Docket #0014 Date Filed: 8/31/2026

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. 26-11369 (___) (Joint Administration Requested)

DECLARATION OF ROBERT ALBERGOTTI, CHIEF TRANSFORMATION OFFICER OF NOBLE EQUITY HOLDINGS, LLC, IN SUPPORT OF THE DEBTORS' CASH COLLATERAL MOTION

I, Robert Albergotti, Chief Transformation Officer of Noble Equity Holdings, LLC and certain of its affiliates, as debtors and debtors in possession in the above-captioned chapter 11 cases (collectively, the "Debtors" or "Noble"), hereby declare under penalty of perjury:

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

2. I submit this declaration (this "Declaration") in support of the *Debtors' Motion for Entry of Interim and Final Orders (I) Authorizing Limited Use of Cash Collateral, (II) Granting Adequate Protection Liens and Superpriority Administrative Expense Claims to Prepetition*

[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.

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Secured Parties, (III) Modifying the Automatic Stay, (IV) Scheduling a Final Hearing, and (V) Granting Related Relief filed contemporaneously herewith (the "Motion").[2]

3. 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.

4. The Debtors and the Prepetition Secured Parties negotiated in good faith in the lead-up to the Petition Date regarding the consensual use of Cash Collateral. Access to Cash Collateral will provide the Debtors with the liquidity necessary to ensure they are able to continue operating during the chapter 11 cases in order to preserve the value of their estates and to pursue a sale transaction involving some or all of their assets and/or an orderly wind-down of their operations.

5. It is my understanding that all of the Debtors' available cash constitutes the Prepetition Secured Parties' Cash Collateral, and the Prepetition Secured Parties have security interests in substantially all of the Debtors' assets, including any proceeds generated from the Debtors' assets and operations. As such, I do not believe the Debtors have sufficient unencumbered cash to operate their business, let alone the added costs of administering these chapter 11 cases. Without prompt access to Cash Collateral, I do not believe the Debtors will be able to satisfy employee compensation obligations and other operating expenses or fund the

[2] Capitalized terms used but not defined herein shall have the meanings ascribed to such terms in the Motion.

administration of these chapter 11 cases. Such failures would cause immediate and irreparable harm to the value of the Debtors' estates to the detriment of all stakeholders. I believe the Debtors' access to Cash Collateral and ability to satisfy these expenses as and when due is essential to the Debtors' continued operation of their business during the pendency of these chapter 11 cases.

6. In that view, the Debtors negotiated with the Prepetition Secured Parties to develop a budget and adequate protection package that would induce the lenders to consent to the use of their Cash Collateral. The agreed upon terms regarding the consensual use of Cash Collateral are set forth in the proposed Interim Order.

7. To determine anticipated liquidity needs, I worked with Portage Point to review and analyze projected cash receipts and disbursements and develop the budget for the initial thirteen weeks of these chapter 11 cases (the "Initial Budget"). A copy of the Initial Budget is attached to the Interim Order as Exhibit 1. The Initial Budget contains line items for cash flows anticipated to be received and disbursed during the time period for which the Initial Budget is prepared and includes all reasonable, necessary, and foreseeable expenses that the Debtors expect to incur as a result of the operation of their business during such time, as well as the projected costs of these chapter 11 cases during the initial period.

8. I have remained involved in discussions regarding the budget as it has continued to develop in the weeks preceding the chapter 11 cases. I review the budget regularly with Portage Point, participate in Board meetings where Portage Point provides a detailed overview of the company's liquidity position and forecasted cash position, and have engaged with the Prepetition Secured Parties on specific questions regarding the anticipated disbursements reflected therein. Based on my experience and extensive discussions with the Debtors' management team and advisors, including Portage Point, I believe the Initial Budget presents a reasonable estimate of the Debtors' cash sources and needs during the initial weeks of these chapter 11 cases.

9. Based on the Initial Budget, the Debtors' projected remaining cash balance at the end of the first two weeks of these chapter 11 cases will be approximately $1.7 million, and their remaining cash balance at the end of the four-week period will be approximately $3.1 million. Accordingly, the Initial Budget establishes that, subject to the continued access to Cash Collateral, the Debtors will have sufficient cash on hand to operate their business in the ordinary course.

10. It is my understanding that the Debtors propose to provide the Prepetition Secured Parties with an adequate protection package including, among other things, regular reporting obligations, adequate protection liens, superpriority claims, and payment of certain fees and expenses. I believe that each form of adequate protection is appropriate under the circumstances and will adequately protect the Prepetition Secured Parties against any actual diminution in value of their interest in the Cash Collateral. Absent receipt of the adequate protection package proposed in the Interim Order (including on a final basis through a Final Order), I do not believe the lenders would provide their consent to the Debtors' use of the cash collateral.

11. Because the Debtors' access to Cash Collateral is fundamental to the Debtors' continued business operations and the success of these chapter 11 cases, I believe the relief requested in the Cash Collateral Motion is necessary and appropriate to avoid immediate and irreparable harm to the estates.

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing statements are true and correct to the best of my knowledge, information and belief.

Dated: August 31, 2026
Dallas, Texas

/s/ Robert Albergotti
Robert Albergotti
Chief Transformation Officer
Noble Equity Holdings, LLC