

December 3, 2013

TRANSCRIPTION OF HLF TRAINING MEETING WITH ESTHER ESPINOZA

QUERETARO, MEXICO

Esther Espinoza: Welcome those of you who are here for the first time. We come from Ecuador. I would like to explain this part to you and to make it clear that the speed at which you get your results depends on you. We call it "Our certification course". You've been told what the company is about, what we do, this is a well-being company and you have seen the testimony of people who apart from looking good are earning money. More or less money, but they earn. This is a career. However, I would like you to pay a lot of attention to this part if you are coming for the first time, because you have to make important decisions. I'll introduce myself briefly. I'm Esther Espinosa, I'm a physician. I finished my degree course 20 years ago. Believe me, some time ago I thought this thing about Herbalife and of earning money with a company selling nutritional products was something I thought was not for me. Imagine that you have so many years of studies under your belt and you think this is not what you studied. Also, the white coat, when we started to go to hospitals and started growing, and everything comes together and you start having prejudice about lots of things and you start thinking "This person who comes here 'How are they going to know more than I do if I studied medicine?' they haven't studied and they tell me about nutrition" So it wasn't so easy at the beginning. I had doubts, my concerns, I went to a meeting like this one, and the people who came to the front, I said "Is this true?" I doubted because I saw they were so excited, so happy with the results that I said "They're exaggerating". I treated ill people all the time and, suddenly, I came here and saw happy people earning money, it was something difficult to understand. Do you know what made me change my opinion little by little? When I started using the products. And they shut me up, because there was a lot of skill, a lot of training, a lot of reading, a lot of good qualifications, and really, I didn't think this would work. They told me "If you want to be here and know Herbalife, you have to use the products". So I said "OK, let's do it" and I started using them, and I met Jorge and he was very excited from a meeting like this one, a bit larger, in a huge room, and he saw the results. All the information he brought and he said "You know what? Try it". And I said "Let's try the products", and I started making the shakes, with chocolate and they tasted fine and the tea, I started trying and, suddenly, that was what made it credible. If you are here, the first thing you have to do is to try the nutrition, feel the difference. People from another nutrition round (?) have already tried the product and they knew it, which was the first step. You have to try it and make a testimony. It made me more energetic. All my life I had been lazy, I felt sleepy, tired, the pace of life was very stressful for me, I was one of those people who want to have everything under control, I was always stressed, and when I started using the products, the shakes, the complete nutrition, I felt more energetic, and I thought "This is fine". I had sleeping problems, and my sleepiness disappeared. I had headaches, every fifteen days I had a headache and I had to lie on the bed, and they started to disappear. And the constipation problem, which was a habit for me, also stopped. I started going to the bathroom every day. When I started noticing changes I thought "This is good", and that led me to make the decision to use the products seriously and recommend them. The same with Jorge, he also had an amazing experience. You must have heard about his headaches, his migraine. He had terrible headaches. In fact, when we were studying, when we were at school, we used to get together at night to study

and because of the stress, because we ate badly, we were unhealthy, stressed; he had those pains, his vision became blurry and he lay on the floor. And we had to call his father “Sir, come to pick up your son because he’s dying”. He just lay on the floor and he couldn’t do anything else. Several times his father had to pick him up from the houses where we gathered. And that’s how I knew it, with pains all the time. It was a huge transformation. After he began using the products, we did it almost at the same time, all his migraine also disappeared and I haven’t seen him suffering from a fit of migraine again. Never. Isn’t it fascinating? These are results that moved me and I liked it. So, the first step is to use the product correctly. You get health results. And that closed our mouths and made us realize something was happening and we could recommend it. And we started to try. And that is how we decided to become part of the company, after those results, to recommend it, and then we started to work part-time and we started to grow. And these results made us believe more and more, and we met this lady who was really overweight and when we knew her when she was very thin and we talked to her. And for us this was a possibility to do something to help people to feel good at the same time you increased your earnings. That’s why we stayed. So we hung the white coat and the stethoscope, sometime I’ll tell you the complete story, and we decided to work 100%, full time for Herbalife. We also needed to have some money and that’s how I started. These are the options for you:

First, to be a user of the product. If you are here and you see the result and it is the first time you become familiar with these products that offer great nutrition, they solve overweight problems, all problems related to what we eat. If you’ve been here and you’ve seen the results, you are ready to become someone who can be a user of the product. If you say “OK. Everything is fine, but the first thing I want to do is to try the product to see if it is true” that’s fine. You are welcome to do it. If you only want that option, go ahead. I think it is much recommended because that way you’ll have a testimony. We’ll talk about that later on. If you only want to be a user of the product, that’s fine.

If you have already seen results with these people who have started to earn money and you want money...

[recording break]

Do you want an additional income? That is great! Go ahead! I can tell you that is exactly how I got started. Looking for additional income. I started working part time, then when I convinced myself that the programs were incredible, I started to get recommendations, and started to fill my pockets little by little. I paid for my own stuff; I helped with my household expenses and started to feel more productive. And I liked it, I really liked it that way; in fact when I was working as a social worker, I gave recommendations to clients, I delivered the products, and that is how I got started. In a very part-time mode. If that is the option you choose, go ahead. We are also going to teach how to do it, if you don’t want to do anything else but to drink the product and work part-time, you are welcome.

But we always like to insist in one option, which is a third option, and it is to turn this into a career. How? Well, with the certification course and we will talk about it next. I want you to remember this, in this certification course, you can get in with a green ID card, or you can get in to complete a Club Master program and get a yellow ID card. That’s all I’m saying now because I will explain more about this later.

You say, 'You know what? I want to take the certification course and take this seriously as a career path'. Go ahead; you will have a green ID. And if you say 'I want to participate in the Club Master program. I'm interested in that, I want a yellow ID', we'll also tell you what you need to do.

You take a mental note of these two options. So, what option is for you? Choose whichever you want, we can work with all three and you will develop yourself with all three options and you will be beyond amazed. *(the three options seem to be a) consuming product b) doing the business part time c) doing the business full time)*

Let's see, what is our final goal? If we are sitting here is because we want to have a successful nutrition club. This is an incredible tool that has been introduced in Mexico several years ago, and we really took advantage of it. Nutrition clubs have helped us grow and we have been #1 and #2 in international levels, right? So, what is our goal? That you open your club, that you grow it; and don't worry if you are new, because your face is like 'those are big figures, what is that?' We'll go step by step.

If you look here, this is our work plan. First we need to get certified, then get to 25, 50. We will start to create a model club, a successful club. And then we will duplicate that. That is the interesting part because you may have noticed there were people talking about bonus payments. Roland's plan is fantastic, because the company will also pay you to teach other people to do what you are doing, so those are the simple steps to move forward little by little. Now, there is something interesting, when you reach 25 sales we throw a party. We love it when you reach 25 sales because we have the certainty that you know how to do the job, that you have skills and that you are ready to teach other people.

So, when you have that amount of clients in your club, you get access to special classes and we teach how to create your check. Not before then; first, your club, then we will teach you to create successful clubs.

Ok? It's important that you understand this clearly: 25 consumptions; our final goal for this course is for you to have financial stability. (3:26) We are going to take little steps so there is no other way that, if you apply yourself, you do your rounds, you do everything your sponsor tells you to do, this is going to go well for you. Like so many other people that came here tonight, they were even dancing, right? People applauded them, they looked really happy. She is very excited because she is already a director; imagine that, it's really nice to feel that way, right? So, how are we going to do this? Get your certification. Let us take you step by step, so you can experience the change. (4:00)

Alright, we will have our club, and what are we going to do? During the process of certification, what we are going to do is really easy. These are the steps. So that you won't be defenseless when you open up your club, you won't have to improvise, you won't have to see how it goes, you are not on trial; you are ready. You will learn how to invite. And that is something really interesting that we have been working on in every class, and we have invited all the clients we've had. And maybe you say 'how is that?'; you are going to be taught how to invite people to enter the club, have them purchase some products, have them come back and then bring you more people. That is art. We are going to develop all of this little by little. (4:40) You will have your Host Certificate and this is great because you can hang it in your wall, and it gives you confidence because each

time you look at it, you will be prepared for anything. Believe me; you know more than all the people out there because you are already studying, you are learning, you are attending classes, you got certified! Then you are ready. You got your certificate, you put it up your wall and that's it. (5:11)

Requirements. Well, in the first place, classes. Look, it's absolutely important for you to remember that you always have to attend classes; every single time. There are people who say, 'well I got my certification, I completed the course, I will attend classes once in a while'. No, you always have to feed (?) from these classes because, I can almost say for certain that if you stop coming because you say 'I don't want to go, I don't feel like going', and then you come back, you are on a different page. We are moving forward; we are jumping on the train and leaving you behind. And you say, 'what are they talking about?' If you miss a class, if you don't come to class you will fall behind. So it is very important that you don't let time pass by because it's your loss and a loss for your business as well.

There are 8 classes in the course, and 4 classes about the product as a minimum. But from now on, this is going to be your life, your career, ok? **You are going to learn to make people go into your club, and one of the requirements is that you have to manage to make 10 people get into the club that is sponsoring you. That club opened the doors for you. Imagine how great it is! The only thing you have to do is to make the most of it and don't ruin it. So you have to start working, inviting people to go in, and when you get 10 people into the club, it means that you are no longer afraid of anything,** right? You are ready. Last, you have to do your rounds. This is my favorite part. You are going to know successful clubs, you are going to hear stories that will inspire you and will help you grow faster, ok? You can't do these rounds alone; if you want, you can go alone with your sponsor, but this is an opportunity to take with you people who want to do the same thing, people who ask you, 'what is that? Why are you taking classes on Tuesday? Tell me what it's about'. And if they are interested, you can take them with you on your rounds at the same time that you learn new things. You don't need to know everything to be able to invite other people. You can start inviting people and your sponsor will help you, ok? So that is great because at the same time they will learn about this opportunity with Herbalife, because it may be good for a lot of the people you know and it may change their lives. When you do the rounds you will hear stories within the club that is sponsoring you, you will learn to make milkshakes, you will get information, you will invite people. As I was telling you, this method is really fascinating; believe me, before this course thing was created, a lot of people wished to have somebody teach them, 'why are you successful with your club? Teach me what you are doing!' And hardly ever the doors were open for them, we didn't know how or why.

But right now with the certification course and the convenience of knowing other clubs.

[recording break] ... clubs that open their doors to you with honesty and with their hearts; they teach you what they are doing. Not every club does this, ok? So take advantage of it, really take advantage of it because it is fantastic. Alright, I will stop here a little bit. We have levels of commitment; this is what I was talking about green and yellow. If you decide to take up this certification course as 'green', it means that you are... do you need anything back there? No? Are you worrying about something? Jorge? Do you need anything from that young man? Not your friend, I'm talking to you. No? Ok.

You can start as green, and this means you are partially committed, that is, you can use your time, you can arrange with your sponsor and say, 'Hey, I can do this schedule, I want to work on this hour, these days, I have other commitments I have to sort out'. Anyway, you will set everything up; you will also have referrals in the club, you are going to comply with all the {imperceptible} that you need to get your certification, but at your own speed. You can relax. The speed at which you go depends on you and the commitments you have to sort out in this moment.

But, if you are ready, you have time, you liked this opportunity and you know you can take advantage of it with more stamina in these days when you are getting your certification, your ID card will be yellow. What is this yellow card? Well, this is a really serious commitment where we will tell you about the Club Master program. We are inaugurating this Club Master program, it is fairly new; we've had it for a very short time. Guys, did you not come in at the best of times? Because right now they give you everything in the tray, so you can take it and use it. They give you a hand and help you jump onto the next step.

This Club Master program is a brilliant idea; it is the result of a team effort, with the experience of all the members of this club, who decide what exactly you, the new member, are going to need to experiment that quick change. It is a training and development school.

What is the difference with the green one? You are also going to receive training, but right here in this moment, you are going to be in your sponsor's club as if it was your own.

You are going to incorporate a discipline that you never dreamed of having. And if it was hard for you, for example, to get up early, you will develop that ability, to read, you will start developing your reading skills, to keep records, you will keep records of your financial situation, in this Club Master program we will start to build all that up with a series of records that you will have to submit, and believe me, it is something we have to do with a lot of taste, because it will encourage you to develop to your fullest. Because you may have skills and get training and everything, but what makes the difference is to be the leader of your own organization, your own business, and that is what you do in the Club Master program.

Let's take this seriously now because this, to me, it is like excellence. It is for people who are looking for a strong commitment, a difficult challenge, because this is not easy. The people in yellow category, I'm not going to lie, they really have to give their all, but the final result is something they will appreciate for life. So, we start with this green ID card, and you decide, part time... what should I do? Yellow ID card, serious commitment. Let's make the most of the time we have. Pick one, ok? Come on. Ok, I was telling you that you can go back and forth until you get your Master's degree, with somebody here that you know and that you want to help, so we provide special certificates, and you will graduate with honors; you can bring one, two, three, as many people as you want up to five. If you bring more than five people, you are immediately qualified to have dinner with our special guest. And believe me, if you are right now in a situation like this, what better time to do it than now that we have our Christmas Gala? Ok?

To have dinner with the special guest, I want to take a moment here. Obviously you can get to that dinner if you qualify, and we will talk a little bit about this. I will make a side comment, because, as a requirement, you have to attend one of the graduation events of the Club 100, one

certification event, but we do this once monthly, this is not every Saturday, we do it each month. (about 5:22)

Every month we have a large gathering where we all share our testimony and if you completed the certification course, we give you applause; if you reached 25 we give you a certificate, we give you your new pin. It's a party for everybody because that is where we applaud and recognize your achievements, ok? This is something really special because we also bring people from other locations and they show us what they are doing in other places on a national and international level.

We just recently had an amazing summit in Brazil. To have the same dialogue, the same language, we are so far away, Mexico-Brazil, it's wonderful.

But right now we are truly excited because we have somebody coming; we have publicized her a lot. I'm sure you already have your ticket because if not, my friend, you are really missing out. This lady that is coming next, she is an example of life, with a testimony that makes us wake up. Believe me, you don't know who can inspire you, and here she is, Otilia Julián Caballero. Otilia is going to wait just a second, because I want to... ok, look, I'm going to make a really special side comment here, taking advantage of the fact that I have the mic and I have to do this regarding certification, and I wanted to encourage you because right now our Christmas bars (?) count as part of the certification program and they count as seal, so we have to take advantage of it, alright? But, you know what? You may say someone else, another person, who is that Otilia?

[recording break]

They brought a lady and I don't know why. What is she going to teach me?" But, everything started because somebody shared their story. And I want to go a little bit in to detail here. There is always somebody who inspires you, who drives you to make decisions by sharing their testimony. You never know who it's going to touch. You never know when you have a guest, maybe their testimony didn't move you but it moved him, because he's been through different situations in his life. And it's like, like telling past stories, they can be small or big; stories that have left a mark, like Jesus', which has left a mark for thousands of years; the story of Mark Hughes that has reached all of us. If he hadn't shared that, we wouldn't be here. And who knows if we would be in this world, because a lot of times, due to bad nutrition, we might not even be in this world. They created this big company, two people who inspired me greatly, and they are two presidents in the city of Mexico, they are Efrain and Carina, who unified the whole system in Mexico. It was all over the place and they worked a lot for that integration, and to me they are role models of learning. They are two presidents who I care about a lot, and we follow them very closely. I want to take a moment here, for Otilia Julián Caballero. I want to take a moment here because if you have the ticket, and you were planning to go but all of a sudden bang!, my friend, what a shame! That ticket you have is worth a lot, and if you take somebody, that's great, you will make the most of it, because there are no tickets left. If you already managed to take 20, you will enjoy the best event ever, and we are closing the year with it and our Christmas Gala Dinners, which are so nice. Do you want to listen to her a little bit? I laughed a lot with this part, it inspired me a lot, and I want you to listen to her for just a moment, so you can get to know her, so you get excited about next Saturday. You don't hear it, right? She was from the hills of Oaxaca, she was a very poor woman; she had to walk long trails without shoes to be able to recommend the product, we saw this last

time, and she started delivering the product with a donkey and she ended up doing it with a truck or a pick up. An amazing experience. Let's listen to her for a moment, they are interviewing her.

(Seems like Otilia is speaking from a recorded video)

Otilia Julián: Today I want to tell you that, the people who came here for the first time, who don't know, I want to take this opportunity to inspire those people who today will start to change their minds. You have an opportunity today. It doesn't matter if you didn't understand what this is about during this event.

Esther Espinoza: this is an international event, that's why they are translating what she says.

Otilia Julián: I don't know if any of you, the distributors, already know me. But the people who don't know me... I never went to school. In that company I learned to talk a little bit of Spanish. When I place orders, they have to tell me one by one the numbers so that I can purchase the products. What I want to do is to inspire people, just to inspire people. The only thing I want to share with you is that this company called Herbalife offers an opportunity for everybody. The only thing I want to say is that you have to have faith in God. What helped me do what I'm doing now, this business I'm doing, is the fact that I have guts. I would say that I have too much guts, that is what helped me, more than anything else. Nowadays, do you know why I say that I feel so healthy and so happy? Because I don't know how you see me today... ok, I don't know how to tell jokes, but I will tell a joke for you to relax a little bit. Have you seen the video? I have to say that there is a song in Mexico, and they say I always have the same clothes. Let me tell that joke. My briefcase is going around since Friday, it's still flying from one place to another, and that's where my clothes are, because today I was going to dress like the chairmen dress. But maybe my day hasn't come yet. But what we, the people who work in Herbalife, say, like our founder, Mark Hughes used to say, "There is no problem". There is no problem because clothes don't speak. What I want is to inspire you, nothing else.

[recording break]

Esther Espinoza: So, what do you think? That's incredible, right? So, what we are going to do is to listen to that woman, this Saturday, we are going to listen to her story. Would you like to have more people listen to her so that she gets excited and inspired? Well that's not possible, because we don't have any tickets left, but I will tell you about something that you need to take advantage of... the month is coming to an end, but you need to know this, because it's important. The gala dinner with picture, there is a corporate criterion because this dinner is open to all of Queretaro, so you need to have 5,000 points in volume in order to get access to this dinner party and with Otilia and have a picture taken with her. Also, there are some special seats; you know there are always some *imperceptible* seats. That's 5,000 points for TABs (?) and 4,000 points for non-TABs. If you are new and you don't understand this, don't worry. But the qualifications are right there so you can be closer to them, so you can see them more closely. Am I forgetting anything about Otilia? Oh, yes. The special seats... imagine this is a luxury event because there will be a special seat. By taking your *imperceptible*, those who have 25 consumers, and the details have to be there, perfectly arranged and organized, because if it's not correct, sadly it won't be possible. But if you take your count with all seriousness and integrity, you are ready to have a

special seat! With only 25 consumers, that's it, it's easy! Alright, Otilia Julián Caballero, our Christmas Gala Dinner, what better ending to a year than this, right?

I want to make a special comment here about our testimonies. We have to learn to do them. Build your story, you need to have a story so you can share it.

You can start with something small, like when you get here onstage and you share a quick testimony of how you did with your health, with your business, and then you get the applause.

But we also have to do a follow up. If you are stuck, somehow, those who have been here for a while and don't feel the excitement they felt at the beginning... we have to go back to activate that, because remember that if you stand still, if you don't share your story, you may miss helping somebody. So be careful with that. **You always have to be active, up to date, and you always have to add fresh details about the product, as much as you can, and about the business as well. Start creating a really good story for your club, ok? Something that is more effective,** and that is constantly learning and changing. I'm not sure why I put up this picture. Anyways, you have to be really intelligent, control your ego, and stop being negative, because sometimes, the ones that have been here for a longer time, we think that we shouldn't worry anymore, we are fine, we are comfortable. Some people experience positive things, and some let positive things pass by, and they don't realize that there's a chance for them, and it's gone. So, we always have to enjoy the opportunity to share our stories.

I remember being at a queue in the bank and, Jorge and I never really get mad at each other, but that time we were both pouting and I had my pin right here; so there was a girl that, from the moment I arrived, she was turning around to see my pin, over and over again. But, as we were in such a negative mood, with a frown in our faces, pouting, and the girl didn't even want to turn around and see me anymore, and the opportunity was gone! I was not open to it. So be careful.

We always have to show integrity, be in shape, have a good attitude, and always getting good results so you can be a source of inspiration for a lot of the people around you. Ok, so always be ready, get ready, because somebody might write something in your story that you don't want there. Don't let anybody or anything write in the book of your life. You are going to make your own story, you are going to write it, you are going to put there what you want. Anything that comes from you. Don't let anybody put negative stuff in your story, ok? So, do you have your story ready to share? Is it ready or are you still working on it?

Ok, so next Tuesday, when we get together, we are going to see how nice the story is and how you share it with all of us, ok? Ok, let's move on. So, is that clear? Our life story, and we have to start making our own story.

Ok, attending the Christmas Gala dinner is part of the requirements, right? If you didn't understand a thing, like Otilia said, it doesn't matter, just go to your sponsor and ask him. He's going to tell you what you have to do, just say "What is it they said that I didn't understand?" This is something really important that we need to check really quickly.

Requirements: punctuality. We have exactly one hour to teach you about your sheet, and if you arrive late, it's really sad, but believe me that it's part of the habits we have here, part of our discipline. And we really take it naturally, isn't it true that we don't have a problem with that? If

you get here and the class has already passed, we don't seal your card for today, but the seal is the least important thing, what's important is that you attend the class.

Anyway, arrive early. The kids, we know it's important that they be well taken care of at home so we can pay attention here. The entrance fee is symbolic; it's just to pay for everything. Our Nutritional Saturdays, last Saturday it was about digestive health, how was it? That's my favorite part because remember that information is power, and if you don't know about the products, and then you have a client who knows more than you do, that's ugly, right? So every Saturday, there is always something new to learn and a new testimony to listen to.

Then, here we are every Saturday so that you can be better prepared. Ok, so the next step is to get certified, ok? Get your certificate, whether you want to get a green ID, or yellow ID card, Club Master Program. Ask your sponsor for your paper and this class we had today counts as part of your certification course or your master program.

The presentation has come to its end, and I'm going to ask Nina to play what is next. This part, we finished negotiating with the ones that are coming here for the first time, the people who come here to see, to make a decision, we are done.

Everything you want from now on, ask the sponsor or the person who invited you, and together you will take the next step.

[recording break]

One important thing we have here as a guarantee is that it has been around for more than 33 years. We are no longer a new brand willing to experiment; no, we are an established company, with extraordinary results, and we are also listed in the Stock Exchange. That is an important aspect, because this is not a random company. If you look at nutrition companies, not many of them are listed in the Stock Exchange. That is an important detail to be aware of, that this is a solid company, a company that guarantees our results if we follow the strategy we are going to learn here step by step.

So, we can start to get these results also from home, by purchasing the package, consuming the product and getting results. Also the income can be obtained from home, right? Our laboratories are state-of-the-art, because they are laboratories focused on cellular nutrition, where high-caliber physicians and scientist work, I can't find a different name for them because, for example, the one in the middle, the one that is holding the Nobel Prize, his name is Louis Ignarro. He won a Nobel Prize because of his contributions to humanity, specifically the concept of blood circulation, of helping your body have a good blood circulation.

So, this idea of providing help for good health goes global, and he is awarded the Nobel Prize. I mean, not everybody can win a Nobel Prize, only those who help on a global scale with a concept, for example, there is a Prize for Peace, and other prizes, and it's because they contribute something to the world. And this gentleman's contribution was this study of the blood that can help us all.

And what is interesting is that this person is working for Herbalife, this person is part of Herbalife's scientific team, therefore we have the best scientists, which gives us support and an extraordinary

confidence, knowing we have very prestigious physicians, like Dr. David Hiber, right?, President of Scientific Medical Consulting Team. He is called 'The Father of Protein', so you can see that we have the best of the best. The Nobel Prize, who I already told you about, Dr. Ignarro, and you can see him there receiving his award. He was responsible of this breakthrough in blood circulation and, well, he is within this huge company, Herbalife.

There he is, drinking the product because, as you can see, they are not only doctors who say, 'Well, I work, I do research and that's it, and let other people drink the product'. No, they are living proof that the product is good, they drink it, and that gives us a lot of confidence that the products are for everybody, right? If a Nobel Prize winner drinks this product, we can all drink it feeling more confident, right? Our current president is Michael O. Johnson, he is guiding the path of Herbalife, well we talked a little bit about the Stock Exchange, and expansion is in full throttle. Nowadays we are reaching countless places and there is a huge publicity around Herbalife, and it was one of Mark's missions, to reach each country, each city, and each home. To give the opportunity to know Herbalife's product for any of the three concepts: personal development, health or evolution.

As we mentioned earlier, we are present in 89 countries, and the US is at the forefront with the product, but also Mexico. In Mexico, we are at the top of sales thanks to the Nutrition Clubs. The Nutrition Clubs were created here in Mexico, and they are an interesting contribution to the company; we have been improving the Nutrition Clubs, and they have worked wonders, because they have had amazing results with a lot of people. And well, what we do within Nutrition Clubs is, this office is particularly devoted to creating Nutrition Clubs, is what we do the most, we have been improving them more and more. Nowadays, for people to open their own Nutrition Club, they sign up for a course called "Master of Club", which we will talk about in a few moments, and we are dedicated specifically to making Nutrition Clubs successful. What do we do in Nutrition Institutes? Well, we train in order to be able to talk with people about the little excesses and deficiencies we have within our bodies, right? And sometimes, people out there are tired of saying, 'Oh, this diet, and now they are giving me this product and I already had this other product and it doesn't work'. And here, in the Nutrition Clubs we are taught first to ask people 'How is your nutrition?'. It is not about selling them products, but more about approaching them and saying, 'How is your nutrition? Let's see what excesses and deficiencies you have and how we can help you so that you get better'. So, people start trusting us a little bit more, because our mission is to help people with their health.

[recording break]

Alright. Before I tell you about how we did out there in Ecuador, I have a lot of interesting news to share, look, I'm wearing a new scarf. I'm excited guys, I'm really excited about everything we experienced there, I have a few little pictures, oh, I'm talking like Ecuadorian people, 'a little picture', they used diminutives. I want to talk about the sequence of productivity that Jorge has taught us during all these days that we've been training for, because this is what is going to show us the reality of where you stand, where your club stands, where you are at this very moment. It doesn't matter if you are just getting your certification, you have to be productive within the club that is training you, do you agree with me? And if you manage to be productive, then you are ready. Take away the fear that you'll have when you open your club. You won't be afraid of anything at all. If you have a club and you are making it grow, this part is for you.

In some way, both green and yellow ID holders are learning to do a good job. But for those who already have a club, this is essential. And it's not ok, believe me, that if you have been working and devoting time to it... in a moment I will talk with you about something that worries me, that you are not carrying your papers. Because we have been doing it for a long time, and you can't just say, "Oh, here is the missing link!", like Jorge says. So, we have to be very strict with ourselves, and say, "Hey, how am I really doing in my club? Am I comfortable?", if that is what you decide, well it is acceptable. But if you aren't satisfied, and you know that you can do better, and you see somebody who is doing better, and that is what you want for your club, then we have to fill in that page. And believe me, I know you are saying, "Oh my God, this page..." And it is getting better and better, I won't say it because you will want to punch me, but that little page may change your life and your club if you start filling it. I was telling you in the previous class, start doing it; it doesn't matter if it doesn't come out right. Have you noticed that later, when Jorge requests these papers and he revises them, the person that receives the revision sees everything more clearly? And it's good that he checked my papers because he supervised it. So, it's easy to start writing down the date, and how many people you invited that day. It's easy. The only thing that is preventing us from doing it is laziness. It's because we are lazy, we don't give adequate importance to that little page of productivity. And I will give you a piece of advice, bring that page with you, and always bring it to class. Because you know that if you bring it here and somebody asks to see that page, and Jorge says "Anita, let me see", and you go "yes, please check my page". Believe me, if they check your sheet, they will make corrections; that is the best part. Other people don't matter, that was good for you because you are making progress. And what could be better than to have Jorge, the leader, teach you and give you what you are missing and what you need each class. And they will request this every class. And I know that sometimes it may be complicated.

Ask for help, always ask somebody to help you, and when you get the hang of that little sheet, you will love it. You will love it because then you can set goals. We are in a good moment to review what we've been doing and to set goals for the future. And it's really going to make your club grow. To me, this is something that keeps me happy. Because we don't fool ourselves. This shows us the true results of what we are doing, that's why productivity is extremely valuable, right? I see this like little bunnies. You start with one couple and all of a sudden there are 3 or 4, and now my house is full of bunnies. We eat the males, and then maybe there are 1-2 males left, and then again the house is full of rabbits. How productive they are! Who likes rabbit meat? Here is one, ok one day we will eat rabbit.

Ok, so this is the litmus test. Now that you open your club, they will say "what sheet, what is that?" well learn to master it from the beginning. And if you are already like that in your club and you're making it grow, let's go ahead! Let's be like a rabbit, let's be really productive regarding clients. They always say that the most important areas for our creativity – the rest is for you to develop your skills, and train, and get customers, remember area 1 and 2?- but the areas 3 and 4, if you don't know what these areas are... they are areas where, you are serving the client and learning how to invite people in and have them stay around, ok. So, areas 3 and 4 are very important and that is what we track in our productivity sheets.

We track new invitations, and referrals. And the two things are related to these areas, right? If you are good on these areas, you already got there. The only thing you have to do is to know what you are doing. And I'd really like it if you would get here with your sheet and say, "Look! Here it is. And

we are going to see two examples that you will love. That's it. I already know how to do area 3, I know how to invite people. I know area 4." But right now, just write numbers. You can perfect this and do it better each time.

Here we marked down in black 8 pesos for each new first time consumer. This is an interesting part that we are giving you, like an advantage for yellow IDs, so that while you are in the club that is sponsoring you, if you invite somebody to go in, your sponsor will give you 8 pesos if the client purchases something for the first time. Imagine if you invite 10 people in, you made your day, right? You completed your earnings for the day. Anyway, this is the part about a happy customer. You already heard about that, Nadia told you about that already, I think it was last class. You also talked about the circle of influence, how you can approach the client and have a very successful club. We already talked about all of this; I'm not going to say it again. But it is important for you to know that your area 3 is to keep your client well informed, satisfied, served, and that they have results.

They have to know well everything the club offers them. You have to see how professional you will look with your papers and your records, and your client needs to know you care about them. This area 3 is what will make them bring in referrals. If you do all of this with your client, guess what is going to happen? They will feel so good that they will recommend your club. But if you are sitting there, and you don't want to change his milkshake because it didn't come out as you liked it, and you said "No! I won't change it because it's too much trouble" ... that client will go away.

[recording break]

He will go to a different club because there are so many! And with the great service they provide, the competition is rough. So, we have to be very strict, really strict with ourselves, because obviously, if you start competing with the next club, it's not fun and it's distressing. We are going to work on ourselves and on our services, and we are going to make our client feel satisfied. I know there are clubs here that are wonderful, which when you get there you don't want to leave.

It happened to me, when you enter the club you want to be there because you can hear the laughter from the outside. Yes, that is right, you keep perfecting all of this, and track it, track how good you are at serving the customer, with your referrals, ok? That is when you'll see it. Don't put your client in inexperienced hands. You always have to be there paying attention when somebody is learning from you, ok? That's the shadows we talked about, remember?

When you are learning, know them and always be present. We talked about that in detail before. Make our club a really, really pleasant place. But in area 4, I think it...the truth is, the first time we have our club, it's scary, right? Yes it does, especially when people are rude. It's not easy and we need to know how to handle those emotions, because they do affect us. People who say it shouldn't affect you to be treated badly, or to have somebody pout at you. We have to be like kids. The girls are my witnesses; there was a teen girl in my club whose name was... Ashley. Ok. I always mistake her name. I will have to get it right. Ok, Ashley was a fun girl, she was nice, she was 14 or 15, I can't remember how old she was, but she made the part of productivity too simple.

I heard that she was always standing behind the curtains, and when the clients came in, she would open the curtains and say "Hello! Good morning!" and the client would jump up in reaction. Some of them thought it was funny, I don't know. But people would always pass by and wave hi to this

girl. They were laughing and having fun, and they made all that part a lot of fun. She wasn't afraid of anything! And it was nice being there with her and see how she would invite people to go in, and that was her partner in productivity area 4. And it's ok to be like that, because if we weren't afraid, what wouldn't we do? Right? Then we get a little stale because your self-esteem starts to go down, you feel ugly, I don't know! We start putting so many things into our heads... Guys tell some girls, 'I will tell you what I want from you'... I don't know! We start to put things into our head, right? And actually we have to relax and focus on what is going on in area 4.

This area 4, the important thing is that you have to learn how to do it, and there are people here that can help you. They are excellent, in a few moments we'll meet somebody who is doing this. Nevertheless, nothing compares... if you sit waiting for somebody to teach you, you can hold your breath. Because a lot of time they will not be available at the same time, or they may be so busy that the time available is not enough for you to go and have them teach you in a relaxed environment.

That's how they begin. One, then another, then another. You may have heard that phrase that Jorge says, and goes like, "when you get, when you talk with 100, let me know, ok?" And that's what I believe regarding this part. Get started with it, one, then another one, you do it wrong, you say, "I'm doing it wrong. Whatever, I don't think I will reach 50 and {imperceptible}". The joke is to do it once and again, and again, and again, and that is what will build your professionalism little by little. First, because it will take away your fears. Second, it will give you confidence regarding what to say to people. Third, when you start to get more and more people in the club, and that people sitting there will then tell you 'Hey, thank you very much because you invited me to go in that time, and you said this was an opportunity for me, to improve my health, that you performed that test on me and I realized I wasn't well".

Wow, it was worth it to get rid of the fears and go through all those situations in the street, right? Because when you work in the field, at first it isn't that much fun, but we will change that. Because it's part of our job. We have to be very intelligent to deal with this in a positive way. And this Area 4 Productivity, we have to track it. Remember that famous 1 per hour? Well, we need to keep this in mind, 1 per hour. 1 per hour. 1 per hour. Then we see somebody pass by. Can we make somebody get into the club every hour? Somebody new willing to consume the product?

I think we do, the problem is that we never ever thought of it as a goal. Sometimes, maybe you were so busy in your club that you were satisfied with 20 clients, or with 30. Everything was ok, and if you had any spare time, you used it to rest and relax. But all of a sudden, when we hear about 1 per hour, oh my! Are those people insane? We started to go outside and go around, and you see that your club is getting more and more results.

And this part, people with yellow IDs have to make the most of it, you have to step outside of the club feeling relaxed, comfortable with this area #4. We have to learn how to do it. Besides, it is a requirement for our ID, right? And we have to get people to get in. Ok, we have to manage the orange sheet, which is part of setting our goal, our 'factor' page, and be careful with slacking off, because that is going to be the end of us.

We are going to see... I want you to meet two people who have been working with this productivity sheet, so you can see that it's not rocket science, it's not a burden, and it's not

complicated. I want the people I'm going to call now to share their experience about what they are doing it, how they started to fill it, how they made mistakes, all of their mistakes, and finally, what that page was for.

Last time, Nadia talked about her reasons for filling it, remember? Don't you think it's fantastic? That we can take that sheet just like her and we can apply that to our business. So, let's meet these two girls, they are not experts like Nadia, but they are learning, and I want you to watch closely how they are filling that page. I'm going to ask her to come on over, please. Ofe, who is already a host of the club. And let's call Ana, who's got a yellow ID card from Nadia's club, come on over please.

[recording break]

Speaker: What's important is to start tracking; we hear a lot about discipline, and we need to start exercising that discipline by filling the records. It doesn't matter if it's zero. So when I started tracking, I noticed that my first week was around 0.28, so I didn't have a consumer per hour. At first I was scared, I said, 'wow, one consumer per hour?' that's when they were talking about productivity. One consumer per hour, I said, 'wow, one consumer per hour?' And actually I never, we had never set the goal of having a new consumer per hour. And when I started to keep track, I was at 0.28, so I showed it to my sponsor. And he said, "Well, now you know where you're standing". I said, "Oh, ok", my survey factor was 37. And he said, "You know what? You don't know how to conduct a survey. You can't do 37 surveys to have just one new consumer". So I started making small changes. He told me to get training, he said, "Go to Nadia", he sent me to see Nadia and so I did. And that is the key, when we are willing to make changes, when we are willing to grow, and when we want to do it and say, "I do want to grow, what do I do? What should I do?". We have to be willing to have discipline. That is where I am at right now, and where I'm headed. And Nadia has given me the chance to be in her club, she was right there checking on me, saying, "I want to see how you do it". And she found small details that I really hadn't noticed because I didn't take the time. And, frequently, it's important to have somebody watch us so they can tell us what we do. One thing I wasn't doing was that... the information I gave them, I was giving it away too fast. Another thing Nadia told me is that, "Hey, you've got to sit down. You have to create rapport with the person you invited, and if the person sat down, then you sit down. If they are standing up, then you stand up". I said, "oh, ok". And it was those small details that really helped me out when I started following them. Actually, I didn't have a problem getting people to go into the club for a survey, but the problem was the quality of the information I was giving them. Right now I'm giving high quality information. I explain everything using the folder, and it also depends on how the client enters the club. If they are in a hurry, I explain it to them quickly, I don't use the folder. But if they have time, I use the folder. And my rate has really improved, from 32 surveys to get one consumer, to my current rate of 3.18 surveys to get a consumer. The master program lasted one month, actually three weeks. I got back to work and I started to focus. Indeed, the time I've spent working at Area 4 has been 8.68 hours in a month, and my productivity rate is 1.26 consumers per hour. Right now I know how many I need to do in order to have 4 new consumers in a month, that is December, and this allows me to make a forecast. Although if I do 3.18 surveys to have one consumer, and I need 4, then the average I need to reach is 16, more or less. There is a fear factor, right? When you get started again, it is frightening to say "One more time, well ok". But it doesn't matter because, as a host, I say well yes, it's scary, of course it's

scary, and although we have been around for a while, we have to go back to the street. But that gives you strength, that makes you stronger each day and you become more skillful. You become better at doing it so, if you are a newbie, if you have a yellow ID, it doesn't matter. Even us who have been here for a while, we've been here for a year or two, it's normal to be scared, and it's part of feeling alive. Let's go to the streets, let's go invite people. And it's normal, they tell us "No, that's not real. The product doesn't work, it gives you cancer, and it dries up your kidney". I say, "Look, I've been drinking this for six years and it hasn't dried up my brain, on the contrary!" So, yes, that is real, and besides you learn to have fun. We don't look at it in fear anymore, we start looking at it...

[recording break]

Nina: Good afternoon, my name is Nina, before knowing about nutrition I had a lot of health problems, bad digestion, lack of energy, among many other, and when I started drinking this product, the results gave me a lot of confidence, it increased my energy, my stomach stopped hurting, I was able to move my vowels better, I loved the results and it made me feel confident and secure that the product worked, so I decided to share it with other people. Well, previously, I was studying engineering, I was in 7th year, about to get my degree, but I made the best decision of my life, I changed the good for the best. I found three things I hadn't found anywhere else; and that is health, unlimited economic growth, and personal growth; and I loved it. I decided to get started with this business. I got a certification, [imperceptible] that is fascinating, I went through the process and in the first month I earned more than 5,000 pesos, it was a good income, but this last month I earned more than 16,000 pesos just with the Nutrition Club. I don't know how long or in what conditions it would have taken me to earn that much money out there, and there are bonus payments for helping more people that they have talked about. This last month, I earned more than 18,000 pesos in total, besides some 40,000 pesos in bonus payments. I'm excited because this is only the beginning, the best is still to come, and welcome.

Julieta Tapia: Hello, good afternoon. My name is Julieta Tapia. Before Herbalife I had a lot of serious health issues, such as being overweight, I was too heavy for my height, I had a high blood pressure, gastritis, colitis and constipation, and even cysts like cancer. Within 6 months of following this nutrition program, my cysts are eliminated; I gain control of my blood pressure and other problems. I am a house wife, I'm 54 years old, and I want to tell you that for me, there was no excuse like saying, 'I'm old, and I can't'. I can do it, and I can also have an income to help with some problems that we often have at home. I was invited to form a Club, and I will now leave you with my husband who will give you more details.

Husband: I'm not her husband. See how in that picture, show the whole picture please, I weighted 82.5kg, I'm currently 62kg, that is a difference of 20.5 kg. I used to say, 'No, those things are not for men, they are for old women'. There you are. People are reluctant, accustomed to dealing with such and such people, the truth is that I was feeling really bad, but I had problem in my head that was quite serious, and that is why I decided to drink this nutrition product. I got it free for a long time, and when I saw the results, I didn't want to accept it, and we

started work with this. I want to do it my way, I will say it, I was an alcoholic, imagine the type of people I was hanging with, and we started the process of change. And one fine day, guess what?

Audience: What?

Husband: We got our certification, I got my certification, it was a really nice thing, and the following month we won a vacation, the first vacation of Club 100, with 50 consumptions. I wasn't comfortable in my community, I was there quiet and relaxed, but this little woman here said something that resonated with many, with me personally, we did something different, I don't know, I was relaxing in my community, at home and she went to work. What do you think? That was not nice, right? So we did something, we were walking around and guess what?

Audience: What?

Man: We achieved the next level. That was great. We went to Manzanillo, something that I had never imagined in my life, we moved into a little place, we shared events with some younger people, we were next to presidents that, in our wildest dreams we never imagined this, it was a really nice thing. A lot of the things you can see. And this motivates you to work a little harder. The sky of {imperceptible}, look at it, we paid for it in cash. That is my sponsor. We don't have any debts, we come from a community that is far away, we are almost 1.20 hrs away, that is a humble little car, and now we have this, we don't owe anything to anybody. And these are the results of the club: the past month of November it was 20,708 pesos, we kept 70.86% of consumption, which is some consumption. {Imperceptible} from the yellow page, we have people who trusted us, house wives like many of you right here, in total, who got to see the magic, the magic. When we started, we earned 11,719 pesos with the two of us working. There you have, those percentages, look below, what a marvelous thing! There are bonuses! Bonuses! Let's go get the bonus! Why wouldn't we work hard? Look! That's a total of 32,844 pesos. I was a heavy duty machinery operator, I earned 2,000 pesos weekly, 8,000 pesos monthly, I was screwed, I was in love, now with my wife by my side, who is a hard working woman, I don't want to fall behind, we are earning an income. To me this is truly amazing. Thank you.

Nadia: Good afternoon, my name is Nadia, before Herbalife I followed a lot diets. For anybody who has followed a diet, you know what it's like. I was left with serious health issues: colitis, gastritis, a nutrition deficiency, lack of energy, I suffered from two ulcers; I was going to undergo surgery. When I learned about Herbalife, I started drinking this product for my health. The truth is that I never imagined that by drinking this product my health would improve, I didn't have to go through surgery for my ulcers; and I lost more than 20kg, in this last year I have lost more than 25kg. I feel really happy about that. And that is how our business started. My husband and I both are professionals. It took him more than 20 years to earn 25,000 pesos monthly, that is good, but when we came to Herbalife we had a lot of debts. Who in here has debts? Ok. What do you think happened? Here in Herbalife we have learned a lot, we learned to pay our debts. We are no longer stressed, we have a payment plan; we opened a Nutrition Club, and imagine this: last month, for helping 56.13 persons in our Club, we earned 24,395 pesos. This would solve a lot of things for you. We achieved this in three years; what took my husband more than 20 years, we made it here with a Nutrition Club. Imagine helping more people and more families, last month,

we are already earning almost three times the amount of money that took my husband 20 years to earn. This starts to change your life; we also won the vacations of Club 100, and our lifestyle is starting to change. Thank you very much.

Lucero: Good afternoon, my name is Lucero. I've been drinking the product for 7 years, the results have been wonderful because I have lost 16kg, my bloating has gone away, I dropped 3 sizes, I love the product, I'm really happy with it. I am a doctor, I have worked as an employee for 10 years, and my highest salary in part-time jobs was 4,500 pesos. I read the newspaper yesterday and right now, the people who work in the same jobs I worked before are being paid 7,500, you will see in a second how much I earn in the Nutrition Club. My husband is also into this. That's my picture as a doctor. I don't do that anymore; I quit it because I found something better for me, something that gives me spare time to spend with ...

[recording break]

my three daughters. The first month I earned 3,880. Now, between my husband and I, 18,713, for me it is almost three times what I would be paid outside. Outside there I have to devote 12 hours and here only a while in the morning, I love that. I own my time, but, above all, because of having people who do the same we do the company already gives us a check. Out last month, September, 58,649, for me, it was wonderful because now we do the job as a couple, but if I break up with my partner for any reason I know that I can support my daughters. Thanks a lot.

(16 begin) Licha: Hello, my name is Licha. Before Herbalife I suffered from gastritis, blood pressure problems, hormonal problems, and an infection in the throat that lasted 2 years, overweight, I weighed 70 kilos, and now, look at me! I feel very young, as if I was 20 years old. Regarding the business, in the past I worked in houses, I worked as a domestic worker for 20 years. My dream was to be a stylist, to earn 1,000 pesos a month, because I didn't earn anything. This is marvelous because I started with 11 consumptions... earning... in June, because I changed the club to a new shop, so that is what I earned in June -4,664. I haven't calculated November, but I expect it to be more. But, see, the total I earned is 30,453 pesos, I am very excited.

Man 1: As you can see in the picture above, I was overweight, I suffered from gastritis, colitis, constipation, up to date, I've lost 12 kilos, I've overcome health problems, what I like most is being cured of constipation because from going 4 times a week, I go 5 times a day so my stomach is clean. That is unbelievable. Regarding the business, I exercised my profession for more than 5 years and then we had two businesses, one of children parties and the other was a small restaurant that still exists. We were able to earn up to 50,000 pesos, but our bad administrative habits as well as our bad eating habits led us, mainly led me, to a debt of 600,000 pesos. When you have a debt like that one, you don't want to get up in the morning. You feel frustrated. I felt very depressed. We started here in Herbalife nine years ago. We've been in this project, with this tool, for 4 years and a half, with this tool, Herbalife. In 2009 we had 4 consumptions in our club, my wife and I, 1,398 pesos. Now, in November, we close with 59.76 with 26,783 pesos. And as Annie was saying, by helping other people, this last month we earned 68,464 pesos. The consequence of this is we've had four holidays at Herbalife style, and what I like most is that they are for free. I love free holidays. We've had four national and four international. Here we are in the Dominican

Republic, in Punta Cana. Here we are in Canada, in the Niagara Waterfalls, here we are having dinner in the CN Tower, unbelievable, a tower of more than 100 floors, imagine that you are having dinner there in front of an amazing view and for free, which is the best of all. Finally, we went twice on this amazing cruise. This was a dream my wife had. I didn't fulfill it, but I did my bit, I feel proud. This last picture I boast about it with a lot of pride, we are 15 in my family, that is what you call "family strength" this was the last trip we made. Imagine what a wonderful thing to be there with your most beloved ones. Thank you.

Woman 1: From Monday to Friday, they never raised my salary, so I got into an orphanage where I worked with children and I earned 3,000 pesos a month. But I worked there for four years and they never raised my salary. I wasn't interested in anything other than improving my skin, and thanks to my friend, who shared the benefits of the product with me, I started having excellent results, my energy changed greatly, also my self-esteem. I am really very happy and grateful for all that has happened between Herbalife and me. I was 25 years old at that time, now I am 37 years old. I feel better, I look better, I am very happy with my skin and my body and everything. And regarding the business, I was really fascinated by Herbalife when I started seeing Nutrition Clubs and seeing how revenue increased month after month because that is something you don't do when you are an employee. As an employee, the maximum they raised my salary one year later was 900 pesos. And when I did the rounds I saw things that were amazing. Thanks to the fact that we allowed them to teach us, step by step, here they take you by the hand and guide you to these results and even to improve them. The first month we started it was only 3,247.46 pesos. The last month, 18,965.68 pesos, and also for sharing the benefits of the product the company also pays checks. And only for the first month, we generated 4,772.60 pesos. Last month it was 33,392.15 pesos. This is something I love because I wouldn't be earning this as an employee outside. And this is the same for all of you -it doesn't matter if you don't have a degree or experience, your age doesn't matter. They teach you step by step. I also love the personal development I've had. Welcome. Thank you.

(17 running) Carlos: Hello, good afternoon, my name is Carlos. I started using nutritional products because of problems with bad nutrition, bad digestion, and gastritis, overweight. The most curious thing is that I didn't feel fat at that time. I felt fine. I've been taking the nutritional products for 2 years now. I've solved all that. I've lost 19 kilos and 900 grams. I am really very happy, and regarding the business, before devoting to the business, I worked in the country, I didn't have a starting and finishing time but it was very hard, sometimes I had to work from morning to night. Currently we are going through a difficult financial situation, my wife and I, I had to go to the United States for a year, it didn't work the way I thought. I wanted to buy a better house, a better car, we couldn't do it. It worked out badly. And then I got back to Mexico thanks to my wife, who was using Herbalife and she brought me back here and now we are very happy working here, both of us. Thank you.

Lupita: My name is Lupita. I also started using the product because of health problems. I had a lot of acne problems, as you can see in the picture. It was one of my worst frustrations. I also suffered from gastritis, colitis, constipation, headaches, because of which I took a lot of medicines, it was a prescribed medicine, and I was only at secondary school at that time. The opportunity to use the product came and I started using it. And the results were amazing, my digestion improved, the inflammation improved, I used to have very strong pain, and I couldn't get pregnant because

of a hormonal problem. I suffered from colic and my period was very irregular, and it solved even that: it improved my hormonal problems, I was able to use the product while I was pregnant and the baby was healthy I was about to come to my weight. I only put up 8 kilos and a half. And my baby is very healthy, she doesn't become ill, she also uses the product. And, well, by seeing the health results I've had, I really loved them. And I started seeing that here in Herbalife I could also earn money. Thanks to the fact that my sister invited me to a meeting like this one. At that time she was earning 11,000 pesos, for me, 11,000 pesos was a fortune, I said "If I could earn that". Above all because my husband was in the United States. And I saw the opportunity and decided to get a certificate and open my nutrition club. In May 2011, in the last week, 13.66 people I earned 1,901 pesos. Before that, as an employee, I earned 600 pesos a week working from 9 to 5. And here I loved the economic result. It was amazing because the following month, by helping 21 people I was able to reach my goal, to bring back my husband from the United States by earning 9,693. It was something that frustrated me because I couldn't tell him to come back because I didn't have money. Thanks to Herbalife, one year later, we were able to earn holidays, working together. What I understood is that I had to do everything they told me. They told me "Get training" and up to now I still do it. I've tried to be as teachable as possible. In October, I reached 39 people and I earned 17,249 pesos. That enables us to be economically stable and my baby doesn't lack anything. And, also, by helping people, in the first month I started earning 9,693, by December I earned 18,141 pesos, I am really happy with this, I love it, really, above all because we're doing it as a couple. Thank you.

Alicia: Good afternoon, my name is Alicia. Before using the products, I suffered from colitis, constipation, headaches, lack of energy, thanks to the products, it all disappeared and I feel very good. Regarding business, I worked from 9 to 5 and earned 600 pesos a week and it depended on the parents who wanted to help, too. I thought the only way to get a good salary was with a degree, but thanks to the fact that I was invited to a meeting like this one and I saw people who didn't have a degree and earned money I decided to stay and have the opportunity and I opened a Nutrition Club in March 2010 and I earned, with an average of 6.4 uses, I had earnings of 3,100 pesos. It was more than I earned as an employee. In October 2013, with more than 25 people, my earnings are 12,801. Really, I would never have got that salary rise in my job in 3 years. And here we are being able to do it, and by helping other people the company pays a check. In October, 12,000 from the club plus a bonus and royalties – more than 24,000: 24,713. That makes me very happy. I am able to help my parents. That makes me really very happy. We also earned a holiday in Cancun and I'm taking my parents there. And thanks to those earnings, the holiday is for two people, but thanks to the earnings from the club I can also take my parents so that makes me very happy. Thank you very much.

Esther Espinoza: Let's give a big hand to all of those who came here to give their testimony. Who liked those results? These results can also be our future if we focus. How do we focus? Well, now we'll give way to this couple, a master mind, now she will come, she is an international member of the Presidential Team. She will tell us what we have to do to achieve these results.

[recording break]

An email I got yesterday said, I'm sure some of you may have read it, that in Peru, there already is a Club 100, right? There already is a person who's got 100 consumers in Peru, so imagine that!

That is really exciting, we are thrilled and pleased and we say, wow, this is crazy, it's like a snowball. Who would try to stop it? Nobody, because it would crash it, it will just keep on rolling and nobody can stop it. Nobody.

The plan is ready for anybody who wants to grab it, and the people in South America, they are doing it, they are doing it and in not so pleasant situations. They face hostile situations, a lot of it. So, in the face of that, they became stronger, and stronger, and Ecuador is growing and they are at the top of the results.

Actually we didn't go to Quito, the capital. We went to a place... I will show you some pictures and things I loved. And a part that, maybe this is out of context, when I get back I'm always fascinated by those places, and I hope that someday you can visit there too. Look, this is called Santana de los Cuatro Ríos de Cuenca, that is the name of the city we went to. It is a city that, indeed like its name, it's beautiful. It is a Cultural Heritage of Humanity, and it is managed by UNESCO.

This little place is quite hidden; in fact it is called the Hidden Treasure of Los Andes, because it is such a picturesque, small place that... actually it is one of the most important cities in terms of tourism, but the city is wonderful. I think they chose a charming place for their first summit. I really was in cloud number nine in that part where you can find 4 actual rivers that flow across the city, and this is a picture I was able to take, but the rivers are fresh, natural, they aren't like the river here. It's exciting to see how clear the water is, it's great. That is a river! Four rivers. And that's how it looks!

That's how the city looks, and the Andes, the mountains all around it. And the little houses are on the hills, so it's a city that seems to have been painted like this; and this is exactly how it looks. There are houses on the hills. Look, that's me in the plane. I'm not sure if you can notice the big mountains, but they are astonishing, it's astonishing to see that mountain chain, so majestic from the sky. That's where they begin, so even when I was on the plane, I was excited. Those are the things that, I feel you need to learn how to enjoy them. Don't fall asleep in the plane because you might miss seeing something down on the surface. So look, those wonderful hills that, when the clouds opened up, we could see them. I only studied these in geography class, and they made you learn which was the highest mountain, where the Andes begin, where they end, what the Swiss Alps were.

All those things that you only read about in history or geography class, all of a sudden, God gives you the chance to fly around them. How beautiful! How enjoyable! And this is a picture I took when I got there. Look how beautiful the city is. The hills, the city, the hills. I was like... when you go to a club to work, you are really focusing on work; but I was more like a tourist! Because I really felt attracted by the shadows, and the scenery. It was impossible to pass by without taking a picture. They were laughing, right? But that's us getting out of the airport and taking pictures of the mountains, more mountains. Anyway, I couldn't stop taking pictures of the scenery. Look, this me looking at how these picturesque and peculiar little houses, being an important city, it still had some regions as charming as these, with narrow little streets and hills to the sides, and their traditions. This is a city with such rooted traditions, that I felt really happy to experience them. Because sometimes you arrive in a city, for example Queretaro has a lot of traditions but sometimes they don't really pay attention to them, right?

They are not so deeply rooted anymore. But in this place, it seems that time does not pass by. And I had the chance to make the most of them, and I want to share them with you today, so you know what Ecuador is like and everything that goes on down there. This little girl was walking around and she was laughing. All of these pictures are real, they were taken there. That's how I spent my time. The dancing. I had the chance to see their traditional dances, they were majestic. And, you know what? One interesting fact is that they showed four or five dances during a dinner we had there, but you can see people in the streets dressing like this. Then you go like, "wasn't that the dancing guy I saw last night?" well, no! That is their traditional costume, people still wear it. That is so deeply rooted!

Actually, have you heard about Angel Orellana, Julia Toledo and all of the people Jorge talks about, who are from Ecuador and are living in New York? At the beginning, when they were in Ecuador, they were dressing with those costumes; they were talking to people like that. I mean they were people from that region that all of a sudden, their life turned 180° and they got to New York. And they were really surprised, like "are you serious?" Yes, they were like every other person there; they are really nice, charismatic, so we really enjoyed this a lot. And these are some regional dances.

Many of them, because each one of them had a message, a meaning. Those are colorful roosters. Anyway, those are volcanic areas. They have some very special places there, I don't think tourists will go there, but a lot of the locals go there to rest, and they are formed out of volcanic caves. There you can read "volcanic shower", right? So they gave you a tour of that but we didn't do it because we didn't have enough time, we only saw this. But from there on, they put you into the mud, you get out of there and go over to the next pool, and they have a whole tradition there. This is what they do at a spa, but when you go to a spa, everything is luxurious, the facility is prepared for that, you go into a room and you can get a massage, and get into the mud. I mean, spas are better organized, but here, you were surrounded by nature.

That current was flowing from a natural spring, coming from the rivers, and it was warm water. There we are, look how pretty this was, there were a lot of caves, this was private property because just next to it there were a few pools; and we didn't get in, but I didn't want to miss the picture. We had the chance to experience this tradition where people go there every Sunday, it was crowded, and there we were. Another wonderful part of Ecuador, maybe you will think that I'm a romantic, it's the knitters. You can see them there working, making their items, all the things they create. This is a painting, but they really look like this, making the famous hats, which are not from Panama, they are from Ecuador, they have their origins in Ecuador, and they put a lot of art into their work.

[recording break]

Maybe they agreed on that. Maybe that's how they dress. I believe it was both, because there was a small group... what were they called?... there was a strange tribe that used to dress in black with their hats on and beards. All of that based on deeply rooted traditions and ethnicities that are fascinating, aren't they? It's fascinating to see how people, even when they are not completely capable of understanding the speed of modern life, they are becoming part of Club 100. They are part of Club 100! That is exciting! On the day we arrived, we were tired because of the flight, the amount of hours in the air, you know it's not near, not around the corner. When we got off the

plane, and we arrived to the area where we could take a taxi, we saw a lot of people with blue clothes. Well we thought maybe there was a party, I don't know! But when we got out, and they saw it was us, the whole group started to jump up and down, with balloons in the air and singing "Welcome, welcome!"

Can you imagine a welcome like that? I still feel the excitement when I remember it. And all the people around were like, "Who has just arrived? Who is the artist that is here?" And the people in the group were there with a balloon and a rose in their hands. And I want to tell you this because this is something that made me feel very touched. I was so excited! And then we would go and hug them, and they wanted to give us the rose personally, to me, to Jorge, so it was a wonderful welcome. I took as many roses as I could and I put them in the bedroom, it was something special.

People were absolutely excited looking at the man who brought the Club 100 to Ecuador, so they were really happy. They put garnishes on us, like we always do, with some traditional items. And this is the man I want to talk about, because maybe, if we organize ourselves properly, we might have him come here one day to tell us about his story. He will tell us who he is.

Does anybody know Camilo Vela? Has anybody seen him? Or has anybody been trained by him? No? Ok, he's come to {imperceptible}, correct? Yes, that is right. He is a true character, he's got his story and he's a legend, because he's been with Herbalife for as long as we have. He is 30k, that is 3 diamonds, but he's got a very interesting story, because he used to live in a town, he had no shoes, he was one of the kids of the region, he's only goal was to help his family; he said he helped cows give birth, he was from a rural area, he was a kid in a rural area and he was a jack of all trades. That's how he begun.

He was in a poor environment, I don't know how poor he was, and he will tell you about that, his situation and where he comes from. But this is really somebody who was a leader in that level. He is an extraordinary man, because he has strong leadership skills. In fact, this man got into the seminary. And he excelled at it, he reached top ranks, and then he made some decisions, I don't know, it's like with a career in medicine, you say, "why did you drop out of it?" the same thing happened with him.

Due to some decisions he made, he got out of the seminary he was in, and he found Herbalife. He was looking for a job, and he found our job advert and he got in. And that's where his story began. He is a man that, from the moment he knew the plan, first in New York, then he was with Marta Muriel in Orlando for a long time, getting to know the plan, mastering it and obtaining results. And he was thinking about his people in Ecuador. And through the distance he talked to them, he told them, "Hey guys, this is incredible!"

And there in South America, as they didn't really know what was going on with the new plan, they had a lot of limitations, not corporate limitation, but because of the people that were working with them, the presidents there. Nevertheless, through the distance he started to work with them, because he said, "They take care of this, they are starving, they don't know about..."

[recording break – ends abruptly]