requirements in each Company's governing documents and applicable law, hereby consents to, authorizes and approves, the filing of the Bankruptcy Petitions;

FURTHER RESOLVED, that any director, manager, or duly appointed officer of each Company (each, an "Authorized Officer") be, and they hereby are, authorized to execute and file on behalf of the Companies all petitions, schedules, lists and other papers or documents, and to take any and all action which they deem necessary or proper to obtain such relief;

Use of Cash Collateral and Adequate Protection

FURTHER RESOLVED, to the extent applicable to the Companies, in the business judgment of the Authorizing Bodies, it is desirable and in the best interests of the Companies, their creditors, other stakeholders, and other parties in interest to obtain the benefits of the use of cash collateral, as such term is defined in section 363(a) of the Bankruptcy Code ("Cash Collateral"), which is security for certain of the Companies' prepetition secured lenders (the "Prepetition Secured Lenders") under certain credit facilities by and among the Companies, the guarantors party thereto, and the lenders party thereto;

FURTHER RESOLVED, that in order to use and obtain the benefits of the Cash Collateral, and in accordance with section 363 of the Bankruptcy Code, each Company will provide certain adequate protection to the Prepetition Secured Lenders (the "Adequate Protection Obligations") as documented in a proposed interim order (the "Cash Collateral Order") to be submitted for approval by the Bankruptcy Court;

FURTHER RESOLVED, that the form, terms, and provisions of the Cash Collateral Order to which each Company shall be subject, and the actions and transactions contemplated thereby, are authorized and approved in all respects; and each Authorized Officer is authorized, empowered, and directed in the name of, and on behalf of, each Company, to take such actions and negotiate or cause to be prepared and negotiated and to execute, deliver, perform, and cause the performance of, the Cash Collateral Order;

FURTHER RESOLVED, each of the Authorized Officers be, and hereby is, authorized, in the name and on behalf of each Company, to take all such further actions, or cause all such further actions to be taken and to execute and deliver all such further agreements, documents, instruments, certificates recordings, and filings, in the name and on behalf of each Company, as in the determination of such Authorized Officer shall be necessary, proper, or advisable in order to fully carry out the intent and accomplish the purposes of the foregoing Resolutions and to consummate the transactions contemplated thereby, such authority to be

conclusively evidenced by the execution of any document or the taking of any such action by such Authorized Officer;

FURTHER RESOLVED, each of the Authorized Officers be, and hereby is, authorized, empowered, and directed in the name of, and on behalf of, each Company to seek authorization and approval to use Cash Collateral pursuant to the Cash Collateral Order, and any Authorized Officer be, and hereby is, authorized, empowered, and directed to negotiate, execute, and deliver any and all agreements, instruments, or documents, by or on behalf of each Company, including the Adequate Protection Obligations to the Prepetition Secured Lenders in accordance with section 363 of the Bankruptcy Code, as well as any additional or further agreements for the use of Cash Collateral in connection with the chapter 11 case, which agreements may require the Companies to grant adequate protection and liens to the Prepetition Secured Lenders and each other agreement, instrument, or document to be executed and delivered in connection therewith, by or on behalf of the Companies pursuant thereto or in connection therewith, all with such changes therein and additions thereto as any Authorized Officer approves, such approval to be conclusively evidenced by the taking of such action or by the execution and delivery thereof;

Retention of Professionals

FURTHER RESOLVED, that the Authorized Officers be, and they hereby are, authorized and directed to employ: (a) the law firms of Kirkland & Ellis LLP, Kirkland & Ellis International LLP and Cole Schotz P.C. as general bankruptcy counsel; (b) Triple P TRS, LLC as financial advisor to the Companies, and Robert Albergotti of Triple P TRS, LLC to serve as Chief Transformation Officer; and (c) Kurtzman Carson Consultants, LLC d/b/a Verita Global as notice and claims agent and (d) any other legal counsel, accountants, financial advisors, restructuring advisors, or other professionals the Authorized Officers deem necessary, appropriate, or advisable, effective as of the date of the applicable engagement agreement (each, a "Professional" and collectively, the "Professionals"); each to represent and assist the Companies in filings under chapter 11 of the Bankruptcy Code and any applicable law (including, but not limited to, the law firms filing any pleadings or responses), and in connection therewith, the Authorized Officers be, and each of them individually hereby are authorized, empowered, and directed, in accordance with the terms and conditions hereof, to execute appropriate retention and employment agreements, pay appropriate retainers, and cause to be filed appropriate applications for authority to retain such services;

Further Actions and Prior Actions

FURTHER RESOLVED, the Companies are hereby authorized to authorize (and each Company hereby authorizes) any direct or indirect subsidiary of each Company or any entity of which such Company or any subsidiary of such Company is the sole member, general partner, managing member, or equivalent manager, as applicable, to take each of the actions described in these Resolutions or any of the actions authorized in these Resolutions, and none of the Resolutions contained herein, or action taken in furtherance hereto, shall have or cause an adverse effect on any such subsidiary or such Company's interest therein (including without limitation, any automatic dissolution, divestiture, dissociation, or like event under applicable law);

FURTHER RESOLVED, in addition to the specific authorizations heretofore conferred upon such Authorized Officers, the Authorized Officers, either individually or as otherwise required by each Company's governing documents and applicable law, be, and each of them hereby is, authorized to execute, acknowledge, deliver, and file any and all agreements, certificates, instruments, powers of attorney, letters, forms, transfer, deeds and other documents on behalf of each Company relating to the Restructuring Matters;

FURTHER RESOLVED, each of the Authorized Officers (and their designees and delegates) be, and hereby is, authorized and empowered, in the name of and on behalf of each Company, to take or cause to be taken any and all such other and further action, and to execute, acknowledge, deliver, and file any and all such agreements, certificates, instruments, and other documents and to pay all expenses, including but not limited to filing fees, in each case as in such Authorized Officers' absolute discretion, shall be necessary, appropriate, or desirable in order to fully carry out the intent and accomplish the purposes of the resolution adopted herein;

FURTHER RESOLVED, the Authorizing Bodies have received sufficient notice of the actions and transactions relating to the matters contemplated by the foregoing Resolutions, as may be required by the governing documents of each Company, or hereby waives any right to have received such notice;

FURTHER RESOLVED, all acts, actions, and transactions relating to the matters contemplated by the foregoing Resolutions done in the name of and on behalf of each Company, which acts would have been approved by the foregoing Resolutions except that such acts were taken before the adoption of these Resolutions, are hereby in all respects approved, confirmed, and ratified as the true acts and deeds of each Company with the same force and effect as if each such act, transaction, agreement, or certificate had been specifically authorized in advance by resolution of the Authorizing Bodies;

FURTHER RESOLVED, any Authorized Officer be, and each of them hereby is, authorized to do all such other acts, deeds and other things as each Company itself may lawfully do, in accordance with its governing documents and applicable law, howsoever arising in connection with the matters above, or in furtherance of the intentions expressed in the foregoing Resolutions, including, but not limited to, the negotiation, finalization, execution and delivery of any other agreements, certificates, instruments, powers of attorney, letters, forms, transfer, deeds and other documents whatsoever as the individual acting may in his/her absolute and unfettered discretion approve, deem or determine necessary, appropriate or advisable, such approval, deeming or determination to be conclusively evidenced by said individual taking such action or the execution thereof;

FURTHER RESOLVED, that (a) the foregoing Resolutions may be executed and delivered electronically (including by facsimile or portable document format (pdf) transmission), (b) these Resolutions may be executed in one or more counterparts, each of which shall be deemed an original and all of which shall constitute one and the same instrument, and (c) facsimile and other electronic copies of manually signed originals shall have the same effect

as manually-signed originals and shall be binding on the Authorizing Bodies and the Companies; and

FURTHER RESOLVED, that this consent shall become effective as of the date first set forth above upon each Company's receipt of the executed counterpart signature pages from the respective members of each Authorizing Body.

The actions taken by this consent shall have the same force and effect as if taken at a special meeting of each Authorizing Body, duly called and constituted, pursuant to the applicable laws of the jurisdiction in which each Company is organized.

Schedule I

COTS Solutions, LLC

Federal Resources Supply Company, LLC

FRS Holdings, LLC

K.D. Analytical Consulting, LLC

KDA Acquisition, LLC

Noble Defense Corporation

Noble Equity Holdings, LLC

Noble Supply & Logistics, LLC

Noble.com, LLC

Noble Mission Support, LLC

Tactical & Survival Specialties, LLC

IN WITNESS WHEREOF, the undersigned, being all of the members of the Board of Managers of Noble Equity Holdings, LLC have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

NOBLE EQUITY HOLDINGS, LLC

MANAGERS

Stephen Szejner

Stephen Szejner

Robert J. McGill

Michelle Skubic

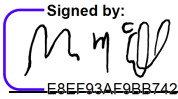
Michael Wartell

IN WITNESS WHEREOF, the undersigned, being all of the members of the Board of Managers of Noble Equity Holdings, LLC have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

NOBLE EQUITY HOLDINGS, LLC

MANAGERS

_____
Stephen Szejner

Signed by:

E8EF93AF9BB742C...
Robert J. McGill

_____
Michelle Skubic

_____
Michael Wartell

IN WITNESS WHEREOF, the undersigned, being all of the members of the Board of Managers of Noble Equity Holdings, LLC have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

NOBLE EQUITY HOLDINGS, LLC

MANAGERS

_____
Stephen Szejner

_____
Robert J. McGill

DocuSigned by:

D1AE925F3603455...
Michelle Skubic

_____
Michael Wartell

IN WITNESS WHEREOF, the undersigned, being all of the members of the Board of Managers of Noble Equity Holdings, LLC have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

NOBLE EQUITY HOLDINGS, LLC

MANAGERS

Stephen Szejner

Robert J. McGill

Michelle Skubic

Signed by:
Michael Wartell
C506DA74E249483...

Michael Wartell

IN WITNESS WHEREOF, the undersigned, being the sole manager of the Boards of Managers of COTS Solutions, LLC, KDA Acquisition, LLC, Noble Supply & Logistics, LLC, Noble.com, LLC, Noble Mission Support, LLC, and Tactical & Survival Specialties, LLC, and have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

COTS SOLUTIONS, LLC
KDA ACQUISITION, LLC
NOBLE SUPPLY & LOGISTICS, LLC
NOBLE.COM, LLC
NOBLE MISSION SUPPORT, LLC
TACTICAL & SURVIVAL SPECIALTIES, LLC

MANAGER

DocuSigned by:
Thomas W. Noble, III
6ED9EBC89B7D437...

Thomas W. Noble, III

IN WITNESS WHEREOF, the undersigned, being the sole member of the Board of Directors of Noble Defense Corporation, and have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

NOBLE DEFENSE CORPORATION

DIRECTOR

DocuSigned by:
Thomas W. Noble, III
6ED9EBC89B7D437...

Thomas W. Noble, III

IN WITNESS WHEREOF, the undersigned, being all of the members of the Boards of Managers of Federal Resources Supply Company, LLC and FRS Holdings, LLC and have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

FEDERAL RESOURCES SUPPLY COMPANY, LLC
FRS HOLDINGS, LLC

MANAGERS

DocuSigned by:
Thomas W. Noble, III
6ED9EBC89B7D437...

Thomas W. Noble, III

Thomas Noble, Sr.

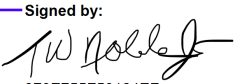
Stephen Szejner

IN WITNESS WHEREOF, the undersigned, being all of the members of the Boards of Managers of Federal Resources Supply Company, LLC and FRS Holdings, LLC and have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

FEDERAL RESOURCES SUPPLY COMPANY, LLC
FRS HOLDINGS, LLC

MANAGERS

Thomas W. Noble, III

Signed by:

370E755F50124EF...

Thomas Noble, Sr.

Stephen Szejner

IN WITNESS WHEREOF, the undersigned, being all of the members of the Boards of Managers of Federal Resources Supply Company, LLC and FRS Holdings, LLC and have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

FEDERAL RESOURCES SUPPLY COMPANY, LLC
FRS HOLDINGS, LLC

MANAGERS

Thomas W. Noble, III

Thomas Noble, Sr.

Stephen Szejner

Stephen Szejner

IN WITNESS WHEREOF, the undersigned, being the sole manager of the Board of Managers of K.D. Analytical Consulting, LLC and have executed this Action by unanimous written consent (the "Action") effective as of the date set forth above. This Action may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

K.D. ANALYTICAL CONSULTING, LLC

MANAGER

DocuSigned by:
Thomas W. Noble, III
8ED9EBC89B7D437...

Thomas W. Noble, III

IN WITNESS WHEREOF, the undersigned has executed this unanimous written consent of the sole member of the following entities, as of the date first written above.

KDA ACQUISITION, LLC,
AS SOLE MEMBER OF COTS SOLUTIONS, LLC
AND K.D. ANALYTICAL CONSULTING, LLC

By: DocuSigned by: Thomas W. Noble, III 6ED9EBC89B7D437...
Name: Thomas W. Noble, III
Title: President

NOBLE.COM, LLC,
AS SOLE MEMBER OF FRS HOLDINGS, LLC,
NOBLE SUPPLY & LOGISTICS, LLC

By: DocuSigned by: Thomas W. Noble, III 6ED9EBC89B7D437...
Name: Thomas W. Noble, III
Title: President

NOBLE EQUITY HOLDINGS, LLC,
AS SOLE MEMBER OF NOBLE.COM, LLC

By: DocuSigned by: Thomas W. Noble, III 6ED9EBC89B7D437...
Name: Thomas W. Noble, III
Title: Chief Executive Officer and President

FRS HOLDINGS, LLC,
AS SOLE MEMBER OF FEDERAL
RESOURCES SUPPLY COMPANY, LLC

By: DocuSigned by: Thomas W. Noble, III 6ED9EBC89B7D437...
Name: Thomas W. Noble, III
Title: President

FEDERAL RESOURCES SUPPLY COMPANY, LLC
AS SOLE MEMBER OF KDA ACQUISITION, LLC

By: DocuSigned by: Thomas W. Noble, III 6ED9EBC89B7D437...
Name: Thomas W. Noble, III
Title: President

NOBLE SUPPLY & LOGISTICS, LLC, AS SOLE MEMBER OF NOBLE MISSION SUPPORT, LLC AND TACTICAL & SURVIVAL SPECIALTIES, LLC

By: DocuSigned by: Thomas W. Noble, III 0ED8E8C88B7D437...

Name: Thomas W. Noble, III
Title: President

IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE

In re: Noble Supply & Logistics, LLC, *et al.*, Debtors.[1]	Chapter 11 Case No. 26-_____ (___) (Joint Administration Requested)

CONSOLIDATED CORPORATE OWNERSHIP STATEMENT PURSUANT TO FEDERAL RULES OF BANKRUPTCY PROCEDURE 1007 AND 7007.1

Pursuant to Rules 1007(a)(3) and 7007.1 of the Federal Rules of Bankruptcy Procedure, attached hereto as **Exhibit A** is an organizational chart reflecting the ownership interests in Noble Supply & Logistics, LLC and each of its debtor affiliates (each, a "Debtor" and collectively, the "Debtors") as of the date hereof. The Debtors respectfully represent as follows:

1. Each Debtor listed in **Exhibit A** is 100% owned by its direct parent unless otherwise noted.

2. Non-Debtor Noble Holdco, Inc. owns 100% of the outstanding interests in Debtor Noble Equity Holdings, LLC.

3. Debtor Noble Equity Holdings, LLC owns 100% of the outstanding interests in Debtor Noble.com, LLC.

4. Debtor Noble.com, LLC owns 100% of the outstanding interests in Debtor Noble Defense Corporation, Debtor FRS Holdings, LLC, and Debtor Noble Supply & Logistics, LLC.

[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.

5. Debtor Noble Supply & Logistics, LLC owns 100% of the outstanding interests in Debtor Noble Mission Support, LLC and Debtor Tactical & Survival Specialties, LLC.

6. Debtor FRS Holdings, LLC owns 100% of the outstanding interests in Debtor Federal Resources Supply Company, LLC.

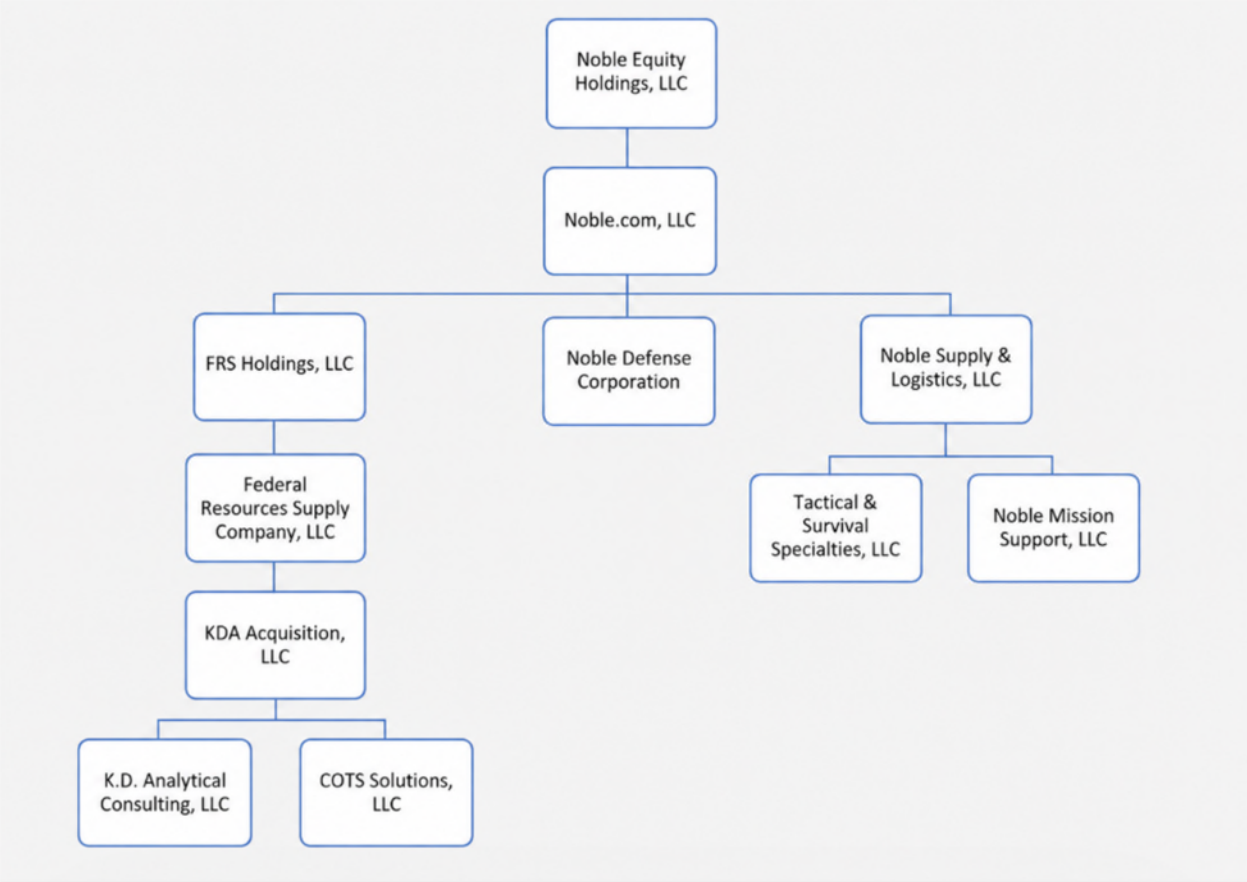
7. Debtor Federal Resources Supply Company, LLC owns 100% of the outstanding interests in Debtor KDA Acquisition, LLC.

8. Debtor KDA Acquisition, LLC owns 100% of the outstanding membership interests in Debtor K.D. Analytical Consulting, LLC and Debtor COTS Solutions, LLC.

9. To the best of the Debtors' knowledge and belief, except as set forth above, no corporation directly or indirectly owns 10% or more of the outstanding membership interests of any Debtor.

Exhibit A

Organization Chart



IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE

In re: Tactical & Survival Specialties, LLC, Debtor.	Chapter 11 Case No. _____(___) (Joint Administration Requested)

LIST OF EQUITY SECURITY HOLDERS[1]

Equity Security Holder	Address of Equity Security Holder	Kind/Class of Interest	Percentage of Interests Held
Noble Supply & Logistics, LLC	1 Marina Park Drive, Suite 220, Boston, MA 02210	Limited Liability Company Interests	100%

[1] This list serves as the disclosure required to be made by the debtor pursuant to Rule 1007 of the Federal Rules of Bankruptcy Procedure. All equity positions listed indicate the record holder of such equity as of the date of commencement of the chapter 11 case.

Fill in this information to identify the case:
Debtor name: Noble Supply & Logistics, LLC
United States Bankruptcy Court for the District of Delaware
Case number (If known):

☐ Check if this is an amended filing

Official Form 204

Chapter 11 or Chapter 9 Cases: List of Creditors Who Have the 30 Largest Unsecured Claims and Are Not Insiders

12/15

A list of creditors holding the 30 largest unsecured claims must be filed in a Chapter 11 or Chapter 9 case. Include claims which the debtor disputes. Do not include claims by any person or entity who is an insider, as defined in 11 U.S.C. § 101(31). Also, do not include claims by secured creditors, unless the unsecured claim resulting from inadequate collateral value places the creditor among the holders of the 30 largest unsecured claims.

	Name of creditor and complete mailing address, including zip code	Name, telephone number, and email address of creditor contact	Nature of the claim (for example, trade debts, bank loans, professional services, and government contracts)	Indicate if claim is contingent, unliquidated, or disputed	Amount of unsecured claim If the claim is fully unsecured, fill in only unsecured claim amount. If claim is partially secured, fill in total claim amount and deduction for value of collateral or setoff to calculate unsecured claim.		
					Total claim, if partially secured	Deduction for value of collateral or setoff	Unsecured claim
1	ROBERT H MCWILLIAMS [ADDRESS REDACTED]	ROBERT H MCWILLIAMS PHONE: 443-623-4359 EMAIL: RMCWILLIAMS@WRIGHTTOOLCOMPANY.COM	DEBT				$ 32,013,371.32
2	MOUNTAIN HORSE, LLC KEVIN SULLIVAN PO BOX 1084 COLORADO SPRINGS, CO 80901	KEVIN SULLIVAN PHONE: 267-975-0768 EMAIL: KEVIN.SULLIVAN@MTNHORSE.COM	TRADE VENDOR				$ 15,469,106.41
3	THERMO SCIENTIFIC PORTABLE ANALYTICAL INSTRUMENTS INC. JEFF VERMILYEA 2 RADCLIFF ROAD TEWKSBURY, MA 01876	JEFF VERMILYEA PHONE: 978-513-1448 EMAIL: JEFF.VERMILYEA@THERMOFISHER.COM	TRADE VENDOR				$ 9,364,981.38
4	GJB AND ASSOCIATES LLC KORY RASMUSSEN 1188 BISHOP ST SUITE 2110 HONOLULU, HI 96813	KORY RASMUSSEN PHONE: 808-292-1615 EMAIL: KORY.RASMUSSEN@GJBANDASSOCIATES.COM	TRADE VENDOR				$ 5,349,069.13
5	BROOKS BUILDING SOLUTIONS, INC. GREG LECHWAR 4501 BEVERLY AVE JACKSONVILLE, FL 32210	GREG LECHWAR PHONE: 904-642-5303 EMAIL: GLECHWAR@BROOKSSOLUTIONS.NET	TRADE VENDOR				$ 4,903,988.15
6	TECMOTIV (USA), INC ANDREW EDWARDS 1500 JAMES AVE NIAGARA FALLS, NY 14305	ANDREW EDWARDS PHONE: 716-282-1211 X25 EMAIL: AEDWARDS@TECMOTIV.COM	TRADE VENDOR				$ 4,698,504.54
7	BLUEHALO LLC ROBIN BEAHM 4601 N FAIRFAX DRIVE, SUITE 900 ARLINGTON, VA 22203	ROBIN BEAHM PHONE: 256-922-0802 EMAIL: ROBIN.BEAHM@AVINC.COM	TRADE VENDOR				$ 4,281,146.00
8	RIGAKU ANALYTICAL DEVICES INC. KENT HEATH 30 UPTON DRIVE SUITE 2 WILMINGTON, MA 01887	KENT HEATH PHONE: 480-286-6872 EMAIL: KENT.HEATH@RIGAKU.COM	TRADE VENDOR				$ 4,268,710.00
9	LOGISTIC SERVICES INTERNATIONAL, INC. (LSI) JIM MCDERMOTT 6111 TECHNOLOGY CT JACKSONVILLE, FL 32221	JIM MCDERMOTT PHONE: 904-779-6014 EMAIL: JMCDERMOTT@ISIJAX.COM	TRADE VENDOR				$ 4,181,463.20
10	WEATHERPROOFING TECHNOLOGIES INC JASON MOORE 3735 GREEN RD. BEACHWOOD, OH 44122-5075	JASON MOORE PHONE: 904-627-8749 EMAIL: JAMOORE@TREMCOINC.COM	TRADE VENDOR				$ 4,093,002.56
11	CRESTWOOD TECHNOLOGY GROUP, LLC ERIN VATCHER 1 ODELL PLAZA YONKERS, NY 10701	ERIN VATCHER PHONE: 914-231-8178 EMAIL: ERIN.VATCHER@BLUERAVENCORP.COM	TRADE VENDOR				$ 3,599,278.35
12	S&B INC. DBA WG HENSCHEN (ABOUND) ALBERTO MARTINEZ 24908 AVENUE KEARNY VALENCIA, CA 91355	ALBERTO MARTINEZ PHONE: 661-383-0656 EMAIL: AMARTINEZ@WGHCO.COM	TRADE VENDOR				$ 3,581,425.12
13	CONTINENTAL HEAVY CIVIL CORP MARK ZENARDI 13131 SW 132ST STE 102 MIAMI, FL 33186	MARK ZENARDI PHONE: 786-602-2711 EMAIL: MZANARDI@CHCIVIL.COM	TRADE VENDOR				$ 3,519,750.00
14	KAMIKITA KENSETSU CO., LTD. KUNIO AKASAKA 2-8 HIGASHI-4 BANCHO TOWADA-SHI AOMORI 034, 00032 JAPAN	KUNIO AKASAKA PHONE: 81-801-662-1047 EMAIL: US-BASE1@KAMIKITA.CO.JP	TRADE VENDOR				$ 3,411,846.65
15	METREA ADVANCED SIGNALS LLC APRIL WINIFREE 833 PHILLIPS RD SUITE C VICTOR, NY 14564	APRIL WINIFREE PHONE: 585-799-6325 EMAIL: AAW@METREA.AERO	TRADE VENDOR				$ 3,045,430.10

	Name of creditor and complete mailing address, including zip code	Name, telephone number, and email address of creditor contact	Nature of the claim (for example, trade debts, bank loans, professional services, and government contracts)	Indicate if claim is contingent, unliquidated, or disputed	Amount of unsecured claim If the claim is fully unsecured, fill in only unsecured claim amount. If claim is partially secured, fill in total claim amount and deduction for value of collateral or setoff to calculate unsecured claim.		
					Total claim, if partially secured	Deduction for value of collateral or setoff	Unsecured claim
16	EPOCH CONCEPTS NATHAN LEITCH 1510 W CANAL CT, STE 1000 LITTLETON, CO 80120-5639	NATHAN LEITCH PHONE: 888-263-0004 EMAIL: NLEITCH@EPOCHCONCEPTS.COM	TRADE VENDOR				$ 2,989,453.52
17	JDI INTEGRATIONS LLC LOUIS ATOUGUIA 914 SW 8TH AVE, UNIT 11 GAINESVILLE, FL 32601	LOUIS ATOUGUIA PHONE: 27-78-870-5292 EMAIL: LOUIS.ATOUGUIA@JDI-INTEGRATIONS.COM	TRADE VENDOR				$ 2,851,753.00
18	K.R. CAMPBELL INC. DBA HOT & COLD PLUMBING SUPPLY LISA CAMPBELL 3328 STATION HOUSE ROAD CHESAPEAKE, VA 23321	LISA CAMPBELL PHONE: 757-638-3333 EMAIL: LISA@HOTNCOLDPS.COM	TRADE VENDOR				$ 2,833,198.04
19	TECHNOLOGY SERVICE CORPORATION AARON BARKLEY 251 18TH ST SUITE 705 ARLINGTON, VA 22202	AARON BARKLEY PHONE: 256-612-9126 EMAIL: AARON.BARKLEY@TSC.COM	TRADE VENDOR				$ 2,790,962.16
20	FCN, INC. ANIL KHATRI 12501 ARDENES AVE SUITE 101 ROCKVILLE, MD 20852	ANIL KHATRI PHONE: 443-762-2075 EMAIL: ANIL.KHATRI@FCNIT.COM	TRADE VENDOR				$ 2,650,615.93
21	J.F. TAYLOR, INC KAYLA KERN 45671 PLEASANT MILL DRIVE GREAT MILLS, MD 20634	KAYLA KERN PHONE: 301-862-2927 EMAIL: KKERN@JFTI.COM	TRADE VENDOR				$ 2,599,675.06
22	RYO ENTERPRISE.CO.LTD DAISUKE TAKASE 3231-1 NOBORIKAWA OKINAWA OKINAWA 904, 02142 JAPAN	DAISUKE TAKASE PHONE: 098-989-1671 EMAIL: TAKASE@RYO-ENTERPRISE.COM	TRADE VENDOR				$ 2,592,710.05
23	L3 HARRIS GLOBAL TECHNOLOGIES JENNIFER PINNEO 1350 JEFFERSON ROAD ROCHESTER, NY 14623	JENNIFER PINNEO PHONE: 585-244-5830 EMAIL: JENNIFER.PINEO@L3HARRIS.COM	TRADE VENDOR				$ 2,551,030.25
24	SONICARE SOLUTIONS INC ROXANNE MCHENRY 111 COMMERCE RD BOYNTON BEACH, FL 33426	ROXANNE MCHENRY PHONE: 561-327-9189 EMAIL: ROXANNE@SONICARESOLUTIONS.COM	TRADE VENDOR				$ 2,504,655.70
25	PERSISTENT SYSTEMS ILSE PEREZ 601 WEST 26TH STREET, SUITE 905 NEW YORK, NY 10001	ILSE PEREZ PHONE: 212-561-5895 EMAIL: IPEREZ@PERSISTENTSYSTEMS.COM	TRADE VENDOR				$ 2,345,000.28
26	WORLD MICRO INC DAN ELLSWORTH 205 HEMBREE PARK DRIVE STE 105 ROSWELL, GA 30076	DAN ELLSWORTH PHONE: 770-698-1911 EMAIL: DELLSWORTH@WORLDMICRO.COM	TRADE VENDOR				$ 2,091,910.32
27	AEGIS INTEGRATIONS GMBH JEREMY MACK EUROPAALLEE 33 KAISERSLAUTERN, 67657 GERMANY	JEREMY MACK PHONE: +49 172 321 234 2 EMAIL: JEREMY@AEGIONGLOBAL.COM	TRADE VENDOR				$ 2,053,818.39
28	RAYTHEON COMPANY GABRIEL ROMERO 1010 PRODUCTION RD FORT WAYNE, IN 46808	GABRIEL ROMERO PHONE: 310-227-6862 EMAIL: GABRIEL.L.ROMERO@RTX.COM	TRADE VENDOR				$ 2,037,616.86
29	NORTHROP GRUMMAN SYSTEMS CORPORATION MONAY HIGGINBOTHAM 2980 FAIRVIEW PARK DR FALLS CHURCH, VA 22042	MONAY HIGGINBOTHAM PHONE: 520-224-6438 EMAIL: MONAY.HIGGINBOTHAM@NGC.COM	TRADE VENDOR				$ 1,948,791.75
30	ULTRA ELECTRONICS TCS INC JEFFREY WROBEL 5990 COTE DE LIESSE MONTREAL, QC H4T 1V7 CANADA	JEFFREY WROBEL PHONE: 760-277-5946 EMAIL: JEFFREY.WROBEL@ULTRA-TCS.COM	TRADE VENDOR				$ 1,855,885.80

Fill in this information to identify the case and this filing:

Debtor Name Tactical & Survival Specialties, LLC

United States Bankruptcy Court for the: _____ District of DELAWARE (State)

Case number (*If known*): _____

Official Form 202

Declaration Under Penalty of Perjury for Non-Individual Debtors 12/15

An individual who is authorized to act on behalf of a non-individual debtor, such as a corporation or partnership, must sign and submit this form for the schedules of assets and liabilities, any other document that requires a declaration that is not included in the document, and any amendments of those documents. This form must state the individual's position or relationship to the debtor, the identity of the document, and the date. Bankruptcy Rules 1008 and 9011.

WARNING -- Bankruptcy fraud is a serious crime. Making a false statement, concealing property, or obtaining money or property by fraud in connection with a bankruptcy case can result in fines up to $500,000 or imprisonment for up to 20 years, or both. 18 U.S.C. §§ 152, 1341, 1519, and 3571.

Declaration and signature

I am the president, another officer, or an authorized agent of the corporation; a member or an authorized agent of the partnership; or another individual serving as a representative of the debtor in this case.

I have examined the information in the documents checked below and I have a reasonable belief that the information is true and correct:

- ☐ *Schedule A/B: Assets–Real and Personal Property* (Official Form 206A/B)
- ☐ *Schedule D: Creditors Who Have Claims Secured by Property* (Official Form 206D)
- ☐ *Schedule E/F: Creditors Who Have Unsecured Claims* (Official Form 206E/F)
- ☐ *Schedule G: Executory Contracts and Unexpired Leases* (Official Form 206G)
- ☐ *Schedule H: Codebtors* (Official Form 206H)
- ☐ *Summary of Assets and Liabilities for Non-Individuals* (Official Form 206Sum)
- ☐ Amended *Schedule* ____
- ☒ *Chapter 11 or Chapter 9 Cases: List of Creditors Who Have the 30 Largest Unsecured Claims and Are Not Insiders* (Official Form 204)
- ☒ Other document that requires a declaration List of Equity Holders and Consolidated Corporate Ownership Statement

I declare under penalty of perjury that the foregoing is true and correct.

Executed on 08/30/2026
MM / DD / YYYY

✘ */s/ Robert Albergotti*
Signature of individual signing on behalf of debtor

Robert Albergotti
Printed name

Chief Transformation Officer
Position or relationship to debtor