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 (CTG) (Jointly Administered)

DECLARATION OF LISA K. LANSIO IN SUPPORT OF DEBTORS' MOTION FOR ENTRY OF ORDERS (I)(A) APPROVING BIDDING PROCEDURES FOR THE SALE OF SUBSTANTIALLY ALL OF THE DEBTORS' ASSETS, (B) AUTHORIZING THE DEBTORS TO DESIGNATE A STALKING HORSE BIDDER AND PROVIDE BID PROTECTIONS (C) SCHEDULING AN AUCTION AND APPROVING THE FORM AND MANNER OF NOTICE THEREOF, (D) APPROVING ASSUMPTION AND ASSIGNMENT PROCEDURES, (E) SCHEDULING A SALE HEARING AND APPROVING THE FORM AND MANNER OF NOTICE THEREOF AND (F) GRANTING RELATED RELIEF; AND (II)(A) APPROVING THE SALE OF THE DEBTORS' ASSETS FREE AND CLEAR OF LIENS, CLAIMS, INTERESTS AND ENCUMBRANCES, (B) APPROVING THE ASSUMPTION AND ASSIGNMENT OF EXECUTORY CONTRACTS AND UNEXPIRED LEASES AND (C) GRANTING RELATED RELIEF

I, Lisa K. Lansio, hereby declare that the following is true and correct to the best of my knowledge, information, and belief:

1. I am a Managing Director at Triple P Securities, LLC ("Triple P Securities"), which has its principal place of business at 640 Fifth Ave, 10th Floor, New York, New York 10019. Triple P Securities and Triple P TRS, LLC ("Triple P TRS" and together with Triple P Securities, "Portage Point") are each wholly owned by Portage Point Partners, LLC. Triple P TRS, LLC is the provider of a chief transformation officer and other associated personnel to the debtors and

[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.

debtors in possession (collectively, the "Debtors") in the above-captioned chapter 11 cases (the "Chapter 11 Cases"). I am authorized to submit this declaration (the "Declaration") on behalf of Triple P TRS.

2. I submit this declaration ("Declaration") in support of the *Debtors' Motion for Entry of Orders (I)(A) Approving Bidding Procedures for the Sale of Substantially all of the Debtors' Assets, (B) Authorizing the Debtors to Designate a Stalking Horse Bidder and to Provide Bid Protections, (C) Scheduling an Auction and Approving the Form and Manner of Notice Thereof, (D) Approving Assumption and Assignment Procedures, (E) Scheduling a Sale Hearing and Approving the Form and Manner of Notice Thereof, and (F) Granting Related Relief; and (II)(A) Approving the Sale of the Debtors' Assets Free and Clear of Liens, Claims, Interests, and Encumbrances, (B) Approving the Assumption and Assignment of Executory Contracts and Unexpired Leases, and (C) Granting Related Relief* (the "Motion")[2] filed contemporaneously herewith.

3. Except as otherwise indicated, all statements in this Declaration are based on my personal knowledge of the Debtors' operations and finances, my discussions with the Debtors' management and other employees, the other members of the Portage Point team, and the Debtors' other advisors, as well as my review of relevant documents or my opinion based on my experience and knowledge of the Debtors' operations and financial condition. If called to testify, I would testify to each of the facts set forth herein based on such personal knowledge, discussions, review of documents, or opinion.

[2] Capitalized terms used but not defined herein shall have the meanings set forth in the Motion.

BACKGROUND AND QUALIFICATIONS

4. Portage Point is a business advisory, interim management, investment banking and financial services firm whose professionals have a wealth of experience in providing financial advisory, restructuring advisory, and turnaround management services and which enjoys an excellent reputation for services it has rendered on behalf of debtors and creditors throughout the United States, both in chapter 11 proceedings and out of court restructurings. The Portage Point team is comprised of operators and advisors with proven skills necessary to identify, preserve, and create value in the most challenging and complex situations. Portage Point's professionals have extensive experience across a wide range of industries.

5. Prior to joining Portage Point, I was a Vice President in the Restructuring Group at Lazard Frères & Co. LLC ("Lazard"). Prior to joining Lazard, I was a corporate restructuring and bankruptcy lawyer, most recently at Latham & Watkins LLP. I have over 10 years of experience in corporate restructuring, and I have advised companies and creditors in a broad range of restructuring, reorganization, merger & acquisition, and capital raising transactions in traditional and distressed situations across a variety of industries.

6. I have a Juris Doctorate from New York University School of Law and a Bachelor of Arts from Brown University.

PORTAGE POINT'S RETENTION

7. The Debtors originally engaged Portage Point on July 13, 2026 to provide a chief transformation officer and associated personnel. Thereafter, on August 28, 2026, the Debtors and Portage Point amended the engagement agreement to expand the scope of Portage Point's engagement to include advising and assisting the Debtors in connection with the pursuit of a sale transaction. In that role, Portage Point has agreed to, among other things: (i) assist the Debtors

with identifying, soliciting, and evaluating candidates for a potential sale transaction; (ii) advise the Debtors in connection with negotiations and aiding in the consummation of a potential sale transaction; (iii) advise the Debtors on the timing, nature, and terms of new securities, other consideration, or other inducements to be offered pursuant to a potential sale transaction; and (iv) provide testimony in support of a sale transaction, as necessary. Since its initial engagement, Portage Point has worked closely with the Debtors' senior management and other restructuring professionals and has become knowledgeable and familiar with the Debtors' capital structure, liquidity needs, and business operations.

POSTPETITION MARKETING PROCESS

8. While there was no formal prepetition marketing process for the Assets, in the weeks leading up to the Petition Date, it is my understanding that the Debtors received certain unsolicited inbound inquiries from potentially interested parties. Immediately prior to the Petition Date, the Debtors received certain initial, non-binding indications of interest ("IOIs"), and the Debtors, with the assistance of Portage Point, have continued to work with those parties to advance the IOIs. It is also my understanding that, prior to the Petition Date, the Debtors reached out to a few additional potentially interested parties despite not launching a formal marketing process. Given the timeline and circumstances, the Debtors are entering chapter 11 without a stalking horse bid and require a robust, postpetition marketing process in order to maximize value for their estates and stakeholders. With the assistance of Portage Point and the Debtors' other advisors, the Debtors have commenced a robust postpetition marketing process aimed at soliciting bids for a Sale transaction.

9. On and after the Petition Date, Portage Point worked with the Debtors and its other advisors to commence the sale process (the "Postpetition Marketing Process"), including drafting

a teaser and other marketing materials, preparing an indication of interest process letter, establishing a virtual data room, and preparing a form non-disclosure agreement. As of the date hereof, Portage Point has reached out to approximately 105 prospective buyers with approximately 25 of those parties having signed non-disclosure agreements to conduct diligence with respect to the Assets. Further, the Debtors continue to engage in active negotiations with parties that may serve the role of stalking horse bidder for certain of the Assets. The Debtors seek to continue the postpetition marketing and negotiation process in accordance with the Bidding Procedures.

10. During the Postpetition Marketing Process, the Debtors will engage with and facilitate diligence for any potential bidders who may be interested in acquiring the Debtors' Assets. Accordingly, the Debtors believe the Bidding Procedures set forth herein will allow the Debtors to maximize the value of their estates for the benefit of creditors.

11. The Debtors' use of cash collateral is subject to the terms of the interim Cash Collateral Order, which requires the Debtors to comply with an Approved Budget and to satisfy certain case-related milestones, including the timeline set forth in the Bidding Procedures. In formulating the Bidding Procedures and time periods set forth therein, the Debtors balanced the need to provide adequate and appropriate notice to parties in interest and potential bidders with the need to quickly and efficiently run a sale process in light of the constraints on the Debtors' use of cash collateral, the costs associated with administering the chapter 11 cases, and ongoing operational challenges facing the Debtors. Under the proposed timeline, there will be 54 days between the Petition Date and the Bid Deadline. If the Debtors receive more than one Qualified Bid, the Debtors may conduct an auction on October 27, 2026. In consultation with Consultation Parties, the Minimum Overbid amount will be determined based on the Qualified Bids received and the assets contemplated being sold. The Debtors may select both a Successful Bidder and a

Backup Bidder based on the highest or otherwise best offer in the exercise of their business judgment.

12. Based on my experience, the Postpetition Marketing Process, which is already underway, and the amount of diligence materials anticipated to be made available to potential bidders, I believe this period will provide parties with sufficient time to formulate bids to purchase the Assets under the circumstances of these chapter 11 cases.

13. While no stalking horse bidder has been designated at this time, the Bidding Procedures preserve the Debtors' ability to designate a stalking horse bidder at a later stage and to provide Bid Protections in accordance with the procedures set forth therein if doing so would maximize value for the Debtors' estate. The Debtors' sale timeline proposes a deadline to designate a stalking horse bidder no later than October 19, 2026. I believe that authority to provide customary Bid Protections is in the best interests of the Debtors' estates under the circumstances of these chapter 11 cases, and a stalking horse bidder, if designated, would establish a floor for bidding that may ultimately increase the consideration received by the Debtors for some or all of the Assets.

14. I believe the marketing and sale process contemplated by the Debtors is in the best interests of the Debtors' estates and stakeholders, will establish whether and to what extent a market exists for the Assets, and provides interested parties with sufficient opportunity to participate. I further believe and am advised that the marketing and sale process proposed by the Bidding Procedures is consistent with other marketing and sale processes routinely approved in this and other jurisdictions. Accordingly, I believe that the Debtors' estates and stakeholders would be best served by approval of the Bidding Procedures Order.

CONCLUSION

15. Based on the foregoing, I believe the Bidding Procedures will promote a fair and competitive process and position the Debtors to maximize value for the benefit of their estates and stakeholders.

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: September 7, 2026

By: */s/ Lisa K. Lansio*

Name: Lisa K. Lansio
Title: Managing Director