

FLAVOR news

CONFECTION / GRAIN / BEVERAGE / MARKET DEVELOPMENT

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It's a TRUST thing.

What's next in CLEAN

CLEAN LABEL IS SO MUCH MORE THAN A CONSUMER TREND — it affects every consumer segment and every product category. You need to know what's next for your products and your brand. For years, FONA has explored the driving factors and opportunities related to the clean label movement, in an effort to help you with your product development and strategies. This year, we're taking a look again to find out what has changed — and even more importantly, what's coming next?

Our newest research has identified some key components of the clean label environment. Through a national consumer survey, shopper insights panel

and extensive research we've identified four "clean personas" of consumers, each one with unique characteristics and motivations. Also identified are seven main consumer trends. In this issue of Flavor News, we'll examine the first of those consumer trends, Trust.

Trust is only part of the story. There are many more details in our full report, available for download at www.fona.com/cleanreport

(story continues inside...)





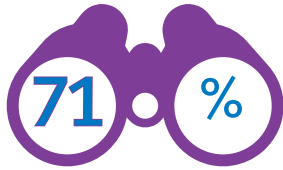
What's Next in Clean

#1 Trend: Built on Trust

Trust. It's the foundation of any good relationship — a concept built on character, integrity, communication and sometimes, a leap of faith. Trust is a factor in one of the most complicated and personal relationships consumers have — their relationship with food. Consumers view food as a bridge to health, making what they choose to put in their bodies matter more than ever.

Well-intentioned product labels or manufacturers' websites don't always tell the whole story, leaving the consumer to seek information elsewhere — or purchase elsewhere. Information overload from outside sources can mean lost sales and increase this trust gap. Today, trust may be the deciding factor for a company's future success. If you gained 37% more customers because you were the brand that "shared more detailed product information," would that be such a bad thing? It's a good thing — *trust us.*

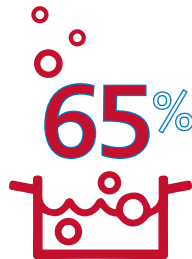
TAKE A LOOK AT SOME STATS
ON CONSUMERS AND TRUST IN THE FOOD INDUSTRY.



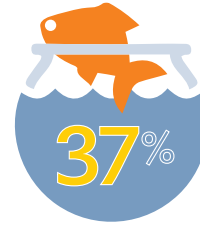
71%
OF PURCHASE DECISIONS
ARE AFFECTED BY PRODUCT
TRANSPARENCY.



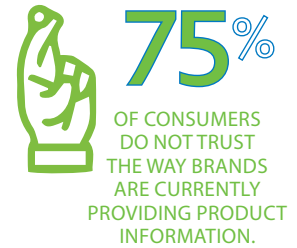
94%
OF CONSUMERS EXPECT THE BRANDS AND
MANUFACTURERS THEY BUY FROM TO BE
TRANSPARENT AND UPFRONT ABOUT THEIR
INGREDIENTS AND MANUFACTURING PROCESSES.



65%
OF CONSUMERS
WANT TO KNOW
HOW THEIR FOOD IS
PRODUCED



37%
OF CONSUMERS
WOULD BE WILLING
TO SWITCH BRANDS
IF ANOTHER BRAND
SHARED MORE
DETAILED PRODUCT
INFORMATION
WITH THEM.



75%
OF CONSUMERS
DO NOT TRUST
THE WAY BRANDS
ARE CURRENTLY
PROVIDING PRODUCT
INFORMATION.

CONSUMERS TRUST FOOD.

(WHEN IT COMES TO COMPANIES, THEY'RE NOT SO SURE.)

Let's touch a minute on the concept of food safety. Sixty-two percent of consumers believe food safety means food is "free of harmful elements." They want to be confident that what they are eating contains ingredients that have been produced according to high standards. They need to know that it has been handled and prepared properly, and more! The good news is that in 2016, nearly half of consumers polled were highly confident in the safety of the food they ate, up 15% from 2015.

TASTE MATTERS. CLEAN MATTERS.

Our research shows that as consumers continue to embrace clean label food, they refuse to sacrifice taste. (Check out the report at www.fona.com/cleanreport for more details).

Your products must taste great to succeed. And you know that your label and claims must meet consumer expectations. Trust plays a key role in the entire process. We get it, and we can help. Let FONA do the heavy lifting.

- 1. Let's find out what matters most to you.** Where does your product fit on the clean continuum? What is your ideal label?
- 2. We serve as an extension of your team.** We'll walk you through your technical, regulatory and, most importantly, taste requirements.
- 3. Fast execution.** From collaboration to delivery, we are dedicated to speed, speed, speed.

Cut through the chaos and get the win.



**YOUR PRIORITIES ARE OUR PRIORITIES.
YOUR CHALLENGES ARE OUR CHALLENGES.**
Contact Sales Service at 630-578-8600, and we'll get
your project started.

CONSIDER DOING THIS.

HOW DOES YOUR BRAND STACK UP?

Fear not! There are opportunities to seek when it comes to consumers and trust. Label transparency and forthrightness go a long way. Your best strategy: be thoughtful with your package labeling and conscientious with your communication strategies. Work with your flavor supplier to make sure you maintain taste while also maintaining consumer trust. Take a step back and examine where your organization is in this process.

Education Administrators from 26 States Learn Food & Flavor Science at FONA

The mission of FONA's community education program (Discover FONA) is to get students interested in food and flavor science in new and unique ways. The program has hosted more than 8,000 students and educators since 2012.

Recently, 29 state administrators from 26 different states visited FONA to learn food and flavor science, with the goal of impacting their states' standards and curriculums. The visit was part of the annual conference for National Association of State Administrators of Family and Consumer Sciences. The state administrators were taught food science and flavor science and exposed to an aspect of the food industry they hadn't seen before. The visit showcased how science, technology and research play crucial roles in food science.

Here's what they had to say:

"As the state administrator for our Food Science & Technology, Food and Nutrition, and Culinary Arts curricula, touring FONA was a highly valuable experience to build connections between our Family and Consumer Sciences career pathways and employment opportunities, industry trends, and in-demand knowledge and skills. I plan to align our curricula with industry demands and work within North Carolina to build education and industry relationships with our food science employers."

—Reno Palombit, North Carolina Department of Public Instruction

"I kept thinking that I wished my students...could hear the science, technology, research and careful consideration of a 'gold standard' in the food industry. Family and consumer sciences teachers would benefit to hearing about the credentials, careers in STEM and how business and industries create safe and marketable food products."

—Wendy Ambrose, Executive Director of Minnesota Family, Career and Community Leaders of America





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IN THIS ISSUE

- #1 Trend in Clean: Trust
- New Hires and Promotions
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- FONA receives Great Place to Work award

STAY IN THE LOOP

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

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Chicago

GREAT
PLACE
TO
WORK®

2017
Best Workplaces™

Thank You to Our Partners and Customers!

**FONA Named #1 Workplace in
Chicago by *Fortune* magazine
and Great Place to Work**

Fortune magazine and Great Place to Work recently named FONA the **very best** workplace in Chicago. This followed a ranking of #36 small/medium size business *nationally*. FONA won #1 Great Place to Work in Chicago based on employees' anonymous responses to an extensive survey about their levels of trust, pride and camaraderie at work.

None of this would be possible without you, our valued partners. From each of us at FONA, thank you!

Faces of FONA



Trina Murray

Lindsay Mahon

Dawn Weber



Chairman's Corner

Looking back at 30 years of FONA, I can't help but think about what a little faith and hope has worked to accomplish. From the beginning, FONA was founded on faith in people and faith in an idea — an idea that a flavor company could give customers the high-touch, high-tech service they deserved. Of course, when I talked about this idea, it took another kind of faith. It took

faith (and hope) from my wife Mary that together, we could make this idea a reality.

Gratitude is what I feel most when thinking about the last 30 years. I'm grateful to God — through Him all things are truly possible. I'm beyond grateful to Mary and my children Luke, Kirk and Joy, who sacrificed so much for so many years to help FONA grow and prosper.

I'm grateful and indebted to my FONA family. Words cannot begin to express how humbled, honored and privileged I am to see firsthand what FONA's people accomplish day in and day out. We've traveled this road together now for 30 years, and I've continually been awed by the tenacity, commitment and generosity of this, our FONA family.

Last but certainly not least, I'm grateful to you, our customer. FONA wouldn't exist without our customers and partners. For three decades, you've entrusted us to deliver flavor solutions to help you win and grow. It's been our pleasure to serve you. I'm beyond grateful for this investment of trust. Please always feel free to let us know if there is any way we can serve you better.

Forever grateful and indebted,



Joseph Slawek, Chairman & CEO

“FONA wouldn't exist without our customers and partners. For three decades, you've entrusted us to deliver flavor solutions to help you win and grow. It's been our pleasure to serve you.”

NEW HIRES

Trina Murray, Sr. Scientist – Beverage

A proven subject matter expert with a focus on growth, Trina provides technical and leadership support to FONA's customers both internal and external. She brings extensive experience in a variety of beverage segments, including juice, coffee, tea, performance nutrition and various RTD products. Trina previously worked at FONA 2006-2015.

PROMOTION

Lindsay Mahon, Sr. Flavorist –

Confections, Healthcare & Desserts

Known for an incredible work ethic and a creative drive, Lindsay continually goes above and beyond in flavor creation to help customers grow. Daily, Lindsay serves as a mentor and demonstrates technical excellence and unrelenting passion. As Senior Flavorist, she will lead flavor creation and foster incredible partnerships with customers and across FONA.

Dawn Weber, Customer Care Supervisor

With a laser focus on driving excellence, Dawn is known as an effective leader throughout FONA and within the Customer Care team. She works diligently to ensure efficiency and accuracy for FONA's valued customers. In her new role, Dawn will lead the Customer Care team to deliver continuous growth and service.

