

FLAVOR NEWS

FONA INTERNATIONAL'S QUARTERLY NEWSLETTER

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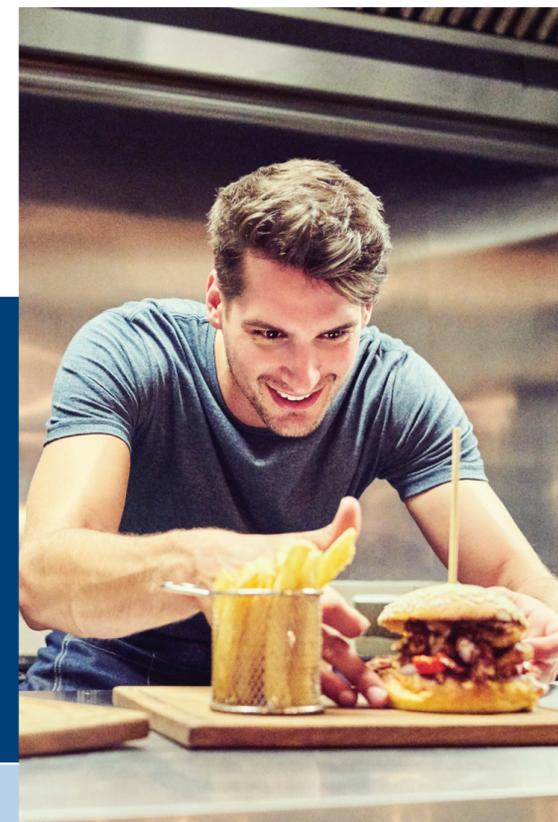
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FLAVOR NEWS

CONFECTION / GRAIN / BEVERAGE / MARKET DEVELOPMENT

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Chairman's Corner

SETTING A STRONG FOUNDATION

Entrepreneurship is a word that, to me at least, means taking initiative and taking a risk to create something of value. Once that "big leap" is taken, it's setting a strong values foundation that really becomes critical. At FONA, that foundation can be seen in the seven core values that guide us through every facet of our business. It can be seen in our commitment to employee engagement, and to continuing education for our employees. And of course, the values foundation can be seen in the results, as well. We've just posted another record quarter at FONA, something that highlights the strength of our established traditions and our growth mindset.



Reflecting on FONA's values foundation, I can't help thinking about the Family Picnic that took place just a few weeks ago. There was music, food, prizes, and lots of smiling faces. For me the reward comes from seeing all the families and loved ones. Each member of the FONA Family is creating their own foundations of family, their own traditions. They're building those core things we share with the ones we hold close. Coming together for a day of fun on the heels of another record quarter (which included a record month), it's a thrill to see FONA's values foundation thriving.

What is your values foundation, personally or professionally? We're always happy to hear from you. Email feedback@fona.com or join us for a Flavor University course. Hope to see you soon!

JOSEPH SLAWEK,
Chairman & CEO



FONA INTERNATIONAL NAMES Jeremy Thompson as Chief Operating Officer

Demonstrating a laser focus on effective and sustained growth, and a commitment to the pursuit of excellence,



Jeremy has been promoted to Chief Operating Officer. He has successfully led several teams serving a wide array of areas around FONA, utilizing his 20 years of experience in the food industry to drive for results. Jeremy is an active and influential member of FONA's Executive Leadership Team, with the responsibility of growing the business and talent through strategic vision, creative approaches and a passion for customer-centric growth. In his tenure leading revenue generation efforts for FONA, Jeremy's impact has been evident throughout the business, including the leadership of teams that achieved a record revenue quarter (including an all-time record month) in Q2 2019.

Work Smarter with Flavor

FLAVOR UNIVERSITY® CLASS SCHEDULE

Flavor 101®

- October 21-22
- November 18-19

Beverage Flavor 201®

- October 1-2

Flavor 101 Hits the Road

- November 7 (New Jersey)
- December 4 (Oregon)

Pet Care Flavor 201®

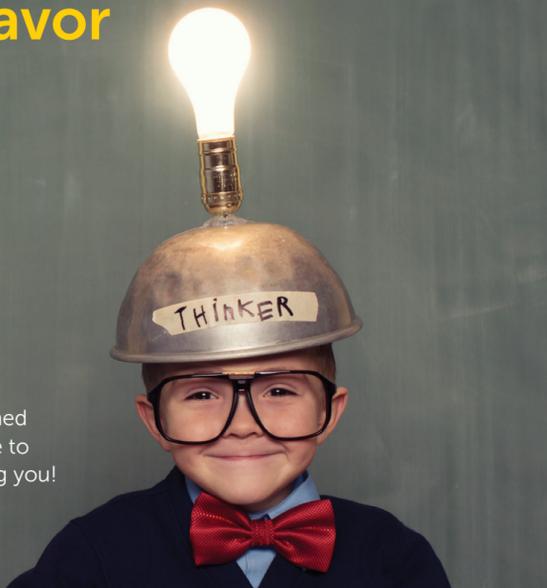
- September 17-18

Cereal, Bars, Bakery and Snacks Flavor 201®

- September 24-25

FONA flavor experts love to learn — and teach! The renowned Flavor University program is offered tuition-free as a service to food and beverage professionals. We look forward to seeing you!

Register at www.flavoruniversity.com



WHY

Entrepreneurial Energy STILL MATTERS



It's that indefinable "get up and go." That leading-edge spirit. It's the fuel for high-growth innovators, no matter the field. Here's why entrepreneurial drive and risk-taking matters more than ever in food and beverage.

YOUR PRIORITIES ARE OUR PRIORITIES. LET'S TALK.

FEEDBACK@FONA.COM



The Future of Food and Beverage IS ENTREPRENEURIAL



It's a story we tell often...

When Joe and Mary Slawek founded FONA, the vision was to be the high-tech, high-touch, independent alternative to "business as usual" in the flavor industry. This vision has led to more than 30 years of industry-leading growth and service and speed metrics that are second-to-none.

It's not just history. This way of working is the way of right now, no matter the segment – food, beverage, healthcare, pet food, and more. They are all in the midst of an entrepreneurial renaissance.

Why this matters to the industry, now more than ever...



WHAT WORKED YESTERDAY WILL FAIL TODAY

New ingredients, customized nutrition, disruptive business practices. Those companies on the leading edge of a future need the right expertise and resources in order to meet the demands. Shared risk and reward means mutual growth.

BIG CPG COMPANIES ARE INVESTING IN DISRUPTION

It is an entrepreneurial endeavor to jump into a new market, new approach — to explore new way of working. What's required? The ability to accelerate and amplify a new venture, to infuse new energy. Sometimes it's just connecting the dots with the right tech solutions or the right manufacturing solution.

NOTHING IS SLOWING DOWN, ONLY GETTING FASTER

The future will rely upon *more, better, faster*. That's the entrepreneurial mindset — risk and initiative while navigating complexity and ambiguity. Simplify the challenge, then execute.

PEOPLE ARE THE KEY

...And they always have been. It is people that make innovation happen. Enabling and promoting a culture where people are the entrepreneur of their role — and providing the education and development to support them.



**NEED AN INFUSION OF
ENTREPRENEURIAL ENERGY?
WE'RE READY.**

www.fona.com/chat
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The Story Behind the Story

MARY SLAWEK

The daughter of people who met in a Czech work camp and escaped from behind the Iron Curtain, Mary Slawek (then Mary Schindler) grew up on the Northwest Side of Chicago.

"We were a family that stuck together as a family," she explains. A strong work ethic and a commitment to education was key for Mary growing up. Mary said that even when she started work at the age of 16 to help support her family, she was committed to finishing her education, a focus she would share with her future children. She and Joe (also a Chicago native) met while students at the University of Illinois in downtown Chicago.

It was years later, long after they had been married and started a family, that Joe (now a successful flavor salesman) started dreaming of starting a flavor company. The idea didn't appear out of the blue. When Mary Slawek talks about the company's beginnings, she said that it was an idea that had marinated for quite a while — and it was a leap they took together.

"It was longer than just coming home one day, though that did happen," she explains. And when that day came, Mary said she didn't hesitate. "I thought, 'let's go for it.'"

In the beginning, the whole family was wrapped up in helping the company succeed. She and son Luke would pack samples after soccer games on Saturday. When faced with choices like a couch for the home, or a ribbon blender for the business — she chose the blender, every time.

"We put everything into it. You took everything you had and you put it into the business," she said. "You just kept going through all the ups and downs."

Since the company's founding in 1987, Mary has influenced and supported the FONA Family through it all. Her grace and resilience are weaved into the growth and the culture in immeasurable ways. FONA's emphasis on family and education, on a culture that empowers employees to succeed and grow — Mary's fingerprints are evident everywhere you look.

For Mary, she said her life revolves around the idea of family — and it always has. From the influence of her parents, who risked it all so that she could have a better life... to the growing Slawek family (4 grandkids and counting)... to the much-larger FONA Family ... Mary's joy and purpose is evident. And just as she has helped create the foundation for FONA — she too will create and support the future, whatever it holds. ■



Faces of FONA

NEW HIRES



MOLLY ZIMMERMAN SCIENTIST | BEVERAGE

Bringing diverse experience in beverage development, the culinary arts and consumer expertise, Molly joins the FONA team with an eye toward creating impact and growth for valued partners. Previous roles include Senior R&D Technologist and R&D Chef for several global CPG and food service brands. Molly has a bachelor's degree in culinary nutrition from Johnson & Wales University; and an MBA from Southern New Hampshire University.



LAUREN MUHLBERGER JR. FLAVORIST | HEALTHCARE, DAIRY + CONFECTIONS

Lauren has entered the seven-year training program to become a certified flavor chemist. Through FONA's Flavorist-in-Training program, Lauren will learn to evaluate raw materials, create and formulate flavors and understand customer requirements, among other duties. Lauren brings experience in research & development and safety & quality. She received her bachelor's degree in food science from Texas A&M University.



MORGAN MANNING APPLICATIONS TECHNOLOGIST 1 | HEALTHCARE, DAIRY + CONFECTIONS

As an Applications Technologist, Morgan will work to grow FONA's valued customers with her proven commitment to excellence. Her focus areas will be dairy and non-dairy products, cultured dairy and ice cream. Morgan has a bachelor's degree in biology from University of Wisconsin -La Crosse. Before joining FONA, she had a role elsewhere in food product quality & safety.

PROMOTIONS



JOHN FISHEL TECHNICAL DIRECTOR | BEVERAGE

A proven FONA leader for more than 10 years, John leads technical and strategic direction for FONA's Beverage Business Unit. Known for his excellence and partner centricity, John serves as a mentor and role model for his team. In his new role, John will have full responsibility for beverage solutions including the flavor creation and technical business development teams.



ADAM O'LEARY PRINCIPAL ANALYTICAL CHEMIST | RESEARCH & INNOVATION

In his four years at FONA, Adam has demonstrated a commitment to excellence with an eye toward customer growth. Adam will continue the expansion of the company's robust analytical program specific to the flavor sciences and machine learning. Adam has been essential in growing FONA's chromatography expertise for volatile and nonvolatile flavor ingredient isolation and identification — work that he will continue and expand.

READY TO GET STARTED? LET'S TALK.

[FONA.COM/CHAT](https://www.fona.com/chat) | [FEEDBACK@FONA.COM](mailto:feedback@fona.com)