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KENNON QUALITY MANUAL

QMS-1

Revision 18

-DOCUMENT UNCONTROLLED WHEN PRINTED-

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Introduction

This Quality Manual describes Kennon's Quality Management System and the application of **AS9100D** - Requirements within Kennon operations, products, and services. This manual may be used by customers, external organizations, or individuals as a guide to the controls practiced and maintained at Kennon, and to demonstrate Kennon's focus on customer satisfaction, quality, and continuous improvement. Full documentation of controls, procedures, and processes reviewed in the following document will be provided upon request. Manuals which are printed and/or distributed externally will be current at the time of distribution but are uncontrolled and are not subject to revision updates; however, current copies may be requested and provided by the Kennon Management Representative at any time.

Scope

Kennon's Quality Management System (QMS) is based on and in compliance with **AS9100D** requirements. The scope of the Kennon Quality Management System applies to all **functional activities of Kennon's business**, including:

- **Civil** aviation items, produced and for **sale to the public and private companies** to cover and preserve **fleet** aircraft;
- Commercial and military products, manufactured and sold to partners, suppliers, and the U.S. Military and allies to protect and preserve high value equipment;
- Custom healthcare products such as ligature resistant doors and artwork, to improve patient safety in high-risk in-patient facilities;
- Graphic design services and printed items, enhancing Kennon product lines;
- Engineering, design, and research & development services;
- Custom product design and fabrication capabilities focused on the protection of other high value assets.

The scope of Kennon's certification is comprehensive and includes sales, research, development, design, production, and the provision of services and products protecting high value assets.

Exclusions

Within Kennon operations, there are no exclusions or exceptions to the **AS9100** standard.

Company Background and Overview

Kennon has designed and manufactured quality items protecting high value assets, using advanced industrial fabrics and composites, for over forty years. Kennon was founded in 1984, built on the design and manufacture of the still-popular Kennon Sun Shield; reflective window inserts for general aviation aircraft designed to keep the airplane interior cool while protecting avionics from the damaging effects of sun and heat.

Kennon's reputation as a company offering high quality general aviation products grew, as did the Kennon product line and market. The expansion included a full line of products designed to preserve aircraft integrity and prevent infiltration and damage due to foreign object debris for general aviation, military, and commercial aircraft of all types. The increasing demand for Kennon products solidified Kennon's position as a leading supplier. To this day, Kennon takes great pride in providing products of superior design, material, and performance to aircraft owners and users internationally and to the United States Military.

In pursuit of preserving and protecting high value assets within the aviation industry and beyond, Kennon assembled a team of material specialists, engineers, designers, and former-military aviation experts to complement the long-established technology and expertise of Kennon industrial sewing machine operators, support, and production personnel. Product lines and staffing have continued expanding to also include items and expertise in healthcare (such as Ligature Resistant Doors), Bar Covers, as well as Portable Magnetic aircraft covers (PMACs) and products/technology generated through the application and execution of Small Business Innovative Research grants as well as OEM design and development contracts.

Today, as it was for the founders many years ago, Kennon's success and progress is based on innovation, dedication, and the desire to provide the best quality products - protecting what is important to Kennon customers. Kennon continues to demonstrate a commitment to the development, design, production, and supply of quality items protecting high value assets.



Figure 1: Kennon products, covering the F-16 Heads-Up Display, Seats and Engine Intake

Quality Management System

General Requirements

Kennon is committed to establishing, implementing, and maintaining our quality management system and continuously improving its effectiveness, in accordance with the requirements of **AS9100**.

The Kennon Quality Management System (QMS) applies to all processes impacting the quality of products and/or services, directly or indirectly, including processes which may affect customer satisfaction. The organization's major QMS processes are Sales, Design and Development, Purchasing and Receiving, Manufacturing, Quality/Inspection, and Shipping. For each process, the organization shall define inputs, outputs, sequence and interactions, owner, responsibility and authority, required resources, risks and opportunities, controls, measurable performance indicators, and retained evidence. These processes are understood, practiced, and controlled in their application across Kennon operations (see Figure 2). Standard Operating Procedures exist to describe the application of Kennon's QMS where controlled documentation is a requirement or assists in the practice of compliant activities.

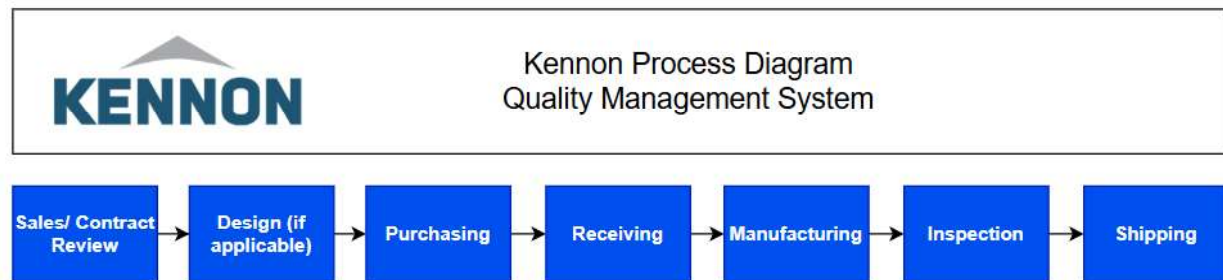


Figure 2: Kennon Process Flow Diagram

The operation and control of these processes is continuously monitored for effectiveness through the analysis of data (specifically Kennon Quality Objectives), management commitment, daily and habitual demonstration of QMS activity, and auditing for compliance. Kennon supplies resources and information required for the ongoing operation and monitoring of QMS processes and is responsive when additional resources are needed to achieve goals and continuously improve.

If processes are outsourced, and the processes affect quality and product conformity, Kennon ensures control over the outsourced work with the same requirements applied to QMS processes performed in-house.

Interested Parties

Interested Parties are the people and organizations that can affect, be affected by, or perceive themselves to be affected by Kennon's quality management system. This

aligns with Kennon's mission of protecting high-value assets and life, its AS 9100-certified QMS, and its work in aviation, defense, and healthcare markets. At least annually and when significant change occurs, top management shall review documented internal and external issues, relevant interested parties and their requirements, applicable statutory and regulatory obligations, and resulting risks and opportunities. Changes and actions shall be recorded in the management review record or the approved risk and opportunity register.

Interested Party	Needs and Expectations
Customers (military, aviation, healthcare, commercial)	Conforming products, on-time delivery, reliability, responsive support
Government agencies and Executive Management	Compliance with contract requirements, quality assurance, traceability, regulatory, statutory compliance
End users (maintainers, pilots, military personnel, healthcare facilities (including patients and staff),)	Safe, effective, durable products that perform as intended
Employees / Employee-owners (ESOP)	Safe workplace, training, job security, clear processes, business success
Suppliers and subcontractors	Clear requirements, timely communication, fair purchasing practices
Regulatory and certification bodies	Compliance with applicable legal/regulatory/ statutory requirements
Owners / Management	Profitability, customer satisfaction, continual improvement, risk management
Community and local stakeholders	Responsible business practices, employment opportunities, environmental stewardship

Documented Information

Kennon's Quality Management System documentation includes the Kennon Quality Policy and Quality Objectives, this Quality Manual, documented procedures (Kennon Standard Operating Procedures) and records, and other information deemed necessary for the effective planning, operation, and control of QMS processes.

Documentation and record control is applied as described in the Kennon Standard Operating Procedure: Control of Documents and Records (SOP 2) to ensure that QMS documentation is accurate and adequate, authorized for use, available as needed, and updated as required. This control also applies to externally supplied documentation. Designs and patterns used in the realization of products and services which may affect

the fit, form, and function are specifically controlled in the Kennon Standard Operating Procedure: Control of Designs & Patterns **(SOP 11)**.

Kennon's Quality Department is responsible for the appropriate application and practice of document and record controls, while process owners ensure the necessary controls over unique documents and records as assigned. The **Director of Engineering and Design**, as well as the **Director of Manufacturing**, oversee the creation, application, and utilization of product related designs and documentation resulting from Kennon's service and product realization activities. Any Kennon employee may make recommendations for the addition or change of controlled documents, patterns, and records. **The proper change management and approval process shall be followed by all employees wanting to make a change per Kennon Standard Operating Procedure: Configuration Management (SOP 17)**. All employees are responsible for working to the most current and up-to-date information.

Management

Kennon, as a company, values shared responsibility and authority. All employees have the authority to "do the right thing". In a formal sense, and as used in this document, **"Management"** refers to the company CEO, **Executive Directors, Directors, and Quality Management Representatives**.

Leadership and Commitment

Kennon Management is devoted to the effective application of the Quality Management System and the continuous improvement of its practices and processes. Kennon values open and honest communication throughout the organization and emphasizes the importance of understanding and meeting customer requirements. The Kennon Quality Policy and Objectives are developed, evaluated, and supported by management and are discussed with all employees to understand the status and targets. Management also conducts regular meetings to review the availability of resources and support needed to continuously develop, implement, and improve the Quality Management System.

Customer Focus

All Kennon employees maintain a customer focus and perspective in order to deliver the highest quality products and services. Management attention reinforces the importance of meeting customer requirements and ensures customer satisfaction is a priority. In addition to fulfilling specific customer demands, Kennon works to better understand industry needs and desires and works to proactively improve products and services to fulfill these needs. Kennon's Quality Management System exists to identify, define, and improve processes impacting the quality of products and services to better serve their customers. **Kennon will notify their customers upon change in company ownership, location,**

CEO, or quality leadership. Kennon will also notify their customers of any AS9100 certification changes. The organization shall provide authorized customers, regulatory authorities, and their representatives with the right of access to any part of the facility, supply chain, and all relevant quality records.

Quality Policy

Kennon Management developed and implemented the Quality Policy to commit to and provide company-wide direction for the continuous improvement of its designs, products, processes, and the Quality Management System. The Quality Policy is communicated and understood throughout the organization and is reviewed for continued relevance to the organization. Additionally, the Quality Policy drives the establishment and review of Kennon Quality Objectives. **Refer to QMS-3 for Quality Policy details.**

Quality Objectives

The Kennon Quality Objectives are established to further support Kennon Management's commitment to Quality and to provide visibility of the organization's progress by quantifying and measuring objectives against targets. Objectives are tracked and results are presented regularly in a company-wide setting. **Results are also tracked in the Quality Management Review to better understand the company's status, understand objectives at the process level,** and discuss strengths, weaknesses, and areas of opportunity in relation to the Quality Policy.

Management monitors the quality objectives to ensure the Quality Management System is operating as intended, with a positive effect on company operations and customer satisfaction. Trends are discussed and adjustments made based on company performance against the objectives established targets. Objectives are additionally monitored to ensure QMS integrity is maintained when changes and adjustments are planned and implemented. **Refer to QMS-4 for Quality Objective details.**

Responsibility, Authority, Communication

Kennon employees act within their defined responsibilities, which often span multiple job descriptions and functions as employees are cross-trained (Kennon Organizational Chart, **QMS-2**, included below). These functions are documented in Kennon Job Descriptions. Every Kennon employee is expected to operate within Quality Management System guidelines and assist in the continuous improvement of processes, products, and services. The focus on quality and continual improvement is a central tenet to all company activities and is presented in training, weekly all-hands meetings, and on the Continual Systems Improvement (CSI) Board.

The appointed Management Representative is responsible for the overall operation of the Kennon Quality Management System. Processes are established, implemented, and maintained in alignment with **AS9100** requirements and the Quality Policy and Objectives. The Management Representative reports to Senior Leadership on the performance and status of the system and communicates areas for improvement.

Communication is a critical component in effective and efficient operations and Kennon takes pride in practicing open and honest communication throughout the company. The Management Representative is additionally tasked with ensuring that the effectiveness and importance of the quality management system is understood at all levels of the organization and is receptive to feedback and input from all employees and customers. It is equally important that there is transparency when areas of risk and opportunity are identified, and improvements are required.

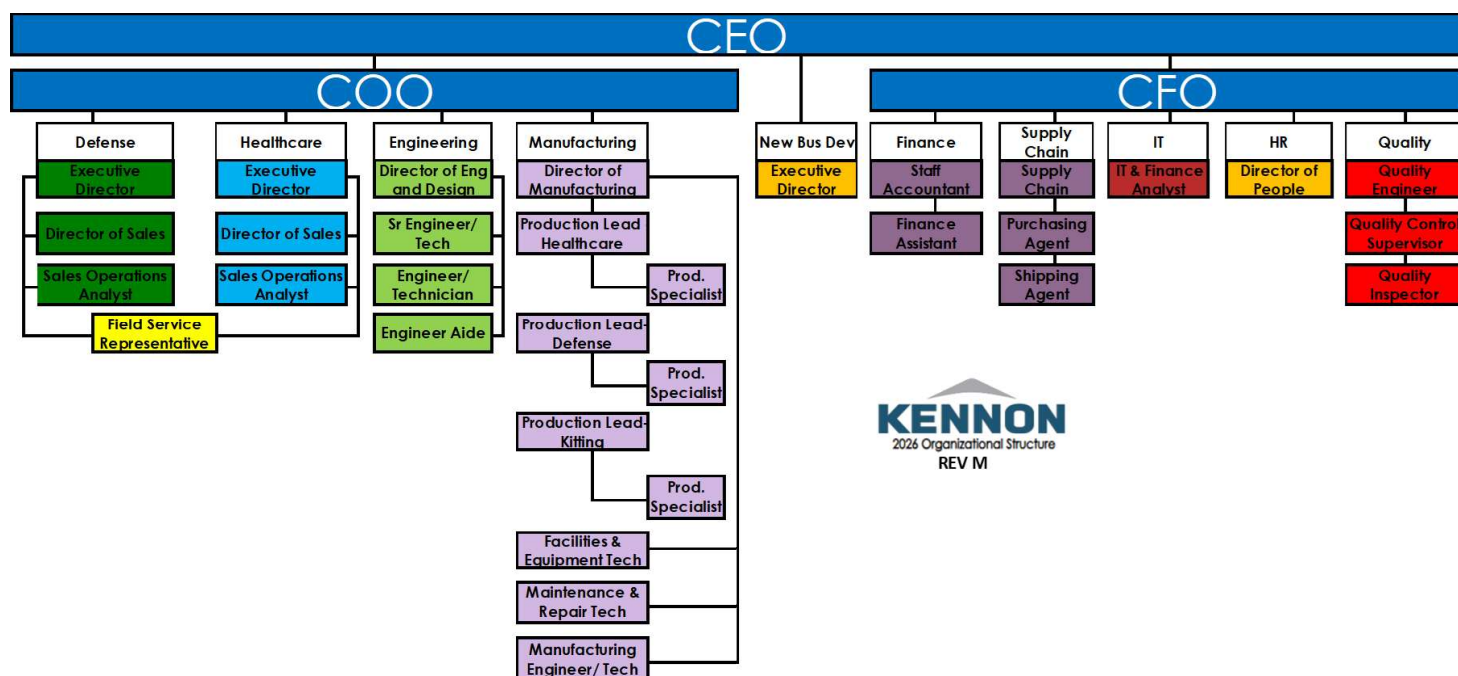


Figure 3: Kennon Organizational Structure (QMS-2, Rev M)

Management Review

Select Kennon Management will meet **regularly** to review the Quality Management System in greater detail. The Management Representative coordinates the meeting time, attendees, and agenda and maintains controlled records for future reference. Management Reviews exist to evaluate the continuing suitability, adequacy, and effectiveness of the QMS in its current implementation and operation. Review input, output, and additional requirements are defined in the Kennon Standard Operating Procedure: Management Review (SOP 9).

Support

Provision of Resources

Resources are defined in process Turtle Diagrams and are reviewed for adequacy during management review. Refer to Kennon Standard Operating Procedure: Management Review (SOP 9).

Competence

Kennon ensures that all personnel are competent and qualified to perform work, as assigned, through experience, skills and education, and training. Kennon also promotes employee growth and development. **Cross training** is a critical component to company operations and employees often perform work in multiple functions. Kennon Standard Operating Procedure: Training (SOP 4) further defines the actions, responsibilities, and records used to ensure employee competence to perform quality work.

Infrastructure & Work Environment

To support a work environment conducive to providing high quality services and manufacturing high quality, conforming products, Kennon maintains suitable infrastructure, including facilities and work environment. The necessary equipment and materials are provided to complete quality work, and preventative maintenance is performed to keep equipment in good working order. Recommendations to improve the infrastructure and work environment are encouraged by Management. Kennon also invests in the protection of its corporate knowledge and intellectual property through the control and protection of electronic and hardcopy information.

Operations

Operational Planning and Control

Planning for the manufacturing of product is a preliminary, but critical component of the Kennon Quality Management System. Production planning is a cross-functional effort – bringing the required people, parts, and information together at the right time. Planning for product realization is defined in the Kennon Standard Operating Procedure: Production (**SOP 12**).

Requirements for Products and Services

Kennon takes pride in providing direct and personal service to customers in addition to the provision of quality products. Sales Representatives work to answer customer questions and requests promptly, prior to, during, and after shipment of product. The Kennon Standard Operating Procedure: Sales and Order Entry (**SOP 16**) details the determination of requirements related to customer needs and the review of these requirements for completeness and accuracy.

Design and Development

Kennon's customer-funded services include research and the design and development of products. These services have unique outputs, but all require significant planning. It is not uncommon for the results or output of these services to subsequently act as critical inputs to the Kennon production process in the provision of goods.

Kennon's Engineering and Design department develops technology, information, and materials for potential application to products and/or additional services. Kennon has won multiple Small Business Innovation Research (SBIR) grants and successfully transferred some of these efforts into Phase II and Phase III projects. Research activity progresses through Technology Readiness Levels (TRLs) and Manufacturing Readiness Levels (MRLs), and in some instances, may feed into the design & development process. Design and development activities require significant planning and outputs are additionally reviewed, verified, and when possible, validated to ensure that the resulting product meets organization and customer expectations. The process is further defined in the **Kennon Standard Operating Procedure: Product Research, Design, and Development (SOP 1)**. Kennon promotes the continuous improvement of its designs for better fit, form, and function and controls design and development changes to ensure proper adjustments are made.

Externally Provided Processes, Products, Services

Kennon purchases materials and hardware for production based on supplier quality, timeliness, **purchase specifications**, and usability. Purchased goods are inspected upon arrival and throughout the production process. Instances of nonconforming and/or counterfeit materials are not used in production, and suppliers are notified to address the issue. Kennon understands the importance of supplier quality as well as the impact of materials on subsequent processing. The process is further defined in the Kennon Standard Operating Procedure: Purchasing & Procurement (**SOP 13**).

Production and Service Provision

Kennon manufactures high-quality products, applying processes ranging from traditional industrial sewing to printing and lamination. Kennon production is carried out under

flexible but controlled conditions, to ensure customer requirements and company expectations are met. These controls cover the production of goods, provision of services, and validation of processes as described in the Kennon Standard Operating Procedure: Production (**SOP 12**). The identification, traceability, and preservation of products is covered in Kennon Standard Operating Procedure: Product Preservation & Traceability (SOP 5). Additional controls exist to maintain the quality of customer property while in the care of Kennon, documented in Kennon Standard Operating Procedure: Customer Owned Property (SOP 6). **Contracts requiring specific configuration management and risk management processes are handled according to Kennon Standard Operating Procedure: Configuration Management (SOP 17) and Risk Management (SOP 18). Additionally, if a First Article Inspection is required, the Kennon First Article Inspection Guide (G-Q1).**

Monitoring and Measuring Resources

Kennon does not require calibrated equipment for the production or verification of most of its products. Proper fit, form, and function are achieved through the design and use of measuring equipment and tools, which are monitored for necessary accuracy. Scheduled tests of measuring equipment are performed to verify expected results, and adjustments are made as required and allowed. In the rare instance where stated or claimed tolerances are indeterminable using common measuring equipment and tools (primarily engineering projects), calibrated tooling and inspection equipment will be used. Controls are further defined in the Kennon Standard Operating Procedure: Monitoring & Measuring (Equipment) (SOP 3).

Performance Evaluation

General

Kennon's Quality Management System includes processes for monitoring, measuring, and analyzing information to drive continuous improvement efforts. Information is gathered to quantify and determine how Kennon is performing in the provision of services and products conforming to requirements, as well as executing processes according to the Quality Management System, and working to continuously improve QMS effectiveness.

Monitoring, Measurement, Analysis and Evaluation

All major processes (as defined in Figure 2) will have defined Key Performance Indicators (KPIs) to be reviewed during Management Reviews. Customer satisfaction is an important measure of the performance of the Kennon Quality Management System. Customer feedback is valued and monitored through the steps in the Kennon Standard Operating Procedure: Sales and Order Entry (**SOP 16**). Internal audits covering QMS

processes also indicate whether the system is effectively implemented and maintained **and operates** in compliance with **AS 9100** requirements. Internal audits are performed on QMS processes annually per Kennon Standard Operating Procedure: Internal Quality Auditing (SOP 8).

Inspection of manufactured products is also an important part of Kennon's monitoring and measuring processes. All outbound goods are inspected to verify requirements have been met prior to release for shipping. Inspections are performed according to Kennon Standard Operating Procedure: Inspection Requirements (**SOP 15**).

Control of Nonconforming Output

To prevent escapes and limit errors, Kennon identifies and quarantines nonconforming and/or counterfeit products and materials. All Kennon employees have the authority, and responsibility, to recognize or question products and material that do not meet organization and/or customer requirements. Further controls are defined in the Kennon Standard Operating Procedure: Control of Nonconforming Product (SOP 7).

Analysis and Evaluation

Kennon collects data related to customer satisfaction, product requirements/conformity, suppliers, and process and product trends for analysis. No personal or private information is collected without the explicit consent of the customer/party involved. Data is used internally to inform decisions on the effectiveness of the Quality Management System and identify where there is opportunity for improvement.

Improvement

Kennon's success is an indicator, as well as a result, of the importance Kennon places on continuous improvement. The organization works to improve the quality of Kennon products, processes, and services to better serve customers. The Kennon Quality Policy and Objectives, audit results, data analysis, management reviews, and corrective/preventive actions are a few examples demonstrating dedication to the effectiveness of the Kennon Quality Management System. Corrective and preventive actions are a significant part of Kennon continuous improvement efforts, identifying and addressing challenges following the Kennon Standard Operating Procedure: Control of Nonconforming Product (SOP 7).

Summary

Closing/Company Commitment

Kennon is committed to the quality and continuous improvement of its products, processes, and services. The Kennon Quality Management System, and this Quality Manual, define the establishment, implementation, and maintenance of the system, in accordance with the requirements of **AS 9100**. Customers, and other users of this Manual, are welcome to request additional information from the Kennon Management Representative.

Kennon is dedicated to continuous improvement, today and into the future, as it has for over forty years, to protect what is important to Kennon customers. Kennon remains dedicated to research, development, design, production, and supply of quality **products and services** protecting high value assets.

Approvals and Revisions Log

Date	Revision	Revision Changes (in bold, Red lettering)	Approved by:
3/20/2025	Rev A – Rev R	All revisions can be found in Archives; Quality Manual	Archived by: Nate Gladdin, QM
8/25/2026	Rev 18	Updated Revision to reflect Numbering convention. Updated QMS Org Chart, ISO titles, and SOP titles to reflect current AS alignment. Updated Process Diagram to reflect only Kennon major processes. Added Section on Interested Parties, regulatory/statutory requirements, clearer designation of authorities, and included statement on Customer notification.	