



FLAVOR news

CONFECTION / GRAIN / BEVERAGE / EMERGING MARKETS

VOLUME 30 SPRING 2009

FONA's Service Stats Reflect

dedication

to customers

Exceeding our customers' expectations and delivering excellent results each and every time are priorities at FONA. We strive to make every customer interaction a positive, open and efficient experience and are happy to share our 2008 service statistics reflecting this dedication.

And, we're proud to have achieved these marks while continuing our record-setting growth rate, recording more than 20% growth for 2008.

Our dedication to excellence motivates us to continually search for ways to improve and grow both as a company and as individuals. In 2009 we're committed, as always, to providing our customers with the very best product and service. We invite you to experience the FONA difference in 2009!

Look inside for FONA's
2008 Service Stats...



Faces of FONA



Connie Banning

Katie Ellspermann

Ken Elliott

Atul Khare

Beata Rajkiewicz-Zaro

Manon Daoust

Lindsay Mahon

Becky Wagner

NEW HIRES

Connie Banning, Solutions Manager — Dry Beverage

Connie brings 22 years of experience in the food industry, working with a variety of product, including cereal, pizza and desserts. She provides technical and management direction to the Dry Beverage team, as they help customers with development, commercialization, product and technical innovation, and consumer insight. Connie has a B.S. in foods & nutrition and a M.S. in grain science from Kansas State University, as well as an MBA from the University of Nebraska at Omaha.

Katie Ellspermann, Account Manager

Katie is focused on the project management process and serving the product development needs of one of FONA's strategic accounts. She brings experience in direct sales roles and strong communication skills. Katie has a B.S. in sales and marketing from Purdue University.

Ken Elliott, Director of Purchasing

Ken brings more than 25 years of experience in the flavor industry to our supply chain team. He's responsible for managing the purchasing team, as well as developing long-term sourcing strategies with partners in order to meet our current and future needs. Ken received a bachelor's degree from South-eastern College in Lakeland, Fla.

Atul Khare, Director, Customer Innovation & Technology Strategy

Atul develops technology strategy and support development of new technologies to better serve our customers. Atul has more than 16 years experience in a variety of technical and management functions, including novel controlled delivery techniques for the pharmaceutical industry and nanotechnology. He has authored 24 publications and earned five patents. Atul has an MBA from the The University of Chicago Booth School of Business and a Ph.D. in chemical engineering from Purdue University.

Beata Rajkiewicz-Zaro, Sr. Application Technologist — Dry Beverage

Beata develops dry beverage prototypes and flavors dry mix beverage applications for our customers. She brings technical skills and experience in the beverage industry to this role, as well as knowledge of nutrition from her work as a field dietitian. She has a B.S. in a food science and nutrition from Dominican University in Illinois.

SPECIAL ANNOUNCEMENTS

Manon Daoust, Sales Director — Canada

Manon is now our Sales Director for Canada. She leads our commitment to continued growth and expanding partnerships in Canada. She has more than 25 years of experience in the food ingredient business, 20 of which were focused in Canada. Manon served our customers in the southeastern United States for the past six years. She holds a marketing degree from HEC Montreal.

Lindsay Mahon, Junior Flavor Chemist

FONA is proud to announce that Lindsay has earned the title Junior Flavor Chemist. She completed a five-year apprenticeship and passed her Society of Flavor Chemists test this fall. Her years of study involved work in the areas of flavor creation, duplication and modifications. Lindsay joined FONA in 2002 and has worked with the confections team. She holds a degree from Kaplan University.

PROMOTION

Becky Wagner, Business Unit Manager — Emerging Markets

Becky joined FONA in 2006 and leads the Emerging Markets team as they work together to meet our customers' flavor creation, application support and marketing needs. She also champions our Culinary Service group, supporting their efforts for our customers. Becky holds a B.S. in food process engineering from Purdue University.

Congratulations FONA Sales Team

In a survey conducted by Clear Seas Research on behalf of FONA International, our sales team was ranked first in the industry for sales force capabilities. We're proud of their commitment to provide our customers with the very best in service and product.

FONA Experts Share Know-How Through

Speakers BUREAU

Does your local food industry organization need a speaker for an upcoming event?

FONA's Speakers Bureau could have just the presentation you need! We've developed a series of seminars to help you understand flavor concepts. Topics are diverse, ranging from formulation to application, analytical techniques to social drivers, and ideation to regulation. Education is central to us at FONA, so we're pleased to offer these speakers at no cost.

Contact Tracy Cesario, Director Corporate Communications at 630.578.8431 or tcesario@fona.com for more information.

Flavor University®

Join more than 5,000 world-wide alumni who have attended Flavor University. You'll gain a practical understanding of the creation and use of flavors in food product development. Our courses are tuition-free and provided as a service to food industry professionals.

FLAVOR 101®

April 6 & 7
May 11 & 12

FLAVOR 101® TORONTO

April 15
Learn the art and science of flavor creation and application. This introduction to flavors includes flavor creation, application interaction, trends, labeling and more.

BEVERAGE FLAVOR 201®

March 30 & 31
Take a technical look at beverage applications' unique flavoring challenges. Discuss developing beverage flavors, emulsions and clouds, regulatory guidelines and more.

GRAIN FLAVOR 201: FLAVOR SOLUTIONS FOR CEREAL AND SNACKS

May 18 & 19
Take an in-depth look at the impact of grain type, process, and application on flavor selection and delivery in your final product. Explore and solve common flavor challenges of cereal and snacks. Address hurdles posed by specialty products such as nutraceuticals and whole grain.

added
for
spring!

SAVORY FLAVOR 201®

April 13 & 14
This advanced, technical class looks at the distinctive characteristics of savory flavors and their challenges. Gain an understanding of when, where and how to use savory flavors.

*We recommend completing
Flavor 101 in preparation for
any 201-level seminar.*



FLAVOR UNIVERSITY INFORMATION & REGISTRATION

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Keep up-to-date on our latest flavor
events and news. Send your e-mail
address to signup@fona.com.

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Reflect Dedication
to Customers



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Service Stats 2008

New Product Development

We love developing flavors and developing relationships with our customers. We're committed to giving you the very best in product and service, every time.

<2 hours

for new product pricing.

704

first-time initial orders. (new product shipped to new location)

58%

of samples shipped in less than 24 hours.

79%

of projects delivered in four days or less.

Regulatory

Our Regulatory department provides worldwide support managing your critical compliance and registration needs and is committed to fast and accurate service.



57%

of regulatory responses completed in less than one hour.

89%

of regulatory responses completed in less than 24 hours.

43,146

regulatory documents processed.

Customer Service

The people of FONA are focused on building relationships with our customers, while sharing visions, methods and time. Our goal is to consistently and accurately meet your flavoring needs, even on a tight schedule.



97%

of orders delivered on time.

READY for the RUSH

FONA maintains excess capacity in key production areas as a critical element of service to accommodate the 10% of orders that are “rush.”

86%

of sample refill requests filled within 24 hours.

Audit-ready 24/7

FONA means top-quality products created in top-quality facilities. Our locations in the United States, Canada, United Kingdom and Mexico are audit-ready 24 hours a day, every day of the year.



WORLD- CLASS

rating in most key areas of FPA audit.

SUPERIOR

rating from AIB for 5+ consecutive years. Last five years raw score is greater than 950 out of 1,000 possible points.

New FONA Team Growth

33

new positions created in 2008 in order to support our continued growth.

Technical Education for Our Customers

Our industry-renowned Flavor University® courses provide food professionals with a practical understanding of the creation and use of flavors in food product development.

NEARLY 500

people attended 12 classes in 2008.

20 CLASSES

scheduled for 2009 to meet the incredible demand. (See back panel of this issue for more information.)



2008 Awards



FONA was honored with three awards based on our record-setting growth rate and the many ways we strive to take care of our employees.

For the third year in a row, FONA has been named **one of Chicago's 101 Best and Brightest Companies to Work For** by the National Association for Business Resources (NABR). This award honors local companies that recognize employees as their greatest asset. FONA was further honored by the NABR as one of 11 Elite Award winners, earning **the Recognition and Retention award** for its innovative programs dedicated to employee satisfaction.

We were also named to the **INC. 5000 list of fastest-growing private companies in the country** for the second consecutive year. FONA's three-year sales growth of nearly 51% made it one of only 11 food and beverage companies in Illinois to receive this recognition.



President's Corner

The start of a new year is a chance to assess where we've been and then chart a confident course for where we want to go.

We've included our 2008 service report card in this issue as a glance back. In 2009, we plan to build on the successes, make improvements where needed, and continue strengthening relationships with our customers through honest communication and an unwavering dedication to excellence.

Never hesitate to let us know what we can do to better serve you during the upcoming year. It is our hope that 2009 is filled with shared successes with our customers and time spent bettering ourselves and the lives of those around us.

We hope to see you soon — perhaps at one of the 20 Flavor University® courses we have scheduled for the year!

Joseph J. Slawek, President & CEO

